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OFFICE OF PRIVATE AND VOLUNTARY COOPERATION

BUREAU FOR HUMANITARIAN RESPONSE

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RESULTS REVIEW  
FY 1996

AND

RESOURCE REQUEST  
FY 1999

MAY 21, 1997  
BHR/PVC

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## PART I OVERVIEW

The Office of Private and Voluntary Cooperation (PVC) in the Bureau for Humanitarian Response (BHR) is completing the first year of implementing its strategic plan approved by the Agency in the Fall of 1996. The plan reflects the values and practices promoted by the re-engineering initiative of the Agency and was developed with extensive input from USAID's development partners in the private and voluntary community.

PVC's primary mission is to support capacity building which strengthens the sustainable impact potential of US private and voluntary organizations (PVOs) working in grassroots development. PVC's Strategic Objective (SO), **increased capability of PVC's PVO partners to achieve sustainable service delivery**, reflects PVC's comparative advantage and long experience in providing capacity building assistance to the PVO community. PVC seeks to strengthen the capacity of US PVOs and their local partners to implement effective programs in priority development sectors of mutual interest to USAID and the PVO community. As the wording of the SO indicates, PVC also seeks to ensure that increased capacity results in improved services at the community level which can be sustained over the long term. This includes building the capacity of local NGOs and other partners who are playing an increasingly important role in helping US PVOs to achieve sustainable development impacts at the community level.

PVC has identified five key intermediate results which are critical to achieving its strategic objective:

- ❖ Operational and technical capacity of PVC's grantees improved
- ❖ Strengthened partnership between USAID and US PVOs
- ❖ Strengthened Partnership between US PVOs and local NGOs
- ❖ Improved mobilization of resources by PVC's PVO partners
- ❖ US public awareness raised

The primary way that PVC supports its mission is through the grants programs it administers. These include Matching Grants (MG), Child Survival Program (CS), Cooperative Development Program (CDP), Farmer-to-Farmer Program (FTF), Biden-Pell Development Education Program (Dev Ed), Ocean Freight Reimbursement (OFR), and the Denton Program. (A one page summary description of these programs and PVC's Results Framework is provided in Annex 1.) PVC also plays a key role in the development of policies and procedures that affect PVOs and the USAID/PVO partnership, in part through its role as the

Secretariat for the Agency's Advisory Committee on Voluntary Foreign Aid(ACVFA). In addition, PVC registers both US and local PVOs, monitors the degree to which they are maintaining their private funding base, and disseminates information on PVO programs.

PVC is now well launched on the initial phase of implementing its strategic plan. Beginning in FY 1996, when PVC's strategic plan was being finalized, the Office took a series of management actions to reorient its programs, enhance their contribution to the Office's new strategic objectives and accelerate the implementation of the plan. This included organizational changes, new directions for PVC's major grants programs, and some special initiatives with an explicit focus on the office's objectives. This is still a rapidly evolving process; a number of these changes were introduced late in FY 1996 as part of the planning for the FY 1997 grants cycle and their impact will only be felt in future reporting periods. Key management and program initiatives are highlighted below.

- **IR teams established to promote an integrated focus on the office's new objectives.** In FY 96 PVC organized intermediate results teams with membership from the different grants divisions to promote cross fertilization and a more coherent focus on achieving office objectives. These teams have played a useful role in helping to integrate strategic priorities into the guidance for the different grants programs, in facilitating information sharing and consultation with the PVOs, in developing new initiatives in support of the IRs and in collecting, analyzing and interpreting the baseline data for this R4 report. The progress and achievements reported in this R4 are the direct result of the efforts of both the PVC grants divisions as well as the intermediate results teams. The role of these teams is still evolving and faces the continued challenge of how to balance PVC staff responsibilities between grant division and IR functions.
- **RFA guidelines revised to reflect new strategic priorities.** Since PVC's multiple grants programs are its primary vehicle for achieving the strategic objective, a key step was to revise the Request for Applications (RFA) guidelines to increase emphasis on key elements of PVC's strategic objective and intermediate results. Revisions included, for example, a much more explicit focus on PVO/NGO partnering, increased emphasis on sustainability, a more intentional focus on results, new cost sharing requirements in some programs, and the importance of communicating development messages to the American public. These were incorporated into the RFA guidelines and review criteria and highlighted in both PVC's annual RFA planning workshops and debriefings after the completion of proposal reviews.
- **Increased emphasis on building PVO capacity to monitor, evaluate, and manage for results.** Over the last two years PVC has built on its traditional focus of PVO capacity building by adding an increased emphasis on developing the planning,

monitoring and evaluation capabilities needed to manage for and report on results. PVC has held special sessions on these topics in workshops with the PVOs in its different grants programs, highlighting the need for effective tracking and reporting of performance results. Strengthening strategic management capabilities has also been a key felt need expressed by the PVOs, and in response, PVC developed the "Global Excellence in Management" (GEM) Program which has provided specialized training to the senior managers of more than 15 PVOs in FY 95 and 96.

● **Creative new approaches to PVO capacity building introduced.**

PVC is vigorously pursuing creative new approaches to building the technical and operational capabilities of PVOs. PVC has now introduced the concept of "mentoring" into its Matching Grants, Child Survival and CDO grants programs to encourage strong PVOs and CDOs to reach out and strengthen smaller, weaker PVOs. PVC has also helped to facilitate PVO access to the technical support programs of the Global Bureau's PHN center, providing limited funding to them through OYB transfers and using this to leverage matching support from core funds. The office is increasingly working to strengthen key PVO networks which stimulate innovation, information sharing, mutual strengthening and adoption of best practices.

● **PVO registration streamlined and new mechanisms introduced to facilitate enhanced access by new PVOs to USAID programs.**

PVC has taken important steps to make it easier for new PVOs to be recognized by the Agency and to have access to its grants programs. In FY 95 PVC completed a major streamlining of the US PVO registration process which reduced registration requirements by two-thirds. This was followed by a parallel streamlining of the local PVO registration process in FY 96 that made it much easier for local PVOs to register with USAID. In order to make it easier for newer, smaller PVOs to compete for its grants programs, PVC has also recently introduced a new category of "entry grants" to its child survival program so that PVOs who have never had a prior child survival grant can have improved chances to participate. In the case of Development Education, PVC also facilitated access to new PVOs by stipulating the number of grants that would go to PVOs that had never participated in the program. Mentoring grants, cited above, are another example of a creative outreach approach. It remains highly challenging to bring in new grantees because of PVC's staffing and budget constraints, and ever-increasing demand for its programs. But PVC's creative efforts in this area are already beginning to pay off: in FY 97 PVC will admit more than 25 first-time grantees to its programs.

● **Increased focus on strengthening Agency policies and procedures related to PVOs.** As the Agency's clearinghouse for the US PVO community, PVC is the major contributor within the Agency regarding the development of policies and procedures affecting the USAID/PVO partnership. While the totality of the

relationship between USAID and the PVO community is somewhat broader than PVC's immediate scope, the Office has worked closely with the Advisory Committee on Voluntary Foreign AID (ACVFA) and with PPC, M and other parts of the Agency to assure a supportive policy framework for PVO issues. PVC has provided particularly strong support for ACVFA to strengthen its voice and visibility, and in FY 96 worked closely with ACVFA and other parts of the Agency to produce a series of policy and procedural reforms to make it easier for PVOs to work with USAID. This will remain an important priority for PVC in the year ahead. The recently completed ACVFA study on the status of the USAID/PVO partnership has highlighted many areas that require further attention by PVC and other parts of the Agency.

● **PVO/NGO Partnering and North-South Partnerships have been made a priority.** PVC has helped to focus attention within the Agency and among the PVO community on the importance of North-South partnerships and local capacity building, largely through its strong leadership role with the New Partnerships Initiative (NPI). PVC has helped to develop new methodologies for partnering, and tools to assess the capacity building needs of local organizations and to design appropriate technical assistance and training interventions. PVC has also made PVO/NGO partnering one of its highest priorities over the last year and has made this a requirement in the RFAs for its major programs. PVOs are required to identify a local partner and to document in their application how they will strengthen their local NGO partners and promote their long-term sustainability.

To support the North-South partnership PVC has already initiated a series of conferences and training activities to strengthen and build alliances among national level NGO consortia in developing countries; commissioned a study of partnering models and practices between US PVOs and local NGOs, and has joined in a partnership with the World Bank to undertake a major study of the mechanisms and approaches utilized by the foundations and bilateral and multilateral donors for Southern NGO capacity building. The study of the capacity building approaches of the Northern donors will be paralleled by an assessment of the capacity building needs of the Southern NGOs. This effort will lead to organization of an interagency working group on Southern NGO capacity building later in the year.

● **Increased emphasis on building a closer PVO-Mission relationship.** PVC has taken initiatives to strengthen collaboration and communication between PVOs and the USAID Missions. PVC's RFAs now require that PVOs consult with Missions during proposal preparation to ensure a good fit with Mission strategic objectives, and Missions review all proposals for their country. PVC has also increased its reporting to the Missions on

the PVO programs it funds in-country, through a streamlined country portfolio report.

❖ **Encouraged the development of new PVO resource mobilization strategies.** Through the Sustainable Development Services (SDS) program initiated in FY 95, PVC has helped PVOs to develop creative new resource mobilization strategies. PVC has also begun to focus explicitly on PVO/private business collaboration and has commissioned a study on PVO private business partnering arrangements. The Office has recently funded an innovative program with PACT and the Prince of Wales Business Leaders Forum to establish partnerships between private business and PVOs and NGOs in several pilot developing countries. While it will take time for the full impact of these new efforts to be felt, some benefits are already apparent. Increased contacts between PVOs and potential supporters in the business sector are being facilitated and several PVOs are moving strategically to reach out to the business community.

❖ **Improved strategies developed for dissemination of development education messages to the American public.** In 1996, faced with a \$750,000 cap on the development education program imposed by the Congress, PVC revamped the program to maximize its impact: expanding its outreach by asking PVOs with overseas development experience to partner with a US national trade or membership organization. Simultaneously, PVC has taken steps to make development education an integral element of its other grants programs by encouraging the PVOs to use information from their programs as a tool for outreach and education to their constituents. PVC has also taken steps to post publications such as the VolAg report on the Internet to increase public access to information about PVO programs.

### **Organization of the Report**

This report is organized into four key sections. After this overview, the next section, Part II, discusses PVC's progress in relation to the indicators established for the Strategic Objective and Intermediate Results. Part III focuses more explicitly on PVC's major grants programs and the impact that the PVOs strengthened by these programs have had at the field level. Part IV analyzes PVC future resource requirements to implement the strategy.

## PART II PROGRESS TOWARDS OBJECTIVES: PERFORMANCE ANALYSIS

### Strategic Objective: Increased Capability of PVC's PVO Partners to Achieve Sustainable Service Delivery

#### A. OVERVIEW

PVC's strategic objective (SO) reflects its mission to build the capacity of US PVOs working in international development and to strengthen the sustainable development impact of their programs. PVC's SO has three key interrelated aspects that the office seeks to impact and to measure. The first important aspect is increasing the organizational capacity of the US PVO community and their local partners, and their ability to work effectively in key development sectors. Service delivery is the second important aspect of the SO; this reflects the fact that capacity development should result in improved goods and services delivered at the community level. The final aspect is sustainability - the expectation that services and benefits will be sustained over time.

While PVC's most direct partners are the US PVOs, the strategy recognizes that in order to achieve sustainable service delivery US PVOs must also partner with, and develop the capacity of NGOs and other local organizations. Because many PVOs are now stepping away from direct service delivery and are working increasingly with the growing number of NGOs and other local partners to address development priorities, PVC was careful in wording the strategic objective to state that it wanted to help US PVOs to "achieve" sustainable service delivery, rather than "deliver" services. In fact, increasing the capability of PVC's PVO partners to achieve sustainable service delivery encompasses a systematic move away from direct service delivery by the PVOs and progressively towards the enhanced service delivery capability and autonomy of their local partners. PVC has reflected the importance of this emphasis in its results framework by establishing "NGOs and other local partners strengthened" as the subgoal, making "strengthened partnership between US PVOs and local NGOs" a key intermediate result. PVC's strategic objective is directly relevant to and increasingly important for achieving the Agency's sustainable development objectives. PVC strengthens the capabilities of PVOs in all of the key development sectors of USAID's strategy: broad-based economic growth; population, health and nutrition; environment; and democracy. PVC also strives to make the PVOs more effective development partners for USAID Missions around the world. Re-engineering places increased emphasis on USAID partnerships with PVOs and the reality of reduced staffing and budgets make collaboration with PVO partners ever more important. The PVOs registered with USAID have total annual resources of \$4.8 billion; strengthening the capability of these organizations to utilize these resources effectively in partnership with USAID

can make a major contribution to sustainable development objectives.

PVC has now successfully initiated a multi-pronged approach to achieve its strategic objective, based on the five key intermediate results that are the vital building blocks of the strategy (please see Part I-Overview). Each of these focuses on an area that is important strategically to the PVOs' capacity to achieve sustainable service delivery. Even though PVC is still in the initial phases of implementing this new plan, the preceding overview section and the sections on the IRs that follow document the fact that PVC has new initiatives firmly in place and initial indications of improvement in each of these areas. Although much more difficult to measure, and much more difficult to track on an annual basis, PVC also has evidence that it is making progress towards its strategic objective and each of its three key elements: PVO organizational capacity, service delivery, and sustainability.

Clearly, increasing the capability of the PVO community to carry out effective development programs is a long term process--one which requires years and is challenging to measure. Nevertheless the cumulative results of PVC's longstanding efforts with its partners is clear. In key sectors like child survival and microenterprise where the PVOs had little capability a decade ago, many now have cutting edge technical expertise and strong programs. For example, all the PVO CS grantees now have qualified health professionals on staff and have developed technically rigorous child survival programs. The Matching Grants Program has resulted in the creation of microenterprise units in the PVO grantees working in the sector.

The recently completed ACVFA Study on the status of the USAID/PVO partnership also provides excellent evidence that the PVOs are developing increased capabilities. More than four-fifths of the PVOs and USAID staff surveyed stated that PVOs have gotten stronger over the last four years. There was strong consensus that the PVOs have improved in terms of both operational and technical capabilities, though improvements in financial independence have not been as pronounced. A number of respondents cited the important role PVC has played in their strengthening.

Providing evidence that improved PVO capacity is resulting in improved services at the community level is particularly challenging. But here again, we have some cumulative evidence that the PVO programs PVC supports are resulting in significant improvements in services over the life of the program. As the text box below describes, the PVC funded PVO child survival programs have resulted in important improvements in key interventions such as immunization, exclusive breast feeding, and ORT usage.

### **Child Survival Indicators Improve in PVO Program Sites**

Since 1991, all BHR/PVC funded PVO child survival programs have been required to conduct baseline surveys soon after start-up and final surveys near the end of the three to four year grants. Data from these standardized surveys of mothers are now available for the 36 programs initiated by 13 PVOs in 19 countries in 1991 and 1992. The percent increase from baseline to final survey was determined for four commonly reported indicators directly associated with child mortality.

For each of these four indicators, at least four out of five PVO programs achieved some improvement from baseline to final survey. For maternal tetanus immunization, 81% of the programs with survey data for this indicator reported an increase in coverage. For both measles immunization and exclusive breastfeeding, 85% reported an increase, and all programs with data on oral rehydration found an improvement. The average increase for maternal tetanus immunization was 8%, measles immunization and exclusive breastfeeding both improved by 14%, and oral rehydration by 27%.

The consistency of these positive findings across indicators and programs provides convincing evidence that immunization coverage increased and suggests that important maternal practices relating to breastfeeding and diarrheal care also improved. The PVO programs are likely to have contributed substantially to improvements in these indicators directly related to child mortality.

### **B. Progress and Results**

PVC has developed six indicators to measure the three key dimensions of the strategic objective: two indicators to measure changes in PVO capacity, two to measure changes in service delivery, and two to measure sustainability. Discussion of the progress in relation to these indicators is presented below, and the performance indicator tables are found in Annex 2.

## PVO Capacity Indicators

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### SO1 Indicator 1:

Change in the average score of PVC-supported PVOs on PVC-developed capacity self-assessment instrument.

### Results and Accomplishments:

The capacity of 13 PVC grantees was assessed in March 1997 in six different capacity categories. The results of this assessment are shown in Table 1 on the following page.

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PVC's primary mandate is to strengthen the capacity of the US PVO community to enable it to better provide development assistance. Most of the cases throughout this report highlight PVC's successes in strengthening this community. SO performance indicator 1 is aimed specifically at assessing the current capacity of PVC's PVO grantees and monitoring improvements in their capacity over time.

Working in close collaboration with its PVO partners, PVC developed a capacity self-assessment instrument called DOSA (Discussion-Oriented Organizational Self-Assessment). This questionnaire allows individual PVOs to assess their capacity in six broad categories: human resources management, financial resources management, service delivery, external relations, organizational learning, and strategic management. The DOSA process involves a capacity assessment team working alongside a facilitator. The facilitator leads the team through a succession of question sets about critical incidents. Once group members have collectively shared views in response to the question set, they individually score a questionnaire. For elements under each of the broad categories a score is assigned between 1 (very low capacity) to 5 (very high capacity) and an average score between 1 and 5 is calculated for the category as a whole. Capacity is reported as the score (1 to 5) for each category. The responses from the 13 PVOs that completed the assessment instrument in March 1997 have been combined to calculate a proxy for the capacity of PVC's PVO partners.

Table 1: SO1 - Indicator 1

Performance Indicator 1: Change in the average capacity score of PVC-supported PVOs as determined by a self assessment instrument: 1=low capacity and 5=high capacity	
Category	Actual 1996
Human Resources Mgmt	2.9
Financial Resources Mgmt	3.5
Service Delivery	3.6
External Relations	3.3
Organizational Learning	3.4
Strategic Management	3.3

The results from this initial assessment indicate that many of the PVOs have considerable capacity in key areas -- a fact which is not surprising since a number of the sample have benefitted from the capacity building activities of PVC's grants programs for some time. The capacity areas where the PVOs are weakest are human resource management, strategic management, and external relations. Though there has never before been such clear quantitative evidence, PVC has suspected these weakness and has developed programs to address them. PVC has worked to strengthen the human resources at PVOs by supporting and in some cases providing staff training activities. For example, during the last year, PVC held training activities at its annual RFA workshop and in a series of re-engineering workshops. PVC has also provided support for addressing staff weaknesses in PVOs. Most of its grants programs include support for the PVOs to hire staff, particularly technical staff where needed. In another example, PVC encouraged and helped initially fund the employment by a PVO of a social scientist with a background in participatory planning and implementation.

To assist PVOs to strengthen their strategic management, PVC has for several years supported the GEM project. GEM operates workshops using a process of "appreciative inquiry" to help PVO senior staff identify the strengths of their organization and develop a long-term vision or strategy for their organization. Two PVOs that have been greatly strengthened by this program are TechnoServe and The Mountain Institute; both PVOs have developed a new sense of organizational direction as a result of their participation in the program. PVC expects the scores in this area to increase as more PVOs participate in the GEM program

PVC will discuss the results of this assessment with the PVOs to see what additional measures we might take to accelerate capacity development. A highly positive aspect of the DOSA instrument is that it is participatory and allows PVO management to focus on areas in their organization that should be strengthened. Several participating PVOs have already informed us that they have identified internal measures they plan to take to correct identified weaknesses.

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**SO1 Indicator 2:**

Change in the number of members of formal networks or associations of voluntary organizations

**Results and Accomplishments:**

The three PVO networks and associations surveyed had a total membership of 212 PVOs.

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PVOs' capacity to strengthen themselves and to improve the environment they operate in is greatly enhanced by working together in PVO networks and associations that play both training and advocacy roles. PVC has increasingly focused on the critical capacity building role of networks and associations. PVC has helped start two PVO networks focused on the child survival and microenterprise sectors, respectively. PVC is encouraging the formation of other networks.

Network membership since 1991 was surveyed for two important PVO networks: a network of child survival implementors; and the Small Enterprise Education and Promotion Network (SEEP), a network of microenterprise PVOs. The CSCG is made up of PVOs who currently have a USAID child survival grant or have had one in the past. Therefore, its membership is somewhat linked to the size of the program. This number is also fairly stable and has varied only between 20 and 22 over the 1991-96 period. However, PVC expects to see this membership grow as it makes efforts to include new PVOs in the program. In 1997 for example, there are four new grantees that will join the group. SEEP, on the other hand, has shown a steady increase since 1992. It increased 33% between 1992 and 1995. It is not clear how long this level of growth will continue. Total membership for these three organizations at the end of 1996 was 62 PVOs. PVC is currently in dialogue with these networks about their growth potential, and is identifying new networks that could be included. PVC is considering a target of 5% annual growth, but requires further consultation with the networks, prior to a decision.

## Service Delivery Indicators

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### SO1 Indicator 3:

The median increase from baseline to final survey in the percent of children immunized with measles vaccine.

### Results and Accomplishments:

Data for programs starting in 1991 and 1992 was used to determine a median of 14 percent increase over Life of Project as a baseline.

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SO Performance Indicator 3 is one of two indicators of how improved PVO capacity has resulted in improved service delivery at the community level and focuses on improved health services provided by PVOs in PVC's Child Survival Program. Strengthening PVOs to implement high quality programs to reduce infant and child mortality is the central focus of PVC's Child Survival Program.

The median increase in measles immunization coverage has been identified as an indicator because measles is one of the main causes of under-five mortality in developing countries, and several studies have documented the efficacy of measles immunization in reducing mortality. The quality of PVO survey data for this indicator is good, and is commonly reported by PVO programs. This indicator is also comparable to information commonly reported by other sources. Measles immunization is thus probably the single most important survey indicator for child survival program performance monitoring. The indicator is defined as: The median percent improvement from baseline to final survey (the middle value of all ordered/ranked values of the indicator for all programs reporting data) in the percent of 12 - 23 month old children with immunization cards indicating they received measles vaccine.

While the baseline and final survey data on measles vaccinations indicates a substantial improvement in coverage over the life of these programs, comparisons between the two cohorts of programs starting in 1991 and 1992 indicate no substantial or statistically significant differences between years. Lacking a clear trend for this indicator, no target was set at this time.

In addition to measles immunization, PVC is tracking several other factors closely linked to infant mortality to develop a more comprehensive understanding of the impact of its programs, as indicated in the table below. PVC plans to work with the Johns Hopkins Child Survival Support Program to explore the possibilities of developing a new composite indicator that allows us to set meaningful annual targets.

**Percent Change in CS Indicators from Baseline to Final Surveys**

Indicator	Number of Programs Reporting Data	Percent of Programs Reporting Some Improvement	Percent Improvement of Median Program
Measles Immunization	27	85%	14%
Maternal Tetanus Imm.	26	81%	8%
Exclusive Breastfeeding	13	85%	14%
Oral Rehydration	11	100%	27%

**SO1 Indicator 4:**

Mean percent increase in the annual number of microenterprise loans provide by PVC grantees over the life of a PVC-supported microenterprise project.

**Results and Accomplishments:**

The mean increase of 272 percent for 12 projects between FY 1994 and FY 1996 constitutes the baseline.

Strengthening PVOs to implement microenterprise projects is a major emphasis of the PVC Matching Grants Program. PVOs collect baseline and end of project data on PVC-supported projects, but the only data consistent across projects is the change in the number of loans during the life of the project. PVC decided to use this measure as a proxy indicator for the capacity of the PVO microenterprise sector. The 12 projects for which data were available for FY 1994 to FY 1996 had an average increase of 272 percent in the number of loans given out annually. Since some of PVC's grantees have achieved growth rates of more than 500% increase in number of loans over the life of project, the office believes that this mean can be increased substantially. PVC will be working with the Small Enterprise Education and Promotion (SEEP) network and the Microenterprise Office in the Global Bureau to set appropriate targets and to further refine this indicator if needed.

## Sustainability Indicators

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### SO1 Indicator 5:

Percentage of PVC-supported PVO projects that are still providing services two years after the end of PVC support.

### Results and Accomplishments:

100 percent of the PVOs projects surveyed were providing some services two years after the end of PVC support

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This is one of two indicators that PVC established to monitor sustainability of PVO activities. In-depth phone interviews were conducted with 4 grantees with PVC funding ending in 1994 to explore if services were still being delivered two years after grant completion. During a phone survey, the four PVOs that implemented these grants stated that they all were providing some services two years after their grant funding ended. This does not mean, however, that the PVO's activities have become locally financially sustainable, for in most cases the PVOs received other (non-PVC) donor funds to continue the grant initiated activities. No change is expected in the level of this indicator for FY 1997. Because 100 percent of the PVOs in this sample are providing services two years after grant funding ended, this indicator as stated is not robust and will need to be modified before the next R4 report.

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### SO1 Indicator 6:

The percentage of PVC-supported grants in which there is cost-recovery or cost-sharing of at least 10%, indicating local commitment or ownership

### Results and Accomplishments:

54% of grants reported at least 10% cost-recovery or cost-sharing.

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The percent of an activity that is supported directly by local organizations or the community is one measure of sustainability. It is assumed that the more a local organization or community is willing to invest in an activity the more that activity addresses a recognized need and the more financially viable the activity will be. A threshold of 10 percent or more of total project costs was selected as a level of significant local financial support.

PVO managers for a sample of 30 PVC-funded grants were surveyed by telephone concerning the percent cost-recovery and

cost-sharing in their PVC funded programs. Of these programs, 54 percent reported more than 10 percent cost-recovery or cost-sharing as of 1995. Unfortunately, the data show a slight decline in the number of grants reporting cost sharing between 1991 and 1995. PVC is working to understand the reasons why cost-sharing has not increased prior to setting future year targets. PVC has recently initiated activities such as the Sustainable Development Services program, and training activities to strengthen local partners which should address this important issue.

### Progress Towards Intermediate Results

#### IR 1: Operational and Technical Capacity of US PVOs Improved

##### A. Overview

Improving the operational and technical capacity of US PVOs directly affects PVOs' ability to achieve sustainable service delivery and to transfer this capacity to local NGOs. Capacity, in this sense, describes both the extent and the limits of PVO ability to carry out the kinds of tasks that are necessary to ensure sustainable service delivery, including training and technical assistance provided to NGOs.

PVC's grant programs are the main vehicle through which technical, program planning, and management capacity are strengthened. The Matching Grant, Child Survival, and Cooperative Development Programs in particular, seek to increase access to and use of state-of-the-art technical and management tools. Through the Johns Hopkins University Child Survival Support Program, child survival grantees receive technical training in the latest intervention and monitoring techniques. PVC initiated a collaboration with the Global Bureau's BASICS child survival program to expand technical outreach to the PVOs. PVC's competitive grants programs have also built basic requirements into the grants process that are aimed at upgrading the operational and technical capacity of US PVOs. In order to promote this objective, PVC has initiated "mentoring grants" to support the transfer of operational and technical capacity from mature to more nascent PVOs. There is also increased focus on PVO networks for sharing technical and best practices in the microenterprise and child survival sectors.

Two of the most important areas that PVC's capacity building have focused on are: strengthening PVO staff capability to assure that PVOs have the right combination of skills, knowledge, and experience to manage PVC grants; and improving PVO strategic planning and performance monitoring systems. Program results in these two areas include:

- ❖ Child Survival grantees assign at least one public health professional to backstop the project at its US headquarters and one full-time staff person with substantial experience in implementing community health or child-survival projects at the proposed field site. Currently 25 PVOs now have qualified health professionals on board and have developed technically rigorous child survival programs.
- ❖ Through the efforts of the Matching Grants program, 8 PVOs have created microenterprise units that are sustaining vastly increased numbers of small loans.
- ❖ The Child Survival and Cooperative Development grantees have formed formal consortia to provide a forum for the PVOs to exchange success stories and best practices, keep on top of trends in their respective fields, and discuss partnership issues. The SEEP Network was also initiated in this manner.

#### B. Progress and Results in Relation to Indicators

Prior experience has demonstrated that the technical expertise and operational experience of PVO staff are key factors in grant performance. PVC seeks to maintain and increase this competency in US-based PVOs.

Analysis of the data from the past 5 years indicates that, as a result of PVC grants, the percent of qualified PVO staff--those with advanced degrees and/or program management experience--managing PVC grants was relatively high. There was little variation in these figures from 1991 to 1995, which may imply a plateau. It is PVC's intent that all PVC grants will be managed by staff that meet these minimum qualifications.

In addition to placing increased emphasis on educational credentials and work experience, the Office has pursued a variety of approaches to upgrade and reinforce the technical capacity of the PVO program managers. As a result of these grant-funded activities, PVOs, particularly the smaller, more nascent PVOs, are building specialized expertise and are more competitive in mobilizing resources. For example, Minnesota International Health Volunteers (MIHV), a very small PVO with limited staff, used a PVC child-survival grant to increase its capacity to develop and scale up specialized technical programs to address funding--receiving both a competitive grant from PATH/Canada and a Poverty Reduction and AIDS Education Grant from the UNDP to replicate the vitamin A project. The success in mobilizing resources also supports Intermediate Result 4.

Institutional performance is dependent, to a large degree, on both programmatic experience and the technical competence of the staff. This indicator examines the operational experience of the

staff back-stopping PVC grants. While longevity of service is not necessarily synonymous with better performance, it is a contributing factor. In addition, an organization's ability to attract and retain program staff is a reflection of institutional vitality.

The data indicates that the average number of years that PVO program managers that are back-stopping PVC grants have been with the parent institutions appears to have declined over the past 4 years. In 1991 and 1992 the average was 6 years. From 1993 to 1995 the average was 4 years. PVC will use the 1993-95 data as the baseline. In addition, the Office will monitor this situation and assess whether this trend has an effect on the quality of program management, particularly as it relates to PVO capacity to monitor program performance. Should other variables come into play, the indicator will be revised.

Improved PVO planning and performance monitoring is central to improving the quality of services that PVOs provide. PVC specifically encourages the adoption and utilization of strategic planning approaches and systems and funds such improvements through its grant programs. Strategic management capabilities has been a key felt need expressed by the PVOs, and in response the GEM program provided specialized training to more than 25 senior PVO managers.

A survey of PVO partners indicated that 82% had a strategic plan that had been presented to the board of directors. While the criteria for having a strategic plan were broadly defined--including formal strategic plans, multi-year workplans, and/or mission statements--the numbers do indicate that a large percentage of the PVOs are engaged in systematic planning. However, at this point it is unclear whether these plans are sufficiently rigorous to be used to measure program performance. It should be noted that PVC grant programs are actively working with the grantees to strengthen these systems.

PVC's targets in the coming years will be to: (1) increase the percentage of PVC grantees that have formal 5-year, board approved strategic plans; (2) improve the quality of the existing plans by assuring that they contain measurable goals and objectives; and (3) assist the PVOs with developing indicators and realistic plans to monitor program performance.

## **IR 2: Strengthened Partnership Between USAID and US PVOs**

### **A. Overview**

Strengthened partnerships between USAID and US PVOs are central to PVC's efforts to realize its strategic objective of increasing the capabilities of PVO partners to achieve sustainable service delivery. PVC has played a leadership role in the development and promotion of NPI which makes a strong case for the vital role of PVOs, NGOs and other civil society actors in

development. PVC's grants programs and related activities facilitate dialogue with the PVO community on policy and programmatic issues. In addition, the Office has broadened its work on Agency policy and procedural issues that have directly impacted the USAID-PVO partnership through collaboration with PPC and the Office of Procurement. PVC also houses the Secretariat of the Advisory Committee on Voluntary Foreign Aid(ACVFA). ACVFA serves as a forum for consultation between USAID and the PVO community on

partnership issues. The Secretariat tracks and "nudges" recommendations to strengthen the partnership.

In addition to streamlining PVO registration and requiring PVO consultations with Missions prior to grant application submission (discussed in Part I), the Office has undertaken a number of initiatives that further this IR:

- **PVC procedures and practices are more responsive to PVOs.** PVC management made a significant contribution to the revision (the first since 1982) of the USAID Policy Guidance on the USAID-US PVO Partnership. The Child Survival Detailed Implementation Plan (DIP), evaluation guidelines, and Request for Application (RFA) were revised in collaboration with partner PVOs. Additionally, the DIP review process has been changed from a paper exercise by outside reviewers to a consultation among the PVOs, USAID, and technical consultants.
- **Performance monitoring and evaluation are a joint exercise.** The Farmer-to-Farmer program developed program performance indicators through extensive dialogue with implementors. The Matching Grant Program Managers conduct participatory evaluations of projects and offer concrete recommendations for further assistance.
- **Information sharing and communication are greater.** PVC expanded its annual RFA workshop to include, among other elements, an introduction to USAID for new PVOs. The Development Education, Child Survival, and Cooperative Development grants programs hold annual conferences for their grantees to review and discuss current grant requirements, review the state of the practice, and provide an opportunity for informal consultation and networking. Child Survival and Cooperative Development grantees, at their own initiative, have each formed a PVO network to serve as a consultative forum and best practices exchange.

The USAID-PVO partnership will continue to receive attention from PVC. In the coming year PVC will conduct re-engineering training workshops for representatives from over 60 PVOs. The number of PVOs that PVC works with will be expanded through the New Entry Grants mechanism. Furthermore, PVC, through the ACVFA Secretariat, will distribute the assessment of the state of the partnership which records achievements and highlights issues that warrant attention.

## B. Progress and Results

Indicator 1 reflects a variety of substantive issues influencing the partnership: procurement policies, franchising, NPI, the Agency Strategic Plan, and re-engineering. This indicator demonstrates that open lines of communication exist which help to facilitate the USAID/PVO partnership, and that these lines of communication are both transparent and credible. PVC's decision to focus this indicator on recommendations of the ACVFA subcommittee on partnership was made to ensure that all recommendations that counted toward this percentage are pertinent to what PVC is trying to measure, i.e., partnership.

Almost half of the 46 recommendations made have been carried out and have

resulted in changes in USAID policies and procedures. The recommendations have resulted in:

- A revised policy guidance on PVOs;
- A policy determination establishing procurement principles for PVOs and communication mechanisms on procurement reforms;
- Providing an open accounting of figures for USAID funding to US PVOs;
- A multi-bureau task force of USAID and PVO staff tasked with elaborating the concept of "franchising" and initiating external consultations on this important policy and programming issue;
- Commissioning a study on the state of the USAID/PVO partnership.

Given the recommendations that are in progress, PVC is setting a target of 55% of recommendations completed for FY 1997 and 60% of recommendations completed for FY 1998.

The USAID/PVO partnership is significantly stronger today than it was four years ago. A measure of this strength is that USAID is steadily increasing the amount of program funds channeled through US PVOs. Since 1993, this amount has increased by approximately 3 percentage points each year. If the current trend continues, the Administration target of 40% by the year 2000 will be reached.

Both indicators for IR 2 track important issues related to the USAID/US PVO partnership. Progress on either of these indicators indicates significant movement on the part of the Agency on partnership issues. PVC has taken the lead on tracking these indicators. However, while PVC has a role in ensuring progress on these indicators, the actions of a number of Agency operating units are needed to ensure success. Progress against these indicators should be evaluated in that light.

### **IR 3: Strengthened US PVO and NGO Partnerships**

#### **A. Overview**

Intermediate Result 3 focuses on the relationships that link US PVOs and local NGO partners overseas, promoting the capacity building of local organizations. This is an issue to which PVC has given major attention. Strong relationships between US PVOs and their local NGO partners are central to increasing the availability of services and achieving sustainability. As USAID's policies make clear, efforts to strengthen local NGOs are valuable in and of themselves, as national organizations are an important element of the civil societies USAID is helping to build.

PVC programs have contributed to strengthening US PVO and NGO partnerships through a variety of procedural and technical mechanisms:

- **Grant requirements that foster partnerships.** PVC instituted a series of changes in the grants process that placed PVO/NGO partnerships as an

office priority.

- The Matching Grants, Child Survival, and Cooperative Development Programs now require US PVOs to have local partners. These procedural changes are affecting how PVOs do business and the formation of partnerships with local organizations.
- **Increased focus on NGO capacity to partner.** Building the operational and technical capacity of national partners is a critical element in PVC's sustainability strategy.
  - The Global Excellence in Management (GEM) project has helped to build local NGO capacity through PVO-NGO partnering training workshops, strengthening NGO national and regional associations and MBA-related certificate programs.
- **Enhanced intersectoral partnering.** In many cases partnering between PVOs/NGOs, business, and government can greatly enhance development activities.
  - PVC played a central role in developing the New Partnerships Initiative (NPI) that focused on intersectoral partnerships. PVC developed the strategic framework for the Initiative and developed guidance on fostering partnerships and developing capacity to partner.

Partnering is increasingly seen as vital to PVO-NGO relations and in the coming year PVC will be developing information and guidelines to assist PVOs in partnering. Besides continued involvement in NPI, PVC is supporting studies of donor support to Southern NGO capacity building, Southern NGO capacity building needs, current practices in PVO-NGO partnering, and best practices in intersectoral partnering. The findings of these studies will feed into PVC supported training programs such as the GEM PVO-NGO partnering workshops.

## B. Progress and Results

The objective of partnerships between PVOs and NGOs is to build and sustain the capacity of local NGOs to promote effective development at the community level. This implies that there will be an increased transfer of resources to NGOs, increased capacity, and expanded opportunity to collaborate with a broad range of development partners. This indicator focuses on a critical constraining factor to NGO operational capacity--lack of resources.

Over the past five years, 55% of PVC grantees reported that they transferred funds/resources to their local partners. There was no significant difference from year to year over the five year period.

The lack of change over the five year period shows that this is an area that requires attention. This lack of significant change is not surprising because PVC has only recently begun to place a strong emphasis on partnering. Now that PVO/NGO partnering is a requirement in all of its major grants programs PVC expects to see increased resource transfers to local partners over the next

few years. PVC plans to consult both with US PVOs and their local partners in order to set appropriate targets.

This indicator reflects PVC's objective to foster partnerships between US PVOs and national organizations that will extend the reach of US PVO service delivery and increase the potential for sustaining these services through national commitment and action. In response to a phone survey, 50% of the grantees indicated that they had formal agreements to carry out work with local partner organizations. However, as indicated in the previous section, there appears to have been little change, on a year-to-year basis, in the percent of grantees that have formed partnerships with local groups.

PVC anticipates that this figure will increase significantly in the coming years now that new grant requirements mandate that all PVOs should establish working relationships with local counterpart organizations and institutions in PVC-funded programs. As a result, PVC expects that all the grantees in its years, as existing grants are replaced by grants with this new focus. The IR team is working to set appropriate annual targets.

This indicator measures a critical element of strengthened partnership: the establishment of state-of-the-art communication networks that promote the availability and rapid transfer of development information to NGO partners. Forty-two percent of the grantees are "on-line"--having both e-mail connections with their NGO partner and access to the Internet. This figure will

serve as the baseline. The data showed a steady increase over the past five years in the number and percent of PVO/NGO partners that were "on-line". In 1991 virtually none of the PVO/NGO partners were using this technology, as compared to 42% in 1996.

PVC intends to sustain this rapid growth rate of 8 percent per year by encouraging PVOs to use the grants to enhance NGO communication potential. Targets for the coming year have been set accordingly.

#### **IR 4: Improved Mobilization of Resources by PVC's PVO Partners**

##### **A. Overview**

In the current environment of shrinking resources within USAID, the PVO community must turn to other means of mobilizing financial and human resources in order to maintain or increase the current level of service delivery. PVC has long promoted PVO resource mobilization through the cost sharing requirements of its programs as an important element of strengthening financial capacity. In the last two years the office has increased these requirements, expanded them to other programs, and placed increased importance on the size of the match.

Forming alliances with other international donors, NGOs, community-based organizations (CBOs), host country governments, and individual beneficiaries is vital to the continuation of the delivery of services and to building sustainability. PVC has been successful in working with its partners to leverage resources, improve its capacity to identify and access new funding,

and create networks or confederations to share financial and human resources.

- **PVC grants leverage additional resources.** The Matching Grant Program presently leverages more than 100% of USAID support for 43 active programs. The Development Education and the Cooperative Development Program partners leverage resources from new domestic sources not traditionally involved in international development issues or in development education. In FY 1996, Development Education grantees matched USAID funds by more than 150%. The Child Survival program requires a 50% match for programs proposed in countries where a PVO has been working for more than 6 years in order to increase the prospects for long term sustainability. Even the OFR Program leverages more than 17 times the value of reimbursement grants.
- **PVC grant programs access commercial private sector and foundation support.** FTF volunteers are instrumental in helping host organizations to mobilize resources through commercial lines of credit, other donor funds, and PL 480 local currency. Land O'Lakes is providing business planning specialists to cooperatives in the NIS. The development of sound business plans has enabled the cooperatives to seek private investment for their enterprises. With PVC impetus, several Biden-Pell grantees have secured matching funds from private foundations, including Kellogg, Pew, Carnegie, Benton, and Ford.
- **PVC programs develop new, innovative approaches and increase the capacity of PVO partners to compete for resources.** The Sustainable Development Services Program has developed new approaches for local programs to become financially sustainable through cost recovery, exploration of alternative revenue sources, endowments, and other creative means. Seed money from a PVC grant allowed the SEEP Network to mature and become a competitive player in development assistance. SEEP has evolved into a strong, member-supported and member-funded organization that has generated income, successfully bid on USAID contracts, and competed for grants from private foundations and UN organizations.

#### B. Progress and Results

A broad and diversified funding base that avoids over-dependence on any one donor partner is a critical factor in PVO sustainability. This indicator looks at how dependent PVOs are on USAID support by estimating the number and percent of PVC's US PVO partners that receive a large percentage of their total revenues from USAID, and thus are vulnerable to fluctuations in donor resources. PVOs that derive more than 70% of their total revenues from USAID funding were considered vulnerable.

Fifty-one PVOs received grants from PVC in the past five years. Twenty-seven percent, or 14, of these PVOs in PVC's FY 1996 portfolio derived 70% or more of their total revenues from USAID. PVC considers that these 14 PVOs need to improve their revenue diversity. These 14 PVOs will be a focus of attention in the coming year to help them broaden their funding base and decrease their financial vulnerability.

To ensure the expansion and long-term survival of PVO programs in the absence of USAID funding, PVOs must both diversify their funding sources and leverage additional resources. A portion of all grants provided by PVC should be used to leverage funding from other sources and to increase fund-raising. This indicator measures how well the PVOs are using grant funds to leverage additional money or in-kind resources.

When the data were examined by PVO size, as measured by total PVO budget, the focus of the problem was with small and medium sized PVOs, i.e., those with total budgets below 50 million. It was clear that a significant percent of the smaller PVOs did not report in-kind contributions. The implication is that these PVOs need assistance in obtaining and/or reporting on in-kind contributions. In the coming year, PVC will focus additional resources on this target group, to assist these PVOs with leveraging resources and upgrading their reporting systems.

Therefore, this indicator focuses on the percentage of PVC grants for grantees having a total annual budget of less than 50 million dollars that report in-kind contributions. Currently, 61 percent of PVC grants to grantees with an annual budget of less than 50 million dollars report some in-kind contribution. PVC's long-

term target is to get 100 percent of grants reporting in-kind contributions.

#### **IR 5: US Public Awareness Raised**

##### **A. Overview**

IR 5 focuses broadly on public awareness of US foreign assistance and the role that PVOs and CDOs play in delivering important development services. Public support for PVOs reflects the public-private partnership that is nurtured by informing and educating the public about development needs, programs and sustainable development successes. PVC's assumption is that increased understanding and awareness of the benefits of international assistance lead to increased public support. Public outreach is directed to Biden-Pell Grant Program audiences and to many other individuals who make contributions to US PVOs or are receptive to information about PVO activities. PVC has also begun to emphasize the importance of communicating development activities and successes throughout its grant programs by encouraging PVO grantees to increase attention to educating their public.

The Office has undertaken a number of initiatives to further this IR:

- **Tracking public outreach efforts.** The Farmer-to-Farmer (FTF) implementors track the number of FTF volunteers who do public outreach, the number of media events by implementors and FTF volunteers, and the number of group presentations by implementors and FTF volunteers.
- **Skill-building for more effective public outreach.** PVC holds an annual development education conference for PVOs. Workshops and plenaries focus on improving the skills necessary for public outreach including understanding US attitudes, the role of the non-profit sector in

international development, case studies of successful public outreach projects, developing partnerships, and securing funding for public outreach activities.

- **Linking public outreach with service delivery.** At the 1996 RFA Workshop, two World Vision representatives conducted a well-received training session for PVOs. The session was a step-by-step guide, based on their own experience, to transforming routine project performance monitoring and evaluation data into a compelling "lessons learned" document to be used with donors and other stakeholders.
- **Maximizing resources for public outreach.** The Biden-Pell program instituted a partnership strategy that required grantees to partner with a national trade or membership organization. Given the severe legislative financial cap of \$750,000 annually under which the Biden-Pell program is currently operating, the partnership strategy has proven to be an effective means of leveraging resources through a 1:1 match and of reaching larger, non-traditional audiences with development education messages. In an activity supported by a PVC grant, Childreach/PLAN International found that providing development education messages to sponsors increased non-sponsorship donations and reduced sponsor dropouts.

#### B. Progress and Results

Both of the indicators for IR 5 are a measure of whether PVC grantees are themselves measuring program performance and communicating development experiences to the American public. Because of the wide variety of development education interventions funded through PVC's Biden-Pell grants and the public outreach activities engaged in by other PVC grantees, there is no reasonable way to systematize the measurement systems that grantees use to ascertain whether target audience awareness and knowledge have improved. What can be assessed, however, is the degree to which grantees engage in performance measurement activity and the nature and quality of the performance measurement systems they put in place.

All Biden-Pell grantees formally measure target audience learning as a result of their public outreach activities, but the number of non-Biden-Pell grantees that formally measure this information is quite low. The baseline of 17% is based on a telephone survey of PVC grantees. The survey suggests that many PVOs could easily formally measure this factor if provided some guidance and encouragement. A target of 25% is appropriate for FY 1997, with a subsequent 5 percentage point increase annually through FY 2000.

All Biden-Pell grantees record qualitative and anecdotal target audience learning as a result of their public outreach activities, but the number of non-Biden-Pell grantees that record this information is quite low. The baseline of 22% is based on the survey mentioned above. Many PVOs could easily formally measure this factor if provided some guidance and encouragement. A target of 30% is appropriate for FY 1997, with a subsequent 5 percentage point increase annually through FY 2000.

Because most PVOs conduct public outreach as a matter of course, and because

their ability to develop and retain public support depends on this outreach, PVC expects that many of its partners will collect and provide data on these indicators when they are more familiar with PVC's strategic plan.

**Part III. IMPACT OF STRENGTHENED PVO CAPACITY: PROGRAM IMPACT AT THE FIELD LEVEL**

This section of the R4 report highlights PVC's major grant programs which are the office's primary vehicle for achieving its strategic objective. It provides examples of how the PVO capacity building achieved through these programs has resulted in improved services and benefits at the community level.

**Matching Grants Program:** The Matching Grant Program (MGP) provides support for capacity building for PVOs and, through them, to their NGO partners to professionalize their management systems or technical backstopping of programs, replicate proven program approaches, expand to new sectors, or undertake innovative projects that offer possibilities for transferring new skills and methods.

Opportunity International in Zimbabwe: The Zambuko Trust. Opportunity International (Opportunity) has created and now coordinates 46 microenterprise partner agencies in more than 100 urban centers in 21 countries. Opportunity implements its program by working with key volunteer business and community leaders to develop and support an indigenous NGO development agency until it reaches programmatic and financial viability (in about 3-5 years).

In Zimbabwe, the MGP has enabled Opportunity's partner, Zambuko Trust, to rapidly increase its loan portfolio and become a leader in microenterprise finance. From 1993 to mid-1996 the Trust:

- increased the number of loans and total lending value more than six-fold;
- made over 9,500 loans totaling approximately \$1.7 million with a repayment rate of over 97%;
- provided underserved groups with access to credit: two-thirds of the loan recipients were women.

The Trust began with operations in two cities; the project's success enabled it to open six branches with 21 loan officers within three years. Because of its size, Zambuko Trust can now explore various financial market opportunities to scale up its operations to meet the ever-growing demand of microentrepreneurs on a sustainable basis.

TechnoServe in El Salvador. In El Salvador, TechnoServe focused on developing the capacity of local cooperatives and institutions to increase rural employment and income generation. TechnoServe used a community-based enterprise model that concentrates on bolstering established, medium-size private sector organizations that have a reasonable prospect of becoming financially viable.

The project is having a visible, positive impact on the economic and social welfare of the participants. Members are managing cooperatives more effectively, increasing production and creating more jobs.

- In Lajas, one of the coops has been distributing a dividend of \$2,000 per member per year.
- The project has aided families in achieving incomes of \$5,000 per year compared to the \$600 per year of families not participating in the project.

Economic improvements have translated into better housing, education and health services for cooperative members.

**Child Survival Grants Program:** The grants program supports projects that are designed to have a real impact on the health status of children and mothers living in target areas in developing countries (e.g., lower incidence of death from infant and childhood diseases). Low-cost strategies that can be sustained over time are central to the program, and capacity building for sustainable health service delivery is a standard feature in these grants.

World Vision Malawi. World Vision Relief and Development, Inc., (WVRD) is implementing a community-based child survival project in 172 villages in rural central Malawi, which have a combined population of about 50,000. Services are being delivered to some 11,000 women of childbearing age and over 9,000 infants and children under the age of 5. Between 1993-1996, the project has:

- improved immunization coverage among 12-to-23-month-old children (89% for DPT3 and 87% for measles, both up from a previous 70%);
- increased the percentage of children exclusively breast-fed during the first four months of life from 5% to 45%;
- improved the availability of modern contraceptives and increased birth spacing from 3% to 41% among mothers not wanting more children in the next two years.

PSI Social Marketing of ORS in Uttar Pradesh, India. Population Services International (PSI) has carried out a highly successful social marketing campaign to increase the use of oral rehydration salts, educate mothers about correct preparation, and make the product accessible in local shops. Using an existing condom distribution network, and a multi-faceted communication approach the project has:

- increased the availability of ORS - the product is available in almost 90% of chemist shops in towns with a population of over 20,000;
- increased sales of ORS sachets - 500,000 more ORS sachets per year were sold, translating to an approximate 10% increase in usage.

The project enables over half a million more children to be reached by this effective approach to managing diarrheal disease.

**Cooperative Development Projects:** The Cooperative Development Program strengthens and expands the capacity of US organizations to work internationally, allowing them to provide technical assistance and training to their local counterpart, and to create or support cooperative movements in developing countries and new democracies.

Land O'Lakes in Uganda. Land O'Lakes (LOL), in response to a request by the government of Uganda, assessed the potential of state-owned dairies. Technical assistance provided by the project has had a wide range of effects:

- Training efforts have had an environmental impact: cooperative members have stopped dumping oil and other harmful waste products and are promoting and using the practice of zero-grazing for cattle.
- The project has assisted individual farmers to improve the quality and quantity of their milk production. More than 1,000 Ugandan farmers have received training in milk handling, preservation, and cheese and ghee making; another 4,200 farmers have received on-site training from member cooperatives.
- 46 dairy cooperatives, with a total membership of 4600, have benefitted from this project: women comprised 97% of the membership in two of the cooperatives.

In addition, this dairy development program is recognized as a model for the region. Dairy leaders from Kenya, Ethiopia, and Tanzania have traveled to Uganda, and, as a result of the project, discussions are underway on the formation of a regional dairy association for private sector dairies in the region. LOL is well positioned to assist with the expansion of cooperative development activities in the region.

World Council of Credit Unions in Guatemala (WOCCU) The WOCCU provided the Guatemalan national credit union with technical assistance in credit union computerization--to handle increased volume with efficiency, reduce delinquencies, and lower the costs of the lending process. In addition, the project focused on assisting credit unions in tailoring lending to the increasing needs of microentrepreneurs. As a result of WOCCU's assistance to credit unions:

- loans increased approximately 85% from \$25 million in 1994 to \$46 million in 1996;
- real growth of savings nearly doubled from \$22 million to \$40 million.

With a 65% growth in the number of credit union members in two years, the Cooperative Development grant has provided almost 172,000 microentrepreneurs increased access to credit.

**Farmer-to Farmer Program:** The Farmer-to-Farmer Program (FTF) provides grants to US PVOs, cooperatives, NGOs, and private agribusinesses to build their capacity and defray the costs of providing direct agricultural technical assistance through US volunteers to farmers, farmer organizations, and businesses overseas.

Partners of the Americas in Panama. In Panama, over a three-year period, ten volunteers provided advice and training to the El Cano women's cooperative, producers of bulk jelly.

Volunteers with expertise in small enterprises and industrial engineering helped the women to improve their business skills and identify appropriate machinery to upgrade production methods. These innovations allowed the cooperative to buy in bulk, preserve their product, and efficiently cook their jellies. Additional assistance helped the cooperative to:

- identify a new regional supplier of a superior quality pectin at a better price;
- increase the production of pineapple products by 100% and guava products by 130%;
- procure funding for a mini-van to rapidly transport their products to bakeries, rather than relying on slow, crowded buses.

The project helped the women triple their 1993 profits to gross over \$75,000 in 1996, broaden their market, and eliminate dependency on other enterprises for production. Up from approximately 70% control, they now have 100% control of their processing.

Winrock International Institute for Agricultural Development (WI) in Uzbekistan. WI increased and stabilized food production and distribution in the former Soviet Union by providing training on post-harvest processing, marketing and distribution.

FTF volunteers were successful in assisting the Chirchik Private Farmers Association in Uzbekistan to apply for and receive a \$15,000 loan to purchase potato seed and gasoline. They also assisted the association to set up a revolving loan fund for members, establish by-laws and a management structure for the fund. The association leader has since used this training to help three other farmers to obtain loans.

FTF volunteers aided the association to explore joint marketing opportunities and advised the farmers on the export potential of almonds. In its first year of operation, the group sold 70 tons of bitter almonds to Silk Road Fruits (a joint Uzbek/US venture), the first time that private farmers have been able to directly export their products outside the government or collective farm system.

**Biden-Pell Grants Program:** This program provides support to institutions working on development education and provides Americans with opportunities to learn about developing countries, the US foreign assistance program, and the work of PVOs and CDOs overseas. While this is not explicitly a capacity building program, the grantees have reached non-traditional audiences with important development messages and pioneered an innovative partnership strategy which requires grantees to partner with a national trade or membership organization to leverage resources and increase outreach.

Population Reference Bureau's "Adventures on Earth." The Population Reference Bureau (PRB), in collaboration with the National Geographic Society's Geographic Education Program and the National Council for Geographic Education, developed, produced, and disseminated school curricula on "Adventures on Earth: Exploring Our Global Links."

The project's interactive educational kit encourage students to consider the environmental impact of people's choices and actions and to address local, national, and international environmental problems from a factual and thoughtful perspective. Within the first six months of the grant:

- over 10,000 kits were distributed to state Geographic Alliances for use in teacher training workshops;
- about 8,000 educators were reached through a cascading training approach which trained 80 educators who in turn conducted workshops for approximately 100 teachers in his/her state;
- 55,000 teachers nationwide have received the geography education newsletter UPDATE featuring articles and activities based on the "Adventures on Earth" project.

**PART IV. RESOURCE REQUEST**

**1. Financial Plan**

In support of its strategic objective, PVC manages six different competitive grants programs which currently support capacity building activities and programs of more than 70 PVOs in 128 countries. In the last two years the number of applications for PVC's programs has increased by approximately 50%, and the total funding requests increased dramatically to an additional \$55 million. At its current budget level, PVC is now in a position where it must reject many promising proposals, and valuable opportunities for PVO capacity building are lost. At the same time, PVC requires additional resources to make the progress needed towards key intermediate results such as strengthened US PVO/local NGO partnerships and increased PVO resource mobilization. As discussed elsewhere in the body of this report, PVC has recently initiated exciting activities in these areas, and is positioned to play a leadership role for the PVO community and the Agency--if the resources can be obtained to further develop the activities and to sustain them.

**PVC BUDGET SUMMARY (actual and requested)**

	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999 (low)	FY 1999 (high)
<b>TOTAL</b>	\$51.3 M	\$44.8 M	\$45.6 M	\$48 M	\$48 M	\$50.0 M

In order to accelerate progress towards its strategic objective, PVC requests a modest 5% increase in its budget from the FY 1997 level of \$45.6 million to \$48 million in FY 98 and FY 99. PVC's optimal level for FY 99 would be \$2 million higher--\$50 million. At the \$48 million level PVC can expand its new grant mechanisms such as entry grants and mentoring grants designed to reach out and build the capacity of PVOs that are new to USAID. The office can also sustain and build its new initiatives in support of its IRs, particularly with respect to PVO/NGO partnering and building the capacity of local NGOS. At the \$50 million level, PVC would have the resources needed to play a major role in promoting NGO empowerment in the Agency's worldwide programs, and to collaborate effectively with the Missions and the PVO community in this vital area.

Equally critical to PVC's success in achieving its strategic objective is a higher proportion of discretionary funding and relief from the sharply increased earmark levels that have begun to distort its programs. PVC works to build PVO capacity in all of USAID's priority sectors through its competitive grant programs, and many of these require substantial non-earmarked funds. Except for the Child Survival program, it is difficult to predict in what sectors proposals for funding will be submitted each year. In recent years, however, funding considerations have been increasingly linked to meeting earmark requirements. In FY 1997, 82% of PVC's budget was earmarked! The combination of increased earmark creep during the last two years and a reduced budget level has posed a serious dilemma for PVC as it tries to preserve its competitive approach to fund worthy PVO activities. An example is the annual \$1 million earmark for surgeries for blind children. This has persisted even though PVO proposals are not forthcoming in this narrow, highly technical area. The very few organizations with expertise in this area are already funded for several outyears. PVC requests a minimum of \$16 Million in unearmarked funds for FY 98 and FY 99 in order to operate competitive grants programs with sufficient flexibility to respond to the capacity building needs of the PVO community.

## **2. Prioritization of Objectives**

PVC has only one strategic objective, which clearly ranks as our highest priority. This objective is also of vital importance to the Agency, and to achievement of its sustainable development objectives. PVC's objective reflects its unique role in strengthening the capability of the PVO community to implement effective programs in key development sectors of mutual interest to the USAID and the PVOs. Through its organizational capacity building efforts, PVC develops strong PVO partners for USAID's worldwide programs and helps the PVO community to maximize the utilization of its considerable private resources for sustainable development.

## **3. Workforce and Operating Expenses**

As PVC meets its commitments under the strategic plan, promoting intermediate results in support of its SO, a significantly greater burden has to be carried on both the management and program sides. IRs 1 and 2 require increased office involvement in providing technical training opportunities to grantees and in issues pertaining to the USAID/PVO partnership, such as providing re-engineering training to USAID-registered PVOs. IRs 3 and 4 related to

PVO/NGO partnering and PVO resource mobilization are also high priority areas that now require additional staff time and attention. In addition, PVC's effort to reach out and strengthen new PVOs is labor intensive. The existing management structure of the office, organized along division/grant program lines, has been overlaid with IR teams, creating more opportunity to meet our SO, but also increased work. Having lost two important FTE positions over the last two years, PVC is now requesting two additional FTE's to restore its levels to 22 USDH.

PVC is requesting an increase in its OE travel budget in order to properly monitor its grant activities. The \$20,000 increase from \$55,000 in FY 97 to \$75,000 in FY 97 and FY 98 is the minimal travel budget necessary for management of matching grants and child survival grants to PVOs new to these programs, which require close performance monitoring and guidance during the first two years of implementation. The high level of \$85,000 for FY 99 is the optimal level for adequate monitoring of PVC's grant portfolio.

PVC WORKFORCE AND OPERATING EXPENSES

FY Program Budget		FTEs (USDH)	OE Travel Budget
FY 1995	\$ 51.3 M	22	\$ 61,955
FY 1996	\$ 44.8 M	20	\$ 50,852
FY 1997	\$ 45.6 M	20	\$ 55,000
FY 1998	\$ 48.0 M	22	\$ 75,000
FY 1999 (low)	\$ 48.0 M	22	\$ 75,000
FY 1999 (high)	\$ 50.0 M	22	\$ 85,000

## ANNEX 1

### MAJOR PROGRAMS ADMINISTERED BY THE OFFICE OF PRIVATE AND VOLUNTARY COOPERATION (PVC)

**Matching Grants:** The Matching Grant Program assists PVOs that address development priorities which are consistent with those of USAID. It provides support for capacity building for PVOs and, through them, to their NGO partners to professionalize their management systems or technical backstopping of programs, replicate proven program approaches in new places, expand to new sectors, or undertake innovative projects that offer possibilities for transferring new skills and methods. These grants, which are matched by PVOs on a dollar-for-dollar basis, leverage private resources for development and help to strengthen the financial viability of the PVO recipient.

**Child Survival Grants:** The Child Survival Grant Program works with PVOs that engage in primary health programming as part of their international development efforts. Matched by a 25 percent contribution from the PVO, Child Survival Grants support projects that are designed to have a real impact on the health status of children and mothers living in target areas in developing countries, e.g., a lower incidence of death from infant and childhood diseases. Low-cost strategies that can be sustained over time are central to these projects. In addition, capacity building for sustainable health service delivery is a standard feature in these grants.

**Cooperative Development:** The Cooperative Development Program provides support to U.S. cooperative development organizations to enable them to help create or support cooperative movements in developing countries and new democracies. These grants strengthen and expand the capacity of U.S. organizations to work internationally, allowing them to provide technical assistance and training to their local counterparts.

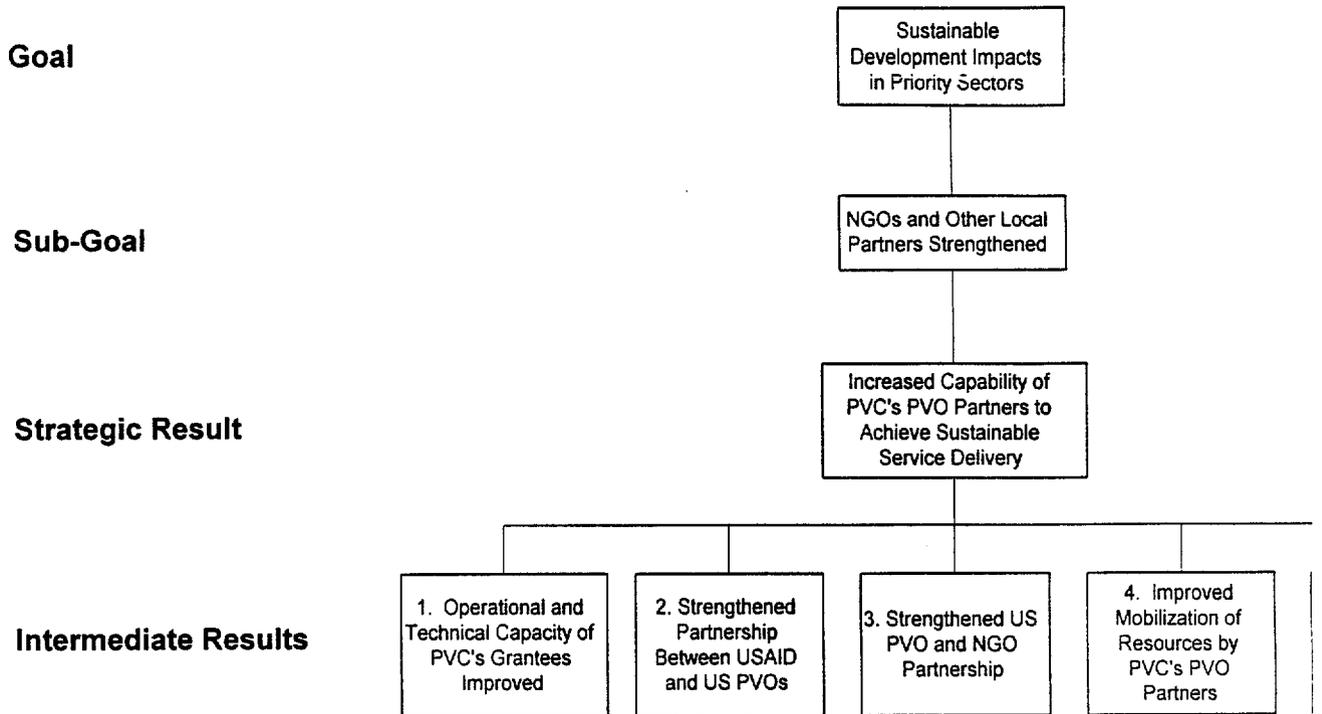
**Farmer-to-Farmer Program:** The Farmer-to-Farmer Program provides grants to U.S. PVOs, cooperatives, NGOs, and private agribusinesses to build their capacity and defray the costs of providing direct agricultural technical assistance through U.S. volunteers to farmers, farmer organizations and businesses overseas. P.L. 480 Title II resources enable PVC to administer this popular people-to-people program.

**Denton Program:** The Denton Program allows for the shipment of humanitarian aid cargo from private U.S. organizations free of charge to the donor via military transport on a space available basis. Generally, donor organizations have strong links to the in-country NGOs with which they work, providing medical equipment, educational supplies and other goods to assist local efforts for service provision.

**Ocean Freight Reimbursement:** The Ocean Freight Reimbursement Program enables more than 50 PVOs each year to meet the costs of shipping supplies to developing countries in support of development and humanitarian activities. Recipients of these funds generally have a strong link to grassroots recipient organizations with which they work. Normally, there is a self-help component to all projects for which ocean freight reimbursement is provided. The Ocean Freight Reimbursement Program leverages cost-shared resources that are many times greater than the funds USAID administers; for every USAID grant dollar up to \$40 in private resources are leveraged.

**Development Education:** This program, which includes Biden-Pell Grants to institutions working on development education, provides Americans with opportunities to learn about developing countries, the U.S. foreign assistance program, and the work of PVOs and CDOs overseas.

# BHR/PVC Results Framework



ANNEX 2

PERFORMANCE INDICATOR TABLES

**Table 1: SO1 Performance Indicator 1A**

<b>Performance Indicator 1: Change in the average score for human resources management of PVO-supported PVOs on PVC-developed capacity development self-assessment instrument</b>			
<b>Unit of Measurement:</b> Mean score from PVO questionnaire	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Data Source:</b> Questionnaires completed by PVO staff  <b>Indicator Definition:</b> Average score between 1 (low capacity) to 5 (high capacity)  <b>Comments:</b> No targets set at this time.	1995		
	1996 (B)		2.9
	1997	TBD	
	1998		
	1999		

**Table 2: SO1 Performance Indicator 1B**

<b>Performance Indicator 1: Change in the average score for financial resources management of PVO-supported PVOs on PVC-developed capacity development self-assessment instrument</b>			
<b>Unit of Measurement:</b> Mean score from PVO questionnaire	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Data Source:</b> Questionnaires completed by PVO staff  <b>Indicator Definition:</b> Average score between 1 (low capacity) to 5 (high capacity)  <b>Comments:</b> No targets set at this time.	1995		
	1996 (B)		3.5
	1997	TBD	
	1998		
	1999		

**Table 3: SO1 Performance Indicator 1C**

<b>Performance Indicator 1:</b> Change in the average score for service delivery of PVO-supported PVOs on PVC-developed capacity development self-assessment instrument			
<b>Unit of Measurement:</b> Mean score from PVO questionnaire	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Data Source:</b> Questionnaires completed by PVO staff	1995		
	1996 (B)		3.6
<b>Indicator Definition:</b> Average score between 1 (low capacity) to 5 (high capacity)	1997	TBD	
	1998		
<b>Comments:</b> No targets set at this time.	1999		

**Table 4: SO1 Performance Indicator 1D**

<b>Performance Indicator 1:</b> Change in the average score for external relations of PVO-supported PVOs on PVC-developed capacity development self-assessment instrument			
<b>Unit of Measurement:</b> Mean score from PVO questionnaire	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Data Source:</b> Questionnaires completed by PVO staff	1995		
	1996 (B)		3.3
<b>Indicator Definition:</b> Average score between 1 (low capacity) to 5 (high capacity)	1997	TBD	
	1998		
<b>Comments:</b> No targets set at this time.	1999		

**Table 5: SO1 Performance Indicator 1E**

<b>Performance Indicator 1: Change in the average score for organizational learning of PVO-supported PVOs on PVC-developed capacity development self-assessment instrument</b>			
<b>Unit of Measurement:</b> Mean score from PVO questionnaire	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Data Source:</b> Questionnaires completed by PVO staff	1995		
	1996 (B)		3.4
<b>Indicator Definition:</b> Average score between 1 (low capacity) to 5 (high capacity)	1997	TBD	
	1998		
<b>Comments:</b> No targets set at this time.	1999		

**Table 6: SO1 Performance Indicator 1F**

<b>Performance Indicator 1: Change in the average score for strategic management of PVO-supported PVOs on PVC-developed capacity development self-assessment instrument</b>			
<b>Unit of Measurement:</b> Mean score from PVO questionnaire	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Data Source:</b> Questionnaires completed by PVO staff	1995		
	1996 (B)		3.3
<b>Indicator Definition:</b> Average score between 1 (low capacity) to 5 (high capacity)	1997	TBD	
	1998		
<b>Comments:</b> No targets set at this time.	1999		

Table 7: SO1 Performance Indicator 2

Performance Indicator 2: Change in the number of PVO members of formal networks or associations of voluntary organizations			
Unit of Measurement: Combined PVO membership of 3 networks	Year	Planned	Actual
Data Source: Phone Survey of NGO networks	1995		
	1996 (B)		212
Indicator Definition:	1997	TBD	
	1998		
Comments: No targets are set at this time	1999		

Table 8: SO1 Performance Indicator 3

Performance Indicator 3: The median increase from baseline to final survey in the percent of children immunized with measles vaccine.			
Unit of Measurement: Percent increase	Year	Planned	Actual
Data Source: Baseline and final surveys for programs	1995		
	1996 (B)		14%
Indicator Definition: Median percent improvement from baseline to final survey in the percent of 12 - 23 month old children with immunization cards indicating they received measles vaccine.	1997	TBD	
	1998		
Comments: No targets set at this time	1999		

Table 9: SOI Performance Indicator 4

Performance Indicator 4: Mean percent increase in the annual number of microenterprise loans provide by PVC grantees over the life of a PVC-supported microenterprise project			
Unit of Measurement: Percent change in loans/year during grant	Year	Planned	Actual
Data Source: Project documents	1995		
	1996 (B)		+ 272%
Indicator Definition:	1997	TBD	
	1998		
Comments: No targets set at this time	1999		

Table 10: SOI Performance Indicator 5

Performance Indicator 5: Percentage of PVC-supported PVO programs (grants) that are still providing services two years after PVC support for these programs ends.			
Unit of Measurement: Percent of grants	Year	Planned	Actual
Data Source: Phone Survey of PVOs	1995		
	1996 (B)		100%
Indicator Definition:	1997	100%	
	1998		
Comments: Indicator needs to be modified	1999		

Table 11: SOI Performance Indicator 6

<b>Performance Indicator 6: The percentage of PVC-supported grants in which there is cost-recovery or cost-sharing of at least 10%, indicating local commitment or ownership</b>			
<b>Unit of Measurement:</b> Percent of grants	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Data Source:</b> Phone survey of PVO project officers	1995		
	1996 (B)		54%
<b>Indicator Definition:</b>	1997	TBD	
	1998		
<b>Comments:</b> No targets set at this time	1999		

Table 12: IRI Performance Indicator 1

<b>Performance Indicator 1: Percentage of the PVO US-based project managers (person back-stopping the grant), as listed in the proposal, with an advanced or five years of experience in a field related to the grant.</b>			
<b>Unit of Measurement:</b> Percent of PVOs	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Data Source:</b> Phone Survey	1995		
	1996 (B)		87%
<b>Indicator Definition:</b>	1997	TBD	
	1998		
<b>Comments:</b> No targets set at this time.	1999		

Table 13: IRI Performance Indicator 2

Performance Indicator 2: Average number of years US-based project managers have been with the PVO.			
Unit of Measurement: Grant project managers	Year	Planned	Actual
Data Source: Project proposal	1995		
	1996 (B)		4 years
Indicator Definition:	1997	TBD	
	1998		
Comments: No targets set at this time.	1999		

Table 14: IRI Performance Indicator 3

Performance Indicator 3: Percentage of PVOs that have a formal strategic plan or similar visionary document that has been presented to their board.			
Unit of Measurement: Percent of PVOs	Year	Planned	Actual
Data Source: Phone survey	1995		
	1996 (B)		82%
Indicator Definition:	1997	TBD	
	1998		
Comments: No targets set at this time	1999		

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Table 15: IR2 Performance Indicator 1

<b>Performance Indicator 1: Percentage of recommendations presented by ACVFA subcommittee on partnership that are adopted by USAID</b>			
<b>Unit of Measurement:</b> Number of adopted recommendations	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Data Source:</b> ACVFA Reportcard (September 10, 1996)	1995		
	1996 (B)		48%
<b>Indicator Definition:</b>	1997	55%	
	1998	60%	
<b>Comments:</b> The term of the current ACVFA group will end in June 1997.	1999		

Table 16: IR2 Performance Indicator 2

<b>Performance Indicator 2: Percentage of USAID program funds channeled through USPVOS</b>			
<b>Unit of Measurement:</b> Percent of USAID program funds	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Data Source:</b> USAID/M	1995 (B)		31%
	1996		34% (est)
<b>Indicator Definition:</b>	1997	37%	
	1998 (T)	40%	
<b>Comments:</b> This indicator is based on calculations by the Management Bureau	1999	40%	

Table 17: IR3 Performance Indicator 1

<b>Performance Indicator 1:</b> Percentage of resources in a PVC grant or cooperative agreement that has been clearly transferred by the PVC grantee to their NGO partners under that grant or cooperative agreement.			
<b>Unit of Measurement:</b> Percent of resources	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Data Source:</b> Information from PVC divisions	1995		
	1996 (B)		55%
<b>Indicator Definition:</b>	1997	TBD	
	1998		
<b>Comments:</b> No targets set at this time.	1999		

Table 18: IR3 Performance Indicator 2

<b>Performance Indicator 2:</b> Percentage of PVC grant or cooperative agreement where the PVC grantee has clearly established formal partnerships with one or more local partners involved in the grant or cooperative agreement			
<b>Unit of Measurement:</b> Percent of grants	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Data Source:</b> Information from PVC divisions	1995		
	1996 (B)		50%
<b>Indicator Definition:</b>	1997	TBD	
	1998		
<b>Comments:</b> No targets set at this time.	1999		

Table 19: IR3 Performance Indicator 3

Performance Indicator 3: Percentage of PVC grants in which the PVC grantee has an e-mail connection to one or more of its local partners			
Unit of Measurement: Percent of grants	Year	Planned	Actual
Data Source: Information from PVC divisions	1995		
	1996 (B)		46%
Indicator Definition:	1997	54	
	1998	62	
Comments: No targets set at this time.	1999	70	

Table 20: IR4 Performance Indicator 1

Performance Indicator 1: The number of PVC grantees whose real non-USAID funding is below 30 percent of their total funding			
Unit of Measurement: Number of PVOs	Year	Planned	Actual
Data Source: VOLAG	1995		
	1996 (B)		14
Indicator Definition:	1997	TBD	
	1998		
Comments: No targets set at this time.	1999		

**Table 21: IR4 Performance Indicator 2**

<b>Performance Indicator 2:</b> The percent of PVC grants to grantees with an annual budget less than \$50 million that report some in-kind contribution.			
<b>Unit of Measurement:</b> Percent of grants	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Data Source:</b> Annual PVO registration documentation	1995		
	1996		61%
<b>Indicator Definition:</b>	1997	TBD	
	1998		
<b>Comments:</b> No targets set at this time.	1999		

**Table 22: IR5 Performance Indicator 1**

<b>Performance Indicator 1:</b> Percentage of Biden-Pell and other PVC grantees that measure changes in the knowledge/ understanding of program target audiences concerning the importance of sustainable development overseas and the role that USAID and the U.S. PVO community play in achieving that goal.			
<b>Unit of Measurement:</b> Percent of grantees	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Data Source:</b> Phone Survey of PVOs	1995		
	1996 (B)		17%
<b>Indicator Definition:</b>	1997	25%	
	1998	30%	
<b>Comments:</b> The phone survey was conducted among a sample of PVC grantees; the respondent was a senior executive.	1999 (T)	35%	

Table 23: IR5 Performance Indicator 2

Performance Indicator 2: Percent of non-Biden-Pell PVC grantees that actually engage in efforts to record anecdotal and other qualitative evidence of change in target audience understanding of foreign assistance.			
Unit of Measurement: Percent of grantees	Year	Planned	Actual
Data Source: Phone Survey of PVOs	1995		
	1996 (B)		22%
Indicator Definition:	1997	30%	
	1998	35%	
Comments: The phone survey was conducted among a sample of PVC grantees; the respondent was a senior executive.	1999 (T)	40%	

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