USAID'S OFFICE OF PRIVATE AND VOLUNTARY COOPERATION

BUILDING PARTNERSHIPS WITH PRIVATE VOLUNTARY ORGANIZATIONS FOR SUSTAINABLE DEVELOPMENT
The Office of Private and Voluntary Cooperation (PVC) is the key office within USAID for strengthening the Agency's partnerships with U.S. private voluntary organizations (PVOs) and cooperative development organizations (CDOs). Through the programs it administers, PVC provides support to U.S. PVOs, CDOs, and their local partners to address critical needs in developing countries and emerging democracies.

PVC's mission is:

To strengthen the capacity of USAID's PVO partners to carry out sustainable development programs to improve the quality of life of people in developing countries. Through support for U.S. PVOs and CDOs, PVC also aims to build the capacity of local non-governmental organizations (NGOs) and community groups to deliver sustainable services, particularly to underserved communities.

PVC has three primary functions in support of its mission:

1) **COMPETITIVE GRANT PROGRAMS FOR U.S. PVOs:** PVC's grants, awarded on a competitive basis, provide support to PVOs to help them build the skills and experience necessary to innovate and to contribute successfully to sustainable development. The grants include activities to strengthen PVOs' headquarters as well as their field programs, with the ultimate aim of achieving results in areas such as microenterprise, the environment, child survival/health, democracy, and agriculture. PVC coordinates closely with USAID Missions overseas and requires that all grants be consistent with USAID Mission priorities. The competitive grant programs are: Matching Grants; Child Survival; Cooperative Development; Development Education; Farmer-to-Farmer; Ocean Freight Reimbursement; and the non-competitive Denton Program which enables PVOs to ship humanitarian supplies on military craft based on space availability.

2) **AGENCY POLICY DEVELOPMENT RELATED TO PVOs:** PVC contributes to the formulation of policy on issues of importance to the USAID/PVO partnership. These range from assistance instruments and cost-sharing guidelines to PVC participation in Agency strategy development and program implementation. As the Secretariat for the Agency's Advisory Committee on Voluntary Foreign Aid (ACVFA), PVC facilitates dialogue between the U.S. Government and PVOs active in international development and humanitarian assistance. Comprised of private citizens with extensive knowledge of international development, ACVFA serves as a focal point for cooperation between the public and private sectors in U.S. foreign assistance programs.

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Throughout this document the term "PVO" will be used to denote both PVOs and CDOs.
3) INFORMATION AND PROGRAM SUPPORT: PVC provides program support services and information, in print and online, to PVOs, their local partners, the rest of USAID, and the public. PVC registers U.S. PVOs and monitors their level of private revenue, as stipulated in the annual Foreign Assistance Appropriation legislation. PVC also registers local and international PVOs that wish to work with USAID Missions. The requirements for PVO registration are contained in a separate brochure, and can also be found on PVC's homepage (http://www.info.usaid.gov/hum_response/pvc/), along with a wealth of other information about PVC's programs.

PVC'S STRATEGY

ACHIEVING RESULTS IN PRIORITY SECTORS AND STRENGTHENING PVOS, NGOS AND OTHER LOCAL PARTNERS

PVC has developed a strategic plan that highlights the office's objectives for the five-year period 1997-2001. PVC consulted closely with the PVO community in designing the plan and in conceptualizing a Results Framework that supports USAID's goal of sustainable development. Thus, the plan expresses the shared objectives of PVC and its PVO partners. The Results Framework—the core of the strategic plan—outlines PVC's strategic objective and the intermediate results necessary to achieve it. It also depicts the goal and sub-goal that relate PVC's efforts to USAID's strategic plan.

BHR/PVC RESULTS FRAMEWORK
STRENGTHENING THE DEVELOPMENT CAPABILITIES OF U.S. PRIVATE AND VOLUNTARY ORGANIZATIONS

PVC'S STRATEGIC OBJECTIVE: Increased capability of PVC's PVO partners to achieve sustainable service delivery

PVC's support to the PVO community focuses on the institutional capacity these organizations need in order to achieve their program objectives in developing countries. The strategic objective draws together a number of critical and interconnected concerns. It has three components: building capacity, improving service delivery, and ensuring sustainability.

BUILDING CAPACITY: PVC links improvements in the capability of U.S. PVOs with enhanced service delivery, whether the services are provided directly by the PVO or via local NGOs and other host country partners with whom U.S. PVOs are increasingly working in tandem to address development priorities.

IMPROVING SERVICE DELIVERY: Performance must be measured in terms of the effectiveness of delivery of direct or indirect services to people in need. Tangible improvements in the quality of life are an essential prerequisite for achieving the kinds of development impacts USAID seeks.

ENSURING SUSTAINABILITY: The delivery of needed goods and services must be designed in ways that do not depend upon perpetual support from USAID or other donors.

THE KEY TO ACHIEVING OBJECTIVES

PVC has identified five sub-objectives that are instrumental in achieving the strategic objective and in assessing progress toward it. These sub-objectives, or intermediate results, must be attained before the strategic objective can be achieved. PVC has developed operational strategies through its grant programs and special initiatives to ensure that these intermediate results contribute to the strategic objective. Following are highlights of the strategies PVC is using to achieve each of its five intermediate results. Note that these strategies aim to respond to current circumstances, and may therefore be revised in response to new developments.

INTERMEDIATE RESULT #1 — IMPROVED OPERATIONAL AND TECHNICAL CAPACITY OF GRANTEES

Improving the operational and technical capacity of the individual PVOs and CDOs with which PVC works directly affects their ability to achieve sustainable service delivery and to transfer this capacity to local NGOs. PVC uses a number of effective means to improve the professional skills and organizational
systems of its partners including:

- Direct funding for hiring and strengthening PVO staff and for upgrading the planning and administrative systems that support the overseas programs
- Technical assistance and training in Child Survival and other interventions
- Special initiatives such as the Global Excellence in Management and Sustainable Development Services programs

**INTERMEDIATE RESULT #2 — STRENGTHENED PARTNERSHIP BETWEEN USAID AND U.S. PVOS**

A strengthened partnership between USAID and U.S. PVOs is critical to the success of joint efforts between PVC and its partners. To achieve this intermediate result PVC is fostering increased dialogue and collaboration between USAID and U.S. PVOs and is serving as a catalyst for improving the Agency's PVO policies and programs. Some of PVC's strategies include:

- Working closely with the Advisory Committee on Voluntary Foreign Aid (ACVFA) to foster improvements in USAID policies and procedures to strengthen the USAID/PVO partnership
- Tracking USAID funding channeled through PVOs
- Developing new models of USAID/PVO collaboration
- Strengthening PVO and USAID Mission collaboration in strategic planning, and program design, implementation, and evaluation
- Expanding PVO representation on inter-bureau working groups on nutrition, food security, agriculture, education, the Greater Horn of Africa, etc., for input on program and policy direction

**INTERMEDIATE RESULT #3 — STRENGTHENED PARTNERSHIP BETWEEN U.S. PVOS AND LOCAL NGOS**

This reaffirms the importance of strengthening local NGO capacity and building upon the efforts that many PVOs are making to structure partnerships that help shift the capability and the responsibility for sustainable service delivery to their local partners. The objective in fostering partnerships between PVOs and NGOs is to bring their unique strengths, experiences, and insights together in a synergistic way to increase impact. In pursuing this result, PVC is:

- Requiring PVOs to establish formal partnerships with NGOs and other local organizations in its grant programs
- Identifying and documenting different models and strategies for PVO/NGO partnerships
- Assessing the current status of partnering practices and key issues faced by PVOs in working with local NGOs
INTERMEDIATE RESULT #4 — IMPROVED MOBILIZATION OF RESOURCES BY PVO PARTNERS

A broad and diversified funding base that avoids over-dependence on any one donor is a critical factor in the sustainability of PVOs and their programs. PVC recognizes the need for greater effort on the part of the PVO community to diversify its income sources and is taking steps to assist PVOs in mobilizing sufficient resources to improve sustainability. Some of these steps include:

- Developing new strategies for resource mobilization and documenting and disseminating successful approaches
- Stimulating linkages between the business and nonprofit sectors and sharing models of successful PVO/private business collaboration
- Promoting the development and documentation of intersectoral partnerships between PVOs/NGOs, host country governments, and business at the local level for resource sharing and mobilization
- Strongly encouraging PVOs to develop business plans and sustainability strategies through PVC’s grant programs

INTERMEDIATE RESULT #5 — U.S. PUBLIC AWARENESS RAISED

PVC and the PVO community share responsibility for ensuring that the American people understand the intentions and impact of development programs, particularly those that U.S. PVOs and their local NGO partners carry out in collaboration with USAID. This awareness on the part of the American public is critical to support for PVO programs and a more diversified funding base. Among the strategies PVC is carrying out to achieve this are:

- Maximizing use of the Development Education Program, capitalizing on innovative approaches and lessons learned
- Making development education an integral element of all PVO programs funded by PVC
- Developing new and improved means for the public to gain access to information about PVC’s programs and PVO programs supported by other USAID units
PVC'S  
GRANT  
PROGRAMS

JOINING FORCES WITH THE PVO  
COMMUNITY TO ACHIEVE  
SUSTAINABLE DEVELOPMENT

MATCHING GRANTS

PROGRAM SCOPE: With annual funding averaging $15-18 million, the Matching Grant Program supports approximately 40 PVOs in 47 countries.

DESCRIPTION: As PVC's flagship program, Matching Grants are the principal vehicle for PVC to help PVOs and their partners develop their community-based programs overseas. Matched dollar-for-dollar by the PVOs' own resources, Matching Grants support programs consistent with USAID's evolving priorities and geographic interests. The program allows a U.S. PVO to expand a successful program in new places or initiate new projects. It also enables a U.S. PVO to undertake an experimental or innovative project on the cutting edge of development efforts that offers potential for learning and replication.

PROGRAM OBJECTIVES: The objectives of the Matching Grants Program are:

- To expand and strengthen the field programs of U.S. PVOs to increase impact in program areas consistent with USAID policies and priorities
- To assist U.S. PVOs in enhancing their planning and management systems, as well as their technical competencies
- To build the capacity of local non-governmental, governmental and community-based organizations through formalized partnerships with U.S. PVOs
- To increase U.S. private resources directed to development assistance by matching private contributions on a dollar-for-dollar basis through a combined public and private initiative

RESULTS EXAMPLE:

A Matching Grant microenterprise project which began with operations in two cities opened six new branches with 21 loan officers in three years. The project has made over 9,500 loans totaling approximately $1.7 million with a better-than 97 percent repayment rate.

CHILD SURVIVAL

PROGRAM SCOPE: The PVO Child Survival Grants Program supports approximately 27 PVOs with over 60 programs in 33 countries and annual funding averaging $15-17 million.
DESCRIPTION: The PVO Child Survival Grants Program brings lifesaving and preventive health care to areas with traditionally high rates of infant mortality. The program focuses on activities and strategies that make the greatest impact in reducing mortality in mothers and children under five years of age. PVC has administered this competitive grant program since 1985 in order to enhance the participation of U.S.-based PVOs and their local partners in reducing infant, child, and maternal mortality in less developed countries, and to strengthen their organizational, management and technical capacity in these areas. The program is open to all U.S.-based PVOs registered with USAID that engage in community health care programming as part of their international development efforts.

PROGRAM OBJECTIVE: The objective of the CSGP is to improve the capacity of U.S.-based PVOs, and their local partners, to carry out effective child survival programs that contribute directly to the USAID objective of “infant and child health and nutrition improved and infant and child mortality reduced”.

RESULTS EXAMPLE:

A Child Survival project in a community with high infant mortality in Indonesia resulted in the establishment of an active outreach system where mothers and newborns receive services at home within one week of birth. Based on training village-level health workers and community volunteers, the project has succeeded in:

- raising the tetanus toxoid immunization rate from 47 percent to 73 percent
- increasing iron tablet usage by mothers from 79 percent to 93 percent
- increasing infant Vitamin A supplementation from 33 percent to 82 percent

The PVO Child Survival Grants Program brings lifesaving and preventive health care to areas with traditionally high rates of infant mortality.

FARMER-TO-FARMER

PROGRAM SCOPE: With average annual funding of $10-11 million, the Farmer-to-Farmer (FTF) Program, through ten cooperative agreements with U.S. organizations and one interagency agreement with the Peace Corps, fields more than 750 technical volunteers annually. The FTF Program has two components, one that operates worldwide (WW-FTF), and one that is exclusively for countries of the New Independent States (NIS) of the former Soviet Union.

DESCRIPTION: The FTF Program provides voluntary technical assistance, on a people-to-people basis, to farmers, farm groups, and agribusinesses to enhance the potential for substantial increases in food processing, production, and marketing, which in turn, stimulates private enterprise and democratic institutions. The program relies on the expertise of volunteers from U.S. farms,
land grant universities, cooperatives, private agribusinesses, and non-profit farm organizations to respond to the needs of counterpart hosts in 20 developing countries and 12 countries in the NIS.

The FTF Program was initially authorized by Congress in the 1985 Farm Bill. It began as a pilot project, funded through Public Law (P.L.) 480, to provide technical assistance to farmers in Central America and the Caribbean. In 1986, the Program was expanded for worldwide operation. In early 1987, the Peace Corps began implementing FTF activities through an interagency agreement. In 1991, a Special Initiative—the NIS-FTF Program—was authorized as one of the first U.S. assistance programs for the New Independent States. The worldwide and NIS FTF Programs have been re-authorized through 2002 and continue to be funded under P.L. 480.

**PROGRAM OBJECTIVES:** The goal of the FTF program is to increase food production and distribution by improving the effectiveness of farming and marketing operations. The objective is to utilize a broad range of U.S. agricultural expertise, on a voluntary basis, to work with counterpart hosts in eligible countries. The work of volunteers is designed to facilitate the improvement of farms, agribusinesses, and agricultural systems, including animal care and health, field crop production, fruit and vegetable growing, livestock operations, food processing and packaging, farm credit, marketing, inputs, agricultural extension, and the strengthening of cooperatives and other farm organizations.

**RESULTS EXAMPLE:**

In Uzbekistan, credit union and business FTF volunteers explained the function of credit unions, identified economic opportunities, and helped small agribusinesses, women’s organizations, and individuals develop business plans. The volunteers trained 250 people, 50 percent of them women, resulting in the establishment of six credit unions and the formation of six more. These credit unions are the only member-driven financial institutions in Uzbekistan that recycle credit within their own communities. Another important step for the future has been taken by the “Women’s Business Association” which is now lobbying the central government for legislation to support credit unions.

**COOPERATIVE DEVELOPMENT**

**PROGRAM SCOPE:** PVC’s Cooperative Development Program (CDP) provides grants totaling approximately $5-6 million each year to eight national U.S. Cooperative Associations and cooperatives to build their capacity to contribute to sustainable development overseas.

**DESCRIPTION:** The Cooperative Development Program supports the international development activities of selected U.S. cooperatives. The Program uses the expertise and resources of these organizations, their
members and volunteers to respond to the needs of cooperatives and other group-based businesses overseas. The U.S. cooperatives offer technical and other assistance in many areas, including credit union development, rural electrification and infrastructure, housing, microenterprise, agriculture, and democratic institution building. The program is grounded in the belief that cooperatives enable people to achieve self-reliance and lasting economic independence. These member-owned democratic and community-based businesses spread economic benefits and provide opportunities for millions of people to participate directly in democratic processes.

**PROGRAM OBJECTIVES:** The program’s purpose is to support the development of cooperative systems overseas, and to strengthen the capacity of U.S. cooperatives to support international development on a sustainable basis. Its objectives are:

- To promote the growth and capacity of cooperative systems in developing countries and new democracies;
- To encourage long-term partnerships between U.S. and host country cooperatives;
- To develop and strengthen host-country cooperatives’ capacity to profitably and successfully provide services to members on a sustainable basis.

**RESULTS EXAMPLE:**

With the support of a PVC grant, a U.S. cooperative helped establish improved and environmentally-friendly production practices in Ugandan dairy cooperatives. The thriving cooperative dairy industry is now a model for private sector dairy development in the east African region.

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**DEVELOPMENT EDUCATION**

**PROGRAM SCOPE:** PVC has awarded grants to a broad cross-section of over 100 organizations including private voluntary organizations engaged in development assistance; universities; radio, television, and print media; cooperatives; service clubs; trade associations; and national membership organizations.

**DESCRIPTION:** The Development Education Program supports the efforts of U.S. nonprofit organizations to educate American citizens about development issues and the development process. The program was authorized under the Biden-Pell Amendment to the International Security and Development Cooperation Act of 1980. Established in response to the Report of the Presidential Commission on World Hunger (1980), the program was designed to promote widespread discussion and analysis of the causes of hunger and poverty. PVC began awarding Development Education, or “Biden-Pell” grants in 1982.

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**The U.S. cooperatives offer technical and other assistance in many areas, including credit union development, rural electrification and infrastructure, housing, microenterprise, agriculture, and democratic institution building.**
**The Development Education Program** supports the efforts of U.S. nonprofit organizations to educate American citizens about development issues and the development process.

**PROGRAM OBJECTIVES:** Grants are used to help educate the public on U.S. development activities overseas as they relate to poverty and hunger and to build national understanding for these programs. The program encourages a wide variety of communication channels including national membership organizations, the media, and educational curricula.

**RESULTS EXAMPLE:**

With $100,000 in matching funds from the Carnegie Corporation of New York, a Development Education Program grantee developed and implemented diverse information and education activities, including regional symposia, business leaders’ breakfasts, policy workshops, and publications. These activities reached more than 4,000 highly influential members of the business, labor, and agriculture communities.

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**OCEAN FREIGHT REIMBURSEMENT**

**PROGRAM SCOPE:** With average annual funding of $2-3 million, the Ocean Freight Reimbursement Program (OFR) enables U.S. PVOs to ship humanitarian supplies and equipment to their overseas programs. The OFR Program leverages cost-shared resources that are many times greater than the funds USAID administers.

**DESCRIPTION:** The OFR Program is the oldest ongoing PVO support program. Recipients ship a wide variety of goods overseas for use in privately funded development and humanitarian assistance programs for the relief and rehabilitation of friendly peoples. The Foreign Assistance Act of 1961, Section 123(b), authorized the creation of the program and, as amended, allows USAID to subsidize registered U.S. PVOs in their ocean freight transportation costs.

**PROGRAM OBJECTIVES:** The objectives of the OFR program are:

- To enhance development and humanitarian programs overseas by supplying needed donated goods
- To provide specific equipment and supplies to augment village level development projects and income-generating activities, medical clinics, schools, and children’s organizations, and other community-based efforts
- To encourage self-help efforts at the local level
- To create linkages between U.S. and local organizations, since recipients of OFR funds generally have strong ties with grassroots organizations to whom they provide supplies
RESULTS EXAMPLE:

Shipments by a U.S. PVO to Romania in the aftermath of the transition from Communism have helped establish a local Chamber of Commerce; provided seed funds to more than 130 small businesses; upgraded a local hospital; supplied books to schools and libraries; and equipped a model farm that produces an average of $1 million in local farm sales annually.

DENTON PROGRAM

PROGRAM SCOPE: Under the Denton Program, an average of almost 3 million pounds of commodities are shipped annually for humanitarian programs in developing, transition, and disaster-stricken countries.

DESCRIPTION: The Denton Program provides support on a non-competitive basis to private U.S. citizens and organizations to enable them to ship humanitarian supplies on military transport if space is available. The Denton Program is jointly administered by USAID, the Department of State (DOS), and the Department of Defense (DOD). The program was initially created to use the extra space on U.S. cargo aircraft flying supplies into Central America. Today it has been expanded to include many areas of the world.

Generally, donors have strong links to the in-country NGOs with which they collaborate, providing medical equipment, educational supplies and other goods to assist local efforts for service provision. The program enables donors to respond when relief is needed and also allows host country organizations to augment their humanitarian activities with supplies they would ordinarily not be able to obtain because of prohibitive cost. Because DOD handles the shipments as space is available, the likelihood of obtaining transportation decreases as the distance to the country increases, and no shipment can be guaranteed space.

RESULTS EXAMPLE:

A U.S. non-governmental organization based in Youngstown, Ohio, with strong connections to Mexico, has helped the Mexican Red Cross and other local organizations for several years, providing needed medical supplies to a Red Cross clinic staffed by volunteers. The Denton Program also arranged for the delivery of a fire truck fully loaded with equipment and gear to a needy community in Mexico.

Recipients (of the OFR program) ship a wide variety of goods overseas for use in privately funded development and humanitarian assistance programs for the relief and rehabilitation of friendly peoples.
ACVFA

THE ADVISORY COMMITTEE ON VOLUNTARY FOREIGN AID (ACVFA)

PVC serves as the Secretariat for this advisory body comprised of 23 U.S. citizens appointed by the USAID Administrator. First chartered in 1946, the Committee serves as a link between the U.S. government and U.S. PVOs active in relief and development overseas. The Committee advises USAID on matters related to the role of the private voluntary community in international development. ACVFA members have a wealth of experience and deep personal interest in international development and bring with them different perspectives and expertise that serve to broaden the context within which they raise questions and provide recommendations to the USAID Administrator. The ACVFA's public meetings, held four times a year, serve as a forum for dialogue and public participation.

APPLYING FOR GRANTS

PVC grants are awarded based on the quality of proposals submitted in response to Requests for Applications (RFAs), usually issued annually. RFAs may be obtained on the Internet or by request to PVC. The process is highly competitive, since demand usually far exceeds the available resources. A formal review committee consisting of participants from PVC and regional and central bureaus carefully reviews all eligible proposals responding to RFAs. USAID Missions also review the proposals and share their findings with the review committee. The review committees may also utilize external technical consultants who strengthen the depth of analysis but do not participate in the selection process. From date of proposal submission, the review process takes from three to five months. Recommended proposals then undergo budget negotiation with USAID's Agreement Officer who issues final awards. Visit PVC's web page at http://www.info.usaid.gov/hum_response/pvc/ for additional information or contact the relevant PVC division.

PVC'S OFFICE CHART

PVC is organized into five divisions which reflect the grant programs and the office's other functions of information and program support, public outreach, and support to the Advisory Committee on Voluntary Foreign Aid. The divisional structure maximizes responsiveness to PVC's grantees and to the larger PVO community. Cross-fertilization is achieved through five Intermediate Results (IR) Teams, each of which has representatives from the grant divisions. The IR Teams are responsible for working with each Division to ensure close alignment of the grant programs with PVC's strategic objectives and to measure progress toward results. The Teams also work on special activities including: strategic use of grant programs; dialogue with and outreach to other areas of USAID and the Missions; close collaboration with the Advisory Committee on Voluntary Foreign Aid (ACVFA) and the PVO community; and new programmatic initiatives that complement the grants. (See inside back cover.)
PUBLICATIONS

PVC produces a number of annual publications available to the PVO community and the general public including:

  This directory of USAID-registered PVOs offers program descriptions, financial data, and contact information.

- **BHR/PVC Portfolio**
  PVC’s grant agreements and contracts are listed here, with program descriptions, annual funding levels, and locations of PVO activities, as well as information about sectors in which grantees work.

- **Country Report**
  A comprehensive summary of PVC grants and cooperative agreements with PVOs by country.

- **U.S. PVO Executive Contact List**
  Key contact information is provided, along with the current level of private funding for registered PVOs.

- **Non-U.S. PVO Executive Contact List**
  More than 300 local PVOs registered with USAID are listed. International PVOS are listed as well.

Other PVC publications include:

- **The AID - PVO Partnership Brochure**
  A comprehensive look at USAID’s PVO-related activities, this brochure explains how PVOs receive funding and provides contact information.

- **Local Private Voluntary Organizations Registration Procedures**
  A user-friendly guide to the LPVO registration process offers guidance to local PVOs.

- **A Public-Private Partnership that Works**
  This compendium of case studies shows how PVC’s assistance has leveraged investments and increased the institutional capacities of PVOs and CDOs to support long-term, sustainable development.
The Office of Private and Voluntary Cooperation (PVC) can be reached through our website at:


Key information available:

- Up-to-date information on PVO grant programs
- Registry of PVOs
- PVC country portfolio reports
- Hyperlinks to PVO web sites
- ACVFA information
Visit our web site:

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