



# A STRONG PARTNERSHIP

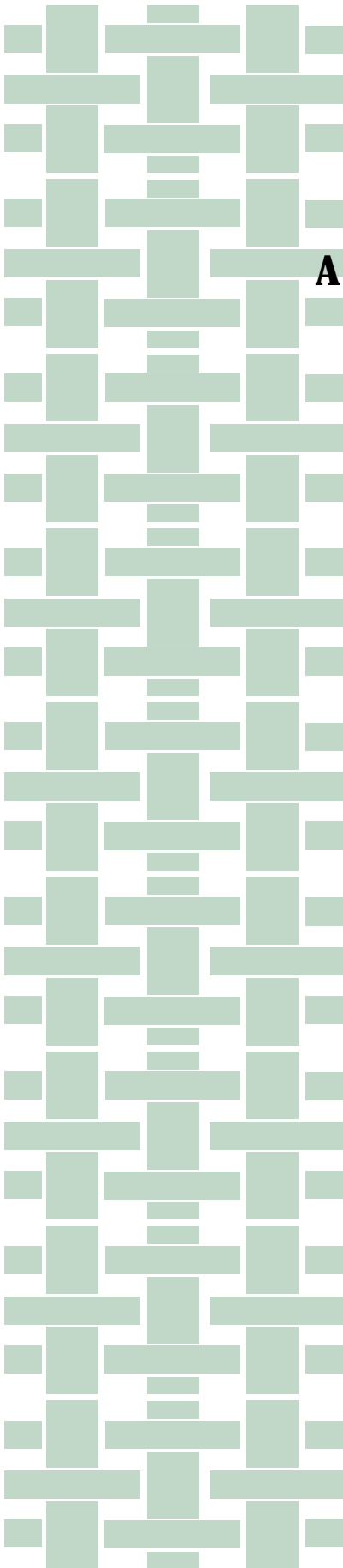
## INTRODUCTION

The U.S. Agency for International Development (USAID) is the U.S. federal government agency that implements America's foreign economic and humanitarian assistance programs. USAID's history goes back to the Marshall Plan reconstruction of Europe after World War II and the Truman Administration's Point Four Program. In 1961, President John F. Kennedy signed the Foreign Assistance Act into law and created USAID by executive order. Since that time, USAID has been the principal U.S. agency to extend assistance to developing countries.

USAID is an independent federal government agency that receives overall foreign policy guidance from the Secretary of State. The Agency works in six principal areas that are crucial to achieving sustainable development and advancing U.S. foreign policy objectives:

- Economic growth and agricultural development;
- Population, health, and nutrition;
- Environment;
- Democracy and governance;
- Education and training; and
- Humanitarian assistance.

USAID provides assistance in four regions of the world: Africa, Asia and the Near East, Latin America and the Caribbean, and Europe and Eurasia. With its headquarters in Washington, D.C., USAID's strength is its field offices around the world. USAID has maintained U.S. direct-hire staff in over 70 countries around the world and provides assistance to more than 125 countries through its Washington-based bureaus and field missions. The Agency works in close partnership with private voluntary organizations (PVOs), indigenous organizations, universities, American businesses, international agencies, other governments, and other U.S. government



agencies. USAID has working relationships with more than 3,500 U.S. companies and over 300 U.S.-based private voluntary organizations.

This brochure presents USAID resources available to private voluntary organizations and nongovernmental organizations.

## A GROWING PARTNERSHIP

The strong partnership between USAID and private voluntary organizations began in the early 1970s. It stemmed from U.S. private voluntary organizations' century-long history of providing humanitarian assistance overseas and, since 1945, their growing focus on developing countries. Many have broadened their programs from relief, disaster assistance, and food distribution to long-term development concerns such as poverty and quality of life. Together, USAID and private voluntary organizations are working on overseas development projects. In recent years, these organizations have shown an ability to help people and communities improve their standard of living in a cost-effective manner. They play a strong role overseas, particularly through advocacy and strengthening the capacity of local institutions to deliver services.

As local nongovernmental organizations (NGOs) expand in developing countries, U.S. private voluntary organizations have increasingly redefined their own roles. They are moving away from direct delivery of services to serve as intermediaries that strengthen the institutional and technical capacity of local NGOs to deliver services and respond to community needs. Working with private voluntary organizations, USAID can reach local organizations and help them empower citizens. This process has added new energy to development efforts and strengthened civil society.

Photo: USAID/Egypt



Rural Egypt: Innovative outreach through temporary clinics.

## **WHAT ARE PRIVATE VOLUNTARY ORGANIZATIONS AND NONGOVERNMENTAL ORGANIZATIONS?**

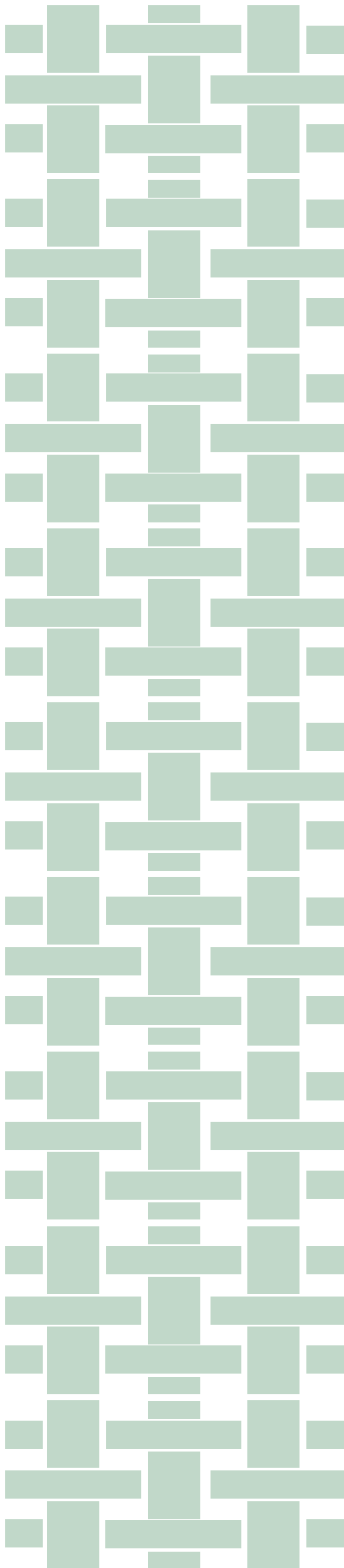
USAID defines a private voluntary organization as a tax-exempt, non-profit organization working in, or intending to become engaged in, international development activities. These organizations receive some portion of their annual revenue from the private sector (demonstrating their private nature) and voluntary contributions of money, staff time, or in-kind support from the general public (demonstrating their voluntary nature).

Nongovernmental organizations include any private or non-profit entity that is formed or organized independently from any national or local governmental entity. These can include for-profit firms, academic degree-granting institutions, universities and colleges, labor institutions, foundations, private voluntary organizations, and a cooperative development organizations.

## **USAID'S PRIVATE VOLUNTARY ORGANIZATION POLICY**

The 1995 USAID Private Voluntary Organization Policy Paper outlines the Agency's policy framework for its work with private voluntary organizations. It includes the special characteristics that enable these organizations to contribute to development assistance by implementing either USAID programs or activities that are complementary to the Agency's efforts. The Policy Paper is located on the Internet at:

<http://www.usaid.gov/pubs/sourcebook/usgov/uspv.html>



## PRINCIPLES OF THE PARTNERSHIP

- **CONSULTATION:** Draw on each organization's experience and knowledge for advice ranging from policy and program strategy to project design.
- **PARTICIPATION:** Provide opportunities for host country organizations and other local stakeholders to participate in activities that involve the Agency and its partners.
- **PROGRAM INTEGRATION AND MANAGING FOR RESULTS:** Fully integrate all USAID-funded programs and projects, including those that private voluntary organizations implement, into Agency strategic plans and objectives.
- **INDEPENDENCE:** Respect each organization's independence, while working with each as a partner and intermediary on programs and projects.
- **SUPPORT RELATIONSHIPS BETWEEN U.S. PRIVATE VOLUNTARY ORGANIZATIONS AND LOCAL NONGOVERNMENTAL ORGANIZATIONS:** Encourage and support these relationships and recognize private voluntary organizations' vital role as partners with local nongovernmental organizations.
- **CAPACITY BUILDING:** Strengthen institutional capacities of both private voluntary and nongovernmental organizations to improve their effectiveness in priority areas.
- **COST-SHARING:** An important element of the partnership, cost-sharing is applied in a flexible and case-specific manner.
- **SIMPLIFICATION:** Simplified and straightforward administrative requirements are essential for an effective, results-oriented partnership.

## ADVISORY COMMITTEE FOR VOLUNTARY FOREIGN AID

The Advisory Committee for Voluntary Foreign Aid (ACVFA) was chartered in 1946. Its primary mission is to link the U.S. government and the private voluntary organization community that is engaged in international relief and development efforts. ACVFA is a non-partisan, independent citizens' body that is charged with providing advice to USAID on a wide range of issues relating to foreign assistance. ACVFA's public meetings serve as a forum for dialogue and public participation in voluntary foreign assistance. Committee members are appointed by the USAID administrator and serve without compensation. Members contribute a wealth of experience and personal commitment to international relief and development and represent a diverse range of perspectives and expertise. Additional information is available on the Internet at:

[http://www.usaid.gov/hum\\_response/pvc/](http://www.usaid.gov/hum_response/pvc/)

Photo: USAID/Juliet Born



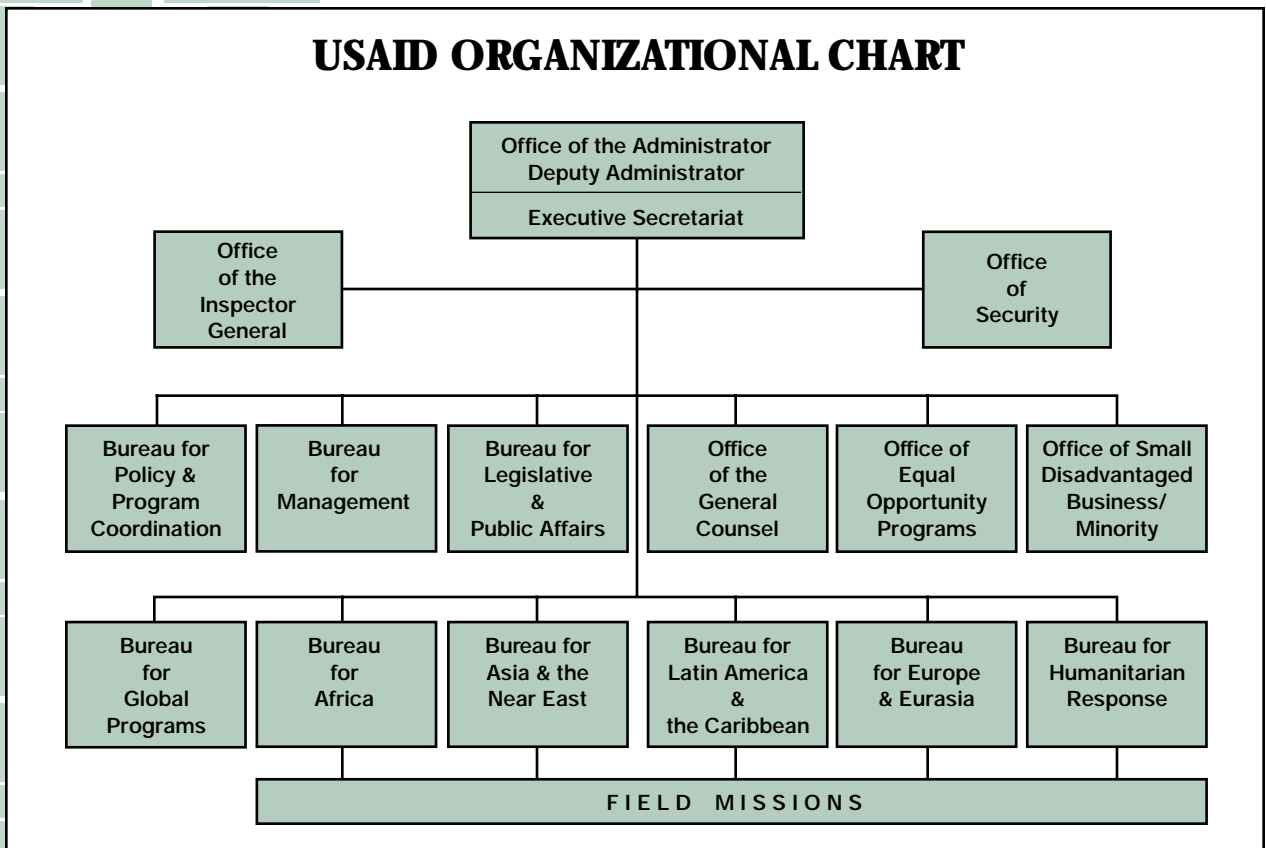
Mozambique: Village water committee at work.

# WORKING WITH USAID

## USAID'S ORGANIZATIONAL STRUCTURE

USAID is structured around regional bureaus for Africa, Latin America and the Caribbean (LAC), Asia and the Near East (ANE), and Europe & Eurasia (E&E) that provide technical and programmatic expertise to USAID missions (offices) in each region. In addition, the Global Bureau provides worldwide technical support to missions and research and evaluation services. The Bureau for Humanitarian Response provides assistance to countries in emergency and transition situations; its work is often done in partnership with private voluntary and cooperative development organizations. More information is available on the USAID web site:

<http://www.usaid.gov>



## MANAGING FOR RESULTS

***Within USAID, each operating unit is guided by its own strategic plan that supports the agency's sustainable development goals.***

The USAID Strategic Plan outlines its development strategy. The plan was written in consultation with the U.S. Congress, the U.S. State Department, private voluntary partner organizations, and other stakeholders.

Within USAID, each operating unit is guided by its own strategic plan that supports the agency's sustainable development goals. Agency planning and evaluation activities are linked to strategic objectives at the global, regional, country, and office levels. Each USAID operational unit must set strategic objectives (SO) that reflect its program goals in areas such as health, nutrition, and economic growth.

When private voluntary organizations apply to USAID for program funding, they need to demonstrate how their proposed program supports USAID's strategic objectives. If their proposal is accepted, they will need to track and report on progress toward achieving these objectives.

**Results-Oriented Assistance:** A *USAID Sourcebook* is a comprehensive information source on USAID's managing for results strategy. It was designed to assist both USAID and its partner organizations in the design, award, and administration of results-oriented grants and cooperative agreements. *The Sourcebook* can be found on the Internet at:

<http://www.usaid.gov/pubs/sourcebook/usgov/home.html>

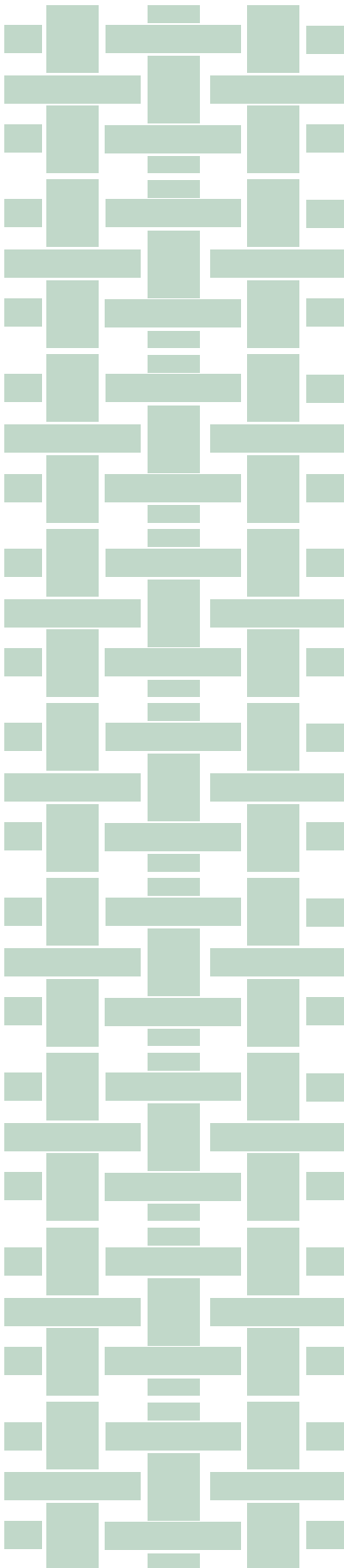
## USAID SUPPORT FOR PRIVATE VOLUNTARY ORGANIZATION PROGRAMS

### OVERVIEW

Primary program funding sources are:

- USAID missions;
- Regional bureaus;
- Global Bureau; and
- Bureau for Humanitarian Response.

Many of USAID's programs for private voluntary organizations are awarded through competitively awarded grants, cooperative agreements, and, to a limited extent, contracts.



USAID funds programs:

- In countries where the Agency has a mission that provides local program oversight.
- In non-presence countries where the Agency does not have a mission (the regional missions or USAID/Washington provide program oversight).
- Through USAID/Washington.

## USAID MISSIONS

USAID missions work closely with private voluntary organizations and local nongovernmental organizations. Each USAID mission has a liaison who can provide information about available funding and the proposal process. The liaisons work in specific program areas such as child survival, microenterprise, and democracy. Information is also available via the mission web site (<http://www.usaid.gov/missions.html>) on country strategies, programs, and available funding.

USAID field missions administer funds for in-country development assistance. Some missions channel as much as three-quarters of their funds through U.S. private voluntary organizations and local nongovernmental organizations. Mission personnel also participate in the review process for grant applications submitted to Washington bureaus.

Photo: Jeff Ashe



Highland Bolivia: Microentrepreneurs repay loans at a local credit union.



## REGIONAL BUREAUS

Information about each regional bureau's strategic objectives and programs is located on these web sites:

- **Africa Bureau** – <http://www.usaid.gov/regions/afr/afrbur.html>
- **Asia and Near East** – <http://www.usaid.gov/regions/ane/>
- **Europe & Eurasia** – [http://www.usaid.gov/regions/europe\\_eurasia/](http://www.usaid.gov/regions/europe_eurasia/)
- **Latin America and the Caribbean** – <http://www.usaid.gov/regions/lac/>

## GLOBAL BUREAU

The Global Bureau provides technical support to missions as well as research and evaluation services. It is organized around six centers that coordinate programming and oversee global activities. They are:

1. Center for Population, Health and Nutrition;
2. Center for Democracy and Governance;
3. Center for the Environment;
4. Center for Human Capacity Development;
5. Center for Economic Growth; and
6. The Office of Women in Development.

***The Global Bureau provides technical support to missions as well as research and evaluation services.***

The Global Bureau works with private voluntary organizations primarily through its Cooperating Partner Agencies and centrally-funded projects in population, health, and nutrition, the environment, economic growth, democracy and government, and human capacity development. Some regional programs in technical areas, such as biodiversity, are overseen by the Global Bureau's centers rather than by regional bureaus.

Information on the Global Bureau centers can be found on these web sites:

- **The Center for Population, Health and Nutrition**  
<http://www.usaid.gov/g/phn>
- **The Center for Population, Health and Nutrition User's Guide**  
contains more information. It is available at:  
[http://www.usaid.gov/pop\\_health/ug.htm](http://www.usaid.gov/pop_health/ug.htm)
- **Democracy and Governance**  
<http://www.usaid.gov/democracy/>
- **Environment**  
<http://www.usaid.gov/environment/>

The Center for the Environment's Directory of Services provides details about activities and contacts. It can be requested by writing to:

USAID/G/ENV  
Ronald Reagan Bldg., Rm. 3.08  
Washington, DC 20523-3800

- **Human Capacity Development**  
[http://www.usaid.gov/educ\\_training/](http://www.usaid.gov/educ_training/)
- **Economic Growth and Agricultural Development**  
[http://www.usaid.gov/economic\\_growth/](http://www.usaid.gov/economic_growth/)



## USAID BUREAU FOR HUMANITARIAN RESPONSE

The Bureau for Humanitarian Response (BHR) provides assistance to countries in emergency and transition situations as well as to long term development programs. The Bureau works primarily with private voluntary organizations through its Office for Foreign Disaster Assistance (OFDA), Office of Food for Peace (FFP), Office for Transition Initiatives (OTI), Office of Private and Voluntary Cooperation (PVC), and Office of American Schools and Hospitals Abroad (ASHA). These offices rely on private voluntary organizations to assess needs, and plan, implement, and monitor programs.

### DISASTER ASSISTANCE

Because of the emergency nature of disasters, humanitarian assistance funding policies and procedures are somewhat more flexible than development assistance funding. The Office of Foreign Disaster Assistance and the Office of Transition Initiatives manage international disaster assistance funds. Detailed information on applying for disaster assistance funds can be found in the OFDA Guidelines for Grant Proposals and Reporting at:

[http://www.usaid.gov/hum\\_response/ofda/acrobat\\_download.htm](http://www.usaid.gov/hum_response/ofda/acrobat_download.htm)

### FOOD AID

Private voluntary organizations conduct USAID's food aid programs around the world in food-insecure countries. Food aid programs operate differently than other types of aid. Food aid programming includes both development food aid—Title III of the Agricultural Trade Development and Assistance Act—and emergency food aid—P.L. 480 Title II of the Agricultural Trade Development and Assistance Act. Support for private voluntary organizations is provided through cash and food aid grants. Food aid is frequently monetized (i.e., sold in the food-insecure country to provide local currency funds) to support local program costs. Institutional Strengthening Assistance (ISA) grants have been instrumental in building the capacity of cooperating sponsors' headquarters staff to design and manage food assistance activities.

Information and guidelines about how to apply for Food for Peace food aid assistance programs can be found at:

[http://www.usaid.gov/hum\\_response/](http://www.usaid.gov/hum_response/)

***Because of the emergency nature of disasters, humanitarian assistance funding policies and procedures are somewhat more flexible than development assistance funding.***

## THE OFFICE OF PRIVATE AND VOLUNTARY COOPERATION

The Office of Private and Voluntary Cooperation is the Agency's focal point for building and strengthening partnerships with U.S. private voluntary organizations and cooperative development organizations. This office's mission is to build the capacity of these organizations and their local partners to deliver sustainable services, particularly to under-served communities. Its three main functions are to:

- Fund and manage competitive grant programs for U.S. private voluntary organizations;
- Contribute to policy related to U.S. private voluntary organizations; and
- Provide information and program support.

The brochure, "USAID's Office of Private and Voluntary Cooperation: Building Partnerships with Private Voluntary Organizations for Sustainable Development," and additional program information are available at:

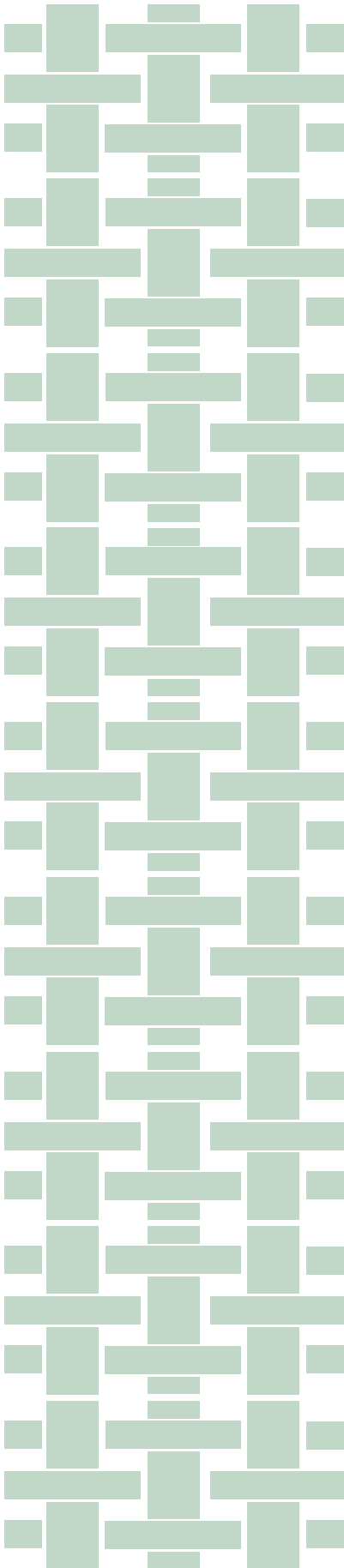
[http://www.usaid.gov/hum\\_response/pvc/](http://www.usaid.gov/hum_response/pvc/)

The Office of Private Voluntary Cooperation operates six competitive grant programs and the non-competitive Denton Program to support private voluntary organization programs. This office issues Requests for Applications (RFAs) on an annual, biannual, or a five-year basis. For information on how to register with USAID and apply for these programs, see the web site above. RFAs are publicized at:

[http://www.usaid.gov/procurement\\_bus\\_opp/procurement](http://www.usaid.gov/procurement_bus_opp/procurement)

- The **Matching Grant program** is designed to strengthen the organizational capacity and support the programs and activities of private voluntary organizations and their nongovernmental organization partners overseas. It seeks to standardize and upgrade management systems, replicate proven program approaches, and undertake innovative projects that transfer new skills and methods. The grants, which are matched by the grantee on a dollar-for-dollar basis, leverage private resources for development and help strengthen the grantee's financial viability. The program is open to registered private voluntary organizations with demonstrated track records in development.
- The **Child Survival program** supports preventive health and nutrition programs that aim to reduce mortality in mothers and their children under five years old. The program objective is to strengthen the capacity of U.S. private voluntary organizations and their local partners to con-

***The Office of Private Voluntary Cooperation operates six competitive grant programs and the non-competitive Denton Program to support private voluntary organization programs.***



duct effective child survival programs that have a measurable impact on child health. It is open to registered U.S. private voluntary organizations with a track record in providing community health care in developing countries.

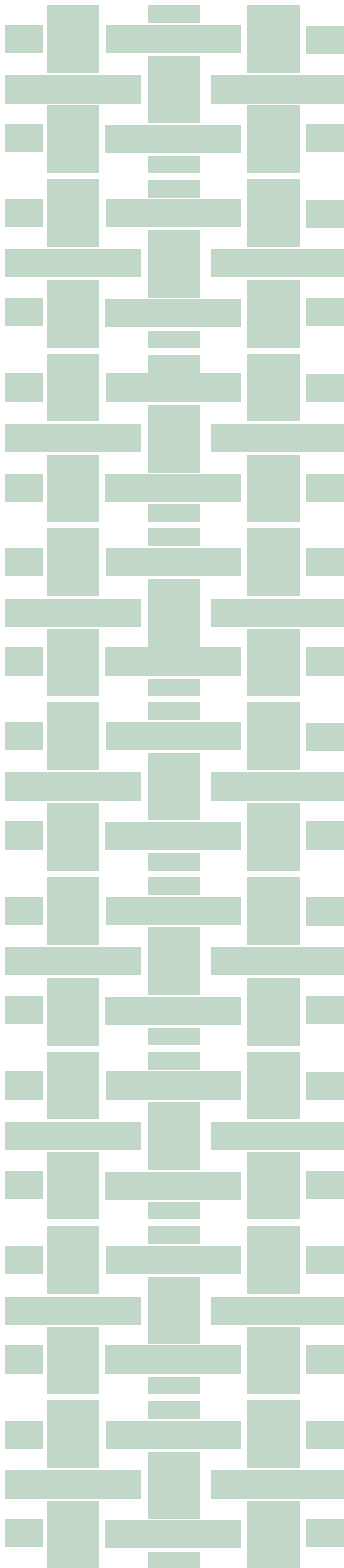
- The **Farmer-to-Farmer program** works in developing countries, emerging democracies, and middle-income countries. The program operates worldwide through 10 cooperative agreements with U.S. organizations and an interagency agreement. The program provides voluntary technical assistance on a people-to-people basis to farmers, agricultural groups, and agribusinesses to promote food processing, production, and distribution. Registered and non-registered organizations can apply for this support.

Photo: Mari Clarke



**Albania:**  
Increasing community participation in natural resource management.

- The **Cooperative Development program** awards grants to U.S. cooperative development organizations to enable them to create or support cooperative movements in developing countries and new democracies. The grants strengthen and expand the capacity of U.S. organizations to work internationally, allowing them to provide technical assistance and training to local counterparts. Activities supported include credit union development, rural electrification and infrastructure, microenterprise development, agricultural development, and strengthening of civil society.



- The **Development Education program** awards grants to registered private voluntary organizations and other U.S. non-profit organizations to support their efforts to educate the American public about development issues, facilitate discussion about the causes of hunger and poverty, and promote an understanding of development assistance. Grant awards require partnerships between development organizations and national membership organizations, as well as cash or in-kind matching funds.
- The **Ocean Freight Reimbursement program** makes funds available to registered U.S. private voluntary organizations to cover the ocean freight transportation costs to ship donated supplies for use in development and humanitarian assistance programs. The organization covers costs for warehousing, packaging, processing, and overland transportation. Organizations must obtain prior approval from USAID to be eligible for cost reimbursement.
- The **Denton program** provides support on a non-competitive basis to private U.S. citizens and organizations to ship humanitarian supplies on military transport, on a space-available basis. The program is administered jointly by USAID, the U.S. Department of State, and the U.S. Department of Defense.

These programs are described in more detail in the publication, USAID's Office of Private and Voluntary Cooperation: Building Partnerships with Private Voluntary Organizations for Sustainable Development at:

[http://www.usaid.gov/hum\\_response/pvc/pvcpubs.html](http://www.usaid.gov/hum_response/pvc/pvcpubs.html)

## **AMERICAN SCHOOLS AND HOSPITALS ABROAD PROGRAM (ASHA)**

ASHA provides assistance to overseas schools, libraries, and hospital centers engaged in research or training. Applicants must be non-profit U.S. organizations that sponsor or have founded the institution for which assistance is sought and can demonstrate a continuing supportive relationship with the institution.

# SEEKING SUPPORT FROM USAID

## REGISTERING WITH USAID

Private voluntary organizations must submit a registration application with USAID to determine if they are eligible to compete for USAID grants and cooperative agreements. The registration process determines whether the organization meets established guidelines and accountability standards. The Office of Private and Voluntary Cooperation registers U.S. and international private voluntary organizations. Once registered, the organization must submit annual financial data to the office.

For complete registration information, including conditions, grant assistance, and new applicant and annual registrant checklists, refer to the Office of Private and Voluntary Cooperation web site:

[http://www.usaid.gov/hum\\_response.pvc/](http://www.usaid.gov/hum_response.pvc/)

## GRANTS AND COOPERATIVE AGREEMENTS

Grants and cooperative agreements are the most common types of assistance that USAID uses to support programs for private voluntary organizations.

- **Grant:** With a grant, USAID funds all or part of a program of a private voluntary or nongovernmental organization, for-profit organization, or educational or research institution for a public purpose as defined in the Foreign Assistance Act. The recipient is responsible for achieving program objectives.
- **Cooperative Agreement:** USAID administers a cooperative agreement in the same manner as a grant with one difference; USAID has a substantial involvement in the cooperative agreement's implementation. This can include identifying key positions, approving key personnel, annual work plans, and monitoring and evaluation plans, and monitoring progress toward program objectives.

- **Private Voluntary Organization Umbrella Grant** is a cooperative agreement with a U.S. private voluntary organization that involves providing sub-grants to local nongovernmental organizations. The U.S. organization is responsible for managing and administering the agreement, and is accountable to USAID.

USAID awards grants and cooperative agreements on a competitive basis. Assistance requirements can be found in the USAID Annual Program Statement (APS) and in Requests for Applications. These documents are available on the Internet at:

[http://www.usaid.gov/procurement\\_bus\\_opp/procurement](http://www.usaid.gov/procurement_bus_opp/procurement)

Photo: USAID/Frank Carapreso



Bolivia: Youth group runs a drug awareness campaign.

## SOLICITED AND UNSOLICITED APPLICATIONS

Organizations can submit solicited and unsolicited applications to USAID for grants and cooperative agreements.

- **A solicited application** responds to a Request for Application that USAID issues. The RFA invites private voluntary organizations and other qualified organizations to apply for a specific program in a specific location.
- **An unsolicited application** is submitted by organizations without a formal request from USAID. USAID has limited resources available to support unsolicited applications. Organizations should contact the appropriate Agency office or mission to find out if funds are available before preparing and submitting an unsolicited application.



***When approaching USAID for funding, organizations need to be explicit about their goals.***

Regional bureaus have mechanisms for reviewing unsolicited proposals. However, only the Bureau for Europe & Eurasia funds a significant number of unsolicited proposals because it serves a region that is in transition. When approaching USAID for funding, organizations need to be explicit about their goals. Specifically, they need to identify:

- The type of activity or program proposed for funding;
- How the activity or program supports USAID's and/or the mission or operating unit's strategic plan;
- Program objectives and how these will be achieved and measured;
- Estimated costs;
- Potential matching funds available;
- Where and how the activity or program is to be implemented; and
- Human and technical resources required.

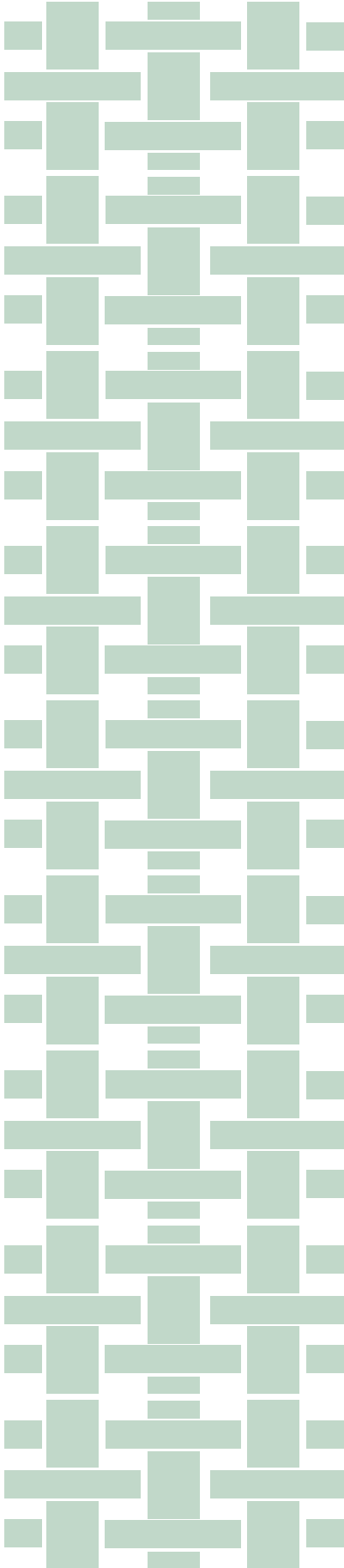
The time between proposal submission and award will vary and is dependent on USAID's funding cycle and the award process.

## AWARDS

If the USAID review committee recommends a proposal for funding, a USAID Grant Agreement Officer then negotiates the budget and awards the grant or cooperative agreement to the organization that submitted the proposal.

Competition is *not* required for the following:

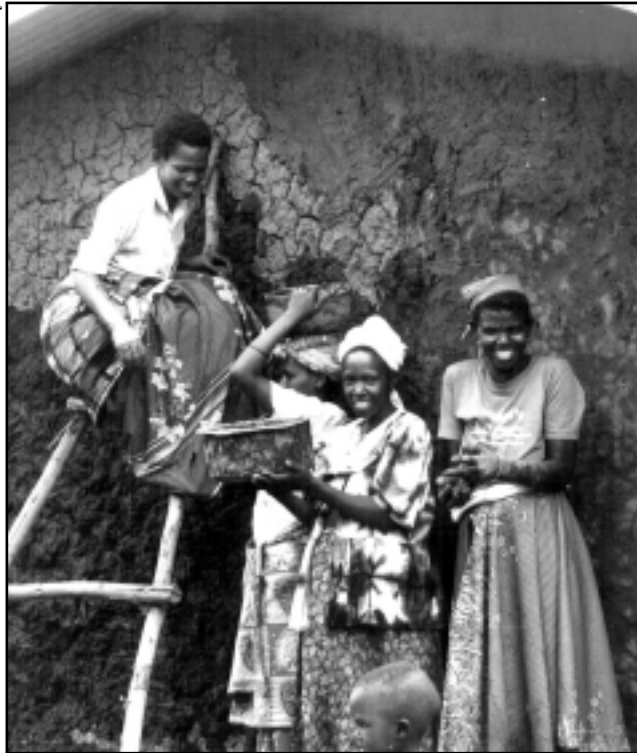
- Amendments, including no-cost extensions, to existing assistance awards;
- Awards for unsolicited applications;
- Awards for which one applicant is considered to have superior capability; and
- Situations that are deemed to be critical to the objectives of the foreign assistance program.



Private voluntary organizations also can compete for contracts. A contract is a legal document; its principal purpose is to acquire (by purchase, lease, or barter) property or services for the direct benefit or use of the U.S. government. USAID announces contract requirements through Requests for Proposals (RFPs). A USAID Contracting Officer handles proposals recommended for funding, negotiates the budgets, and issues the final awards. Information about RFPs may be obtained in the Commerce Business Daily or on the Internet at:

[http://www.usaid.gov/procurement\\_bus\\_opp/procurement](http://www.usaid.gov/procurement_bus_opp/procurement)

Photo: USAID/Karma Lively



Rwanda: Women's group builds a house.



# GLOSSARY OF USAID TERMS

*(or Explaining the Alphabet Soup)*

**Acquisition Instrument:** A legally binding mechanism to acquire (by purchase, lease, or barter) property or services for the U.S. government's direct benefit or use.

**Advisory Committee:** A committee, board, commission, council, conference, panel, task force, or other similar group, or any subcommittee or subgroup that is formed or used by USAID to obtain advice or recommendations and is not composed entirely of full-time employees of the federal government.

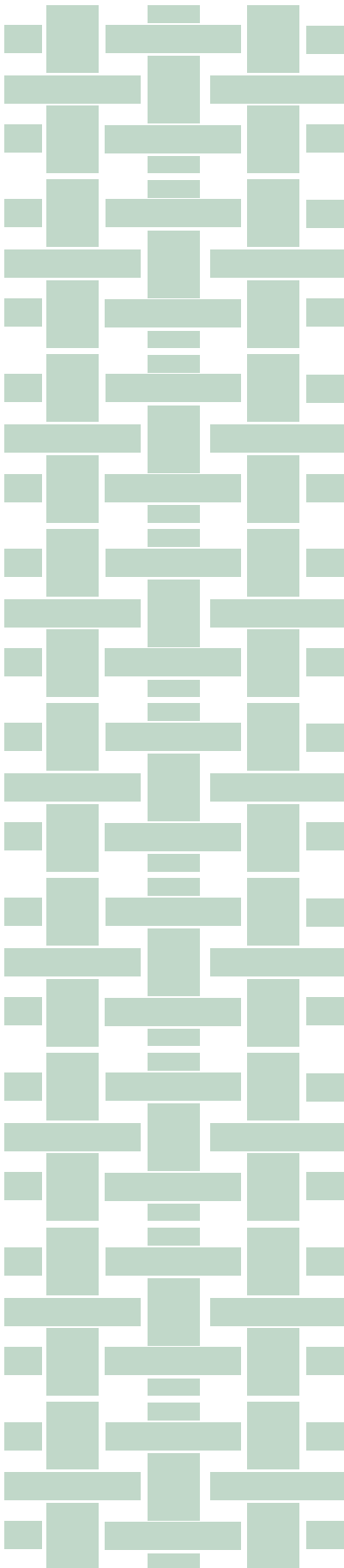
**Assistance Instrument:** Legally authorized support to conduct a program with a public purpose. A grant is a form of assistance through which USAID funds all or part of a program of a private voluntary or non-governmental organization, educational/research institution, or other institution for a public purpose. The recipient is responsible for achieving program objectives.

**Automated Directives System (ADS):** This centralized system includes all Agency policies, essential procedures, policy notices, regulations, and directives.

**Contract:** A legally binding relationship where the principal purpose is to acquire (by purchase, lease, or barter) property or services for the U.S. government's direct benefit or use.

**Cooperative Agreement:** A legal instrument used where the principal purpose is to transfer money, property, services or anything of value to the recipient to accomplish a public purpose. USAID plays a larger management role when administering a cooperative agreement (compared with grant management).

**Cooperative Development Organization (CDO):** A nongovernmental organization that is formed to provide business services and outreach in cooperative development for its members.



**Cost-Sharing:** A flexible, case-by-case arrangement where private voluntary organizations and other assistance recipients provide an in-kind or cash match for a particular activity.

**Grant:** A legal instrument used where the purpose is to transfer money, property, services or anything of value to the recipient to accomplish a public purpose. The recipient is responsible for achieving program objectives. Substantial involvement by USAID is not anticipated.

**Indefinite Quantity Contract (IQC):** A legal instrument used where the purpose is to provide an indefinite quantity of supplies and services within stated limits, in a fixed period.

**International Private Voluntary Organization (PVO):** A non-U.S. private voluntary organization that receives funds from two or more countries, has an international governing body, and conducts operations in one or more geographic regions.


**Local Nongovernmental Organization:** A local or indigenous organization not based in the USA that is organized and conducts operations in a country under its laws. USAID Missions may register these local organizations.

**Nongovernmental Organization (NGO):** Nongovernmental organizations include any private or non-profit entity that is formed or organized independently from any national or local governmental entity. These can include for-profit firms, academic degree-granting institutions, universities and colleges, labor institutions, foundations, private voluntary organizations, and cooperative development organizations.



Photo: USAID

Uzbekistan: Expanding information technology.



***USAID provides assistance in four regions of the world: Africa, Asia and the Near East, Latin America and the Caribbean, and Europe and Eurasia.***

**Non-presence Country:** A country that USAID provides assistance to, but in which it does not have a mission or representative.

**Private Voluntary Organization (PVO):** A tax-exempt, non-profit organization working in, or intending to work in, foreign development activities, that receives some portion of its annual revenue from the private sector (demonstrating its private nature) and receives voluntary contributions of money, staff time, or in-kind support from the general public (demonstrating its voluntary nature).

**PVO Umbrella Grant:** A cooperative agreement with a U.S. private voluntary organization. Under this agreement, the private voluntary organization manages and administers and is held accountable for providing sub-grants to local non-governmental organizations.

**Regional Private Voluntary Organization:** A non-U.S. private voluntary organization that is organized under the laws of a country in a geographic region and conducts operations in more than one country in that region but not more than one such region.

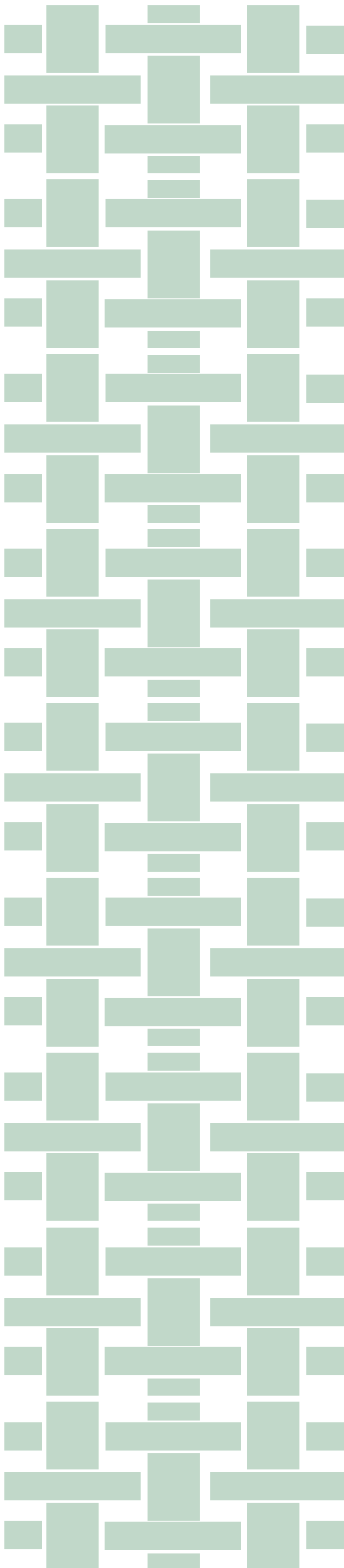
**Results Framework:** A management tool produced for each operating unit or mission strategic objective and used to monitor progress in achieving intermediate results. The results framework includes key results that partners produce.

**Results Package:** The people, funding, authorities, activities, and associated documents required to achieve a specified result or results within a stated time frame.

**Results Review and Resource Request (R4):** An annual report submitted by each USAID operating unit to its bureau and utilized by the Agency for its results report to congress. This report describes the operating unit's strategic objectives, reports on its performance during the previous year, and makes budget requests for the upcoming fiscal year.

**Request for Application (RFA):** An invitation to interested parties to submit an application for USAID assistance. It explains what the application should contain, how it should be written, and the evaluation criteria to be used.

**Request for Proposals (RFP):** An invitation to interested parties to submit a proposal for a USAID contract. It explains what the proposal should contain, how it should be written, and the evaluation criteria to be used.



**Strategic Framework:** A chart that depicts the Agency’s strategic plan for communicating USAID’s development strategy. Operating unit and regional strategic plans and strategic frameworks must contribute to the Agency-wide goals and objectives in the Agency Strategic Framework.

**Strategic Objective (SO):** An overarching objective that a USAID operational unit aims to achieve with its partners and for which it is held responsible. The strategic objective is the performance standard for the operational unit.

**Strategic Plan (for USAID):** The Agency’s plan for providing development assistance; the strategic plan articulates its mission, goals, objectives, and program approaches.

Photo: Mari Clarke



Rural Mongolia: Children attend weekend learning program.