

**JUDY GILMORE/ REMARKS/ PVC-ASHA VISION AND DIRECTION**  
**10.14.03**  
**PVC-ASHA 2003 PVO CONFERENCE**  
**HOTEL WASHINGTON, WASHINGTON, DC**

[MS. GILMORE INTRODUCES PVC-ASHA STAFF]

THIS MORNING, JERRY--IN A THOUGHT-PROVOKING KEYNOTE ADDRESS--  
TALKED ABOUT THE CRITICAL ROLE NGOS PLAY IN BUILDING CIVIL  
SOCIETIES, AND THE EVOLVING CHALLENGES OF SUSTAINABILITY IN THE  
NGO SECTOR . HE TOUCHED ON MANY OF THE THEMES THAT PVC-ASHA  
EMBRACES IN ITS EFFORTS TO STRENGTHEN NGOS: NAMELY -- THE  
IMPORTANCE OF LEADERSHIP, ADVOCACY, BUILDING TRUST WITH LOCAL  
GOVERNMENTS, KNOWLEDGE-SHARING, MEASURING RESULTS,  
FLEXIBILITY, AND MOVING TOWARD AUTONOMY.

I'D LIKE TO TAKE A FEW MINUTES NOW TO TALK ABOUT HOW PVC-ASHA  
PLANS TO LINK THESE ELEMENTS INTO ONE COORDINATED APPROACH  
OVER THE NEXT FEW YEARS.

FIRST, I'D LIKE TO EMPHASIZE THAT PVC-ASHA'S NEW 5-YEAR STRATEGY,  
APPROVED LAST FALL, ARTICULATES A CLEAR ROLE FOR OUR OFFICE TO  
SERVE AS A CENTER OF EXCELLENCE IN ORGANIZATIONAL  
DEVELOPMENT, WITH THE OBJECTIVE OF CREATING HEALTHY AND  
LASTING NGOS ACROSS ALL SECTORS AND IN TRANSITION STATES. AS

PART OF THIS PROCESS, WE'RE PLACING GREATER EMPHASIS ON THE LEARNING CYCLE -- THROUGH SYSTEMATIC DOCUMENTATION AND SHARING OF EXPERIENCES, BEST PRACTICES, TOOLS, AND TECHNIQUES IN THE AREA OF ORGANIZATIONAL DEVELOPMENT AND SUSTAINABILITY.

WE IN PVC-ASHA -- TOGETHER WITH PVOS, USAID FIELD STAFF AND MANY OTHER DEVELOPMENT PARTNERS-- HAVE ACCUMULATED AN IMPRESSIVE KNOWLEDGE BASE IN ORGANIZATIONAL SUSTAINABILITY. BUT THIS DOESN'T MEAN THAT ANY ONE OF US KNOWS IT ALL, THAT THERE AREN'T THINGS WE CAN'T LEARN, OR THAT THERE AREN'T QUESTIONS THAT HAVEN'T BEEN ASKED.

WHILE MANY OF US TEND TO FOCUS ON OUR OWN TECHNICAL SECTOR— WHETHER DUE TO BUDGETARY CONSTRAINTS OR A DESIRE TO ACHIEVE RESULTS THAT ARE READILY RECOGNIZED-- THERE ARE THINGS WE CAN LEARN FROM TALKING WITH EACH OTHER. PVC-ASHA HOPES TO SERVE AS A CENTRAL FACILITATOR AND RESOURCE CENTER IN THIS PROCESS, BOTH WITHIN THE AGENCY AND WITH OUR PARTNERS. WE'D LIKE THE PVO/NGO COMMUNITY TO VIEW US AS A TRULY CROSS-SECTORAL BROKER IN IDENTIFYING BEST PRACTICES IN AND APPROACHES TO:

PROMOTING STRONG, SUSTAINABLE INSTITUTIONS;  
IMPROVING SERVICE DELIVERY IN KEY SECTORS;

EXPANDING ADVOCACY FOR PUBLIC POLICIES AND PROGRAMS; AND PARTNERING WITH THE PRIVATE SECTOR TO LEVERAGE RESOURCES.

TWO EXCITING NEW INITIATIVES WILL GIVE US A HEAD START. THE NGO SECTOR STRENGTHENING AND CAPABLE PARTNERS PROGRAMS, TOGETHER WITH A NUMBER OF OTHER LONGSTANDING PVC-ASHA EFFORTS, WILL EMPHASIZE CORE SKILLS WE THINK ARE CRITICAL TO SUSTAINABILITY. THESE INCLUDE CUSTOMER SERVICE DELIVERY, WHICH INCLUDES ADVOCACY AND ARTICULATING A MISSION; ORGANIZATIONAL GOVERNANCE AND MANAGEMENT, INCLUDING LEADERSHIP, OPERATIONS AND HUMAN RESOURCES; AND FINANCIAL MANAGEMENT, INCLUDING ESTABLISHMENT OF RIGOROUS INTERNAL FINANCIAL SYSTEMS AND IMPROVED FUNDRAISING THROUGH DONOR SOLICITATION AND OTHER INCOME-GENERATING ACTIVITIES.

IN ADDITION TO NGO STRENGTHENING, PVC-ASHA'S STRATEGY UNDERSCORES THE IMPORTANCE OF BUILDING NGO NETWORKS.

WORKING TOGETHER, INDIVIDUAL NGOS CAN MULTIPLY THEIR EFFECTIVENESS SEVERAL TIMES OVER BY PRESENTING A STRONG AND UNIFIED VOICE WHEN POLICY AND RESOURCE DECISIONS HANG IN THE BALANCE . MOREOVER, NETWORKING ENABLES NGOS TO SHARE EXPERIENCES AND IMPROVE THE QUALITY AND CONSISTENCY OF

SERVICE DELIVERY, WHICH AS WE ALL KNOW IS CRITICAL TO LONG-TERM VIABILITY.

IF SUSTAINABILITY IS THE *PRIMARY* THEME UNDERPINNING PVC-ASHA'S 5-YEAR STRATEGY, CONFLICT MITIGATION IS A CLOSE SECOND. LAST JANUARY, WE SPONSORED A TWO-DAY DIALOGUE ON WORKING IN CONFLICT WITH MORE THAN 40 PVO REPRESENTATIVES. OUR DISCUSSIONS REVEALED A NEED FOR STRONGER LINKS AMONG DISPARATE FIELD ACTIVITIES IN CONFLICT-AFFECTED COUNTRIES, AND WE HOPE TO SEE FURTHER COLLABORATION BETWEEN AND WITHIN THE USAID AND PVO COMMUNITIES IN THIS AREA.

TO FULLY ADDRESS THIS LEADING USAID PRIORITY, WHICH HAS TAKEN ON INCREASED IMPORTANCE WITH THE RECENT U.S. ENGAGEMENT IN AFGHANISTAN AND IRAQ, PVC-ASHA PROGRAMS WILL ENTER TARGET COUNTRIES EARLIER RATHER THAN LATER IN THE CRISIS CYCLE AND WORK TO STABILIZE LOCAL NGOS THAT MAY BE AT RISK OF COLLAPSE.

OVER THE LONG TERM, THESE PROGRAMS WILL PROVIDE VALUABLE INSIGHTS INTO HOW POST-CONFLICT INITIATIVES CAN BE BETTER DESIGNED.

WE ALSO LOOK FORWARD TO EXPANDING OUR EFFORTS TO PROMOTE PVO/NGO COLLABORATION WITH THE PRIVATE SECTOR. USAID AND PVC-ASHA HAVE LONG PURSUED THIS AVENUE AS A WAY TO ENCOURAGE PROGRAM SCALE-UP AND SUSTAINABILITY, AND THE RECENTLY-LAUNCHED GLOBAL DEVELOPMENT ALLIANCE IS EMBLEMATIC OF THE AGENCY'S INNOVATIVE PROGRAMMING IN THIS AREA. IN THE PAST, APPROXIMATELY ONE-THIRD OF PVC'S PVO MATCHING GRANT RECIPIENTS HAVE PARTNERED WITH THE BUSINESS SECTOR TO EXPAND THEIR PROGRAMS. WE'D LIKE TO SEE A SIMILAR TREND TAKE ROOT WITH LOCAL NGOS AND EXPAND TO INCLUDE PARTNERSHIPS WITH LOCAL GOVERNMENTS AS WELL.

OF COURSE, FINANCIAL SUSTAINABILITY LIES AT THE HEART OF ANY NGO'S ABILITY TO SURVIVE LONG-TERM. PVC-ASHA AND THE PVO COMMUNITY CAN DO A LOT TO ASSIST NGOS IN EXPANDING THEIR RESOURCE BASE – THIS MIGHT INCLUDE SEEKING OUT NEW INCOME-GENERATING OPPORTUNITIES AND INVOLVING A BROADER NETWORK OF FUNDING ORGANIZATIONS, AMONG OTHER MECHANISMS. BUT OUR AIM SHOULD BE TO ENCOURAGE NGOS NOT TO BE DEPENDENT ON USAID AND ITS PARTNERS, BUT TO THINK IN TERMS OF EVENTUAL INDEPENDENCE.

A FINAL COMPONENT OF OUR STRATEGY SEEKS TO TIE OUR TECHNICAL INITIATIVES TOGETHER, FOSTER ORIGINAL THINKING, AND BROADCAST

OUR WORK TO KEY STAKEHOLDERS AND POLICYMAKERS. PVC-ASHA'S RESEARCH, DEVELOPMENT, AND OUTREACH PROGRAM WILL DRAW ON PVOS' AND NGOS' RICH AND GROWING EXPERIENCE IN COMMUNITY-BASED DEVELOPMENT TO DISSEMINATE LESSONS LEARNED AND HEIGHTEN THE IMPACT OF OUR PARTNERS' WORK.

LET'S NOT FORGET THAT SUCCESSFUL OUTREACH RELIES IN LARGE PART ON TRACKING AND ACCURATELY REPORTING OUR JOINT ACHIEVEMENTS.

WE WANT TO WORK WITH YOU TO FIND WAYS TO RECOGNIZE THE ESSENTIAL WORK YOU'RE DOING, AND SHARE YOUR SUCCESSES WITH THE BROADER PVO/NGO COMMUNITY. HOW TO DO THIS, AND HOW WE CAN REPORT RESULTS AND IMPROVE MONITORING AND EVALUATION SYSTEMS WILL BE ADDRESSED IN TOMORROW'S PLENARY SESSION.

ADDITIONALLY, PVC-ASHA'S EMILY MCPHIE WILL TALK TODAY ABOUT SOME OF THE RESEARCH INITIATIVES WE HAVE IN THE PIPELINE AND INVITE YOUR THOUGHTS ON POSSIBLE TOPICS OF INTEREST.

BUT LET ME STRESS THAT WE RISK LOSING HARD-WON MOMENTUM IF WE CANNOT DEMONSTRATE OUR EFFECTIVENESS AND TELL OUR STORY THROUGHOUT THE DEVELOPMENT COMMUNITY, WITHIN USAID, ON

CAPITOL HILL, AND IN OTHER VENUES WHERE RESOURCE DECISIONS ARE MADE.

PROMOTING NGO OWNERSHIP AND SELF-RELIANCE SHOULD SERVE AS OUR COMMON MOTIVATOR. PVC-ASHA, USAID MISSIONS, AND PVOS CAN DO A LOT TO BUILD NGOS, BUT NGOS THEMSELVES WILL DETERMINE THEIR LONG-TERM VIABILITY THROUGH RESOURCEFULNESS, COMPETENCE, COLLABORATION, AND OUTREACH.

ALL OF US IN THIS ROOM KNOW THAT PVOS AND NGOS ARE A POWERFUL FORCE FOR CHANGE. YOU ADVOCATE FOR THE NEEDS OF THE POOR AND MARGINALIZED, YOU PARTNER WITH BUSINESSES TO DEVELOP SOCIALLY RESPONSIBLE PROGRAMS, YOU SERVE AS A FOUNDATION FOR PEACE AND PROSPERITY.

OUR *CHALLENGE*, IN THE NEXT 5 YEARS AND BEYOND, WILL BE TO DRAW ON WHAT WE HAVE LEARNED IN EACH OF OUR SECTORS AND APPLY THESE LESSONS APPROPRIATELY TO A COMPLEX AND CHANGING NGO SECTOR THAT DEMANDS INNOVATION. PLEASE LOOK TO US AS A CENTRAL DISTRIBUTION POINT FOR DISSEMINATING INNOVATIVE BEST PRACTICES, METHODOLOGIES AND TOOLS.

WE AT PVC-ASHA ARE COMMITTED TO SHARING OUR KNOWLEDGE BASE AND SUPPORTING YOU IN WHAT YOU DO BEST. WE LOOK FORWARD TO WORKING WITH YOU AND YOUR NGO PARTNERS AS WE GET STARTED ON THIS AMBITIOUS AGENDA IN COMING MONTHS.