

FY 2017 Mission Resource Request (MRR) Guidance

**Department of State Bureau of Budget & Planning (BP)
Department of State Office of U.S. Foreign Assistance Resources (F)
USAID Office of Budget and Resource Management (BRM)**

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FY 2017 MRR Guidance

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FY 2017 Budget and Planning Timeline

Date	Event
Tuesday, January 20, 2015	FY 2017 MRR Guidance issued to Missions and WebRABIT MRR Module opens for input from Missions
Monday, February 2, 2015	PPS MRR application opens for input from Missions
Monday, February 23, 2015	FY 2017 BRR Guidance issued
Monday, March 2, 2015	MRRs due
Monday, March 2, 2015	BRR application opens for input
March/April 2015	Foreign Assistance Roundtables by sector/region held
Monday April 20, 2015	BRRs due

Overview and What's New

The Mission Resource Request (MRR) is the first step in the State and USAID budget formulation process. Each Mission will use the MRR to describe the Diplomatic Engagement (previously referred to as State Operations) and Foreign Assistance resources required to make progress on emerging priorities and the Mission Objectives articulated in their Integrated Country Strategy (ICS) or, in the absence of an ICS, interim Mission Objectives.

The MRR is a budget document that aligns with strategic planning efforts. Mission strategic planning is detailed in the Integrated Country Strategy (ICS) and associated USAID Country Development Cooperation Strategy (CDCS). Mission Objectives developed by country teams in the ICS process provide the contextual framework for resources requests. Within the MRR narratives, Missions should describe how the budget request aligns with the Mission Objectives. Details on the strategy process can be found on the [Integrated Country Strategy Diplopedia site](#).

Regional and Functional Bureaus may send out supplementary guidance to their Missions, and Missions should align their MRRs accordingly. USAID will provide supplemental guidance to Missions on development priorities for FY 2017.

Missions will continue to use the [Planning and Performance System \(PPS\)](#) to complete their MRR. The Diplomatic Engagement Resource Tables will be populated with data drawn from WebRABIT and ICASS. USAID will collect operational budget request information through a separate data call from USAID's Bureau for Management (USAID/M).

It is important that the budget formulation process is transparent to Missions. On the [MRR Resources Page](#), the document "How Department of State Budget Formulation Decisions are Made" describes both the process as well as factors that influence how budget decisions are made after the submission of the MRRs leading up to the Office of Management and Budget (OMB) Submission and the Congressional Budget Justification (CBJ). This document aims to help Missions understand the budget formulation process in Washington as well as help Missions develop stronger MRRs.

The MRR Submission Status Assessment Report (SSAR) will be used again this year. The SSAR is a PPS generated score and is based on the timeliness and completeness of the Mission's MRR submission. Last year's Mission scores and regional bureau average scores are available on the [MRR Resources Page](#).

Note for USAID users: Please either use an OpenNet computer with an OpenNet account to access the MRR Resources Page that contains the documents linked in this guidance or visit: <https://pages.usaid.gov/f> from a USAID computer.

MRR submissions are due on March 2, 2015

What's New in the FY 2017 Mission Resource Request

Step-by Step Guide	A new step-by-step guide for completing and submitting the FY 2017 MRR will be posted on the MRR Resources Page under Key Resources when PPS opens on February 2, 2015.
Performance Integration for Diplomatic Engagement	The resource request performance integration sections for Diplomatic Engagement are currently undergoing revisions including all goal and objective linkage sections as well as resource allocation by goals and objectives. This portion of the MRR exercise will appear in the FY 2018 MRR.
Over-Target Requests in PPS	Each Mission may make up to five Over-Target requests (OTR) for each fund source (D&CP, ICASS, PD, and CA) for a total of up to 20 OTRs for each Mission. Over-Target Requests will be entered differently in WebRABIT this year. Please refer to the document “How to Make MRR WebRABIT Entries” posted on the MRR Resources Page for more information. PPS will aggregate these so that Missions will be able to justify and prioritize them. Please refer to the “Step-by-Step Guide for Submitting the FY 2017 MRR” available on the MRR Resources Page for specific systems instructions.
Survey on the Use of the Integrated Country Strategy	The survey on the use of the Integrated Country Strategy (ICS) is being introduced to allow comparisons on how Missions are implementing and reviewing the ICS and how the strategy is informing decision-making by leadership. This survey should be completed by the Deputy Chief of Mission or their designate: (survey link forthcoming)
Integration of guidance from M/PRI on Rightsizing and NSDD 38	Previous guidance contained a supplemental page from M/PRI on coordinating the MRR with Rightsizing Reviews and NSDD 38 decisions. This year's version consolidates these issues into the general guidance. Revised text appears in Sections 2.2 and 4.2.

Summary of MRR Narratives and Tables with Corresponding Character Limits

	Section	Description	Max Characters
1	Executive Budget Statement	1.1 High-level summary of the MRR	3,500
2	Diplomatic Engagement Request Narratives	2.1 Discussion of Priorities and Tradeoffs	5,000
		2.2 Key Policy and Management Considerations	5,000
		2.3 Prioritized Over Target Requests	2,000 per request
3	Foreign Assistance Request Narratives	3.1 Discussion of Priorities and Tradeoffs	5,000
		3.2 Discussion of Program and Country Performance and use of data	3,000
		3.3 Key Policy Considerations	6,000
		3.4 Mission Objective Narratives for Foreign Assistance	2,500 per objective
		3.5 Key Interventions by Foreign Assistance Account	2,500
4	Diplomatic Engagement Resource Tables	4.1 Resource Request and Fiscal Guidance Levels	N/A
		4.2 Human Resource Request Tables	
5	Foreign Assistance Resource Tables	5.1 Resource Request and Fiscal Guidance Levels	N/A
		5.2 Attribution of Resources to Key Issues	

1. Introduction

1.1 Executive Budget Statement (3,500 Max Characters)

The Executive Budget Statement is a high-level summary of the MRR. It provides an integrated overview of how the resources requested in the Diplomatic Engagement and Foreign Assistance sections advance the Mission's most important foreign policy, development and management objectives in FY 2017.

2. Diplomatic Engagement Request Narratives

2.1 Discussion of Priorities and Tradeoffs (5,000 Max Characters)

Before requesting additional resources, the Mission should scrutinize its existing resources and describe what tradeoffs it plans to make within its FY 2017 target level budget in order to fund its highest Diplomatic Engagement priorities. The target is consistent with the broader funding targets that the Administration has communicated to State and other agencies. While it does not preclude over target requests, Missions should identify tradeoffs by explaining specifically the cost versus benefit of major initiatives and programs included in the Mission's request and the potential impact in achieving the embassy's Mission Objectives. This narrative should describe the priorities and note if they significantly vary from current policies.

Any significant proposals to realign or increase the FY 2017 budget from prior year budgets should be well justified and transparent. When appropriate, these justifications should outline programmatic costs and benefits, analyze resources needed to accomplish priority Mission Objectives, and propose alternatives to make the most efficient and effective use of existing resources.

2.2 Key Policy and Management Considerations (5,000 Max Characters)

Additionally, Missions should provide context for their resource requests by doing the following:

- Identify increases and decreases to priority activities and the programmatic impact of funded and unfunded Mission requests.

Discuss the specific successes or challenges related to cost containment and administrative savings activities, including potential focus areas for the Overseas Cost Containment Initiative, and elimination of redundant activities.

Ensure that requests for position changes from any agency are consistent with M/PRI's most recent Rightsizing Review and with any National Security Decision Directive (NSDD) 38 actions approved by the Chief of Mission since the last MRR submission. Rightsizing and NSDD 38 both link to mission and bureau strategies. If the Chief of Mission is asked to approve any new, unplanned position under NSDD-38, M/PRI may recommend COM disapproval unless the position supports a critical priority that was unforeseen in the last MRR.

- Cross-cutting impacts from implementing management priorities such as Accountability Review Board recommendations, supporting expanded consular services, and OIG recommendations.
- For Over Target Requests, explain why resources were requested above the target level.

- For Missions which have completed an ICS, explain how Diplomatic Engagement funding resource requests broadly align with, and support, the Enabling Objectives and management platform considerations.
- Additionally, the Missions should use the narratives within the MRR as an opportunity to summarize their performance, with respect to the budget request and Mission Objectives, including such information as: performance goal success (i.e. on-track; off-track; succeeded); evaluation results; and evaluations scheduled for the future.

3. Foreign Assistance Request Narratives

3.1 Discussion of Priorities and Tradeoffs (5,000 Max Characters)

For this narrative, each Mission should address the following issues:

- Explain any proposed significant Foreign Assistance funding changes (increases and decreases, new, or eliminated funding) to accounts, Program Areas, and Presidential Initiative levels (Feed the Future (FTF), the Global Health Initiative (GHI), and Global Climate Change (GCC)) when compared to FY 2016 CBJ Request levels. Missions may request less initiative funding than the FY 2016 CBJ Request level; however, Missions should provide a strong justification as to why less funding is being requested.
 - Describe the anticipated impact on the achievement of programmatic goals and targets and, to the extent possible or applicable, quantify the anticipated impact (e.g. units increase or decrease).
 - What will an additional investment allow us to achieve? What impact could decreased funding have?
 - How do proposed increases or decreases help to align the budget request with country or sectoral strategies, priorities, and targets?
 - Explain the rationale for proposing new programs or eliminating existing programs. Such rationale could include program performance, goals achieved, re-prioritization of regions or sectors within the country to maximize impact, and/or a change in host country conditions.
 - What is the impact of unexpended prior year funding on the current years request? How a decrease to this year's request be offset with remaining prior year funds, as applicable?
- The State Department and USAID typically receive earmarks/directives in the year of appropriation in the following areas: basic and higher education, biodiversity, and water. Missions may request less funding than the most recent year of appropriation for these areas; however, the Mission should explain the rationale for why less funding is preferred.
- Explain how the Mission's Foreign Assistance resource request is aligned with the principles of selectivity, focus, and integration highlighted in the Presidential Policy Directive for Global Development, the QDDR, and USAID's Policy Framework. See [Appendix 2](#) for further background and definitions. Selectivity and focus should reflect evidence-based strategic choices, and leverage non-U.S. government resources to maximize the impact of our resources and avoid duplication of effort. To this end, identify any efforts to integrate cross-sectoral programs, including a clear explanation of

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the resources devoted to the integrated goal of such programs, and if appropriate, identify areas of coordination with other donor assistance and strategic partners.

3.2 Discussion of Program and Country Performance and Use of Data (3,000 Max Characters)

As part of the FY 2017 MRR process, missions are asked to make a more deliberate and explicit effort to incorporate data into the MRR recommendations. Specifically, missions are asked to cite in this narrative illustrative examples of how data was used to inform, support and justify the resource request. Missions should use and reference the following pieces of data, as appropriate and available, in this narrative:

✓	Program Evaluations	✓	Foreign Assistance Roundtables
✓	Performance Plan and Report data	✓	Forward funding/pipeline/absorptive capacity
✓	Country Data Analytics	✓	Policy factors and commitments

The narrative should consider the following:

- For the FY 2016 CBJ, Missions are drafting performance narratives for the section entitled, *Performance Information in the Budget and Planning Process*. Drawing upon that summary, describe how this performance information influenced or informed your FY 2017 resource request. For example, describe lessons from completed program evaluations and/or performance monitoring activities.
- Without repeating individual performance indicator targets and results reported in the FY 2014 Performance Plan and Report (PPR), **summarize** any key examples of how PPR data or other performance information collected at the Mission support the FY 2017 resource request. For example, how does the resource request respond to program performance that fell short of or exceeded its targets?
- Summarize any specific efforts (or provide links to such documents) that demonstrate how the Mission intends to measure the performance of the requested resources (e.g. planned program evaluations, studies, or new or existing monitoring efforts).
- Summarize how evidence of country performance informed the Mission's resource request using third-party performance information, such as studies or indices compiled by international organizations that provide country context. Missions may draw on [country performance](#) data provided by F. Suggestions on how to use the data are included on the F Sharepoint site: <http://f.state.sbu/SitePages/CDA.aspx>. Considerations could include the extent to which other donors are active in a particular sector, country performance in a particular area as compared to the average regional performance, and trends in performance over time.

3.3 Key Policy Considerations (6,000 Max Characters)

In this narrative, Missions should address any policy considerations that Regional Bureaus sent as supplementary guidance to Missions as well as the following Key Policy Considerations. Key Issue definitions can be found on the F SharePoint: <http://f.state.sbu/Pages/Key-Issues.aspx>. Only the following Key Policy Considerations need to be addressed in this narrative section.

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Sustainability

If applicable, identify and describe how the resource request builds sustainability and host-country ownership, reducing the need for international technical assistance, and adopting the use of host-country systems.

Gender Equality/Women's Empowerment:

If applicable, identify and describe how specific programs funding promotes gender equality and female empowerment; women, peace and security; and the reduction of gender based violence. Funds for these programs should be attributed to the Gender Key Issues.

Science, Technology, and Innovation

If applicable, identify programs that: (1) Build the number and quality of host-country scientists through research and development, institutional support, and other activities; (2) Utilize technology to amplify the reach of programs and increase efficiency by reducing programmatic costs, saving time, building sustainability, or integrating multiple Presidential Initiatives and other sector priorities; and/or (3) Leverage innovation to significantly, rather than incrementally, improve the cost, speed, or scale of development impact by ten percent or more during the life of the project. Innovation may result from a novel technology, process, delivery system, procurement mechanism, or any other significant advance. Funds for these programs should be attributed to the Science, Technology, and Innovation (STI) Key Issue.

Relief to Development Transition (R2DT) focus countries

The following countries are required to provide responses to the R2DT questions below - ***Afghanistan, Ethiopia, Kenya, Lebanon, Mali, Nepal, Pakistan, South Sudan, and Yemen.***

An important goal of foreign assistance is helping countries that have suffered from transition or disaster, or that have populations that repeatedly need large sums of humanitarian assistance year after year, or which move from a relief context to one in which longer-term sustainable development can be achieved. R2DT Focus Missions that are programming dedicated resources to Resilience, such as Ethiopia and Kenya, or attempting to integrate disaster risk reduction (DRR) into all country programs, such as Nepal should list those resources and provide information on those programs. R2DT includes any efforts to utilize development funds in coordination with humanitarian or transitions funds, be they sequential, integrated, or layered in time and space to fall under the broad concept of a relief to development transition.

- Please note any existing, relevant DCHA and/or PRM humanitarian or conflict programs and describe how current or planned development programs are or will be coordinated with them. For example, in what ways do current or planned development programs proposed in the MRR incorporate the populations of concern specified in the R2DT Profile for your country?
- In consultation with DCHA and PRM, please provide notional time lines for when it is anticipated that humanitarian assistance funds will no longer be needed to meet the needs currently being addressed through humanitarian and assistance resources.
- If the Mission has successfully transitioned in some sectors/programs, what was useful to effectively implement the relief to development transition?

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For additional information on each country, including a summary of the humanitarian situation and sectors or regions that are the focus for R2DT, please go to the appropriate link for your country: [Afghanistan](#), [Ethiopia](#), [Kenya](#), [Mali](#), [Nepal](#), [Pakistan](#), [South Sudan](#), and [Yemen](#). If you have any questions or have supplementary material to submit, please email MenghettiAL@state.gov.

3.4 Mission Objective Narratives for Foreign Assistance (2,500 Max Characters per Objective)

In this narrative, the Mission should explain how Foreign Assistance funding requested for FY 2017 will result in progress towards achieving the key interventions listed below. In addition, the Mission should explain how program performance for listed key interventions under each Mission Objective was used to inform resource request. Please note that this information will also be used in the FY 2017 Congressional Budget Justification (CBJ) and therefore will become public.

Mission Objectives for all Missions with approved ICSs have been pre-populated into the PPS system. If you have questions on changing Mission Objectives, please see the ICS guidance:

http://diplopedia.state.gov/index.php?title=Integrated_Country_Strategy.

3.5 Key Interventions by Foreign Assistance Account (2,500 Max Characters)

Provide a bulleted list of major interventions planned with FY 2017 funding by account (e.g., DA, ESF, and INCLE) that support the Mission Objective. Missions must describe at least one intervention per funded account and note any interventions that are new for FY 2017. Narratives should include funding levels for programs and interventions where relevant and useful. Narratives should also explain any proposed changes (increases or decreases) to funding levels. As there is limited space for this section, it is expected that only major interventions, rather than all interventions, will be presented.

4. Fiscal Guidance and Resource Tables - Diplomatic Engagement

4.1 Resource Request and Fiscal Guidance Levels

Missions are asked to submit an FY 2017 resource request at both the total budget guidance (target) and, with any needs above guidance levels submitted as an Over Target Request (OTR). Missions should complete within-target adjustments and listing of up to five Over-Target Unfunded requests per fund source in WebRABIT prior to completing their narratives in PPS. Once submitted, the WebRABIT MRR data entries will be viewable in PPS within one business day. **Missions must submit WebRABIT entries at least one day prior to submitting the MRR in PPS.** Please note that PPS will open on February 2, 2015.

In formulating budget requests, Missions should direct FY 2017 resources to those Diplomatic Engagement programs that are most effective and align with high-level strategic guidance from authoritative policy and strategy documents (such as the Integrated Country Strategy, Joint Regional Strategy, and the QDDR). The starting point will be the initial FY 2015 Financial Plan. The fiscal guidance to Missions will apply regional wage and price projection factors to the FY 2015 Financial Plan in order to arrive at the FY 2016 resource level. The FY 2017 guidance levels will be based on similar factors. Missions will be able to adjust their sub-object class allocations within the FY 2017 target/guidance level. The net change of the within target adjustments must total zero. In addition, Missions may request up to five Over-Target Unfunded requests per fund source that will be exported to PPS for further analysis and prioritization. Although WebRABIT displays data at the post level, information will be rolled-up to the Mission level for the MRR process.

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For technical instructions on completing the Diplomatic Engagement Resource (funding) tables, please refer to the WebRABIT MRR User's Manual at http://bp.m.state.sbu/Pages/MRR_Resources.aspx.

4.2 Human Resource Request Tables

Each Mission's MRR report will display two human resource tables. The first table will display DoS direct and non-direct hire authorized positions and requests. The second table displays the non-DoS direct hire and non-direct hire positions and requests. The data will be imported from the WebPASS Post Personnel System. Missions will have the ability to update HR numbers in PPS. Missions should verify the actual number of authorized positions in the FY 2015 column for both DoS and non-DoS positions. The number of positions must match the number of positions in the WebPASS Post Personnel System. If Missions update the positions in PPS, then the positions in the WebPASS Post Personnel System should also be updated so that both agree. This year Missions will be required to manually enter DoS and non-DoS Eligible Family Members (EFMs) in PPS.

Per M/PRI's rightsizing guidance, posts should consider position offsets, competitive sourcing, regionalization, and locally employed (LE) staff empowerment when planning new positions or adjusting job descriptions to reprioritize existing positions. A critical element for any new position, regardless of agency, is how well it contributes to our most important foreign policy initiatives, as articulated in the Department of State's and USAID's Joint Strategic Plan, the Joint Regional Strategy, and/or the Quadrennial Diplomacy and Development Review (QDDR), and other strategic planning documents. Posts must seek approval from the local ICASS Council before submitting an MRR that proposes adjustments ICASS-funded staffing. Information about the NSDD 38 process and Rightsizing reports is found at <http://m.state.sbu/sites/pri/rightsizing/Pages/default.aspx>.

5. Fiscal Guidance and Resource Tables - Foreign Assistance

5.1 Resource Request and Fiscal Guidance Levels

Foreign assistance requests are limited to the maximum budget guidance level. Each Mission's guidance level has been built into the software application and cannot be exceeded. Within the Mission's FY 2017 control level, a Mission may propose increases in high-priority programs and activities, but any such increases must be offset by decreases in lower priority programs and activities. Any requests for funding above the guidance level (unfunded requests) should be articulated within the Executive Budget Summary with a strong justification. There will be a **very high bar** for considering unfunded requests.

For Foreign Assistance, the FY 2017 MRR control level is a straight-line of the FY 2016 President's Request as reflected in the Congressional Budget Justification (CBJ).

Similar to last year's request process, Missions should request foreign assistance funding by account and by the Standardized Program Structure (SPS). Please ensure to follow the [Guidance on allocating funding to the SPS](#). Missions will also need to link all foreign assistance funding to a Mission Objective. All foreign assistance funding must be linked to a single Mission Objective and the total percentage allocated must add to 100% (i.e. no double counting).

The three Presidential Initiatives - Feed the Future (FTF), Global Climate Change (GCC), and Global Health Initiative (GHI) - will continue to be high priorities for foreign assistance in FY 2017. Missions have the opportunity to plan for and, as appropriate, propose changes in their funding for these Presidential

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Initiatives. When requesting initiative funding in the MRR, Missions should take into account the FY 2014, FY 2015, and FY 2016 funding trajectory of each initiative at their Mission. Initiative guidance levels have been provided for the FY 2017 MRR as a reference. Missions must stay within their topline Mission control level, but can shift resources among initiative and non-initiative levels. Initiative request levels for FY 2017 should fit within the overall topline control level for each OU.

An initial indication of the **implementing agency** (State or USAID) must be identified for each Program Area; if not yet determined, the implementing agency should be shown as “Both.” However, “Both” should only be cited when an implementing agency is truly undetermined, or if both agencies have relatively equal roles in implementation. In cases where one agency is responsible for the preponderance of implementation, that agency should be cited.

5.2 Attribution of Resources to Key Issues

The National Security Council, the Office of Management and Budget (OMB), Congress, and other stakeholders expect the State Department and USAID to report on certain cross-cutting issues. Funding attributions against the following Key Issues are required for the FY 2017 MRR in order for State and USAID to ensure that adequate and well-supported request levels for these categories will be included in the joint State/USAID budget submission to OMB. MRRs should identify, as attributions by Program Area and account, all resources related to the following Key Issues:

- Biodiversity (BID)
 - Direct
 - Indirect
- Combatting Wildlife Trafficking (CWT)
- Countering Violent Extremism (CVE)
- Democracy, Human Rights and Governance Integration (DRG-INT)
- Gender
 - Gender Equality/Women’s Empowerment – Primary (GE/WE-Primary)
 - Gender Equality/Women’s Empowerment – Secondary (GE/WE-Secondary)
 - Gender Based Violence (GBV)
 - Women, Peace, and Security (WPS)
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- Relief to Development Transitions (R2DT) Focus Countries: Afghanistan, Ethiopia, Kenya, Lebanon, Mali, Nepal, Pakistan, South Sudan, and Yemen.
- Research
 - Applied Research
 - Basic Research
 - Development Research
- Science, Technology and Innovation (STI)
 - Direct
 - Indirect
- Trafficking in Persons (TIP)
- Water (funding that would contribute to the earmark)

Missions will find definitions and guidance for making attributions of funding for these Key Issues on the F SharePoint site at <http://f.state.sbu/Pages/Key-Issues.aspx>.

Questions?

Click on the link below and then click on “Add New Item”.

<http://bp.m.state.sbu/Lists/MRRTeamRequests/MyItems.aspx>

MRR Bureau Coordinators

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NEA	Laquanda Hudson	Rebecca Williams	Croshelle Harris-Hussein
SCA	Laquanda Hudson	Thomas Holt	Sharon Nwankwo, Pat Brown
SCA - Afghanistan	Laquanda Hudson	Matthew Golden	Susana (Catherine) Guajardo
SCA - Pakistan	Laquanda Hudson	Courtenay Dunn	Susana (Catherine) Guajardo
WHA	James Wickersham	Ian Crawford	Stacy Sparks

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References (continued)

- A. Planning & Performance System <http://pps.rm.state.gov/MSP/Default.aspx>

- B. Mission Resource Request Diplopedia Website http://diplopedia.state.gov/index.php?title=Mission_Resource_Request

- C. Secretary of State's Policy Guidance http://diplopedia.state.gov/index.php?title=Secretary_of_State%27s_Policy_Guidance

- D. Introduction to the New Strategic Planning & Budgeting Processes http://telegrams.state.gov/aldac/view_telegram.cfm?teleid=10201331

- E. Foreign Assistance Policy Analysis (Country Data Packages) <http://f.state.sbu/Pages/PolicyAnalysis.aspx>

- F. Integrated Country Strategies http://diplopedia.state.gov/index.php?title=Integrated_Country_Strategy

- G. Joint Regional Strategies http://diplopedia.state.gov/index.php?title=Bureau_Strategic_Planning

- H. Country Development Cooperation Strategies
USAID ONLY <http://inside.usaid.gov/PPL/offices/spp/cdcs.cfm>

- I. USAID Policy Framework
USAID ONLY <http://www.usaid.gov/documents/1870/usaaid-policy-framework-2011-2015>

- J. Performance Plan & Report (PPR) <http://f.state.sbu/SitePages/PPR2013.aspx>

Appendix 2: Policy Points of Emphasis

The justifications in the MRR, where relevant, should be based on the following principles of the [National Security Strategy](#), the [Presidential Policy Directive on Global Development \(PPD-6\)](#), the [Quadrennial Diplomacy and Development Review \(QDDR\)](#), and the [USAID Policy Framework 2011-2015](#) including:

<p>Alignment with State and USAID Policies and Strategies:</p>	<p>Missions are expected to align their requests and programming with new and existing State and USAID policies and strategies, including the Joint State/USAID Agency Strategic Plan, relevant Joint Regional Strategies (JRS), Integrated Country Strategy (ICS), and Country Development Cooperation Strategies (CDCS-USAID ONLY). Budgetary and programmatic alignment is central to the effectiveness of these policies and strategies. State policies and strategies can be found at:</p> <ul style="list-style-type: none"> • http://diplopedia.state.gov/index.php?title=Secretary_of_State%27s_Policy_Guidance • USAID policies & strategies can be found at: http://inside.usaid.gov/PPL/offices/p/psptt.cfm (USAID ONLY)
<p>Use of Evidence and Results:</p>	<p>Missions should, where possible, support requests with information that takes into consideration Agency and outside program evaluations and analytic studies. Program evaluations, studies, and other empirical research should play a role in helping to shape budget, management, and policy decisions. Information from research and evaluation can sometimes play a role in helping bureaus interpret and act upon their data in a way that will improve performance. Country data packages that provide information on host country performance are available on the F Sharepoint. Audits, inspections, and reports by the OIG, GAO, or other Department of State or USAID bureaus may be cited in support of the request.</p>

Selectivity, Focus, and Integration: The following further defines these important concepts that should be considered and reflected in the MRR.

- **SELECTIVITY:** State and USAID must be more selective about where limited foreign assistance resources are invested - in countries, sub-national regions, or sectors - in order to maximize global impact. At the country level, it is important that State/USAID indicate areas where difficult trade-offs have been made that resulted in ending funding to programs or sectors in order to shift funds to programs, projects, or activities where evidence shows they are likely to have the greatest impact in achieving priority Mission Objectives.
- **FOCUS:** Missions should also ensure that foreign assistance investments are sufficiently focused, so that the total volume of resources invested in a selected program or geographic area is large enough to have meaningful and measurable outcomes and to generate lasting impact. Small funding levels in a specific Program Area should be particularly scrutinized by the Mission, but larger programs should be included in the review if a larger limit seems appropriate, given the overall size of the country program.

Exemptions: Due to their very nature, certain security-related programs pose particular problems to the examination of program focus. For example, International Military Education and Training (IMET) funded programs, by their nature, are small and dispersed. Therefore, funding in security assistance accounts (IMET, FMF, NADR, and INCLE) will be exempt from this examination in the MRR.

- **INTEGRATION:** Recognizing that development and security challenges are complex and multi-dimensional, resources may be invested across relevant sectors for an integrated approach that broadens the impact and sustainability of development programs and projects. Integrated programs should have a specific, clearly-defined, shared goal from the outset of the program.