

**USAID/Bureau for Policy and Program
Coordination**

Annual Report

FY 2004

June 15, 2004

Please Note:

The attached RESULTS INFORMATION is from the FY 2004 Annual Report and was assembled and analyzed by the country or USAID operating unit identified on the cover page.

The Annual Report is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

Related document information can be obtained from:
USAID Development Experience Clearinghouse
8403 Colesville Road, Suite 210
Silver Spring, MD 20910
Telephone: (301) 562-0641
Fax: (301) 588-7787
Email: docorder@dec.cdie.org
Internet: <http://www.dec.org>

Portions released on or after July 1, 2004

Bureau for Policy and Program Coordination

Performance:

Background: USAID is an astoundingly complex organization. With over 900 programs operating in over 100 countries around the world, USAID must tailor its activities to a bewildering array of micro-cultures, local political interests and U.S. Government foreign policy priorities. In order to be effective, USAID must understand very well the realities -- political, economic and otherwise -- of the countries in which it operates as well as those of the U.S. Government. The complicated and sensitive nature of international relations and the need to support U.S. Government policy priorities combine with the vast global mosaic of pressing development and humanitarian needs to present an awesome challenge to even the most astute and well-managed organization.

USAID's programs embrace eight major development sectors ranging from agriculture to HIV/AIDS, and must reflect U.S. foreign policy priorities, promote U.S. national security, express the values of the American people, and provide a real and valuable service to direct recipients and to the international community. USAID's efforts provide an indispensable network of crucial resources and assistance that helps to build security, stability, investor confidence, and prosperity around the world. In order to coordinate its daunting portfolio of program activities, USAID turns to its Bureau for Policy and Program Coordination (PPC) for leadership.

PPC is one of USAID's smaller bureaus, having recent-year program budgets of around \$11 million and a staff of approximately 100 employees. The Bureau maintains four program offices as well as the Agency's internal budget office, and manages over thirty acquisition and assistance contracts. PPC groups its program activities into three main functional areas: 1) engagement in the global development policy debate; 2) strategic budgeting and performance monitoring; and 3) knowledge for development, including program evaluations and information storage/retrieval. These three functional areas allow PPC to embrace a wide variety of Agency program needs and provide services that benefit all facets of the Agency.

U.S. Interests and Goals: It is the interest of the U.S. Government to maintain its position of leadership in the global debate on foreign assistance. As a critical element of the U.S. National Security Strategy, foreign assistance must be accurately understood and effectively managed. USAID fully realizes the important role it plays in promoting national security and will undertake whatever efforts are necessary to ensure that U.S. foreign assistance is applied correctly to today's challenges. The great variety of international development issues that confront USAID in its mission -- the HIV/AIDS pandemic, failed and failing states, famine, civil unrest, and environmental degradation to name but a few -- require a powerful effort by talented staff to design programs that effectively address these problems while remaining true to U.S. Government priorities. Furthermore, these programs must pursue means and outcomes that accurately represent the values of the American people. PPC provides leadership to the Agency in this area through a combination of policy research, strategic and performance planning and the provision of important knowledge and data to its workforce and development partners.

Donor Relations: USAID's relations with other bilateral and multilateral donors are excellent. The Agency engages donors in a number of international fora including, among others, the Group of Eight (G-8), the Organization for Economic Cooperation and Development (OECD), the European Union, the U.S. Department of Agriculture, the Office of the U.S. Trade Representative, the World Bank, and the United Nations. A tremendous amount of value is obtained by coordinating donor activities to reduce and/or eliminate overlap and conflict in development programs. Coordinating donor activities worldwide is no easy task, but PPC steps up to the challenge, providing the proper resources and skilled staff to get the job done. Strong donor relations ensure the intelligent allocation of development resources and builds

lasting relations among major international players in the development arena.

Challenges: USAID has made great strides in recent years to better manage its programs in terms of both strategic planning and performance management. USAID has also taken great strides in providing resources to its personnel in the areas of knowledge management and access to electronic data sources. The Agency's success in maintaining its policy leadership position has been helped partly through PPC's work on the publication of the Foreign Assistance in the National Interest report and the recent White Paper on "U.S. Foreign Aid: Meeting the Challenges of the Twenty-first Century". In spite of these successes, much remains to be done. The world grows more complicated by the day and the process of promoting U.S. national interests through foreign assistance remains in a constant state of flux. The challenge for PPC is to clearly identify USAID's goals and objectives in meeting U.S. national interests and translate those goals and objectives into actionable plans while retaining the kind of flexibility and broad thinking to allow for sudden and sharp changes in political, economic and environmental conditions.

Key Achievements: FY2003 was an active and successful year for PPC. The year saw a great deal of important elaboration on the policy concepts in the Bureau's White Paper, a strengthening of key donor relations, participation in a variety of bilateral and multilateral conversations on foreign assistance, a deeper integration of strategic budgeting and performance management principles into the Agency's programming processes, an expansion of available knowledge management resources, and a diverse array of short- and long-term evaluations and assessments of ongoing Agency programs. PPC contributed directly to Agency preparations for the annual meeting of the G-8 and the high-level annual meeting of the OECD Development Assistance Committee (DAC), elaborated on its Strategic Budgeting Model, sponsored several interagency expert meetings on Iraq reconstruction and development, and managed over twenty Performance Monitoring Plan (PMP) workshops worldwide.

Gender: PPC continued to promote gender as an important consideration in Agency programming processes, reviewing mission strategic plans and program portfolios for gender content. Gender-in-development indicators were considered integral parts of Agency Performance Monitoring Plans and were promoted in technical assistance activities.

Country Close and Graduation:

PPC will continue to utilize its single strategic objection, "Learning from Experience", and has no plans for close-out or graduation of its broad range of program activities.

Results Framework

996-013 Learning from Experience