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FM SECSTATE WASHDC

TO ALL DIPLOMATIC AND CONSULAR POSTS COLLECTIVE
RUEHTRO/AMEMBASSY TRIPOLI 0957

BT

UNCLAS SECTION 01 OF 02 STATE 062023

FROM HENRIETTA FORE, DIRECTOR OF U.S. FOREIGN ASSISTANCE
COMS, USAID MISSION DIRECTORS, AND AGENCY HEADS

E.O. 12958: N/A

TAGS: ABUD, EAID, PREL, KSPR

SUBJECT: COUNTRY-SPECIFIC FOREIGN ASSISTANCE STRATEGIES

1. THE NEED FOR COUNTRY-SPECIFIC FOREIGN ASSISTANCE
STRATEGIES:

MUCH PROGRESS HAS BEEN MADE IN REFORMING AND
COORDINATING U.S. FOREIGN ASSISTANCE, PARTICULARLY
THROUGH THE DEVELOPMENT AND USE OF THE FOREIGN
ASSISTANCE STANDARDIZED PROGRAM STRUCTURE AND INTEGRATED
STATE-USAID BUDGET PLANNING AND REPORTING PROCESSES.
HOWEVER, MORE NEEDS TO BE DONE TO ENSURE COMPREHENSIVE
COORDINATION AND LONGER-TERM STRATEGIC PLANNING TOWARD
ACHIEVEMENT OF THE USG'S GOAL OF HELPING TO BUILD AND
SUSTAIN DEMOCRATIC, WELL-GOVERNED STATES THAT RESPOND
TO THE NEEDS OF THEIR PEOPLE, REDUCE WIDESPREAD POVERTY,
AND CONDUCT THEMSELVES RESPONSIBLY IN THE INTERNATIONAL
SYSTEM. THIS POINT IS UNDERSCORED IN THE 2006 NATIONAL
SECURITY STRATEGY WHICH CALLS FOR THE OFFICE OF THE
DIRECTOR OF U.S. FOREIGN ASSISTANCE (F) TO DEVELOP
COORDINATED COUNTRY-SPECIFIC FOREIGN ASSISTANCE
STRATEGIES.

2. STRATEGIC PLANNING TASK FORCE RECOMMENDATION: IN
AUGUST 2007, IN RESPONSE TO STAKEHOLDERS' CONCERNS ABOUT
LONG-TERM STRATEGIC PLANNING PROCESSES, F ESTABLISHED A
STATE-USAID TASK FORCE TO DEVELOP A NEW APPROACH TO
PRODUCING COORDINATED COUNTRY-SPECIFIC FOREIGN
ASSISTANCE STRATEGIES. THE TASK FORCE RECOMMENDED THE
INTRODUCTION OF A FIVE-YEAR COUNTRY ASSISTANCE STRATEGY
(CAS). WORKING CLOSELY WITH OTHER RELEVANT AGENCIES,
PARTICULARLY THOSE REPRESENTED ON THE INTERNATIONAL
DEVELOPMENT AND HUMANITARIAN ASSISTANCE POLICY
COORDINATION COMMITTEE, THE CAS CONCEPT HAS BEEN
BROADENED TO INCLUDE NOT JUST "150 ACCOUNT" BUDGET

RESOURCES, BUT ALL USG FOREIGN ASSISTANCE PROGRAMS AND RESOURCES. THE INTENTION IS THAT THIS "WHOLE OF GOVERNMENT" CAS PROCESS SHOULD PRODUCE A COMPREHENSIVE STATEMENT OF OVERALL USG FOREIGN ASSISTANCE PRIORITIES IN A GIVEN COUNTRY.

3. PILOTING THE CAS: THE FOLLOWING TEN COUNTRIES AND ONE REGIONAL PROGRAM WILL PILOT THE CAS IN 2008: DEMOCRATIC REPUBLIC OF THE CONGO, MOZAMBIQUE, AND TANZANIA FROM AFRICA; THE PHILIPPINES FROM EAST ASIA; ARMENIA AND BOSNIA FROM EUROPE/EURASIA; MOROCCO AND USAID'S OFFICE OF MIDDLE EAST PROGRAMS FROM THE MIDDLE EAST; NEPAL FROM SOUTH AND CENTRAL ASIA; AND JAMAICA AND HONDURAS FROM THE WESTERN HEMISPHERE. THESE OPERATING UNITS ARE TO BE COMMENDED FOR THEIR LEADERSHIP AND INITIATIVE IN HELPING TO SHAPE THE CAS PROCESS FOR BROADER IMPLEMENTATION BEGINNING IN FY 2009. THEIR PARTICIPATION IS GREATLY APPRECIATED AND THEIR EXPERTISE AND EXPERIENCE WILL BE INVALUABLE IN REFINING THE CAS PROCESS.

4. OVERVIEW OF CAS: A CAS WILL SUCCINCTLY SUMMARIZE COUNTRY (OR REGION)-SPECIFIC USG FOREIGN ASSISTANCE GOALS AND REFLECT USG COMMITMENT TO PARTNER WITH THE HOST-COUNTRY AND OTHER DONORS, BOTH PUBLIC AND PRIVATE. THE CAS PROCESS HAS BEEN DESIGNED SO THAT WASHINGTON AND POSTS WORK CLOSELY TOGETHER TO DEVELOP THE CAS. THE CAS WILL IMPROVE STRATEGIC AND PROGRAMMATIC COORDINATION AMONG THE VARIOUS USG DEPARTMENTS, AGENCIES, AND OTHER ENTITIES INVOLVED IN IMPLEMENTING FOREIGN ASSISTANCE, BOTH AT HEADQUARTERS AND IN THE FIELD. WHILE IT WILL INFORM PROGRAMMATIC DECISIONS ON ASSISTANCE RESOURCES, E.G., BY PROVIDING A LONGER-TERM VISION AGAINST WHICH THE ANNUAL OPERATIONAL PLAN CAN BE REVIEWED, IT WILL NOT SERVE AS A RESOURCE REQUEST OR A PERFORMANCE MANAGEMENT PLAN. CHIEFS OF MISSION AND DEPUTY CHIEFS OF MISSION SHOULD BE ACTIVELY INVOLVED IN CAS DISCUSSIONS AND THE DOCUMENT'S FORMULATION. THE CAS, WHICH WILL BE MADE AVAILABLE TO THE PUBLIC, SHOULD NOT EXCEED 15 PAGES IN LENGTH.

5. HOW THE CAS DIFFERS FROM THE MSP: POSTS ARE ASKED TO DRAW FROM A VARIETY OF RESOURCES (E.G., STATE-USAID JOINT STRATEGIC PLAN AND MISSION STRATEGIC PLAN (MSP)) IN FORMULATING THE CAS. SOME POSTS HAVE ASKED HOW THE MSP DIFFERS FROM THE CAS. THE CAS DIFFERS FROM THE MSP IN THE FOLLOWING WAYS: (1) THE CAS IS NOT A RESOURCE REQUEST WHEREAS THE MSP INCLUDES THE ANNUAL RESOURCE REQUEST FOR STATE AND USAID FOREIGN ASSISTANCE, STATE OPERATIONS, AND HUMAN RESOURCES; (2) ALL USG DEPARTMENTS AND AGENCIES INVOLVED IN FOREIGN ASSISTANCE IN A GIVEN COUNTRY ARE ENCOURAGED TO PARTICIPATE IN THE CAS PROCESS; (3) THE PROCESS OF PRODUCING THE CAS IS AN ACTIVE JOINT WASHINGTON-FIELD PROCESS WHEREAS THE MSP IS USUALLY PRODUCED BY THE POST BASED ON GUIDANCE FROM WASHINGTON AND IS THEN REVIEWED IN WASHINGTON; (4) THE

TIME HORIZON OF THE CAS IS FIVE YEARS WHEREAS THE TIME HORIZON OF THE MSP IS ONE TO THREE YEARS; AND(5) THE CAS WILL BE A PUBLIC DOCUMENT WHEREAS THE MSP IS INTERNAL TO THE USG ONLY. WHILE THERE ARE SIGNIFICANT DIFFERENCES BETWEEN THE CAS AND THE MSP, POSTS CAN AND SHOULD DRAW FROM THE MSP, AND OTHER DOCUMENTS, IN PRODUCING THE CAS.

6. TIMING AND NEXT STEPS FOR THE CAS: THE CAS PILOT PHASE WILL CONCLUDE BY THE END OF FY 2008, WITH THE EXCEPTION OF NEPAL, THE PHILIPPINES, MOZAMBIQUE, AND HONDURAS. THESE COUNTRIES WILL WORK ON A SLIGHTLY DELAYED SCHEDULE DUE TO SPECIAL CIRCUMSTANCES AFFECTING THEIR FOREIGN ASSISTANCE PROGRAMS. THE PILOT EXPERIENCE IS EXPECTED TO HELP REFINE THE PROCESS OF PRODUCING THE CAS, AS WELL AS THE CONTENT OF THE DOCUMENT ITSELF, AND WILL BE USED TO DEVELOP COMPREHENSIVE GUIDANCE FOR BROADER IMPLEMENTATION IN FY 2009. IN FY 2009, APPROXIMATELY ONE-FIFTH OF CAS-ELIGIBLE COUNTRIES WILL BEGIN PRODUCING A CAS FOR THE 2010-2014 TIMEFRAME.

7. ACTIONS REQUESTED:

A. ALL POSTS ARE ENCOURAGED TO REVIEW THE CAS CONCEPT PAPER, GUIDING PRINCIPLES AND SEQUENCE OF EVENTS TO PRODUCING A CAS, AND THE CAS OUTLINE. THIS INFORMATION CAN BE FOUND: <http://inside.usaid.gov/A/F/ncsfas.html>.

B. POSTS THAT WOULD LIKE TO PRODUCE A CAS IN FY 2009, THE FIRST YEAR OF BROADER CAS IMPLEMENTATION, ARE REQUESTED TO NOTIFY THEIR RESPECTIVE BUREAUS (DESK OFFICER AND BUREAU OR DEVELOPMENT PLANNER AS APPROPRIATE), WHO WILL IN TURN CONTACT THE OFFICE OF THE DIRECTOR OF U.S. FOREIGN ASSISTANCE (F) CAS POC, KRISTIE MIKUS [MIKUSKF@STATE.GOV]. F WILL COORDINATE WITH THE STATE DEPARTMENT REGIONAL BUREAUS AND USAID TO DETERMINE WHICH COUNTRIES SHOULD BE PRIORITIZED TO PRODUCE A CAS IN FY 2009.

C. POSTS SERVING AS PILOT CAS COUNTRIES ARE REQUESTED TO MAKE EVERY EFFORT TO ENGAGE OTHER USG DEPARTMENTS AND AGENCIES IN THE CAS PROCESS. WASHINGTON WILL WORK TO ACTIVELY ENGAGE HEADQUARTERS COUNTERPARTS.

8. QUESTIONS FROM PILOT CAS COUNTRIES SHOULD BE ADDRESSED TO POST'S CAS POC WHO WILL BE IN REGULAR CONTACT WITH THE OVERALL CAS POC, KRISTIE MIKUS.

9. I GREATLY APPRECIATE THE EXCELLENT COOPERATION OF POSTS THAT ARE SERVING AS PILOT CAS COUNTRIES AND OF STATE AND USAID BUREAUS IN WASHINGTON FOR ADVANCING THIS CRITICAL WORK AND THE FOREIGN ASSISTANCE REFORM AGENDA.

10. MINIMIZE CONSIDERED.
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