

CDIE STRATEGIC PLAN

MISSION STATEMENT

CDIE LEADS USAID IN LEARNING FROM EXPERIENCE IN ORDER TO IMPROVE DEVELOPMENT RESULTS.

CDIE **leads** in a collaborative manner, through an inclusive process of setting our work agenda, and by coaching, convincing, and sharing information with colleagues. Our fellow workers accept us as leaders in part because we have an organizational mandate as USAID's central information and evaluation unit, but mainly because we have achieved a widely-recognized expertise and integrity in our work.

CDIE's primary customers are **USAID** managers at all levels, and partners collaborating with USAID programs. Among our primary customers, we give special emphasis to meeting the needs of senior USAID/Washington managers. Our secondary customers are the broader development community with whom we share USAID's development experience.

CDIE and USAID **learn from experience** by examining and evaluating program performance and translating knowledge into action. We do this by acquiring information on development experience relevant to USAID's assistance programs; analyzing, reflecting on and synthesizing it into usable knowledge and actionable recommendations; disseminating that knowledge; and applying it to policy, program and management decisions in ways that allow us to replicate successes and avoid repeating mistakes or failures. We seek to make USAID (and CDIE itself) a learning organization that continually improves its work based on the lessons of experience. CDIE's own "comparative advantage" is in its overall strategic, integrative focus, rather than in specific technical areas of expertise.

CDIE, working in the manner outlined above, strives for **development results** in which people in partner countries achieve substantial and sustainable improvements in their lives. These results flow from greater empowerment and expanded choices brought about by USAID-supported activities.

STRATEGIC OBJECTIVE 1:

CDIE REGULARLY INFORMS ITS CUSTOMERS ABOUT DEVELOPMENT EXPERIENCE APPROPRIATE TO THEIR NEEDS.

Program Outcome 1.1: The needs of USAID managers for development experience information are explicitly identified.

Indicators might include:

- needs of USAID's top managers solicited
- needs of managers of priority program areas solicited
- annual evaluation studies agenda completed

Program Outcome 1.2: CDIE's agenda anticipates issues that will be important for decision-makers in coming months.

Indicators might include:

- completed studies formulate actionable recommendations on issues of current interest to decision-makers

Program Outcome 1.3: High quality written and oral reports are regularly disseminated in a timely manner.

Indicators might include:

- key studies/publications and follow-on dissemination campaigns are completed on schedule
- reports and briefings meet customers' needs

Program Outcome 1.4: Queries are promptly and accurately answered.

Indicators might include:

- data collection undertaken and analyzed within specified timeframe
- literature reviews completed on schedule
- reports meet customers' needs

Program Outcome 1.5: CDIE's information is used in key documents and decisions.

Indicators might include:

- evidence of CDIE's products in project, program and policy documents

Program Outcome 1.6: Information provided by CDIE is accessible and user-friendly.

Indicators might include:

- use of information sources by USAID professionals increases steadily from year to year

Program Outcome 1.7: CDIE's customers are aware of and know how to access information provided.

Indicators might include:

- number of requests for information from CDIE
- number of repeat users
- number of responses to publication announcements
- customers access CDIE sources and automated information networks themselves

STRATEGIC OBJECTIVE 2:

CDIE IS RECOGNIZED AS INFLUENTIAL AND EFFECTIVE IN LEADING USAID TO LEARN FROM EXPERIENCE.

Program Outcome 2.1: CDIE implements an effective communications strategy.

Indicators might include:

- CDIE makes appropriate use of "classic" and "cutting edge" strategies and monitors approaches to see which are most effective
- USAID managers ask CDIE to inform decisions
- surveys show CDIE products useful and used

Program Outcome 2.2: CDIE collaboratively sets standards for, provides helpful guidance on, and provides feedback on performance of USAID development experience information, performance measurement and evaluation systems Agency-wide.

Indicators might include:

- guidance updated every x years
- annual reports provide substantial feedback on performance

Program Outcome 2.3: CDIE has direct-hire and contract personnel with appropriate level and balance of technical and management skills.

Indicators might include the following kinds of skills:

- acknowledged, credible sector expertise; personnel

- are "plugged-in" to Agency-wide sector groups
- expertise in evaluation and performance measurement methods
- information management skills
- ability to integrate perspectives of various sectors, take strategic view
- management skills
- CDIE teams draw on others to complement own skills

Program Outcome 2.4: CDIE is a progressive management environment.

Indicators might include:

- work performed effectively by intra-CDIE and inter-Agency teams led or initiated by CDIE
- learning skills, CDIE is a "learning organization"
- CDIE undertakes annual strategic planning review
- CDIE provides an opportunity to think
- credible systems and procedures
- well-managed, effective delegation of responsibility, good communication and feedback
- leading by example