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April 29, 2009

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ENDORSEMENT MEMO FOR RICHARD L. GREENE, ACTING DIRECTOR
OF U.S. FOREIGN ASSISTANCE

FROM: A-AA/DCHA – Dirk Dijkerman

SUBJECT: Fiscal Year 2009 Operational Plan for the Bureau for Democracy,
Conflict, and Humanitarian Assistance (DCHA)

DCHA is pleased to submit our FY 2009 Operational Plan. The preparation of this document was a team effort, incorporating the work of more than one hundred individuals here and abroad and utilizing more than one hundred fifty Foreign Assistance Coordination Tracking System (FACTS) accounts to input data. The Plan reflects the Bureau's contribution to the goal of Transformational Diplomacy as articulated in the aims of the State/USAID Joint Strategic Goal Framework for foreign policy and development assistance. I endorse this Operational Plan and welcome comments during the review process.

With the increasing urgency to secure peace around the globe, now more than ever, foreign assistance is center stage in the USG's response to a complex array of strategic priorities which aim to lay the foundation for a more stable, peaceful, and democratic world. DCHA's resources, and the activities they support, play a major role in contributing to the achievement of these priorities by providing humanitarian and development assistance that saves lives, alleviates suffering and food insecurity, and expands good governance and opportunities for participatory civil society. Our FY 2009 Plan highlights examples of work which:

- Assists governments to prevent, prepare for, and/or mitigate the effects of disasters and emergencies;
- Identifies and addresses underlying causes of alienation and conflict;
- Supports civil society, democratic transitions, just democracy and good governance;

- Builds the capacity of local non-governmental service organizations; and
- Demonstrates the benefits of peace and respect for human rights.

Yet achievement of our objectives requires that we consider the following issues which are beyond the capacity of the Operational Plan to adequately capture.

Budgetary/Operational

1. Contingency Funding – Also articulated in last year’s Plan, the need to maintain the contingency nature of the funds managed by DCHA remains a critical concern. Our inability to predict natural and manmade crisis around the world necessitates that authorizing legislation for International Disaster Assistance (IDA), Transition Initiatives (TI), and Food for Peace Act Title II all contain “notwithstanding” language to ensure that the USG has the ability to respond quickly to urgent needs globally. For example, dramatic volatility in food prices impact the ability of DCHA’s Office of Food for Peace (FFP) and Office of Foreign Disaster Assistance (OFDA) to meet critical food security needs. While emergency programs may contribute to the Agency’s obligations for earmarks set by Congress and be highlighted as *Key Issues* by the Director of Foreign Assistance, it is important to recognize that these contributions necessarily change with the emergencies in a given year and should not therefore be used as a basis for future contributions to Congressional earmarks. Another aspect of contingency funding concerns the program approval process for DCHA’s Transition Initiatives country programs. Currently, startup of these programs requires F approval before our Operational Plan is submitted. However, other “contingency” programming within DCHA does not require F approval. We recommend that as with the other DCHA “contingency-funded” programs, F be informed of, rather than approve new TI country programs to maximize speed of startup.

2. Reliance on Supplemental Funds - The primary budget issue for the effective provision of humanitarian assistance is the timely availability of adequate funds. An over-reliance on supplemental funding has detrimental impacts on our ongoing programs, implementing partners and beneficiaries. While it is important to maintain our ability to request supplemental funding from Congress in the event of a large-scale emergency response, USAID's dependence on this mode of funding frequently creates political uncertainties and delays in developing, financing and implementing programs. The funding of humanitarian assistance programs must

come from core budgets and shift away from an over-reliance on supplemental funding.

3. System Anomaly – This Operational Plan does not fully reflect the full workload of the Bureau due to the need to manage non-emergency programs.

We continue to work with F on an anomaly in the budget system which impacts the work of our Food for Peace Program (FFP). Non-emergency Title II programs are included in the Operational Plans of the countries in which they are implemented. Yet, much of the responsibility for managing non-emergency programs falls to FFP, such as ordering commodities, arranging shipping, providing technical support, and reviewing program budgets to ensure legislation requirements on commodities are met.

Programmatic

1. Interagency Process – The breadth of DCHA’s responsibilities in coordinating the Interagency process isn’t fully captured by the activities identified in this Operational Plan. For example, DCHA staff spends considerable time coordinating with the Interagency on initiatives related to conflict, instability, and counterterrorism. DCHA collaborates closely with the State Department’s Office for the Coordinator of Reconstruction and Stabilization (S/CRS) in building an effective whole-of-government Civilian Response Corps (CRC). Considerable interagency coordination, especially with S/CRS, has also been part of the evolution and development of the Civilian Deployment Center (CDC) which serves as the staging/reentry facility for civilian personnel deploying to and returning from reconstruction and stabilization missions overseas.

For FY 2009, Congress appropriated \$75 million for the Civilian Stabilization Initiative (CSI) of which \$30 million was provided to USAID and \$45 million to S/CRS. USAID is currently hiring 41 Civilian Response Corps – Active (CRC-A) members as part of the 250 total interagency CRC-A complement. USAID intends to hire 52 additional CRC-A members by the end of FY 09. The first USAID CRC-A members will begin training by June 2009. USAID is also actively recruiting and training Civilian Response Corps – Standby (CRC-S) members from current employees. USAID has 110 CRC-S members. USAID is developing Agency-specific training for its CRC members. We are coordinating

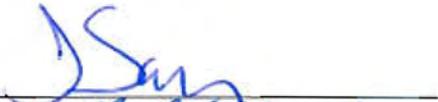
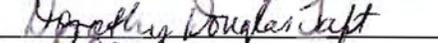
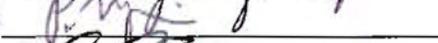
for local procurement under the FY08 supplemental will allow USAID to move with greater speed and flexibility to provide food aid to affected populations. This authority allows DCHA to stretch the food aid dollar because food purchased locally is often less expensive than commodities procured and shipped from the US. DCHA will continue to work with eligible organizations, including the WFP and NGOs, for local or regional procurements of food commodities in response to unexpected emergency food needs, including emergency food aid pipeline breaks.

I hope that discussion of the aforementioned issues assists you in understanding some of the challenges facing our program this fiscal year.

Again, it is my pleasure to endorse this Operational Plan.

CLEARANCE PAGE for ENDORSEMENT MEMO FOR ADMINISTRATOR GREENE regarding Fiscal Year 2009 Operational Plan for Bureau for Democracy, Conflict, and Humanitarian Assistance

Clearances:

DCHA/PPM: Trisa Savoy		Date	<u>4/30/09</u>
DCHA/CMM: Neil Levine		Date	<u>4/30/09</u>
DCHA/DG: Dorothy Taft		Date	<u>4/30/09</u>
DCHA/OFDA: Peter Morris		Date	<u>4/30/09</u>
DCHA/ASHA: George Like		Date	<u>4/30/09</u>
DCHA/FFP: Jeff Borns		Date	<u>4-29-09</u>
DCHA/OMA: Dawn Liberi		Date	<u>4/30/09</u>
DCHA/OCR : John Champagne		Date	<u>4/30/09</u>
DCHA/OTI: Rob Jenkins		Date	<u>4/30/09</u>
DAA/DCHA: Elisabeth Kvitashvili		Date	<u>4/30/09</u>
DAA/DCHA: John Brause	 <i>to meet deadline</i>	Date	<u>4/30/09</u>

DCHA/PPM: Andria Hayes-Birchler: 712-5631: 4/30/2009:
P:PPM.PUB/DCHA Shared/OpsPlan2009 Endorsement Memo

**DCHA Acronym List
OPS Plan FY 2009**

A	Asia Bureau
AED	Academy for Educational Development
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations
AFR	Africa Bureau
ASHA	American Schools and Hospitals Abroad
AWEPA	Association of European Parliamentarians for Africa
CBA	Collective Bargaining Agreement
CBR	Community-Based Rehabilitation
CDC	Centers for Disease Control
CIDA	Canadian International Development Agency
CRC	Civilian Response Corps
CRC-A	Civilian Response Corps - Active
CRC-S	Civilian Response Corps - Standby
CRPWD	Convention on the Rights of People with Disabilities
CSH	Child Survival & Health
CSO	Civil Society Organization
CTO	Cognizant Technical Officer
CVT	Center for Victims of Torture
DA	Development Assistance
DCHA	Bureau for Democracy, Conflict and Humanitarian Assistance
DCOF	Displaced Children and Orphans Fund
DDR	Disarmament, demobilization and reintegration
DFAIT	Foreign Affairs and International Trade (Canada)
DFID	(U.K.) Department for International Development
DG	Democracy and Governance
DHHS	Department of Health and Human Services
DOD	U.S. Department of Defense
DPO	Disabled People's Organization
DRR	Disaster Risk Reduction
EG	Economic Growth
EGAT	Economic Growth, Agriculture and Trade Bureau
EITI	Extractive Industries Transparency Initiative
ESF	Economic Support Fund
EU	European Union
FACTS	Foreign Assistance Coordination Tracking System
FANTA-2	Food and Nutritional Technical Assistance II Project
FEWSNET	Famine Early Warning Systems Network
FFP	Office of Food for Peace
FY	Fiscal Year
GBV	Gender based violence
GDA	Global Development Alliance
GH	Global Health
GJD	Governing Justly and Democratically

GOPAC	Global Organization of Parliamentarians against Corruption
GSM	Grant Solicitation & Management
HI	Handicapped International
ICASS	International Cooperative Administrative Support Service
ICRC	International Committee for the Red Cross
ICT	Information and Communications Technology
IDA	International Disaster Assistance
IDPs	Internally displaced persons
IIP	Investing in People
IMF	International Monetary Fund
IPU	Inter-Parliamentary Union
IQC	Indefinite Quantity Contract
ISPO	International Society for Prosthetics and Orthotics
IT	Information Technology
LAC	Latin America and the Caribbean Bureau
LRP	Local and Regional procurement
LWA	Leader with Associates
LWVF	Leahy War Victims Fund
MCC	Millennium Challenge Corporation
MDTF	Multi-Donor Trust Fund
MSI	Media Sustainability Index
NGO	Non-Governmental Organization
NOAA	National Oceanic and Atmospheric Administration
OAA	Office of Assistance & Acquisitions
OECD DAC	Organization for Economic Cooperation and Development/Development Assistance Commission
OFDA	Office of U.S. Foreign Disaster Assistance
OSCE	Organization for Security and Cooperation (Europe)
OTI	Office of Transition Initiatives
OVC	Orphans and Vulnerable Children
PDQ II	Program Development Quickly
P&O	Prosthetics and Orthotics
PRM	Populations, Refugees, and Migration
PRODESC	Proyecto de Derechos Economicos, Sociales y Culturales (Mexico)
PVOs	Private Voluntary Organizations
PWD	People with Disabilities
RANET	Radio and Internet for the communication of hydro-meteorological information for rural development
RFA	Request for Assistance
S/CRS	U.S. Department of State/Crisis, Reconstruction and Stabilization
SC	Solidarity Center
SSR	Security Sector Reform
State/EEB	U.S. Department of State/Bureau of Economic, Energy and Business Affairs
SOW	Scope of Work

STRIVE	Supporting Transformation by Reducing Insecurity and Vulnerability with Economic Strengthening
SWIFT III	Support Which Implements Fast Transitions
TI	Transition Initiatives
UN	United Nations
UNDP	United Nations Development Programme
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
USAID/W	USAID/Washington
USG	US Government
USGS	United States Geological Survey
USPSC	U.S. Personal Services Contractor
VTF	Victims of Torture Fund
WC	Wheelchairs
WE	World Education
WFP	United Nations World Food Program
WHO	World Health Organization