

CDCS Talking Points

- With the Secretary's full support, Administrator Shah established the Bureau of Policy, Planning, and Learning (PPL) and the Office of Budget and Resource Management (BRM) to help ensure that we implement a country-based strategic planning process that is evidenced based, prioritizes our investments, and keeps us accountable for results.
- PPL's Office of Strategic and Program Planning (SPP) oversees the newly established Country Development Cooperation Strategy (CDCS) process.
- A commitment to multi-year strategic planning based on strong analysis and an appreciation of the value of explicit priority-setting is a core component of USAID Forward.
- The CDCS is highlighted in the recently-accounted Presidential Policy Directive on Global Development (PPD-6), which states:
 - "USAID will work in collaboration with other agencies to formulate country development cooperation strategies that are results oriented and will partner with host countries to focus investments in key areas that shape countries' overall stability and prosperity."
- Currently, 20 USAID bilateral missions and one regional platform will develop a CDCS by June 2011, representing approximately 40 percent of USAID's FY 2010 budget. Remaining missions and platforms (with programs above a threshold to be determined) will develop a CDCS by the end of FY 2013.
- With regional bureau leadership and PPL support, the CDCS process is conducted in three phases: (1) Parameter Identification; (2) Strategy Preparation; and (3) Review and Approval.

CDCS Key Aspects

- The CDCS focuses on USAID-implemented assistance, but is informed by interagency input both in the field and in Washington. Other USG agencies should participate if they play a substantive role in advancing the CDCS Development Objectives (DOs) and/or if USAID manages their resources. Specifically, the CDCS should note where diplomatic efforts can help ensure successful implementation of the DOs. The Mission should identify appropriate agencies to consult during the Parameters Identification phase of the CDCS.
- The CDCS should focus on a limited and prioritized set of Development Objectives (DOs) and program areas/elements, indicating where we can have maximum impact and noting specific programmatic tradeoffs. If a Mission wishes to propose more than three Development Objectives, they should send their Regional Bureau and PPL a request and justification during the strategy development phase as soon as they have a draft Results Framework. Approvals will be granted in very select cases.

- The CDCS should demonstrate evidence-driven, analytically-based and technically sound causal linkages throughout the Results Framework and development hypothesis, and include results that are in USAID's manageable interest and appropriate for the level of resources proposed.
- The CDCS should demonstrate alignment with aid effectiveness principles and host country priorities where governments meet high standards of transparency, good governance, and accountability.
- The CDCS should highlight how our assistance will lead to sustainable impacts, including through building local capacity, and should include proposed measures and metrics with which to estimate these impacts.
- The CDCS should outline how USAID will leverage resources through high impact and sustainable partnerships and/or divisions of labor with other development actors and stakeholders based on respective comparative advantages.
- The CDCS should highlight the Mission's strategy for using science, technology, and game changing innovations to advance the US government's development goals in a country.
- The CDCS should reflect the outcomes from the various Presidential Initiative planning processes.
- The CDCS should propose program, Operating Expense, and staffing requirements that are aligned with priorities.

Focus and Concentrate

- The CDCS should focus and concentrate our investments.
 - For existing programs, the CDCS should propose which lower priority program areas or sectors should be reduced or phased-out over the CDCS timeframe and which higher priority programs should be ramped-up based on host country priorities, evidence of performance, and USAID's comparative advantage with other development actors.
 - Development Objectives (DOs) should be limited, prioritized, and reflect an integrated approach where multiple sectors reinforce overall goals and lead to sustainability. For example, how can economic policy reform or institutional capacity building lead to sustained global health or food security goals?
 - Multi-sectoral approaches should focus on specific geographic regions, administrative delineations (district, county, state, or provincial level), communities, or other targeted populations.

Resource Implications

- With the FY 2011 Congressional Budget Justification levels as the base, the CDCS assumes zero-growth in the Mission's top line for FY 2012 through FY 2015.
- PPL will work with the Missions, the regional and pillar bureaus, independent offices, initiative owners, BRM, and F to consider which priorities proposed by the Mission will be endorsed by Washington based on a balancing of multiple factors, including a desire to achieve meaningful impact, meeting Congressional interests (particularly global earmark levels), Initiative priorities, and foreign policy considerations.
 - For example, if Mission A in one region indicates that education is a top priority and wishes increased assistance to achieve scale and impact and Mission B in another region indicates that Education is a lower priority, PPL will work with the two regional bureaus, the Education Office, BRM, and the Office of the Director of Foreign Assistance to attempt to reallocate education resources from Mission B to Mission A.
- Based on the CDCS Guidance and informed by the Parameter Identification phase, PPL will work closely with BRM to develop a FY 2013 comprehensive USAID budget that the Administrator will submit to the Secretary. This budget will be based in part on the CDCS priorities. To the extent possible given timing, the CDCS also will inform FY 2011 and FY 2012 resource allocations.
- We are all cognizant that resource allocation is a complex and multilevel process, and that country strategies will not alone determine funding priorities. However, the CDCS is a critical opportunity to demonstrate the linkages between the realities faced in the field and the decisions taken in Washington.

Relationship to Other Planning and Reporting Processes

- The CDCS's relationship to the other various planning and reporting processes is still a work in progress. We also are working closely with State to examine how to streamline the various planning and reporting processes to reduce the overall burden on the field. Streamlining recommendations are due in January 2011.
- We currently are working with State to examine how the FY 2013 Mission budget build process can be tied explicitly to CDCS priorities.
- Finally, we are working with the Presidential Initiative owners to ensure that these separate processes are incorporated appropriately within the CDCS framework. Missions have flexibility to reflect the country-team developed goals for the Global Health Initiative (GHI), Feed the Future, and Global Climate Change at either the Development Objective or Intermediate Result level. The only exception is for GHI Plus countries which should incorporate the GHI goals as a DO.