



## USAID PART Programs - Scores and Improvement Plans

### Operating Expenses and Capital Investment Fund (OE/CIF)

The Operating Expense (OE) and Capital Investment Fund (CIF) pay most of the operating expenses of the United States Agency for International Development (USAID) so that it can administer the foreign assistance programs authorized by the Foreign Assistance Act of 1961. OE and CIF ensure a high quality workforce supported by modern and secure infrastructure and operational capabilities.

Score: 81                      Performance: Moderately Effective

#### Improvement Plan

- Continue to develop and operationalize meaningful performance measures and utilize them in the management of agency operations. This will include ensuring that operating units and their managers are held accountable for results through regular reviews and performance reporting, and that the use of performance data becomes a routine part of making resource allocation decisions.
- Focus reform efforts on increasing the effectiveness and efficiency of agency operations, including continuing to develop capability to take advantage of further regionalization, centralization, cross-servicing, or other alternative approaches to the bi-lateral model of program delivery.
- Implement comprehensive analysis-based workforce planning process encompassing USDH and non-USDH position funded by trust, program, or OE. Use results from the performance management plan to make key human capital program decision and to drive improvements.

Lead Organization: M

### Office of Transition Initiatives

The Office of Transition Initiatives (OTI) mission is to help local partners advance peace and democracy in priority conflict-prone countries. Seizing critical windows of opportunity, USAID works on the ground to provide fast, flexible, short-term assistance targeted at key transition needs.

Score: 82                      Performance: Moderately Effective

#### Improvement Plan

- Ensure that these programs remain short-term in nature. In general, programs should be financed by Agency's missions abroad with other funding or by other organization or ended after two years.
- Continue to monitor OTI's coordination/cooperation with related offices and programs—including the Bureau of Democracy, Human Rights, and Labor at the Department of State and the Office of Conflict Management and Mitigation at USAID—to ensure that there is non duplication of effort or overlap.
- Improve performance measures where possible to better track the effectiveness and sustainability of the Office's programs on advancing democracy and peace.

Lead Organization: OTI



#### USAID Development Assistance - Population

The purpose of the program is focused principally on reducing unintended pregnancy and improving reproductive health by increasing the use of voluntary family planning. The program also makes substantial contributions to reducing maternal mortality due to unintended pregnancy and abortion and to reducing infant and child mortality through birth spacing.

Score: 76 Performance: Moderately Effective

##### Improvement Plan

- Continue to provide resources at the 2003 request level of \$425 million.
- Take steps to better align resource allocations with country needs through new performance budgeting efforts.
- Use the budget allocation model to rank countries globally rather than within regions for priority family planning and reproductive health funding. Present how the allocation model has impacted decisions in future Child Survival and Health budget requests to OMB.
- Complete graduation criteria and design/implement graduation strategies for countries receiving family planning and reproductive health funding within reach of the criteria.

Lead Organization: GH

#### USAID Climate Change

USAID's Climate Change Program's mission is to promote sustainable development that minimizes the associated growth in greenhouse gas emissions and reduces vulnerability to climate change. The program supports activities to decrease the rate of growth in net greenhouse gas (GHG) emissions by decreasing GHG sources and maintaining or increase GHG sinks; increase developing and transition country participation in the UN Framework Convention on Climate Change (UNFCCC); and decrease developing and transition country vulnerability to the threats posed by climate change.

Score: 69 Performance: Adequate

##### Improvement Plan

- Focusing funding on priority areas in the short-term: specifically, the high priority geographic and programmatic areas that would support the Administration's Climate negotiating team.
- Developing a new strategic plan for this program to include more short and long-term goals for this program.
- Soliciting or implementing regular reviews of this program's performance and effectiveness.

Lead Organization: EGAT

#### Public Law 480 Title II Food Aid

USAID's goal is to increase the impact of food aid in reducing hunger and food insecurity. Strategic Objective (SO) of Title II emergency food aid is to meet critical food needs of targeted groups. The purpose of the Title II development (non-emergency) food aid program is to increase food security for vulnerable populations. This has been translated into the process-oriented SO of Title II development food aid to increase the effectiveness of Food for Peace (FFP) partners in carrying out Title II development activities with measurable results related to food security with a primary focus on household nutrition and agricultural productivity.

Score: 69 Performance: Adequate

##### Improvement Plan

- Ensuring that emergency and development food aid are directed towards the highest priority needs and that contingency planning allows this program to address unanticipated needs throughout the year. Address flexibility by implementing better contingency planning for emergency needs that arise late in a fiscal year.
- Take steps to better integrate food security issues and food aid into overall Agency planning in Washington and at its missions abroad and with donors, including addressing root causes of famine.
- Improve performance measures that incorporate implementation of programs by USAID's non governmental partners, such as private voluntary organizations. These improvements include developing new indicators for food security that encompass both emergency and development food aid programs as well as tracking across-the-board progress in countries and overall.
- Implement changes to improve efficiency and continue other (such as for monetization).

Lead Organization: DCHA



**Development Credit Authority (DCA)**

The Development Credit Authority provides loan guarantees to private sector financial institutions to promote sustained economic growth and poverty reduction in developing countries by increasing private-sector lending to underserved, creditworthy borrowers. In addition, DCA advances sector-specific USAID development objectives, such as improved public health, enhanced infrastructure, or increased access to education.

Score: 87 Performance: Moderately Effective

**Improvement Plan**

- Working to implement improved financial and accounting management procedures and increase the efficiency and effectiveness of the tool.
- Incorporating the findings of its independent evaluations into its project development and monitoring plans to improve program effectiveness.

Lead Organization: EGAT/DCA

**Child Survival and Health (CSH - Africa)**

The Child Survival and Health programs in Africa have a broad-based mission to foster a healthier African population and to increase the effectiveness of African institutions. The Africa Bureau has several key priority health areas. These have remained relatively consistent over time, both in the recent past and going forward in the new Africa Framework. They include HIV/AIDS, family planning and reproductive health, child survival and maternal health, and malaria and other infectious disease.

Score: 68 Performance: Adequate

**Improvement Plan**

- No plans have been provided by OMB.

Lead Organization: AFR

**International Disaster and Famine Account (IDFA)**

The President has designated the USAID Administrator as the Special Coordinator for International Disaster Assistance. The disaster assistance program is implemented through the Office of Foreign Disaster Assistance (OFDA) and channeled through a range of U.S. nongovernmental organizations (NGOs), international organizations, United Nations agencies, USAID field missions, other U.S government agencies, universities, and institutional contractors. OFDA also utilizes various interagency agreements with several other U.S. Government entities. OFDA's mandate is to save lives and reduce suffering of those affected by natural or man-made disasters and complex emergencies. OFDA seeks to assist beneficiaries in a timely manner to avert further suffering and death and to help victims restore their livelihoods and reduce dependency on assistance.

Score: 72 Performance: Adequate

**Improvement Plan**

- Better integrating assistance needs in protracted emergencies with other U.S. Agency for International Development programs in order to reduce the Office's long-term presence in these countries.
- Improving and expanding the use of performance measures across protracted emergencies, including ensuring that certain key performance data are measured reliably and uniformly across emergencies.
- Developing additional measures of cost-effectiveness, including reviewing cost-effectiveness when doing post-crisis assessments and evaluations.

Lead Organization: DCHA/OFDA



<b>Development Assistance (Sub Saharan Africa)</b> The Development Assistance (DA) account funds activities for free-market economic development, agriculture, rural development, literacy and basic education for children and adults, environment, energy, science and technology and other programs related to longer-term transformational development. Priorities for DA funding the AFR region are agriculture and the environment, trade, education, democracy and governance, and conflict mitigation. DA program funds will be increasingly directed towards those countries that are performing well, demonstrate need, and exhibit commitment to the principles of sound governance, investing in their people and economic freedom. Score: 75                      Performance: Adequate
<b>Improvement Plan</b>
<ul style="list-style-type: none"><li>No plans have been provided by OMB.</li></ul> Lead Organization: AFR

<b>Development Assistance (LAC)</b> The Development Assistance (DA) account funds activities for free-market economic development, agriculture, rural development, literacy and basic education for children and adults, environment, energy, science and technology and other programs related to longer-term transformational development. USAID/LAC's programming of DA funds supports the US foreign policy priority to advance sustainable development and global interests, and contributes to USAID's goals of economic growth and agricultural development, democracy and good governance, human capacity building, and environmental protection. Score: 82                      Performance: Moderately Effective
<b>Improvement Plan</b>
<ul style="list-style-type: none"><li>Develop regional performance indicators for the remaining regional bureaus at the agency.</li><li>Continue efforts to strengthen budget and performance integration using the new agency-wide and regional performance data.</li><li>Continue to refine the analysis of this new performance data to broaden its applications for management decision-making at all levels of the agency.</li></ul> Lead Organization: LAC

<b>Child Survival and Health (CSH - LAC)</b> The program has a focused and well-defined mission, though the level of analysis used is based on the Latin America and Caribbean (LAC) Region, not the country level. At times, information is given for progress at the country level when information is not available at the regional level. The Child Survival and Health (CSH) account funds activities in support of immunization, oral re-hydration, health, nutrition, water and sanitation, displaced and orphaned children, prevention, treatment and control of, HIV/AIDS, TB, malaria, polio, as well as family planning/reproductive health. The CSH programs in LAC are linked to U.S. foreign policy priorities to advance sustainable development by improving human health and reducing the spread of infectious diseases in the Hemisphere; helping people realize their reproductive intentions; and addressing the HIV/AIDS epidemic. Score: 82                      Performance: Moderately Effective
<b>Improvement Plan</b>
<ul style="list-style-type: none"><li>Using the new regional framework and common agency performance goals and measures to tie performance to funding requests.</li><li>Refining the analysis of this new performance data to broaden management decision-making at all levels of the Agency.</li><li>Completing the transition to a new system that unifies field and headquarters financial reporting.</li></ul> Lead Organization: LAC