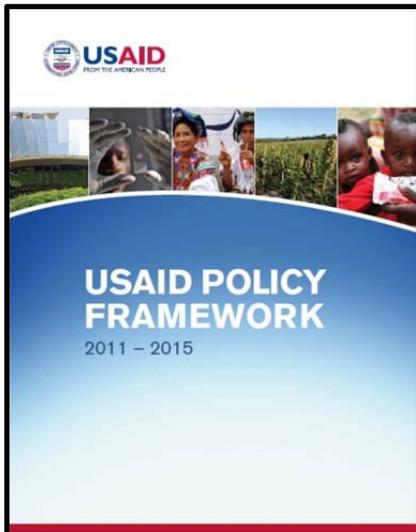


USAID POLICY FRAMEWORK 2011-2015



*My national security strategy recognizes development not only as a moral imperative, but a strategic and economic imperative. Secretary of State Clinton is leading a review to strengthen and better coordinate our diplomacy and our development efforts. We've reengaged with multilateral development institutions. And we are rebuilding the United States Agency for International Development as the world's premier development agency. **In short, we're making sure that the United States will be a global leader in international development in the 21st century.***

President Obama, Remarks at MDG Summit, Sept 22, 2010

The USAID Policy Framework 2011-2015 provides our staff and partners worldwide with a clear sense of our core development priorities, translates the President's Policy Directive on Global Development and the Quadrennial Diplomacy and Development Review into more detailed operational principles, explains how we will apply these principles across our entire portfolio, and lays out our agenda for institutional reform, *USAID Forward*.

USAID's overarching goal is to shape and sustain a peaceful, prosperous, just, and democratic world and foster conditions for stability and progress for the benefit of the American people and people around the world.

In order to achieve this goal, and in concert with our U.S. Government partners, the Agency will focus on pursuing **seven core development objectives** in the four years ahead, including:

- Increase **food security**
- Promote **global health** and strong health systems
- Reduce **climate change** impacts and promote low emissions growth
- Promote sustainable, broad-based **economic growth**
- Expand and sustain the ranks of **stable, prosperous, and democratic states**
- Provide **humanitarian assistance** and support **disaster mitigation**
- Prevent and respond to **crises, conflict, and instability**

The Policy Framework lays out USAID's expectations for development impacts across these key objectives.

USAID OPERATIONAL PRINCIPLES

The following principles help us focus relentlessly on achieving and measuring results to maximize the impact of every dollar we spend. While these principles are not new, under the Policy Framework they are applied more systematically and with greater discipline and analytical rigor across our entire portfolio.

Promote gender equality and female empowerment	<ul style="list-style-type: none">• We are incorporating gender equality and female empowerment systematically across USAID's Initiatives, ongoing programs and projects, performance monitoring and evaluation, and procurements.
Apply science, technology, and innovation strategically	<ul style="list-style-type: none">• We will use new technologies, approaches, and methods to address human development needs, as well as new ways of using existing solutions to empower more people, more cost-effectively, and more rapidly.
Apply selectivity and focus	<ul style="list-style-type: none">• We will be <i>selective</i> with our resources, investing in countries, sub-national regions, and sectors with the potential for greatest impact, and we will <i>focus</i> our resources, ensuring that the total sum of resources in a country or sector is enough to have a meaningful, measurable, and lasting impact.
Measure and evaluate impact	<ul style="list-style-type: none">• We must measure program effectiveness, disclose findings to stakeholders, and use evaluations to inform resource allocation. We will also use project performance to identify best practices, refine designs, and introduce improvements.
Build in sustainability from the start	<ul style="list-style-type: none">• The ultimate goal of development cooperation must be to enable developing countries to devise and implement their own solutions to development challenges and develop resiliency against shocks. Sustainability cannot be an afterthought and we must prepare for it from the beginning of a project or program.
Apply integrated approaches to development	<ul style="list-style-type: none">• We must work across sectors more effectively and strategically in pursuit of fewer overall goals. Integrated, multi-disciplinary teams should be used to tackle our challenges and strategies, and project designs should make full use of integrated approaches.
Leverage "solution-holders" and partner strategically	<ul style="list-style-type: none">• We must collaborate and partner with a wide range of entities and organizations to achieve and sustain results, and these partnerships must be focused on Agency priorities, have clear goals, and be outcome driven.

USAID FORWARD

As we pursue our seven core development objectives, we are transforming our Agency into an organization that lives up to President Obama's commitment to build USAID into "the world's premier development agency." This agenda for institutional renewal, known as *USAID Forward*, was an early outcome of the QDDR and is already into the implementation process.

USAID Forward consists of reforms in these areas:

- ➔ *Rebuilding Policy Capacity*
- ➔ *Restoring Budget Management*
- ➔ *Strengthening Monitoring and Evaluation*
- ➔ *Leading on Innovation*
- ➔ *Supporting capabilities in science and technology*
- ➔ *Building the capacity of local institutions*
- ➔ *Attracting and retaining talent*