

**RESPONSE TO QUESTIONS POSED BY THE PRESIDENTIAL STUDY DIRECTIVE TEAM
11/04/09**

❖ **What is the vision/agenda for U.S. global development policy for the next 10-15 years?**

Vision Statement

The United States' role in the developing world is more critical than ever—and more than ever before what happens in the developing world is connected to the realization of U.S. national interests. As an expression of American values, global development – defined as the alleviation of global poverty and human suffering and the promotion of equitable economic opportunity, health, education, good governance, respect for fundamental human rights, and environmental and resource sustainability – should be fully integrated as a goal of U.S. foreign policy in addition to serving as a tool in pursuit of U.S. interests in creating a more secure, stable, and prosperous world. Genuine adoption of global development as a national goal would require that development have a distinct seat at the foreign policy and national security tables and be given equal consideration in the process of policy formulation.

There are two parts to the vision for U.S. global development efforts over the next decade and beyond. The first part – what we want to accomplish – was articulated by President Obama at the United Nations General Assembly: a “global response to global challenges” that works toward the “eradication of extreme poverty in our time” and the pursuit of a “global economy in which growth is sustained and opportunity is available to all.” In short, the global community should strive to reduce disparities in well-being around the world and to help all people realize the dignity that derives from self-determination -- the ability to control one’s own fate and set one’s own path forward.

To this end, by the close of the next decade, we would wish to see the Millennium Development Goals having been met and replaced by even more ambitious targets. Climate change adaptation efforts would be well underway and well integrated within broader development programs. International standards of human rights would be more broadly adopted around the world. As a global community, we should collectively strive to elevate and integrate trade and investment into global development policy and more fully involve the voices of developing countries and their citizens.

The second component of this vision is specific to U.S. global development policy. Our policies should aim to strengthen the capacity of developing countries – their governments, civil societies, and private sectors -- to take responsibility for their own ascent out of poverty and enter into the world marketplace as strong partners that in time will no longer need foreign assistance. U.S. policies, and the

interventions that derive from them, should be transparent to developing country governments and their citizens, and should empower men and women of poor countries to manage their own development process: building local capacity; developing effective, transparent, and accountable institutions; and fostering the growth that will allow countries to progress on their own terms and under their own power. We should drive our long-term development investments to countries and communities that are engaged in solving their own development challenges, taking not just need into consideration, but also potential for success. At the same time, we must be mindful of the needs that exist – often on a large scale – in places where conflict, catastrophe, or weak governance stand in the way of development progress. In such places, U.S. policies should seek to alleviate suffering while working to capacitate the social, economic, and governmental foundations of a stable society. The effectiveness of U.S. government efforts in developing countries will benefit from greater and more strategic focus. Doing everything, everywhere, all the time is simply not realistic.

Below we set out elements that we believe are essential to achieving this vision.

Elements of Achieving the Vision

- **An empowered 21st-Century U.S. global development agency – staffed with a cadre of world-class development professionals and coordinated with, but distinct from, the State Department – that acts as the leading voice for sound development policies and priorities in the interagency process:** In order to elevate development as a goal of U.S. foreign policy, development expertise must have a distinct voice in determining our policy priorities. As State Department Director of Policy Planning Anne-Marie Slaughter recently stated, “We see good foreign policy in the 21st Century as requiring equal input from both sides. But...they are still distinct expertise, distinct training, distinct resources, and what we want to do is make sure we’ve got equal strength from the development side and the diplomacy side.” In some cases, development and diplomacy voices will be on the same page, but other times they will not. The President is best served by having defense, diplomatic, and development expertise distinctly represented in interagency debate.
- **Protecting foreign assistance focused on achieving long-term development goals from the budgetary pressures brought about by near-term political and security imperatives, and ensuring that development professionals, who are trained in the long-term planning and implementation processes necessary to undertake development, are responsible for planning and implementing development-focused assistance – even in so-called “strategically significant” countries.**
- **Breaking the “iron triangle” of Congress, the Administration, and other development stakeholders:** These actors have important roles to play in determining U.S. government development priorities; however, in the current system, instead of resources responding to a clear set of USG policy priorities calibrated to country-specific needs and contexts, policy flows out of the availability and prioritization of resources pursuant to an antiquated process laden with silo-inducing earmarks, directives, and presidential initiatives. This disempowers our development agency, prevents development professionals from adequate consideration of the priorities and capabilities of developing country governments and citizens, and ignores the inputs of other donors. A more appropriate balance is urgently needed.

- **Better coordination of development policy and assistance across the government, including consolidation of appropriate programs and authorities within the purview of the development agency:** The complexity and fragmentation of our current development policymaking and assistance efforts derives from the lack of coordination among the various government agencies whose policies affect overall U.S. global development policy. Coordination breeds efficiency, coherence, and transparency – all components of effectiveness -- and is best served by consolidation of development programs and policymaking into an elevated, empowered and distinct 21st-Century development agency.
- **A National Strategy for Global Development:** We are eager to see the review process of the Presidential Study Directive on global development policy lead to the implementation of a regularly-reviewed National Strategy for Global Development (NSGD). Such a strategy would ensure that development policy is formulated and development funding applied with clarity of purpose and a strategic approach. The best strategies are built through a collaborative process, encouraging buy-in from all interested parties. For this reason, the NSGD should be crafted as the PSD has been approached—by the Executive Branch in close consultation with the Legislative Branch and non-governmental development stakeholders.

❖ **What is the U.S. niche?**

Just as the U.S. directs diplomatic resources to every country on the globe – and prioritizes those resources according to diplomatic priorities – the U.S. can and must be attentive to development needs around the world. Our comparative advantage lies in the fact that, as a wealthy and powerful nation, we have: the resources to make a significant commitment to achieving global development goals; the human capital – in terms of intellectual, technological, and policy capacity – to make contributions to any sector of development; and the diplomatic heft to leverage the ideas and resources of other development partners to achieve shared goals. We also have a diverse society that brings many perspectives, strengths, and resources of its own to the table – all of which can be brought to bear in support of the world’s poor. We must determine how best to marshal these resources to support long-term U.S. and global interests as well as the vision for development that developing countries and their citizens have for themselves. In the coming decade, we can use this comparative advantage to advance global development goals through:

- **Weaving partnership – with developing country governments and their citizens and non-governmental organizations, the U.S. non-profit and corporate sectors, multilateral organizations, and other donors – into the very fabric of our policy and funding decision-making processes.** We face challenges today that are beyond the capacity of any one nation to solve: terrorism, infectious disease, climate change, global economic imbalances. Working in cooperation with other countries – first and foremost with developing countries and their NGO, civil society, and private sectors – as well as with international institutions, U.S. civil society, and our own private sector multiplies our strength, pools our expertise, expands our options, shares costs and risks, and leverages common successes. Too often in the past, the United States has created parallel initiatives that shared the goals of developing countries themselves, multilaterals, and other donors, but did not work with

them, rendering these efforts less effective. And far too often, we have pursued initiatives that have ignored the voices of people living in poverty about their own needs and priorities. *A fundamental reorientation toward partnership and a commitment to using our convening power to ensure coordination and accountability will better ensure that the needs of people living in poverty in developing countries are met through the most effective and efficient combination of private and public efforts. Furthermore, tapping into the energy and diversity of U.S. civil society, including through engagement of our optimistic, creative, and generous citizenry to increase political and financial support for achieving global development goals, will make our efforts more sustainable and effective.*

- **A commitment to evidence-based policies and strategies and to rigorous impact evaluation.** The U.S. should recommit itself to making decisions about how to approach global development challenges that build upon empirical evidence of what is needed as defined by the target communities and what works. *Our longstanding leadership position in research of all types and our focus on accountability provide us with a clear avenue for advocating objectivity over ideology and for ensuring that data – qualitative and quantitative – drive global development policy.* While an evidence-based approach cannot be the sole principle guiding foreign assistance decision making and must be balanced with other important considerations to ensure the flow of resources and approval of policy approaches (including treaties and multilateral agreements), proof of effectiveness, the efficient use of resources, and the achievement of desired impacts are the best defenses against political whims.
- **A commitment to innovation and entrepreneurialism.** Global development challenges will be solved by unleashing and fostering innovation and entrepreneurship in developing countries. *The U.S. should use our expertise in science and technology, as well as our national commitment to fostering entrepreneurialism and innovation, to help build capacity for such innovation in developing nations; and we should turn our expertise in the development of new technologies here at home toward solving the toughest global challenges.*
- **Sustained investment in humanitarian response and recovery.** The U.S. has long been the world's leading supporter of humanitarian response, and we should maintain this leadership role. The USG's contributions through host government, NGO, and U.N. partners provide the financial foundation for humanitarian action in most major crises. *This breadth of investment in humanitarian response also gives the U.S. a strong interest in promoting durable recovery once a crisis ends, making it essential that the U.S. improve its capacity to foster post-crisis recovery efforts that ensure a smooth transition between relief and long-term development efforts.*

Endorsing Individuals*

David Beckmann

MFAN Co-Chair

President, Bread for the World

George Ingram

MFAN Co-Chair

Vice President, Academy for Educational Development

J. Brian Atwood

Dean, Hubert H. Humphrey Institute of Public Affairs, University of Minnesota

Former Administrator, USAID

Patrick Fine

Co-Chair, USAID Alumni Association

Laurie Garrett

Senior Fellow for Global Health, Council on Foreign Relations

Sheila Herrling

Senior Policy Associate and Director, Rethinking U.S. Foreign Assistance Program

Center for Global Development

James Kunder

Senior Resident Fellow, The German Marshall Fund of the United States

Former Acting Deputy Administrator, USAID

Carol Lancaster

Interim Dean and Professor of Politics, Georgetown University School of Foreign Service

Former Deputy Administrator, USAID, and Deputy Assistant Secretary of State for Africa

Bill Lane

Member, Help Commission

M. Peter McPherson

President, Association of Public and Land-grant Universities

Former Administrator, USAID

Robert Mosbacher, Jr.

Former President and CEO, OPIC

Larry Nowels

Independent Consultant

Noam Unger

Fellow, Global Economy and Development Program, Brookings Institution

Policy Director, Foreign Assistance Reform Project

**Institutional affiliations are for identification purposes only.*

Endorsing Organizations

Academy for Educational Development

Stephen F. Moseley, President and CEO

American Jewish World Service

Bread for the World

David Beckmann, President

CARE

CEDPA

Carol Peasley, President and CEO

Center for American Progress

ChildFund International

Global Rights: Partners for Justice

Mary E. McClymont, Executive Director

Initiative for Global Development

Jennifer Potter, President and CEO

InterAction

Samuel A. Worthington, President and CEO

International AIDS Vaccine Initiative

Seth F. Berkley, President and CEO

International Housing Coalition

Peter Kimm, Chairman of the Board

International Women's Health Coalition

Adrienne Germain, President

International Rescue Committee

Dr. George Rupp, President and CEO

International Youth Foundation

William S. Reese, President and CEO

Lundy Foundation

Victor R. Dukay, PhD, President

Mercy Corps

Nancy Lindborg, President

ONE

David Lane, President and CEO

Oxfam America

Raymond C. Offenheiser, President

Pathfinder International

Daniel E. Pellegrom, President

Population Action International

Publish What You Fund

Karin Christiansen, Director

Save the Children

Charles MacCormack, President and CEO
WaterAid America

David Winder, PhD, Acting CEO
Women Thrive Worldwide

Ritu Sharma, Co-Founder and President
World Wildlife Fund

Carter Roberts, President and CEO