



# White Paper

## U.S. Foreign Aid Meeting the Challenges of the Twenty-first Century

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# [ Why did we write this paper ? ]

- To better address the challenges in the “development” leg of the NSS
- To address persistent effectiveness issues:
  - Selectivity
  - Policy Incoherence
- To manage more strategically, and achieve greater and clearer results.
- To follow-up on Foreign Aid in the National Interest.
- To identify USAID’s role in the “wake” of the MCA.

# [Approach/message of the paper]

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- Clarify and distinguish among the goals foreign aid is supposed to accomplish
- Align resources with those goals (separate resources for separate goals)
- For each goal, manage resources strategically to get the greatest results

# [ The five core operational goals ]

- Promote transformational development
- Strengthen fragile states
- Support strategic states
- Provide humanitarian relief
- Address Global and transnational issues and other special concerns

# [ Some Guiding Principles ]

- Separate resources for separate goals
- Separate approaches (e.g. to selectivity) and guiding principles for separate goals
- Separate yardsticks for measuring results
- Country-based programming (like MCA) where it makes the most sense, along with
- More centralized programming where that makes the most sense.

# [ Resources ]

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- The paper does NOT argue for or presume increased foreign aid.
- It articulates a framework that (we think) will enhance effectiveness of existing resources, by clarifying and distinguishing among different goals, and managing accordingly.
- This WILL likely reveal some significant resource imbalances within existing levels of foreign aid. (Given the concerns of the NSS).

# [ Some key issues ]

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- Have we adequately addressed the concerns that motivated the paper?
- Does the WP fit with the Joint Strategic Plan, or is it a competing framework?
- Can we distinguish among transformational development countries; fragile states; and geo-strategic states?

## [ Some key issues (cont.) ]

- Can we align existing resources against the five core operational goals? In particular, can we distinguish between resources for transformational development, and resources for global and transnational issues and special concerns?
- Can we “grade” countries in terms of policy performance for purposes of selectivity?
- Do we know how to achieve results in fragile states?