

**PLANNING FOR LOCALLY  
LED DEVELOPMENT  
REFORMING U.S. DEVELOPMENT  
PLANNING PROCESSES**



**Save the Children**

# Executive Summary

The planning system for U.S. global development activities often fails to enable partner countries and citizens to lead their own sustainable development. Some of the people best equipped to design effective country strategies – namely the citizens, local and international civil society organizations, local governments and the U.S. government country-based team – frequently don't play a meaningful role.

U.S. development initiatives arising from field-driven planning that draws input from national, regional and local governmental bodies as well as strong partnership with civil society – described herein as “locally led” – are best placed to achieve a range of mutually reinforcing benefits. Those include long-term investment by the community that helps create sustainable programs, better targeting of resources that reach the populations most in need, and strengthened accountability and shared risk among all stakeholders. Development planning led by the USAID mission within a partner country should also lead to enhanced coordination of all U.S. government agencies implementing development programs.

The effects of the Department of State's Director of Foreign Assistance reforms (commonly known as the “F process”) in 2006 muted the voice of the field, curtailed local participation in the planning process, and removed the policy and planning function from USAID, leaving little capacity for strategic planning. Current reforms within USAID and the Department of State, such as those laid out in the *Presidential Policy Directive on Global Development* and the *Quadrennial Diplomacy and Development Review*, have started to address these shortfalls. In particular, the new Country Development Cooperation Strategy (CDCS) process provides a key opportunity to bring strategic planning back to the field and ensure participatory development that creates strong partnerships with local and international civil society organizations (CSO) and partner governments.

This discussion paper examines the benefits of locally led planning, the need for further reform, and strategies for shifting leadership back to the field in participatory ways. We recommend the following actions to strengthen U.S. country development planning and contribute to sustainable, effective development.

## Steps to an Effective U.S. Government Country Development Planning Process:

1. Support host country development priorities, which should emerge from participatory processes, and planning cycles as the starting point for U.S. strategy.
2. Partner with in-country stakeholders, including local and international CSOs, to ensure plans are locally owned and cooperatively developed, implemented and sustained.
3. Employ participatory review techniques for transparency and accountability.
4. Empower USAID to lead whole-of-government country development strategies that align the resources for all U.S. government agencies in-country with one development plan.
5. Shift the leadership of planning processes from Washington, DC, to the field.
6. Jointly plan and leverage resources with other donors and multilaterals.
7. Focus on results and outcomes, with shorter-term benchmarks for annual reporting.
8. Scale up effective innovations and proven approaches, prioritizing those that reach people who are living in poverty or are otherwise vulnerable.
9. Establish three- to five-year planning and budgetary commitments, with the option for annual review.
10. Create a Global Development Strategy to ensure that U.S.-supported development programs work together to achieve clear objectives and use U.S. taxpayer dollars effectively.

***“It is Washington that tells USAID what to do. The people here are messengers... the result is that the U.S. approach does not follow Haitian priorities.”***

**– Haitian NGO worker**

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*On Cover: Volunteers Grandroit Fontain and Elene Desir teach proper hand washing techniques with a group of children in a camp in Port au Prince, Haiti. Photo Credit: Susan Warner.*

## Why Locally Led Planning?

U.S. development programs must be made more effective for people living in poverty, in part through locally owned programs that are responsive to developing country needs and priorities. Developing and designing programs in the field by those who are best able to partner with local actors – both government and civil society – and understand the reality on the ground is critical to ensuring sustainable results. When done well, such locally led planning that includes strong partnership with local civil society leads to a range of mutually reinforcing benefits:

- **Increased sustainability:** By engaging people in the decisions that affect them, each group is more likely to develop a stake in the success or failure of activities, ensuring long-term investment by the community.
- **Better targeting of resources:** An enlarged circle of participants engaged in policymaking and program management improves the likelihood that plans will be responsive to local needs, based upon experience, relevant to communities and governments, and inclusive of minority and vulnerable groups that are often excluded.
- **Strengthened accountability relationships among all stakeholders:** By opening up policies for participation, donors show a commitment to be responsive to community priorities. In turn, this practice encourages all stakeholders to share mutual responsibility and risks for program outcomes.

In recent years, U.S. development assistance has been dominated by a centralized and unresponsive planning process, rather than locally led planning driven by the field. The U.S. should decentralize the development planning process to enable in-country U.S. government personnel to lead the process and engage governments and other partners.

### Snapshot from 2010 pre-Quadrennial Diplomacy and Development Review:

#### What are the symptoms of our broken U.S. development planning process?

- Absence of a U.S. Global Development Strategy.
- Proliferation of executive and legislative branch directives and earmarks that limit country-level responsiveness and local decision-making.
- Single-year planning with few multiyear budget commitments.
- Multiple planning documents for individual initiatives and U.S. agencies rather than a single, coherent, government-wide plan for all U.S. agencies with in-country resources.
- Briefings that might involve some nongovernmental organization (NGO) representatives, but fail to provide opportunities for meaningful input or partnership.



Counselor Maksuda Akhter leads a session about HIV and AIDS prevention for women at a drop-in center in Barisal town, Bangladesh. Photo Credit: Jeff Holt.

## The Need for Reform

USAID missions and other in-country U.S. government actors have been relegated to managing at the margins and implementing programs largely determined in Washington. Meanwhile, multiple presidential initiatives and stove-piped programs all require individual but parallel planning exercises, creating a burdensome and ineffective system in place of a meaningful whole-of-government, locally led strategic planning process.

The *Presidential Policy Directive on Global Development* 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.”

The *Quadrennial Diplomacy and Development Review* outlined a new strategic planning process for the Department of State and USAID as a way to move toward increased alignment of priorities and budgeting. The process starts in Washington, with the creation of a State/USAID Joint

Strategic Plan (JSP) that includes key priorities, strategies, and criteria for results. The JSP will also guide the overall budget process. The goals laid out in the JSP will guide the creation of State/USAID strategic priorities guidance, which will set out multiyear priorities and integrate regional and issue-specific priorities. At the country level, Chiefs of Mission will lead the drafting of Integrated Country Strategies (ICS), which will include all U.S. government agencies and aim to integrate country-level planning in the country. The ICS will include both a diplomatic strategy and a foreign assistance strategy. In countries where foreign assistance is mostly development assistance, the USAID Mission or Regional Mission Director will lead the creation of a multiyear, interagency Country Development Cooperation Strategy (CDCS). At USAID, the Bureau for Policy, Planning and Learning is the lead agency for strategy and planning, working with the Office of Budget and Resource Management to align strategies and priorities with resource allocation.

**“Yes, we want to focus, but it can’t be at the abandonment of one area critical to fighting poverty.”**

– International NGO worker

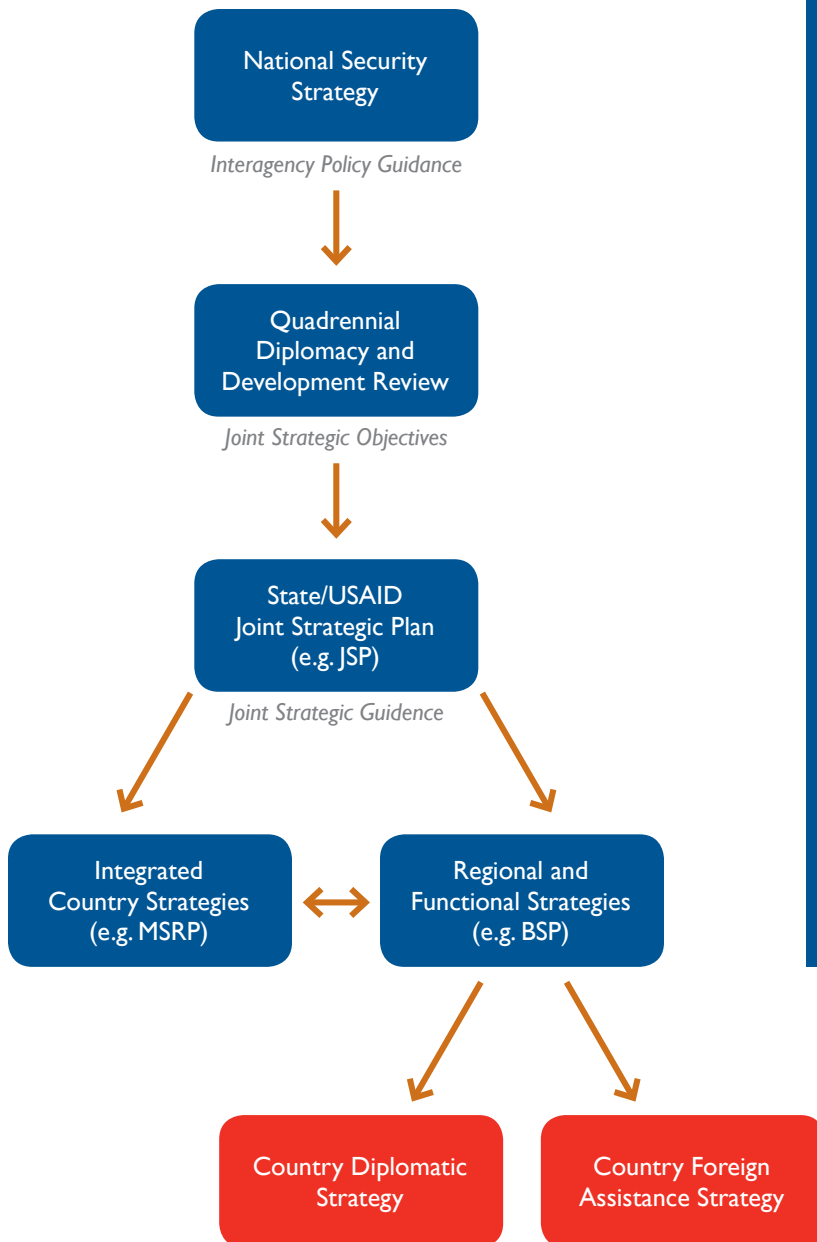


A 10 year-old girl in Mozambique picks a papaya from a tree at the Mohambe School. Photo Credit: Michael Bisceglie.

At the country level, missions have a range of planning processes in addition to the CDCS. While the CDCS process occurs once every four to five years to set out longer-term objectives for a given country, missions will continue to create annual Mission Strategic and Resource Plans (MSRP), using the CDCS as a guide. In countries with active presidential initiatives, including Feed the Future and Global Health Initiative focus countries, these existing strategies will be folded into the CDCS process and adapted as necessary to the broader country development context.

Figure 1<sup>1</sup> illustrates the intended linkages between the different levels of strategic planning outlined in the QDDR. Questions, however, remain. Does this new structure allow for bottom-up development planning? We applaud the efforts of many who worked on the QDDR, but urge them to provide greater clarification on the role of local and field-based partners in the planning process, and release publicly an updated guide that includes a clarified flow chart for how CDCS are being developed, as well as answers to the questions below.

**Figure 1**



### Clarifying Questions to Inform U.S. Strategic Planning Reform:

- How could this reformed process be streamlined? Will the CDCS be part of the Integrated Country Strategy or a separate document?
- What process is in place to evaluate what constitutes meaningful civil society engagement and partnership?
- How can U.S. agencies make multiple planning processes and development activities more effective when there is infighting and redundancy of offices across agencies?
- How will the U.S. government better align with host country priorities, provide longer term commitments, and leverage resources with other donors? What is the role of other donors in this process?
- What happens to issues and areas not included in a country strategy?
- What mechanisms will be in place to ensure that development strategies reach marginalized and vulnerable populations, including children, within a country?

## How the Field Lost Leadership in Planning

With the advent of the Department of State's Director of Foreign Assistance (commonly known as the "F process") reforms in 2006,<sup>2</sup> USAID missions were told to put the previous strategic planning process "on hold" until some of the new systems, particularly the Country Operational Plan process, were up and running. In addition, the policy and planning function was removed from USAID, leaving little capacity or process for strategic planning. The cumulative effect has been to mute the voice of the field.

Many factors have contributed to the current imbalance between the field and Washington. The combination of outdated foreign assistance legislation, lack of agreement on broad goals for U.S. foreign assistance, weakened strategic planning and budgeting capacity in USAID, a proliferation of executive and legislative branch directives and the associated demands of the cumbersome, centralized budget process have all resulted in the annual budget process becoming the driving force in determining U.S. development programs. Consequently, despite the best efforts of USAID, country development programs tend often to be an amalgam of disparate projects determined largely by the types of resources available and diplomatic relations rather than being based on the priorities of the recipient countries, an analysis of U.S. comparative advantages and interests, and close coordination with other donors.

The highest level guidance for development assistance programs, below the National Security Strategy, was previously found in the Joint State Department-USAID 2007-2012 Strategy, issued every five years, which laid out seven broad strategic goals. At a country level, the annual Mission Strategic and Resource Plan was the State Department managed process nominally aimed at setting broad parameters and country priorities. In reality, the MSRP was predominantly a budget request providing high-level diplomatic, operational and management goals, rather than strategic focus or clear development guidance.

Before the advent of the F process, USAID had always produced multiyear country strategies, regional strategies and some sectoral strategies to guide programming. The country strategies were traditionally very analytical and guided by technical expertise, though less so recently due to the decreasing technical capacity in the agency. This technical capacity at USAID is currently being rebuilt by Administrator Rajiv Shah.

Instead of leading the production of a single U.S. government-wide development strategy, USAID has been limited to planning only for its own activities. Despite these limitations, USAID strategies have often included sound development practices. Increasingly, however, the strategy process has become an exercise in finding the best, or least harmful, use for the type of funding available in Washington to the country rather than designing the most strategic development approach.

The net result is that the field has minimal leverage in the planning process. The authority it does have is usually tied to the strategic and political importance of the country, and hence the level of resources. In the end, decisions about priorities or strategic directions are typically made through tradeoffs between the National Security Council, State Department leadership, congressional earmarks and directives, and existing programs, notably not by USAID development experts, host countries or local partners – and therefore, not always reflecting best practices in development and most effective use of development resources.

*“We need to look critically at what is ideal for each country because each country is different. If each country was given that chance to really prioritize what it wants, what is important, then we could really make some difference to poverty.”*

– Government of Malawi official

# Getting to Locally Led Country Strategies

Shifting the locus of authority from Washington to the field to manage a country-led strategy process would mark an important step in fulfilling U.S. commitments under the Paris Declaration for Aid Effectiveness and the Accra Agenda for Action, signaling the clear intent of strengthening local ownership for development programs. A coordinated U.S. interagency five-year country development strategy, designed and led by the field missions and based on host country priorities – in other words, a locally led country strategy – has the potential to fundamentally change the dynamic of the current U.S. aid system.

A partner country's development plan and priorities should serve as the foundation of the U.S. strategy, but the level of alignment between the two plans should be tied to an assessment of the strength of the country's plan and the degree to which the process used in creating it was broadly inclusive of its citizens.

Major benefits of a locally led process include enhanced internal U.S. coordination, which provides the opportunity to foster synergies and program linkages in a whole-of-government approach. All too often, those working on U.S. assistance in the same country but from different government agencies do not know each other, let alone work together jointly. Locally led planning would bring all agencies in that country around the same table to grapple together with a common reality – namely the host country's development priorities. Locally led planning can also allow better leveraging of other development drivers in a country, whether local or international civil society, donors or the private sector.



## Success Stories in Locally Led Planning

While shifting the locus of authority from Washington to the field will require significant changes from both executive and legislative branches, the United States has experience to draw on.

In the past, USAID has at times delegated significant leadership to the field for developing strategies. Particularly in periods of humanitarian crisis, the field has been empowered to provide greater leadership. For example, in Sudan during the 1990s, an “integrated strategic plan” was developed by USAID and the State Department at the mission level. This led to some successes in building the capacity of Southern Sudan, based on local needs, field-level flexibility and strong leadership from the field.

From its inception, the Millennium Challenge Corporation (MCC) has also prioritized country ownership, defined as host government leadership, in deciding MCC compact priorities based on consultation with their people, as well as responsibility for program implementation and accountability to domestic stakeholders. Many of the steps in the MCC's planning and implementation approaches devolve authority to the country level:

- The MCC can support any activities from a country's development strategy provided these elements lead to poverty reduction through economic growth.
- MCC's funds are not tied to specific sector objectives.
- Once approved, full funding for five-year compacts is set aside so that countries have a guarantee that as long as they are meeting their performance objectives, they will have sufficient funding to complete the compact.
- Procurement processes are untied.
- As the MCC is designed to work only with relatively well-governed country partners, it is able to work through domestic oversight and transparency mechanisms.
- The MCC's requirements for consultation by local governments with civil society have had some success in leading to country-owned, participatory development, but local government officials and MCC staff have learned that this important process takes time, resources and a strong focus on participatory processes.

*Women participate in a self-help group in Ochisel, Tajikistan.*

## Learning from Country Assistance Strategy Pilots

The F Bureau piloted integrated country development planning known as five-year Country Assistance Strategies (CAS). While the results of the pilots were mixed, the basic process of bringing all the U.S. agencies in a country together in the field to jointly determine assistance priorities, working in close consultation with the host country, was generally thought to be useful.

The main drawback to the CAS process was that it did not include budget levels. Because U.S. government budgeting is conducted annually, agencies were unable to make budget commitments to a CAS, not knowing what their resources would be for the following five years. The CAS pilot effort demonstrated that even without a major structural reform of the aid system, an integrated field strategy process can play a critical role in improving field-level coordination among the multiple U.S. actors involved in development, one of the major motivations for the last round of reforms.

## Decentralized Aid Management

The United Kingdom Department for International Development (DFID) has moved to a decentralized system of aid management, offering a powerful external model for the United States as it moves toward promoting country ownership of its development programs. DFID currently does not do any global programming from headquarters, but rather develops all of its strategies and programming in the field, using a competitive three-year Operational Planning process, as well as 10-year “Memorandums of Understanding” with governments outlining DFID’s long-range intentions. While the United States will likely never replicate the DFID model exactly given the complexity and size of U.S. assistance and congressional engagement, there are many lessons to be drawn from their experience, such as the importance of:

- Creating flexible planning mechanisms for local governments and in-country donor development staff to collaborate;
- Building the capacity to develop and manage field-based programs;
- Using three- to ten-year planning tools.



A little girl at Croix-des-Peres camp for displaced people in Leogane, Haiti, where communities are working to rebuild a quality education system and access to health care, nutritious food, and safe drinking water and sanitation. Photo Credit: Teri Pengilly.

# Recommendations

The new U.S. strategic planning and design process being developed and piloted holds promise. Broader reform efforts and streamlining are necessary to ensure that U.S. funds support locally led planning in order to lead to sustainable, effective, development.

**1. Support local development priorities and planning cycles as the starting point for U.S. strategy.** Missions should assess and accurately reflect host country capacities for planning and participatory development in their strategic planning process. When appropriate, the United States should use partner country strategies (e.g. action plans for poverty reduction, poverty reduction strategy papers, national health and education plans, agriculture compacts) as a starting point, particularly when they have been developed through participatory processes and reflect the needs and priorities of civil society groups and citizens. In general, U.S. country planning cycles and processes should shift to better support local planning that is already under way, including that of local CSOs and NGOs.

**2. Partner with in-country stakeholders, including local and international CSOs, to ensure plans are locally owned and cooperatively developed, implemented and sustained.** Although participatory development does not follow a linear checklist, there are low cost steps that USAID should take to enhance local participation in the planning process, from preparation to implementation:

- Create and implement new guidelines directing USAID missions' engagement with local and international CSOs, which should apply to USAID efforts from strategic planning to program design, implementation and evaluation. The new Country Development Cooperation Strategy engagement and participation is an ideal opportunity to do this.
- Place civil society engagement officers in local USAID missions before embarking on a country development planning process.
- Ensure that participatory planning and civil society partnership topics are substantively included in pre-deployment training for USAID field staff, as well as continuing education for current field staff.
- Plan for sufficient time to engage inclusively in the planning process. It is not sufficient to ask a few organizations to attend one consultation session.

Rather, it is critical that an inclusive planning process reach outside of the country capital, providing multiple venues and opportunities for vulnerable and marginalized groups to participate and shape plans.

- To the extent possible, engage the host government throughout the process in addition to political groups not currently in power. Plans without full support across the political spectrum will only last as long as the current government. By linking all involved across political lines, more longevity and sustainability can be accomplished. For example, the government of Bangladesh initiated the National Food Policy Plan of Action under one administration and updated and strengthened it under the next, allowing for broader political support and stability.
- Do regular outreach – also in an inclusive manner, and at least once per year – to adapt a multiyear plan to be more effective and relevant to shifting dynamics.

**3. Employ participatory review techniques for transparency and accountability.** A review process in Washington would be necessary before final approval of the strategy. Based on the principle of respecting the field's leadership and time already invested in a locally led process, the parameters for the Washington review would be narrowly focused on technical and budgetary issues. Modifications would likely be needed to accommodate broader funding or policy requirements, but the intent would be to maintain the integrity and strategic shape of the field's plan to the greatest degree possible, as opposed to the pre-QDDR environment which reversed the roles and the field was mostly tasked with giving shape to mandates received from Washington.

After the Washington review and recommendations, the field should have the opportunity to respond and adjust the strategy as necessary, consulting with the host country and key stakeholders to jointly sign off on the final revised strategy. USAID missions are experimenting with different forms of information sharing as they develop strategies. In spring 2011, USAID Bangladesh shared a discussion paper on its Country Development Cooperation Strategy via its Facebook page. The CDCS process should be transparent and shared in ways that are best suited to reach all key stakeholders in the involved country. Key considerations include:

- Are we giving sufficient time for all stakeholders to digest a draft strategy and provide input before finalization?
- In which languages should the documents be translated and meetings conducted?
- How do local groups usually receive information (via



Afia, a local health worker in Bangladesh and trained by Save the Children teaches Siam's mother the correct way to treat him for diarrhea. Afia is responsible for 200 households in her area. Photo Credit: Kaniz Fatema.

radio, news, associations and local civil society groups or Internet)? How is it different for women and men?

- Is there opportunity for engagement and exchange with key stakeholders before the strategy is finalized, or is it merely information sharing?
- At participatory sessions to discuss a draft strategy, which groups and individuals are speaking up? Is specific outreach needed to reach those who are critical to successful development efforts but might not speak in public settings?
- How can this information best reach citizens, those with no or low literacy, and local CSOs, rather than just the organizations “in the know” in the country capital?
- How will the U.S. mission share information about which aspects of partner comments were included in the final strategy? Providing explanations for why suggestions could not be used would build stronger and more successful partnerships over time.

In addition to local strategy sharing and transparency, all U.S. development strategies should be published on the *Foreign Assistance Dashboard*.

**4. Empower USAID to lead whole-of-government country development strategies that align the resources for all U.S. government agencies in-country with one development plan,** based on partner governments’ national strategies. The *Presidential Policy Directive on Global Development* says that the United States will rebuild USAID as the world’s premier development agency. USAID works with host country governments to develop bilateral agreements and cooperatively plan development efforts in a way that leads to more effective and sustainable development – and that other

U.S. government agencies simply do not do. All U.S. agencies involved in development activities in-country should engage with USAID in a streamlined planning process that will determine resource allocation, based on local priorities. To coordinate and maximize limited U.S. taxpayer resources, each agency involved in achieving a given result (e.g. decrease malnutrition rates for children under the age of five) should jointly build one strategy that clearly outlines how each agency will help to achieve the desired outcomes.

A major impediment to active engagement of the field in strategy development is the inordinate amount of time many U.S. missions now spend in reporting and planning. For example, overstretched U.S. staff in-country are often required to create and report on a Country Operational Plan, multiple presidential initiative plans and the status of congressional earmarks. Presidential initiatives frequently require four to five revisions of plans to satisfy staff in Washington. One mission reported spending between 25 to 45 percent of staff time on reporting functions. It is important to do planning well and invest sufficient time in a participatory planning process. However, one clear, streamlined country development planning process would free up more staff time for quality implementation of the plan.

- 5. Shift the leadership of planning processes from Washington, DC, to the field.** Allow missions to focus and prioritize without imposing Washington-centered political and strategic limitations.<sup>3</sup>
- 6. Support efforts to jointly plan and leverage resources with other donors and multilaterals.** The U.S. government in-country should then coordinate with local CSOs and NGOs, multilaterals and the private sector in fostering country-led development and economic growth. When available, the U.S. should become an active member of donor coordination groups. If joint strategic planning is not yet on a donor coordination agenda, the U.S. should work with the host government to bring up this topic and work toward shared planning methods. In Mozambique, the U.S. has recently taken the promising step of joining the group of 19 donors that adhere to aid effectiveness principles such as predictability; transparency; and alignment with Mozambique’s priorities, planning and budgeting cycles.
- 7. Focus on results and outcomes, with shorter-term benchmarks for annual reporting.** By identifying desired results, country development strategies can be a

tool to engage all stakeholders and partners who can help achieve sustainable impact. U.S. strategies must move beyond a focus solely on inputs and outputs by linking them appropriately to longer-term outcomes.

- 8. Scale up effective innovations and proven approaches, prioritizing those that reach people who are living in poverty or are otherwise vulnerable.** The current focus on science and technology has enormous potential for yielding greater impact; however, it can often obscure the less flashy, low-technology innovations that cost less and have a great impact on people living in poverty. Numerous sectors employ innovations that provide “low tech” breakthroughs in effective, low-cost delivery, including sustainable agriculture, community-based treatment of disease and malnutrition, educating parents and caregivers of young children, and leveraging existing HIV/AIDS clinics to provide health services. Each country development planning process should include an analysis of past and current pilots to assess which pilots are ready for scale-up, and which ideas need further testing or modification.
- 9. Establish three- to five-year planning and budgetary commitments, with the option for annual review.** Longer-term commitments are possible and necessary to build sustainable development that will, ultimately, lead to the day when U.S. support is no longer necessary. More predictable, reliable budget numbers

and commitments for multiyear planning would greatly assist partner countries to strengthen their planning and implementation of development programs.

- 10. Create a Global Development Strategy (GDS)** to ensure that U.S.-supported development programs, which are currently managed by a host of different government agencies, work together to achieve clear objectives. A GDS is critical to define principles, directions and priorities for U.S. engagement in development assistance at a high strategic level, thereby providing broad parameters and guidance for regional, sectoral and country-level development strategies. By streamlining our development goals, a Global Development Strategy will help the U.S. government implement proven, effective and sustainable foreign assistance programs with the goal of making the best use of U.S. taxpayer dollars.

*“If you can take any recommendations back to Washington, can you tell them that they need to delegate more authority to their mission so that [the missions] can take more decisions on their own.”*

– Government of Bangladesh official



Best friends Susan, age 9, and Daysi, age 8, participate in a USAID-funded school health program with Save the Children at the Walter Alpíre Duran School in El Alto, Bolivia. Photo Credit: Michael Bisceglie.

## Resources for More Information

To learn more about aid effectiveness, visit [www.savethechildren.org/aid-effectiveness](http://www.savethechildren.org/aid-effectiveness), where Save the Children's series of research papers can be accessed.

### Country Ownership and Participation:

- Consultation and Participation for Local Ownership: What? Why? How?
- Supporting Local Ownership and Building National Capacity: Working with Local Non-governmental Organizations
- Supporting Local Ownership and Building National Capacity: Applying a flexible and country-based approach to aid instruments

### Country Studies:

- Modernizing Foreign Assistance: Insights from Bangladesh
- Modernizing Foreign Assistance: Insights from Ethiopia
- Modernizing Foreign Assistance: Insights from Haiti
- Modernizing Foreign Assistance: Insights from Liberia
- Modernizing Foreign Assistance: Insights from Malawi
- Modernizing Foreign Assistance: Insights from Tajikistan
- Modernizing Foreign Assistance: Insights from the United Kingdom

Please email [aideffectiveness@savechildren.org](mailto:aideffectiveness@savechildren.org) to receive Save the Children Aid Effectiveness updates.

## About the Research

Thanks to support from the Hewlett Foundation, Save the Children conducts research and advocacy to examine the effectiveness of U.S. foreign assistance and makes recommendations for reform. The series of aid effectiveness briefs draws upon information gathered from research trips in Africa, Asia, the Middle East and Latin America, and research interviews in Washington, DC.

## Endnotes

- 1 U.S. Department of State and USAID. *Leading Through Civilian Power: The First Quadrennial Diplomacy and Development Review*. December 2010. Page 194. <http://www.state.gov/s/dmr/qddr/>
- 2 One of many F Process analyses can be found at: *InterAction. Transformational Diplomacy: The "F Process."* November 2008. <http://www.interaction.org/document/transformational-diplomacy-f-process>
- 3 For one possible decision making flow chart, see: Oxfam America. *Calling the shots under country ownership: How should US foreign aid decisions be made to ensure that poor countries are in the lead?* Decision making flowchart developed in conversation with experts and former USAID staff, available at [www.oxfamamerica.org/callingtheshots](http://www.oxfamamerica.org/callingtheshots).

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