



GLOBAL AID CONSORTIUM

JUNE 9, 2023

OFFICIAL REPORT ON THE
STATUS OF AID

Dear Reader,

The 2023-24 Fiscal Year was defined by recovery, coordination, and a commitment to international collaboration as we rebuild amidst a global pandemic. As administrator of USAID, I was sworn in during the pandemic, in May of 2021. My administration and USAID as a whole subscribe to a philosophy of mutual improvement through international partnership, and over the past three years, that has meant targeting the COVID-19 pandemic. While the pandemic has been at the forefront of our minds, USAID is wide-ranging in both scope and geography, thus we have remained committed to supporting our partners in all areas of focus. USAID also promotes economic growth, good governance, and technological innovation to name a few. Bilateral aid is a cornerstone of American international diplomacy. It is through these official development assistance partnerships that long-lasting relationships are built, economic growth prospers, and humanitarian needs are met. As Administrator, I look forward to facilitating these partnerships with other countries and donor agencies. I am thrilled to meet once again at our Global Consortium on June 9th, 2023. In the meantime, I hope that this report provides an in-depth overview of our philosophy, our operations, prior successes, and lessons learned while providing insight as to what a partnership with USAID might look like in the future. We look forward to a potential future of prosperous partnerships.

Sincerely,



Samantha Powers
USAID Administrator



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Section I: Who We Are

The United States Agency for International Development (USAID) was established on November 3, 1961, by former U.S. President John F. Kennedy. It has grown over the past decades and now partners with over 100 countries to develop projects and programs of development.

Today we are the biggest development institution in the world, committed to promoting democratic values abroad and creating lasting and sustainable systems of development. We distribute official development assistance (ODA) around the world in accordance with current U.S. foreign policy.

Mission Statement:

On behalf of the American people, we promote and demonstrate democratic values abroad, and advance a free, peaceful, and prosperous world. In support of America's foreign policy, the U.S. Agency for International Development leads the U.S. Government's international development and disaster assistance through partnerships and investments that save lives, reduce poverty, strengthen democratic governance, and help people emerge from humanitarian crises and progress beyond assistance.¹

Aid Philosophy

USAID has 7 Core Values that comprise their goals and intentions in the distribution of aid around the world.

Core Values Regarding Aid²:

1. **Passion for Mission:** Foster sustainable development and advance human dignity
2. **Excellence:** Promote efficiency, effectiveness, and meaningful results by continuously improving our processes
3. **Integrity:** Honest and transparent, accountable for efforts, maintaining high moral standards, ethical in all we do; partnerships built on fairness and trust
4. **Respect:** Respect for partners and people we serve, recognizing the strength in diversity; the golden rule of treating others how you would like to be treated; professionalism at all times
5. **Empowerment:** Elevate all voices to strive for global economic, environmental, and social progress; ensure all voices are heard; strengthen voices of marginalized and vulnerable; value every team member
6. **Inclusion:** Value differences and draw strength from diversity
7. **Commitment to Learning:** Seek to improve ourselves continually through reflection and evaluation, and a lens of constant improvement

History of USAID:

"There is no escaping our obligations: our moral obligations as a wise leader and good neighbor in the interdependent community of

¹ "Mission, Vision and Values." USAID.

² Ibid.

free nations – our economic obligations as the wealthiest people in a world of largely poor people, as a nation no longer dependent upon the loans from abroad that once helped us develop our own economy – and our political obligations as the single largest counter to the adversaries of freedom.” – John F. Kennedy³



John F. Kennedy signing executive order that established USAID⁴

At the height of the Cold War, President John F. Kennedy signed the Foreign Assistance Act into law and created USAID by executive order on November 3, 1961⁵. USAID began as an organization that aimed to promote, administer, and further social and economic expansion across the globe to help eradicate communist advances⁶.

In the 1970s, USAID shifted gears away from the capital assistance program towards a more focused international assistance policy that stressed basic human needs,

including food, nutrition, health, education, and human resources development⁷.

In the 1980s, USAID worked to stabilize financial systems by promoting economic growth through market-based principles and values⁸. As the 1990s rolled around, USAID focused on helping to improve the global quality of life by sending assistance packages, helping in times of crises, and providing NGOs with support where USAID had a limited presence⁹. Finally, in the 2000s, as the Afghanistan and Iraq wars played a dominant role in global politics and aid distribution, USAID focused on helping to rebuild governments, infrastructure, civil society, health care, and education in the region¹⁰.

Today, USAID plays a crucial and proactive role in the promotion of U.S. foreign policy interests in over 100 countries abroad¹¹. The investments made in developing countries aim to reap long-term benefits for America and the American people through the expansion of democracy and free markets. They aim to support countries in becoming self-reliant and equipped with the tools to advance their own developmental journeys¹².

³ “USAID History.” USAID.

⁴ “USAID at 60.” USAID.

⁵ “USAID History.” USAID.

⁶ Ibid.

⁷ “USAID History.” USAID.

⁸ Ibid.

⁹ Ibid.

¹⁰ Ibid.

¹¹ “About Us.” USAID.

¹² “Where We Work.” USAID.

Section II: What Does USAID Do?

Current Priorities & Goals



FY 2022-2026 JOINT STRATEGIC PLAN FRAMEWORK



The five goals that outline the Joint Strategic Plan for Fiscal Year 2022-2026¹³

From 2022-2026, USAID is committed to five central frameworks that guide our development projects throughout the world. Our first goal reflects the mission of aid-giving—promoting American well-being and security by providing assistance elsewhere. Similarly, our second goal explains that global economic prosperity will benefit Americans as our nation serves as the global economy's leader. Third, we work to prioritize democratic frameworks that promote good governance and human rights. Without democratic institutions and good governance, development assistance will not be used proactively or effectively. Similarly, USAID hopes to revitalize and

transform the institutions that facilitate the development process. By creating more legitimate institutions, aid will be more effective and beneficial for both parties. Finally, we have a goal of promoting international safety for Americans at home and abroad. In order to achieve these goals, our agency has laid out a comprehensive set of tangible objectives.¹⁴

¹³ “Joint Strategic Plan FY 2022-2026.” *USAID & U.S. Department of State*. 29 Mar. 2022.

¹⁴ *Ibid.*

| | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| Objective 1.1: Strengthen global health security, combat infectious disease threats, and address priority global health challenges through bilateral engagement and within multilateral fora. | Objective 2.1: Promote a global economy that creates opportunities for all Americans. | Objective 3.1: Promote good governance and defend strong, accountable, and resilient democracies that deliver for their citizens. | Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce. | Objective 5.1: Support and serve American citizens traveling or residing abroad. |
| Objective 1.2: Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation. | Objective 2.2: Support inclusive and sustainable economic growth and opportunity for communities around the globe. | Objective 3.2: Advance equity, accessibility, and rights for all. | Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery. | Objective 5.2: Advance U.S. interests by facilitating legitimate travel to and from the United States. |
| Objective 1.3: Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas. | Objective 2.3: Support U.S. technological leadership, strengthen competitiveness, and enhance and protect the U.S. innovation base while leveraging technology to improve lives around the world. | Objective 3.3: Prevent, expose, and reduce corruption. | Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats. | |
| Objective 1.4: Lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security. | Objective 2.4: Strengthen U.S. and global resilience to economic, technological, environmental, and other systemic shocks. | Objective 3.4: Promote a safe, humane, and orderly immigration and asylum system, address the root causes of irregular migration collaboratively with our partners, and enhance protections for refugees and displaced persons. | | |
| Objective 1.5: Enhance foreign publics' understanding of and support for the values and policies of the United States. | | Objective 3.5: Improve inclusive and equitable health, education, and livelihood services, especially for women, youth, and marginalized groups. | | |

Objectives of the USAID strategic plan for projects and programs¹⁵

These objectives make our five broad goals more achievable, by breaking each goal into several smaller actions. Objectives 1.1-1.5 are mechanisms to promote human and planetary betterment. These steps USAID is taking are a push toward the Sustainable Development Goals, as established by the United Nations. We subscribe to the UN SDGs, and hope to serve as a leader on the global stage as we push towards a more sustainable world. In the second column,

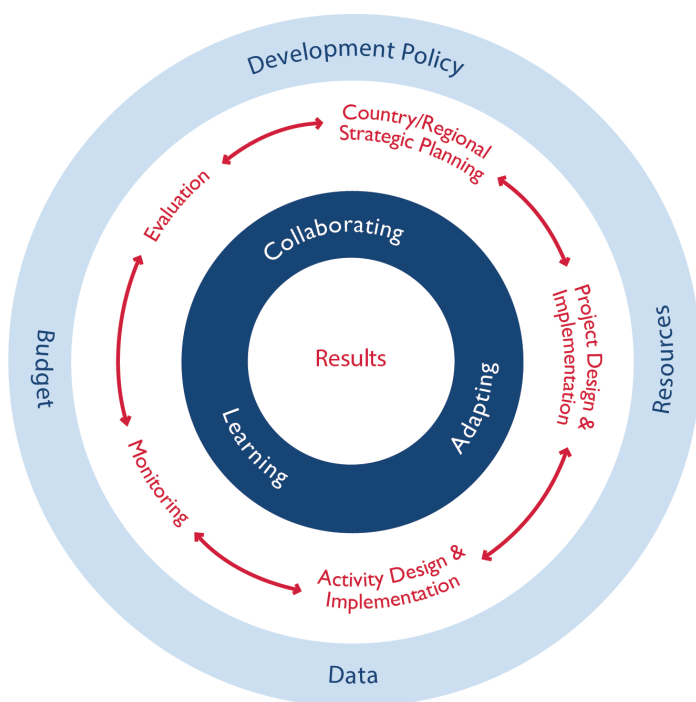
there are several objectives that will improve the global economy, and in turn, benefit American taxpayers. Objectives 3.1-3.5 are the essential steps towards creating a more free, equal, and safe world by addressing issues of good governance, human rights, root causes of immigration, and essential services provided by governments. Objectives pertaining to Goal 4 respond to our increasingly digitized world, and the steps we need to take in order to take advantage of new technologies while simultaneously promoting American digital security. Lastly, Objectives 5.1 and 5.2 focus on the ability of Americans to travel

¹⁵ Ibid.

internationally with ease and safety, which aid distribution helps to facilitate. USAID will operate under this strategic framework until 2026, while continuously evaluating our operations in order to improve.

Approach:

Using an evidence-based approach, we are results-oriented and open to improvement¹⁶. In order to ensure that American tax dollars are being used efficiently and effectively, USAID has a rigorous monitoring and evaluation system.



The project cycle used in creating and implementing USAID programs and projects¹⁷

Monitoring and evaluation tools are utilized in all USAID programs and projects to ensure their efficacy and sustainability. USAID has established a system of activity monitoring, evaluation, and learning (MEL)¹⁸. Our operational model was introduced in 2011 by the Bureau for Policy, Planning, and Learning (PPL)¹⁹. Through this system, USAID is able to plan effectively with the aid-receiving country and potential implementing partners.

Beyond the planning step, it is essential to track the progress of programs and projects and ensure that the management of these programs is effective and timely. USAID engages in a constant dialogue and ongoing monitoring process. If an issue arises, we are able to adapt and change to ensure the success of the project. This model further ensures that resources and support are used to their maximum capacity in USAID programs and projects. After the project is completed, USAID conducts an extensive evaluation process so that we can reflect on successes, failures, and lessons learned and improve our future work.

Types of Programs:

Today, USAID has missions in over 80 countries, and standing programs in just over 100 countries around the world²⁰. These programs centralize around ten main focal points of aid distribution:

¹⁶ Peña, Lisa. "USAID Operating Expenses." *InterAction*.

¹⁷ "The USAID Program Cycle." *USAID - Learning Lab*.

¹⁸ "How to Work with USAID: Monitoring, Evaluation, and Learning." *USAID*.

¹⁹ "Program Cycle." *USAID*.

²⁰ "How to Work with USAID." *USAID*.

1. Agriculture

USAID aims to combat global food insecurity by increasing the reliability of food and by providing resources for food production in communities around the globe. Food security is the physical and economic access to sufficient and nutritious food, allowing for citizens to live healthy and productive lives²¹. Through agricultural changes and infrastructure support, USAID hopes to fight global hunger and food insecurity. Additionally, agricultural support and resources can benefit communities and reduce poverty²².

2. Economic Growth

USAID believes that sustained and supportive economic growth is the first step in reducing poverty and dependency upon other countries²³. By partnering with governments as well as the private sector, we can promote economic development²⁴.

USAID is helping to transform countries from centrally planned to market-oriented economies by fostering small and medium businesses, promoting sound business environments that encourage international and domestic investment, establishing public financial systems, encouraging entrepreneurship, and promoting workforce development.

3. Environment and Climate

With global climate change, development around the world is continuously challenged

²¹ “Agriculture and Food Security.” *USAID*.

²² *Ibid*.

²³ “Economic Growth and Trade.” *USAID*.

²⁴ *Ibid*.

and threatened by environmental degradation, droughts, and erratic climate patterns²⁵. Partnering and developing solutions to combat and respond to these changes is necessary to promote improved human well-being. USAID works with sustainable organizations and sectors to develop infrastructure, and additionally, we work to develop natural climate solutions that are sustainable and reduce dependency²⁶.

4. Education

Ensuring that children and youth have access to education and are able to develop the skills they need to thrive and prosper within their communities and in the world is necessary to combat poverty and promote overall development. In FY 2020, USAID more than 24 million children and youth with access to education²⁷. As an integral aspect of development, we partner with countries, the private sector, and non-governmental institutions around the world to ensure every child has access to education²⁸.

5. Democracy

In a globalized world plagued by violence and conflict, USAID believes the development of democratic institutions is integral in ensuring sustainable development and lasting peace²⁹. Through effective and efficient democratic institutions and

²⁵ “Environment, Energy, and Trade.” *USAID*.

²⁶ *Ibid*.

²⁷ “Education.” *USAID*.

²⁸ *Ibid*.

²⁹ “Democracy, Human Rights, and Governance.” *USAID*.

governments, countries are less likely to have prevalent corruption, criminal violence, and weak rule of law³⁰. We implement democratic programming and values into all of our actions, programs, and projects at USAID³¹.

USAID's democracy programming advances democratic reform and transparent, responsive governance through assistance to and capacity building for civil society, independent media, political party development, decentralization and local self-government, rule of law and human rights, and support for free and fair electoral processes.³²

6. Human Rights

Protection of human rights ensures that all global citizens are able to access their civil liberties and rights, and are free from violations of their rights³³. Protecting the human rights of citizens also prevents the government from exerting excessive uses or abuses of power and control.

7. Governance

Citizens around the world have a right to have a government that provides them with the basic services that they need to survive³⁴. By strengthening democratic institutions and providing support to those institutions, we improve overall governance around the world.

³⁰ Ibid.

³¹ Ibid.

³² Ibid.

³³ "Protecting and Promoting Justice and Human Rights." *USAID*.

³⁴ "Promoting Good Governance." *USAID*.

8. Women's Empowerment

Fighting gender inequality around the world is necessary to advance the status of women and promote the overall empowerment of women. USAID envisions a world in which women and girls, men and boys, and gender-diverse individuals all enjoy equal rights and have the ability to have agency in their lives and futures³⁵. We provide programming and work to advance policies and institutions that empower and support women and girls³⁶.

9. Water and Sanitation

Sufficient and reliable water and sanitation are necessary to promote public health and prosperity, as well as overall development and potential³⁷. We invest in infrastructure, water resources, economies, and agriculture to support sustained and reliable access to water and sanitation³⁸.

10. Global Health

For over 50 years, USAID has been committed to promoting global health and we have saved millions of lives in the process³⁹. The world is safer and stronger when people are able to live healthy and safe lives to their highest potential. Today, we work to prevent child and maternal deaths, fighting against the spread of HIV/AIDS, and combating the spread of other infectious diseases (for example, tuberculosis)⁴⁰.

³⁵ "Gender Equality and Women's Empowerment." *USAID*.

³⁶ Ibid.

³⁷ "Water and Sanitation." *USAID*.

³⁸ Ibid.

³⁹ "Global Health." *USAID*.

⁴⁰ Ibid.



The ten types of programs that USAID focuses on implementing around the world⁴¹

USAID also is committed to responding to humanitarian disasters and crises. Through responses to humanitarian disasters, USAID can prevent instability and save vulnerable populations.

USAID is currently focused on providing economic support (ESF) and development assistance (DA) to promote partnerships and relationships across the world to the U.S. and to facilitate growth and development.

USAID works proactively towards ending the need for foreign assistance by tailoring its approaches to each country's needs and challenges. Through partnering directly with countries and working with their governments and private sectors, we are best able to respond to the needs of the country effectively and efficiently. These partnerships also promote relationships with

the U.S. and serve to benefit our own private sectors, as well as increasing our national security through building and establishing these alliances.

Looking Back - FY 2021 Budget Breakdown

Before looking at the budget breakdown for FY2023, it is important to reflect on the budget breakdown of previous years.

SPENDING BY SECTOR



FY 2021 Spending By Sector⁴²

2021 was a year defined by uncertainty. USAID responded to the global pandemic

⁴¹ "How to Work with USAID." USAID.

⁴² "USAID Dollars to Results." USAID.

by adapting our budget and focusing efforts toward basic health and emergency response. Our emergency assistance was a necessary asset for countless countries in such an unprecedented time. Looking forward to the next few years, USAID will continue to prioritize health while also refocusing on other sectors that suffered or lost attention during the COVID-19 pandemic.

Budget Breakdown FY 2023

\$60.4 billion allocated for both the State Department and United States Agency for International Development (USAID)⁴³. This budget worked to fight corruption and advance democratic governments, increase humanitarian aid and assistance, commit to fighting climate change, promoting women's empowerment, and reinforcing global health systems⁴⁴.

- \$29.4 billion for foreign assistance for USAID fully and partially managed accounts⁴⁵.
- This budget also includes an increase in funding to support Ukraine in the war against Russia⁴⁶.

President's FY 2024 Budget Request Breakdown Highlights:

Each year the current U.S. administration submits a request for the spending of USAID and the U.S. State Department. This request outlines the current priorities of the

⁴³ "Fiscal Year (FY) 2023 President's Budget Request for the United States Agency for International Development (USAID)." *USAID*.

⁴⁴ *Ibid*.

⁴⁵ *Ibid*.

⁴⁶ *Ibid*.

presidential administration's foreign policy needs. It additionally highlights the broad breakdown of the money allocated to these priorities.

1. Sustaining U.S. Leadership in Humanitarian Assistance Efforts

\$10.5 billion has been allocated to humanitarian assistance efforts around the world⁴⁷. Particularly to regions in conflict and crisis (especially Syria and Ukraine). Additional funds to prevent food insecurity.

2. Prioritizing Developing Nations and Economies

\$60 million dedicated to the promotion of new economies and development efforts⁴⁸. An additional \$2.8 billion allocated to prevent authoritarianism around the world and ensure the promotion of democratic nations and values⁴⁹.

3. Supporting Ukraine

\$522 million to provide economic support and healthcare services⁵⁰. Additionally, supporting the maintenance of government services and systems.

4. Investment in the Indo-Pacific Region

\$4 billion allocated over 5 years to minimize the power of China and improve infrastructure and economic development in the region⁵¹.

⁴⁷ "Fiscal Year (FY) 2023 President's Budget Request for the United States Agency for International Development (USAID)." *USAID*.

⁴⁸ *Ibid*.

⁴⁹ *Ibid*.

⁵⁰ *Ibid*.

⁵¹ *Ibid*.

5. Supporting Global Health

\$10.9 billion total allocated to fighting the spread of infectious diseases, controlling the HIV/AIDS epidemic, preventing child and maternal deaths, and expanding global health infrastructure⁵².

6. Promoting Gender Equality and Empowerment

\$3.1 billion is allocated to supporting women and girls and advancing women's global economic opportunities⁵³.

7. Addresses Migration Across Central America

\$1 billion dedicated to strengthening coalitions across the U.S. State Department and USAID to promote security, development, and economic growth in Central America⁵⁴. This will address the root causes of migration throughout the region.

8. Revitalizes the USAID workforce

\$2.3 billion to invest in the operations and hiring processes at USAID⁵⁵.

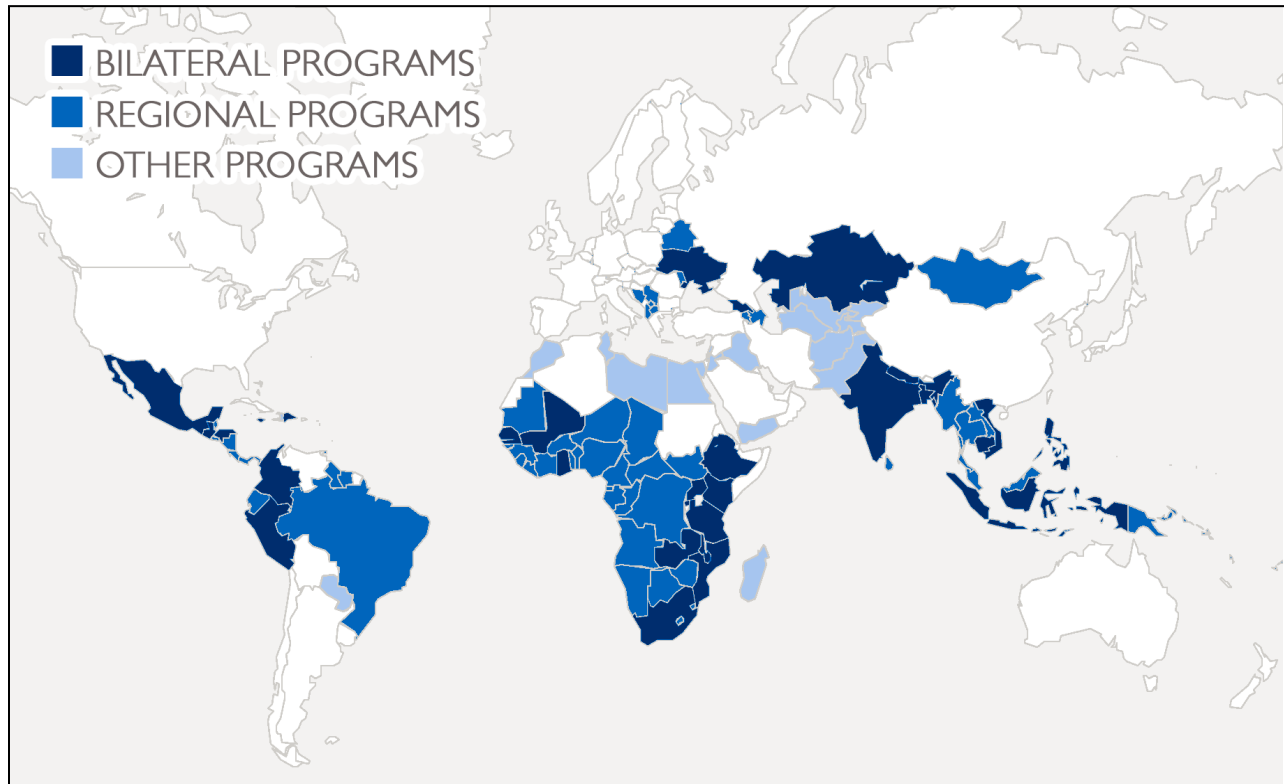
⁵² Ibid.

⁵³ Ibid.

⁵⁴ Ibid.

⁵⁵ Ibid.

Section III: Where Does USAID Work?



Regions and countries around the world where USAID operates programs⁵⁶

Africa:

- Angola
- Benin
- Botswana
- Burkina Faso
- Burundi
- Cameroon
- Central African Republic
- Chad
- Côte d’Ivoire
- The Democratic Republic of the Congo
- Djibouti
- Eswatini
- Ethiopia
- Ghana
- Guinea
- Kenya
- Lesotho
- Liberia
- Madagascar
- Malawi
- Mali
- Mauritania
- Mozambique
- Namibia
- Niger
- Nigeria
- Republic of the Congo
- Rwanda

⁵⁶ “USAID.” *USAID*.

- Senegal
- Sierra Leone
- Somalia
- South Africa
- South Sudan
- Sudan
- Tanzania
- The Gambia
- Uganda
- Zambia
- Zimbabwe

Asia:

- Afghanistan
- Bangladesh
- Burma
- Cambodia
- China
- India
- Indonesia
- Kazakhstan
- Kyrgyz Republic
- Laos
- Maldives
- Mongolia
- Nepal
- Pacific Islands
- Pakistan
- Philippines
- Sri Lanka
- Tajikistan
- Thailand
- Timor-Leste
- Turkmenistan
- Uzbekistan
- Vietnam

Europe and Eurasia:

- Albania
- Armenia
- Azerbaijan

- Belarus
- Bosnia and Herzegovina
- Georgia
- Greenland
- Kosovo
- Moldova
- North Macedonia
- Serbia
- Ukraine

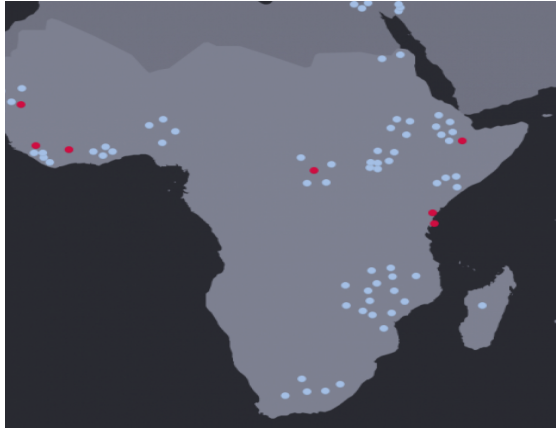
Latin America and the Caribbean:

- Bolivia
- Brazil
- Colombia
- Cuba
- Dominican Republic
- Eastern and Southern Caribbean
- Ecuador
- El Salvador
- Guatemala
- Haiti
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- Venezuela

Middle East:

- Egypt
- Jordan
- Libya
- Morocco
- Tunisia
- Yemen
- Iraq
- Lebanon
- Syria
- West Bank and Gaza

AFRICA



Countries and regions in Africa USAID provides aid to⁵⁷

Regional Overview:

USAID operates throughout the continent of Africa with an assortment of projects and programs. Home to over 1.4 billion people today, Africa is expected to experience significant growth over the next 25 years, with estimates suggesting Africa will make up over half of the global population⁵⁸.

There are five main priorities that outline the work that we do throughout the continent⁵⁹.

1. Promoting agricultural productivity to reduce hunger and poverty.
2. Strengthening healthcare resources and systems to prevent the spread of disease and improve quality of life.
3. Promote democratic development and good governance to fight corruption and expand the civil society sector.

⁵⁷ “Where we work.” USAID.

⁵⁸ “World Population Prospects 2022: Summary of Results.” *United Nations Department of Economic and Social Affairs, Population Division* (2022).

⁵⁹ “Africa.” USAID.

4. Increase programs that promote resilience to climate change and erratic weather patterns.
5. Strengthen humanitarian responses to prevent instability.



USAID at the U.S.–Africa Leaders Summit from December 13-15 in Washington D.C.⁶⁰

With increased challenges posed by the changing climate, many African nations are particularly vulnerable to erratic patterns and changes to the weather. USAID has pledged to commit \$100 million to private investment to combat and find sustainable solutions to the crises and challenges created by climate change⁶¹.

Project Highlights:

Prosper Africa

Prosper Africa works to increase trade and investment between the U.S. and African countries. This continent-wide pilot program runs through 2026⁶². Through this initiative, the U.S. government partners with the

⁶⁰ “USAID at the U.S.-Africa Leaders Summit.” USAID.

⁶¹ “FACT SHEET: U.S.-Africa Partnership in Promoting Two-Way Trade and Investment in Africa.” *The White House*, 14 Dec. 2022.

⁶² “USAID Africa Trade and Investment Program.” USAID.

private sector of the U.S. and African governments to improve relations and foster business and investment opportunities⁶³. Through the improved relations and investment in market opportunities by the U.S. in Africa, there are opportunities and jobs that benefit both American and African workers.

Prosper Africa began in 2021 with the USAID Africa Trade and Investment Program which worked to expand investment and improve trade relations to create a more level playing field across Africa⁶⁴. In addition to promoting economic development and growth across the continent of Africa, this program works to benefit U.S. businesses and the U.S. private sector.

While working with U.S. Congress, *Prosper Africa* has invested over \$170 million into increasing trade, investment, and growth between the U.S. and African countries⁶⁵. Through this program, we hope to boost African exports to the U.S. by \$1 billion, as well as mobilizing U.S. private sector actors to invest \$1 billion into Africa⁶⁶.

“Since June 2019, the U.S. Government has helped close 1100

deals across 49 countries for a total estimated value of \$65 billion”⁶⁷

USAID has three regional programs under the *Prosper Africa* initiative: the USAID West Africa Trade and Investment Hub, the USAID Southern Africa Trade and Investment Hub, and the USAID Kenya Investment Mechanism (KIM)⁶⁸. Through the USAID Kenya Investment Mechanism, \$520 million has been invested into the Kenyan economy to promote agricultural growth and trade and investment opportunities for U.S. partners⁶⁹. By building financial institutions and business advisory service providers, USAID has created incentives for development and growth across the region⁷⁰. Particularly this has led to an increase in clean energy efforts and women-owned businesses in multiple sectors of the economy⁷¹. Through removing investment barriers, KIM promotes investment on a large scale across Kenya.

Prosper Africa is further supported by the African Growth and Opportunity Act (AGOA) which was enacted in 2000 and engages eligible trade partners in sub-Saharan Africa with the United States⁷². Through AGOA, eligible African countries are able to export products and increase trade with the United States⁷³.

⁶³ “Prosper Africa.” *USAID*.

⁶⁴ “USAID Africa Trade and Investment Program.” *USAID*.

⁶⁵ “FACT SHEET: U.S.-Africa Partnership in Promoting Two-Way Trade and Investment in Africa.” *The White House*, 14 Dec. 2022.

⁶⁶ *Ibid*.

⁶⁷ “Results.” *Prosper Africa*.

⁶⁸ “Prosper Africa.” *USAID*.

⁶⁹ “Kenya Investment Mechanism.” *USAID*.

⁷⁰ *Ibid*.

⁷¹ *Ibid*.

⁷² “About AGOA.” *African Growth and Opportunity Act*.

⁷³ “Prosper Africa.” *USAID*.



U.S. President George W. Bush at the signing ceremony for the AGOA extension in 2004⁷⁴

The goal of *Prosper Africa* is to increase U.S. relations and investment opportunities with countries across the continent of Africa. Through increased investment and market opportunities, both Americans and Africans can benefit from improved trade and investment. Promoting job growth, market expansion, alliances, and an overall increase in growth for participating countries.

Feed the Future Initiative

The *Feed the Future* initiative was developed in response to the U.S. Global Food Security Act of 2016, which aimed to reduce food scarcity and prevent hunger and poverty in vulnerable areas⁷⁵. By using U.S. leaders and knowledge, poverty and malnutrition can be reduced across Africa. With U.S. partners and expertise, agricultural production can improve in Africa promoting economic growth and reducing hunger across the region.

More than 800 million people around the world experience hunger, making food security programs, like *Feed the Future*, essential in development and in improving the quality of life across the world⁷⁶. For the global poor, agriculture is the most effective way out of poverty and food insecurity⁷⁷. Investing in long-term agriculture solutions and solutions to food insecurity will ensure families, communities, and countries can leave poverty and become self-reliant⁷⁸.



The USAID Feed the Future initiative works to provide food security and lift families and communities out of poverty⁷⁹

Feed the Future has already created lasting results for families and communities around Africa⁸⁰. In places where we work:

- 23.4 million people now live above the poverty line
- An estimated 5.2 million families no longer live with hunger

⁷⁴ “About AGOA.” *African Growth and Opportunity Act*.

⁷⁵ “Vision and Strategy.” USAID.

⁷⁶ “Feed the Future.” USAID.

⁷⁷ “Progress.” USAID.

⁷⁸ Ibid.

⁷⁹ “About.” *Feed the Future*.

⁸⁰ “Progress.” USAID.

- Over 1,000 innovations have been developed to combat hunger and food insecurity⁸¹

This progress demonstrates the impact *Feed the Future* has had throughout Africa. The goal for the next decades is to maintain that growth and ensure that these changes are sustainable⁸².

Success Story: Women and Nutrition in Tanzania



Severina Paul Mwakateba owns her own wholesale flour business that mills and distributes a variety of flours around Tanzania⁸³. She works to employ and partner with women and women-owned businesses. After Mwakateba partnered with USAID’s *Feed the Future* initiative, she was able to be connected to more food processing and distributing businesses, especially those that are owned by women⁸⁴. This technical assistance and on-the-ground support allowed her to grow her business and reach more people in Tanzania and across Africa as well.

Additionally, while nutrition (especially for children) remains a struggle in Tanzania, Mwakateba’s flour business has increased access to more nutritious foods⁸⁵. Mwakateba now provides various fortified flours and works to educate her customers on the nutritional benefits of these flours and ingredients⁸⁶. Through these methods and the support of USAID’s *Feed the Future* initiative, Mwakateba has been able to uplift her own business, but also her community.

Power Africa

In sub-Saharan Africa, two out of three people don’t have access to electricity⁸⁷. Lack of electricity can have detrimental impacts on the ability of a country to have sustainable economic growth in addition to negatively impacting the lives of the citizens in the region, particularly the rural poor⁸⁸. A lack of reliable access to power and electricity can also impact overall health and well-being. To address this problem, we launched an initiative in 2013, *Power Africa*, to unite the private sector, governments, and experts to find solutions that will increase the number of people with access to power across Africa⁸⁹.

Our goal through *Power Africa* is to add a minimum of 30,000 megawatts of cleaner and more renewable energy across the

⁸¹ “Progress.” *USAID*.

⁸² *Ibid*.

⁸³ “Wholesale Flour Business Uplifts Women and Elevates Nutrition in Tanzania.” *Feed the Future*. 1 Mar. 2022.

⁸⁴ *Ibid*.

⁸⁵ *Ibid*.

⁸⁶ *Ibid*.

⁸⁷ “About Power Africa.” *USAID*.

⁸⁸ Magome, Mogomotsi. ““What Can We Do?”: Millions in African Countries Need Power.” *AP NEWS*. 2023.

⁸⁹ “About Power Africa.” *USAID*.

region, in addition to building connections across Africa to the U.S. energy sector⁹⁰. This will be done through funding the effort through U.S.-based donors and the private sector, providing on-the-ground support and resources, and implementing large-scale policy reform across Africa to ensure the sustainability of the project⁹¹.



Through USAID’s Power Africa program, we can end energy poverty in Africa⁹²

This project also promotes gender equality and women’s participation, aiming to improve women’s quality of life and prospects across Africa. By aiming to have diverse workplaces, productivity will increase, and companies will see higher returns on their investments⁹³. Additionally, women use energy (particularly in rural areas) much differently than men. As significant consumers, the inclusion of their voices allows for solutions that are sustainable and beneficial for the entire population⁹⁴.

The COVID-19 pandemic also made the world aware that many countries in Africa

do not have reliable electricity and power in their healthcare facilities. It was found that only 28% of healthcare facilities in Africa have access to consistent power sources⁹⁵. *Power Africa* is committed to prioritizing \$8.2 million from existing programs towards this issue⁹⁶. This will be a crucial step towards reducing the spread of disease and increasing life expectancy in Africa.

ASIA



Countries and regions in Asia USAID provides aid to⁹⁷

Regional Overview:

Home to over 4.7 billion people⁹⁸, Asia is a diverse and rapidly growing economic region. USAID focuses our work in this region in Southeast Asia, which has a population of over 650 million⁹⁹. Our Asian Region strategy is defined by a collaborative partnership. Thailand, which graduated from USAID assistance in 1995 and 2003¹⁰⁰. USAID now draws on Thai expertise and past experiences in order to guide ongoing

⁹⁰ Ibid.

⁹¹ Ibid.

⁹² “Power Africa.” *USAID*.

⁹³ “Why Gender Matters.” *USAID*.

⁹⁴ Ibid.

⁹⁵ “Powering Health.” *USAID*.

⁹⁶ Ibid.

⁹⁷ “Asia.” *USAID*.

⁹⁸ Ibid.

⁹⁹ “Southeast Asia Regional Profile.” *USAID*.

¹⁰⁰ “Thailand.” *USAID*.

bilateral aid efforts in the region. Overseen by the Regional Development Mission for Asia (RDMA), based in Bangkok, Thailand, USAID, we work together with the goal of creating a more prosperous, integrated, and economically secure Southeast Asia.

RDMA and USAID work in collaboration with the Association for Southeast Asian Nations (ASEAN). In Asia, USAID and RDMA work under a framework with four central development goals: governance and human rights, economic connectivity, environment and energy, and health¹⁰¹. Today, some of the largest issues facing Asia include the risk of climate change and the challenge of vaccinating populations against COVID-19 - two areas that the United States are able to lend a helping hand through mutual partnerships.

Mekong-U.S. Partnership

The United States, Cambodia, Lao PDR, Myanmar, Thailand, and Vietnam are part of an ongoing multinational relationship, which was affirmed with the launch of the Lower Mekong Initiative. USAID has committed to support goals of autonomy, economic independence, good governance, and sustainable growth for the Mekong partners¹⁰² by providing bilateral aid.



The Mekong-U.S. Partnership promotes peace, stability, and development¹⁰³

From 2009-2020, USAID has provided about \$3.5 billion in official development assistance to the five partner countries in the following areas: \$1.2 billion for health programs, \$734 million for economic growth, \$616 million for peace and security, \$527 million for human rights and governance, \$175 million for education and social services, and \$165 for humanitarian assistance¹⁰⁴.

The partner countries and the United States are committed to continuing ongoing collaborations, thus launching the Mekong-U.S. Partnership Initiative. This new initiative will continue the aforementioned areas of assistance and build on new areas of cooperation including economic connectivity, energy security, human capital development, natural resource management, and non-traditional security¹⁰⁵.

¹⁰¹ Ibid.

¹⁰² “Mekong-U.S. Partnership.” *USAID*.

¹⁰³ “About: Mekong-U.S. Partnership.” *Mekong-U.S. Partnership & The United States Department of State*.

¹⁰⁴ Ibid.

¹⁰⁵ Ibid.

As a highlight to our commitment to ongoing relationships, USAID has provided over \$52 million in emergency health and humanitarian development assistance in order to combat COVID-19 in the Mekong region¹⁰⁶. The Mekong-U.S. Partnership exemplifies the excellence and innovation that comes out of mutual values, collaboration, and the promotion of economic prosperity.

2023 Strategy for the Indo-Pacific:

In 2021, Secretary of State Antony J. Blinken spearheaded a new American vision for a “free, open, connected, prosperous, resilient, and secure Indo-Pacific region”¹⁰⁷. USAID is committed to reaching these goals of transparent and fair operations, global connectivity for Indo-Pacific countries, and prosperous trade relations through bilateral efforts. This bilateral aid initiative targeting the Indo-Pacific region has three objectives:

| USAID's Strategic Approach Vision for a Free, Open, and Resilient Indo-Pacific | |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
|  | Strengthen Democratic Institutions to Support Good Governance And Human Rights |
|  | Foster Sustainable, Inclusive, and Transparent Economic Growth Opportunity |
|  | Improve Resilience to Health and Climate Threats |

USAID’s strategic approach to the Indo-Pacific comprising of three objectives¹⁰⁸

Regional Project Highlight: Strengthening Democratic Governance in Pacific Islands:

The Strengthening Democratic Governance in the Pacific Islands project is aligned with our Indo-Pacific strategy. This past project focused on citizen-oriented democratic governance in Pacific Island countries in four key areas¹⁰⁹:

- 1) Promoting meaningful political participation, especially by marginalized groups
- 2) Leveraging media and technology to increase citizen engagement
- 3) Promoting election integrity
- 4) Facilitating the ability of political leaders to fulfill their duties

As an example of this project’s success, the initiative successfully enrolled “17,000 new and first-time voters”¹¹⁰ in Papua New Guinea. In order to successfully achieve our first goal of promoting participatory government amongst marginalized groups, USAID partnered with a local organization, Pacific Disability Forum, which trained women with disabilities in advocacy skills that can influence public policy¹¹¹. This is just one of the many success stories from the Asian region, which aligns with our overall goals for the Asian region, but is also locally tailored to align with the Indo-Pacific region initiative.

¹⁰⁶ Ibid.

¹⁰⁷ “The U.S. Vision for a Free and Open Indo-Pacific.” *USAID*.

¹⁰⁸ Ibid.

¹⁰⁹ “Democracy and Governance: Pacific Islands.” *USAID*.

¹¹⁰ Ibid.

¹¹¹ Ibid.

EUROPE AND EURASIA



Countries and regions in Europe and Eurasia USAID provides aid to¹¹²

Regional Overview:

With the collapse of communism in the region in the late 20th century, much of Europe and Eurasia has continued to grow, develop, and inspire democratic transformations and free markets across the region. This has placed the region in the lead of economic and political reforms.

Although development still presents its challenges even in a region that is largely at peace, USAID continues to address the “pervasive corruption, political stagnation, significant poverty and undeveloped policy and regulatory environments that hold the region back”¹¹³. In a region of increasing economic importance, the significance of American investment and trade has only grown. The partnership with our fellow NATO allies in the region plays a significant role in strengthening national security¹¹⁴.

¹¹² “Europe and Eurasia”. *USAID*.

¹¹³ *Ibid*.

¹¹⁴ *Ibid*.

Impact in the Region:

In the region, 22 countries have become members of the World Trade Organization, 11 nations no longer require foreign assistance. 11 have joined the European Union and 12 have become a part of the North Atlantic Treaty Organization (NATO)¹¹⁵. This transformation in the region demonstrates the incredible impact of assistance efforts.

Across the region, many former recipients of developmental assistance now proactively provide economic assistance to other countries, sometimes partnering with USAID as joint donors. These countries, as developmental partners, contributed over \$1.4 billion to developmental assistance in 2014¹¹⁶. Countries partnered with USAID have substantially increased U.S. imports reaching over \$10 billion in 2015 compared to \$2 billion in 1995¹¹⁷.

Project Highlight:

Agriculture Resilience Initiative (AGRI - Ukraine)



Farmlands in Ukraine, Lviv after receiving seeds, fertilizer, and pesticides in June 2022.¹¹⁸

¹¹⁵ *Ibid*.

¹¹⁶ *Ibid*.

¹¹⁷ *Ibid*.

¹¹⁸ Laff, Michael. “\$100 Million U.S. Initiative Boosts Ukrainian Agriculture.” *ShareAmerica*.

USAID introduced the AGRI-Ukraine initiative with the aim of strengthening Ukrainian agricultural production and exports while addressing the global food security crisis that coincided with the Russia-Ukraine war¹¹⁹. This initiative’s purpose will support the Ukrainian agricultural sector throughout the ongoing war with Russia¹²⁰.

Ukraine’s agricultural sector remains a significant benefactor to Ukraine’s economy as it contributes to 40% of the country’s total export revenue, provides employment for almost a quarter of the Ukrainian workforce, and contributes significantly to Ukraine’s gross national product¹²¹. With an overarching investment goal of \$250 million, funding will be sourced from USAID donors within the private sector¹²². USAID has provided emergency assistance to over 12,800 Ukrainian farmers after the war began in 2022¹²³. As a result, farmers have been able to store, transport, and export products, even during wartime¹²⁴.

Through this initiative, USAID has increased job opportunities for the residents of Lviv. In addition, USAID has established partnerships with local organizations, such as Yarych, with whom they have been able to produce 24 tons of non-perishable food, benefiting 45,000 displaced Ukrainians¹²⁵.

¹¹⁹ “Agriculture Resilience Initiative.” *USAID*.

¹²⁰ *Ibid.*

¹²¹ *Ibid.*

¹²² *Ibid.*

¹²³ *Ibid.*

¹²⁴ *Ibid.*

¹²⁵ “One Year Later: Helping Ukraine Win the War and Build Lasting Peace.” *USAID*. February 2023.

Success Story

Much like many other Ukrainian farmers, Ihor Khabatiuk, a farmer in West Ukraine, was afraid of losing his farming business as a result of the Russian invasion of Ukraine in February 2022¹²⁶. Khabatiuk explained that since the invasion “It’s [been] difficult, but I want to keep people employed and the farm running”¹²⁷.

Through the USAID AGRI-Ukraine, Khabatiuk and over 12,000 other Ukrainian farmers received assistance¹²⁸. Through this program, they received corn for livestock, seeds, fertilizer, and other necessary agricultural tools¹²⁹. Through this economic support, Ukraine will be able to maintain its economy and agricultural sector, despite the ongoing war.

“We work only from passion, and we are economizing as much as we can in order to keep the staff...I advise farmers to just hang on...The main task for today is to win the war.” - Ihor Khabatiuk¹³⁰

¹²⁶ Laff, Michael. “\$100 Million U.S. Initiative Boosts Ukrainian Agriculture.” *ShareAmerica*.

¹²⁷ *Ibid.*

¹²⁸ *Ibid.*

¹²⁹ *Ibid.*

¹³⁰ *Ibid.*

LATIN AMERICA AND THE CARIBBEAN



Countries and regions in Latin America and the Caribbean USAID provides aid to¹³¹

Regional Overview:

The Latin America and Caribbean (LAC) region is a close partner of USAID, and a region that has demonstrated tremendous growth over the past several decades. Amidst the global economic crisis, LAC countries “averaged a three percent annual increase in economic growth between 2000 and 2012”¹³². Not only has the LAC region demonstrated economic growth with the help of USAID, but overall health indicators have improved as well. To name one health achievement, maternal mortality rates have fallen from “140 to 81 deaths per 100,000 live births”¹³³. A third pillar of development, political legitimacy, has also improved overall.

While the region has made impressive development advances with the assistance of

USAID, there is still great progress to be made. The previous growth indicators can mask the reality of vast income inequality and health inequality that exists within and between LAC countries. Additionally, there is a pressing issue of national and international security “fueled by the transnational drug trade, hindering growth and undermining democratic institutions”¹³⁴. In order to protect our own national security,

USAID is committed to promoting economic and political stability in the LAC region as our primary objective. Growing markets in the region is vital to the American economy - a quarter of U.S. exports go to the region¹³⁵. In order to ensure and promote this economic and political stability, USAID has 13 field offices and 4 regional programs so that our agency can work closely with local governments to accomplish our mutual goals of security and prosperity.

LAC Project Actions¹³⁶:

1. Transform approaches to managing migration
2. Promote job creation
3. Create safe urban spaces by supporting community policing, educating youth, and strengthening justice systems
4. Empower civil society groups
5. Protect natural resources

¹³¹ “Where We Work”. *USAID*.

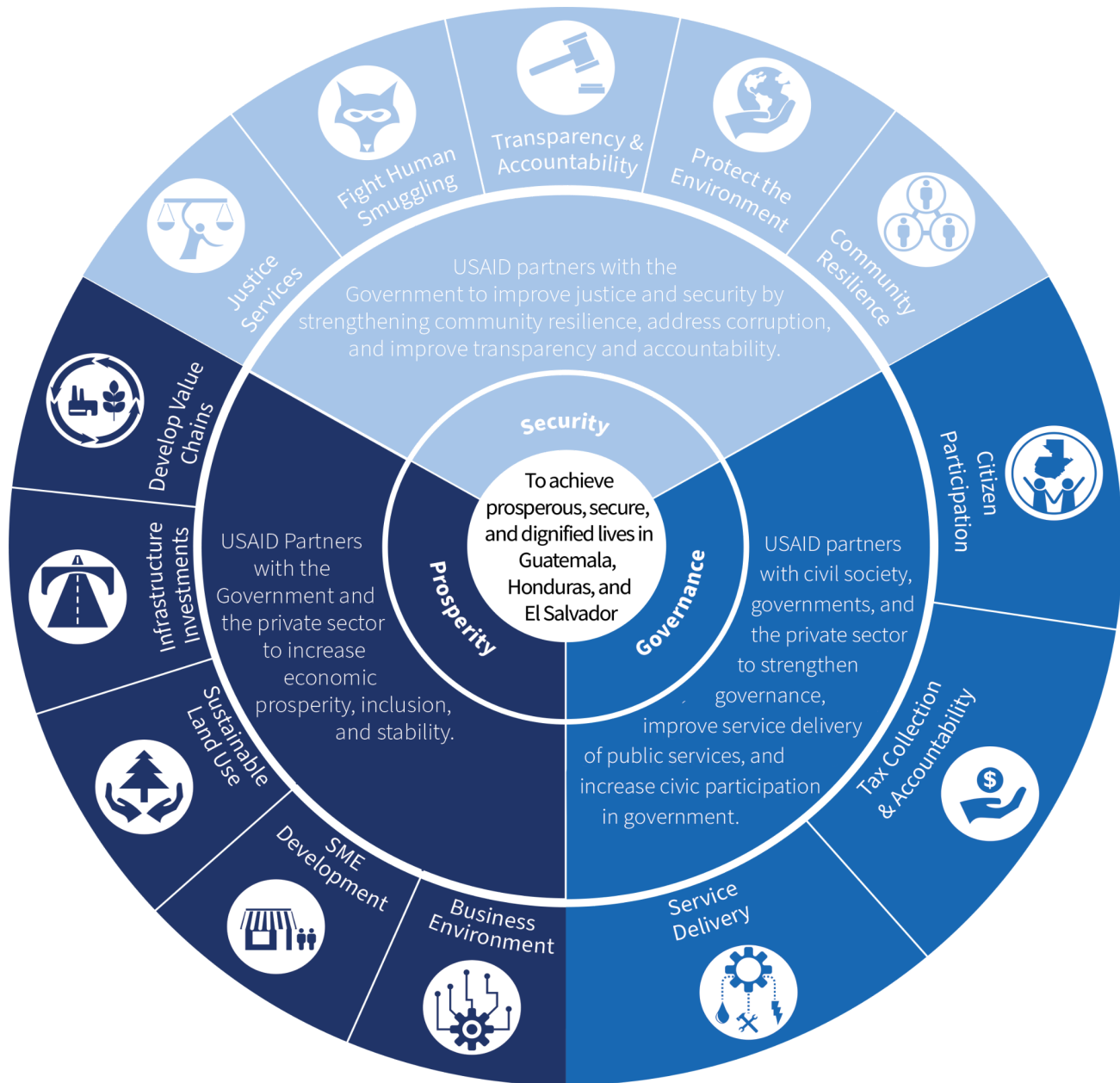
¹³² “Latin America and the Caribbean.” *USAID*.

¹³³ *Ibid*.

¹³⁴ *Ibid*.

¹³⁵ *Ibid*.

¹³⁶ “Latin America and the Caribbean.” *USAID*.



This is the model used by USAID in the Northern Triangle to promote human dignity and security in the region.¹³⁷

Prosperity, Security, and Governance - Northern Triangle of Central America

The Northern Triangle—El Salvador, Guatemala, and Honduras is the primary area of concern and focus for USAID. In the chart shown above, these are the various actions USAID and partners are actively performing in order to reach our three overarching goals.

¹³⁷ “Generating Hope: USAID in El Salvador, Guatemala, and Honduras.” *USAID*.

Project Highlight:

Sembrando Oportunidades

In partnership with the Mexican Agency for International Cooperation and Development (AMEXCID), *Sembrando Oportunidades* began in December 2021 with the overarching goal of targeting root causes of Central American migration. This program works to create economic and social opportunities in El Salvador and Honduras. Some activities include job training, stipends for farmers, and apprenticeships¹³⁸. Alongside our partner AMEXCID, and local partner organizations, USAID is addressing the root causes of economic instability in order to prevent irregular migration.

country of Honduras. Tempted to migrate and leave his home, he decided to give Honduras one more chance after hearing about a USAID program that helps at-risk youth. *Empleando Futuros* helped over 5,000 young people train and access jobs to cope with their harsh realities, making them less likely to illegally migrate to the United States¹³⁹. Nathanael was trained as a barista and found a job thanks to the leadership skills and values that he learned in the *Empleando Futuros* program.

Success Story: “I would have been in the caravan”

While statistics are an important measure of success for USAID, our agency is motivated by personal success stories. Nathanael’s story is just one example of how USAID projects change lives:



Nathanael, 24, was feeling defeated with his lack of job opportunities in his home

MIDDLE EAST



Countries and regions in the Middle East USAID provides aid to¹⁴⁰

Regional Overview:

The Middle East/North African region have experienced unstable and inconsistent economic and democratic development. This is due largely because of the series of protests in the 2010s throughout the region, often referred to as the Arab Spring¹⁴¹. The

¹³⁸ “*Sembrando Oportunidades*.” *USAID*. April 2023.

¹³⁹ “*I Would Have Been in the Caravan*.” *USAID*. 6 May 2023.

¹⁴⁰ “*Middle East*.” *USAID*.

¹⁴¹ *Ibid*.

COVID pandemic and ongoing civil unrest in neighboring countries have posed development challenges for those countries that are considered stable in the region. Economic and political reforms remain broadly unaccepted by leaders in several countries, despite widespread protests¹⁴².

The challenges in mitigating the consequences of the pandemic continue to pose significant obstacles for the region. The extent of the COVID pandemic’s effects on human capital and the economies of the countries within this region, have yet to be unveiled. Despite being categorized as middle-income countries, most continue to face constraints in fiscal resources and tools to alleviate hardships faced by their populations¹⁴³.

Priorities in the Middle East:

- “Supporting core U.S. national security objectives”¹⁴⁴
- “Mitigating the human impact of ongoing conflicts in the region”¹⁴⁵
- “Fostering inclusive development and reform”¹⁴⁶

USAID oversees and runs many programs in the Middle East that help to facilitate democracy and governance; peace and security; water security; education; health; economic growth; regional scientific cooperation; and geographic information

¹⁴² Ibid.
¹⁴³ Ibid.
¹⁴⁴ Ibid.
¹⁴⁵ Ibid.
¹⁴⁶ Ibid.

systems¹⁴⁷. USAID works to tackle these initiatives through bilateral and cross-border efforts and programs¹⁴⁸.

Within the Middle East, there are three main challenges that this region continues to experience: the refugee crisis, water insecurity created by climate change, violent extremism, and conflicts in the region¹⁴⁹. To respond to these issues, USAID created the Middle East Regional Cooperation Program (MERC) and additionally manages Middle East Regional activities such as the Advanced Religious Freedom and Pluralism program to monitor the ongoing conflicts within the region and ensure everyone an equal rights to their basic needs¹⁵⁰.

MERC Program:



Arab Israeli olive farmer surveying the capabilities of different fly traps with the help of MERC¹⁵¹

In 1981, the Middle East Regional Cooperation Program (MERC) was

¹⁴⁷ Ibid.
¹⁴⁸ Ibid.
¹⁴⁹ Ibid.
¹⁵⁰ Ibid.
¹⁵¹ “Middle East Regional Cooperation (MERC).” USAID.

established¹⁵². Following the Camp David Accords between Egypt and Israel, this program’s purpose is to facilitate research collaboration between the two countries and their scientists. This program currently encompasses Jordan, Morocco, Tunisia, Lebanon, the West Bank, Gaza Strip, and has extended its support to projects with partners in the Maghreb and Gulf regions¹⁵³.

Israel and Arab scientists from the Middle East and North Africa have been working together to tackle regional challenges and have led innovation in agriculture, environment, water resources, and health¹⁵⁴.

This project has allowed for the production of amazing scientific discoveries. Some of the most impressive highlights include: “exploring greywater reuse for agricultural development in off-grid communities of Israel, the West Bank, and Jordan”¹⁵⁵ and “Maximizing prickly pear cultivation in the Middle East for valuable natural oil in healthcare”¹⁵⁶

Goals:

The MERC Program was designed with several overarching goals that guide our actions. First and foremost, the MERC program was initiated to establish peaceful relationships and cultural exchange between

Arab and Israeli scientists¹⁵⁷. It also pushes for innovation guided by locally-specific and identified issues, rather than those on our own agenda. As a common practice, MERC hopes to consistently use a peer-review process by American scientists so that the knowledge produced is reputable and unbiased. In summary, MERC hopes to create a platform for Arab-Israeli collaboration in the name of science.

¹⁵² Ibid.

¹⁵³ Ibid.

¹⁵⁴ Ibid.

¹⁵⁵ Past and Current Research Projects USAID has funded through MERC.

¹⁵⁶ Ibid.

¹⁵⁷ “Middle East Regional Cooperation (MERC).” *USAID*.

Section III: Future Directions - Innovations and Progress

In the past fiscal year, USAID adapted to the current challenges facing our international community. Amidst a war between Ukraine and Russia, Ukraine was the largest recipient of USAID assistance¹⁵⁸. Similarly, during the global pandemic, USAID prioritized humanitarian and health-related initiatives in order to recover from the greatest global crisis since World World II.

USAID is an organization defined by innovation and adaptability. In light of the evolving realities and challenges we face in our world, we remain committed to adapting our projects and strategically allocating our funding to effectively tackle the most urgent issues at hand.

In an increasingly globalized world, our commitment to sustainable development is important now more than ever. We are committed to bettering our world by promoting the Sustainable Development Goals by 2030, meeting the basic needs that millions lack across the globe. In order to address human rights and basic needs, good governance institutions and frameworks must be put in place.

However, without global collaboration, change cannot happen. The provision of official development assistance is a way to create long-lasting diplomatic relationships, grow the global economy, and improve

humanity. USAID looks forward to continuing our projects and relationships in the countries, regions, and communities that we work in while occupying a constant growth mindset.

We hope that this packet provided insight into our operations, philosophy, and current practices. USAID looks forward to collaborating at this year's Global Consortium and supporting endeavors worldwide for development and improvement. USAID values mission, integrity, excellence, respect, integrity, empowerment, inclusion, and a commitment to learning. We promise to apply these values in all of our operations.



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