KEY QUESTIONS
the big six

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Who are the main actors in the US' development cooperation?

White House sets high-level direction; Congress, the State Department, and USAID define priorities; USAID leads on administering assistance

The **president**, Donald Trump (Republican), sets overarching policy orientations for US foreign assistance, including for development. The president is assisted by several White House offices. The most important for development issues are the Office of Management and Budget (OMB) and the National Security Council (NSC). OMB produces the president's budget request, which outlines policy and funding priorities. The NSC is the principal forum of the president to consider matters of national security and foreign policy; it has influence over foreign assistance and development policy. The president chairs the NSC; other members include the vice president, the secretaries of state, defense, energy, and the treasury, as well as the national security advisor. The US Agency for International Development (USAID) administrator is also invited to the NSC when deemed appropriate.

Approximately 27 government institutions contribute to funding or implementing US foreign assistance and development cooperation. Key institutions include:

Government departments

The **US Department of State (State Department)**, headed by the secretary of state, is primarily responsible for foreign policy, but is also an important party to development policy-setting. Mike Pompeo, former director of the Central Intelligence Agency, is secretary of state. Under direction from the White House, it has sole- or joint-policy authority on issues including peacekeeping, democracy, global health, and food security. The State Department manages or co-manages a wide range of bilateral development programs as well as funding to international organizations. In countries where the US has strong foreign policy and national-security interests, the State Department and its embassies play an active role in informing overall development policy in that country.

Several offices oversee the State Department's development-related activity:

- **Deputy Secretary of State**, currently John Sullivan, is the second ranking officer at the Department of State.

- **Office of US Foreign Assistance Resources** is led by the director of US Foreign Assistance Resources. This office assists the secretary of state in providing strategic direction to foreign assistance resources and coordinates policy and planning of the State Department and USAID.

- The **Office of the US Global AIDS Coordinator and Health Diplomacy (OGAC)** administers the State Department's HIV/AIDS funding and coordinates the President's Emergency Plan for AIDS Relief (PEPFAR). PEPFAR programs are implemented by other US agencies, including USAID, the National Institutes of Health (NIH), and the Centers for Disease Control and Prevention (CDC). OGAC is currently headed by Ambassador Deborah Birx.

- **Under-Secretary for Civilian Security, Democracy, and Human Rights** (vacant) is responsible for US efforts to address threats to civilian security such as extremism, mass atrocities, and weak governance, as well as refugee, migration, and population issues.

- **Under-Secretary for Economic Growth, Energy, and the Environment** (vacant) leads efforts on policies related to economic growth, energy, environment, science, and technology.

- **Bureau of Population, Refugees, and Migration (PRM)** leads on the US' work with refugees, migrants, and victims of conflict. It also engages with multilateral organizations, including the United Nation's (UN) High Commissioner for Refugees (UNHCR), the UN Children's Fund (UNICEF), the International Organization for Migration (IOM), the International Committee of the Red Cross (ICRC), and the UN Population Fund (UNFPA). PRM is currently led by Principal Deputy Assistant Secretary Carol Thomson O'Connell.

Other key State Department stakeholders include the special representative for Global Food Security (vacant) and the US ambassador to the UN, Nikki Haley. To date, many of the political positions remain unfilled at the State Department, limiting political leadership of the department's work.

US Department of Defense (DOD), currently led by Secretary James Mattis, manages aid-funded military assistance programs, some humanitarian assistance, and pro-

grams on disease surveillance and health research and development.

US Department of Health and Human Services (HHS), currently led by Secretary Alex Azar II, implements global health programs, including a portion of PEPFAR. HHS has four independent agencies that are especially active in global health: the National Institutes of Health (NIH), the Centers for Disease Control and Prevention (CDC) (further details below), the Food and Drug Administration (FDA), and the Health Services and Resources Administration (HRSA).

US Department of the Treasury (Treasury), currently led by Secretary Steven Mnuchin, leads the US' efforts to promote economic growth and poverty reduction in developing countries through the Office of Development Policy and Debt, which manages the US contributions to and participation in the World Bank (along with the US executive director to the World Bank) and other multilateral and regional development institutions.

US Department of Agriculture (USDA), currently led by Secretary Sonny Perdue, provides food assistance and finances the 'Food for Peace Program', the US' largest provider of food assistance (see 'Deep Dive: Agriculture' and 'Deep Dive: Nutrition').

Government agencies

US Agency for International Development (USAID) is headed by USAID Administrator Mark Green. The agency is technically independent but operates within the parameters of the foreign policy guidance from the president, the secretary of state, and the NSC. The agency leads the implementation of US global development programs, though it often shares responsibility for strategy and implementation with the State Department. This is the case with HIV/AIDS funding, where the State Department's OGAC coordinates and USAID, CDC, NIH, and the Department of Defense implement. USAID is organized around programmatic as well as country programs, managed by offices in partner countries (called USAID missions), which are supported by headquarters in Washington, DC. At headquarters, key divisions of USAID include:

- **Six regional bureaus**: 1) Africa, 2) Europe and Eurasia, 3) Asia, 4) Afghanistan and Pakistan, 5) Middle East, and 6) Latin America and the Caribbean.

- **Four programmatic bureaus**: 1) Food Security, 2) Economic Growth, Education, and Environment, 3) Democracy, Conflict and Humanitarian Assistance, and 4) Global Health.

USAID also includes the **Development Credit Authority (DCA)**, which implements risk-sharing agreements between lenders and small businesses to mobilize local private capital for small businesses.

Centers for Disease Control and Prevention (CDC), part of HHS, part of HHS, is the largest government agency worldwide working in disease control and prevention.

It operates both within the US and abroad. The Center for Global Health (CGH) was established in 2007 to drive CDC's work globally. CGH has four divisions: 1) Division of Global HIV/AIDS, 2) Division of Parasitic Diseases and Malaria, 3) Division of Global Health Protection, and 4) Division for Global Immunization. CDC's Office of Infectious Diseases (OID), comprising three national centers, also participates in US global health efforts.

National Institutes of Health (NIH) are a collection of 27 research institutes under HHS that comprise one of the world's top global health research institutions. NIH conducts basic research on diseases and disorders for improved diagnosis, prevention, and treatment.

Millennium Challenge Corporation (MCC) administers the Millennium Challenge Account, an initiative to provide development assistance for economic development to low-income countries and lower-middle-income countries that have committed to political, economic, and social reforms.

Other institutions are involved in foreign assistance. They include:

- Other departments: Department of Energy, Department of Homeland Security, Department of the Interior, Department of Justice, Department of Labor, Department of Transportation, and Department of the Treasury.

- Other institutions: Inter-American Foundation, OPIC, Peace Corps, US African Development Foundation, Export Import Bank.

Congress is a key decision-maker on both funding and policy for foreign assistance. With the 'power of the purse', the two chambers – the House and the Senate – have a final say on federal spending, including foreign assistance. In particular, the House and Senate Appropriations committees and their 12 subcommittees decide on funding to specific spending areas (e.g., foreign assistance, defense, agriculture, and public health) and therefore exercise considerable decision-making and oversight authority over both foreign assistance spending and policy. In addition, two other congressional committees play a role (albeit less powerful) in authorizing and overseeing ODA-related programs:

- **House Foreign Affairs Committee (HFAC):** An important subcommittee is: Africa, Global Health, Global Human Rights, and International Organizations.

- **Senate Foreign Relations Committees (SFRC):** Currently the SFRC is chaired by Senator Bob Corker (Republican). Important subcommittees are: Africa and Global Health Policy; Multilateral International Development, Multilateral Institutions; and International, Economic, Energy, and Environmental Policy.

Members of Congress often create groups called caucuses, which are formed to pursue common legislative goals on specific topics. These are typically bipartisan in nature. There are several related to development issues, including the Congressional Caucus for Effective Foreign Assistance, the International Basic Education Caucus, the Congressional Global Health Caucus, the Congressional HIV/AIDS Caucus, Tuberculosis Elimination Caucus, and the Congressional Caucus on Malaria and Neglected Tropical Diseases (for more details see Deep Dives).

THE US' DEVELOPMENT COOPERATION SYSTEM

Executive
President /
White House

scrutinizes

Dept. of Health and Human Services

State Dept.

Other Depts.
(e.g. Defense, Agriculture, Labor)

National Institutes of Health

defines strategic priorities; implements programs

sets overarching policy direction

Other independent agencies implementing development programs

implement own development programs

Legislature
Congress
(House & Senate)

Centers for Disease Control and Prevention

guides

USAID

advocates

Food and Drug Administration

sets priorities; lead implementing agency

Health Resources and Services Administration

Policy and strategic priorities

sets funding levels; authorizes funding and programs

advocates

Civil Society