SUBJECT: Announcement of USAID Fragile States Strategy (CORRECTED
              ATTACHMENT)

NEW MATERIAL: The Administrator is pleased to announce the Agency's Fragile
                   States Strategy. This strategy is the result of many months of effort
                   and consultation involving outside experts and representatives from
                   all USAID Bureaus and several field missions. It identifies priorities
                   for USAID's work for a broad spectrum of countries-from failing and
                   failed states to those that are recovering, including post-conflict
                   countries. The full text of the strategy is attached.

EFFECTIVE DATE: 02/08/2005

ATTACHMENT: **USAID Fragile States Strategy**

This Notice was released 02/08/2005 as an Executive Message. It is being posted here
for records purposes.

                                                 USAID/General Notice
                        ADMINISTRATOR   A/AID
                                               02/08/2005

                    E X E C U T I V E   M E S S A G E

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priorities for USAID's work for a broad spectrum of countries-from failing and failed
states to those that are recovering, including post-conflict countries. The full text of the
strategy is attached.

USAID's Fragile States Strategy emphasizes three central priorities for the Agency.

- The first priority is to better analyze and monitor fragile states. USAID is putting in
place a monitoring and tracking system to help identify potential crises and improve our
understanding of the warning signs and sources of fragility, and that will be linked with
the monitoring efforts of the State Department's Office of the Coordinator for
Reconstruction and Stabilization (S/CRS). USAID has also established a senior-level

Fragile States Council, with representatives from all Bureaus, to ensure that we are paying attention to warning signs and responding appropriately as an Agency.

- The second priority is to focus on priorities and design programs that are appropriate to fragile states. Programs will be more closely targeted on the causes of fragility. Priorities in fragile states will include those initiatives that advance stability, security, reform, and institutional capacity. There will also be more focus on those activities that result in short-term, visible impacts.

- The third priority is to assure rapid and effective response. The strategy calls for a new "business model" for fragile states which will touch all core functions of the Agency, from planning to funding to procurement to personnel. PPC is currently chairing a Fragile States Task Force which is refining the business model.

Both within the United States and internationally, there is now momentum focused on the challenges of fragile states. I believe this strategy is a significant contribution to this discussion and responds to the great needs on the ground.

Andrew S. Natsios

Attachment: a/s

Point of Contact: Any questions concerning this Notice may be directed to Melissa Brown, PPC/P, (202) 712-1107.

File Name	Notice Date	Effective Date	Editorial Revision Date	ADS CD No.	Remarks
IU2_0504_021505_cd39	02/08/2005	02/08/2005		CD 39	This IU will remains effective until the policy is incorporated into an ADS chapter.