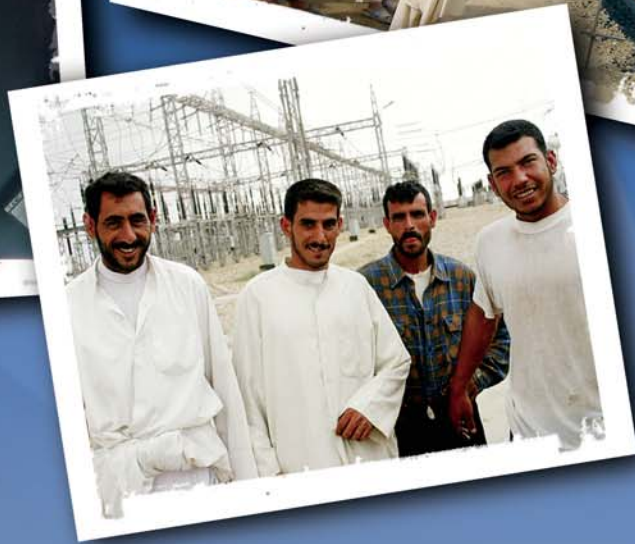


Appendices





APPENDIX A - USAID STAFF LISTINGS BY TYPE

EMPLOYMENT TYPES	DEFINITION
USFS:	U.S. Direct Hire, Foreign Service or Senior Foreign Service
USCS:	U.S. Direct Hire Civil Service GS, GM, WG, or SES
USPS:	U.S. Personal Services Contractor
FNDH:	Foreign National Direct Hire
FNPS:	Foreign National Personal Services Contractor
TCDH:	Third Country National Direct Hire
TCPS:	Third Country National Personal Services Contractor
PASA or RSSA:	Employee detailed from another U.S. government agency on a Participating Agency Services Agreement or a Resources Support Services Agreement
JCCO:	Employee who is a member of the Joint Career Corps and is not a direct hire of USAID
IPA:	Intergovernmental Personnel Act employees
AAAS:	American Association for the Advancement of Science Fellows
TAACS:	Technical Advisors in AIDS and Child Survival
POPF:	Population Fellows or individuals funded by the Population Fellows Program
CSFP:	Child Survival Fellows individuals funded by the Child Survival Fellows Program
STRS:	Senior Technical Advisors in Residence (employees of Johns Hopkins University [STARS])
UDFP:	Urban Development Fellows
WCPL:	Western Consortium Population Leaders Fellows
DEMF:	Democracy Fellows
WIDF:	Women in Development Fellows
OTHF:	Other types of Fellows not listed above
NPSU:	U.S. Non-PSC: These are individual contractors who do not have an employer-employee relationship with USAID and there is no direct supervision by a U.S. Direct Hire employee. Also, they do not occupy U.S. government space or use U.S. government supplies. They are not institutional contractors nor people hired under a service contract.
NPSF:	Non-PSC of other nationalities. These individuals are not Americans; they have individual contracts with us but do not occupy U.S. government space nor do they use U.S. government supplies.

APPENDIX B - GDA SECRETARIAT PARTNERSHIP

One hallmark of public-private alliances is engaging nontraditional partners. USAID has partnered with nearly 700 different organizations in FY 2002 and FY 2003. These include: 215 private businesses, 179 NGOs (non-governmental organizations including faith-based organizations), 67 foundations, 61 trade associations, 11 bilateral donors, 18 multilateral donors, 75 federal or national government agencies (in the United States and host countries), 17 local government agencies, 50 higher learning institutions, and five (5) regional organizations. Many of these partners had no prior experience as a USAID implementing partner or cooperating agency.

ILLUSTRATIVE LIST BELOW

FOUNDATION/PHILANTHROPISTS

African Wildlife Foundation	Fundacion Jatun Sacha
Aga Khan Foundation	Fundacion PUMA (Proteccion y uso sostenible del medio ambiente)
Agros Foundation	GE Fund
American Nicaraguan Foundation (ANF)	German Marshall Fund of the United States
Amy Biehl Foundation Trust (ABFT)	Gillette Foundation
Arthur Blank Family Foundation	Henry J. Kaiser Family Foundation
AVINA Foundation	Humane Society of the US
Bill & Melinda Gates Foundation	Huntsman Foundation
Biodiversity Trust Fund	International Youth Foundation (IYF)
Brown Foundation	J.M. Kaplan Fund
Cafesjian Family Foundation	Jinishian Memorial Foundation
Case Foundation	John D. and Catherine T. MacArthur Foundation
Charles Stewart Mott Foundation	Kellogg Foundation
Conrad N. Hilton Foundation (CNHF)	Levi Strauss Foundation
David and Lucille Packard Foundation	Lincy Foundation
Ecotourism Society of Sri Lanka	Lions Club International Foundation
Ecumenical Church Loan Fund	Mexican Foundation for the Development of Folk Art
Elizabeth Glaser Pediatric AIDS Foundation	Multichoice Africa
Eurasia Foundation	National Fish and Wildlife Foundation
Finca International	Norwegian Refugee Council
Ford Foundation	NOVIB
Foundation for Integrated Education and Development - FUNEDESIN	Omidyar Foundation
Foundation Hassan II	Open Society Institute
Friedrich Ebert Stiftung	Overbrook Foundation
	Reef Check Foundation
	Ricardo Maduro Education Foundation (FEREMA)
	Robert Wood Johnson Foundation

Rockefeller Foundation
 Rotary International
 Schwab Foundation for Social Entrepreneurship
 Skoll Foundation
 Soros Foundation
 Starr Foundation
 Surdna Foundation
 Telkom Foundation
 The Richard and Helen DeVos Foundation
 The Vaccine Fund
 The Wellcome Trust
 UN Foundation (UNF)
 Wallace Global Foundation
 WestWind Foundation
 William and Flora Hewlett Foundation
 World Cocoa Foundation (WCF)

PRIVATE BUSINESSES

A.K. Oils and Fats Ltd. (Mukano Industries)
 Abbott Laboratories
 ADM Cocoa
 Agriflora Ltd.
 AllAfrica Global Media
 AlphaSmart
 AMANCO
 American Express
 Amiran Ltd.
 Andersen Corporation
 Aracruz Celulose
 Aveda
 Aventis
 A-Z Tours International
 Bajaj Auto Limited (BAL)
 Balzac Brothers & Co.
 Barclays Bank Zambia, Ltd.
 Barry-Callebaut
 BASF
 Bayer
 Becton, Dickinson, & Co.
 BioResources (Gh) Limited
 Birchfield Interactive PLC
 Boyd Coffee Company
 British Petroleum (BP)
 Cadbury Schweppes
 Caja Popular Mexicana
 CALTEX Philippines
 Cambridge Bioscience, Ltd.
 Cape Natural Teas
 Cargill
 Cascadia Forest Goods
 Caterpillar International
 Central East Africa Railways Company Ltd. (CEAR)
 Cenevo
 Cheetah Zambia Ltd.
 ChevronTexaco
 Chiquita
 Cikel Group
 CIRANDA
 Cisco Systems
 Citigroup
 Clean Chemical Sweden AB
 Coca Cola
 Coffee Enterprises
 Colgate-Palmolive
 Compañía de Minas Buenaventura SAA
 (Buenaventura Mining Company)
 Compania Luz y Fuerza
 ComputerAid International
 Connex
 Corporacion Dominicana de Empresas Electricas Estatales
 Covington and Burling
 Credit Agricole
 D&S Gelfuel Limited
 D.R. Wakefield and Company Limited
 DeBeers
 Development Alternatives International (DAI)
 Device Global Technology
 DFCU Leasing
 Douglas White Architects

ECOM	Hindalco
EDE Consulting	Home Depot
Edelman Worldwide	Honest Tea
Egyptian Natural Gas Holding Company	House of Godrej
Electricite de France International (EDF)	IBM
Energy Conversion Devices (ECD)	IKEA
Environment System Products (ESP)	Intermarket Discount House Zambia Ltd.
EplerWood International	International Specialties, Inc.
ERM Japan	Intervet International
Ernst & Young	Intracawood
ESRI	Java City
Evensen Dodge	Johnson and Johnson (J&J)
Exportimo/South Cone Trading	Kinko's, Inc.
Exxon Mobil	Konkola Copper Mines (KCM)
Felton International	KPI
Femmes du Maroc Magazine	Kraft Foods
Finta Dairy Company Limited	Laboratoire Toulard
Fitch Rating	Land O'Lakes
Fludor S.A.	Lebanese Leasing Company
Forest Fruits and African Botanical	Levis Jeans
Forest World Group	Lifelines Technology NJ
Frontier Financial	Lippencot Mercer
GAPI	Liz Claiborne
General Mills	Lucent Technologies
Gibson	M&M/Mars
GICA	Maganjo Grain Millers Ltd.
GlaxoSmithKline	Magensa
Global Medical Technologies	Masterfoods
Godrej Industries Limited.	Maxygen Inc.
Goldman Sachs	McDonald's Corp
Good Coffee Company	McKinsey & Company
Gorkha Ayurved Company (P) Ltd.	Merck & Co.
Grassroots Natural Products	Michigan Credit Union League (MCUL)
Green Mountain Coffee Roasters	Microsoft Corporation
Heinz	Millstone
Hershey Foods	Mirant
Hewlett Packard	Monsanto
Highland Coffee Promotion Company	Morton Salt Company
Himalayan BioTrade Pvt. Ltd. (HBTL)	Motorola

Mr. Biggs	Small Industries Bank of India (SIDBI)
MSN	SMART
MTN Cell Phone Service Providers	Societe de Prod et Commercial d'Intrants Agricoles (SPCIA)
MTV International	Staples, Inc
Namib Lodge Company (NLC, Wilderness Safaris)	Starbucks Coffee Company
Nestle	Startech Communications
Neumann Kaffee Gruppe	STIHL Brazil
Newdea Inc.	Stravendale Farm
Nike, Inc.	Sumalindo
Nokia	Sun Microsystems
Norm Thompson Outfitters	Sunflag
North American Wood Products	Sveaskog
Oderbrecht	Synergie S.A.
Orange	Tata Iron & Steel Company Limited
Paprika Zimbabwe	The Bank of Brazil
Pfizer	The Bauchi Meat Company
Pfizer-Pharmacia	The Flying J Petroleum Distribution Company
PHYTO RAMA	The Gap
Planning and Development Collaborative International, Inc. (PADCO)	Timberland
Plywood de Nicaragua S.A. (PlyNic)	Time, Inc.
PROCINSA	Toyota Motor Sales USA, Inc.
Procter & Gamble	Trojan
PROMPEX	UNGA 2000 Ltd.
QIT Madagascar Minerals (QMM)	Unilever
Radio Works	UPL
RandGold	Veracel Celulose S/A
RarTel	Vestergaarden
Rene	Viacom
Robertet	Vical, Inc.
Roche Vitamins	Visa International
Royal Ahold, Inc.	Volcafe
Royal Cup	Wangwa Farms Ltd.
Schaffer and Associates International	West African Gas Pipeline Company (WAPCo)
Schering-Plough	Westwood One Radio Network
Scimedx Corporation	Worldspace
Shell Petroleum	Wyeth
Siamdutch	Yachana Gourmet S.A.
Silkroute Indochem Limited (SIL)	Yahoo
	Young and Rubicam

TRADE ASSOCIATIONS

Alluvial Diamond and Gold Miners Association of Kono District (ADAGMAK)	Himalayan Orthodox Tea Producer Association
American Chambers of Commerce in Nicaragua (AMCHAM)	Indian Chamber of Commerce's (ICC) Environmental Management Centre
American Forest and Paper Association	Information Industry South Africa
APCAM/APROFA	Information Technology Association of America (ITAA)
Asesewa Farmer Association	International Cocoa Organization
Asian Broadcasting Union	International Office of Cocoa, Chocolate and Sugar Confectionery
Association des Producteurs de Café-Cacao de Cote d'Ivoire	International Private Water Association (IPWA)
Association for Agricultural Research in East and Central Africa (ASARECA)	KfW
Association for Environmental Consultants and Contractors, Malaysia (AECCOM)	La Romana-Bayahibe Hotel Association
Association for Intensive Plant Production (AIPP)	Millers Association of Zambia
Association of the Chocolate, Biscuit & Confectionery Industries of the EU	National Chambers of Commerce and Industry
Bankers Association of Zambia	National Coffee Association
Bauchi Information Technology Forum (ITF) and Private Partnerships in LGAs.	National Forestry Chamber
Begoro Farmer Association	National Telecommunications Cooperative Association
Business Against Crime	Organic Producers and Processors of Zambia (OPPAZ)
Cattle Sellers/Buyers Associations	Philippine Tropical Fish Exporters Association (PTFEA)
Chocolate Manufacturers Association (CMA)	SANPROTA
Cocoa Merchants Association of America (CMAA)	Southern Africa Herbal Health Association
Colombian Chamber of Commerce	The American Chamber of Commerce
Confederation of Indian Industry (CII)	The Biscuit, Cake, Chocolate and Confectionery Alliance
Confederation of Mozambique Business Associations (CTA)	The International Textile, Garment and Leather Workers' Federation (ITGLWF)
Consortium of leading tour operators in Sri Lanka	Uganda Coffee Trade Federation
East African Fine Coffees Association (EAFCA)	United States Pet Industry Joint Advisory Council (PIJAC)
Electric Drive Transport Association (EDTA)	US Halal Chamber of Commerce
European Broadcasting Union	WESGRO
Federation of Cocoa Commerce	World Chlorine Council (WCC)
Federation of Indian Chambers of Commerce and Industry (FICCI)	World Council of Credit Unions (WOCCU)
Forest Industries Federation of Pará (FIEPA)	World Information Technology and Services Alliance (WITSA)
Forest Products Association of Canada	Zambia Coffee Growers Association
Ghana Federation of Traditional Medicine Practitioners	Zambia National Farmers Union (ZNFU)
Guinea Chamber of Mines	

APPENDIX C - USAID DATA ESTIMATION METHODOLOGY

At times, it may be necessary to estimate performance results data that are to be included in the Agency's performance-related reports. This is particularly true in the case of the PAR, which is now due on November 15th, a mere six weeks after the end of the fiscal year.

However, data estimation is an accepted practice when reporting data. Nevertheless, estimated data should be verifiable; it should be complete, reliable, comparable, and consistent. Furthermore, the methodology used to estimate data should be well documented. Accordingly, USAID employs various methods to accurately estimate performance data, as described in the table below.

SELECTED METHODS USED FOR DATA ESTIMATION
<p>Expert Opinion</p> <p>Data estimates can be based on employee judgment and experience. Only those employees who are familiar with the relevant organizational processes and procedures should be consulted.</p>
<p>Historical Trends</p> <p>Historical data can be the best indicator of present and future performance. Historical data will typically show seasonal and annual trends.</p>
<p>Extrapolation</p> <p>Partial-year data can be averaged or extrapolated to project full-year estimates. Partial-year data estimation should be performed by employees who are most familiar with the data in question.</p>
<p>Sampling and Statistics</p> <p>If the cost in time and resources for collecting a large amount of data is too high, a statistically valid sample will often suffice.</p>

Data estimation evolves and becomes more precise over time. The first time an estimate is calculated, it may be inaccurate, especially if there is no historical data to use for comparison purposes. Subsequent estimates often benefit from historical or actual data and are, therefore, more reliable.

POINT OF CONTACT

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APPENDIX D - GLOSSARY OF TERMS

The glossary defines legislative, administrative, programming and budget terms referred to in this budget justification. Frequently used abbreviations are included.

Accrual: An estimate of cost that has been incurred but not yet paid by the Agency. An accrual is calculated for a specific agreement. It helps provide current information on the financial status of an activity and program.

Activity: A set of actions through which inputs such as commodities, technical assistance and training are mobilized to produce specific outputs such as vaccinations given, schools built, and micro-enterprise loans issued. Activities are undertaken to achieve "strategic," "special," or "strategic support" objectives that have been formally approved and notified to Congress.

Actual Year: Last completed fiscal year; in this case, FY 2003.

Agency Strategic Plan: See Joint State-USAID Strategic Plan.

Agreement: An agreement is the formal mutual consent of two or more parties. The Agency employs a variety of agreements to formally record understandings with other parties, including grant agreements, cooperative agreements, strategic objective agreements, memoranda of understanding, interagency agreements, contracts, and limited scope grant agreements. In most cases, the agreement identifies the results to be achieved, respective roles and contributions to resource requirements in pursuit of a shared objective within a given timeframe.

Annual Performance Plan: See Performance Budget.

Annual Performance Report: See Performance and Accountability Report (PAR).

Annual Report: The document that is reviewed internally and submitted to USAID headquarters by the field or Washington operating unit on an annual basis. The Annual Report is used to produce several other Agency reports.

Appropriation: An act of Congress permitting Federal agencies to incur obligations for specified purposes, e.g., Consolidated Appropriations Act, 2004.

Appropriation Accounts: The separate accounts for which specific dollar amounts are authorized and appropriated.

Authorization: Substantive legislation that establishes legal operation of a Federal program, either indefinitely or for a specific period, and sanctions particular program funding levels, e.g., the Foreign Assistance Act of 1961, as amended (FAA).

Economic assistance provided by the United States directly to a country or through regional programs to benefit one or more countries indirectly. (USAID Child Survival and Health Programs Fund, Development Assistance, Economic Support Fund, Assistance for Eastern Europe and the Baltic States, Assistance for the Independent States of the former Soviet Union, and most P.L. 480 food aid are among the U.S. bilateral programs. Others include Peace Corps and International Narcotics Control.)

Budget Authority: Authority provided to the U.S. Government by law to enter into obligations that result in outlays of government funds.

Budget Justification: See Congressional Budget Justification.

Budget Year: Year of budget consideration; in this case, FY 2004.

Child Survival and Health Programs Fund: An appropriation account (formerly Child Survival and Diseases Program Fund) for funding child survival, assistance to combat HIV/AIDS and other infectious diseases, and family planning activities.

Congressional Budget Justification: The presentation to the Congress (CBI) that justifies USAID's budget request and provides information on the programs, objectives, and results. (Formerly referred to as the Congressional Presentation.)

Consortium Grant: A grant to consortia of private and voluntary organizations (PVO) to enable a group of PVOs with similar interests to exchange information and program experiences and to collaborate on programs, thereby avoiding duplication.

Continuing Resolution: A joint resolution passed to provide stop-gap funding for agencies or departments whose regular appropriations bills have not been passed by the Congress by the beginning of the fiscal year.

Cooperative Development Organization (CDO): A business voluntarily owned and controlled by its users and operated for their benefit.

Deobligation: Unexpended funds obligated for a specific activity that are subsequently withdrawn, following a determination that they are not required for that activity.

Development Assistance: Assistance under Chapters I and IO of the Foreign Assistance Act primarily designed to promote economic growth and equitable distribution of its benefits.

Development Assistance Committee (DAC): A specialized committee of the Organization for Economic Cooperation and Development (OECD). The purpose of the DAC is to increase total resources made available to developing countries. Member countries jointly review the amount and nature of their contributions to bilateral and multilateral aid programs in the developing countries. DAC members are Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Italy, Japan, the Netherlands, New Zealand, Norway, Sweden, Switzerland, the United Kingdom, the United States, and the Commission of the European Economic Communities.

Development Fund for Africa (DFA): The Development Fund for Africa (Chapter IO of the Foreign Assistance Act), relating to the authorization of long-term development assistance for sub-Saharan Africa, was added to the FAA by the Foreign Operations, Export Financing, and Related Programs Appropriations Act of 1991 (P.L. 101-513).

Development Loan: Development assistance that must be repaid, usually a long-term, low-interest loan repayable in U.S. dollars.

Development Program Grant (DPG): A grant to assist a private and voluntary organization to strengthen its ability to be an effective development agency.

Disbursement: Actual payment made for a product, service or other performance, pursuant to the terms of an agreement.

Economic Assistance: Bilateral and multilateral foreign assistance designed primarily to benefit the recipient country's economy. Military assistance, Export-Import Bank activities, Overseas Private Investment Corporation programs and Commodity Credit Corporation short-term credit sales, which have primary purposes other than economic development, are not included in this category.

Economic Support Fund: An appropriation account for funding economic assistance to countries based on considerations of special economic, political or security needs and U.S. interests. It took the place of Security Supporting Assistance, as provided in Section 10(b)(6) of the International Security Assistance Act of 1978 (92 STAT 735).

Expenditure: As reported in this document, represents the total value of goods and services received, disbursement for which may not have been made. A disbursement, also referred to as an actual expenditure or outlay, represents funds paid from the U.S. Treasury.

Fiscal Year: Yearly accounting period, without regard to its relationship to a calendar year. (The fiscal year for the U.S. Government begins October 1 and ends September 30.)

Foreign Assistance Act (FAA): The Foreign Assistance Act of 1961, as amended (USAID's present authorizing legislation).

Foreign Assistance and Related Programs Appropriation Act: The Appropriation Act for a particular year for economic (except P.L. 480 food aid) and military assistance and Export-Import Bank.

FREEDOM Support Act (FSA): The Freedom for Russia and Emerging Eurasian Democracies and Open Markets Support Act of 1992 (FREEDOM Support Act, P.L. 102-511) authorizes assistance to the Independent States of the former Soviet Union (referred to as Eurasia).

Functional Assistance: Development Assistance funded from the Development Assistance, Child Survival and Health Programs Fund, and Development Credit Programs appropriation accounts and authorized from one of the following eight authorization accounts: (1) Agriculture, Rural Development and Nutrition; (2) Population Planning; (3) Health; (4) Child Survival; (5) AIDS Prevention and Control; (6) Education and Human Resources Development; (7) Private Sector, Environment and Energy; and (8) Science and Technology.

Global Program or Activity: A global program or activity refers to a USAID program or activity that takes place across various regions (i.e., trans-regional in nature). This type of program is most often managed by a central operating bureau such as Democracy, Conflict, and Humanitarian Assistance; Economic Growth, Agriculture, and Trade; and Global Health.

Goal: A long-term development result in a specific area to which USAID programs contribute and which has been identified as a specific goal by the Agency.

Government Performance and Results Act: The Government Performance and Results Act (GPRA) of 1993 (PL 103-62) provides for the establishment of strategic planning and performance management in the Federal government.

Grant: Assistance to an organization to carry out its activities as opposed to the acquisition of services for USAID or a host country that need not be repaid. (Term also describes a funding instrument for programs of an institution or organizations, e.g., International Executive Service Corps or an international agricultural research center.)

Gross Domestic Product (GDP): Measures the market value of total output of final goods and services produced within a country's territory, regardless of the ownership of the factors of production involved, i.e., local or foreign, during a given time period, usually a year. Earnings from capital invested abroad (mostly interest and dividend receipts) are not counted, while earnings on capital owned by foreigners but located in the country in question are included. The GDP differs from the GNP in that the former excludes net factor income from abroad.

Gross National Product (GNP): Measures the market value of total output of final goods and services produced by a nation's factors of production, regardless of location of those factors, i.e., in the country or abroad, during a given time period, usually a year. Earnings from capital owned by nationals but located abroad (mostly interest and dividend receipts) are included, while earnings in the country by factors owned by foreigners are excluded.

Host Country: A country in which the USAID sponsoring unit is operating.

Input: A resource, operating expense or program funded, that is used to create an output.

Intermediate Result: The most important results that must occur in order to achieve a strategic objective; a cluster or summary of results used in summarizing the results framework.

International Financial Institution (IFI): Currently known as a multilateral development bank (MDB), a multilateral lending institution that provides resources for development. These institutions, or banks, include the following: Asian Development Bank (ADB) and Fund (ADF), African Development Bank (AFDB) and Fund (AFDF), European Bank for Reconstruction and Development (EBRD), Inter-American Development Bank (IADB), International Bank for Reconstruction and Development (IBRD), or the "World Bank"), International Finance Corporation (IFC),

International Development Association (IDA), Middle East Development Bank (MEDB), and North American Development Bank (NADB).

Joint Planning: A process by which an operating unit actively engages and consults with other relevant and interested USAID offices in an open and transparent manner. This may occur through participation on teams or through other forms of consultation.

Joint State Department-USAID Strategic Plan: All federal agencies produce a multi-year Agency Strategic Plan (ASP). In 2003, USAID and the Department of State wrote a joint strategic plan detailing USAID and Department of State contributions to the development and diplomacy objectives of the National Security Strategy of the United States. It represents the Agency's overall plan for providing development assistance. The strategic plan articulates the Agency's mission, goals, and program approaches.

Life of Strategic Objective: The approved time for a strategic objective, that can be amended at any time. While formal approval is within the overall operating unit's strategic plan, a strategic objective may not necessarily begin and end when a plan begins and ends. No activity helping to achieve a result for a given strategic objective can be implemented beyond that strategic objective's life.

Limited Scope Grant Agreement: This agreement is similar to the strategic objective agreement, but is shorter in length. It is used for obligating funds for a small activity or intervention, e.g., participant training or program development and support.

Loan: Assistance that must be repaid. Repayment terms for development loans under Development Assistance and the Economic Support Fund are established by USAID in accordance with the Foreign Assistance Act of 1961, as amended (FAA), and the current Foreign Assistance and Related Programs Appropriation Act.

Manageable Interest: That which is within USAID's reasonable control, within the context of contracts and grants. That which is in the strategic objective team's reasonable influence, in the context of the strategic objective team including partners.

Management Services Grant: A grant to a private and voluntary organization (PVO) that in turn provides management or program support services (e.g., clearinghouse, accounting assistance, evaluation) to other PVOs.

Mission: The ultimate purpose of the Agency's programs. It is the unique contribution of USAID to U.S. national interests. There is one Agency mission.

Mission: The Agency field office that oversees USAID activities in a host country.

Multilateral Assistance: Assistance which the United States provides to less or least developed countries (LDC) through multilateral development banks, the United Nations agencies, and other international organizations with development purposes.

Multilateral Development Bank (MDB): See international financial institutions.

National Interest: A political and strategic interest of the United States that guides the identification of recipients of foreign assistance and the fundamental characteristics of development assistance.

New Directions: Legislation enacted in 1973 requiring USAID to focus more of its efforts on helping the poor majority in developing countries.

Nongovernmental Organization (NGO): An organization, organized either formally or informally, that is independent of government.

Non-Presence Country: A country where USAID-funded activities take place but where U.S. direct-hire staff are not present to manage or monitor these activities. Note that some non-presence countries may have other USAID employees, such as foreign service nationals or U.S. personal service contractors, present.

Non-Project Assistance: Program or commodity loans or grants that provide budget or balance-of-payments support to another country. Such assistance is usually funded under the Economic Support Fund or Development Fund for Africa.

Obligation: Legal commitment of funds through such mechanisms as signed agreements between the U.S. Government and host governments, contracts and grants to organizations, and purchase orders.

Objective: A significant development result that contributes to the achievement of an Agency goal. Several Agency objectives contribute to each Agency goal. An Agency objective provides a general framework for more detailed planning that occurs for a specific country and regional program.

Ocean Freight Reimbursement: Reimburses private and voluntary organizations (PVO) for up to one-half of their cost in shipping equipment and commodities overseas in support of their development programs.

Official Development Assistance (ODA): Assistance on concessional terms (with a grant element of at least 25%), provided by member countries of the Development Assistance Committee to promote economic development in developing countries.

Operating Expenses: Those appropriated funds used to pay salaries, benefits, travel, and all support costs of direct-hire personnel. The "cost of doing business."

Operating Unit: An agency field mission or Washington office or higher level organizational unit that expends program or operating expense funds to achieve a strategic or special objective, and that has a clearly defined set of responsibilities focused on the development and execution of a strategic plan.

Operational Year: Fiscal year in progress (current year), presently FY 2004.

Operational Program Grant (OPG): A grant to private and voluntary organizations to carry out specific programs.

Organization for Economic Cooperation and Development (OECD): Organization of donor countries that promotes policies designed to stimulate economic growth and development of less developed countries. OECD member countries are Australia, Austria, Belgium, Canada, Denmark, Finland, France, the Federal Republic of Germany, Greece, Iceland, Ireland, Italy, Japan, Luxembourg, the Netherlands, New Zealand, Norway, Portugal, Spain, Sweden, Switzerland, Turkey, the United Kingdom and the United States.

Outlay: Cash disbursement from the Treasury.

Output: A tangible immediate and intended product or consequence of an activity. Examples of outputs include personnel trained, people fed, analyses prepared, vaccinations given, policies recommended, technical assistance delivered, better technologies developed, and new construction completed.

Parameter: A given framework or condition within which decision-making takes place, i.e., Agency goals, earmarks, legislation, etc.

Parameter-setting: A process by which a parameter is agreed upon and used to define limits, constraints and options for the development or revision of a strategic plan.

Participant: USAID-sponsored, less developed country (LDC) national being trained outside his or her own country.

Peacekeeping Operations: The program authorized and appropriated for a special type of economic assistance for peacekeeping operations and other programs carried out in furtherance of the national interests of the United States.

Performance and Accountability Report: The Agency's performance and accountability report (PAR) synthesizes the Agency program performance for the year ending the past September (e.g., FY 2003). It reports by Agency goal against the Agency's FY 2003 annual performance plan that was prepared and submitted to Congress in 2001. The annual performance plan is a required document under the Government Performance and Results Act. In contrast, the annual budget justification is organized by the operating, or management, units in countries, regions, or Washington. The budget justification reports on the performance of each program managed by each Agency operating unit.

Performance Budget: The Agency's performance budget (PB) summarizes the Agency's performance plans for the same year as the budget request year (e.g., FY 2005). It is organized by the Agency goals outlined in the Agency strategic plan. The annual performance plan is a required document under the Government Performance and Results Act. In contrast, the annual budget justification is organized by specific countries, regions, or global programs. The budget justification contains the plans for each Agency operating unit.

Performance Indicator: Particular characteristic or dimension used to measure intended changes defined by an organizational unit's results framework. Performance indicators are used to observe progress and to measure actual results compared to expected results. The indicators are usually expressed in quantifiable terms, and should be objective and measurable (numeric values, percentages, scores and indices).

Performance Plan: The performance plan identifies annual performance benchmarks of the operating unit. Meeting benchmarks, or the planned levels of achievement for a given year, are considered important steps toward ultimately achieving the ten-year performance goals identified in the Strategic Plan.

Performance Target: The specific and intended result to be achieved within an explicit timeframe and against which actual results are compared and assessed. In addition to final targets, interim targets also may be defined.

Pillar: USAID's new strategic orientation involves four pillars. The first, the Global Development Alliance (GDA), represents a change in the way USAID implements assistance; USAID will serve as a catalyst to mobilize the ideas, efforts, and resources of the public sector, corporations, the higher education community, and nongovernmental organizations in support of shared objectives overseas. USAID has aggregated its current and mutually reinforcing programs and activities into three program pillars to utilize resources more effectively and to describe its programs more clearly. The three program pillars are Democracy, Conflict, and Humanitarian Assistance; Economic Growth, Agriculture, and Trade; and Global Health.

Pipeline: The difference between obligations and expenditures.

President's Budget: Budget for a particular fiscal year transmitted to Congress by the President in accordance with the Budget and Accounting Act of 1921, as amended.

Private and Voluntary Organization (PVO): A non-profit, tax-exempt and nongovernmental organization established and governed by a group of private citizens whose purpose is to engage in voluntary charitable and development assistance operations overseas.

Program: A coordinated set of USAID-financed activities directed toward specific goals. For example, maternal and child health, nutrition, education and family planning activities designed to promote the spacing of children may comprise a program to reduce infant deaths.

Program Approach: A tactic identified by the Agency as commonly used to achieve a particular objective. Several program approaches are associated with each Agency objective.

Project: A structured undertaking (often involving considerable money, personnel and equipment) of limited duration that is developed through various bureaucratic, analytical, and approval processes in order to achieve a tangible objective (e.g., a school construction project, an adult literacy project). A project should be considered as one of several types of activities that contribute to a given result or set of results. (See Activity.)

Public Law 480: The Agricultural Trade Development and Assistance Act of 1954, as amended, which governs administration of the U.S. Food for Peace program. (Term P.L. 480 is often used to describe food aid.)

Reimbursement: Collection of funds for services provided to recipients outside the USAID.

Reobligation: Obligation of an amount that had been obligated and deobligated in prior transactions.

Result: A significant, intended and measurable change in the condition of a customer, or a change in the host country, institution or other entity that will affect the customer directly or indirectly.

Results Framework: The results framework explains how the strategic objective is to be achieved, including those results that are necessary and sufficient, as well as their causal relationships and underlying assumptions.

Results Package: A collection of activities, including staff and partner involvement, necessary and sufficient to achieve one or more results in a results framework.

Results Review and Resource Request (R4): This document has been replaced by the Annual Report.

Special Objective: The result of an activity or activities that do not qualify as a strategic objective, but support other U.S. Government assistance objectives. A special objective is expected to be small in scope relative to the portfolio as a whole.

Stakeholder: An individual or group who has an interest in and influences USAID activities, programs and objectives.

Strategic Framework: A graphical or narrative representation of the Agency's strategic plan. The framework is a tool for communicating the Agency's development strategy. The framework also establishes an organizing basis for measuring, analyzing, and reporting results of Agency programs.

Strategic Objective: The most ambitious result that an Agency operational unit, along with its partners, can materially affect, and for which it is willing to be held accountable within the time period of the strategic objective.

Strategic Plan: The framework which an operating unit uses to articulate the organization's priorities, to manage for results, and to tie the organization's results to the customer and beneficiary. The strategic plan is a comprehensive plan that includes the limitation of strategic objectives and a description of how resources will be deployed to accomplish the objectives. A strategic plan is prepared for each portfolio whether it is managed at a country, regional, or central level.

Support for East European Democracy (SEED) Act: The Support for East European Democracy Act of 1989 (P.L. 101-179) authorizes assistance to Eastern Europe.

Sustainable Development: Economic and social growth that does not exhaust a country's resources; that does not damage the economic, cultural or natural environment; that creates incomes and enterprises; and that builds indigenous institutions.

Target: See Performance Target.

APPENDIX E: ABBREVIATIONS AND ACRONYMS

A/AID	Office of the Administrator	AFDB	African Development Bank
A&A	Acquisition and Assistance	AFDF	Africa Development Fund
AACD	Activity Assistance Completion Date	AFR	Africa Bureau
AAD	Activity Approval Document	AG	Attorney General
AAEF	Albanian-American Enterprise Fund	AGEXPRONT	Nontraditional Exporters' Guild (Guatemala)
AAFLI	Asian-American Free Labor Institute	AGILE	Accelerated Growth, Investment, and Liberalization with Equity
AATF	African Agricultural Technology Foundation	AGOA	Africa Growth and Opportunities Act
ABA	American Bar Association	AIDS	Acquired Immune Deficiency Syndrome
ABC	Abstinence, Being Faithful and Using Condom Approach	AIDSCAP	Acquired Immunodeficiency Syndrome Control and Prevention Project
ABEL	Advancing Basic Education and Literacy	AIFLD	American Institute for Free Labor Development
ACDI	Agriculture Cooperation Development International	AIHA	American International Health Alliance
ACDI	Agricultural Cooperative Development Institute	AIN	Integrated Child Care (English translation)
ACI	Andean Counterdrug Initiative	ALGAS	Asia Least Cost Greenhouse Gas Abatement Strategy
ACILS	American Center for International Labor Solidarity	ALO	Association Liaison Office
ADB	Asian Development Bank	AMIR	Access to Micro-Finance and Implementation of Policy Reform
ADEA	Association for the Development of Education in Africa	AMR	Anti-Microbial Resistance
ADEX	Exporters' Association (Peru)	ANACAFE	Guatemala' National Coffee Association
ADF	African Development Foundation	ANE	Asia and Near East Bureau
ADP	Automated Data Processing	ANERA	American Near East Refugee Aid
ADR	Alternative Dispute Resolution	AOJ	Administration of Justice
ADS	Automated Directives System	AOJS	Administration of Justice Support
AED	Academy for Educational Development	APAC	AIDS Prevention and Control
AEEB	Assistance to Eastern Europe and the Baltics	APEC	Asia-Pacific Economic Cooperation
AELGA	Africa Emergency Locust and Grasshopper Assistance	APEDA	Agricultural Products Export Development Authority
AERA	Accelerating Economic Recovery in Asia	APPT	Abuse Prevention and Protection Team

APR	Agricultural Policy Reform	CAFTA	Central America Free Trade Agreement
APRP	Agricultural Policy Reform Program	CAI	Creative Associates Incorporated
AREP	Accelerated Reform for Enterprise Promotion	CAIC	Caribbean Association of Industry and Commerce
ARI	Acute Respiratory Infection	CAMP	Coastal Aquifer Management Program
ARV	Anti-Retroviral Vaccines	CAP	Counterpart Alliance for Partnership Program
ASHA	American Schools and Hospitals Abroad	CAPAS	Central American Protected Areas System
ATFL	American Task Force in Lebanon	CAPEL	Center for the Promotion of Electoral Assistance
ATI	Appropriate Technology International	CARE	Cooperative for Assistance and Relief Everywhere, Inc.
ATRIP	Africa Trade and Investment Program	CAREC	Caribbean Epidemiology Center
AUB	American University of Beirut	CARICOM	Caribbean Community
AUSAID	Australia Agency for International Development	CARPE	Central African Regional Program for the Environment
AVRDC	Asian Vegetable Research and Development Center	CATIE	Center for Tropical Agriculture Investigations and Studies
AVSC	Access for Voluntary Surgical Contraceptive	CBFRM	Community-based Forest Resource Management
AWACS	AID Worldwide Accounting and Control System	CBJ	Congressional Budget Justification
BASIC	Basic Support for Institutionalized Child Support	CBNRM	Community-based Natural Resource Management
BBSA	Basic Business Skill Acquisition	CBO	Community-Based Organization
BCN	Biodiversity Conservation Network	CCA	Clinger-Cohan Act
BIGUF	Bangladesh Independent Garment Workers Union Federation	CCAD	Central American Commission for Environment and Development
BOD	Biochemical Oxygen Demand	CCM	Country Coordinating Mechanism
BOOT	Build-Own-Operate-Transfer	CCP	Code of Criminal Procedures
BOT	Build-Operate-Transfer	CCT	Cooperative Coffee Timor
BRAC	Bangladesh Rural Advancement Committee	CDC	Centers for Disease Control and Prevention
BSM	Business Systems Modernization	CDIE	Center for Development Information and Evaluation
BTEC	Business Transformation Executive Committee	CDO	Cooperative Development Organization
CA	Cooperating Agency	CDP	Cambodian Defenders Project
CAAEF	Central Asian - American Enterprise Fund	CDR	Cooperative Development Research Program (U.S.-Israel)
CABEI	Central American Bank for Economic Integration	CECI	Canadian Center for International Studies and Cooperation
CABIO	Collaborative Agricultural Biotechnology Initiative	CEDPA	Center for Development and Population Activities
CAC	Community Access Center		
CACEDERF	Central America and Caribbean Emergency Disaster Relief Fund		

CEE	Central and Eastern Europe	CMM	Country Coordinating Mechanism
CEELI	Central and East European Law Institute	CMR	Child Mortality Rate
CEP	Community Empowerment Program	CMS	Commercial Markets Strategy
CEPAL	Economic Commission for Latin America	CNG	Compressed Natural Gas
CEPPS	Consortium for Elections and Political Processes Strengthening	CO2	Carbon Dioxide
CERTI	Complex Emergency Response and Transition Initiative	COE	Council of Europe
CETTI	Centers of Excellence in Teacher Training Initiative	COEN	El Salvador Disaster Preparedness Organization
CEWARN	Conflict Early Warning Network	COMESA	Common Market for Eastern and Southern Africa
CFET	Consolidated Fund for East Timor	COMURES	Corporation of Municipalities in El Salvador
CFO	Chief Financial Officer	CONRED	National Disaster Coordinating Committee (Guatemala)
CG	Consultative Group	CONTIERRA	Land Conflict Resolution Commission (Guatemala)
CGAP	Consultative Group to Assist the Poorest	COOP	Continuity of Operations
CGIAR	Consultative Group for International Agricultural Research	COP	Community of Practice
CHF	Cooperative Housing Foundation	COTS	Commercial off the Shelf
CIDA	Canadian International Development Agency	CP	Congressional Presentation (now Congressional Budget Justification)
CIF	Capital Investment Fund	CPA	Coalition Provisional Authority (Iraq)
CIFOR	Center for International Forestry Research	CPIC	Capital Planning and Investment Control
CILSS	Permanent Interstate Committee for the Control of Drought in the Sahel	CPP	Comprehensive Post Partum Center
CIMMY	International Maize and Wheat Improvement Center	CPR	Contraceptive Prevalence Rate
CIP	Commodity Import Program	CRM	Coastal Resources Management
CIT	Communities in Transition	CRS	Catholic Relief Services
CITES	Convention of International Trade in Endangered Species	CRSP	Collaborative Research Support Program
CLD	Consortium for Legislative Development	CSD	Child Survival and Diseases Fund (now Child Survival and Health Program Fund)
CLD/SUNY	Center for Legislative Development, State University of New York, Albany	CSD	Commission on Sustainable Development
CLDP	Commercial Law Development Program	CSE	Colombo Stock Exchange
CLUSA	Cooperative League of the United States of America	CSG	Council of State Governments
CMM	Conflict Management and Mitigation	CSH	Child Survival and Health Programs Fund
		CSM	Contraceptive Social Marketing
		CSO	Civil Society Organization
		CSW	Commercial Sex Workers

CT	Cash Transfer	DOS	Department of State, U.S. Government
CVA	Conflict Vulnerability Assessment	DOT	Department of Treasury, U.S. Government
CWS	Church World Services	DOTS	Directly Observed Therapy, Short Course
CY	Calendar Year	DP	Democracy Partnership
CYP	Couple-Years' Protection	DPEP	District Primary Education Program
DA	Development Assistance	DPT	Diphtheria, Pertussis and Tetanus
DAC	Development Assistance Committee (OECD)	DPT3	Diphtheria, Pertussis, Tetanus Immunization Series
DAF	Development Assistance Fund	DRG	Diagnostic -Related Group
DAI	Development Alternatives International	DRI	Development Readiness Initiative (USAID)
DAP	Development Activity Proposal	DRI	Diplomatic Readiness Initiative (Department of State)
DART	Disaster Assistance Response Team	DRP	Demobilization and Rehabilitation Program (World Bank)
DBO	Design-Build-Operate	DSP	Development Support Program
DCA	Development Credit Authority	DTT	Deloitte Touche Tohmatsu
DCHA	Democracy, Conflict and Humanitarian Assistance Bureau (USAID)	DVS	Democratic Values Survey
DCOF	Displaced Children and Orphans Fund	EA	Enterprise Architecture
DCP	Development Credit Program	EA	Environmental Assessment
DEVTA	Deworming and Enhanced Vitamin A	EAC	East African Community
DFA	Development Fund for Africa	EAGER	Equity and Growth through Economic Research
DfID	Department for International Development, United Kingdom	EAI	Enterprise for the Americas Initiative
DG	Democracy and Governance	EAP	Environmental Action Plan
DH	Direct Hire	EAPEI	East Asia and Pacific Environmental Initiative
DHHS	Department of Health and Human Services	EBRD	European Bank for Reconstruction and Development
DHRF	Democracy and Human Rights Fund	EC	European Community
DHS	Demographic Health Survey	ECEP	Energy Conservation and Environment Project
DIET	District Institute of Education and Training	ECHO	European Commission Humanitarian Organization
DIMS	Democratic Indicators Monitoring Survey	ECLAC	Economic Commission for Latin America and the Caribbean
DOD	Department of Defense, U.S. Government	ECOMOG	Economic Community of West African States Monitoring Group
DOE	Department of Energy, U.S. Government	ECOWAS	Economic Community of West African States
DOJ	Department of Justice, U.S. Government	ECU	European Currency Unit
DOP	Declaration of Principles on Interim Self-Governing Arrangement		

EDDI	Education for Development and Democracy Initiative	EU	European Union
E&E	Europe and Eurasia Bureau	EU/PHARE	European Union - Poland, Hungary, Albania, Romania, Estonia
EE	Emergency and Evacuation	FANTA	Food and Nutrition Technical Assistance
EEAA	Egyptian Environmental Affairs Agency	FAO	Food and Agriculture Organization (United Nations)
EEDC	Economic Entrepreneurial Development Center	FAR	Fixed Amount Reimbursable
EEHC	Electricity Holding Company	FBO	Faith-Based Organization
EEPP	Egypt Environmental Policy Program	FDA	Food and Drug Administration, U.S. Government
EG	Economic Growth	FDI	Foreign Direct Investment
EGAT	Economic Growth, Agriculture and Trade Bureau (USAID)	FEMA	Federal Emergency Management Agency, U.S. Government
EIA	Environmental Impact Assessment	FEWS	Famine Early Warning System
EIB	European Investment Bank	FFMIA	Federal Financial Management Improvement Act
EMED	Entrepreneur Management and Executive Development	FFP	Food for Peace
EMPS	Environment Managed for Prosperity and Sustainability	FFW	Food for Work
ENI	Europe and New Independent States (now Europe and Eurasia)	FH	Freedom House
ENR	Environment and Natural Resources	FH/FNN	Freedom House/National Forum Foundation
EO	Executive Order	FIAS	Foreign Investment Advisory Service
EOP	Office of Equal Opportunity Programs	FICCI	Federation of Indian Chambers of Commerce and Industry
EPA	Environmental Protection Agency, U.S. Government	FINCA	Foundation for International Community Assistance
EPI	Expanded Program of Immunization	FLAG	Firm Level Assistance Group
EPRA	Economic Policy Resource Center	FMIP	Financial Management Improvement Act
EPSP	Economic Policy Support Project	FORWARD	Fostering Resolution of Water Resources Disputes
ERF	Emergency Response Fund	FP	Family Planning
ES	Office of the Executive Secretariat	FREEDOM	Freedom for Russia and Emerging Eurasian Democracies and Open Markets Support Act of 1992 (FREEDOM Support Act)
ESAF	Extended Structural Adjustment Facility (International Monetary Fund)	FRM	Forest Resources Management
ESCOs	Energy Service Companies	FSA	FREEDOM Support Act
ESEG	Energy Security for Economic Growth	FSI	Financial Systems Integration
ESF	Economic Support Fund	FSO	Foreign Service Officer
ETU	Egyptian Technology University	FSVC	Financial Services Volunteer Corps

FTA	Free Trade Agreement	GNP	Gross National Product
FTAA	Free Trade Area of the Americas	GPA	Global Program of Action for the Protection of the Marine Environment from Landing-based Activities
FTE	Full Time Equivalency	GPRA	Government Performance and Results Act (PL. 103-62)
FtF	Farmer to Farmer Program	GREGI	Gobi Regional Growth Initiative
FWWB	Friends of Women's World Banking	GSA	General Services Administration
FY	Fiscal Year	GSP	General System of Preference
G-8	Group of Eight (leading industrialized nations consisting of Canada, France, Germany, Italy, Japan, United Kingdom, and United States)	GSU	Georgia State University
GAI	Global AIDS Initiative	GTN	Global Technology Network
GAIN	Global Alliance for Improved Nutrition	GTZ	German Agency for Technical Cooperation
GAO	General Accounting Office	HA	Hectare
GAVI	Global Alliance for Vaccines and Immunization	HBCUs	Historically Black Colleges and Universities
GATT	General Agreement on Tariffs and Trade	HCC	Historical Clarification Commission
GC	Office of the General Counsel	HG	Housing Guaranty
GCA	Global Coalition for Africa	HIID	Harvard Institute of International Development
GCC	Global Climate Change	HIPC	Heavily Indebted Poor Countries
GDA	Global Development Alliance Secretariat	HIV	Human Immunodeficiency Virus
GDF	Global Drug Facility	HKI	Helen Keller International
GDP	Gross Domestic Product	HMHC	Health Maintenance and Health Care
GEF	Global Environment Facility	HMO	Health Maintenance Organization
GESAMP	Group of Experts on the Scientific Aspects of Marine Environmental Protection	HPSP	Health Policy Support Program
GESI	Global Environmental Sanitation Initiative	HRC	Human Rights Commission
GFATM	Global Fund to Fight AIDS, Tuberculosis, and Malaria	IACCC	Inter-Agency Climate Change Committee
GH	Global Health Bureau (USAID)	IAF	Inter-American Development Foundation
GHAI	Greater Horn of Africa Initiative	IARC	International Agricultural Research Center
GHG	Greenhouse Gas	IAS	International Accounting Standards
GIE	Gaza Industrial Estate	IAVI	International AIDS Vaccine Initiative
GIN	Greening of Industry Network	IBRA	Indonesian Bank Restructuring Agency
GIS	Geographic Information System	IBRD	International Bank for Reconstruction and Development (World Bank)
GLI	Great Lakes Initiative	IBTC	International Business and Technical Consultants
GLJI	Great Lakes Justice Initiative		

ICASS	International Cooperative Administrative Support Services	IFPRI	International Food Policy Research Institute
ICDDR	International Center for Diarrheal Disease Research	IFPS	Innovations in Family Planning Services
ICDS	Integrated Child Development Services	IFRC	International Federation of the Red Cross
ICICI	Industrial Credit and Investment Corporation of India	IG	Inspector General
ICITAP	International Criminal Investigation and Training Assistance Program	IHE-Delft	International Institute for Infrastructural, Hydraulic, and Environmental Engineering
ICLARM	International Center for Living Aquatic Resources Management	IHRIG	International Human Rights Law Group
ICNL	International Center for Not-For-Profit Law	IIDH	Inter-American Institute of Human Rights
ICRC	International Committee of the Red Cross	ILO	International Labor Organization
ICZM	Integrated Coastal Zone Management	ILRF	International Labor Rights Fund
ID	Infectious Diseases	ILSI	International Life Sciences Institute
IDA	International Development Assistance	IMCI	Integrated Management of Childhood Illnesses
IDA	International Disaster Assistance (now International Disaster and Famine Assistance)	IMET	International Military Education and Training
IDB	Inter-American Development Bank	IMF	International Monetary Fund
IDE	International Development Enterprises	IMR	Integrated Managing for Results
IDEE	Institution for Democracy in Eastern Europe	IMR	Infant Mortality Rate
IDFA	International Disaster and Famine Assistance	IMT	Irrigation Management Transfer
IDP	Internally Displaced Person	INC	International Narcotics Control (State Department)
IDSRS	Integrated Disease Surveillance and Response	INCLEN	International Clinical Epidemiology Network
IEC	Information, Education and Communication	INDRA	Indonesia Debt Restructuring Agency
IESC	International Executive Service Corps	INL	International Narcotics and Law Enforcement (State Department)
IFAD	International Fund for Agricultural Development	IO	International Organization
IFC	International Finance Corporation	IOM	International Organization for Migration
IFDC	International Fertilizer Development Center	IPEC	International Program on the Elimination of Child Labor
IFES	International Foundation for Electoral Systems	IPO	International Public Organization
IFESH	International Foundation for Education and Self Help	IPPF	International Planned Parenthood Federation
IFI	International Financial Institute	IPR	Intellectual Property Rights
IFPP	International Relief Partnership Program	IQC	Indefinite Quantity Contract
IFOR	Implementation Force (NATO)	IR	Intermediate Result
		IRDP	Integrated Rural Development Program
		IREX	International Research and Exchanges Board

IRI	International Republican Institute	LC	Local Currency
IRIS	Center for Institutional Reform in the Informal Sector	LE	Egyptian Pound
IRM	Information Resource Management	LEB	Locally Elected Body
IRRF	Iraq Relief and Reconstruction Fund	LEWS	Livestock Early Warning System
ISA	Initiative for Southern Africa	LGU	Local Government Unit
ISAR	Institute on Soviet - American Relations	LMI	Lower-Middle-Income
ISBO	Institutional Strengthening for Business Opportunities	LPA	Legislative and Public Affairs Bureau
ISO	International Export Standard	LTTE	Liberation Tigers of Tamil Elam
IT	Information Technology	LWVF	Patrick J. Leahy War Victims Fund
ITSH	Internal Transport, Shipping and Handling	M	Management Bureau (USAID)
IUD	Inter-Uterine Device	MACS	Mission Accounting and Control System
IVCHS	Improved Village and Community Health Service Program	MAFF	Ministry of Agriculture Forestry and Fisheries
IVS	International Voluntary Services	MAI	Multilateral Assistance Initiative
JAFPP	Jordan Association of Family Planning	MAP	Market Access Program
JBIC	Japanese Bank for International Development	MAP	Morocco Agribusiness Promotion
JFMIP	Joint Financial Management Improvement Program	MBA	Masters of Business Administration
JHPIEGO	Johns Hopkins Program Providing Reproductive Health	MBIT	Masters of Business in Information Technology
JHU/PCS	Johns Hopkins University/Population Communication Services	MCA	Millennium Challenge Account
JICA	Japanese International Cooperation Agency	MCC	Millennium Challenge Corporation
JSI	John Snow Incorporation	MCEI	Municipal Coastal Environmental Initiative
JUSBP	Jordan U.S. Business Partnership	MCH	Maternal and Child Health
JVA	Jordan Valley Authority	MCM	Million Cubic Meters
JWC	Joint Water Committee	MDB	Multilateral Development Bank
KfD	Knowledge for Development	M&E	Monitoring and Evaluation
KG	Kilogram	MEA	Middle East and North Africa
KHANA	Khmer HIV/AIDS Alliance	MEG	Morocco Education for Girls
LAC	Latin America and the Caribbean Bureau	MEPI	Middle East Partnership Initiative
LAF	Lebanese Armed Forces	MERC	Middle East Regional Cooperation
LAU	Lebanese American University	MES	Mongolian Energy Sector Project
		MFA	Microenterprise Finance
		MFI	Microfinance Institution
		MHO	Mutual Health Organizations

MILGP	Military Group	MTT	Mobile Task Team
MINUGUA	United Nations Verification Mission for Guatemala	MVCS	Most Valuable Companies
MIS	Management Information System	MW	Megawatt
MMR	Maternal Mortality Rate	MWI	Ministry of Water and Irrigation
MNE	Ministry of National Education	NA	Not applicable, or Not Available
MNLF	Moro National Liberation Front	NACP	National AIDS Control Program
MOA	Ministry of Agriculture	NAMRU-3	Naval Medical Research Unit
MOE	Ministry of Education	NAPA	National Academy for Public Administration
MOE	Ministry of Environment	NAS	Narcotic Affairs Section (State Department)
MOEYS	Ministry of Education, Youth and Sports	NASA	National Aeronautics and Space Administration
MOF	Minister of Finance	NASDA	National Association of State Development Agencies
MOH	Ministry of Health	NATO	North Atlantic Treaty Organization
MOHHC	Ministry of Health and Health Care	NBG	National Bank of Georgia
MOHP	Ministry of Health and Population	NCBA	National Cooperative Business Association
MOJ	Ministry of Justice	NCJS	National Center for Judicial Studies
MOLG	Ministry of Local Government	NDI	National Democratic Institute
MOMRA	Ministry of Municipal and Rural Affairs	NEAP	National Environmental Action Plan
MOPH	Ministry of Public Health	NED	National Endowment for Democracy
MOST	Micronutrient Operational Strategies and Technologies	NED	New Enterprise Development
MOU	Memorandum of Understanding	NEP	New Entry Professional
MP	Member of Parliament	NEPAD	New Partnership for Africa's Development
MPF	Multiproject Financing Facility	NET	NIS Exchanges and Training
MPM	Management Policy and Metrics	NEALP	Non-Formal and Adult Literacy Program
MPMS	Management Policy and Metrics Staff	NFC	National Finance Center
MPP	Mission Performance Plan	NGO	Non-Governmental Organization
MPRP	Mongolian People's Revolutionary Party	NID	National Immunization Day
MSE	Micro and Small Enterprises	NIH	National Institutes of Health
MSED	Micro and Small Enterprise Development	NIS	New Independent States of the Former Soviet Union (now Independent States of the Former Soviet Union)
MSH	Management Sciences for Health	NMS	New Management System
MSME	Micro, Small and Medium Enterprise	NOAA	National Oceanic and Atmospheric Administration
MT	Metric Tons		
MTCT	Mother-to-Child Transmission		

NORAD	Norwegian Aid	OSDBU/MRC	Office of Small and Disadvantaged Business Utilization/Minority Resource Center
NPA	Non-Project Assistance	OTI	Office of Transition Initiatives (USAID)
NPI	New Partnership Initiative	OVC	Orphans and Vulnerable Children
NPR	National Performance Review	PA	Palestinian Authority
NRECA	National Rural Electric Cooperative Administration	PACD	Project Assistance Completion Date
NRM	Natural Resources Management	PACT	Private Agencies Collaborating Together
NTA	New Transatlantic Agenda	PACT	Program for the Advancement of Commercial Technology
NTE	Non-Traditional Export	PAHO	Pan American Health Organization
NTFP	Non-Traditional Forest Products	PAL	Planning, Achievement, and Learning
NWI	Ministry of Water and Irrigation	PART	Program Assessment and Rating Tool
OAS	Organization of American States	PASA	Participating Agency Service Agreement
OAU	Organization of African Unity	PATH	Program for Appropriate Technologies in Health
ODA	Official Development Assistance	PC	Palestinian Council
OE	Operation Expenses	PDF	Power Development Fund
OECD	Organization for Economic Cooperation and Development	PED	Provincial Environment Departments
OECS	Overseas Economic Cooperation Fund	PERPP	Public Enterprise Reform and Privatization Program
OECS	Organization of Eastern Caribbean States	PEPFAR	President's Emergency Plan for AIDS Relief
OFDA	Office of Foreign Disaster Assistance (USAID)	PES	Policy Environment Score
OHCHR	Office of the High Commissioner for Human Rights (United Nations)	PHC	Primary Health Care
OIG	Office of Inspector General (USAID)	PHCI	Primary Health Care Initiative
OMB	Office of Management and Budget	PHN	Population, Health and Nutrition
OPEC	Organization of Petroleum Exporting Countries	PIEFZA	Palestinian Industrial and Free Zone Authority
OPIC	Overseas Private Investment Corporation	PIL	Public Interest Litigation
OPIN	Online Presidential Initiatives Network	PIP	Parks in Peril
OPV	Oral Polio Vaccine	PIPA	Palestinian Investment and Promotion Agency
ORS	Oral Rehydration Salts	PL	Public Law
ORS/T	Oral Rehydration Salts/Therapy	PLANTE	National Alternative Development Plan (Colombia)
ORT	Oral Rehydration Therapy	PLC	Palestinian Legislative Council
OSCE	Organization for Security and Cooperation in Europe	PLN	Indonesian National Electric Company
		PLO	Palestinian Liberation Organization

PMA	Palestinian Monetary Authority	RDS	Regional Development and Support
PMA	President's Management Agenda	REDSO	Regional Economic Development Support Office (USAID)
PMC	Pune Municipal Corporation	RH	Reproductive Health
PMO	Program Management Office	RHUDO	Regional Housing and Urban Development Office (USAID)
PMP	Performance Monitoring Plan	RIG	Regional Inspector General (USAID)
PMTCT	Prevention of Mother-to-Child AIDS Transmission	ROL	Rule of Law
PMTI	Presidential Management Training Initiative	ROT	Rehabilitate-Operate-Transfer
PNFPP	Philippine National Family Planning Program	RRB	Regional Rural Banks
POP	Persistent Organic Pollutant	RSD	Regional Sustainable Development Office (USAID)
PPC	Policy and Program Coordination Bureau (USAID)	RTI	Research Triangle Institute
PPG7	Pilot Program to Conserve the Brazilian Rainforest, Group of 7	RTII	Regional Trade and Investment Initiative
PREAL	Program for Education Reform in the Americas	SAARC	South Asian Association for Regional Cooperation
PRIME	Program for Innovation in Microenterprise	SADC	Southern Africa Development Community
PRIME	Primary Providers' Training and Education in Reproduction	SAEDF	Southern Africa Enterprise Development Fund
PRM	Population, Refugees, and Migration (State Department)	SAGA	Strategies and Analyses for Growth and Access
PRSP	Poverty Reduction Strategy Paper	SAGE	Strategies for Advancing Girls Education
PSC	Personal Service Contract	SAI	Special Assistance Initiative
PSI	Population Services International	SARI	South Asia Regional Initiative
PSIP	Procurement System Improvement Project	SCA	Supreme Council for Antiquities
PSO	Private Sector Organization	SDF	Special Development Fund
PVC	Private Voluntary Cooperation	SEBI	Securities and Exchange Board of India
PVO	Private and Voluntary Organization	SEC	Office of Security
PW	Price-Waterhouse	SEC	Securities and Exchange Commission
PWA	Palestinian Water Authority	SEED	Support for East European Democracy
PWC	Price Waterhouse Coopers	SEI	State Environmental Initiative
QCHT	Quality Control of Health Technologies	SEP	Senior Executive Program
QIZ	Qualifying Industrial Zones	SET	Supreme Electoral Tribunal
RACHA	Reproductive and Child Health Alliance	SIGN	Safe Injection Global Network
RCSA	Regional Center for Southern Africa (USAID)	SIWM	Souss-Massa Integrated Water Resources
RCSP	Rural Civil Society Program	SME	Small and Medium-sized Enterprises

SME	Small and Micro-Enterprises	TR&D	Tropical Research and Development
SMME	Small, Medium and Micro Enterprises	TRA	Telecommunications Regulatory Agency
SO	Strategic Objective	TRADE	Trade for African Development and Enterprise Initiative
SOE	State-Owned Enterprise	TRG	Triangle Research Group
SOW	Scope of Work	TRM	Tadla Resources Management
SPA	Special Program of Assistance	TSG	The Services Group
SPO	Special Objective	UC	Union Council
SPR	Sector Policy Reform	UECP	Urban Environmental Credit Program
SPRP	Sector Policy Reform Program	UES	Urban Environmental Services
SPS	Sanitary and Phyto-sanitary Standard	UK	United Kingdom
SRII	Standard Research Institute International	ULP	University Linkages Project
SRP	Sahel Regional Program	UMCOR	Untied Methodist Committee on Relief
SSH	Special Self-Help Program	UN	United Nations
SSRC	Social Science Research Council	UNAIDS	United Nations Joint Program on HIV/AIDS
SSMSC	Stock Market State Commission (Ukraine)	UNCHS	United Nations Center for Human Settlements (Habitat)
STD	Sexually Transmitted Disease	UNDB	United Nations Development Bank
STI	Sexually Transmitted Infection	UNDCP	United Nations Drug Control Program
TAACS	Technical Advisors for AIDS and Child Survival	UNDP	United Nation Development Program
TACIS	Technical Assistance for the Commonwealth of Independent States, European Union	UNECE	United Nations Economic Commission for Europe
TAF	The Asia Foundation	UNEP	United Nations Environment Program
TB	Tuberculosis	UNESCO	United Nations Educational, Scientific and Cultural Organization
TBD	To be Determined	UNFCCC	United Nations Framework Convention on Climate Change
TCB	Trade Capacity Building	UNFPA	United Nations Population Fund
TDA	Tourism Development Authority	UNGA	United Nations General Assembly
TFCA	Tropical Forest Conservation Act	UNHCR	United Nations High Commissioner for Refugees
TFET	Trust Fund for East Timor	UNHRC	United Nations Human Rights Commission
TFR	Total Fertility Rate	UNICEF	United Nations Children's Fund
TI	Transition Initiatives	UNIFEM	United Nations Fund for Women
TIFA	Trade and Investment Framework	UNOPS	United Nations Operations Support
TISS	Tata Institute of Social Sciences		
TN	Tamil Nadu		
TNC	The Nature Conservancy		

UNRWA	United Nations Relief and Works Agency	WB	World Bank (International Bank for Reconstruction and Development)
UNTAET	United Nations Transitional Authority for East Timor	WCC	World Coast Conference
URC	University Research Corporation	WCF	Working Capital Fund
US	United States	WFF	World Wildlife Federation
USACE	United States Army Corps of Engineers	WFP	World Food Program (United Nations)
USAEP	U.S.-Asia Environmental Partnership	WHO	World Health Organization
USAID	United States Agency for International Development	WID	Women in Development
USDA	United States Department of Agriculture	WMO	World Meteorological Organization
USDH	United States Direct Hire	WOCCU	World Council of Credit Unions
USEA	United States Energy Association	WRS	Water Resource Sustainability
USF	University of San Francisco	WSSCC	Water Supply and Sanitation Collaborative Council
USFS	United States Forest Service	WSSD	World Summit on Sustainable Development
USFDA	U.S. Food and Drug Administration	WTO	World Trade Organization
USG	United States Government	WWF	World Wildlife Fund
USIA	United States Information Agency	YMCA	Young Men's Christian Association
USIS	United States Information Service		
USSR	Union of Soviet Socialist Republics		
USTR	United States Trade Representative		
UTC	United Technologies Corporation		
VC	Vulnerable Children		
VCT	Voluntary Counseling and Testing		
VfP	Volunteers for Prosperity		
VHS	Voluntary Health Services		
VITA	Volunteers in Technical Assistance		
VOA	Voice of America		
VOCA	Volunteers in Overseas Cooperative Assistance		
VOT	Victims of Torture		
VSC	Voluntary Surgical Contraceptive		
WAEN	West Africa Enterprise Network		
WAJ	Water Authority of Jordan		
WARP	West African Regional Program		

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We welcome your comments on how we can improve USAID's Performance and Accountability Report. Please provide comments and request for additional copies to:

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