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Term in ADS 200	Current Definition (term not listed if definition is blank)	Suggested definition
Abbreviated CDCS		An abbreviated CDCS is a CDCS which can be undertaken by a Mission, in consultation with the respective Regional Bureau, if it has an annual allocation of under \$20 million in USAID-managed resources based on the latest FY Congressional Budget Justification. The abbreviated CDCS still requires an evidence-based Results Framework, with performance indicators, and prioritized resource table(s). However, the abbreviated CDCS development process allows for a shorter document and has a streamlined review and approval process.
Accountability for results (or results accountability)	The establishment of clear responsibility and expectation related to achieving formally approved results. Expectations concerning accountability vary with the degree of control that an individual or Operating Unit has over the results they are managing. (Chapters 200-203).	
Accrual	The estimated cost of goods and/or services or other performance received but not yet paid for by the Agency. Accruals are calculated for specific agreements and help provide current information on the financial status of an activity (or group of activities), agreement, or program. In the case of construction, they may be	

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	based on percent completed. (See ADS Series 600 for a more technical discussion of this term) (Chapters 200-203)	
Activity	Previous definition of activity no longer valid. An activity is a sub-component of a project that contributes to a project purpose. It typically refers to an award (such as a contract or cooperative agreement), or a component of a project such as policy dialogue that may be undertaken directly by Mission staff. (Chapters 200-203)	
Activity/IM M&E plan		A plan for monitoring and evaluating USAID activities at the activity/implementing mechanism level. Implementers are expected to submit an M&E plan to USAID CORs/AORs within the first 90 days of an award and before major activity implementation actions begin. Activity/IM M&E plans should not be referred to as Performance Management Plans (PMPs), which have been redefined and are now Mission-wide documents.
Activity Approval Document (AAD)	No longer used, replaced by Project Appraisal Document. (Chapters 200-203)	No longer used.
Activity Manager	Member of a Development Objective Team or sub-team who is responsible for the day- to-day management of one or more specific activities. The Activity Manager is selected by the development objective team, and may or may not also have the delegated authorities of a Contracting Officer's Technical Representative (COTR) (Note —COTR replaces —CTO) whose authority to carry out contract management functions is designated by a Contracting or Agreement Officer. (See COTR Chapters	Member of a Development Objective Team or sub-team who is responsible for the day- to-day management of one or more specific activities. The Activity Manager is selected by the development objective team, and may or may not also have the delegated authorities of a Contracting Officers Representative (COR) or the Assistance Officers Representative (AOR) whose authority to carry out contract management functions is designated by a Contracting or Agreement Officer.

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	200-203)	
Activity/IM Oversight		Day-to-day assessment of contractor and grantee implementation by a COR/AOR or others through site visits, stakeholder meetings and the verification of implementation inputs, outputs, and deliverables. Distinguished from <i>Performance Monitoring</i> .
Adaptive Management		Adaptive Management is the purposeful implementation of the Program Cycle by responding to changing circumstances or knowledge during implementation. Adaptive management comes through the systematic, iterative and planned use of knowledge and learning throughout the implementation of the Program Cycle (ADS 200-203).
After Action Review (AAR)		Informal structured review of an action, usually a repetitive action, designed to identify what was the objective of the action, what actually happened, what could have been better, what worked well and what can be improved. Designed to improve ongoing performance
Agreement Officer's Representative (AOR)		Replaced the term "Agreement Officer's Technical Representative (AOTR)". AOR is the person, as designated in writing by the Agreement Officer, who will administer certain aspects of the assistance instrument. (See ADS 303) (Chapters 200-203)
Sector Assessment	A forward-looking process that may be designed to examine country or sector context to inform project design, or an informal review of projects. It is distinct from evaluation.	A forward-looking process that may be designed to examine country or sector context to inform strategic planning or project design. It is distinct from evaluation.

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Attribution	Ascribing a causal link between observed changes (results) and a specific intervention. A result is attributable to the USAID, or USAID can claim credit for a result, even when other partners are involved in achieving the result, if USAID can claim that without USAID intervention the outcome would not have taken place. (Chapters 200-203)	Ascribing a causal link between observed changes (results) and a specific intervention. The extent to which the observed change in outcome is the result of the intervention, having allowed for all other factors which may also affect the outcome(s) of interest.
*Award	A form of implementing mechanism through which USAID transfers funds to an implementing partner, generally selected through a competitive process resulting in a contract, grant or cooperative agreement. (Chapters 200-203)	
Baseline (See also Performance Baseline)	(See also Performance Baseline)	Measurements taken prior to or at the onset of an intervention. (See also Performance Baseline)
Collaborating, Learning and Adapting (CLA)		A detailed learning plan (see learning plan) that will also include processes for ensuring effective coordinating and collaborating internally, externally and among implementing partners; and adapting programs as new learning emerges and/or the development context changes. See Learning Plan
*Country Development Cooperation Strategy (CDCS)		A Mission Strategy, typically five years; the means by which USAID uses strategic planning to define development objectives and maximize the impact of development cooperation.
CDCS Goal	The CDCS Goal is the highest-level impact to be advanced or achieved by USAID, the partner country, civil society	The CDCS Goal is the highest level result to be advanced by USAID, the partner country, civil society actors, and other

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	actors and other development partners within the CDCS timeframe. The Mission is responsible for progressing toward the CDCS Goal as it advances toward achieving the DOs. The CDCS Goal must reflect the cumulative impact of the DOs and capture the RF’s internal logic: if the DOs are accomplished or advanced, progress will be made toward achieving the CDCS Goal. (Chapters 200-203)	development partners within the CDCS timeframe. The Mission contributes to the CDCS Goal by achieving the DOs. The CDCS goal should strike a balance between being ambitious and realistic. The CDCS Goal should reflect the cumulative result of the DOs and capture the RF’s internal logic: if the DOs are accomplished then progress will be made toward achieving the CDCS goal.
Contracting Officer’s Representative (COR)	Replaces COTR/AOTR. The individual who performs functions that are designated by the Contracting or Agreement Officer, or are specifically designated by policy or regulation as part of contract or assistance administration. (See Activity Manager and ADS 300) (Chapters 200-203)	Replaced the term “Contracting Officer’s Technical Representative (COTR)”. A COR is the person, as designated in writing by the Contracting Officer, who assists in the technical monitoring or administration of a contract. The COR role is a designation that is specific to a particular individual for the specified award. (See ADS 302) (Chapters 200-203)
Conditions Precedent (CP)	A condition or set of conditions that must be met before USAID will agree to disburse funding (for example, if the host country laws require legislative approval of a bilateral Development Objective Agreement (DOAG), then USAID must receive evidence of that approval before funds disbursement). (Chapters 200-203)	
Context Indicator		Context indicators measure conditions relevant to the performance of projects and programs, such as macro-economic, social, or political conditions, critical assumptions of a CDCS, and the assumptions column of project LogFrames. Context indicators do not directly measure the results of USAID activities.
Contingency Operation		The term “contingency operation” means a military operation that-

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		<p>(A) is designated by the Secretary of Defense as an operation in which members of the armed forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or</p> <p>(B) results in the call or order to, or retention on, active duty of members of the uniformed services under section 688, 12301(a), 12302, 12304, 12304a, 12305, or 12406 of this title, chapter 15 of this title, section 712 of title 14, or any other provision of law during a war or during a national emergency declared by the President or Congress. http://uscode.house.gov/browse/prelim@title10/subtitleA&edition=prelim)</p>
<p>Covenant</p>	<p>A condition that must be met during the execution of a bilateral Development Objective Agreement (such as after disbursement of USAID funding), or project implementation. If not adhered to, the terms of the Agreement are in default. (Chapters 200-203)</p>	<p>A statement of a continuing condition that must be met by the partner country government in a bilateral funding agreement (Development Assistance Agreement or a sub-obligating Implementation Letter, or obligating bilateral project agreement).</p>
<p>critical assumption</p>	<p>A general condition under which the development hypothesis, or strategy for achieving a CDCS Development Objective, will hold true. Critical assumptions are outside the control or influence of USAID and its partners (in other words, they are not results), but they reflect conditions likely to affect the achievement a Results Framework or project logical framework, such as political stability, the level of world prices or the openness of export markets. (Chapters 200-203)</p>	

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Delegation of Authority (DOA)	A document that officially recognizes when an official, vested with certain powers (authorities), extends that power (authority) to another individual or position within the chain of command. (Chapters 201-202)	
de-obligation	The process of removing funds from an obligating instrument. This step is typically done upon completion of activities when unliquidated obligations might have become excessive or might no longer be needed for their original purpose. (Chapters 200-203)	
Development Credit Authority (DCA)	Authority that permits USAID to issue partial loan guarantees to private lenders to achieve the economic development objectives in the Foreign Assistance Act.	
development hypothesis	A development hypothesis describes the theory of change, logic, and causal relationships between the building blocks needed to achieve a long-term result. The development hypothesis is based on development theory, practice, literature, and experience, is country-specific, and explains why and how the proposed investments from USAID and others collectively lead to achieving the Development Objectives (DOs) and ultimately the CDCS Goal. It is a short narrative that explains the relationships between each layer of results (in the Results Framework – see section 3 below), upwards from the sub-Intermediate Results (sub-IRs), to the IRs, the DOs, and the CDCS Goal, often through if-then statements that reference the evidence that supports the causal linkages. (Chapters 200-203)	A development hypothesis describes the theory of change, logic, and causal relationships between the building blocks needed to achieve a long-term result. The development hypothesis is based on development theory, practice, literature, and experience, is country-specific, and explains why and how the proposed investments from USAID and others collectively lead to achieving the Development Objectives (DOs) and ultimately the CDCS Goal. It is a short narrative that explains the relationships between each layer of results (in the Results Framework – see section 3 below), upwards from the sub-Intermediate Results (sub-IRs), to the IRs, the DOs, and the CDCS Goal, often through if-then statements that reference the evidence that supports the causal linkages. It is also linked through the Logframe to the design of projects (Chapters 200-203)
development objective	The most ambitious result that a USAID Mission or Bureau/Independent Office (B/IO), along with its	

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	partners, can materially affect or achieve, and for which USAID will be held accountable to demonstrate results.	
*Development Objective Agreement (DOAG)	A bilateral obligating document under which sub-obligations may be made for contracts, grants and cooperative agreements, bilateral project agreements, etc. It sets forth a mutually agreed upon understanding between USAID and the partner government of the time frame, results expected to be achieved, means of measuring those results, resources, responsibilities, and contributions of participating entities for achieving a clearly defined objective. (Chapters 200-203)	
Development Objective Team	A group of people with complementary skills who are empowered to achieve a result for which they are willing to be held accountable. The primary responsibility of an development objective team is to make decisions in designing and implementing projects related to accomplishing the result. Another essential function is to ensure open communication and collaboration across organizational boundaries at all phases of the development process. Development objective teams may decide to organize sub-teams if they wish to manage complex projects more efficiently. They are composed of USAID employees and those partners and customers considered to be essential for achieving the Development Objective result. (Chapters 200-203)	USAID staff with complementary skills who are empowered to achieve a Development Objective for which they are willing to be held accountable. The primary responsibility of the DO Team is to keep track of achievement of the overall DO, perhaps ensuring that projects implemented under the DO are aligned with results necessary to achieve the DO and the DO's progress is linked with other DO teams toward overall advancement of the CDCS Goal. The DO Team also oversees the design of projects and the work of project managers in implementing relevant projects.
Development Objective Team Leader		Oversees DO team and has ultimate responsibility over tracking progress toward achievement of the DO and links with the other DOs

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<p>Development Innovation Ventures (DIV)</p>	<p>A recently developed USAID implementing mechanism which provides venture capital as a grant (not investment) to support innovative approaches to producing development outcomes. DIV awards are based on four key themes: breakthrough solutions; cost- reduction and leverage; rigorous testing and evidence of impact, and scalability. (Chapters 200-203)</p>	<p>A USAID mechanism which provides venture capital as a grant (not investment) to support innovative approaches to producing development outcomes. DIV awards are based on four key themes: breakthrough solutions; cost- reduction and leverage; rigorous testing and evidence of impact, and scalability. (Chapters 200-203)</p>
<p>disbursement</p>	<p>Payments made by the Agency to other parties using cash, check, or electronic transfer.(Chapters 200-203)</p>	
<p>due diligence</p>	<p>The technical term for the necessary assessment of the past performance, reputation, and future plans of a prospective alliance partner, private sector, or other entity, with regard to various business practices and principles. This assessment of a prospective alliance partner would normally involve, at a minimum, examining their social, environmental, and financial track records. (Chapters 201-202)</p>	
<p>Data Quality Assessment</p>		<p>An examination of the quality of performance indicator data in light of the five standards of data quality to ensure that decision makers are fully aware of data strengths and weaknesses and the extent to which data can be relied on when making management decisions and reporting.</p>
<p>Data Quality Standards</p>		<p>Standard criteria for determining the quality of performance monitoring data for evidence based decision-making and credible reporting. The five standards of data quality are: 1) Validity; 2) Integrity; 3) Precision; 4) Reliability; and 5)</p>

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		Timeliness (See ADS 203.3.11.1.).
Environmental Impact Statement	A detailed study of the reasonably foreseeable positive and negative environmental impacts of a proposed USAID action and its reasonable alternatives on the United States, the global environment, or areas outside the jurisdiction of any nation. (See ADS 204 and Mandatory Reference, 22 CFR 216) (Chapters 200-203)	
Evaluation	(See performance evaluation, impact evaluation) Evaluation is the systematic collection and analysis of information, about the characteristics and outcomes of programs and projects as a basis for judgments, to improve effectiveness, and/or inform decisions about current and future programming, Evaluation is distinct from assessment, which may be designed to examine country or sector context to inform project design, or an informal review of projects. (Chapters 200-203)	
Evaluation Plan (Mission-wide)		A plan to identify and track evaluations across the Mission and over the entire CDCS timeframe. Evaluation plans are a required part of the PMP and should include (at minimum) the project/activity/program to be evaluated, evaluation type, possible evaluation questions, estimated budget, planned start date and estimated completion date.
Evaluation Registry		An annex to the annual PPR which includes information, normally drawn from from the PMP, on completed

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		evaluations during the previous fiscal year and ongoing and planned evaluations for the current fiscal year, plus two out years.
Evidence	Factual basis for programmatic and strategic decision making in the program cycle. Evidence can be derived from assessments, analyses, performance monitoring and evaluations. It can be sourced from within USAID or externally and should result from systematic and analytic methodologies or from observations that are shared and analyzed. (Chapters 200-203)	Same
expenditures	The sum total of disbursements and accruals in a given time period. These are typically calculated for specific agreements, activities, and programs. Expenditures are estimates of the total cost incurred by the Agency for a given agreement, activity, or program. Also referred to as accrued expenditure. (See ADS 600 for a more technical discussion of this term) (Chapters 200-203)	
Experimental Design (of an evaluation)		An impact evaluation design in which random assignment is used to assign the intervention amongst members of the eligible population to eliminate selection bias so there are those who receive the intervention (treatment group) and those who do not (control group). Also called Randomized Controlled Trial.

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<p>External Evaluation</p>		<p>Evaluations that are both: (1) commissioned by USAID or others, rather than by the implementing partner responsible for the activities being evaluated; and (2) in which the team leader is an independent expert from outside the Agency who has no fiduciary relationship with the implementing partner. External evaluations may include USAID staff members, but not as team leader.</p>
<p>focus</p>	<p>An operational principle under which the total volume of resources invested by USAID, or leveraged from other donors, in a particular country or sector is sufficient to have a meaningful, measurable and lasting impact. Applying this principle requires (1) defining such impact, and (2) estimating on the basis of evidence the minimum volume of resources required to achieve it. (Chapters 200-203)</p>	
<p>Foreign Assistance Framework Standardized Program Structure and Definitions</p>	<p>A listing of program categories that provides common definitions for the use of foreign assistance funds. The definitions identify very specifically and directly what USAID is doing, not why it is doing it. It is most relevant for budget planning and tracking. See also, program area,</p>	<p>The SPSD serves as a common lexicon to describe and account for State-USAID managed foreign assistance programs. The full set of Program Areas and associated activities comprise U.S. Foreign Assistance, including commonly agreed definitions of what constitutes, for example, a "malaria</p>

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	program element, program sub-element. (Chapters 200-203)	program." As such, funding for various types of programs can be aggregated within a country, regionally or globally allowing for the comparison and analysis of budget data.
Gender	Gender is a social construct that refers to relations between and among the sexes, based on their relative roles. It encompasses the economic, political, and socio-cultural attributes, constraints, and opportunities associated with being male or female. As a social construct, gender varies across cultures, is dynamic and open to change over time. Because of the variation in gender across cultures and over time, gender roles should not be assumed but investigated. Note that gender is not interchangeable with women or sex. (Chapters 200-203)	
gender analysis	Gender analysis refers to the systematic gathering and analysis of information on gender differences and social relations to identify and understand the different roles, divisions of labor, resources, constraints, needs, opportunities/capacities, and interests of men and women (and girls and boys) in a given context. USAID requires that the findings of a gender analysis are used to inform the design of country strategic plans, Development Objectives, and projects. A gender analysis can be conducted at the macro level, analyzing socio-cultural, economic, health, or demographic trends and legal policies and practices at the national or regional level; and/or at the micro level, examining gender relations, roles, and dynamics at the community or household level within the context provided by the macro analysis. Taking a macro or micro focus depends on the purpose for which the analysis is being undertaken. For example, a gender	Gender analysis refers to the systematic gathering and analysis of information on gender differences and social relations to identify and understand the different roles, divisions of labor, resources, constraints, needs, opportunities/capacities, and interests of men and women (and girls and boys) in a given context.

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	analysis conducted to inform a country strategic plan will most likely assess the issues from a broader, more macro level, whereas a gender analysis conducted for the design of a project/activity, may look at the issues from both a macro and micro perspective. (Chapters 200-203)	
gender assessment	Gender assessment involves carrying out a review, from a gender perspective, of an organization's programs and its ability to monitor and respond to gender issues in both technical programming and institutional policies and practices. A gender assessment is a flexible tool, based on the needs of the Mission, and may also include a gender analysis at the country level. If a gender analysis is included in a gender assessment, this meets the ADS requirements. Findings from a gender assessment may be used, for example, to inform a country strategic plan or a Development Objective and/or develop a Mission Gender Plan of Action or a Mission Order on gender. (Chapters 200-203)	Gender assessment involves carrying out a review, from a gender perspective, of an organization's programs and its ability to monitor and respond to gender issues in both technical programming and institutional policies and practices. (See ADS 205)
gender equality	A broad concept and a goal for development. It is achieved when men and women have equal rights, freedoms, conditions, and opportunities for realizing their full potential and for contributing to and benefiting from economic, social, cultural, and political development. It means society values men and women equally for their similarities and the diverse roles they play. It signifies the outcomes that result from gender equity strategies and processes. (Chapters 200-203)	It is the state of men and women having equal rights, freedoms, conditions, and opportunities for realizing their full potential and for contributing to and benefiting from economic, social, cultural, and political development. (See ADS 205)
gender equity	The process of being fair to women and men. To ensure fairness, measures must often be available to compensate	The process of being fair to women and men, recognizing historical and social disadvantages that prevent women and

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	for historical and social disadvantages that prevent women and men from otherwise operating on a level playing field. Equity leads to equality. (Chapters 200-203)	men from otherwise operating on a level playing field.. (See ADS 205)
gender integration	Involves identifying and then addressing gender differences during strategic planning, project design, implementation, and monitoring and evaluation. Since the roles and relations of power between men and women affect how a project is implemented, it is essential that USAID staff address these issues on an ongoing basis. USAID uses the term gender integration in planning and programming. (Chapters 200-203)	Involves identifying and then addressing gender differences during strategic planning, project design, implementation, and monitoring and evaluation. (See ADS 205)
High Threat Environment	A country, city, area, sub-region or region in which USAID is hindered in accomplishing its mission due to security risks, such as: 1) Specific targeting of U.S. interests, 2) A favorable operating environment for terrorist groups, 3) Intelligence indicating that a threat is imminent, or 4) Other significant risk as identified by the Office of Security (USAID/SEC), the Regional Security Officer (RSO), or other appropriate U.S. Government (USG) official, in consultation with the RSO. (Chapters 200-203)	
host country	The country in which a USAID-funded activity takes place, also known as “Partner Country.”(Chapters 200-203)	The term for the country in which a USAID-funded activity takes place, also known as “Partner Country.”(Chapters 200-203)
implementing mechanism	implementing mechanism As means of implementing a program or project to achieve identified results, generally through the use of a	See mechanism and instrument

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	<p>legally binding relationship established between an executing agency (generally a USG agency like USAID or a host government agency) and an implementing entity (contractor, grantee, host government entity, international organization) to carry out programs with USG funding. Examples of implementing mechanisms include contracts, cooperative agreements, grants, inter-agency agreements, bilateral project agreements, fixed amount reimbursement and performance agreements and cash transfers to host country governments, public-private partnerships, Development Credit Authority (DCA) agreements, Development Innovation Venture (DIV) awards, and policy dialogue carried out by USG officials. (Chapters 200-203)</p>	
<p>Impact Evaluation (See Evaluation)</p>	<p>Impact evaluations measure the change in a development outcome that is attributable to a defined intervention. Impact evaluations are based on models of cause and effect and require a credible and rigorously defined counterfactual to control for factors other than the intervention that might account for the observed change. Impact evaluations in which comparisons are made between beneficiaries that are randomly assigned to either a treatment or a control group provide the strongest evidence of a relationship between the intervention under study and the outcome measured.(Chapters 200-203)</p>	
<p>implementation letters</p>	<p>Formal correspondence between USAID and another party following a formal agreement that obligates funding. Implementation letters serve several functions, including providing more detailed implementation</p>	<p>Formal correspondence between USAID and another party following a formal agreement that obligates funding, signed by the individual with delegated authority to enter into such agreement, typically the MD. Implementation letters serve</p>

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	procedures, providing details on terms of an agreement, recording the completion of conditions precedent to disbursements, and approving funding commitments and mutually agreed upon modifications to program descriptions.(Chapters 200-203)	several functions, including providing more detailed implementation procedures, providing details on terms of an agreement, recording the completion of conditions precedent to disbursements, and approving funding commitments and mutually agreed upon modifications to program descriptions.(Chapters 200-203)
Indicator	See Performance Indicator or context indicator	
Review		A study of an evaluative nature, typically by a technical expert, that focuses on USAID projects and programs but which is informal and/or subjective and is not held to the procedural or quality standards of USAID evaluations
initial environmental examination	The first review of the reasonably foreseeable effects of a proposed action on the environment. Its function is to provide a brief statement of the factual basis for a Threshold Decision as to whether an Environmental Assessment or an Environmental Impact Statement will be required. (See ADS 204)(Chapters 200-203)	
Input	A resource, such as technical assistance, commodities, training, or provision of USAID staff, either Operating Expenses (OE) or program-funded, that is used to create an output. Appears at the lowest level of a project logical framework (Chapters 200-203).	A resource, such as technical assistance, commodities, training, or provision of USAID staff, that is used to create an Output. Appears at the lowest level of a project logical framework (Chapters 200-203).
Internal (or self) Evaluation		Evaluations that are either: (1) conducted or commissioned by an implementing partner concerning their own project (an implementer internal evaluation), or (2) commissioned by USAID in which the evaluation team leader is USAID staff (a USAID internal evaluation).

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<p>Index (or composite) Indicator</p>		<p>An index, or composite indicator, combines two or more data sources into a single measure. They are often used for measuring results that are multi-dimensional in nature.</p>
<p>instrument</p>	<p>A contract, grant, DCA partial loan guarantee, bilateral agreement, or other mechanism that obligates or sub-obligates program or Operating Expenses (OE) funds. (Chapters 200-203)</p>	<p>A contract, grant, DCA partial loan guarantee, bilateral agreement, government to government instrument, or other mechanism that obligates or sub-obligates program or Operating Expenses (OE) funds. (Chapters 200-203)Same as Mechanism</p>
<p>Integrated Country Strategy (ICS)</p>	<p>A multi-year whole-of-government strategic plan. Based on mission scope and complexity, the ICS will comprise some of or all of the following components: 1) All missions: the Joint Mission Goals, 2) All missions : the Diplomatic Strategy, 3) As warranted: the Security and Justice Strategy, and 4) As warranted: the Development Strategy (consisting of the USAID Country Development Cooperation Strategy (CDCS), State, and other agency programs, as necessary). As called for in the QDDR, the Chief of Mission will lead the ICS process. The ICS serves as the foundation and framework for mission resource planning and for the analysis and review of the annual mission resource request, reflecting each mission's efforts to project the regional strategy within that country. Streamlining principles will guide the development of the ICS, ensuring that the process is flexible, depending upon the size and complexity of the mission, and that the utility of the process will be balanced with the level of effort required at the mission level. (Chapters 200-203)</p>	<p>A multi-year plan that articulates the U.S. priorities in a given country. The ICS sets Mission Goals and Mission Objectives through a coordinated and collaborative planning effort among Department of State (State), USAID, and other U.S. Government (USG) agencies operating overseas under Chief of Mission authority. The primary audiences for the ICS are the Country Team, Bureaus, State resource and policy analysts, and senior leadership in the USG. Led by the Chief of Mission, the ICS serves as a “single, multi-year, overarching strategy that encapsulates USG policy priorities, and objectives, and the means by which diplomatic engagement, foreign assistance, and other tools will be used to achieve them” (Quadrennial Diplomacy and Development Review, Chapter 5, page 191). Development Objectives from approved USAID Country Development Cooperation Strategies must be included as Mission Objectives in the ICS. Guidance and more detail is provided on diplopedia.state.gov.</p>
<p>Intermediate Result (IR)</p>	<p>Intermediate Result (IR) A component of a results framework in a mission CDCS. An important result that is seen as an essential step to</p>	<p>Intermediate Result (IR) A component of a results framework in a mission CDCS. An important result that is seen as an essential step to achieving</p>

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	<p>achieving a Development Objective. IRs are measurable results that may capture a number of discrete and more specific lower level results and typically define the purpose of projects. (Chapters 200-203)</p>	<p>a Development Objective. IRs are measurable results that may capture a number of discrete and more specific lower level results and typically define the purpose of projects. (Chapters 200-203) IRs are results that, combined, are necessary and sufficient to achieve a DO. An IR can be the starting point for designing a “project”.</p>
<p>Joint Regional Strategy (JRS)</p>	<p>The JRS is a three-year strategy developed collaboratively by State and USAID regional bureaus to identify the priorities, goals, and areas of strategic focus within a region. The JRS aims to provide a forward-looking and flexible framework within which bureaus and missions can prioritize engagement and resources, and respond to unanticipated events. The JRS process will be co-led by the State and USAID regional bureaus, with participation and input from relevant functional bureau stakeholders. Missions will be involved in JRS development, as the JRS will set the general parameters to guide mission planning. Bureaus will develop the JRS in the Fall, in advance of the mission and bureau budget-build process, so that it can serve as the foundation and framework for resource planning and for the analysis and review of the annual mission and bureau budget requests. Bureaus will complete a JRS once every three years, with the ability to adjust it in interim years as circumstances necessitate. (Chapters 200-203)</p>	<p>The JRS is a three-year strategy developed collaboratively by State and USAID regional bureaus to identify the priorities, goals, and areas of strategic focus within a region. The JRS aims to provide a forward-looking and flexible framework within which bureaus and missions can prioritize engagement and resources, and respond to unanticipated events. The JRS process is co-led by the State and USAID regional bureaus, with participation and input from relevant functional bureau stakeholders. Missions [Embassies] are involved in JRS development, as the JRS informs the development of the Integrated Country Strategy.</p>
<p>Learning</p>	<p>A continuous process of analyzing a wide variety of information sources and knowledge (including evaluation findings, monitoring data, innovations and new learning that bring to light new best practices or call into question received wisdom, and collected observations and tacit</p>	<p>A continuous process of analyzing a wide variety of information sources and knowledge (including evaluation findings, monitoring data, innovations and new learning that brings to light new, promising practices or calls into question received wisdom, and collected observations and tacit knowledge from those who have particularly deep or unique insight in a given</p>

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	<p>knowledge from those who have particularly deep or unique insight in a given area), leading to iterative adaptation of strategy, project design and/or implementation, in order to sustain the most effective and efficient path to achieving development objectives. (Chapters 200-203)</p>	<p>area)..</p>
<p>Learning Plan (also collaborating, learning and adapting plan)</p>		<p>Learning Plan A learning plan includes an analytic agenda aimed at conducting or synthesizing research or evaluations in order to fill gaps in the evidence base on which programs are grounded; as well as processes for feeding applicable learning back into programming. A Learning Plan can be a comprehensive/systematic Collaborating, Learning and Adapting (CLA) plan, or it can be something more modest or targeted. A learning Plan can be at the CDCS, DO, Project or mechanism level.</p>
<p>leveraging</p>	<p>leveraging Influencing significant resource mobilization beyond USAID’s direct contribution. In the case of public-private alliances, USAID seeks the mobilization of resources of other actors on a 1:1 or greater basis. Resources may include funds, in-kind contributions, and intellectual property. (Chapters 200-203)</p>	
<p>*Logical Framework (LogFrame)</p>	<p>A rigorous methodology used for project design that focuses on the causal linkages between project inputs, outputs, and desired outcome (or purpose). When completed, LogFrame components will be detailed enough to provide specific and clear information for preparing project authorization documentation. (Chapters 201-203)</p>	<p>A rigorous methodology used for project design that focuses on the causal linkages between project inputs, outputs, sub-purpose, purpose and project goal. When completed, LogFrame components will be detailed enough to provide a framework for a measurable and monitorable project design.</p>

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<p>manageable interest</p>	<p>manageable interest The concept of manageable interest recognizes that achievement of results requires joint action on the part of many other actors such as host country governments, institutions, other donors, civil society, and the private sector. When an objective is within USAID’s manageable interest, it means that the Agency has reason to believe that its ability to influence, organize, and support others around commonly shared goals can lead to the achievement of desired results, and that the probability of success is high enough to warrant expending program and staff resources. A result is within an entity’s manageable interest when there is sufficient reason to believe that its achievement can be significantly and critically influenced by interventions of that entity.(Chapters 200-203)</p>	<p>When USAID has reason to believe that its ability to influence, organize, and support others around commonly shared goals can lead to the achievement of desired results, and that the probability of success is high enough to warrant expending program and staff resources. The concept of manageable interest recognizes that achievement of results requires joint action on the part of many other actors such as host country governments, institutions, other donors, civil society, and the private sector. (Chapters 200-203)”</p>
<p>Mechanism</p>		<p>A contract, grant or other action (such as a government to government activity) that obligates or sub-obligates program or Operating Expenses (OE) funds. (Chapters 200-203) (Same as instrument)</p>
<p>Memorandum of Understanding (MOU)</p>	<p>A document that sets forth an agreement between parties. A Memorandum of Understanding may be used to cover a range of topics including results to be achieved, activities to be implemented, and the respective roles and responsibilities of each party. An MOU is not used for obligating funds. However, an MOU may be used to confirm an agreement with a host government on a program that USAID will fund directly</p>	

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	through an obligating instrument signed with other parties. (Chapters 200-203)	
Milestone Indicator		A type of indicator that measures progress towards a desired outcome by dividing the progress into a series of defined steps. The simplest form of a milestone indicator is a binary indicator of whether a particular discrete result has or has not been achieved.
Mission Resource Request (MRR, previously MSRP)	A country-specific document prepared by a field Operating Unit under the guidance of the Ambassador, which will focus on resources required to implement the strategies outlined in bureau and country-level multi-year strategies, and will not duplicate the strategy components previously included in the MSRP. (Chapters 200-203)	A country-specific document prepared by a field Operating Unit under the guidance of the Ambassador, which focuses on resources required to implement the strategies outlined in bureau and country-level multi-year strategies. The MRR is the first step in the annual State and USAID budget formulation process: it informs the Senior Review process and culminates in the submission of the President's Budget to Congress.
Modality		See activity
mortgage	The difference between the total authorized level of funding and the cumulative total amount of funds obligated to a particular development objective, intermediate result, or project. (Chapters 202, 602)	
Non-Required evaluation		An evaluation whose completion does not fulfill either the "large project requirement" or the "pilot activity requirement" (ADS 203.3.1.3). Missions may conduct non-required evaluations for learning or management purposes, at any point in implementation of activities, projects, or programs. As evaluations, they still must meet all procedural,

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		reporting, and quality standards stipulated in the ADS 203 and the Evaluation Policy. Non-required evaluations may be impact or performance, internal or external.
Operating Expenses (OE)	Costs related to personnel, other administration costs, rental, and depreciation of fixed assets. (Chapters 200-203)	Type of costs related to personnel, other administration costs, rental, and depreciation of fixed assets. Can use Operating Expense funds or Program funds (Chapters 200-203)
Operating Expense Funds		Source of funding, used for Operating Expenses
Operating Unit	An Operating Unit is the organizational unit responsible for implementing a foreign assistance program for one or more elements of the Department of State’s Foreign Assistance Framework. The definition includes all USG Agencies implementing any funding from the relevant foreign assistance accounts (the 150 accounts). For USAID, it includes field Missions, regional entities and USAID/Washington Offices that expend program funds to achieve Development Objectives identified in a Country Development Cooperation Strategy. (Chapters 200-203)	
Operational Plan	An Operational Plan provides details on the use of foreign assistance funding for a specific fiscal year. It identifies where, and on what, programs funds will be spent, which USG agencies will manage the funds, and who will implement the programs. A primary objective of the Operational Plan is to ensure coordinated, efficient, and effective use of all USG foreign assistance resources in support of the transformational diplomacy goal and related foreign policy priorities. (Chapters 200-203)	

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<p>operations policy</p>	<p>Program procedures, rules, and regulations affecting the management of USAID internal systems, including budget, financial management, personnel, procurement, and program operations. (Chapters 200-203)</p>	
<p>Outcome</p>	<p>A higher level or end result. Development Objectives should be outcomes. An outcome results from a combination of outputs and therefore is expected to have a positive impact on and lead to change in the development situation of the host country. (Chapters 200-203)</p>	<p>The conditions affecting people, systems, or institutions that indicate progress or lack of progress toward achievement of project/program goals. Outcomes are any results higher than an output to which a given project output contributes to but for which the project is not solely responsible. Outcomes may be intermediate or end outcomes, short-term or long-term, intended or unintended, positive or negative, direct or indirect.</p>
<p>Output</p>	<p>A tangible, immediate, and intended product or consequence of an activity within USAID’s control. Examples of outputs include people fed, personnel trained, better technologies developed, and new construction. Deliverables included in contracts will generally be considered outputs, as will tangible products and consequences of USAID grantees. (Chapters 200-203)</p>	<p>Outputs are what are produced as a direct result of inputs. They are the tangible, immediate, and intended products or consequences of an activity within USAID’s control or influence.</p>
<p>partner</p>	<p>An organization or individual with which/whom the Agency collaborates to achieve mutually agreed upon objectives and to secure participation of ultimate customers. Partners include host country governments, private voluntary organizations, indigenous and international nongovernmental organizations (NGOs), universities, other U.S. Government agencies, United Nations and other multilateral organizations, professional and business associations, and private businesses and individuals. (Chapters 200-203)</p>	

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Partner country		The country in which a USAID-funded activity takes place (Chapters 200-203) See Host Country
Performance baseline	The value of a performance indicator before the implementation of USAID-supported activities that contribute to the achievement of the relevant result. (Chapter 200-203)	The value of a performance indicator at the onset of implementation of USAID-supported strategies, projects or activities that contribute to the achievement of the relevant result. <i>(see also baseline)</i>
performance budgeting	(See Strategic Budgeting)	
performance evaluation (See Evaluation, Impact Evaluation)	Performance evaluations represent a broad range of evaluation methods. They often incorporate before-after comparisons, but generally lack a rigorously defined counterfactual. Performance evaluations focus on what a particular project or program has achieved (either at an intermediate point in execution or at the conclusion of an implementation period); how was implemented; how it was perceived and valued; whether expected results occurred; and other questions that are pertinent to project design, management and operational decision making. (Chapters 200-203)	
Performance Indicator	A particular characteristic or dimension used to measure intended changes defined in a Results Framework. Performance indicators are used to observe progress and to measure actual results compared to expected results. Performance indicators help answer how or if a USAID Mission or Bureau/Independent Office (B/IO) or development objective team is progressing towards its objective(s), rather than why such progress is or is not being made. Performance indicators	Performance indicators measure a particular characteristic or dimension of strategy, program, project, or activity level results based on a Mission’s CDCS Results Framework or a project’s logical framework (LogFrame). Performance indicators are the basis for observing progress and measuring actual results compared to expected results. Performance indicators help answer the extent to which USAID is progressing towards its objective(s), but alone cannot tell the manager why such progress is or is not being

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	may measure performance at any level of a Results Framework (project, sub-intermediate result, intermediate result, development objective. (Chapters 200-203)	made.
Performance Management	Performance management is the systematic process of monitoring the achievements of program operations; collecting and analyzing performance information to track progress toward planned results; using performance information and evaluations to influence decision making and resource allocation. (Chapters 200-203)	Performance management is the systematic process of planning, collecting, analyzing and using performance monitoring data and evaluations to track progress, influence decision making, and improve results. Performance management activities are described at the mission level in the mission's performance management plan. Performance management is one aspect of the larger process of continuous learning and adaptive management.
Performance Management Plan	A tool used by a USAID Mission or Bureau/Independent Office (B/IO) to plan and manage the process of monitoring, evaluating, and reporting progress toward achieving the various levels of the approved CDCS results framework. Known as a performance monitoring plan until 2002. (Chapters 201-203)	Performance Management Plan (mission-wide) A Performance Management Plan (PMP) is a tool to plan and manage the process of monitoring, evaluating, and analyzing progress toward achieving results identified in a CDCS and project LogFrame in order to inform decision-making, resource allocation, learning, and adapting projects and programs. PMPs are mission-wide documents and are distinct from Project M&E plans and Activity M&E plans.
Performance Monitoring	Performance monitoring of changes in performance indicators reveals whether desired results are occurring and whether implementation is on track. (Chapters 200-203)	Performance monitoring is the ongoing and routine collection of performance indicator data to reveal whether desired results are being achieved and whether implementation is on track. Performance monitoring continues throughout the life of an activity, a project, and a Mission's Country Development Cooperation Strategy (CDCS).
Performance Plan and Report	The Performance Plan and Report documents USG foreign assistance results achieved over the past fiscal year and sets targets on designated performance indicators for the	The Performance Plan and Report (PPR) documents USG foreign assistance results achieved over the past fiscal year and sets targets on designated performance indicators for the

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	next two fiscal years. (Chapters 200-203)	next two fiscal years. (Chapters 200-203)
Performance Target	Specific, planned level of result to be achieved within an explicit timeframe with a defined level of resources. (Chapters 200-203)	The specific, planned level of result to be achieved within an explicit timeframe with a given level of resources.
pillar bureau	Pillar Bureaus provide leadership and innovation in their respective fields. The four Pillar Bureaus are Economic Growth, Agriculture, and Trade (EGAT); Democracy, Conflict, and Humanitarian Assistance (DCHA); Food Security; and Global Health (GH). Pillar Bureaus concentrate on program activities that support USAID Operating Units in the field. (Chapters 200-203)	Pillar Bureaus provide leadership and innovation in their respective fields. The four Pillar Bureaus are Economic Growth, Education and Environment (E3) ; Democracy, Conflict, and Humanitarian Assistance (DCHA); Food Security; and Global Health (GH). Pillar Bureaus concentrate on program activities that support USAID Operating Units in the field. (Chapters 200-203)
Portfolio Review	A periodic review of all aspects of a USAID Mission or Bureau/Independent Office (B/IO)'s Development Objective, projects, and activities, often held prior to preparing the Performance Plan and Report. (Chapter 200-203)	A periodic review during the implementation phase of the Program Cycle for Missions to use their evidentiary base to take stock of many aspects of progress toward their Development Objectives (DOs).
program	A program is aligned with a CDCS Development Objective and includes all projects and other activities that are associated with a particular DO. (Chapters 200-203)	Program within ADS 201-203 refers to a set of projects typically at the DO level. "Program" can also have more generic meanings, such as "program funds" or host-country government "program"
program area	One of the several categories in the Foreign Assistance Standardized Program Structure that identify broad programmatic interventions (such as Counter Narcotics, Health, or Private Sector Competitiveness). This is primarily used for budget planning and tracking. Program Areas can be funded by more than one appropriation account. (Chapters 200-203)	One of the several categories in the Foreign Assistance Standardized Program Structure that identify broad programmatic interventions (such as Counter Narcotics, Basic Education, or Private Sector Productivity). This is primarily used for budget planning and tracking. Program Areas can be funded by more than one appropriation account. (Chapters 200-203)

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<p>program assistance</p>	<p>The distinguishing feature of program assistance is the manner in which USAID resources are provided. Under this implementing mechanism, USAID provides a generalized resource transfer, in the form of foreign exchange or commodities, to the recipient government. This is in contrast to other types of assistance in which USAID finances specific inputs, such as technical assistance, training, equipment, vehicles, or capital construction. (This distinction parallels distinctions in law and previous USAID usage between project and non-project assistance.) (Chapters 200-203)</p>	<p>Under this implementing mechanism, USAID provides a generalized resource transfer, in the form of foreign exchange or commodities, to the recipient government. This is in contrast to other types of assistance in which USAID finances specific inputs, such as technical assistance, training, equipment, vehicles, or capital construction of relevance to statutory notification and obligation. Note that program assistance, as with other mechanisms, are subsumed within projects. Program Assistance requires different Congressional notification and other obligating requirements than required for other non-G to G support. Chapters 200-203)</p>
<p>program cycle</p>	<p>Refers to the various stages of USAID’s approach to delivering development assistance, including strategic planning, project design, implementation, and evaluation and monitoring. These components are influenced by agency policies and strategies as well as evidence gained during each stage of the cycle. (Chapters 200-203)</p>	
<p>program element</p>	<p>Program Elements are categories in the Foreign Assistance Standardized Program Structure that reflect the different components of a Program Area. Examples would be Alternative Development and Alternative Livelihoods within Counter Narcotics, HIV/AIDS within Health, and Business Enabling Environment within Private Sector Competitiveness. This is primarily used for budget planning and tracking. (Chapters 200-203)</p>	<p>Program Elements are categories in the Foreign Assistance Standardized Program Structure that reflect the different components of a Program Area. Examples would be Alternative Development and Alternative Livelihoods within Counter Narcotics, and Business Enabling Environment within Private Sector Productivity. This is primarily used for budget planning and tracking. (Chapters 200-203)</p>
<p>Project M&E plan</p>		<p>A plan for measuring progress towards planned results and identifying the cause of any delays or impediments during implementation. Missions must develop a Project Monitoring and Evaluation Plan (M&E) plan during project design, and include it as an annex to their project appraisal document</p>

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		(PAD). The M&E Plan for the project provides a framework for monitoring and evaluation that pulls together performance information from all activities contributing to a project. Project M&E plans should not be referred to as PMPs, which are mission-wide documents
Project Review	See Intensive Program Review	
project	A project is a set of executed interventions, over an established timeline and budget intended to achieve a discrete development result (i.e. the project purpose) through resolving an associated problem. It is explicitly linked to the CDCS Results Framework. (Chapters 200-203)	
project appraisal document	The PAD documents the complete project design and serves as the reference document for Project Authorization and subsequent implementation. The PAD should: define the development problem to be addressed by the project; provide a description of the technical approach to be followed during implementation; define the expected results at the input, output, purpose, and goal level (as presented in the final logical framework); present the financial plan and detailed budget; present an overall project implementation and procurement plan; and present the monitoring and evaluation plan. (Chapters 200-203)	
project authorization	The project authorization gives substantive approval for a project to move from the planning stage to implementation. It does not reserve or commit funds. The authorization approves the project design, sets out the basic scope of the design and its duration, defines certain	

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	fundamental terms and conditions of the assistance, and approves an overall total budget level for the project. Waivers also will be included and documented in the authorization. (Chapters 200-203)	
project design concept paper	The first stage of the project design process, the concept paper provides a summary of a proposed project that can be reviewed by Mission management to assess strategic fit, plausibility of success, underlying assumptions, and manageable interest, among other considerations. It should define a clear road-map for completion of the project design and Project Appraisal Document, and include cost estimates and timeframes for completing required analysis. Concept Papers minimize the expenditure of resources on fully developed designs until it has been decided that such an effort should be undertaken. (Chapters 200-203)	
Project Goal		Typically corresponds to a Development Objective
Project Purpose	Typically constitutes USAID’s support for achieving an Intermediate Result (IR), as well as the support provided by partners that USAID influences.	The Project Purpose is the key result to be achieved by the project. It provides the justification for the project. The Mission is accountable for achieving the Project Purpose. Definition of the Project purpose includes the results statement in the narrative summary, and 1-3 performance measures (including baseline value, target, and time-frame for reaching the target. also referred to as the ‘end-of-project status’, or EOPS.
Project Sub-Purpose		The level of associated results below a project purpose, and above outputs.

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project manager	Member of a Development Objective Team or Mission Technical Office who is responsible for the overall management of a discrete project, if not individual activities or awards.(Chapters 200-203)	Member of a Development Objective Team or Mission Technical Office who is responsible for the overall management of a discrete project .(Chapters 200-203)
Quasi-experimental design (of an evaluation)		Impact evaluation designs used to attribute impact in the absence of a control group from an experimental design. Rather than a randomized control group, a comparison group is generated through rigorous statistical procedures such as propensity score matching, regression discontinuity, or analysis with instrumental variables.
Required Evaluation		An evaluations whose completion fulfills either the “large project requirement” or the “pilot activity requirement” (ADS 203.3.1.3). Required evaluations must be external and managed, in most cases, by Program Office staff.
Rating Scale Indicator		A measurement device that quantifies a range of subjective responses on a single issue or single dimension of an issue.
Regional Development Cooperation Strategy (RDCS)		A CDCS that is regional in nature, developed by Regional Missions/Platforms.
Result	A significant, intended, and measurable change in the condition of a customer, or a change in the host country, institutions, or other entities that will affect the customer directly or indirectly. (Chapters 200-203)	A significant, intended, measurable change in a development condition affecting people, systems, or institutions. Results are outputs and outcomes, including Goals, Development Objectives, Intermediate Results, sub-Intermediate Results, Project Purpose and Project Outputs, as specified in a Mission’s CDCS or project Logical Framework.

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<p>*Results Framework</p>	<p>The Results Framework (RF) is a graphical representation of the development hypothesis and includes the CDCS Goal, DOs, IRs, sub-IRs, and performance indicators. The RF should be supported by accompanying narrative that addresses how USAID, working closely with host country government and citizens, civil society, the private sector, multi-lateral organizations, the State Department, and other USG agencies can best address the specific development challenges and opportunities identified by the Mission, based on evidence, to achieve its DOs and CDCS Goal. It includes any critical assumptions that must hold for the development hypothesis to lead to the relevant outcome. Typically, it is laid out in graphic form supplemented by narrative. (Chapters 200-203)</p>	
<p>*selectivity</p>	<p>Operational principle concerned with where USAID invests its resources in countries, sub-national regions, or sectors in order to have the greatest impact on a particular development objective at a country or global level. Applying the principle requires (1) understanding the conditions on the ground that are associated with the degree of impact desired, and (2) identifying criteria for selection of countries, regions or sectors based on those conditions.(Chapters 200-203)</p>	
<p>sex</p>	<p>A biological construct that defines males and females according to physical characteristics and reproductive capabilities. For monitoring and reporting purposes, USAID disaggregates data by sex, not by gender. Gender and sex are not synonyms. See gender. (Chapters 200-203)</p>	
<p>Stakeholders</p>	<p>Those who are affected by a development outcome or</p>	

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	have an interest in a development outcome. (Chapters 200-203)	
Strategic Budgeting	A programming policy that closely links resource allocation with strategic priorities and performance. (Chapters 200-203)	
*sub-Intermediate Result (sub-IR)	A component of a results framework in a mission CDCS. A measurable lower level result that is seen as an essential step to achieving an Intermediate Result. (Chapters 200-203)	
Support Objective		Regional Platforms/ Missions may include a Support Objective for services provision, if appropriate. A Support Objective reflects the technical and management assistance that the Regional Platform/ Mission may provide to Bilateral Missions and to non-presence programs within its region. A Support Objective can also be managed by a bilateral mission or a Washington-based Operating Unit.
*sustainability	In the context of USAID-funded programs and projects, the continuation of benefits after major assistance has been completed. While ultimate responsibility for sustained benefits often rests with the local stakeholders, the operational principle of sustainability requires that it be incorporated from the start when selecting a program during the CDCS process or designing a subsequent project. (Chapters 200-203)	In the context of USAID-funded programs and projects, the continuation of benefits after major assistance has been completed. While ultimate responsibility for sustained benefits often rests with the local stakeholders, the operational principle of sustainability requires that it be incorporated during CDCS planning and project design. (Chapters 200-203)
Target	(See Performance Target)	

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<p>Theory Of Change</p>		<p>A theory of change is a description of the logical causal relationships between multiple levels of conditions or interim results needed to achieve a long-term objective. It may be visualized as a roadmap of change, and outlines pathways or steps to get from an initial set of conditions to a desired end result. A theory of change is analogous to a USAID development hypothesis or project hypothesis.</p>
<p>Transitional Strategy / CDCS</p>		<p>Mission operating in a conflict-affected or fragile state in transition, from one set of circumstances to another, may choose to develop a Transition Strategy/CDCS.</p>
<p>Transition Objective</p>		<p>Bilateral or Regional Missions that have regions within their country or countries, respectively, which meet the constraints and risks outlined in the Transition Strategy/CDCS guidance (see 201.3.2.4 and Transition Strategy Guidance) can decide whether to have a Transition Objective alongside other Development Objectives within a full or abbreviated CDCS</p>