



July 24, 2014

Congressional Requesters

Foreign Assistance: Briefing on U.S. International Water-Related Assistance

A lack of access to safe water and basic sanitation severely limits economic growth and development and leads to suffering and death for millions each year in developing countries. In 2012, nearly 750 million people around the world lacked access to an improved source of drinking water, and an estimated 2.5 billion people—more than 35 percent of the world’s population—were without access to an improved sanitation facility, according to a report by the World Health Organization and the United Nations.¹ To improve health and the quality of life in developing countries, the United States and many other countries, as well as numerous organizations, have provided water-related assistance for decades. Moreover, in 2005, Congress passed the Senator Paul Simon Water for the Poor Act to make access to safe water and sanitation for developing countries a specific U.S. foreign assistance policy objective. The United States has provided water-related assistance in four broad sectors: (1) water supply, sanitation, and hygiene; (2) water resources management, which includes natural resources management and protection of watersheds and ecosystems; (3) water productivity, which includes management of water for agriculture, energy, and industry; and (4) disaster risk reduction, which includes activities intended to reduce vulnerability to disasters and increase capacity to prepare for and respond to disaster shocks.

Congressional requesters asked us to review the U.S. government’s international water-related assistance. In this report—the first of two reports responding to their request—we present initial observations regarding

- (1) U.S. agencies’ funding for international water-related assistance and the extent to which the agencies complied with congressional spending requirements,
- (2) roles and responsibilities of U.S. agencies providing international water-related assistance,
- (3) U.S. agencies’ staffing to provide international water-related assistance, and
- (4) coordination and collaboration among U.S. agencies on international water-related assistance.

¹World Health Organization and UNICEF, *Progress on Sanitation and Drinking Water: 2014 Update* (Geneva, Switzerland: World Health Organization, 2014).

The enclosure presents a briefing of these initial observations that we provided to requesters' staff in May 2014. The briefing includes updated funding and staffing data as well as additional information on agency roles.

To conduct this work, we obtained data and documentation on water-related efforts and conducted interviews with agency officials, from the Department of State (State), U.S. Agency for International Development (USAID), and Millennium Challenge Corporation (MCC). Additionally, we administered a questionnaire to 27 U.S. agencies and subagencies (collectively, "agencies") to collect high-level information on funding, agency roles, staffing, and coordination.² Each agency had been identified by State's 2006 annual report to Congress, required under the Paul Simon Water for the Poor Act of 2005, as having a role in international water-related assistance.³ Generally, we requested information for fiscal years 2009 through 2013; we requested staffing data for fiscal year 2013. All of the agencies responded to the questionnaire, and of the agencies that reported funding data, all except USAID reported obligations data. USAID reported "allocations" data, which State's annual reports to Congress responding to the act have characterized as "estimated obligations."⁴ We conducted follow-up with agencies that provided seemingly incomplete or inconsistent responses, to ensure the completeness and accuracy of the data collected, and we determined that these data were sufficiently reliable to present approximate funding and staffing levels. In addition, we performed steps such as interviewing knowledgeable officials and obtaining and reviewing additional documentation for funding and staff data from State, USAID, and MCC; we determined that these data were sufficiently reliable to present exact funding and staffing amounts. See appendix I of the enclosure for more details of our scope and methodology.

We conducted this performance audit from December 2013 through July 2014 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings based on our audit objectives. We believe that the evidence we obtained provides a reasonable basis for our findings based on our audit objectives.

²We sent the questionnaire to USAID, State, and MCC as well as to the Department of Commerce's International Trade Administration and the National Oceanic and Atmospheric Administration; the Department of Energy; the Department of Health and Human Services' Centers for Disease Control and Prevention; the Department of the Interior's Bureau of Reclamation, National Park Service, U.S. Fish and Wildlife Service, and U.S. Geological Survey; various combatant commands of the Department of Defense as well as the U.S. Army Corps of Engineers; the Export-Import Bank of the United States; the Environmental Protection Agency; the Department of Homeland Security's Federal Emergency Management Agency; the Department of the Treasury; the National Aeronautics and Space Administration; the National Science Foundation; the Overseas Private Investment Corporation; the Peace Corps; the U.S. African Development Foundation; the U.S. Department of Agriculture's Agricultural Research Service, Foreign Agriculture Service, Natural Resources Conservation Service, and U.S. Forest Service; and the U.S. Trade and Development Agency.

³The Senator Paul Simon Water for the Poor Act of 2005 requires the Secretary of State, in consultation with USAID and other U.S. agencies, to develop and implement a strategy "to provide affordable and equitable access to safe water and sanitation in developing countries." It also requires the Secretary of State, in consultation with the USAID Administrator, to submit an annual report to Congress describing changes in the U.S. strategy and progress in achieving the act's objectives. Pub. L. No. 109-121, § 6.

⁴According to State and USAID, USAID's financial accounting systems are not configured to easily link obligations data to congressional spending requirements, because single obligations can be used to satisfy more than one spending requirement. USAID therefore uses allocations data as a proxy when reporting to Congress. USAID uses the Foreign Assistance Coordination and Tracking System—which is maintained by State and is a component of State's and USAID's foreign assistance tracking system—to report allocations data.

The following summarizes our initial observations (see the enclosure for additional details).

- **Funding.** U.S. agencies reported providing billions of dollars in international water-related assistance in fiscal years 2009 through 2013. USAID and MCC reported providing most of about \$4 billion in grants and contracts, and the Overseas Private Investment Corporation and Export-Import Bank of the United States reported providing about \$1 billion in loans and insurance. In fiscal years 2009 through 2013, USAID and MCC provided a greater share of their water-related funding in sub-Saharan Africa than in any other region. USAID allocated the largest share of its funding in fiscal years 2009 through 2013 to other countries that it has identified, based on their strategic importance to the United States, as priority countries for fiscal year 2014.⁵ State and USAID reported meeting congressional spending requirements related to water and sanitation. (See app. II of the enclosure for information about U.S. agency funding for grants and contracts for international water-related assistance.)
- **Agency roles.** Of the 27 agencies that we surveyed, 25 reported conducting at least one of the following activities related to international water-related assistance: providing technical assistance, gathering and sharing information, participating in international policy and relations, and implementing and overseeing projects. U.S. agencies reported providing assistance to more than 150 countries, with 28 of these countries each receiving assistance from 6 or more agencies. (See app. III of the enclosure for more information about U.S. agencies' programs in international water-related assistance.)
- **Staffing.** Eleven agencies involved in international water-related assistance reported a combined total of 154 staff working primarily on such assistance. In addition, 25 agencies reported staff who made key contributions (i.e., staff who regularly spent less than 50 percent of their time or worked on short-term assignments) in this area. Staff roles varied, ranging from project management, to civil and environmental engineering, to hydrology and epidemiology. (See app. IV of the enclosure for information about USAID, State, and MCC staff roles and responsibilities related to international water-related assistance.)
- **Coordination.** U.S. agencies reported using various mechanisms—formal interagency agreements, conferences, phone calls, and e-mail—to facilitate coordination and collaboration on international water-related assistance. State convenes monthly interagency water working group meetings to help coordinate U.S. international water-related assistance. In addition, State and USAID established senior coordinator positions to support coordination in their own agencies and with other U.S. government partners for water-related assistance.

Agency Comments

We provided a draft of this report to USAID, State, and MCC, as well as to the Departments of Agriculture, Commerce, Defense, Energy, Health and Human Services, Interior and Treasury; the Export-Import Bank of the United States; the Environmental Protection Agency; the National Aeronautics and Space Administration; the Overseas Private Investment Corporation; the Peace Corps; the U.S. African Development Foundation; and the U.S. Trade and Development

⁵The countries that USAID designated as strategic priorities for fiscal year 2014 are Afghanistan, Jordan, Lebanon, Pakistan, the West Bank and Gaza, and Yemen.

Agency. We received technical comments from USAID, State, MCC, the Environmental Protection Agency, the Peace Corps, and the Overseas Private Investment Corporation, which we incorporated as appropriate.

We are sending copies of this report to the Secretaries of Agriculture, Commerce, Defense, Energy, Health and Human Services, Interior, State, and the Treasury; the Administrators of the Environmental Protection Agency, the National Aeronautics and Space Administration, and USAID; the Chairman of the Export-Import Bank of the United States; the Director of the Peace Corps; the Chief Executive Officer of MCC, the Overseas Private Investment Corporation, and the U.S. African Development Foundation; the Director of the U.S. Trade and Development Agency; and other interested parties. This report will also be available at no charge on our website at <http://www.gao.gov>.

If you or your staff have any questions about this report, please contact me at (202) 512-3149 or gootnickd@gao.gov. Contact points for our Offices of Congressional Relations and Public Affairs may be found on the last page of this report. Emil Friberg, Jr. (Assistant Director), Mona Sehgal, Elisabeth Helmer, and Bethany Patten made major contributions to this report. Mike Armes, Nikki Clowers, Mark Dowling, Etana Finkler, Alfredo Gomez, Susan Iott, Reid Lowe, Steven Putansu, Monica Savoy, Oziel Trevino, and Sarah Veale provided technical support.

A handwritten signature in black ink, appearing to read "David Gootnick". The signature is stylized with a large, looping initial "D" and a cursive "Gootnick".

David Gootnick
Director, International Affairs and Trade

Enclosure

List of Requesters

The Honorable Karen Bass
Ranking Member
Subcommittee on Africa, Global Health, Global Human Rights, and International Organizations
Committee on Foreign Affairs
House of Representatives

The Honorable Richard J. Durbin
United States Senate

The Honorable Earl Blumenauer
House of Representatives

The Honorable Ted Poe
House of Representatives



FOREIGN ASSISTANCE: U.S. International Water-Related Assistance

**Briefing Provided to
Congressional Requesters**

Objectives

1. **Funding:** How have U.S. agencies distributed funding for international water-related assistance, and to what extent have the agencies complied with congressional spending requirements?
2. **Agency roles:** What are the roles and responsibilities of U.S. agencies providing international water-related assistance?
3. **Staffing:** How are U.S. agencies staffed to provide international water-related assistance?
4. **Coordination:** How do U.S. agencies coordinate and collaborate on international water-related programs?

Background

U.S. agencies provide international water-related assistance in four sectors:

- **Water supply, sanitation, and hygiene (WASH)** includes access to safe drinking water, improved sanitation services, and adoption of key hygiene behaviors.
- **Water resources management (WRM)** includes natural resources management and protection of watersheds and ecosystems.
- **Water productivity (WP)** includes management of water for agriculture, energy, and industry.
- **Disaster risk reduction (DRR)** includes activities intended to reduce vulnerability to disasters and increase capacity to prepare for, respond to, and recover from disaster shocks.



Water supply, sanitation, and hygiene (WASH)



Water resources management (WRM)

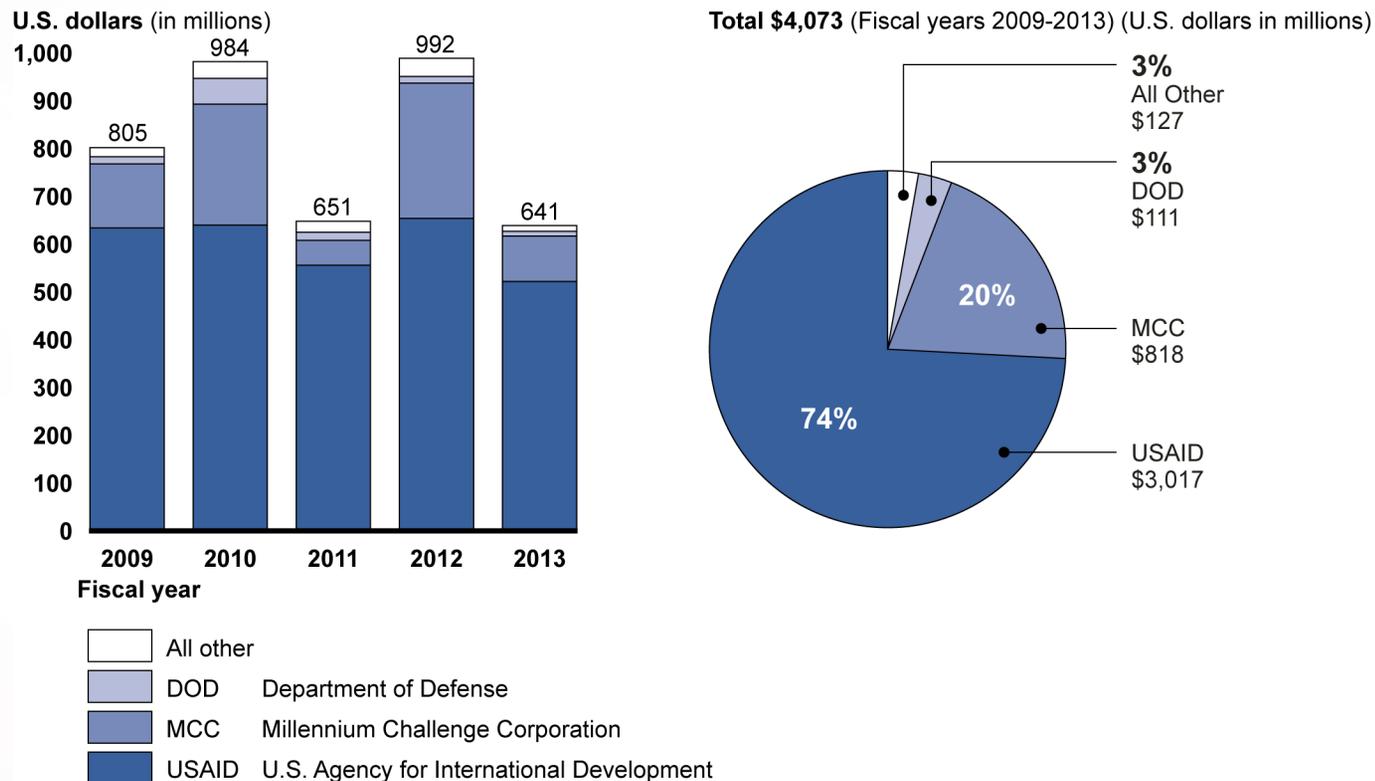


Water productivity (WP)



Disaster risk reduction (DRR)

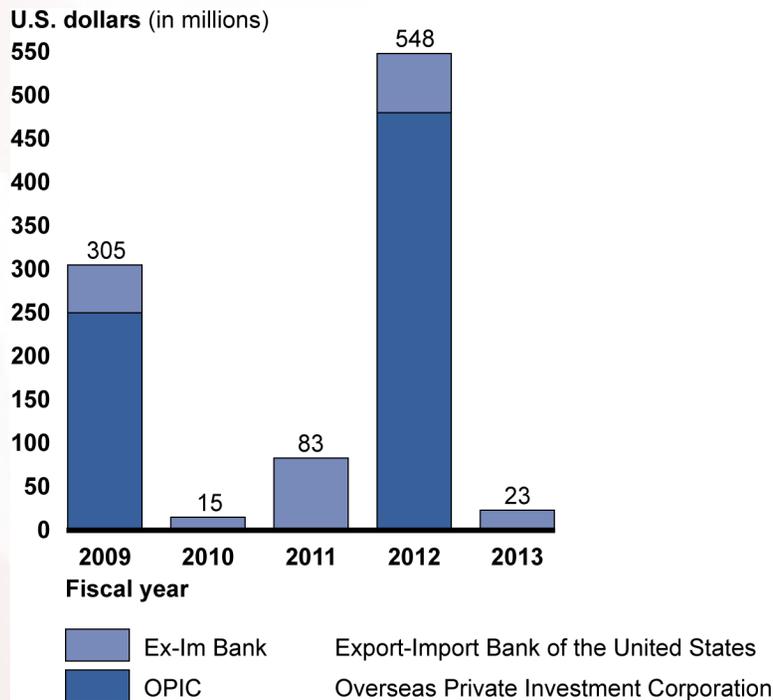
USAID and MCC Funded Most of About \$4 Billion in Reported Grants and Contracts for International Water-Related Assistance



Source: GAO analysis of USAID and MCC data, and U.S. agencies' responses to a GAO questionnaire. | GAO-14-683R

Note: Amounts shown may not sum to total because of rounding. Amounts shown include about \$4.3 million in reported interagency transfers and about \$6.9 million in "other" funding such as staff and travel costs. USAID data include about \$17 million in State funding for water-related programs. All agencies except USAID reported obligations data; USAID reported "allocations" data. According to State and USAID, USAID's financial accounting systems are not configured to easily link obligations data to congressional spending requirements, because single obligations can be used to satisfy more than one requirement. USAID therefore uses allocations data as a proxy when reporting on spending requirements to Congress. DOD data include funding reported by the U.S. Army Corps of Engineers and multiple combatant commands. One combatant command reported data for disaster risk reduction efforts broadly, not for water-related disaster risk reduction only; therefore, actual DOD funding for water-related assistance may be less than shown. See appendix II for more details on U.S. agency grants and contracts funding data.

U.S. Agencies Provided About \$1 Billion in Loans and Insurance for International Water-Related Assistance



Source: GAO analysis of U.S. agencies' responses to a GAO questionnaire. | GAO-14-683R

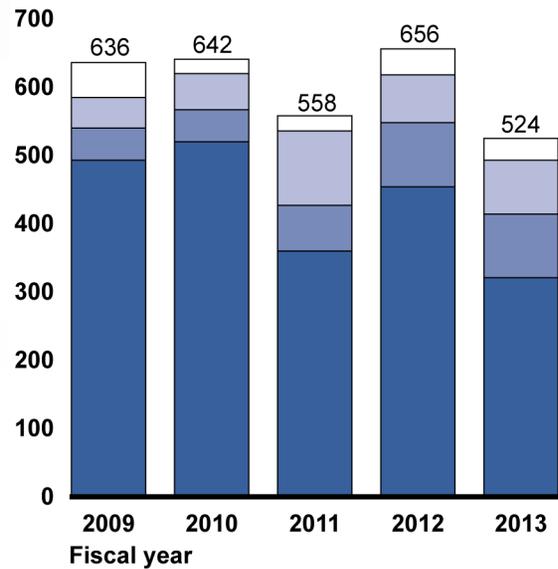
In assisting the U.S. private sector, the Overseas Private Investment Corporation (OPIC) and Export-Import Bank of the United States (Ex-Im Bank) provided about \$974 million in loan guarantees, insurance, and loans for international water-related projects in fiscal years 2009-2013.

- OPIC provided about \$730 million in the form of loan guarantees (60 percent), political risk insurance (39 percent), and loans (less than 1 percent).
- Ex-Im Bank provided \$244 million in the form of loan guarantees (48 percent), loans (41 percent), and export insurance (11 percent).

Note: OPIC reported no funding for international water-related assistance in 2010, 2011, and 2013. OPIC loan guarantees through investment funds may include investments in companies involved in water or sanitation, but these data are not shown because OPIC's financial reporting system cannot disaggregate data at this level. Also, OPIC reported that the totals do not reflect funding for companies producing bottled water and other beverages.

USAID's Largest Water-Related Allocations Were for WASH

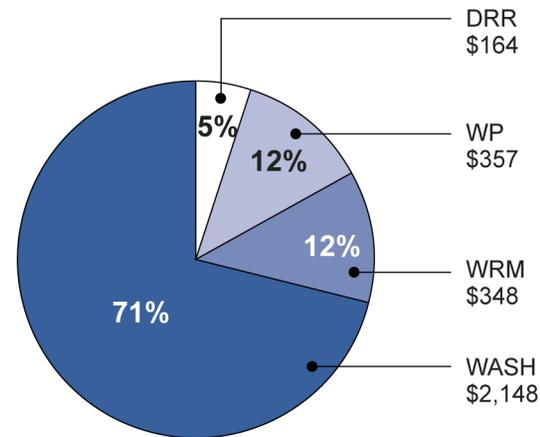
U.S. dollars (in millions)



- DRR Disaster risk reduction
- WP Water productivity
- WRM Water resources management
- WASH Water supply, sanitation, and hygiene

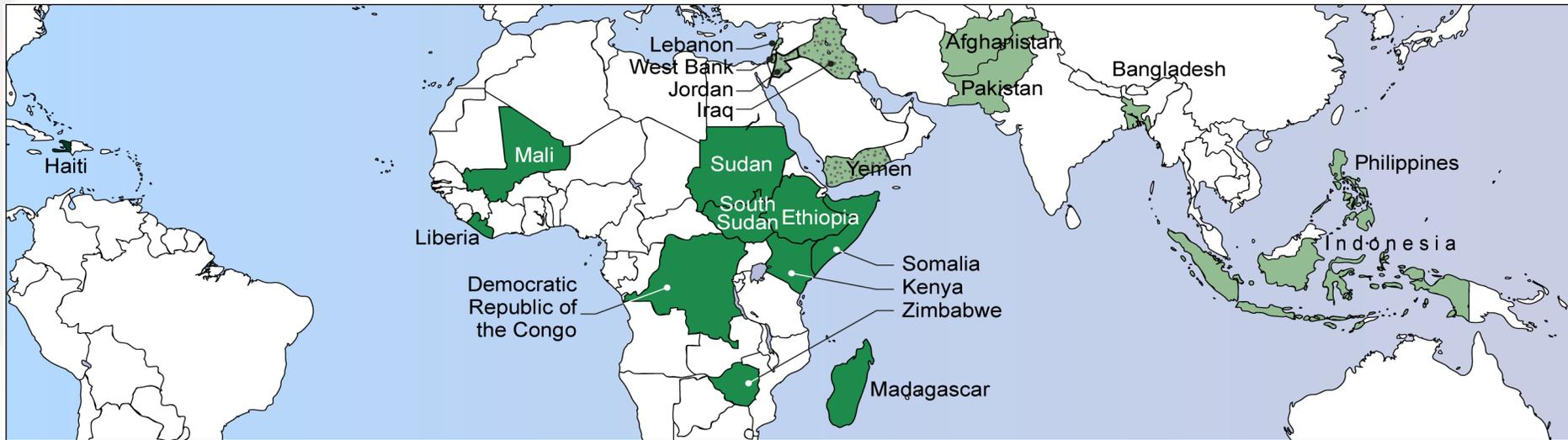
Source: GAO analysis of USAID data. | GAO-14-683R

Total \$3,017 (Fiscal years 2009-2013) (U.S. dollars in millions)

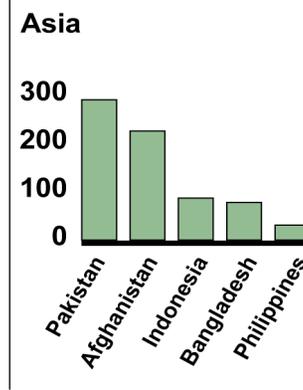
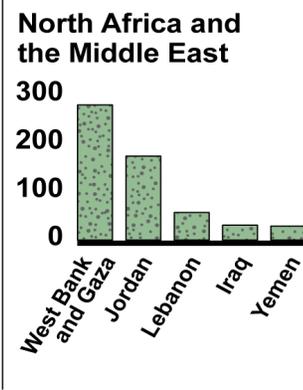
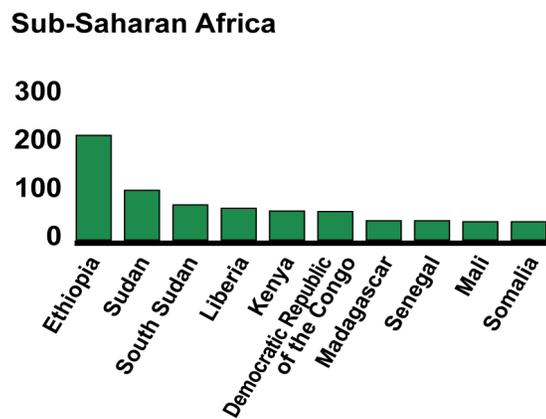
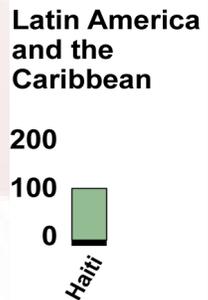


Note: A small percentage (less than 1 percent, or about \$17 million) of USAID's allocated funding consists of State funding for water-related programs. Amounts shown may not sum to total because of rounding.

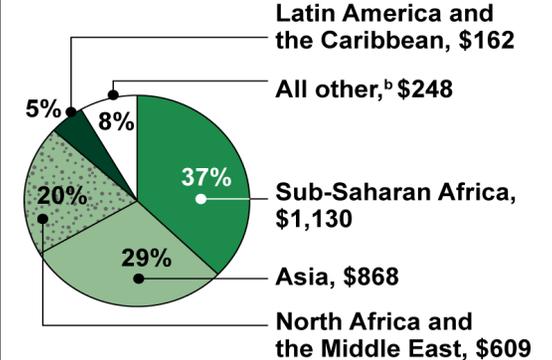
USAID Allocated a Larger Share of Its Water-Related Assistance to Sub-Saharan Africa Than to Other Regions



Total allocations in fiscal years 2009-2013^a (U.S. dollars in millions)



Total \$3,017 (U.S. dollars in millions)



Source: GAO analysis of USAID data; Map Resources (map). | GAO-14-683R

Note: Amounts shown may not sum to total because of rounding.

^a Country-level data are shown for recipients of the largest amounts of funding in each region.

^b "All other" includes funding for Europe and Eurasia and central programs (such as for headquarters-based bureaus). These data also include about \$17 million in State funding for water-related programs.

USAID Designated Priority Countries for Fiscal Year 2014 on the Basis of Need, Opportunity, and Strategic Importance

After releasing its first *Water and Development Strategy* in May 2013, USAID designated priority countries for WASH assistance for fiscal year 2014.

Tier 1 and Tier 2 countries were designated on the basis of need and opportunity.

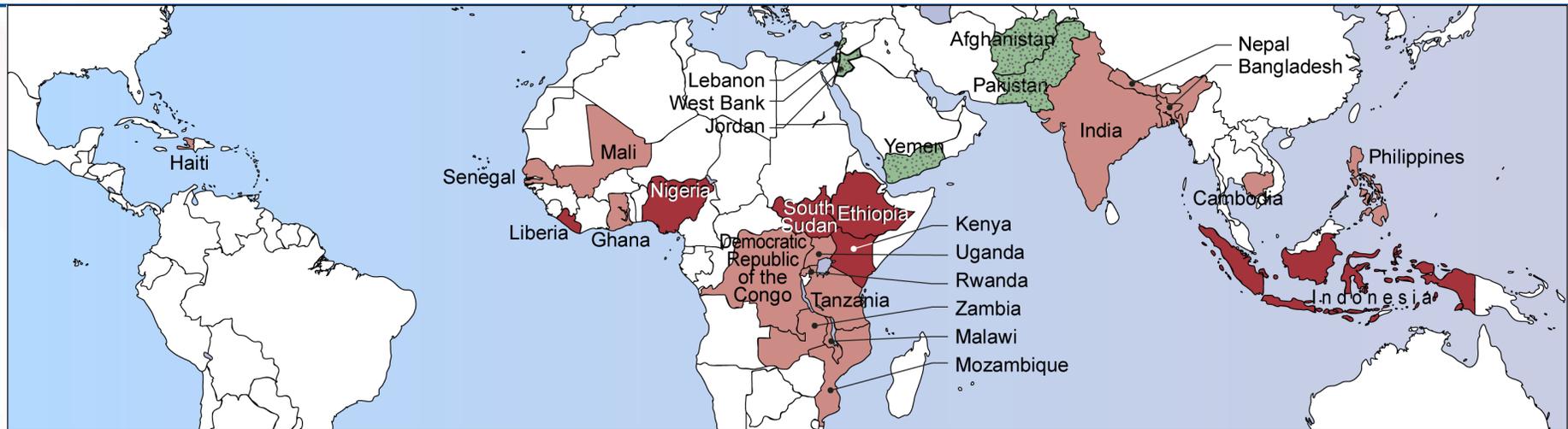
- *Need*: USAID used quantitative indicators such as the number of people with access to water and sanitation and prevalence of water-related disease.
- *Opportunity*: USAID conducted a subjective assessment of factors such as host country commitment and likelihood of achieving a significant impact.

Tier 3 countries were designated on the basis of their *strategic importance* to the United States.

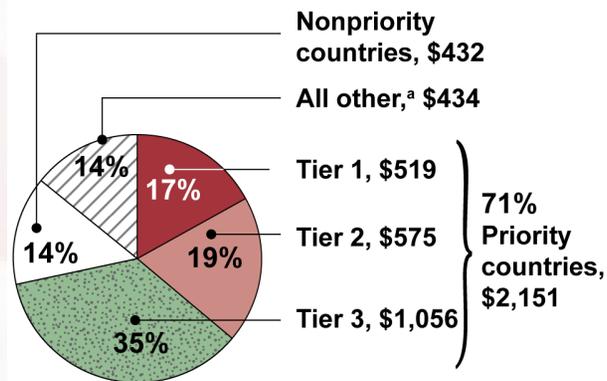
USAID officials noted that plans for water and sanitation assistance include

- increased funding (tier 1 and tier 2);
- in general, at least one dedicated staff in country for water and sanitation (tier 1); and
- enhanced monitoring and evaluation (tier 1).

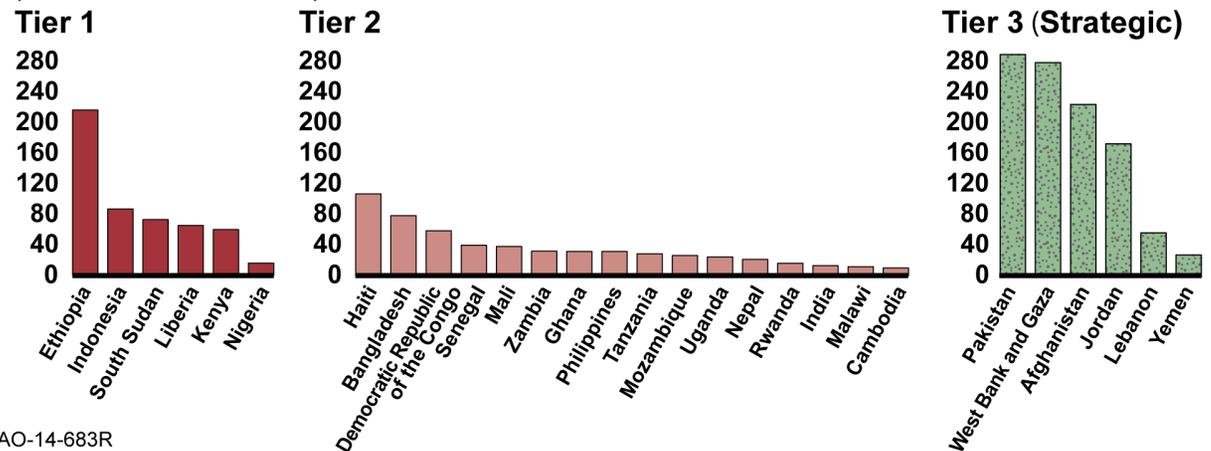
USAID Allocated the Largest Share of Water-Related Assistance in Fiscal Years 2009-2013 to Its Fiscal Year 2014 Strategic Priority Countries



Total \$3,017 (Fiscal years 2009-2013)
(U.S. dollars in millions)



Fiscal year 2014 priority countries' total allocations in fiscal years 2009-2013
(U.S. dollars in millions)

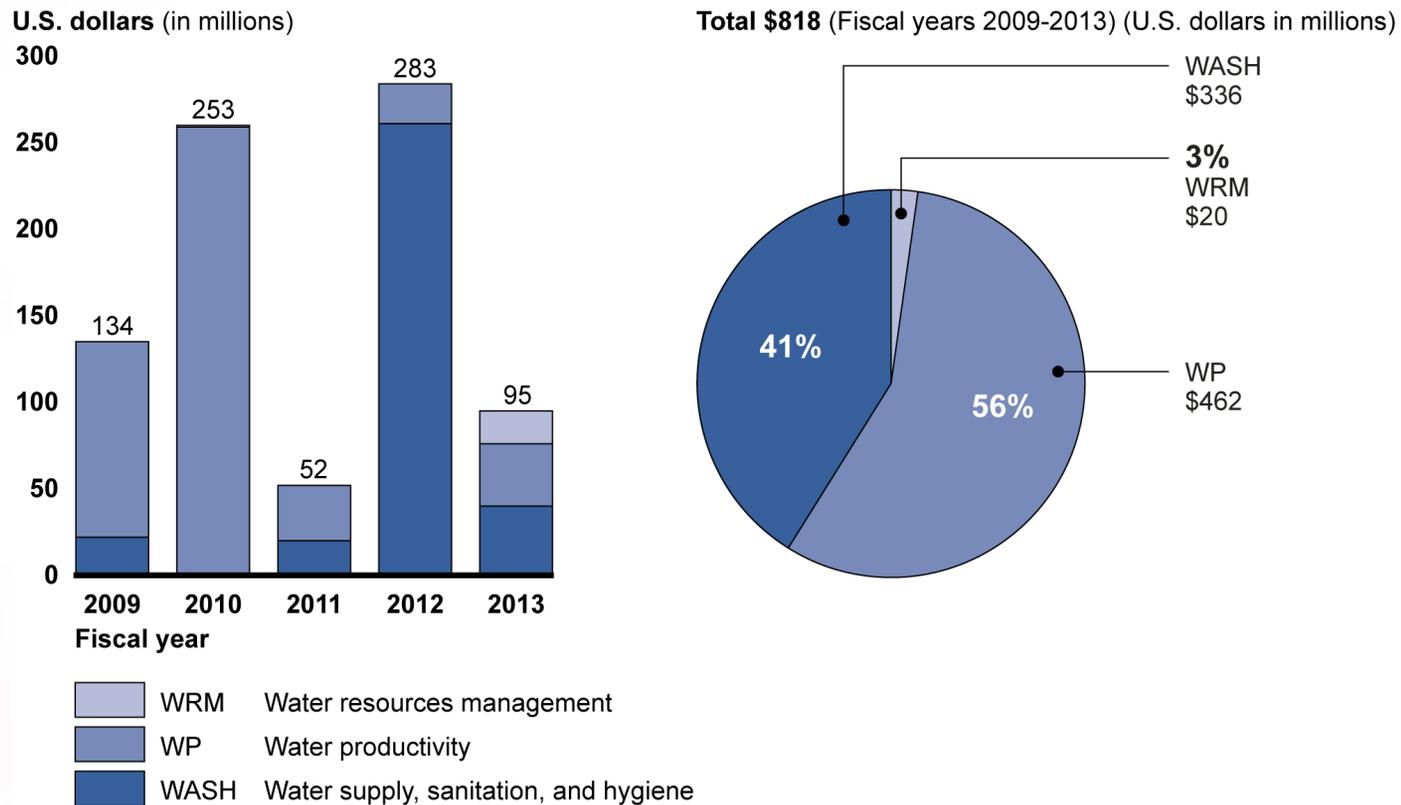


Source: GAO analysis of USAID data; Map Resources (map). | GAO-14-683R

Note: Because of rounding, amounts shown may not sum to total and percentages may not sum to 100. Total for priority countries includes about \$7 million in funding for the Sahel region, which was identified as a tier 2 priority.

^a "All other" includes funding to USAID's regional and headquarters-based units. These data also include about \$17 million in State funding for water-related programs.

MCC Obligated Most of Its Water-Related Assistance for WP and WASH



Source: GAO analysis of MCC data. | GAO-14-683R

Note: In 2010, \$7.4 million in net MCC funding was repurposed from WASH projects because of factors that may have included changes to projects; restructuring as part of ongoing project management; and, in rare cases, termination of compacts. Amounts shown may not sum to total because of rounding.

MCC Obligated a Larger Share of Its Water-Related Assistance to Sub-Saharan Africa Than to Other Regions

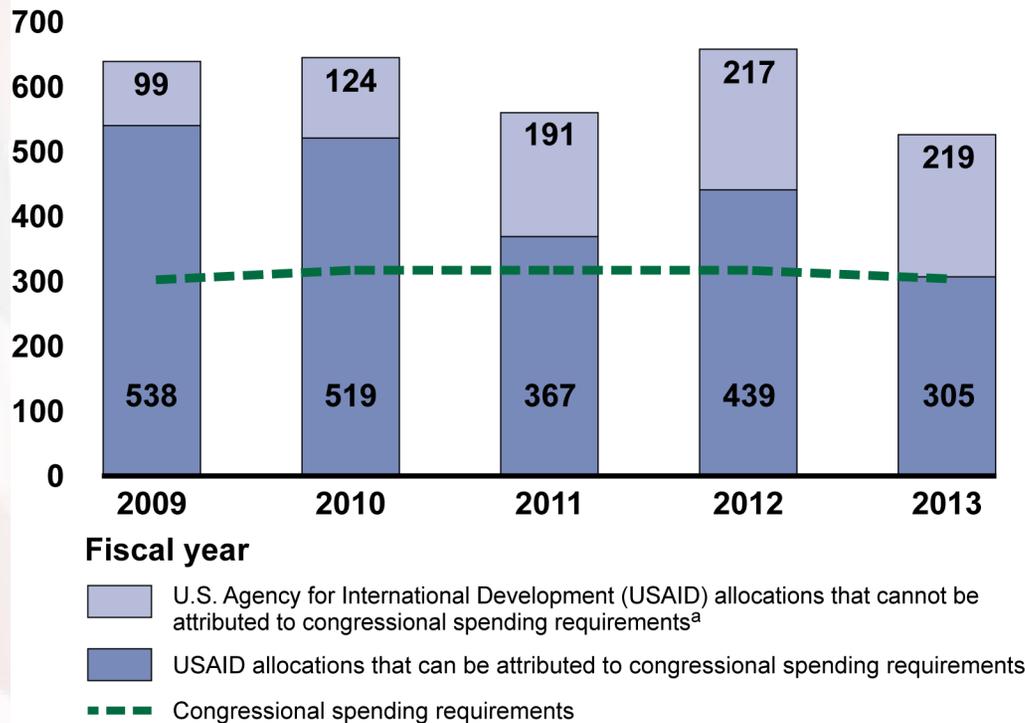
Region/country	MCC total obligations in fiscal years 2009-2013 (dollars in millions)
Sub-Saharan Africa	401.19
Senegal	168.22
Burkina Faso	124.20
Cabo Verde	41.74
Malawi	29.02
Zambia	21.09
Mali	13.12
<i>Mozambique</i>	3.80
North Africa and the Middle East	305.98
Jordan	264.25
Morocco	41.73
Europe and Eurasia	129.30
Moldova	110.26
Armenia	11.38
Georgia	7.65
Asia	21.55
Philippines	19.29
Mongolia	2.26

Source: GAO analysis of MCC data. | GAO-14-683R

Note: Data shown do not include countries where MCC repurposed funds away from water-related projects in fiscal years 2009-2013. These countries and the associated funds repurposed from water-related projects are as follows: Ghana, \$15.3 million; Lesotho, \$8.8 million; Tanzania, \$7.9 million; El Salvador, \$7 million; Nicaragua, \$0.5 million; and Honduras, \$0.1 million. Amounts shown may not sum to regional totals because of rounding.

State and USAID Reported Meeting Congressional Spending Requirements

U.S. dollars (in millions)



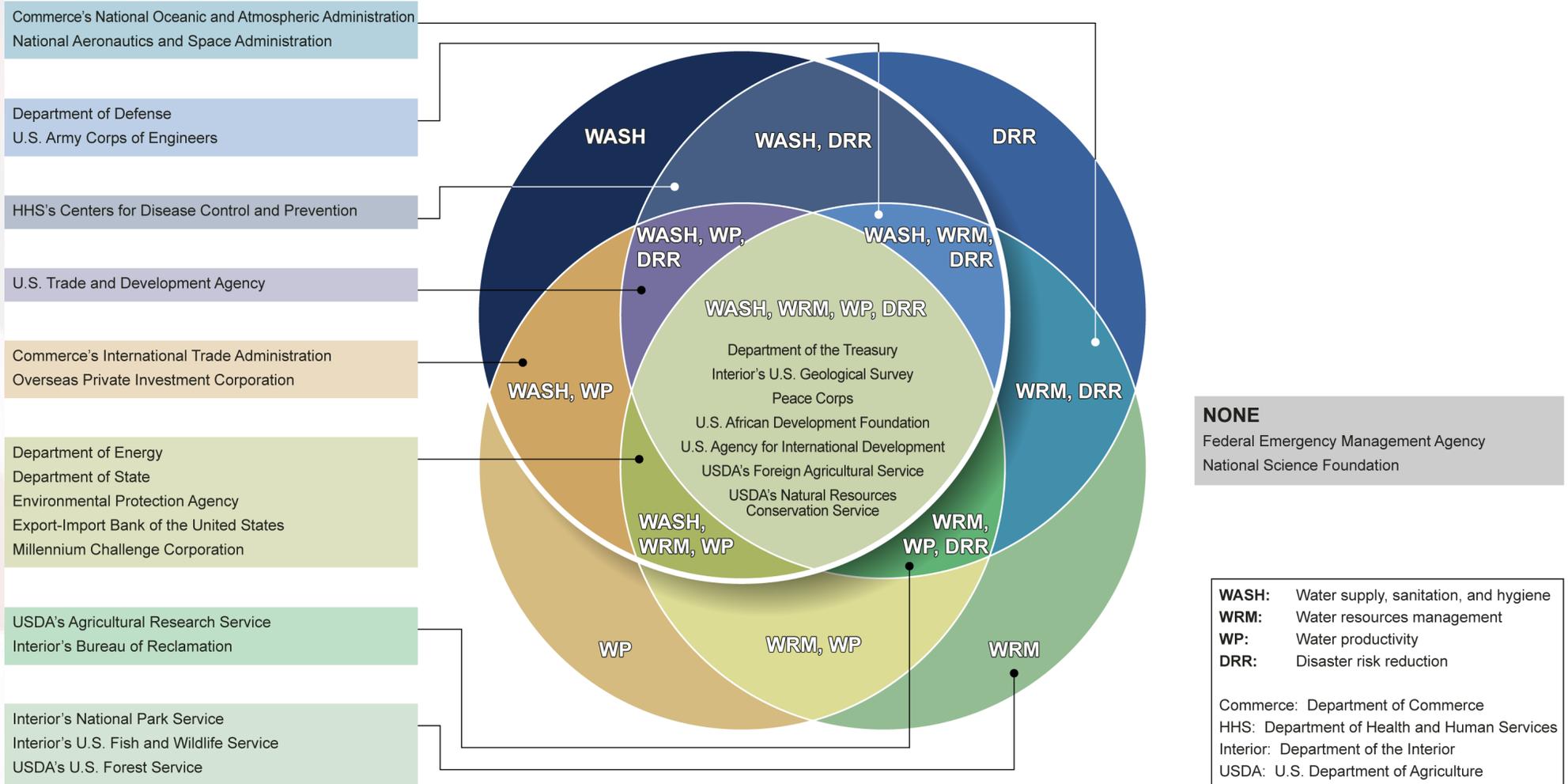
Source: GAO analysis of USAID data and appropriations acts. | GAO-14-683R

^aAccording to State guidance, not all funding for water-related activities can be attributed to the congressional spending requirement for water and sanitation. Specifically, funding for all water supply, sanitation, and hygiene (WASH) activities can be attributed to the congressional spending requirement. Funding for other water-related activities can be attributed to the spending requirement if they show a demonstrable means of contributing to WASH; however, funding for disaster risk reduction activities, and certain water resources management and water productivity activities, cannot be attributed to the spending requirement. Funding to implement Pub. L. No. 480 Title II (Food for Peace) also cannot be attributed to the spending requirement.

Annual appropriations acts funding foreign operations have established spending requirements for international water and sanitation assistance. These spending requirements have ranged from \$300 million (for fiscal year 2009) to \$315 million (for fiscal years 2010-2012). According to USAID, the spending requirement was reduced to \$302 million in fiscal year 2013 because of sequestration.

State and USAID reported meeting the congressional spending requirements for water and sanitation assistance.

Majority of U.S. Agencies Reported Providing International Water-Related Assistance for WASH



Source: GAO analysis of U.S. agencies' responses to a GAO questionnaire on international water-related assistance in fiscal years 2009–2013; Department of State, Paul Simon Water for the Poor Act: 2006 Report to Congress (June 1, 2006). | GAO-14-683R

Note: The Department of the Treasury reported that it indirectly engages with borrower countries of multilateral banks on all water-related projects. The Federal Emergency Management Agency and the National Science Foundation reported having no role in international water and sanitation assistance since fiscal year 2009. See appendix III for more information on U.S. agencies' programs in international water-related assistance.

Most Agencies Reported Providing International Water-Related Assistance in Four Broad Areas

	Technical assistance	Gathering and sharing information	International policy and relations	Project implementation and oversight
Number of agencies providing assistance	22 of 25	22 of 25	22 of 25	22 of 25
Most frequently identified subareas	<ul style="list-style-type: none"> • Planning and assessments (22 agencies) • Operations and maintenance (18 agencies) 	<ul style="list-style-type: none"> • Participation in international scientific and technical exchanges (20 agencies) • Building collaborative partnerships with nongovernmental organizations (19 agencies) 	<ul style="list-style-type: none"> • Leadership/participation in multilateral, regional, and bilateral processes and forums (19 agencies) • Representing U.S. interests to foreign governments, international organizations, and multilateral development banks (17 agencies) 	<ul style="list-style-type: none"> • Capacity building (21 agencies) • Monitoring and evaluation (20 agencies)
Other subareas	<ul style="list-style-type: none"> • Assistance related to surveillance and remote sensing, forecasting and modeling, or research and development (18 agencies) 	<ul style="list-style-type: none"> • Repository and clearinghouse for technical information (13 agencies) 	<ul style="list-style-type: none"> • Policy development (10 agencies) 	<ul style="list-style-type: none"> • Building hard infrastructure (9 agencies)
Agencies identifying no role in an assistance area	<ul style="list-style-type: none"> • Overseas Private Investment Corporation (OPIC) • Department of the Treasury (Treasury) • Department of Agriculture's (USDA) U.S. Forest Service 	<ul style="list-style-type: none"> • OPIC • Treasury • USDA's U.S. Forest Service 	<ul style="list-style-type: none"> • Department of Energy (DOE) • OPIC • U.S. African Development Foundation 	<ul style="list-style-type: none"> • DOE • Department of Commerce's International Trade Administration • Treasury

U.S. Agencies Reported Providing International Water-Related Assistance Worldwide

Twenty-three U.S. agencies reported providing water-related assistance to a combined total of 157 countries.¹

About two-thirds (98) of these countries received assistance from between one and three agencies.²

The scope of assistance provided varied significantly by agency, according to USAID. Examples of the agencies' assistance include financing and building water-related infrastructure projects, building capacity and providing environmental education for local communities, responding to humanitarian emergencies and natural disasters, and providing technical assistance.

Countries Where Six or More U.S. Agencies Provided Assistance in Fiscal Years 2009-2013

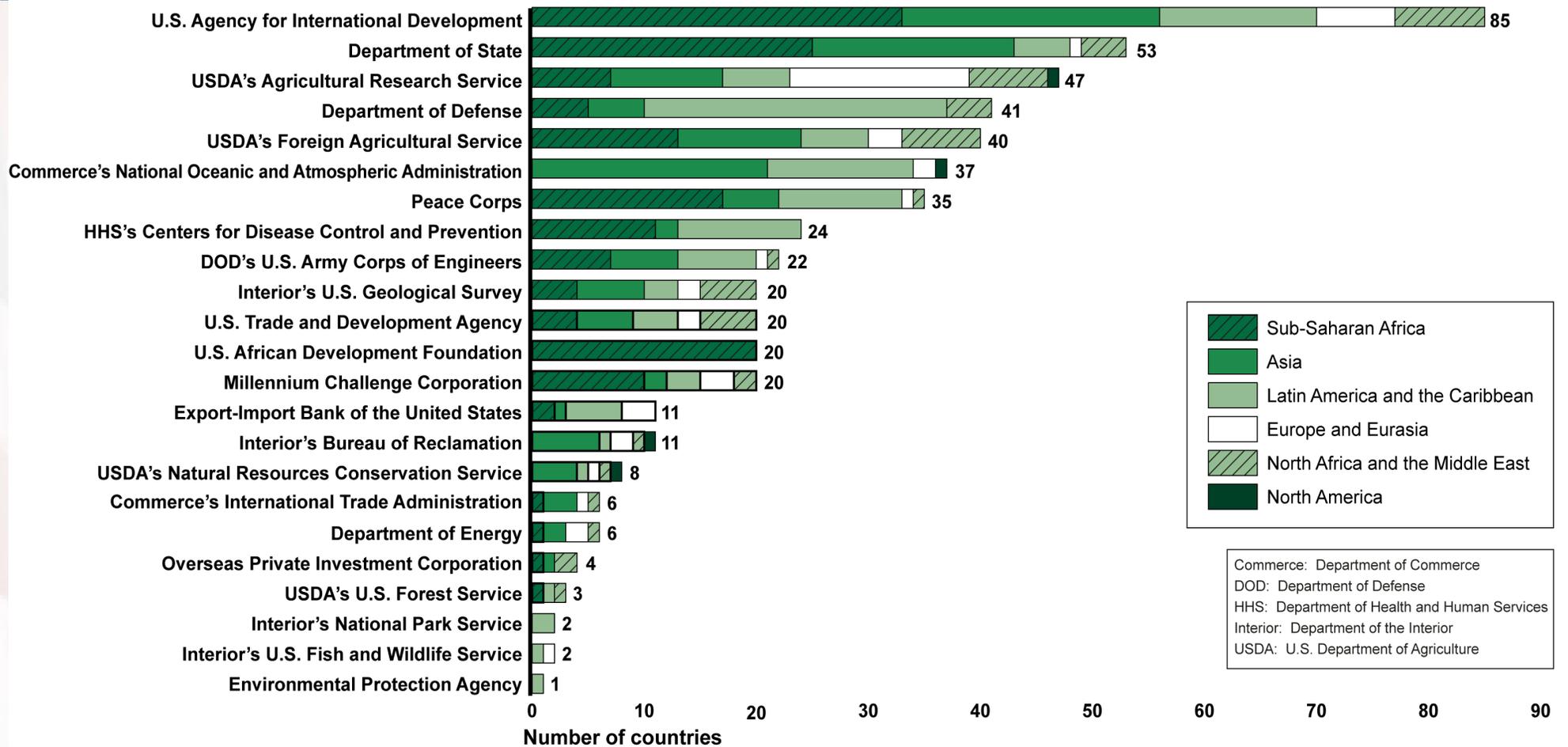
	Country	Number of U.S. agencies		Country	Number of U.S. agencies
1.	Mexico	12	15.	Honduras	7
2.	Kenya	10	16.	Iraq	7
3.	Senegal	9	17.	Morocco	7
4.	Ghana	9	18.	Bangladesh	6
5.	Jordan	9	19.	Burkina Faso	6
6.	Brazil	8	20.	China	6
7.	Ethiopia	8	21.	Ecuador	6
8.	India	8	22.	Indonesia	6
9.	Malawi	8	23.	Jamaica	6
10.	Pakistan	8	24.	Mali	6
11.	Tanzania	8	25.	Peru	6
12.	Vietnam	8	26.	Philippines	6
13.	Colombia	7	27.	Thailand	6
14.	Guatemala	7	28.	Uganda	6

Source: GAO analysis of U.S. agencies' responses to a GAO questionnaire. | GAO-14-683R

¹In addition, Treasury reported providing indirect assistance in all borrower countries with water-related projects funded by multilateral development banks since 2009. State reported providing assistance to additional countries through multilateral processes. Several agencies reported providing assistance to regions rather than to individual countries. As a result, data shown may not reflect all countries receiving U.S. water-related assistance.

²Specifically, 44 countries received assistance from one agency, 33 countries received assistance from two agencies, and 21 countries received assistance from three agencies.

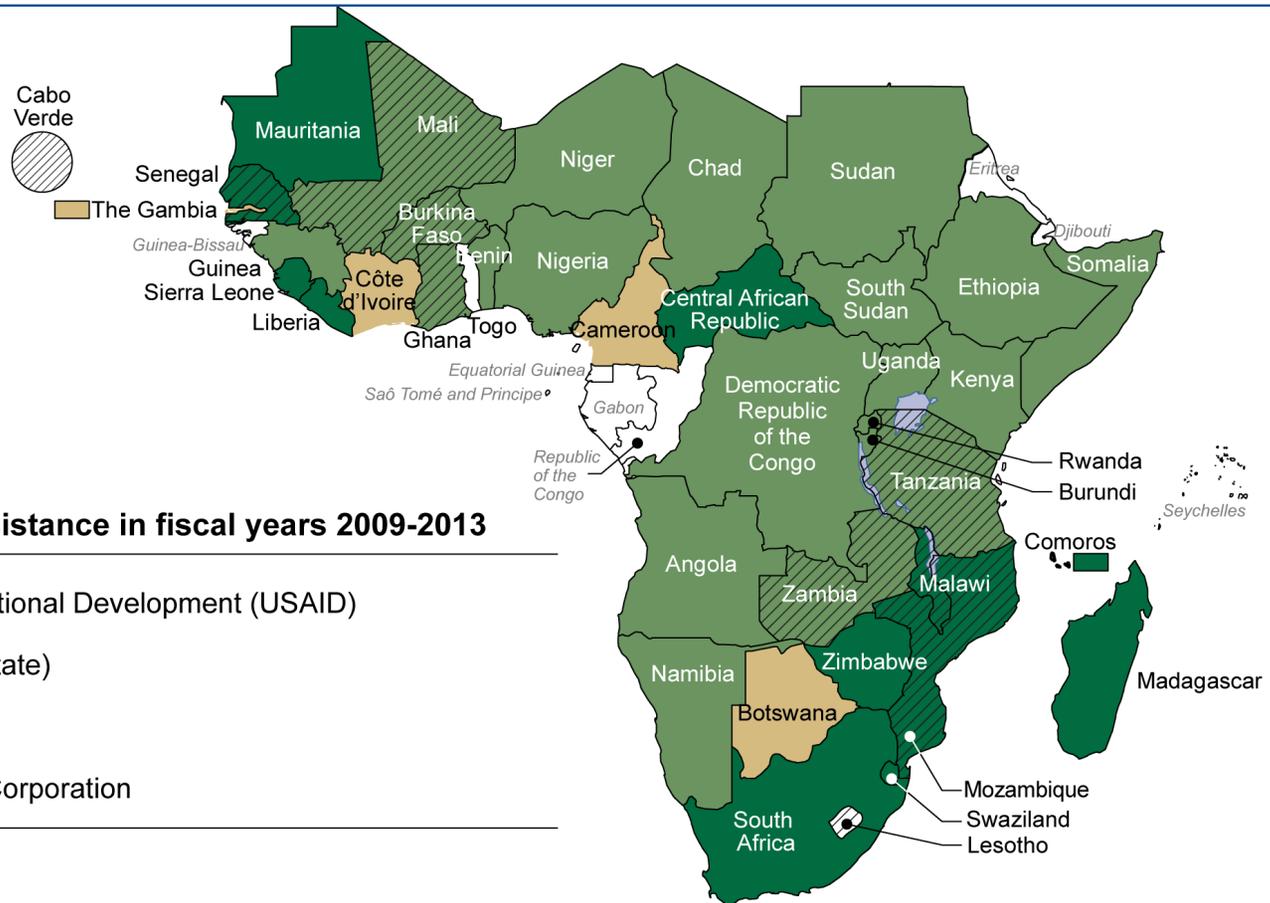
U.S. Agencies' International Water-Related Assistance by Region and Number of Countries in Fiscal Years 2009-2013



Source: GAO analysis of agencies' responses to a GAO questionnaire. | GAO-14-683R

Note: Treasury and the National Aeronautics and Space Administration did not provide information by country. State, OPIC, and the U.S. Fish and Wildlife Service indicated that they were unable to provide complete information for all countries where they provide assistance. DOD coverage for water-related assistance may be less than shown, because U.S. Southern Command reported disaster risk reduction efforts including water and other areas.

USAID, State, and MCC Provided Water-Related Assistance throughout Sub-Saharan Africa



U.S. agency providing assistance in fiscal years 2009-2013

- U.S. Agency for International Development (USAID)
- Department of State (State)
- USAID and State
- Millennium Challenge Corporation

Source: GAO analysis of U.S. agencies' responses to a GAO questionnaire; Map Resources (map). | GAO-14-683R

Note: USAID, State, and MCC provided assistance in 39 countries in sub-Saharan Africa: USAID in 33 countries, State in 25 countries, and MCC in 10 countries. USAID officials noted that funds for central or regional programs may reach additional countries. Various other U.S. agencies also provide assistance in 31 of these countries as well as in 1 additional country, Togo, where USAID, State, and MCC do not provide water-related assistance.

Eleven U.S. Agencies Reported Staff with a Primary Role in International Water-Related Assistance

USAID, State, and MCC reported a total of 82 staff with a primary role (i.e., who spent at least 50 percent of their time) in water-related assistance. Eight other agencies reported a total of 72 staff with a primary role in fiscal year 2013.¹

USAID, State, MCC, and 22 other agencies reported staff who made key contributions (i.e., staff who regularly spent less than 50 percent of their time or worked on short-term assignments) in water-related assistance in fiscal year 2013.

¹U.S. agencies identified most staff with a primary role as agency direct hires. However, USAID, the Centers for Disease Control and Prevention, and DOD reported 64 staff on loan from another agency or hired through another mechanism. See appendix IV for additional information on USAID, State, and MCC staff roles and responsibilities.

USAID, State, MCC, and Other U.S. Agencies' Staff Contributed to International Water-Related Assistance through a Range of Roles

Agency	Number of staff with a primary role	Examples of staff roles in fiscal year 2013
U.S. Agency for International Development	61	Water advisors and specialists provide assistance in program and contract management, environmental engineering, civil engineering, hydrology, and water resource management, among other areas.
Department of State	11	Foreign affairs officers, water advisors, and program management staff assist with overseeing and managing efforts to support the development and implementation of U.S. policies and programs related to international water-related assistance.
Millennium Challenge Corporation	10	Staff specialties include water resources engineering, civil engineering, environmental engineering, agricultural economics, utility reform, water management and hydrological sciences, and participatory planning.
Department of Defense (DOD)	17	Staff in various roles, including operations, logistics, budget, acquisition, and planning, help manage and support U.S. Southern Command humanitarian aid and disaster preparedness efforts.
Department of Health and Human Service's Centers for Disease Control and Prevention	14.5	Staff include medical officers, epidemiologists, microbiologists, and environmental engineers.
Department of the Interior's U.S. Geological Survey	14	Staff include a hydrologist, hydrogeologist, hydraulic engineer, ecologist, geologist, chemist, physical scientist, remote sensing specialist, statistician, and geographic information specialist.
Department of Commerce's National Oceanic and Atmospheric Administration	10.5	Staff include meteorologists, hydrologists, program analysts, project managers, physical scientists, and subject-matter experts with expertise in ecosystem-based management of oceans, coasts, and fisheries, among other areas.
U.S. Department of Agriculture's (USDA) Foreign Agricultural Service	6	Program managers and technical specialists assist in areas including water resources, water and sanitation, and management of watershed rehabilitation and irrigation capacity-building programs.
Environmental Protection Agency	4	A water policy advisor, program staff, and grant experts assist with program management and oversight.
DOD's U.S. Army Corps of Engineers	4	Staff specialties include water resources management, engineering, planning, conflict resolution, and water policy.
USDA's Natural Resources Conservation Service	2	Staff include resource conservationists, international program specialists, civil engineer, and soil scientists
Total	154	

Source: GAO analysis of U.S. agencies' responses to a GAO questionnaire. | GAO-14-683R

Note: The number of staff reported by DOD's U.S. Southern Command may include staff with a role in disaster risk reduction, which may include activities not related to international water-related assistance.

State and USAID Established Senior Positions to Coordinate Water-Related Assistance

According to State officials, in 2010, State established the position of a Special Coordinator for Water Resources, whose responsibilities include determining water-related policy priorities and coordinating efforts by State and other U.S. agencies.

- In addition, since 2001, State has convened monthly interagency water working group meetings to coordinate the development and implementation of U.S. policies and programs for international water-related assistance, according to State officials. According to agency officials, these meetings primarily provide a forum for information sharing.

In 2011, USAID established the position of Global Water Coordinator, responsible for coordinating USAID's response to water policy initiatives.

U.S. Agencies Have Coordinated and Collaborated on International Water-Related Assistance through Various Mechanisms

Almost all agencies—24 of 25—reported coordinating and collaborating with other agencies on international water-related assistance since fiscal year 2009.

- Twenty-one agencies reported working with USAID.
- Nineteen agencies reported working with State.
- Twelve agencies reported working with MCC.
- Eighteen agencies reported working with agencies other than USAID, State, and MCC.

Agencies reported working with other agencies through a range of formal and informal mechanisms, such as formal interagency agreements, meetings, conferences, site visits, and phone calls or e-mail.

Seventeen of 25 agencies reported working with other agencies through funding arrangements as well as through broader staff interaction related to program assistance.

Appendix I: Scope and Methodology

We focused our review on the Department of State (State), U.S. Agency for International Development (USAID), and Millennium Challenge Corporation (MCC), because they provide the majority of funding, or have the lead U.S. government role, for U.S. international water-related assistance. To review program funding and agency roles, staffing, and coordination and collaboration on international water-related assistance, we collected and analyzed documents and data from USAID, State, and MCC, such as program funding for fiscal years 2009 through 2013, staffing data for fiscal year 2013, and annual reports to Congress. We also interviewed agency officials.

Additionally, we administered a questionnaire to 27 agencies and subagencies (collectively referred to as “agencies” in this briefing) to collect high-level information on funding, agency roles, staffing, and coordination. Each agency was identified as having a role in international water-related assistance by State’s 2006 annual report to Congress, required under the Senator Paul Simon Water for the Poor Act of 2005. Generally, we requested information for fiscal years 2009 through 2013; we requested staffing data for fiscal year 2013.

All agencies responded to the questionnaire, and of the agencies that reported funding data, all except USAID reported obligations data. USAID reported “allocations” data, which State and USAID define as “the distribution of resources to Bureaus and Operating Units by foreign assistance account.” USAID’s reported allocations data also include State funding because the Foreign Assistance Tracking and Coordination System, the database from which these data were extracted, include both State and USAID funding for water-related assistance. State’s annual reports to Congress, required under the Senator Paul Simon Water for the Poor Act of 2005, have characterized these allocations as “estimated obligations.” According to State and USAID, USAID’s financial accounting systems are not configured to easily link obligations data to congressional spending requirements, because single obligations can be used to satisfy more than one spending requirement. The agency therefore uses allocations data as a proxy when reporting on spending requirements to Congress. Our 2010 report broadly characterized USAID funding data as obligations (GAO, *U.S. Water and Sanitation Aid: Millions of Beneficiaries Reported in Developing Countries, but Department of State Needs to Strengthen Strategic Approach*, GAO-10-957 [Washington, D.C.: Sept. 24, 2010]).

For the Department of Defense (DOD), we combined information reported separately by the following combatant commands: U.S. Africa Command, U.S. Central Command, U.S. Pacific Command, and U.S. Southern Command. For the U.S. Army Corps of Engineers, we report all data except funding data separately from DOD data, because State reported on these entities separately in its 2006 report.

Appendix I: Scope and Methodology (cont.)

We asked knowledgeable officials representing the respondent agencies, as well as independent survey professionals, to comment on the draft questionnaire, which was drafted by subject matter experts. In addition, we conducted pretests with four agencies to verify that (1) the questions were clear and unambiguous, (2) terminology was used correctly, (3) the questionnaire did not place an undue burden on agency officials, (4) the information could feasibly be obtained, and (5) the survey was comprehensive and unbiased. We modified the content and format of the questionnaire based on feedback received. We conducted follow-up with agencies that provided seemingly incomplete or inconsistent responses, to ensure the completeness and accuracy of the data collected, and we determined that these data were sufficiently reliable to present approximate staffing and funding levels. In addition, we performed steps such as interviewing knowledgeable officials and obtaining and reviewing additional documentation for staff and funding data from USAID, MCC, and State and determined that these data were sufficiently reliable to present exact funding and staffing amounts.

Because the questionnaire was not a sample survey, it has no sampling errors. However, owing to the practical difficulties of conducting any survey, our administration of the questionnaire may have introduced errors, commonly referred to as nonsampling errors. For example, difficulties in interpreting a particular question, variations in sources of information available to respondents, errors in entering data into a database, or differing analytical approaches can introduce unwanted variability into the survey results. We took steps in developing the questionnaire and collecting and analyzing the data to identify and minimize such nonsampling errors. For example, some funding data may have some nonsampling errors, because some agencies may have included the full costs of programs with any water-related component rather than including only the cost of the water-related component. To identify and minimize these errors, we verified all keypunched records by comparing them with their corresponding questionnaires, and we corrected the errors we found. In addition, our analysis was independently verified by a second analyst.

We conducted this performance audit from December 2013 through July 2014 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings based on our audit objectives. We believe that the evidence we obtained provides a reasonable basis for our findings based on our audit objectives.

Appendix II: U.S. Agency Funding Reported for Grants and Contracts for International Water-Related Assistance

Agency	Funds obligated ^a (Fiscal Years 2009-2013)	Obligations as percentage of total
U.S. Agency for International Development (USAID)	\$3,016.8	74
Department of State (State)	16.9 ^b	
Millennium Challenge Corporation	818.3	20
Department of Defense ^c (DOD)	110.9	3
All other	126.7	3
Environmental Protection Agency	60.2	
U.S. Department of Agriculture's (USDA) Foreign Agricultural Service	19.2	
U.S. Department of Commerce's National Oceanic and Atmospheric Administration ^d	13.6	
U.S. Trade and Development Agency	11.5	
U.S. African Development Foundation	10.0	
Centers for Disease Control and Prevention	7.2	
National Aeronautics and Space Administration	3.8	
Department of the Interior's (DOI) U.S. Fish and Wildlife Service	0.8	
DOI's National Park Service	0.5	
USDA's Agricultural Research Service	0.02	
Total	\$4,072.7	100%

Source: GAO analysis of USAID and MCC data and U.S. agencies' responses to a GAO questionnaire. | GAO-14-683R

Note: Amounts shown may not sum to total because of rounding. The total amount includes about \$4.3 million reported in interagency transfers and about \$6.9 million in "other" funding such as staff and travel costs.

^aAll agencies except USAID reported obligations data. USAID reported "allocations" data, which State's annual reports to Congress, required under the Senator Paul Simon Water for the Poor Act of 2005, have characterized as "estimated obligations."

^bState funding is included in USAID data, because the Foreign Assistance Tracking and Coordination System, the database from which USAID data were extracted, includes both State and USAID funding for water-related assistance.

^cDOD obligations include about \$2 million in funding from the U.S. Army Corps of Engineers.

^dThe National Oceanic and Atmospheric Administration also reported an estimated \$300,000 in disaster risk reduction in fiscal years 2009-2013.

Appendix III: Summary of State, USAID, MCC, and Other U.S. Agencies' Reported Programs in International Water-Related Assistance, Fiscal Years 2009-2013

Agency	Description of reported agency efforts
Department of State (State)	State has responsibility for managing the development and implementation of U.S. foreign policy on international water-related assistance. As the lead agency for this assistance, State has coordinated U.S. government international water-related assistance through monthly interagency meetings. In addition, State has facilitated international dialogue about water and sanitation issues and has directly funded some efforts. For example, State provided funding for media training on water issues for journalists in the Nile Region through an interagency agreement with the Broadcasting Board of Governors/Voice of America and for a multidonor initiative to support agricultural water management resources planning in Africa. State has also supported the Lower Mekong Initiative to promote regional cooperation on transboundary water resources management, among other issues.
U.S. Agency for International Development (USAID)	USAID has played a lead role in implementing U.S. international water-related assistance. In May 2013, USAID released its first <i>Water and Development Strategy</i> , with the goal of saving lives and advancing development through improvements in water, sanitation, and hygiene (WASH) and through sound management and use of water for food security. The strategy's objectives focus on improving health outcomes through the provision of sustainable WASH and enhancing food security through more sustainable, productive management of water for agriculture. Examples of projects that USAID has supported include construction of an electric tube well for irrigation in Nepal, strengthening of water sector capacity through facilitation of partnerships between water operators in cities throughout Asia, support for Egypt's water sector policy and regulatory reform, and rehabilitation and construction of latrines and hand-washing stations at schools in Somalia.
Millennium Challenge Corporation (MCC)	MCC has worked with partner countries to identify water supply and sanitation projects and water resource management and productivity projects that respond to countries' development priorities. MCC reported that as of March 2014, its largest water supply and sanitation projects were in Lesotho, Jordan, Mozambique, Tanzania, and Zambia and focused on, among other things, rural and urban water and sanitation, nonrevenue water management, operations and management, drainage, pro-poor services, and women and water. In addition, as of March 2014, MCC had provided support for the development of potential irrigation and water resource management projects in Mali, Burkina Faso, Senegal, and Moldova.

Appendix III: Summary of State, USAID, MCC, and Other U.S. Agencies' Reported Programs in International Water-Related Assistance, Fiscal Years 2009-2013 (cont.)

Agency	Description of reported agency efforts
Department of Commerce (Commerce)	
International Trade Administration (ITA)	ITA's primary role in international water-related assistance has related to linking potential suppliers and users of water-related technologies. Specifically, ITA has promoted the international deployment of U.S. environmental solutions, including water-related technologies and services, through policy and export promotion. ITA also has facilitated the participation of U.S. solutions providers in international water-related projects without providing direct technical assistance. In partnership with the Environmental Protection Agency, ITA has hosted a technical assistance web portal for foreign counterparts, called the U.S. Environmental Solutions Toolkit (www.new.export.gov/Envirotech/toolkit).
National Oceanic and Atmospheric Administration (NOAA)	NOAA has provided technical assistance, capacity building, coordination, partnership, and strategic and technical leadership related to water resources management, with efforts focused on disaster risk reduction and coastal and near-shore ecosystem management in particular. Specifically, NOAA's National Weather Service has provided strategic and technical leadership for the global weather, climate, and water community through its involvement in multilateral and bilateral engagements, project implementation, and policy development. For example, NOAA has worked with countries to develop standard operating procedures for forecasting and communicating potential disasters, assessing local vulnerabilities, and preparing local communities for responses to weather-related threats. NOAA has also facilitated training for international hydrologists and meteorologists, in partnership with State and the World Meteorological Organization. In addition, NOAA has supported international water-related regional ocean governance initiatives focused on coral reef management, including work with local communities.
Department of Defense (DOD)	
U.S. Army Corps of Engineers (USACE)	USACE has supported international water-related assistance through services such as technical assistance, training, planning, engineering, construction, contract management, and research and development in areas including dam safety, river basin management, and flood and drought management and mitigation. For example, USACE provided support for a Millennium Challenge Corporation water supply and sanitation system design project in The Gambia and provided technical assistance for port studies for a USAID project in Haiti.
Department of Energy (DOE)	DOE's Sandia National Laboratories have provided information on water and energy interdependence and sustainable water resources to foreign countries. For example, in Singapore, DOE worked with the water utility to develop and enhance water security software related to contamination warning and response management. DOE also worked with agencies in Iraq to evaluate trade-offs between reservoir development and ecologic restoration and the impacts of upstream reservoir and agricultural development.

Appendix III: Summary of State, USAID, MCC, and Other U.S. Agencies' Reported Programs in International Water-Related Assistance, Fiscal Years 2009-2013 (cont.)

Agency	Description of reported agency efforts
Department of Health and Human Services	
Centers for Disease Control and Prevention (CDC)	CDC has contributed to international water-related assistance primarily by gathering and analyzing data; providing evidence to identify the most effective WASH interventions in various contexts, ranging from emergencies to recovery and development settings; and providing technical assistance and environmental health expertise. For example, CDC has evaluated conditions in camps for internally displaced persons following natural disasters in several countries, identifying gaps in water, sanitation, and hygiene programs in the camps. In addition, in Haiti, CDC supported an effort to increase the availability of safe water at the household and community levels, and in Kenya, CDC completed studies of the efficacy of solar sanitation and conducted an intervention to prevent infections and diarrhea.
Department of the Interior (DOI)	
Bureau of Reclamation	The Bureau of Reclamation has provided reimbursable technical assistance and training to foreign entities through authority delegated by USAID. For example, the bureau has provided dam safety and other training courses to foreign governments, generic and customized water-related training to foreign trainees in the United States, and international technical assistance related to water resource development. Working on behalf of State and USAID through interagency agreements, the bureau has also participated in multilateral water resource processes and forums in the Middle East.
National Park Service	The National Park Service has played a role in international water-related assistance through its work with international partners in management of protected areas. For example, Big Bend National Park in Texas has had a "sister park relationship" with three Mexican protected areas on the bank of the Rio Grande. Through this partnership, the agency has worked cooperatively on a variety of natural resource management issues including eradication of tamarisk, an invasive nonnative species along the river corridor.
U.S. Fish and Wildlife Service (USFWS)	USFWS has participated in international water-related conferences and meetings, such as the Ramsar Wetlands Convention meeting and conference to foster the protection of wetlands of international importance. ^a In addition, USFWS has provided both technical and financial assistance to conservation sites in the Democratic Republic of the Congo, Gabon, and Mexico. For example, in Mexico, USFWS has funded projects to support environmental education for local rural and indigenous communities related to watershed conservation.

Appendix III: Summary of State, USAID, MCC, and Other U.S. Agencies' Reported Programs in International Water-Related Assistance, Fiscal Years 2009-2013 (cont.)

Agency	Description of reported agency efforts
U.S. Geological Survey (USGS)	As an Earth science agency with scientists active in the global hydrologic community, USGS has had a role in various international water resource projects. For example, with funding from State, USGS partnered with the Pakistan Council of Research in Water Resources to build a multiagency microbial water quality database and to undertake a survey of microbial water quality. In Ethiopia, DOD engaged USGS to train local hydrologists in groundwater data collection and flow simulation, and USAID funded USGS to characterize the potential for sustainable groundwater development. USGS also collaborated with several other U.S. agencies on a USAID-funded project to provide agroclimatological data to warn of impending drought in Africa, Asia, and Central America and the Caribbean.
Department of the Treasury (Treasury)	Treasury has provided indirect support for international water-related assistance through its assessment of funding commitments to multilateral development banks, which may use a portion of commitments for international water-related projects in borrowing countries. ^b Treasury's loan review department has engaged with environmental specialists and other bank staff to review all operations in borrower countries, including international water-related projects.
Environmental Protection Agency (EPA)	EPA's primary international water-related assistance effort has been to provide funding and technical and regulatory expertise for the planning, design, and construction of water and wastewater infrastructure within 100 kilometers of both sides of the U.S.-Mexico border. According to EPA, the effort originated from binational cooperation agreements between the United States and Mexico to address water and sanitation infrastructure needs resulting from the North American Free Trade Agreement. EPA requires that, to be eligible for assistance, all projects in the United States and Mexico provide a public health or an environmental benefit to the United States. EPA has also worked with other countries to build capacity in managing water quality, drinking water, and wastewater programs. The agency's efforts have included participating in interagency agreements, such as joint agreements with the U.S. Trade and Development Agency and with Commerce to assist with export promotion to China for water-related goods and services.
Export-Import Bank of the United States (Ex-Im Bank)	Ex-Im Bank has provided financing for U.S. exports covering various sectors, including international water-related projects. For example, Ex-Im Bank has authorized financing for numerous transactions covering exports of products to water supply and sewage systems worldwide. Specifically, Ex-Im Bank has provided loans, guarantees, and insurance for international water-related projects and product sales to other countries, such as exports related to irrigation and wastewater treatment. Through Ex-Im's environmental exports program, qualifying water-related projects may receive enhanced financing, such as longer repayment terms. Ex-Im Bank also noted that a majority of its physical projects, such as its support for mining projects, power plants, and manufacturing facilities, have included significant water-resources-related work.

Appendix III: Summary of State, USAID, MCC, and Other U.S. Agencies' Reported Programs in International Water-Related Assistance, Fiscal Years 2009-2013 (cont.)

Agency	Description of reported agency efforts
National Aeronautics and Space Administration (NASA)	NASA has supported a free and open exchange of its Earth science and satellite data for assessing international water management issues, such as floods, droughts, water for food, and transboundary issues. According to NASA, its free-and-open-data policy is valuable for countries with limited data that need to make informed decisions regarding water resource planning and management. In addition, NASA has supported the development of applications for water availability in the Nile Basin; the use of satellite data to enhance and maintain global flood, rains, and landslides early warning systems; and the enhancement of USAID's Famine Early Warning System with remote sensing and modeling products. ^c
Overseas Private Investment Corporation (OPIC)	OPIC has supported private sector international water-related projects, consistent with its mission of catalyzing private investment to solve critical development challenges. In addition to providing direct loans and investment guarantees, OPIC has offered political risk insurance to mitigate risks beyond investors' control. For example, OPIC provided a \$3.5 million loan to a private health care provider in India to support the construction of small water-treatment facilities in Punjab.
Peace Corps	As of March 2014, 25 Peace Corps posts, the majority of them in Africa, included WASH as a key objective in their project plans. Peace Corps health sector volunteers have focused on environmental health and water and sanitation in an effort to decrease the incidence of waterborne diseases. For example, volunteers have raised awareness of WASH issues and promote behavior change, including proper household water storage, handling, and treatment as well as hand washing with soap. According to Peace Corps, hygiene interventions have targeted women to enhance health outcomes. Volunteers have also worked to facilitate the financing, construction or repair, and proper use of community and school water systems and latrines.
U.S. African Development Foundation (USADF)	USADF has promoted economic development among marginalized populations in sub-Saharan Africa. USADF has awarded grants at the grassroots level to support agricultural projects related to water and sanitation assistance. For example, in Niger, USADF supported the rehabilitation of more than 25 wells degraded by time, use, and poor construction. In Kenya, USADF supported irrigated agriculture projects in a region largely dependent on food aid to establish canals and drip irrigation for growing subsistence and high-value crops.

Appendix III: Summary of State, USAID, MCC, and Other U.S. Agencies' Reported Programs in International Water-Related Assistance, Fiscal Years 2009-2013 (cont.)

Agency	Description of reported agency efforts
U.S. Department of Agriculture (USDA)	
Agricultural Research Service (ARS)	<p>Most of ARS's international water-related assistance activities have consisted of informal scientist-to-scientist research collaborations. ARS has played a role in U.S. international water-related assistance by, for example, collaborating with a university in Kenya to determine conservation practices to minimize watershed erosion and reservoir sedimentation. In addition, ARS has conducted research to improve global agricultural drought monitoring through the estimation of root-zone soil moisture availability in agricultural areas.</p>
Foreign Agriculture Service (FAS)	<p>FAS activities have included sponsoring foreign agricultural specialists for training in the United States. In some cases, these specialists have focused on water or sanitation capacities, especially to promote food security or agricultural trade. FAS has also funded international water-related projects at participating schools. For example, FAS applied a model of school food, latrine construction, and water-harvesting systems to more than 100 primary schools in Tanzania, resulting in 895 new latrines built for students and helping to boost the enrollment of female students in particular. In addition, FAS has provided technical assistance and capacity building through interagency agreements, primarily with USAID and State. For example, FAS participated in a project to improve irrigation practices and technologies to capture, use, and store water for irrigation in Pakistan that included hands-on training for Pakistani farmers and agricultural professionals. Finally, FAS has assigned several water-sector technical specialists in water resources knowledge management and communication, water resources advisory services, water and sanitation, water sector investment, and the management of water management programs to USAID in Washington, D.C., through a Participating Agency Service Agreement.</p>
Natural Resources Conservation Service (NRCS)	<p>NRCS has provided short-term technical expertise for international water-related assistance at the request of FAS. For example, NRCS supported Provincial Reconstruction Teams in Afghanistan and Iraq on project development for water quality and quantity improvement. NRCS has also provided engineering representatives to assist countries through, for example, consulting services related to watershed protection and the mitigation of erosion-related natural disasters including landslides and floods.</p>
U.S. Forest Service	<p>The U.S. Forest Service has had direct involvement in water resource management through forest and watershed management activities, funded primarily through an interagency agreement with USAID. For example, the Forest Service has helped manage and participate in international water-related projects in several countries related to watershed assessment and management, institutional capacity building, grazing management, reforestation, and water quality monitoring. In addition, the Forest Service reported that its protected area management, forest conservation, and forest-monitoring activities may have secondary benefits to watershed protection and water quality.</p>

Appendix III: Summary of State, USAID, MCC, and Other U.S. Agencies' Reported Programs in International Water-Related Assistance, Fiscal Years 2009-2013 (cont.)

Agency	Description of reported agency efforts
U.S. Trade and Development Agency	The U.S. Trade and Development Agency's international water-related activities consist primarily of funding project-specific feasibility studies and technical assistance. Examples include a waste treatment sludge disposal feasibility study in Vietnam, a water efficiency improvement feasibility study for Brazil, and an environmental improvement technologies reverse trade mission for the Philippines. The agency added that it views water and sanitation as a sector of "special consideration" and that the agency periodically develops strategic opportunities in this area.

Source: GAO analysis of agencies' responses to a GAO questionnaire. | GAO-14-683R

^aThe Convention on Wetlands of International Importance, known as the Ramsar Convention, is an intergovernmental treaty that provides the framework for national action and international cooperation for the conservation and sustainable use of wetlands and their resources. The treaty was adopted in the Iranian city of Ramsar in 1971, and the United States joined the convention in 1987.

^bTreasury engages with multilateral development banks including the World Bank, the Inter-American Development Bank, the Asian Development Bank, the African Development Bank, and the European Bank for Reconstruction and Development.

^cCreated in 1985, USAID's Famine Early Warning System provides analysis to help government decision makers and relief agencies plan for, and respond to, humanitarian crises related to food insecurity.

Appendix IV: USAID, State, and MCC Staff Roles and Responsibilities

Staff roles/responsibilities

U.S. Agency for International Development (USAID)

Office of Water; Bureau for Economic Growth, Education and Environment

A global water coordinator, in a role first established in 2011, coordinates USAID’s response to water policy initiatives. Since 2010, the Office of Water has grown from six to 12 water specialists—an office director, five water advisors, and several other specialists. These individuals provide full-time program management and oversight, including developing and managing partnerships, providing technical assistance and training, budgeting and financing, and evaluation.

Bureau for Global Health

Five staff members provide technical leadership related to WASH and implement components of USAID’s water strategy related to maternal and child health, HIV/AIDS, and nutrition programs.

Regional bureaus

Five staff members from the Bureau for the Middle East, one from the Bureau for Africa, and one from the Bureau for Latin America and the Caribbean assist with budget formulation, provide technical assistance, and help ensure that mission water activities align with USAID’s water strategy.

Missions

At missions in Africa, a dozen staff members, including Foreign Service officers and foreign nationals, have a primary role in water-related assistance. In addition, missions in the Middle East reported 18 staff members, missions in Asia reported 5 staff members, and missions in Latin America and the Caribbean reported 2 staff members working primarily on such assistance. USAID missions also reported 61 staff who made key contributions in water-related assistance (e.g., staff who regularly spent less than 50 percent of their time or worked on short-term assignments.) These personnel assist with implementing, monitoring, and reporting on program efforts. Their responsibilities include interacting with host country governments, the private sector, civil society organizations, communities, and other donors and evaluating water sector investments.

Department of State (State)

Office of Conservation and Water; Bureau of Oceans and International Environmental and Scientific Affairs

Since 2010, the office has grown from one to eight full-time staff members, including a special coordinator for water, three Foreign Affairs officers, three water advisors, and a Foreign Service officer. These personnel oversee the development and implementation of U.S. foreign policy regarding drinking water and sanitation, water resources management, and transboundary water and conflict, and they manage and oversee efforts and funding related to U.S. international water-related assistance, including leading and participating in multilateral forums such as the G8, World Water Forums, and UN bodies, among others.

Appendix IV: USAID, State, and MCC Staff Roles and Responsibilities (cont.)

Staff roles/responsibilities

State (cont.)

Bureau of Population, Refugees and Migration	A monitoring and evaluation/health officer provides part-time technical assistance and coordinates with other agencies on projects implemented by international partners. Various program officers in Washington, D.C., and refugee coordinators overseas provide assistance as needed, including engaging with, and monitoring activities of, State-funded international partner organizations.
Regional bureaus	Three officials from the Bureaus of Near Eastern Affairs, South and Central Asian Affairs, and Western Hemisphere Affairs are dedicated full-time to water-related issues. These officials' efforts include helping to set regional policy priorities and coordinate efforts with other agencies and with posts.
Posts	Twelve regional environment, science, technology, and health officers assist with water-related issues, including transboundary issues. In addition, State reported that approximately 76 full-time and 184 part-time environment, science, technology, and health officers may also spend a portion of their time on water-related issues (responsibilities and activities may vary by post). ^a

Millennium Challenge Corporation (MCC)

Water, Sanitation and Irrigation Unit; Infrastructure, Environment and Private Sector Division	A full-time senior director, five infrastructure engineers, one staff member with expertise in economics and international development, and three staff members that spend a portion of their time on water share responsibilities for developing and managing water projects in several active compacts.
Compact partner countries	Two local hires support water sector compacts in Jordan and Zambia. Various staff members support water projects in other compact countries on a periodic basis.

Source: GAO analysis of USAID, State, and MCC records. | GAO-14-683R

^aNumbers of full-time and part-time environment, science, technology, and health officers are from 2011 data. According to State officials, more recent data are not readily available.

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