Blueprint for Effective International Assistance

Five Core Principles to Ensure America Wins and Five Approaches to Leave Behind

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U.S. GLOBAL LEADERSHIP COALITION

How America *Wins*

At a moment of rising global threats and economic competition, there is broad agreement that effectiveness must be at the center of the future of U.S. international assistance.

For USGLC, that means a laser focus on the building blocks of effective assistance so it delivers results for the American people, advancing our nation's economic and security interests.

Last year, USGLC's "*Blueprint for America to Win in the World*" laid out practical ideas to ensure America's civilian tools make America safer, stronger, and more prosperous. A year later – after a significant restructuring of U.S. international assistance – this is an important moment to take stock of what is working, where there are opportunities to embrace new approaches, and how we can leverage our nation's unique strengths to win in the world.

This new "*Blueprint for Effective International Assistance*" advances this conversation by outlining **Five Core Principles** to build on – and **Five Approaches to Leave Behind.**

	Core Principles for Effective International Assistance
1	Aligns with American Interests
2	Leverages Private Capital and the Private Sector
3	Harnesses American Innovation
4	Delivers Measurable Results
5	Builds Self-Reliance Through Burden Sharing

	Approaches to Leave Behind
1	No Open-Ended Assistance
2	No Assistance Disconnected from U.S. Interests
3	No Doing for Countries What They Can Do for Themselves
4	No Duplication or Bureaucratic Silos
5	No Underinvesting in the Capacity to Deliver

The examples throughout this report are illustrative rather than exhaustive, demonstrating how these principles are working in practice to deliver measurable results while recognizing that new approaches and opportunities to strengthen effectiveness will continue to emerge.

Together, these ideas offer a practical framework to build from as policymakers continue to chart a path forward on U.S. international assistance that prioritizes effectiveness and delivers results for the American people.

COMING SOON

With dozens of commissions and reports expected to release new recommendations to shape the future of U.S. international assistance in 2027, USGLC will follow with the release of our signature "***Report on Reports***" to identify where the strongest consensus has emerged and elevate the best ideas for what comes next.

5 Core Principles for ***Effective*** International Assistance

These five principles capture some of the key building blocks of effective assistance:

1 | Aligns with American Interests

Effective international assistance must advance America's security, economic strength, and values by delivering tangible benefits for the American people.

WHAT EFFECTIVE ASSISTANCE SHOULD DELIVER:

- ✓ A safer America by addressing threats before they reach our shores.
- ✓ A stronger American economy by opening markets and creating opportunities for U.S. workers and businesses.
- ✓ Bolstered American competitiveness with China, Russia, and other rivals.
- ✓ Reinforced U.S. leadership in ways that reduce the need for more costly military intervention or crisis responses.
- ✓ Increased stability and a demonstration of American values through lifesaving humanitarian assistance.

Global Health Security

Investment	▪ Long-term U.S. investments in global health advance America's national interests by **helping stop outbreaks before they reach our shores, disrupt trade and travel, or require a far costlier response.** ▪ To help implement new bilateral health agreements, the State Department launched *Advancing Global Health*, with up to **$4.5 billion** for faith-based and nonprofit organizations, universities, and other partners.
The Impact	▪ U.S. global health initiatives **helped contain nearly 250 outbreaks** – from cholera to mpox and measles – across more than 40 countries over the past two years. ▪ New partnerships are drawing on established delivery networks, including an initiative reaching more than **2,500 hospitals, clinics, and community hubs across 17 countries.**
What's Next	▪ As Ebola continues to spread in Central Africa, the State Department is funding partners and working with the Africa CDC and affected governments to **support response efforts, save lives, and help stop its spread.** ▪ **Effective investments must be adequately scaled to strengthen local surveillance, health systems, and response capacity** – which is essential to detect and contain outbreaks quickly, before they become larger threats to Americans.

Combating Food Insecurity

Investment	▪ Congress has consistently invested in programs that combat global hunger, including Food for Peace – which delivers surplus **American-grown commodities** to address food insecurity in fragile and conflict-affected countries.
The Impact	▪ **For more than 70 years,** Food for Peace has drawn on the strength of American agriculture to deliver impact, promote stability, and save lives around the world – last year alone feeding over 45 million people by purchasing over 1 million metric tons of commodities from American farmers.
What's Next	▪ In addition to providing American farm commodities when global crises strike, a hallmark of Food for Peace has been its investment in **long-term agricultural resilience** in chronically food-insecure countries. ▪ Effective investments require ensuring the capacity to deliver on **both emergency food assistance and longer-term resilience programs.**

Trade and Investment with Africa

Investment	▪ The **2026 extension of the African Growth and Opportunity Act (AGOA)** continues a proven model to incentivize progress on market-based reforms, rule of law and anti-corruption, and reducing barriers to U.S. investment.
The Impact	▪ **U.S. exports to AGOA countries have nearly tripled** over the last two decades by helping create stronger, more predictable markets for U.S. businesses, farmers, and investors.
What's Next	▪ As Congress and the Administration consider a modernized AGOA, a new **long-term reauthorization** will ensure AGOA continues to effectively deliver for U.S. interests as we compete on the continent that is home to 8 of the 10 fastest-growing markets in the world.

2 | Leverages Private Capital and the Private Sector

America's private sector and ability to leverage private capital are among our nation's greatest strategic assets. In developing countries, the private sector accounts for 60% of GDP, 80% of capital flows, and 90% of jobs. Effective U.S. assistance works alongside American businesses, investors, and entrepreneurs – and in collaboration with nonprofits and local partners – to achieve greater impact while reducing long-term reliance on U.S. government resources.

WHAT EFFECTIVE ASSISTANCE SHOULD DELIVER:

- ✓ Unlocked private capital and investment alongside public resources.
- ✓ Conditions for markets and businesses to grow.
- ✓ Leverage that brings in the private sector's expertise, technology, and operational efficiency.
- ✓ Increased entrepreneurship, job creation, and long-term economic growth at home and around the world.

EFFECTIVENESS IN ACTION

Development Finance Partnerships

Investment	▪ U.S. development finance uses **equity, loans, guarantees, and political-risk insurance** to reduce investment barriers and mobilize private capital in markets where it might not otherwise flow, which is critical to advancing America's economic and security interests.
The Impact	▪ DFC-backed models are mobilizing significant private capital while delivering measurable development outcomes. As one example, the $111 million *Transform Health Fund* is projected to improve healthcare access for 8 million people and save 150,000 lives, while the $3 billion Indo-Pacific energy platform is designed to expand reliable energy infrastructure and support economic growth across a critical region for the United States.
What's Next	▪ With Congress recently expanding DFC's investment capacity from **$60 billion to $205 billion,** maintaining a strong focus on **development impact – especially in markets where private capital is scarce** – will be a key element of effective assistance alongside U.S. strategic and economic priorities.

Ukraine's Long-Term Economic Recovery

Investment	▪ Established in April 2025, the U.S.-Ukraine Reconstruction Investment Fund is a joint economic partnership focused on Ukraine's reconstruction and strategic sectors, including critical minerals, energy, and infrastructure. DFC and Ukraine provided **$150 million in combined seed capital.**
The Impact	▪ The Fund is designed to **mobilize private investment, strengthen critical mineral supply chains,** and create opportunities for American companies to participate in Ukraine's reconstruction, which will be critical to America's security and economic interests.
What's Next	▪ As Russia's war in Ukraine continues, **enduring security and civilian support** for Ukraine remains an important priority. ▪ The **Fund made its first investment in March 2026** and is advancing additional projects, while a new political-risk insurance framework will provide another effective way to help reduce barriers to private investment.

Critical Minerals and Regional Economic Corridors

Investment	▪ U.S.-backed investments in the Lobito and Luzon Corridors are helping **secure access to critical minerals** and expand opportunities for U.S. businesses.
The Impact	▪ Effective investments in the Lobito Atlantic Railway are expected to increase capacity by more than tenfold – **from 400,000 to 4.6 million metric tons annually** – while cutting mineral transport costs by up to 30%, helping attract private capital and reduce dependence on supply chains dominated by China.
What's Next	▪ Expanded focus on **"wrap-around" investments in health, food security, governance, education, and economic development** will increase the effectiveness of infrastructure investments and accelerate America's capacity to win the critical minerals race.

3 | Harnesses American Innovation

America's greatest advantage is the ability to bring American innovation and ingenuity to scale. Effective assistance harnesses American AI and technology platforms, science and research, and business expertise to strengthen our nation's ability to compete and solve global challenges while creating benefits at home.

WHAT EFFECTIVE ASSISTANCE SHOULD DELIVER:

- ✓ A crowding in of expertise of American universities, researchers, entrepreneurs, and innovators.
- ✓ Ability to leverage AI to accelerate scientific discoveries and technological breakthroughs to solve global challenges.
- ✓ New opportunities for American industries and high-skilled jobs.
- ✓ Solutions that improve lives abroad while strengthening U.S. competitiveness.

EFFECTIVENESS IN ACTION

Malaria Prevention

Investment	▪ The State Department and the Global Fund partnered with **Wisconsin-based SC Johnson** to accelerate the rollout of Guardian, a next-generation spatial mosquito repellent developed through years of U.S. research.
The Impact	▪ Guardian provides **up to 12 months of protection** and is designed to complement mosquito nets and other proven malaria tools – continuing to bring American innovation to bear in the fight against one of the world's deadliest diseases.
What's Next	▪ As **malaria cases rise and drug resistance grows,** expanding new prevention tools alongside existing interventions will be increasingly important. The partnership aims to **protect at least 60 million people by 2028.**

Agricultural Research & Development

Investment	▪ Renewed State Department funding for U.S. colleges and universities to lead Feed the Future Innovation Labs – connecting American research expertise with agricultural innovation overseas.
The Impact	▪ Over four decades, U.S. university-led agricultural research generated an estimated **$2.9 billion in net economic benefits in developing countries,** while innovations have also delivered major returns at home – including more than **$1.1 billion in benefits to the U.S. economy** from sorghum research alone.
What's Next	▪ Ensuring continued participation by **U.S. land-grant universities with longstanding innovation labs** remains a key priority for effective American leadership on agricultural research and innovation.

Lifesaving Hunger Interventions

Investment	▪ A two-year, **$100 million commitment** to Operation End Starvation, alongside **$33 million in founding philanthropic support,** to scale proven nutrition interventions including ready-to-use therapeutic food (RUTF) and prenatal vitamins.
The Impact	▪ RUTF is a proven intervention for severe acute malnutrition, with nearly 90% of children recovering within about six weeks. Over the next six years, Operation End Starvation plans to **treat 22.5 million children with RUTF** and save 1.8 million children's lives.
What's Next	▪ As the new partnership gets underway, this is an opportunity to explore new synergy and effectiveness in reducing costs and delivering treatment – allowing limited resources to reach more children.

AI & Supply Chain Security

Investment	■ Backed by a new **$250 million State Department fund,** Pax Silica brings together allied governments and private-sector partners to strengthen critical minerals, energy, semiconductor, AI infrastructure, and other strategic technology supply chains. The Department recently announced a commitment of up to $50 million in U.S. international assistance grants to strengthen global AI supply chain security.
The Impact	■ Building broader alignment around trusted AI development, with **close to three dozen economies signing a Joint Statement on AI Opportunity** focused on a pro-growth, pro-innovation approach while strengthening global AI supply chains.
What's Next	■ As this new initiative continues to grow, increasing the reach of the **American AI technology stack to ensure low- and middle-income countries** do not get left behind will be essential, including helping partner countries harness trusted U.S. technology to strengthen economic growth, public services, and long-term development.

4 | Delivers Measurable Results

Effective international assistance should be guided by clear goals, measurable results, and strong accountability. Americans deserve confidence that taxpayer dollars are being spent wisely.

WHAT EFFECTIVE ASSISTANCE SHOULD DELIVER:

- ✓ Clear objectives and outcomes – and measures of progress against them.
- ✓ Measurable impact and the evidence and data to improve performance over time.
- ✓ Rigorous oversight and accountability for taxpayer dollars.
- ✓ Strategic planning and evaluation that ends, reforms, or scales programs based on demonstrated effectiveness.

Global Fund

Investment	▪ U.S. commitment to the Global Fund's **8th replenishment cycle** builds on more than two decades of support from **Republican and Democratic policymakers** for a results-driven global health model. ▪ U.S. contributions to the Global Fund have historically been **matched by $2 from other donors for every $1 from the United States** – multiplying the impact of American resources.
The Impact	▪ Since 2002, the Global Fund partnership has helped save **72 million lives** and reduce the combined death rate from AIDS, tuberculosis, and malaria by **65%** in countries where it invests. ▪ The Global Fund's investments in health systems have been critical to stopping other disease threats like Ebola, and the Global Fund purchases medicines and other necessary commodities from U.S. companies, returning at least $3.5 billion to the U.S. economy over the last 15 years.
What's Next	▪ The Global Fund is putting even greater emphasis in its new grant cycle on lean and effective operations, including **country co-financing, integration into national health systems, private sector partnerships, and predictable transition pathways** – helping sustain results while moving countries toward greater self-reliance.

Gavi

Investment	▪ The longstanding U.S. commitment to Gavi – reaffirmed by **Congressional leaders and the Administration** – strengthens its capacity to expand lifesaving immunization while reinforcing transparency and accountability.
The Impact	▪ Since 2000, Gavi has helped immunize more than **1.2 billion children,** while strengthening defenses against outbreaks that can threaten Americans – including financing emergency vaccine stockpiles for Ebola, cholera, meningitis, and yellow fever that can be rapidly deployed before diseases spread across borders.
What's Next	▪ Building on its strong record of effective, measurable results at scale, Gavi is increasingly emphasizing **country ownership and domestic financing** to sustain results over time, with lower-income countries contributing a record **$302** million toward Gavi-supported vaccines in 2025.

International Humanitarian Partnerships

Investment	▪ Building on its broader partnership with OCHA from earlier this year, the U.S. announced more than **$1 billion in new awards to UNICEF and WFP,** leveraging their global reach to deliver rapid, large-scale responses to major humanitarian crises with greater emphasis on speed, measurable results, transparency, and accountability.
The Impact	▪ The new UNICEF partnership alone is expected to **screen more than 4.4 million children for malnutrition** and provide treatment for nearly **950,000 children suffering from severe wasting.**
What's Next	▪ The coming opportunity is to **reduce duplication and lower costs** across the humanitarian system – including by strengthening the UN nutrition supply chain. Integrating nonprofit and faith-based partners will remain essential for delivering through trusted local partners and networks.

5 | Builds Self-Reliance Through Burden Sharing

Effective assistance should help countries become stable, capable partners – not permanent recipients of American assistance. Lasting success depends on shared responsibility among partner governments, allies, and local communities.

WHAT EFFECTIVE ASSISTANCE SHOULD DELIVER:

- ✓ Partner countries with "skin in the game" that co-invest alongside the U.S. in their own success.
- ✓ Strengthened local institutions and long-term capacity.
- ✓ Shared responsibility among governments, allies, philanthropy, and the private sector.
- ✓ A clear pathway toward greater self-reliance, localization, and eventual independence from assistance.

EFFECTIVENESS IN ACTION

The Compact Model

Investment	▪ The MCC's longstanding compact model pairs **time-limited U.S. investments with country-led priorities, policy reforms, and partner-country commitments** – putting shared responsibility at the center of development.
The Impact	▪ MCC has long demonstrated a compact model built for graduation rather than indefinite support. Of the 33 countries that have signed an MCC compact, **more than half are now in a higher World Bank income bracket** than when their MCC partnership began.
What's Next	▪ Expanding the effectiveness of the compact model to strategic sectors can help **pair U.S. investment with country commitments and reforms,** creating a clearer pathway toward durable results and greater self-reliance.

Global Health Investments

Investment	▪ Building on **26 million lives saved through PEPFAR,** new bilateral health agreements pair U.S. support with **partner-country co-investment, measurable benchmarks, and government-to-government commitments.**
The Impact	▪ Across **35 signed agreements,** the United States and partner countries have announced **$24.1 billion in combined investment,** with partner countries contributing nearly **40%** of the total.
What's Next	▪ As countries take greater responsibility for their health systems, transitions that account for countries' capacity will be essential to sustain results and ensure programs continue to perform effectively – including by drawing on the reach and expertise of faith-based and nonprofit partners to strengthen local capacity and reduce reliance on U.S. implementation.

Investing in Stability

Investment	▪ UN peacekeeping offers a shared-responsibility model in which the United States contributes roughly **one-quarter of the cost,** while more than **120 countries provide uniformed personnel.**
The Impact	▪ Studies have found that comparable UN missions **can cost U.S. taxpayers about one-eighth as much as deploying a U.S. force** – offering a lower-cost tool for helping stabilize conflicts.
What's Next	▪ With **one in six people worldwide exposed to conflict,** preserving effective tools to contain conflict, manage crises, and promote stability remains increasingly important to U.S. interests.

Effective Assistance: 5 Approaches to *Leave Behind*

Identifying what makes U.S. international assistance more effective also means continuously evaluating how it is implemented, what's working, and where there are opportunities to improve. The five areas below highlight practices worth rethinking as policymakers pursue new and innovative approaches to delivering assistance.

1 | No Open-Ended Assistance

Effective assistance should be designed with a clear purpose and a path toward transition. American investments should help countries build the capacity and resources to sustain progress over time – not create dependency. The U.S. should also invest earlier where risks are more predictable, saving lives and money. For example, recent WFP research found that early response in Mali resulted in cost savings of up to 20% while limiting the impact of a crisis.

THIS MEANS:

- ✓ Establishing clear objectives and benchmarks for what U.S. assistance is intended to achieve.
- ✓ Investing early in resilience and preparedness – including proven early-warning tools like Famine Early Warning Systems Network (FEWS NET) – when more costly emergency responses can be anticipated and avoided.
- ✓ Planning from the outset for transition, graduation, or an evolving U.S. role as conditions and capabilities improve.
- ✓ Building the local capacity, institutions, and resources needed to sustain progress without indefinite U.S. support.

2 | No Assistance Disconnected from U.S. Interests

Effective assistance should have a clear connection to America's national interests and demonstrate how investments abroad contribute to our security and prosperity – and advance American values. Humanitarian response to disaster and conflict will always be an American priority, both to promote stability and save lives.

THIS MEANS:

- ✓ Applying a U.S. national and economic security lens to decisions about where resources can have the greatest impact.
- ✓ Addressing instability, disease, food insecurity, and other challenges to prevent greater threats and costs to Americans later.
- ✓ Regularly evaluating whether programs continue to advance U.S. interests as circumstances and strategic priorities change.

3 | No Doing for Countries What They Can Do for Themselves

Effective assistance should reinforce shared responsibility at every level and align on locally identified priorities and implementation. Donor countries should share the burden alongside the United States, while partner countries should demonstrate local leadership, invest their own resources, make necessary reforms, and have a stake in achieving results.

THIS MEANS:

- ✓ Donor countries and other partners contributing alongside U.S. investments and sharing responsibility for addressing common challenges.
- ✓ Partner governments demonstrating political commitment and investing their own resources alongside American assistance wherever feasible.
- ✓ Designing programs that reflect both locally identified priorities and U.S. national interests.
- ✓ Strengthening local institutions, markets, and expertise so countries can take increasing responsibility for achieving outcomes rather than creating parallel systems that depend indefinitely on outside support.

4 | No Duplication or Bureaucratic Silos

Effective assistance should bring the right U.S. government agencies, programs, and partners together around shared objectives – reducing duplication and making the best use of America's resources and expertise.

THIS MEANS:

- ✓ Establishing clear priorities and roles across U.S. international assistance agencies to reduce bottlenecking and ensure programs reinforce rather than duplicate one another.
- ✓ Breaking down barriers between economic development, diplomacy, trade, finance, and other tools of American engagement when greater coordination can deliver better results.
- ✓ Sharing data, technology, expertise, and lessons learned across agencies and programs to improve decision-making and accountability.

5 | No Underinvesting in the Capacity to Deliver

Effective assistance means investing not only in programs but also in the people, partners, institutions, and infrastructure needed to implement programs effectively, strengthen monitoring and evaluation, and sustain progress. Where capacity is insufficient – inside or outside the government – it should be strengthened to ensure effective delivery of programs.

THIS MEANS:

- ✓ Maintaining sufficient U.S. government expertise and capacity to design, oversee, and evaluate investments.
- ✓ Working with capable and accountable implementing partners that can translate resources into results.
- ✓ Strengthening basic infrastructure, local institutions, systems, and expertise so countries can increasingly implement, monitor, and sustain progress themselves.

Delivering Impact for the *American People*

With the imperative for American leadership on the global stage, the debate cannot be reduced simply to doing more or doing less. The more important question is how America can **deploy these tools most effectively to deliver for the American people.**

At its core, effective international assistance means using American resources strategically and ensuring they deliver measurable, durable results for our security and economic interests, demonstrate our values, and support our partners around the world.

As policymakers shape the next chapter of U.S. international assistance – drawing on the experience of the nonprofit and faith-based community, the private sector, and other partners – these principles can help inform how assistance is designed, delivered, and evaluated.

Together, they point toward an approach that is more closely aligned with American interests, more accountable to U.S. taxpayers, and better positioned to deliver lasting results.

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