



## TRANSFORMING OUR PROCESSES

### WORKING IN NON-PERMISSIVE ENVIRONMENTS

USAID describes a non-permissive environment as a context, at the national or sub-national level, in which uncertainty, instability, inaccessibility or insecurity constrain USAID's ability to operate safely and effectively. The vast majority of the countries in which USAID works have experienced some degree of non-permissiveness over the last 20 years, with backsliding, dramatic downturns and disruptive shocks not uncommon.

Building USAID's operational capabilities in non-permissive environments is critical to achieving U.S. foreign policy objectives. While USAID has a wide range of programming tools and resources to address the root causes of conflict and fragility in non-permissive environments, less attention has been devoted to assessing and addressing the *operational* aspects of working in these environments.

USAID's Non-Permissive Environments (NPE) project focuses solely on the operational impacts and responses to non-permissiveness, supporting the Agency's objective to leverage the power of development to advance critical national security priorities and interests.

## THEORY OF CHANGE

By strengthening the ability of USAID staff to assess and understand how non-permissive conditions impact the effectiveness of Agency programs, and increasing staff access to a wide range of tools and services designed to improve security, programming, and human resource capabilities and resilience in these environments, we will improve the overall effectiveness, and ultimately increase the impact, of USAID programs operating in non-permissive contexts.

## KEY OBJECTIVES

The NPE project seeks to build an Agency workforce that has the capabilities, tools and resources to work more safely and effectively in non-permissive conditions, to better achieve USAID and U.S. Government development and foreign policy objectives. Key objectives include:

- Using a data- and evidence-based approach to gauge the permissiveness and effectiveness of USAID operations, incorporating field input as a critical element for success
- Improving USAID's operations in non-permissive environments, reducing stress on our frontline workforce, and alleviating staff workloads by eliminating redundancies to resolve specific quality of life issues identified by multiple audits and Agency studies
- Institutionalizing adaptive management and procurement principles, strengthening physical security and risk management systems, and boosting third party monitoring capabilities
- Ensuring that taxpayer investments in some of the Agency's riskiest operating environments are adequately protected

## DELIVERABLES

- Analytic Workforce Planning Model for NPEs (Fall 2018)
- Online NPE Training Module (Fall 2018)
- Non-Permissive Environments Assessment and Resource Hub (Fall 2019)
- Mobile Phone Tracking System for NPEs (Fall 2019)

## THE TEAM

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**GET INVOLVED!** Email us at [Transformation@USAID.gov](mailto:Transformation@USAID.gov) or visit [pages.myusaid.gov/a/t3](https://pages.myusaid.gov/a/t3)