

Joshua Kaufman

Summary

A dynamic leader, innovative thinker and a proven consensus builder, Joshua Kaufman has over 20 years of experience supporting human rights, democracy and good governance around the world. Mr. Kaufman is currently a member of the United States Agency for International Development's (USAID) Senior Leadership Group and was one of the creators of the U.S. Global Development Lab (<https://www.usaid.gov/GlobalDevLab/about>) – USAID's hub for science, technology, innovation and private sector engagement. The Lab's portfolio includes several high-profile programs at the intersection of technology and human rights, such as the Alliance for Affordable Internet and the Making All Voices Count Grand Challenge for Development. Previously, Mr. Kaufman was the Director for Global and Regional Policy at USAID's Center for Democracy, Human Rights and Governance and led an Agency-wide effort to create USAID's first global Democracy, Human Rights and Governance Strategy (https://www.usaid.gov/sites/default/files/documents/1866/USAID-DRG_fina-6-24-31.pdf), which was published in 2013. This strategy established human rights as an Agency-wide objective in the world's largest bilateral foreign assistance agency. Mr. Kaufman has a long track record of the creation of innovative policies, tools and approaches that have been adopted throughout USAID. He frequently represents the Agency with key high-level stakeholders in civil society, government and the private sector.

Experience

United States Agency for International Development, 2000 – Present

Director, Office of Evaluation and Impact Assessment, U.S. Global Development Lab

02/2014 – Present

Lead an award-winning Office of highly skilled professionals that provide the evidence base to support the Agency's investments in technology, innovation and private sector engagement. Working to "hack the bureaucracy", by the development and Agency-wide application of new and innovative approaches to monitoring, evaluation, research and learning that utilize big data, machine learning, satellite imagery and other new tools. The Office is divided into three teams: Innovation, Learning, and Technical Assistance.

Key Leadership Initiatives:

- Provided executive oversight for the creation of the Lab's first strategic plan and results framework for science, technology, innovation and private sector engagement.
- Leading a multi-donor working group to harmonize approaches to measuring the impact and scalability of development innovations.
- Oversaw the creation and implementation of USAID's first Bureau-level Evaluation, Research and Learning Plan.
- Oversaw the creation of the first-of-its-kind MERLIN program, a program that is testing multiple innovative approaches to monitoring, evaluation, research and learning.
- In addition to my permanent assignment, serving as Acting Director, Center for Agency Integration, from January 2017-present. I am directing 2 out of 7 Lab operating units.

- Member of USAID's Senior Leadership Group
- Was part of a four-member team appointed by the USAID Administrator to lead an Agency-wide effort to design, conceptualize, and ultimately create and publically launch the U.S. Global Development Lab within 12 months.
- Helped design and execute a Congressional engagement strategy that resulted in the passage of the Global Development Lab Act in the U.S. House of Representative in September of 2016.

Duties, Responsibilities and Accomplishments:

- One of two Agency representatives to the International Development Innovation Alliance, an informal grouping of bilateral donors, multilateral donors and foundations that fund innovation – including the World Bank, DFID, SIDA, Global Affairs Canada, UNDP, Rockefeller and the Gates' Foundation. I served as the co-chair of IDIA's Measuring Impact Working Group and was a drafter of the group's report that captures best practice across multiple donors and foundations.
- I am an active participant and contributor to professional and academic fora. I have lectured at a graduate-level program evaluation course at SAIS, lectured on development impact at the University of Michigan's Business School, served on the President of the American Evaluation Association's personal panel and have participated in other similar event representing USAID's evaluation expertise alongside senior counterparts from other aid agencies.
- Oversaw the creation and approval of the Lab's first five-year strategic plan and results framework. This framework includes dozens of indicators at the Objective, Intermediate Result and Sub-Intermediate Result level, each with a baseline and annual targets going out five years.
- I currently exercise technical and administrative supervision over both the Office of Evaluation and Impact Assessment and the Center for Agency Integration. These two units are currently made up of approximately 25 development professionals of diverse backgrounds, levels of seniority and technical expertise. I supervise supervisors and teams leads in this role. I manage the budget, including overseeing congressional budget justifications and reports, OMB requests, and the development and implementation of annual procurement plans.
- Worked closely with the Lab's Executive Director and Senior Leadership Team to establish an Evaluation, Research and Learning (ERL) Strategy designed to ensure that the Lab is developing and utilizing high-quality data and evidence. This strategy established new organization-wide processes to formally build in the use of evaluative data into Lab decision-making at the program and strategy level.
- The primary purpose of the Lab's ERL Strategy is the capture, reporting, and analysis of performance data and learning to improve the operational and programmatic effectiveness of the Lab and our Agency partners. The ERL Strategy includes a novel implementation plan revolving around semiannual Strategic Learning Reviews that are directly linked to existing Lab decision-points around strategy, operations, personnel, budget and programs. The ERL strategy examines the programs of each of the Lab's five centers and has an additional focus on five organization-wide priority questions looking issues such as sustainability, scale, cost effectiveness, adaptive programing and the support we provide to innovators, researchers and entrepreneurs.

Deputy Director, Office of Innovation and Development Alliances

03/2012 – 02/2014

Served as the Deputy Director for Operations, for the Office of Innovation and Development Alliances (IDEA), USAID's first ever stand-alone innovation hub. IDEA was made up of teams of development

professionals who were experts in emerging practices areas, such as ICT for development, private sector engagement, innovative financing, social entrepreneurship and innovation. I supervised IDEA's division chiefs in this role, and therefore provided quality control and technical direction for the entire office.

Key Leadership Initiatives:

- Member of USAID's Senior Leadership Group and Management Operations Council
- Responsibility for the operational excellence of a 75-person, \$86M office
- Revamped IDEA's Operating Expense budget to eliminate looming shortfall
- Dramatically reduced procurement timelines for IDEA procurements

Director, Global and Regional Policy, Center for Democracy, Human Rights and Governance

2008-2012

2007, Acting

Led the development and implementation of evidence-based democracy, human rights and governance (DRG) policies, strategies and budgets at the global, regional and country level. Led the Center's efforts in supporting country DRG assessments and strategies, and represented the DRG sector in the annual interagency budget formulation process, conducting analysis and advocacy to link global and country DRG funding with needs and opportunities as well as ensuring that budget levels were consistent with core policies and strategies. Engaged within USAID and the interagency to forge an effective link between U.S. diplomacy, policy, and programs regarding the promotion of human rights, democracy and good governance.

Key Leadership Initiatives

- Co-chaired Democracy, Human Rights and Governance (DRG) Policy Task Team that drafted USAID's first new Global DRG Strategy in 19 years. This strategy established human rights as an Agency-level objective at the world's largest bilateral foreign assistance donor.
- Led revisions to the DRG Strategic Assessment Framework and trained over 200 USAID staff on human rights, democracy and governance strategy and program development.
- Help lead an Agency partnership with the National Academies of Science that resulted in a book-length report on improving (DRG) evaluations and then led the Agency-wide implementation of the findings.
- Detailed as technical lead to USAID Arab Spring Task Force.
- Represented USAID on the first Quadrennial Diplomacy and Development Review.
- Served as DRG Transition Coordinator after 2008 elections.

Asia and Near East Coordinator, Center for Democracy, Human Rights and Governance

2000 – 2006

Key Leadership Initiatives:

- Represented USAID for the creation of the Governing Justly and Democratically Standard Program Structure as part of the creation of the Foreign Assistance Coordinator's Office at the State Department
- Conducted DRG Assessments and/or drafted DRG Strategies in the Philippines, Bulgaria, West Bank/Gaza, Jordan and Pakistan.
- Helped design USAID's first DRG programs in Afghanistan

Academy for Educational Development, 1995- 2000

Director of Information Unit and E&E Coordinator, Center for Democracy, Human Rights and Governance

1996-2000

Program Analyst, Newly Independent States Education and Training Project

1995

Education & Leadership Training

2017	American Management Association Advanced Executive Leadership Program
2014	USAID/Federal Executive Institute Senior Executive Seminar
2011	National Security Executive Leadership Seminar
2007	USAID/FEI Emerging Leaders Program
1996	George Washington University (International Affairs/Central & Eastern European Politics and Government), MA
1993	Brandeis University (Politics/Peace and Conflict Studies), BA

Previous Community Service

- Member and Chair, Howard County Board of Education
- Howard County Recreation and Parks Board
- Howard County Spending Affordability Committee
- Member and Chair, Howard County Ethics Commission
- Vice President, Columbia Jewish Congregation

References Available Upon Request