



**USAID**  
FROM THE AMERICAN PEOPLE



# OFFICE OF CIVILIAN RESPONSE YEAR IN REVIEW FISCAL YEAR 2012



## OVERVIEW OF FY12

**For the Office of Civilian Response**, Fiscal Year 2012 was a year of continued evolution. For the first time, all funding for the Civilian Response Corps (CRC) was provided by Congress to the State Department for reallocation to participating agencies and USAID did not receive any funding. In addition, State indicated that they planned to significantly and rapidly reduce the number of CRC. This necessitated changes in how USAID managed its CRC including requiring USAID Missions to fund the travel costs and in some cases the full costs of CRC deployed. This change saved almost 800 thousand dollars. Despite this change, the number of deployments remained constant (65 deployments for 9,332 days of support) and the number of requests actually increased from 2011 (to 82 total requests). USAID deployments continued to constitute the majority of the utilization of USAID's CRC.

The introduction of client satisfaction surveys for all USAID deployments helped provide additional feedback and rigor to improving OCR's surge staffing support within the Agency. The initial results were very positive with 91% noting "high" or "very high" satisfaction post deployment.

With the reduced funding, reductions were also required in support costs, training, outreach and other services. Most of these resulted in greater efficiency with minimal reduction in key support for deployed staff.

### **Office of Civilian Response Support Staff:**

Made up of five full-time staff and a three-person institutional contractor team during FY2012, the Office of Civilian Response team serves as the main operational support mechanism for the CRC experts it deploys—focusing on operational support, lessons learned, monitoring and Evaluation and coordination with other offices in USAID and the USG.

OCR has three main operating principles which help guide the day-to-day tasks, as well as the strategic goals of the office:

- OCR assistance is focused on strengthening USAID's and the USG's prevention of, preparation for, and response to crisis or transition situations
- OCR assistance in crises is short to medium term, generally lasting two to ten months
- The planning, programming, and management of OCR deployments directly support USAID requirements and objectives.

## BACKGROUND

Housed within the Bureau of Democracy, Conflict, and Humanitarian Assistance, the Office of Civilian Response deploys personnel around the globe to USAID Missions and U.S. Embassies in response to crisis or political opportunity. Established in 2009, USAID/OCR oversees training, equipping, and deploying mission-ready civilian experts for crisis stabilization, reconstruction, and conflict transformation operations worldwide.

### **Mission**

*The Mission of the OCR is to rapidly mobilize highly qualified technical experts providing critical development skills in support of USAID and USG civilian operations essential to crisis prevention, response, recovery, and transition efforts, and to help the Agency prepare for such action.*

## COMPOSITION OF THE USAID CIVILIAN RESPONSE CORPS

The USAID CRC staff is designed to represent the full array of USAID development expertise and currently include: Democracy, Rights, and Governance subject matter experts (10), Program Analysts (4), Administrative Officers (3), Engineers (5), Contracting Officers (3), General Business Specialists (2), and an expert in Public Health (1).

The USAID Civilian Response Corps (CRC) at its maximum was a 42 person cadre; with a hiring freeze following the budget cuts of FY 2010 and attrition, the USAID CRC size was reduced to 28 by the end of FY 2012.

### **CRC Professional Development Profile:**

- All CRC have taken *Security in Non-Traditional Operating Environments (SNOE), Level One Planners, and Foundations of Reconstruction and Stabilization*
- *Seventeen have been Contract Officer Representative certified*
- *Eleven CRC hold professional degrees and certificates*
- *Forty percent of CRC have deployed to both a Mission and an Embassy*

### **Burma: Rapidly Establish New USAID Presence, February–July 2012**

In late January 2012, OCR was asked to provide assistance to Regional Development Mission for Asia (RDMA) Bangkok to support USAID initiatives to re-engage in Burma on the heels of the Secretary of State's historic visit to that country in December 2011. Jim Kovar was deployed first to RDMA Bangkok to manage the administrative and logistical elements feeding into the evolving program development and foreign assistance strategy for Burma. In April the USG agreed to re-establish a USAID mission in Burma as part of the "action for action" policy for re-engagement, and Jim Kovar moved from Bangkok to Rangoon.

Given the lag between the approval of the official mission staffing chart and the arrival of permanent staff in the new Burma Mission, surge support through long-term TDYs was the only option for establishing an early USAID presence during the transition to a full mission. Jim Kovar joined a STAR appointed interim Mission Director and one USPSC to cover the full range of USAID responsibilities. As a result of Jim's presence, USAID Burma met deadlines for the Operations Plan, negotiated a new agreement for a contribution to a multi-donor trust fund, and established relationships required for critical work on elections and political processes.

## DEPLOYMENTS: ENABLING STRONGER RESPONSE

In FY 2012, OCR undertook 65 deployments to 19 countries. In FY 2012 CRC staff were on average deployed twice a year, a significant increase from the single annual deployments in FY2010.

### Total Deployments FY 2012:

- Forty-four total overseas deployments (not including Foreign Service Limited assignments to Afghanistan and Pakistan) to USAID Missions. These also include International Conflict Assessment travel, conferences, and other trainings.
- The average length of deployment was 101 days or approximately three months. The total number number of work days for CRC deployed to USAID missions and bureaus was 7,992.
- 18 percent of deployments were extended.
- Fifty-four out of 65 deployments were in response to requests from USAID Missions or Bureaus or about 83 percent of all CRC Deployments. The remaining 17 percent were deployments with the CSO Bureau.

### Washington Based Deployments FY 2012:

- 1,340 days of USAID based work
- Nine Assignments
- Average length was 146 days
- Five assignments to CSO/Washington

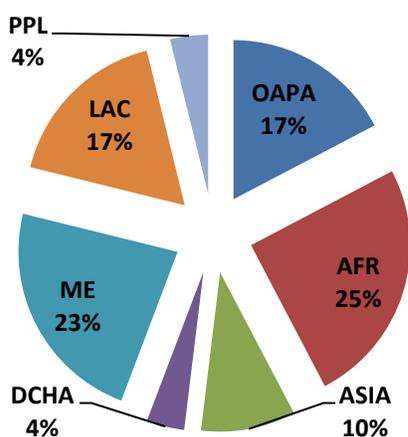
### Interagency (CSO) Deployments:

- Twenty-one total deployments—16 overseas and 5 in Washington
- Eight different countries

### USAID Deployments:

- Sixteen different Missions and two non-presence countries: Afghanistan (6), Haiti (3), Libya (3), South Sudan (2), and Tunisia (2) had the highest number of overseas deployments
- Eight CRC temporarily converted to Foreign Service Limited status, and two were engaged with reimbursable details in FY 2012, to Afghanistan, Pakistan, and the Office of Afghanistan/Pakistan Affairs

### Origin of USAID Requests FY 2012\*



**Thirty CRC Requests were from USAID Missions,  
14 Requests from USAID Washington**

\*Nearly half of the requests for CRC staff came from the Middle East and Africa region (48 percent).

## Deployments FY 2010-FY 2012

Total Deployments	FY 2010	FY 2011	FY 2012
Number of CRC onboard (AVERAGE)	30	38	34
Total Requests	98	76	82
Total Filled (deployments)	85	61	65
Percentage Unfilled Requests	13.3%	20%	20%
Percentage USAID deployments	92%	80%	83%
Number of CRC-Standby deployments	37*	7	2
Average length (excluding FSL)	121 days	103 days	101 days
Number of deployments per CRC	1.14**	1.4**	1.75**
Percentage deployments as individual	83%	89%	92%

\*27 of which were for Haiti Response

\*\*Excluding the CRC-Standby

## DEPLOYMENTS: PREVENTION OF CRISIS AND POST-CONFLICT

The types of environments or responses to which USAID CRC were deployed included: prevention of crisis, post-conflict, economic growth, infrastructure development and governance.

The majority of CRC work within USAID was focused on deployments to USAID Missions or work based in Washington providing individual support (92 percent). In comparison, CRC work with the interagency was mostly in team situations (59 percent). Out of the 44 USAID overseas deployments undertaken by CRC, 33 (75 percent) could be categorized as filling a vital staffing requirement in the USAID Mission. While 63 percent of CRC staff in the field was supervised by an Office Director, 37 percent were supervised by a Mission Director or Ambassador. The amount of field work or site visits required on CRC deployments varied; with just under half of requests received anticipate future site visits or field trips.

In End of Engagement reports collected from USAID CRC members returning from the field, the following three activities were most noted as having been performed while on the deployment, project design 25%, implementation 25% and interagency coordination 25%. When compared to the scope of work on the request form, CRC members noted more time performing administrative work and more monitoring and evaluation than initially projected.

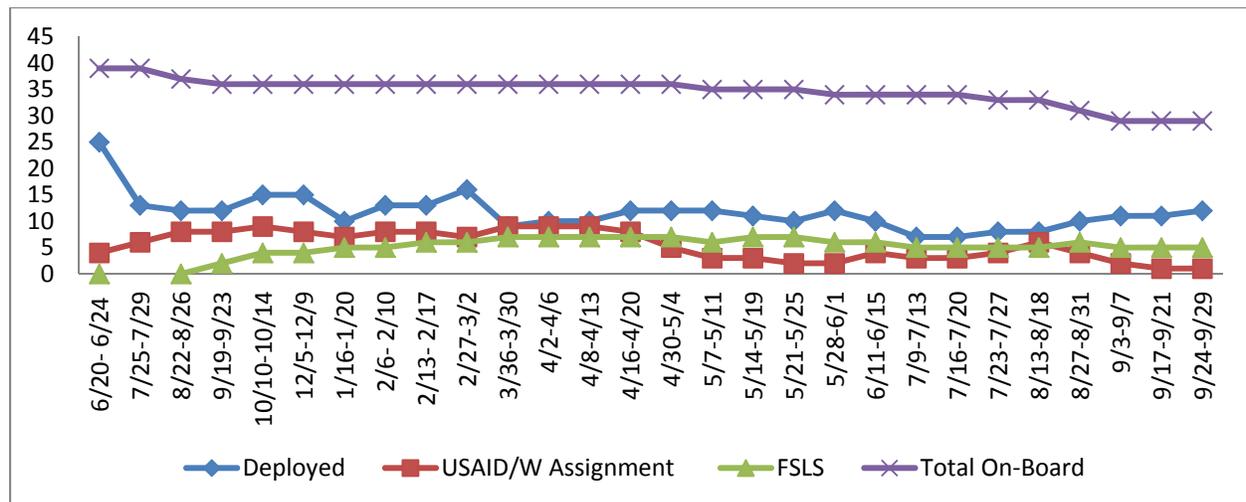
## Interagency/ CSO v. USAID Deployments

Interagency/CSO	USAID Deployments
Team deployment (59%)	Individual deployment (98%)
New staff position (84%)	Established staff position (72%)
Average three months	Average three months
Scope of work: coordinate, advise,	Scope of work: advise, conduct, coordinate
Personnel requirements: technical, expertise,	Personnel requirements: leadership,

## COST SAVINGS

At the beginning of FY 2012, OCR introduced a policy that Missions would fund the travel of the requested CRC member. The new policy, in the face of declining funds, saved the office over \$300,000 in travel expenses, but did not affect the average number of deployments carried out. In FY 2012, 81 percent of USAID deployments were Mission funded. The graph below demonstrates that even with a declining number of CRC and with Missions required to pay TDY costs, the number of deployments undertaken by CRC remained steady.

### CRC Deployments Jun 2011 - Sep 2012



During FY 2012, average costs of TDYs were a little over \$7,000 a month. CSO and State/Haiti Strategic Coordination (S/HSC) paid for six out of the sixteen or about 40 percent of CSO deployments.

## OCR MANAGEMENT IMPROVEMENTS

In support of DCHA Bureau Goals, OCR undertook several management and office wide initiatives to support stronger monitoring and evaluation and to improve the provision of crisis response by the Agency.

- Monthly Memos are now required for CRC overseas and those at home.
- **Customer Client Satisfaction surveys** were instituted for all in FY 2012. Data collected covered deployments ending in Quarter 3 of Fiscal Year 2011 and forward. The data was overwhelmingly positive about the experience and value of CRC, with 81 percent of respondents noting that the Project/Activity was significantly more successful as a result of receiving USAID CRC assistance. Of the respondents, 94 percent reported they would recommend USAID CRC to colleagues (21). Overall satisfaction with the CRC was high, with 91% noting high or very high satisfaction post deployment.
- In December 2012, all non-deployed CRC (20) gathered to finalize a new mission for OCR, improve internal processes, and for some CRC to meet colleagues for the first time.
- In July, a staff workshop was held in conjunction with other events—an open house, gender training, and an awards ceremony, all culminating in **a dedicated CRC Week**.
- The **USAID CRC Deployment report** was initiated and is now circulated bi-monthly.
- In an effort to engage and enhance reporting functions, the **End of Engagement Report** was made a requirement for returning CRC.

### **Yemen: Quickly fill new FSO positions, June–December 2012, Ceara O’Carroll and Marie Pace**

Yemen’s transitioning government is accompanied by a political crisis, a dire food shortage, and increasing economic instability. In order for USAID to provide critical support to Yemen, the Mission expanded from six FSO positions to nine, with no Foreign Service officers slated for posting. With only two full-time American US Direct Hires currently at the Mission, the staffing pattern could best be described as a patchwork of TDYs.

Two CRC members, Ceara O’Carroll and Marie Pace, were deployed to Sana’a in the summer of 2012 to temporarily replace two FS positions, a Program Officer and Democracy and Governance (DG) Officer. The program officer provided program-related guidance to the \$34 million budget. Ms. O’Carroll’s background in USAID programming, strategic planning, and budgeting filled a critical gap, since there were currently no other program officers at the Mission. Marie Pace was also deployed to provide technical leadership, programmatic guidance, and evaluation of DG related activities. Her work was critical to the upcoming elections, national dialogue, constitutional redrafting, and other DG related efforts that are central to USG support to Yemen.

## Annex 1: Fiscal Year 2012 Overseas Deployments

Country	Name	Project/Scope of Work	Duration
Afghanistan	Charlie Brown	Contracting Officer (FSL)	12 months
Afghanistan	Larry Butala	Program Analyst- JTF-435	10 months
Afghanistan	Phil Clark	Contracting Officer (FSL)	12 months
Afghanistan	Tom Pope	Democracy, Rights, and Governance	8 months
Afghanistan	Barbara Marmann	Civilian- Military Planning	4 months
Afghanistan	Patrick McGovern	Democracy, Rights, and Governance	6 months
Afghanistan	Alejandro Mora	Civilian-Military Planning	7 months
Afghanistan	Timothy Sikes	Office Director	7 months
Afghanistan	Gerald Smith	Contracting Officer (FSL)	7 months
Afghanistan	Jeffrey Usavage	Environmental Officer (Detail)	11 months
Burma	James Kovar	Democracy, Rights and Governance	6 months
Burma	Jennifer Laakso	Pol- Econ Officer	2 months
Djibouti	Tom Pope	Senior Development Advisor	2 months
Dem. Rep. of Congo	Barbara Marmann	Administrative Officer	2 months
Dem. Rep. of Congo	Paul Sevier	Elections Support Officer	1 month
Dem. Rep. of Congo	Marie Pace	Democracy, Rights and Governance	1 month
Ghana	Scott Lyons	Democracy, Rights and Governance	2 months
Haiti	Zaki Saad	Engineering	11 months
Haiti	Patrick Davenport	Engineering	3 months
Haiti	Prem Garg	Engineering	2 months
Haiti	Mohammad Latif	Engineering	3 months
Haiti	David Eromon	Engineering	1 month
Honduras	Tom Leamond	Administrative Officer	6 months
Iraq	Varghese Jacob	Democracy, Rights and Governance	12 months
Kenya	Daniel Blessington	Democracy, Rights and Governance	9 months
Kenya	Michelle Shirley	Democracy, Rights and Governance	5 months
Kenya (for Somalia)	Donna Kerner	Democracy, Rights and Governance	1 month
Kyrgyzstan	Daniel Blessington	Democracy, Rights and Governance	1 month

Country	Name	Project/Scope of Work	Duration
Liberia	Andrew Sweet	Conflict Management & Mitigation (S)	.5 months
Libya	Maura McCormick	Public Health Advisor	6 months
Libya	John VanSandt	Democracy, Rights and Governance	1 month
Nepal	Jim Kovar	Democracy, Rights and Governance	1 month
Pakistan	Matthew Lannon	Engineering (FSL)	12 months
Pakistan	Jerry Florkowski	Engineering (FSL)	12 months
Pakistan	Geoffry Lohsl	Contracting Officer (FSL)	12 months
Senegal	Paul Sevier	Elections Officer	1 month
South Sudan	Thomas LeaMond	Administrative Officer	7 months
South Sudan	Lena Zezulin	Pension Reform	5 months
Tunisia	Cameron Khosrowshahi	General Business Officer	5 months
Yemen	Marie Pace	Democracy, Rights and Governance	4 months
Yemen	Ceara O'Carroll	Program Analyst	5 months

## Annex 2: Fiscal Year 2012 Washington Deployments

Bureau/Office	Name	Project/Scope of Work	Duration
CSO/Washington	Jennifer Laakso	Democracy, Rights and Governance	3 months
CSO/Washington	Tom LeaMond	Development Advisor	3 months
CSO/Washington	Alex Mora	Development Advisor	2 months
CSO/Washington	John VanSandt	Development Advisor	3 months
CSO/Washington	Michelle Shirley	Development Advisor	3 months
DCHA/CMM	James Kovar	Democracy, Rights and Governance	1 month
DCHA/DRG	Marie Pace	Democracy, Rights and Governance	2 months
USAID/Guatemala	Scott Lyons	Democracy, Rights and Governance	2 months
PPL	Patrick Davenport	Environmental Advisor	4 months
PPL	Ceara O'Carroll	Program Analyst/ World Water Forum	6 months
Middle East	Dara Katz	Program and Desk Officer	12 months
DCHA/Syria Task Force	Paul Sevier	Democracy, Rights and Governance	1 month
OAPA	Andrew Michels	Democracy, Rights and Governance	12 months
AFR/Somalia	Donna Kerner	Democracy, Rights and Governance	4 months

### Notes: CSO Deployments

Does not include any repeat deployments to same country; some deployment durations cross fiscal years.