ADS Chapter 101

Agency Programs and Functions

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ADS 101 – Agency Programs and Functions

101.1 OVERVIEW
Effective Date: 09/19/2000

This chapter defines the authorities within which USAID operates and provides the necessary policy regarding the Agency's programs, functions, and methods of operations. In addition, this chapter provides the functional statements for all of USAID's organizational units.

101.2 PRIMARY RESPONSIBILITIES
Effective Date: 08/07/2015

a. The **Administrator (A/AID)** formulates and executes U.S. foreign economic and development assistance policies and programs, subject to the foreign policy guidance of the President, the Secretary of State, and the National Security Council. Under the direct authority and foreign policy guidance of the Secretary of State, the Administrator serves as a principal advisor to the President and the Secretary of State regarding international development matters. He/she administers appropriations made available under the **Foreign Assistance Act of 1961**, as amended and supervises and directs overall Agency activities in the U.S. and abroad.

b. The **Assistant Administrators** and **Assistants to the Administrator** of the Bureaus/offices (AAs) administer programs within delegated authorities and in accordance with policies and standards established by the Administrator.

c. The **Director, Office of Budget and Resource Management (BRM)**, advises the Administrator, in close coordination with the Department of State, on program budgets and resource allocations.

d. The **Director, Office of Civil Rights & Diversity (OCRD)** serves as the Agency's Equal Employment Opportunity Officer and advises on all aspects of equal employment opportunity and Civil Rights and Diversity. In addition, the Director formulates policy and supervises the administration of EEO and Civil Rights and Diversity programs and activities to assess the effectiveness of Agency implementation efforts.

e. The **Office of the General Counsel (GC)** serves as the Agency's Chief Legal Officer, providing legal advice, counsel, and services, and ensures that USAID programs are administered in accordance with legislative authorities.

f. The **Office of the Inspector General (OIG)** serves as the principal advisor regarding matters affecting the integrity of Agency operations.

g. The **Director, Office of Small and Disadvantaged Business Utilization/ Minority Resource Center (OSDBU/MRC)** serves as the principal Agency advisor

regarding U.S. small and disadvantaged enterprises utilization in USAID-financed development assistance activities and programs.

h. The **Director, Office of Security (SEC)** serves as the Agency's Senior Security Official and advises on all aspects of security. He/she formulates policy and administers the USAID security program.

101.3 POLICY DIRECTIVES AND REQUIRED PROCEDURES

101.3.1 Agency Creation and Authority

Effective Date: 09/19/2000

The **Foreign Affairs Reform and Restructuring Act of 1998**, as contained in Public Law 105-277, abolished IDCA and established the U.S. Agency for International Development as an executive agency effective April 1, 1999. The President delegated to the Secretary of State in Executive Order 12163 authority for foreign assistance programs authorized in the Foreign Assistance Act. The Secretary delegated to the USAID Administrator authority for USAID programs in **Department of State Delegation of Authority No. 293**, as amended December 20, 2006.

101.3.1.1 Office of the Administrator (A/AID)

Effective Date: 08/07/2015

a. The **Office of the Administrator, Immediate Office (A/AID)** provides overall direction to the Agency in its administration of the U.S. foreign economic assistance programs and the appropriations made available for such purposes under the **Foreign Assistance Act of 1961**, as amended. The Deputy Administrator or designee serves as the Agency's Chief Operating Officer who is the Senior Accountable Official responsible for leading performance and management reform efforts and for reducing wasteful or ineffective programs, policies, and procedures). A/AID also houses the Center for Faith-Based and Community Initiatives which serves as the liaison with faith-based and community organizations.

101.3.1.2 U.S. Global Development Lab

Effective Date: 01/31/2014

The **U.S. Global Development Lab's (Lab)** overall purpose is to harness the power of science, technology, innovation and partnership (STIP) to source and scale dramatic breakthroughs that accelerate achievement of foreign policy and development goals. The Lab operates in support of these objectives through a two-part mission:

- **Produce Breakthrough Development Innovations:** Invest in both directed research and open innovation approaches; Build a pipeline/global platform to invent, test, and apply solutions; Connect scientific and innovation staff and programs at USAID; Bring interdisciplinary teams with

specific capabilities to bear around problem sets; Build alliances and expertise to take a handful of proven solutions to global scale.

- **Accelerate the transformation of the U.S. development enterprise:** Support Presidential Initiatives and Lead Missions in applying STIP approaches. Advance approaches that leverage the capabilities and resources of the full diversity of stakeholders who are engaged in global problem solving; which embrace data and evidence to drive decision making and solutions; and which harness scientific and innovative approaches as core to problem solving. Develop, test, and refine innovative approaches to investing and partnering– including new forms of public-private partnerships and multi-stakeholder alliances, open innovation platforms, prizes and grand challenges, and pay-for-performance.

The **U.S. Global Development Lab Office of the Director (Lab/OD)** is headed by the Executive Director (Assistant to the Administrator equivalent) with a very small staff of assistants and senior advisers. The Executive Director oversees the work of five Center Directors who administer the Lab's program and management activities across five Centers: the Center for Data, Analytics and Research; the Center for Development Innovation; the Center for Global Solutions; the Center for Transformational Partnerships; and the Center for Mission Engagement and Operations.

In addition, the Directors of two Offices report to the Global Development Lab Executive Director:

1. **Office of Engagement and Communications (Lab/EC)**: This office is primarily responsible for supporting the goals and objectives of the Lab through effective communications and stakeholder outreach to the Agency, USG, donor, academic, business, philanthropic, entrepreneurial, research, scientific and technical communities. The Office of Engagement and Communications will engage and inspire the best and brightest minds to help solve intractable challenges, and engage with the Lab in co-problem solving. This office performs the following functions:

    - Sustains a strategic communications campaign on achievements and potential of science, technology, innovation and partnerships for development;

    - Organizes events to promote engagement, collaboration, and learning.

    - Develops and maintains Web site content, communications materials, and collaborative platforms for the Lab.

- Manages and acts as Secretariat for the Global Development Lab's Advisory bodies and relationships, including organizing regular meetings.

- Ensures effective internal communication with the rest of USAID.

- Promotes the Lab's "Thought-Leadership" by ensuring opportunities for speaking and engagement for USAID science, technology, innovation and partnership (STIP) Leaders as well as facilitating external thought-leaders to have robust exchange with USAID.

- Develops and leads the Lab's overall engagement strategy to convey openness to new ideas and inspire and tap into the brightest minds and the next generation to solve intractable challenges.

2. **Office of Evaluation and Impact Assessment (Lab/EIA)**: This office conducts rigorous, evidence-based analysis to determine whether STIP approaches and interventions are delivering development impact more quickly, cost-effectively, sustainably, at greater scale, and are reaching more beneficiaries. It will also lead the Lab and independent advisors in determining which innovations have greatest potential for transformative impact at a global scale, working extensively with USAID pillar and regional bureaus, Missions, and external experts. The EIA Office also collaborates with other parts of the Lab (particularly the Center for Mission Engagement and Operations) to help set policy and standards for monitoring and evaluating Lab programs to promote continuous learning. More specifically EIA:

    - Sets criteria and manages the decision-making process to determine which proven innovations USAID will help scale in multiple countries and regions, with the ultimate objective being transformational impact on a global scale.

    - Applies multi-disciplinary development impact modeling and cost-benefit expertise to estimate the likely development impact of various interventions.

    - Ensures that all Lab efforts are guided by rigorous prospective and retrospective impact assessments and evaluation, including randomized controlled trials as appropriate.

The Centers:

The Global Development Lab's core programmatic and management bodies are the five Centers, described below. In addition to five Centers, the Lab will convene matrixed task teams dedicated to:

1. Identifying and defining specific problem sets,

2. Sourcing and accelerating new solutions, and

3. Ensuring the implementation of those solutions at scale.

While staff will be formally assigned to one of the Centers, they will also serve on one or more task teams on an *ad hoc* basis. Center Directors and other senior staff will be assigned to lead task teams, thus creating matrix reporting relationships for staff.

a. **The Center for Data, Analytics and Research (Lab/DAR)**, headed by a Center Director, is a key part of the Agency's commitment to evidence-based development, utilizing data and research tools and methods to address our most critical challenges. Harnessing advancing trends in technology and data availability, this Center will gather data and generate analytics through collaborative research to better understand development challenges, build more effective strategies and programs to address them, and measure impacts. In particular, the Center will coordinate the Lab's process to systematically identify a small number of core problem sets that will define the Lab's focus for its directed research and innovation programs as it looks toward taking a small number of solutions to global scale. The Center will also lead the development of USAID's overall research strategy and coordinate bureau research and development investments. It will tap into USAID's own research and data and that of its partners, participate in the Open Data movement, and strengthen its capacity to apply geospatial analysis, data visualization, modeling, and futures analysis. The Data, Analytics and Research Center:

    - Partners with USG agencies, universities, NGOs, and the private sector to improve access to research and data relevant to development solutions;

    - Conducts geographic analyses of development challenges and makes geospatial data and tools available to USAID and development partners;

    - Builds a strong network of Geographic Information Systems (GIS) specialists across USAID's Bureaus and Missions by training staff to use geospatial data and tools for development;

    - Directly strengthens the capacity of current and future developing country researchers to engage in the global research community;

    - Ensures that major USAID R&D investments are strategically allocated and coordinated;

- Enhances the Lab's own infrastructure and technical capacity to effectively collect, store, manage, open, and share data and to analyze and apply those data to make USAID programs more effective;

- Partners with data-producing USG agencies, universities, and the private sector to improve access to data relevant to development solutions;

- Sets criteria and coordinates (with significant input from the Office of Evaluation and Impact Assessment and the Center for Global Solutions) the identification of core development problems sets to be addressed by Lab matrixed teams;

- Strengthens local, regional, and national institutions and organizations that enable the development and advancement of local S&T research and relevant policies;

- Collaborates with universities to support the Agency's modeling and analytics capacity; and

- Applies future analysis to identify and prepare for long-term trends, such as climate change, urbanization, and demographic shifts, and to identify the most effective responses to them.

b. The Center for Development Innovation (Lab/DI), headed by a Center Director will develop a pipeline for new breakthroughs by harnessing the best in American and global development, engaging innovation and scientific communities. The Center will systematically discover, test, and transition to scale proven solutions. Building off of principles that have proven successful in Silicon Valley and the pharmaceutical sector, the various programs of the office will help shepherd solutions along their growth path, from conception, to development/prototyping, to incubation to piloting in the field, to rigorous testing, to refining and iteration, to transitioning to scale. The Development Innovation Center:

- Crowd-sources large numbers of solutions to specifically defined problem sets through directed innovation tools to discover game-changing approaches to solving some of the planet's most intractable problems;

- Maintains open platforms that allow innovators across the world to implement the most creative solutions to development problems, including those that do not traditionally receive donor funding (i.e., finding solutions to "leading edge" problems);

- Uses competitions to source breakthrough, which will be prioritized based on their expected cost-effectiveness relative to traditional approaches, evidence generated through rigorous testing, and pathways to scale and

sustainability (through commercialization, or through adoption by USAID Missions and bureaus, other donors, and host country ministries);

- Seeks solutions including new technologies, new business models, new approaches informed by behavioral economics, and more;

- Supports academic institutions to catalyze the development and incubation of new science, technology, and engineering approaches and tools. Convenes experts and engage students and faculty to discover and catalyze transformative solutions; and

- Encourages the creation of new communities of practice and leverage the capacity of federal science agencies through collaborative research efforts and other partnerships to incubate and transition to scale.

c. **The Center for Global Solutions (Lab/GS)**, headed by a Center Director will drive widespread adoption and implementation of proven, transformative innovations that will benefit tens of millions of people across a broad geographic area (regionally or globally). The Global Solutions Center:

- Links proven innovations that can overcome critical barriers to development much more quickly and effectively than previous approaches to private sector, government, donor, and Agency resources to ensure large-scale development impact and widespread results;

- Develops, promotes, and utilizes flexible tools and resources that can more quickly bring proven innovations to scale, including through innovative partnerships throughout the world;

- As appropriate, supports Pillar Bureaus and Missions to design programs that ensure widespread adoption of proven innovations and establish partnerships with governments, the private sector, and civil society organizations that will enable widespread adoption of proven innovations;

- Supports policy changes both within USAID and in USAID-presence countries to facilitate widespread adoption of proven innovations; and

- Serves as a thought leader. Gathers and disseminates knowledge and evidence on how development agencies can leverage their resources and tools to ensure widespread adoption of cutting-edge development innovations. Brings expertise in the science of delivery.

d. **The Center for Transformational Partnerships (Lab/CTP)**, headed by a Center Director, develops and scales global partnerships with a wide range of stakeholders – global and local businesses, universities and research institutions,

donor institutions and private philanthropy – in order to extend the impact and sustainability of Lab-led and Agency-wide programs and to leverage the knowledge, expertise, resources, technologies, and innovations of diverse partner organizations. The Partnerships Center engages private sector partners in the Lab's efforts to identify problem sets and to discover, test, and scale development innovations. It also builds the capacity of the entire Agency to pursue partnerships with private sector entities by providing partnerships training, advisory services, and tools to Missions and bureaus. In collaboration with Missions, the Partnerships Center works to inculcate scientific and innovation ecosystems in developing countries, enabling field-based discovery, application, and adaptation and partnering with governments and the private sector to create an enabling environment for catalyzing ideas and actions to assist developing countries to address their own problems. The Transformational Partnerships Center:

- Builds public-private partnerships which advance the Lab's mission of advancing development innovation and transforming the development enterprise, with a focus on partnerships which (a) address core Lab problem sets (b) engage entrepreneurs, social enterprises, and global and local companies in advancing market based solutions to development challenges, and (c) create opportunities for new and nontraditional partners to expand their collaboration with the Agency and increase their engagement in global problem solving;

- Manages the Agency's network of relationships with key corporate and philanthropic partners and coordinates the Agency-wide network of global relationship managers; establishes relationships with new private sector partner organizations that have high potential to advance solutions to core problem sets the Lab is tackling;

- Supports Missions and Bureaus by offering partnerships training, technical advisory support, partnerships tools and knowledge products, policy guidance, and knowledge sharing opportunities among alliance builders;

- Manages existing mechanisms which enable the Agency to build partnerships with the private sector, notably the Global Development Alliance Annual Program Statement, and assists Agency and external stakeholders in utilizing the these mechanisms as a means to build partnerships;

- Pioneers new models of private sector engagement, and work with the Lab's Operational Innovations group and other Agency stakeholders to further develop and utilize special partnership authorities, including authorities allowing the ability to co-invest with private sector partner and invest equity or debt in new ventures;

- Leverages existing and new programs to help create and augment local centers of innovation and entrepreneurship, facilitates institutional capacity building, and advises on the creation of appropriate incentive systems and policies; and

- Builds networks that link research and innovation fellows in the United States with key in-country organizations to enable knowledge exchange and to collaboratively apply science, technology, and innovation to complex development challenges.

e. **The Center for Mission Engagement and Operations (Lab/MEO)**, headed by a Center Director, develops and monitors implementation of the Global Development Lab's overall strategy and serves as the its principal point of contact and coordination on all aspects related to the Agency's strategic planning, programming, and budgeting requirements. The Center houses the Lab's country support function – coordinating all such activities across the Lab's programs and personnel. The Center provides leadership and expertise in talent management and in innovative practices to attract the best and brightest staff and fosters an environment where staff feel empowered and have the tools needed for success. In addition, the Center houses innovative procurement and legal experts who develop new tools and mechanisms that USAID can use to more flexibly and effectively address global challenges. The Mission Engagement and Operations Center:

- Provides leadership and expertise in talent management and in innovative practices to attract the best and brightest staff, foster professional development, and support a culture and environment where staff feel empowered and have the tools needed for success;

- Recruits, hires, and places all Lab staff, many on rotational assignments, including both direct hire and non-direct hire, to ensure that the Lab always maintains world-class human capital, consistent with overall guidance from USAID Office of Human Capital and Talent Management;

- Designs and administers innovative assistance and acquisition instruments and serves as Contract/Agreement Officers for Lab activities throughout the procurement process from planning to closeout, under the overall guidance of the USAID Office of Acquisitions and Assistance;

- Coordinates the Global Development Lab's customer service to USAID Missions and Regional Bureaus, ensuring outstanding responsiveness to Agency needs to further our objective of Agency transformation. This assistance can be provided via TDY's from Lab staff, virtual assistance, and the identification of other means of technical assistance;

- Advises and supports the preparation of budgets and program strategies and associated design, monitoring, implementation, procurement and evaluation arrangements; assists Centers with the preparation of activity design documentation including activity approval documents; oversees the procurement planning process; and reviews environmental compliance for all Lab activities;

- Coordinates and distills knowledge management and learning functions for the Lab that are primarily undertaken at the project or Center level;

- Coordinates the development and implementation of STIP technical training for the USAID cadre;

- Consolidates multi-country or multi-functional data with Agency and legislative requests to prepare the overall Lab budget submission and the Operational Plan; prepares the Lab's reclamas for the Office of Budget and Resource Management, the Department of State, and the Office of Management and Budget (OMB);

- Provides legal guidance to Lab leadership and other operating units to enable innovative approaches to development problems, consistent with overall guidance from USAID's General Counsel;

- Manages the Lab's Congressional Notification preparation and submission process and coordinates the Office's preparation for congressional hearings, OMB hearings, briefings and Q&As, and tracks and prepares reports on the status of legislation and congressional reviews; and

- Provides administrative and personnel management for all Lab staff.

101.3.1.3 Office of the Executive Secretariat (ES)

Effective Date: 10/15/2007

The **Office of the Executive Secretariat (ES)** functions as the Office of the Administrator's coordination and communications mechanism. It is the authoritative channel for official communications between USAID and the Director of U.S. Foreign Assistance (F), as well as the interagency community. The ES facilitates and expedites the Agency's decision-making process, ensuring that the Office of the Administrator

- Receives information and recommendations needed to make informed and timely decisions on Agency policy, program, and management; and

- Is able to defend those decisions in Executive Branch, congressional, and public fora.

There are two subordinate organizations within ES.

a. The **Immediate Office (ES)** provides administrative, management, and budget/financial, automated information systems, and chauffeur services. It serves as the designated USAID official authorized to accept service of notice in legal actions against USAID or any USAID officer serving in an official capacity. ES reviews Agency-prepared documents going to the Administrator and Deputy Administrator, ensuring that:

- The information supplied is sufficient for decision-making or briefing purposes,
- The views of concerned Bureaus and Offices have been incorporated, and
- The documents are appropriately structured.

ES serves as the official channel for the transmission of documents, including information and recommendations from USAID to the White House, the National Security Council, the Department of State (DOS), and other government departments and agencies.

The Office identifies matters or problems that require the attention of the Administrator and Deputy Administrator and alerts them accordingly. ES also initiates action to resolve issues at the Bureau/Office level and raises irreconcilable issues to the Administrator or Deputy Administrator for a decision. ES serves as the Agency's executive communications center for the receipt, control, review, and dispatch of all written communications to and from the Administrator and Deputy Administrator. It develops Agency standards and instructions governing the preparation and handling of executive communications; and serves as the Agency's Top Secret document control point.

b. The **Executive Secretariat Operations Center (ES/OP)** provides round-the-clock response to emergencies and urgent requirements. It prepares regular, timely briefings for the Office of the Administrator on immediate issues impacting USAID's operations and objectives.

101.3.1.4 Office of Security (SEC)

Effective Date: 05/09/2011

The **Office of Security (SEC)** provides centralized security support to the Agency and ensures that appropriate liaison with the Department of State's Bureau of Intelligence, Bureau of Research, and Bureau of Diplomatic Security is conducted on a daily basis.

The **Director of Security (SEC/OD)** supervises, directs, and controls all security activities relating to the programs and operations of USAID, with the exception of

unclassified automated systems security. The Director:

- Advises the Administrator and USAID senior staff on all security, technical security, and intelligence matters;

- Develops and publishes security and intelligence policy for USAID in accordance with Public Laws, Executive Orders, appropriate Department of State regulations, and the direction of the Administrator of USAID; and

- Administers a program of centralized security and counterintelligence support to USAID operations worldwide, including overseas and domestic physical security, national security (classified) information, personnel security, industrial security, counterterrorism, and counterintelligence.

The Director serves as a key participant in the defense of the Agency's security resource requests before the Office of Management and Budget (OMB) and Congress. In addition, SEC/OD serves as the USAID focal point on security and technical security matters when dealing with the heads of all security, intelligence, and law enforcement agencies and offices throughout the Federal Government. These responsibilities include the negotiation of operating agreements with intelligence, law enforcement, investigative, and security agencies for the performance of security-oriented, investigative services for USAID.

The Director of SEC also serves as the senior Agency official responsible for implementation of **E.O. 12968, Access to Classified Information**, **E.O. 12958, Classified National Security Information**, **E.O. 12829, National Industrial Security Program**, **E.O. 12333, United States Intelligence Activities**, and **E.O.13224** as it relates to the screening of implementing partners for ties to terrorism.

The Director serves as Chairman of the Security Clearance Review Panel. In addition to the above, SEC/OD is responsible for procuring, securing, and maintaining unique security and intelligence data collection and processing systems used exclusively by the security staff to support operations. There are three divisions within the Office of Security.

a. The **Personnel Security Division (SEC/PS)** develops policies, criteria, and procedures for USAID regarding the scope and conduct of personnel security investigations as prescribed by **E.O. 10450, Security Requirements for Government Employment**, and **E.O. 12968, Access to Classified Information**. SEC/PS conducts, controls, and directs

- Personnel security, suitability, and HSPD-12 background investigations;

- Periodic reinvestigations, special investigations, and limited inquiry

investigation; and

- Evaluations of integrity, trustworthiness, and loyalty of USAID employees, prospective employees, and contractors.

This Division also investigates complaints of personal misconduct of significance to the continuation of employment and retention of security clearances. SEC/PS provides the Deputy Assistant Administrator, Office of Human Capital and Talent Management (HCTM), who has primary responsibility for decisions as to appropriate actions in suitability cases, with information on significant suitability and employability factors developed during investigations. This Division provides SEC/OD with information regarding significant security issues, which are developed during investigations, and makes appropriate recommendations. SEC/PS develops and maintains effective liaison and counterpart officers in the Director of National Intelligence (DNI), the Office of Personnel Management (OPM), the Federal Bureau of Investigation (FBI), the Department of State's Bureau of Diplomatic Security, and other appropriate Government agencies. The Division is comprised of four branches:

(1) Field Investigations Branch (SEC/PS/FI) manages the team of independent contract investigators conducting investigative work in the field. The FI Branch recruits and trains field investigators (agents) to ensure investigative coverage throughout the United States, assigns case work, and monitors the quality of the reports of investigation to ensure the work product meets the investigative standards. The FI Branch also manages the contract mechanism for independent contract investigations, including obligations and payments.

(2) Adjudications Branch (SEC/PS/A) adjudicates cases involving access to classified national security information and HSPD-12 credentialing decisions. The A Branch reviews investigative files to ensure compliance with investigative standards, analyzes security concerns and mitigating factors, prepares adjudicative recommendations, and monitors the progression of cases. SEC/PS/A also notifies the hiring/contracting authority of issues which may impact an individual's suitability for government employment (or ability to represent the Agency as a contractor or personal services contractor).

(3) Background Investigations Branch (SEC/PS/BI) provides investigative program support by performing case control functions. The BI Branch conducts the initial review of all security requests for compliance with standards and reviews cases for an initial determination regarding eligibility for a temporary clearance. SEC/PS/BI also initiates electronic investigative records, dispatches and reviews investigative leads, requests investigative field work, and monitors the progression of cases until investigative work is complete.

(4) Quality Assurance and Periodic Reinvestigations Branch (SEC/PS/QAPR) manages the Division-wide quality assurance program and the periodic reinvestigations program. The QAPR Branch conducts quality assurance reviews of cases to ensure investigative standards are met, the adjudicative guidelines are applied consistently, and that Division policies, procedures, and timelines are applied to case work. SEC/PS/QAPR also initiates periodic reinvestigations on employees, dispatches and reviews investigative leads or automated records checks, and monitors the progression of cases until the case is complete.

b. The **International Security Programs Division (SEC/ISP)** provides oversight, assistance, coordination, and consultation on all security-related functions at all overseas Missions. In addition, within the continental United States, the Division develops and maintains a domestic physical security program, establishing physical security safeguards in USAID/Washington for information, personnel, and facilities. The Security Safety program also sits within the Division's front office, focusing on implementing partner support of security safety programs at Missions overseas and conducting inspections of security at missions. SEC/ISP provides USAID with security guidance to implement effective overseas activities when confronted with the challenge of having demanding development and humanitarian programs in high threat environments.

There are two teams within the Division, (the **ASIA/ME/LAC Security Support Team** and the **AFR/EUR Security Support Team**) reporting to the Division Chief, which provide support to all USAID Missions in assigned geographic areas, to include:

- Travel,
- Inspections,
- Reports,
- Security design, and
- Security project management.

Specific functions of the teams include design, installation, and oversight of security systems to counter terrorist attacks and other acts of violence against USAID facilities and personnel. This consists of administering an emergency, voice-radio communications program to support USAID operations overseas; and assisting in the decision process and implementation phase for new, surge and expanded programs in overseas locations. The teams develop policy promulgating physical security standards in accordance with the Omnibus Anti-Terrorism and Diplomatic Security Act of 1986. In addition, they provide USAID with guidelines to implement an effective USAID security program with emphasis

on the protection of personnel, office facilities and employee residences, and the employment of appropriate countermeasures to mitigate vulnerabilities.

The two teams:

- Conduct security inspections of USAID facilities overseas to ensure compliance with Overseas Security Policy Board standards and joint foreign affairs security regulations;

- Conduct quality assurance evaluations of USAID security systems overseas to ensure they are functioning as designed;

- Arrange for appropriate security coverage for USAID conferences overseas;

- Arrange and/or provide appropriate security for the Administrator's travel;

- Develop and conduct security awareness training for USAID employees in all matters pertaining to the protection of personnel, facilities, and classified national security information;

- Coordinate special briefing requirements with other US agencies and departments for USAID personnel destined for overseas assignments; and

- Develop and maintain liaison with counterpart security and intelligence agencies to ensure acquisition of threat and activity information necessary to support agency decisions regarding overseas activities.

There are additional two branches within the International Security Programs Division.

(1) The **Domestic Security Branch (SEC/ISP/DS)** operates and controls the physical security programs for the USAID headquarters building and other USAID facilities in the Washington, DC Metropolitan area. The programs include the headquarters building guard force, building pass office, access control system, and the alarm and CCTV systems. The Branch also oversees the operation of the USAID Visiting Diplomat Protection Program. SEC/ISP/DS serves as a technical authority in assignments requiring the application of theories and developments unique to physical security problems. The Branch performs key decision-making and policy-developing responsibilities in the subject area and advises top-level Agency security and subject matter managers on new developments and advances in security techniques in physical security. In addition, it recommends methods for enhancing efficiencies of security systems through modifications and

applications of evolving technology and evaluates and makes recommendations concerning overall plans and proposals for major agency and interagency security projects. Finally, the Branch implements national level guidance in Agency standards, guidelines, or policies for major security programs.

(2) The **Security Engineering Branch (SEC/ISP/SE)** is responsible for worldwide technical security projects and conducts in-depth technical security analysis, provides technical security countermeasure recommendations, and provides advice on all technical security operations. The Branch implements the security electronic program, the armor vehicle program, and the repair and maintenance program; and provides technical installation support for security projects.

c. The **Counterterrorism and Information Security Division (SEC/CTIS)**

- Develops policies and procedures for USAID regarding the screening of USAID's implementing partners for terrorism ties;
- Manages the counterintelligence, classified national security information, and national industrial security programs;
- Oversees the handling and storage of classified information; and
- Implements an Agency inspection program for storage of classified national security information.

The Division houses the Counterterrorism Team, overseeing the Agency's counterterrorism program at the Terrorist Screening Center. This team manages, conducts, and coordinates the screening activities for all USAID organizations, to include:

- Coordinating with the law enforcement and intelligence communities supporting the screening efforts;
- Overseeing the work of CTIS personnel detailed to outside elements for screening purposes; and
- Evaluating information uncovered during the screening process and providing recommendations regarding the impact of the information on USAID programs.

The Counterintelligence Team develops and implements policies and procedures governing the USAID counterintelligence program. This includes coordinating and investigating issues of extreme sensitivity and complexity affecting national security; coordinating technical surveillance countermeasures requirements at

USAID facilities; advising Agency leadership on intelligence threats to domestic and international operations; and developing and conducting travel related pre-briefings and debriefings and conducting counterintelligence training for new and existing employees.

The Information and Industrial Security Team, also housed in this Division, develops policies, criteria, and procedures for USAID governing the preparation, handling, and protection of classified national security information as prescribed by statute, Executive Orders, and other regulations. The team arranges for appropriate security coverage for USAID classified conferences within the United States. In addition, it approves space housing Sensitive Compartmented Information Facilities (SCIF) for the processing, handling, and storage of classified information. The team satisfies all reporting responsibilities required by the Information Security Oversight Office (ISOO) in accordance with Executive Order 12958, developing and implementing an Agency inspection program to detect, document, and correct problems with the marking, handling, and storage of classified national security information and also administers the USAID security violation program.

Additional functions of this Division include developing and conducting information security orientation and recurring security training for USAID Washington employees; and developing policies, criteria, and procedures regarding the protection of classified material from compromise. Finally, the Division

- Manages the National Industrial Security Program (NISP), which includes interacting with Contracting Officer's Representatives (CORs) and Foreign Service Officers to ensure proper security language is included in contracts and issuing the resulting DD254 forms;

- Interfaces with SEC/PS to ensure seamless operation of the visit request system;

- Resolves issues affecting contractor clearances and access; and

- Serves as a point of contact for contractors and Agency organizations for NISP administrative requirements.

101.3.1.5 Office of Human Capital and Talent Management

Effective Date: 09/15/2014

The **Office of Human Capital and Talent Management (HCTM)** manages the human capital and talent management functions of the Agency. The Office is headed by a Chief Human Capital Officer (CHCO) with the rank of Assistant to the Administrator (AA). The Chief Human Capital Officers Act of 2002 required the heads of all Executive Departments and agencies to appoint or designate a Chief Human Capital Officer. The

CHCO serves as USAID's chief policy advisor on all human resources management issues and is charged with selecting, developing, training, and managing a high-quality, productive workforce.

In this regard, HCTM has three primary roles: internal operations, partnerships, and support of other government and inter-agency initiatives. Within these roles, HCTM strives to deliver premier services and exceptional customer experiences using innovation, best practices, and provision of modern employment services and programs. It provides consultative, analytical, and strategic approaches to talent management at USAID by applying a "best fit" model and partnering on Agency initiatives to improve organizational performance and staff productivity. Additionally, HCTM aims to lead the Federal Government in overall personnel excellence, actively engaging with other government and interagency initiatives.

HCTM's goal is to get the right people with the right skills in the right place doing the right work at the right time, at the right cost to create a more secure, democratic, and prosperous world for the benefit of the American people and the international community. This goal includes the activities recognized by the Office of Personnel Management (OPM) and the Office of Management and Budget (OMB) as necessary for recruiting and retaining a high quality workforce:

- Human Capital Strategy and Plans,
- Staff Acquisition,
- Organization and Position Management,
- Compensation Management,
- Benefits Management,
- Performance Management,
- Employee Relations,
- Labor Relations,
- Separation Management, and
- Human Resources Management.

Together, these activities provide a firm basis for managing USAID's most important resource, its people.

HCTM is composed of the Office of the CHCO and ten subordinate units. The Office of the CHCO provides leadership and direction for all aspects of human capital management and oversees the full range of human resource services to support Agency operations. The Office of the CHCO ensures that the planning, development, management, and administration of human capital for the Agency is aligned with and supports the Agency's Strategic Plan and Administration goals and priorities. The Office of the CHCO also provides leadership and general direction to all of the functional units of HCTM. The CHCO is a career member of the Senior Executive Service (SES), and is supported by two deputies with the rank of Deputy Assistants to the Administrator (DAA), who oversee the subordinate units. The Senior Deputy is a career Senior

Foreign Service (SFS) officer. The second Deputy is designated as the Deputy CHCO and is a career member of the SES. HCTM's subordinate units include:

1. The **Operations Staff (OPS)** provides operational and logistical support to HCTM and consists of three teams:

    a. The **Administrative Management Support Team (AMS)** provides the full range of administrative management support services, including coordination and management of supplies, space, new employee processing, exit clearances, and service requests. The AMS team manages personnel action request submissions and tracking, records and files, and Continuity of Operations and emergency management.

    b. The **Budget Execution and Contracts Team (BC)** executes HCTM's complex operational budget accounts and contracts, including three large cost centers: direct costs, personnel support, and staff training. The team executes and manages HCTM's budgets and funding, as well as provides contract management services, purchasing support, and financial management support to all HCTM units while coordinating the overall procurement plan for HCTM.

    c. **The Communications and Engagement Team (CE)** leads internal and external HCTM communications including development and implementation of a comprehensive HCTM strategic communications plan and speeches and public events for senior management. The team liaises with the Agency Internal Communications team, the Bureau for Legislative and Public Affairs (LPA), including responding to Congressional inquiries, and the Office of the Executive Secretariat (ES), regarding executive messages and executive correspondence. The team also coordinates front office customer service and scheduling, receptionist duties, and correspondence. The team also manages and updates Web site content and multimedia postings, in accordance with Agency approved standards and branding.

2. The **Office of Workforce Planning, Policy and Systems Management (PPSM)** provides leadership and direction in defining and managing the USAID workforce planning process and provides organizational design support to ensure optimal organizational functioning in the field and in Washington. The Office acts as the principal advisor in the development and interpretation of policy, legislative proposals, statutes, and regulatory issuances affecting the personnel management systems of USAID. The Office is responsible for coordinating interdisciplinary teams to launch key initiatives within HCTM, including supporting continuous process improvement efforts and ensuring that special projects are effectively coordinated and managed to meet Agency requirements. The Office has three divisions:

a. The **Workforce Planning and Program (WPP) Division** supports the Agency's Strategic Plan requirement for active workforce planning and leads internal HCTM strategic planning, learning, and budget formulation. It leads HCTM's portfolio review process; consolidation and monitoring of HCB metrics; and coordinates the operational unit's input into systems (MMAs, budget formulation, etc,). For the Agency at-large, it directs workforce planning program and provides staff support to the CHCO for workforce and human capital requirements. The ODWP collects and analyzes workforce analytics and is responsible for planning, reviewing, and approving all Bureau and Independent Office reorganizations, providing organizational development support to both Washington and field Missions. The Division is responsible for deploying and analyzing employee engagement surveys, analyzing workforce metrics, and providing recommendations to continually improve employee morale and engagement.

b. The **Policy and Accountability (PA) Division** serves as the program manager for the human capital accountability system and has oversight responsibility for assessment, audit management, and compliance activities for this system and under the Federal Managers' Financial Integrity Act (FMFIA). The Division ensures the currency of human capital policy and procedures; coordinates the development and evaluation of all relevant policies and regulations, including regulations and procedural issuances; and maintains the specific Automated Directives Systems (ADS) chapters in both the 100 and 400 series. The PA Division provides personnel policy leadership and direction for all categories of direct hire staff, including Civil Service (CS), Foreign Service (FS), and Foreign Service Nationals (FSNs). It formulates and recommends USAID policy regarding both FSN and Third Country National (TCN) employees. The Division also manages the Agency's FAIR Act inventory process.

c. The **Systems Management (SM) Division** leads strategic planning as it relates to HCTM's automated systems. The Division leads HCTM's effort on data quality, coordinating with other HCTM units to ensure joint accountability and ownership of data that is housed in HCTM's automated systems. The Division develops, administers, and maintains surveillance over automated systems and procedures and coordinates with other Agency operating units, such as the Bureau for Management's Offices of the Chief Financial Officer and Chief Information Officer, on matters involving the automated data portion of the personnel systems and its interface with the automated payroll and accounting systems. This Division provides systems management, systems education, and systems integration support as well as IM/IT knowledge management. This unit also coordinates the bureau-wide effort to provide necessary reports and business intelligence.

3. The **Foreign Service Center (FSC)** provides leadership and direction in the effective utilization of FS personnel worldwide. HCTM/FSC places emphasis on sustaining a competent core workforce through cradle to grave career management and assignment of employees consistent with the long-range staffing and workforce requirements of USAID. HCTM/FSC is responsible for staffing, assignments, deployments, support, and counseling of FS personnel. The Center provides service support and oversight for all FS staffing requirements including recruitment, onboarding, assignments, and career counseling. FSC also provides surge support as needed for evacuations and other short-term priorities. The Center comprises two formal teams:

    a. The **Foreign Service Staffing Team (FSS)** manages recruitment and staffing services for FS officers worldwide, including overseas position classification; onboarding of new employees; processing of deployments and transfers; allowances and benefits determinations and status conversions; processing of FS employee personnel actions, and processing of commissioning documentation. The Team is divided into two units, one focusing primarily on Critical Priority Countries (CPC), and one focusing on all other countries. Both units provide quick turn-around staff augmentation for countries and Missions in crisis and evacuation support services.

    b. The **Assignments and Career Counseling Team (ACC)** provides assignment and career development guidance and advice to all career FS and SFS officers, including Senior Leadership Group (SLG) positions and Ambassadorial nominations. This Team provides assignment counseling, performs assignments and reassignments including the Crossover Assignment Program, manages appointment types, oversees time-in-class, and chairs the Exceptions Committee.

4. The **Office of Overseas Human Capital Initiatives (OHCI)** provides programmatic and operational support to overseas FS officers and their family members and FSN employees. Support includes eligible family member professional career opportunity support in coordination with the Office of Training and Education and the State Department's Family Liaison Office. The Office also supports the Agency's expeditious naturalization programs, NSDD-38 approvals, overseas Mission support for FS performance evaluation and conduct issues, and FS language training support. In coordination with the Bureau for Management, HCTM/OHC is responsible for Personal Services Contractor (PSC) and Foreign Service Limited (FSL) approvals and for managing the FSL Program. The office also classifies FSN positions, oversees the FSN Fellowship program, coordinates with HCTM/PPSM/PA on FSN policy, coordinates with the State Department for pay and benefits, and manages the FSN Senior Executive Corps and FSN working groups. This office also provides FSN surge support, when required, and implements the Agency's telework program overseas.

5. The **Center for Professional Development (CPD)** provides learning opportunities, career guidance, leadership training, and educational support services to USAID's global workforce. The Center operates the Washington Learning Center (WLC) and manages the Agency's Learning Management System (LMS) and Learning Reference Center (LRC). CPD implements legislative and executive branch mandates that govern training programs for federal employees, and coordinates with HCTM/PPSM/PA to develop policies and regulations that govern learning and staff development programs for all categories of USAID employees, including FSNs and PSCs. The Center has two teams:

   a. The **Career and Leadership Development Team (CLD)** represents the Agency on employee learning and training related matters; assesses the learning and training needs of the Agency workforce; develops competencies and mission critical competency-based training; designs and implements traditional and selected state-of-the-art training programs and events to enhance the knowledge, skills, and performance of the Agency's workforce; and undertakes training initiatives in support of federal and Agency reform efforts. This team manages and provides mandatory and technical training, New Employee Orientations, leadership training and education, and career counseling to help guide employees in achieving professional development career goals. CLD manages contracts that deliver training and education services to Agency employees and manages the Tuition Assistance Program.

   b. The **Training and Support Services Team (TSS)** procures and manages equipment, supplies, and facilities in support of employee training programs, including the WLC, LMS, and the LRC. The team is also responsible for the scheduling and administration of all training services at the WLC.

6. The **Office of External Outreach and Strategic Recruitment (XOSR)** provides Agency outreach and marketing support to source talent in support of various recruitment efforts. This office conducts strategic recruitment and manages special recruitment programs including Federal Intern/Pathways, Presidential Management Fellows, Donald Payne International Development Fellows, and Persons with Disability Recruitment. XOSR also manages the Veterans Employment program and incorporates the Disabled Veterans Affirmative Action Program and the Federal Equal Opportunity Recruitment Program into its recruitment strategies; and supports diversity and inclusion efforts by liaising with the Office of Civil Rights and Diversity and Agency Employee Resource Groups (ERG).

7. The **Human Capital Services Center (HCSC)** provides a dedicated, integrated suite of services for the Agency workforce, including joint services for CS, FS, and other hiring categories. The HCSC provides leadership and direction on the effective utilization of federal employee rules, regulations, and laws to ensure

appropriate application. The HCSC oversees personnel management programs and services via the following structured teams:

a. The **Human Capital Services Team (HCS)** leads the HCB customer service initiative by tracking and responding to employee customer service inquiries. HCS also serves as a liaison with the Office of the Chief Financial Officer for payroll services and oversees separations processing and centralized records room management for direct hire employees. HCS serves as a hub for e-OPF quality assurance, management, and disposition in compliance with National Archives and Records Administration and OPM guidelines.

b. The **Employee Services and Benefits Team (ESB)** provides advisory services on the various federal retirement programs, and the full complement of federal employee benefits programs (Federal Employee Health Benefits, Federal Employee Group Life Insurance, Flexible Spending Account, Federal Long Term Care Insurance, etc.) for all direct hire employees. ESB also administers Family Medical Leave Act operational support and the Agency Student Loan Reimbursement Program.

c. The **Classification Team (C)** implements the Agency's comprehensive classification program in accordance with OPM policies and Agency procedures. CT provides position management advice and assistance on staffing patterns, design and structuring of positions, and the classification aspects of reorganizations, in support of HCB/PPSM. CT also conducts job evaluations for positions, including evaluation of Classification Act positions through the senior level (SES, SLG, and AD) and Washington-based FS positions at all grade levels; conducts classification surveys and maintenance reviews; assists in studies in connection with OPM standards and USAID guides; adjudicates first-level employee classification appeals; and develops and maintains a current position description library.

d. The **Civil Service Staffing Team (CSS)** provides management and advisory services on a wide variety of CS staffing matters. CSS initiates recruitment actions and implements onboarding services. The team administers merit promotion, as well as delegated examining staffing services, for CS and advises on the full complement of competitive and excepted service staffing authorities. CSS also leads the conduct of formal internal quality assurance program reviews to help ensure accurate and timely processing of HCSC transactions and program services.

8. The **Staff Care Center (SCC)** provides a wide variety of employee assistance, wellness, work/life, and resilience related services to all Agency employees, regardless of hiring mechanism, and provides oversight and coordination to program clinicians. The SCC also sets the policy for the USAID Telework program and implements the program in Washington.

9. The **Center for Performance Excellence (CPE)** is responsible for managing and awarding exemplary performance, as well as providing Executive Resource Services. This includes managing all matters pertaining to the Agency's FS, CS, SFS, SES, SL/ST, and AD performance evaluation systems; as well as the administration of USAID's incentive, performance, and Presidential award programs, and pay for performance for the SES and the SFS. The Center is divided into three teams:

   a. The **Performance Management Team (PM)** is responsible for all aspects of performance management, including management of performance planning and appraisal, executive performance management, and FS promotions and tenure.

   b. The **Executive Resources Team (ER)** is responsible for managing all components of the Executive Resources program. This team conducts position management and oversees the recruitment, hiring, staffing, onboarding, and processing of personnel actions for non-SFS executives (e.g., SES, AD, ST/SL, PAS). The team is also responsible for White House liaison coordination.

   c. The **Awards and Recognition Team (AR)** provides coordination and oversight of employee awards and recognition, including performance-based awards, incentive awards, Presidential Rank and Service awards, and non-governmental awards. The team is responsible for managing both monetary and non-monetary awards.

10. The **Office of Employee and Labor Relations (ELR)** provides leadership, direction, and guidance for the Agency on labor management and employee relations. The office adjudicates grievances presented under the Administrative Grievance Procedures, the Foreign Service Grievance System, and the Negotiated Grievance Procedure. The ELR office manages all suitability, performance, and conduct based actions, and investigates, evaluates, and addresses a broad range of employee concerns, providing conflict resolution, advice, and guidance to management to facilitate fulfillment of managerial and supervisory responsibilities.

    ELR manages third party proceedings and arbitrations and represents the Agency in grievance appeals before the Foreign Service Grievance Board and arbitrators, the Federal Labor Relations Authority, the Foreign Service Labor Relations Board, the Federal Service Impasses Panel, the Federal Mediation and Conciliation Service, the Foreign Service Impasse Dispute Panel, and other tribunals concerning cases involving negotiability, unfair labor practices, unit determinations, representation, and negotiating impasses. ELR administers the provisions of Title VII of the Civil Service Reform Act of 1979 and Chapter 10 of the Foreign Service Act of 1980.

ELR is responsible for contract negotiations and labor notifications. The office manages collective bargaining with employee representatives and represents the Agency in all matters relating to labor relations; and maintains and administers the labor relations process, the implementation of collective bargaining agreements, and the administration of grievance management procedures. ELR also facilitates collaboration through the Labor-Management forum and the AFGE Partnership Council on Employee and Labor Relations matters.

101.3.1.6 Bureau for Management (M Bureau)

Effective Date: 10/12/2016

The Assistant Administrator for Management (AA/M) provides centralized program and management support services for the Agency. The AA/M represents the Agency before the Office of Management and Budget (OMB), other Federal agencies, Congress, and the public on matters pertaining to Agency program and management operations. The Bureau is divided into the following organizational units.

a. The **Office of the Assistant Administrator (AA/M)** serves as the Agency's principal advisor on matters relating to management and administration. AA/M houses an Assistant Administrator and two Deputy Assistant Administrators who oversee and provide general policy and direction to subordinate Bureau for Management offices. AA/M administers a program of centralized support for Agency operations worldwide that include:

- Accounting and finance;
- The Agency's operating expense budget;
- Management policy, control, and audit coordination;
- Administrative services;
- Procurement policy and operations;
- Information resources management; and
- Overseas support,

as well as encouraging business systems modernization throughout the Agency. In addition, AA/M ensures the integrity of administrative, financial, and information resources management operations and oversees the Agency's Chief Information Officer (CIO), the Chief Financial Officer (CFO) and the Procurement Executive. AA/M also serves as the Agency Performance Improvement Officer appointed by the Administrator, Audit Follow-up Official, Regulatory Policy Officer, Chief Sustainability Officer, Senior Agency Official for Managing

Government Records, and Chief Freedom of Information Act (FOIA) Officer and performs the functions of the Suspending Official and Debarring Official (SDO) related to procurement and non-procurement debarment and suspension.

b. The **Office of the Chief Information Officer (M/CIO)** is responsible for information resources management (IRM), as defined in the E-Government Act of 2002 and OMB Circular A-130, as well as for all Chief Information Officer functions mandated by the Clinger-Cohen Act of 1996, including:

- Develops, implements, and maintains Agency strategic and operational planning for all information and technology management functions;
- Performs workforce planning to help the Agency meet its IT/IRM workforce or human capital needs;
- Conducts capital planning and investment prioritization and management;
- Performs systems acquisition, development, and integration;
- Undertakes e-Government initiatives to improve services to the public and government operations;
- Develops and maintains enterprise architectures as blueprints to guide IT modernization;
- Protects information and systems;
- Minimizes public “paperwork” burden associated with government’s information collection;
- Implements and enforces records management policies and procedures;
- Provides timely and equitable public access to information;
- Complies with information access requirements outlined in the Paperwork Reduction Act, the Freedom of Information Act, and related laws;
- Performs Agency statistical policy and coordination functions; and
- Serves as the senior Agency official with overall responsibility and accountability for ensuring the Agency’s implementation of

information privacy protections, including the Agency's full compliance with federal laws, regulations, and policies relating to information privacy, such as the Privacy Act.

The Office also oversees Agency knowledge management, maintaining and enhancing business practices through the timely exchange of international development techniques and information across the Agency and with stakeholders in foreign assistance and diplomacy. M/CIO roles are administered by five Divisions and fifteen Branches each with specific responsibilities for maintaining modern, secure, user-friendly technology support for USAID bureaus and global missions.

(1) The **Immediate Office of the CIO (M/CIO/OCIO)** reviews and prioritizes all requests and demands for M/CIO IT support services, ensures that those services support the USAID mission, and provides management and oversight of all work efforts managed through the M/CIO organization. The CIO serves as the Senior Agency Official for Privacy (SAOP), the Senior Foreign Service Deputy CIO is the Agency's Chief Privacy Officer (CPO) and the Senior Executive Service Deputy CIO is the Agency's Chief Information Security Officer (CISO).

(2) The **Planning & Administration Division (M/CIO/PAD)** is responsible for overall Agency IT planning functions as well as the management, oversight, performance tracking and reporting of OCIO programs and projects. This Division includes three Branches: Program and Contract Management, Acquisition Management and Budget, and Capital Investment Planning.

- The **Program and Contract Management Branch (M/CIO/PAD/PCM)** manages current year budget execution for M/CIO. The Branch performs contract cost analysis for IT projects and ongoing programs. The Branch is responsible for establishing contract performance reporting processes and ensuring reporting consistency from all Contracting Officer Representatives (CORs) within M/CIO. The Branch acts as the M/CIO liaison to the USAID Chief Financial Officer for recurring financial reconciliation and reporting. Other responsibilities include:

  - Develops and oversees M/CIO IT project spend plans; manages processes and resources to accommodate necessary deviations from current year IT project budget allocations; manages the allocation of Capital Improvement Fund (CIF) and operating expense (OE) resources; manages M/CIO accrual requirements; and manages the M/CIO training and travel budget. PCM is also responsible for establishing and maintaining the cost allocation model to capture the cost of IT assets and services across M/CIO and inform BCIP's Cost Recovery efforts;

- Maintains CORs for oversight of M/CIO's major IT contracts and ongoing programs;

- Provides contract support for major contracts, reconciling milestones activities, managing contract funding balances, and supporting vendor invoicing; and

- Facilitates management and development of the M/CIO Acquisition & Assistance (A&A) Plan coordinating updates required to meet M Bureau data entry and data quality requirements.

- The **Acquisition Management Branch (M/CIO/PAD/AM)** is responsible for acquiring Federal resources, commodities, and services for USAID in support of General Support Services (GSS), programs, and projects. Acquisition activities include solicitation, negotiation, award, administration, and closeout of USAID awards including contracts, grants, and cooperative agreements. Other responsibilities include:

  - Works with the Office of Acquisition and Assistance (M/OAA) to establish and update policies, procedures, and practices that ensure the use of full and open competition to the maximum practicable extent and the appropriate use of performance-based contracting.

  - Provides acquisition related advice and assistance to M/CIO program and project teams on appropriate contract vehicles for technology tasks or acquisitions;

  - Manages and oversees competitive selections for M/CIO acquisitions and procurements, develops request for proposals (RFP), request for quotes (RFQs), assists with the development of Statements of Work (SOWs), and issues task orders and task order modifications;

  - The resident Contracting Officer (CO) has the authority to enter into, administer, and/or terminate contracts and make related determinations and findings for M/CIO contracts and awards;

  - Works with other M/CIO organizations to obligate contract funds, authorize scope of work changes to statements of work and task orders, and prepare and implement service level agreements (SLAs). The CO delegates specific aspects of authority over day-to-day contract operations to M/CIO staff that are designated as Contracting Officer Representatives (CORs);

  - Consults with other M/CIO organizations regarding the status and priority of actions in the Acquisition and Assistance (A&A) plan and

assists M/CIO organizations in establishing milestone schedules for actions; and

- Adheres to applicable policies, procedures and regulations set forth in the Federal Acquisition Regulations (FAR), the Agency Acquisition Regulations (AIDAR), the Automated Directives System (ADS), Acquisition and Assistance Policy Directives (AAPDs), Procurement Executive Bulletins (PEBs), OMB Circulars, and the Code of Federal Regulations (CFR).

- The **Budget and Capital Investment Planning Branch (M/CIO/PAD/BCIP)** provides guidance and support to the Agency's IT executive sponsors and investment and project analysts and managers in preparing IT capital planning materials, formulating budgets, managing funds, developing business cases, and conducting cost-benefit analysis. Other responsibilities include:

  - Supports the Information Technology Steering Subcommittee (ITSS) regarding investment ranking, and monitoring investment status;

  - Implements cost recovery, charge-back, cost savings and cost allocation methods, salaries and benefits budgeting, mission IT budget analysis, and capital planning and investment control;

  - Reports Agency progress in achieving IT investment goals to the Office of Management and Budget (OMB) and Congress; and

  - Coordinates within M/CIO, with the Assistant Administrator for Management (AA/M), and the Office of Management Policy, Budget, and Performance (M/MPBP) to ensure that financial and budget plans are linked to the Agency's IT strategic and tactical plans

(3) The **Information and Process Management Division (M/CIO/IPM)** is responsible for the development and management of standards, business process improvement, enterprise architecture, and system engineering. It leads IT governance and control boards, participates in committees that set the technical direction for the Agency, and communicates technology policies and business rules. IPM consists of three branches: Process & Quality Management, Enterprise Change Management, and Engineering Management.

- The **Process and Quality Management Branch (M/CIO/IPM/PQM)** is responsible for standardizing processes and improving process efficiency in order to reduce cost and increase productivity across the Bureau for Management/Office of the Chief Information Officer (M/CIO). PQM is also

responsible for ensuring quality across all USAID Information Technology (IT) projects. Other responsibilities include:

- Supports M/CIO by providing guidance, best practice standards, and process modeling expertise in developing processes based on industry frameworks such as COBIT, the Information Technology Infrastructure Library (ITIL), the standards and protocols issued by the Institute of Electronics and Electrical Engineers (IEEE), and the Software Engineering Institute's (SEI's) Capability Maturity Model (CMMI);

- Oversees process integration across M/CIO;

- Maintains IT project governance and the IT governance framework which integrates all of the processes that control IT execution within M/CIO;

- Maintains the USAID SDLC and engages in the operational aspect of the governance process through the management of the tailoring process and project gate reviews; and

- Develops and oversees USAID Quality Management (QM) Plan for IT Projects. The QM plan includes testing methodologies and standards, testing processes, oversight of testing per the USAID SDLC and industry best practices, and independent verification and validation. PQM is also responsible for conducting audits of USAID IT Projects to ensure that solutions meet user requirements and quality standards.

- The **Enterprise Change Management Branch (M/CIO/IPM/ECM)** is responsible for Enterprise Architecture, IT Change Management, Configuration Management, and IT policy. The branch is also responsible for developing the Agency's Information Technology Strategic Plan (ITSP), which establishes the strategic direction, goals, and objectives for the Agency's information resources. The ITSP includes the target architecture and enterprise transition roadmap, authored through collaboration with business owners and other divisions of M/CIO. Other responsibilities include:

  - Using business capabilities of the Program Cycle as the organizing structure, EA ensures rigor in the execution of long-range strategy. To speed delivery and improve efficiency, EA creates reference architectures that cover a broad percentage of the IT portfolio.

  - Interfaces with customer-facing divisions in M/CIO to determine architectural requirements and defines the policy, data, application, technical, and implementation standards used by the organization in order to promote efficiency and standardization;

- ECM manages all of the change management processes and control boards, including the Architecture Review Board (ARB), the Engineering Review Board (ERB), the Technical Review Board (TRB), and all other boards that control change within the IT environment;

- Manages Configuration Management (CM) including defining the policies, procedures, techniques, and tools that are required to manage and evaluate proposed changes to configurable items. This includes maintaining an inventory of configurable items and tracking the status of approved changes; and

- Creates, modifies, and facilitates all IT policies for the Agency, including ADS policies, mandatory references, supporting references, policy working groups, policy libraries and research, standardized processes, and policy communications.

- The **Engineering Management Branch (M/CIO/IPM/EM)** is responsible for developing proofs of concepts, introducing new technologies into the USAID environment, to align with the target enterprise architecture. The purpose of the branch is to engineer IT solutions and identify new technology that has the potential to reduce costs, increase operational efficiency, and support business needs. Other responsibilities include:

  - Provides technical resources to assist in the development of very rough order of magnitude estimates during the investigation phase and develops proof of concepts for evaluating the technical feasibility and compliance with the USAID technical architecture and technology standards;

  - Once a concept is approved, EM serves as a technical resource on the project team and is accountable for the completion of technical deliverables for projects introducing new technology. This involves the elicitation and documentation of system requirements, design specifications and testing new systems. Testing includes unit, system, stress, performance; and integration testing, where possible and provides support for users conducting user acceptance testing (UAT);

  - Provides guidance on best practices for system and interface design, and ensures that solution specifications meet the functional needs of the business;

  - Consults with Enterprise Change Management (ECM) regarding enterprise architecture implications and is the conduit between ECM and the project team. The branch is a member of the USAID Architecture Review Board (ARB), Technical Review Board (TRB), and Configuration Change Boards (CCB); and

- Provides the Information Technology Operations Division (ITO) with technical expertise and assistance in the resolution of complex Service Desk problems, which cannot be resolved within the standard escalation process.

(4) The **IT Operations Division (M/CIO/ITO)** is responsible for development, implementation, operation, and enhancement of enterprise business and infrastructure applications as per customer requirements as provided by the Engineering Branch. This division is also responsible for operating and maintaining USAID infrastructure and its components as well as USAID data administration functions. IT Operations consists of three branches: System Development, Infrastructure/Operations and Database Administration.

- The **System Development Branch (M/CIO/ITO/SD)** is responsible for the operations and maintenance of applications that support the mission, goals, and objectives of USAID. SD owns the operations and maintenance phases for customer software development of the M/CIO System Development Lifecycle (SDLC) and is responsible for managing enhancements and defect resolution for products that already exist in the USAID production environment. Other responsibilities include:

  - Ensures that all USAID customer application services are continuously available and operational for conducting the Agency's business. This includes application upgrades and updates, disaster recovery, sustainability, and security risk management;

  - Makes minor enhancements to existing systems and enhancements on current USAID platforms. Significant enhancements are the responsibility of Engineering Management and managed out of the Project Management Branch. SD performs testing for existing applications and infrastructure. This includes unit, system, and integration testing for minor application enhancements and upgrades and small applications; and

  - Packages software programs for distribution on the USAID network and for the resolution of Service Desk Tier 2 and Tier 3 applications problems and incidents in conjunction with the vendor. The SD Branch collaborates with other M/CIO organizations to ensure timely resolution of problems and incidents.

- The **Infrastructure/Operations Branch (M/CIO/ITO/IO)** is responsible for operation and maintenance of the infrastructure that supports the mission, goals, and objectives of the Agency. IO ensures that USAID Information Technology (IT) infrastructure is continuously available and operational,

allowing the Agency to conduct business. This includes Continuity of infrastructure services including infrastructure upgrades and updates, disaster recovery, continuity of operations, sustainability, security risk management and information security at USAID. The organization is the ISSO for a large number of FISMA reportable systems. Other responsibilities include:

- Operates and maintains the USAID IT operations and production systems including overall general support systems (GSS), wide area network/metropolitan area network/local area network (WAN/MAN/LAN/Wireless LAN), Internet service provider (ISP) connectivity, and network services. The IO branch is responsible for desktop and mobile computers, phones, and wireless. In addition, the IO Branch is responsible for managing infrastructure enhancements and defect resolution for existing USAID infrastructure;

- Manages IT infrastructure implementation, integration, testing, and deployment. Accountable for maintaining the integrity of the test, development, and production environments at USAID, and oversees deployment readiness for all new systems and infrastructure changes before release into the production environment; and

- Provides asset inventory management and establishes the Agency's infrastructure capacity planning methodology, reviews current capacity needs and metrics, and forecasts future capacity needs.

- The **Database Administration Branch (M/CIO/ITO/DA)** is responsible for administration, operation, and availability of enterprise-wide transaction processing services including day-to-day operations and maintenance of data, databases, and middleware applications. The branch is also responsible for reporting, document management, workflow database operational support, and associated tool maintenance. Other responsibilities include:

  - Operates and maintains the Agency's database systems and middleware infrastructure; provides database testing; translates data storage and retention requirements into procedures; and provides backup and recovery services for Agency enterprise data according to defined policy and schemas;

  - Establishes and maintains policies, processes, and schedules for data standardization and data entity relationship diagrams. In addition, DA performs database creation, configuration, performance analysis tuning, and upgrades. The branch develops methods and processes for data extraction, data transformation, and data loading to support the Agency's business services;

- Supports other M/CIO organizations with business concept initiation requests and assists with analysis of solutions for new projects; and

- Handles Service Desk Tier 2 and 3 incidents and requests, and assists with diagnosis and resolution of operations performance problems.

(5) The **IT Service Delivery Division (M/CIO/ITSD)** is responsible for providing sound project management discipline and integrated PMO for the management and delivery of USAID IT systems. This division is also responsible for maintaining effective continuous communication with its business stakeholders to ensure proper IT applicability. The division provides an interface to users via help desk support and user training, and maintains overall USAID knowledge resources and ensures interagency collaboration via knowledge management tools.

- The **Project Management Branch (M/CIO/ITSD/PM)** is responsible for planning, implementing, and deploying IT solutions that support the mission, goals, and objectives of the Agency. The PM Branch is the owner of the project and program management processes, templates, and tools. Other responsibilities include:

  - Develops and maintains the project management body of knowledge for use at USAID;

  - Oversees project management activities and reporting of the portfolio of projects. This includes monitoring IT project performance and providing cost and other project information to M/CIO;

  - Supports acquisition and contract management and investment reporting of IT projects; and

  - Supplies M/CIO with Project Managers (PMs), responsible for executing projects using the IT Governance framework including the USAID System Development Lifecycle (SDLC) methodology. The PM serves as the primary point of contact for the IT project within M/CIO, coordinating all activities for the completion of the project. The PM is also responsible for establishing multidisciplinary integrated project teams (IPTs) from across M/CIO to ensure the successful delivery of IT projects.

- The **Knowledge Management Branch (M/CIO/ITSD/KM)** is responsible for generating value from USAID's intellectual and knowledge-based assets. This is accomplished by promoting an integrated approach to identifying, capturing, evaluating, retrieving, and sharing all of USAID's knowledge and information assets. These assets include documents, policies, procedures,

and previously un-captured expertise and experience in individual workers. To accomplish these goals, KM has the primary responsibility for three major processes: Research and Library Services, Reporting and Analytics, and Training and Learning. Other responsibilities include:

- **Research & Library Services:** The USAID Library is a comprehensive online and in-person library service. These services include library management, interlibrary loan, electronic search and discovery, acquisitions, cataloging, marketing, and outreach and interaction;

- The Development Experience Clearinghouse (DEC) is the largest online resource for USAID-funded technical and project materials, with nearly 200,000 items available for review or download. More than 1,000 new items are added each month;

- The Analytic Research Service responds to requests on core developmental issues across the globe and provides this analysis to the Administrator and other senior officials;

- **Reporting and Analytics:** The Enterprise Reporting Service provides support for ad-hoc reporting, report standardization, quality assurance, and reporting governance;

- Economic Analysis and Data Services (EADS) maintains a suite of statistical databases containing US foreign assistance data going as far back as 1946;

- The Analytic Research Service responds to requests on core developmental issues across the globe and provides this analysis to the Administrator and other senior officials; and

- **Training and Learning:** Training and Learning Service provides training to USAID on M/CIO tools and products. The service is tightly integrated with the key M/CIO projects, and staff members are often part of Integrated Project Teams (IPTs).

- The **Client Services Branch (M/CIO/ITSD/CS)** is the primary liaison between the M/CIO organization, client organizations, and external Agencies. CS works with client organizations to identify efficiencies and enterprise cost-effective opportunities in support of the mission, goals, and objectives of the Agency. CS provides advice to clients in identifying necessary updates or additions to core services and standards. Other responsibilities include:

  - Works with clients to define high-level business objectives, articulate

and refine business requirements, and develop needs assessments;

- Assists in the identification of IT concept definitions and solutions;

- Obtains initial specifications that are used to develop the Service Level Agreements (SLAs);

- Confers with other M/CIO organizations to determine the viability of IT concept solutions and advises clients regarding the current IT portfolio. The branch coordinates with other M/CIO organizations and subject matter experts to develop an initial high-level cost estimate for the IT concept solution and subsequently assists the business in refining the business requirements; and

- Manages and monitors Tier I Service Desk incidents and service requests and user questions regarding operational support.

(6) The **Information Assurance Division (M/CIO/IA)** is responsible for overall IT security management, regulatory compliance, risk management and independent IT system audit functions. It is comprised of three Branches: Compliance and Risk Management, Security Operations, and Validation and Verification.

- The **Compliance and Risk Management Branch (M/CIO/IA/CRM)** identifies, mitigates and eliminates threats to, and vulnerabilities of, USAID information systems. It also identifies IT-related Federal regulations; ensures that OCIO personnel are aware of and take steps to comply with them; and evaluates and documents compliance and corrective actions taken. The Branch is responsible for identifying and addressing security and other enterprise risks related to IT.

- The **Security Operations Branch (M/CIO/IA/SO)** develops, enforces, and promotes USAID information security policies, procedures, and standards, and implements tools, processes and procedures to monitor and evaluate IT security performance. The Branch also manages information systems security incidents, supports Agency's privacy standards and monitors and reports on Agency privacy performance, and establishes identity management policies, guidelines, and monitoring. The Branch maintains the Agency’s communications security (COMSEC) and cable room operations.

- The **Validation and Verification Branch (M/CIO/IA/VV)** ensures V&V compliance with OCIO policies, standards, and procedures for all project and GSS operations, supplies independent security tests and evaluation

procedures, tools, and equipment needed to establish acceptance for the use of the Agency's IT systems, and conducts independent audits on IT projects.

c. The **Office of Acquisition and Assistance (M/OAA)** oversees the procurement function of USAID. It is comprised of the Office of the Director and nine divisions.

The **Office of the Director (M/OAA/OD)** manages and directs the Agency's Acquisition and Assistance (A&A) system and commodity transportation. The Director performs the functions of the Agency's Chief Acquisition Officer (CAO) and serves as the Senior Procurement Executive (SPE).

In carrying out the functions of the CAO, the Director advises and assists the Administrator, the Assistant Administrator for Management, and other Agency officials to ensure that the mission of the Agency is achieved through the effective management of acquisition activities. Specifically, the Director:

- Monitors the performance of acquisition activities and programs of the Agency and advises the Administrator regarding the appropriate business strategy to achieve the mission of the Agency.

- Ensures the use of full and open competition by establishing and updating as necessary policies, procedures, and practices to ensure that the Agency receives a sufficient number of sealed bids or competitive proposals from responsible sources to fulfill requirements at the lowest cost or best value.

- Ensures the appropriate use of performance-based contracting and performance specifications.

- Establishes clear lines of authority, accountability, and responsibility for acquisition decision-making within the Agency.

- Manages the direction of acquisition policy, including implementation of unique acquisition policies, regulations, and standards.

- In accordance with Section 849 of the National Defense Authorization Act of 2013, advises the Agency on the applicability of relevant policies on contracts for overseas contingency operations and ensures the compliance of contracts and contracting activities with such policy. Overseas contingency operations are military operations outside the U.S. and its territories and possessions that are a contingency operation as defined in section 101(a)(13) of Title 10.

- Develops and maintains an acquisition career management program to ensure that there is an adequate professional workforce.

- As part of the Agency's strategic planning and performance management process, develops and assesses requirements for Agency personnel regarding knowledge and skills in acquisition resource management and develops strategies and specific plans for training and professional development.

As the SPE, the Director:

- Oversees the development of procurement goals, guidelines, and innovation.

- Measures and evaluates procurement office performance against stated goals.

- Enhances career development of the procurement workforce.

- Advises the Administrator and other senior agency officials whether goals are being achieved.

The Director oversees the Agency A&A Ombudsman function, which provides a liaison point between the Agency and external grantees, contractors, and PVOs to address procurement-related concerns. This Office recruits, trains, and assigns Contracting Officers and Commodity Management Officers. This Office also houses the Agency Competition Advocate, who has responsibility for promoting full and open competition in Agency procurement actions.

(1-4) The **four Contract Divisions** provide professional advisory and operational support to the technical and program components of the Agency that are related to developing and managing the variety of procurement instruments, including contracts, grants, and participating agency agreements. The four Contract Divisions are listed below.

(1) Democracy, Conflict Resolution & Humanitarian Assistance Division (M/OAA/DCHA) provides acquisition and assistance services for the offices in the DCHA Bureau.

(2) Economic Growth, Education and Environment Division (M/OAA/E3) provides acquisition and assistance services for the offices in the E3 Bureau.

(3) Global Health Division (M/OAA/GH) provides acquisition and assistance services for the offices in the Global Health Bureau.

(4) GDA, Regional & Other Division (M/OAA/GRO) provides acquisition and assistance services for the Office of Development Partners, the Administrator's office, Regional Bureaus, the Bureau for Management, and other independent offices.

(5) The **Transportation Division (M/OAA/T)** serves as the principal backstop for all issues related to transportation and commodity management. M/OAA/T provides acquisition and assistance services for the offices in the DCHA Bureau and for the Air Force, as requested, and is responsible for administering, developing, and monitoring the policies, regulations, and statutes governing the transportation of commodities financed by USAID and those financed under Title II and Title III of **P.L. 480**. The Division administers compliance with the shipping provisions of the **Foreign Assistance Act** and the requirements of the **Cargo Preference Act**. It

- Provides guidance and assistance on the procurement of commodities and implements policies, and

- Manages the provision of excess government property to Private/Voluntary Organizations (PVOs).

(6) The **Cost, Audit and Support Division (M/OAA/CAS)** develops and implements policies and procedures in the areas of:

- Contractor/grantee financial audits,
- Audit resolution,
- Indirect cost and rate agreements,
- Contract closeouts,
- Contractor/grantee novation, and
- Name changes.

The Division is responsible for identifying financial audit requirements for Agency contractors and grantees, monitoring the performance of required audits, and for negotiating indirect cost rate agreements. In addition, the Division plans, coordinates, and develops comprehensive operating policies, procedures, and management systems to improve the efficiency and quality of the USAID procurement system. The Division:

- Collects Agency contracts data and submits required reports;

- Manages and operates A&A systems, such as the contract writing system, the audit resolution status system, and the indirect cost rate system; and

- Serves as the focal point for FedBizOpps Notices.

(7) The **Policy Division (M/OAA/POL)** reviews and interprets the Federal Acquisition Regulations (FAR); and develops and issues the USAID Acquisition Regulations (AIDAR), setting forth policy standards, guidelines, procedures, and instructions regarding USAID contracts. M/OAA/POL develops policy and provides advice and assistance on matters concerning contracting for personal services.

(8) The **Evaluation Division (M/OAA/EVAL)** conducts evaluations of worldwide procurement and assistance operations as required to support the Procurement Executive's periodic certifications of the Agency's procurement system. M/OAA/EVAL:

- Evaluates contracting requirements of USAID overseas organizations and recommends delegations of authority,

- Reviews direct and host-country contracts and grants and cooperative agreements for conformance with established acquisition and assistance policies and procedures,

- Administers the Procurement Management Certification Program, and

- Formulates policy on contractor/grantee and marine insurance matters.

d. The **Office of the Chief Financial Officer (M/CFO)** is composed of the Immediate Office of the CFO and seven Divisions.

In addition to the responsibilities conveyed by the **CFO Act**, the **Immediate Office of the CFO (M/CFO/ICFO)** directs USAID financial management operations worldwide; directs the development of financial management information for the Agency strategic plan, annual performance plan, annual performance and accountability report and Congressional Presentation; and, in consultation with the Bureau for Foreign Assistance, ensures that reliable, consistent and timely information on program performance is available to meet CFO reporting requirements. M/CFO/ICFO:

- Represents the Agency in external settings to discuss areas under the CFO's authority, including the General Accountability Office (GAO), Office of Management and Budget (OMB), Department of the Treasury, and the CFO Council;

- Participates as a member of Agency senior management teams such as the Management Control Review Committee (MCRC);

- Establishes policy guidance and standards for management controls and audit management;

- Ensures quality in the performance of all overseas controller operations, functions and responsibilities;

- Provides leadership in the assignment process of Foreign Service controller personnel;

- Provides leadership in the formulation of policy and operational responsibilities for the Agency's credit programs; and

- Serves as the Executive Member of the Credit Review Board.

M/CFO/ICFO works with the appropriate staff to create, develop and incorporate advances in electronic commerce, outsourcing linkages, and other innovations into the financial systems of the Agency; and develops policies and guidance on administration and program management. M/CFO/ICFO:

- Drafts procedures/guidelines for implementation by the Office of the CFO's component offices;

- Directs and oversees CFO budget preparation, justification, and execution; and

- Serves as the liaison with administrative management staff and human resources management.

(1) The **Financial Systems Division (M/CFO/FS)** manages the development and implementation of USAID's worldwide financial system, Phoenix. M/CFO/FS continually coordinates with the M/CIO staff, Department of State, Office of Inspector General (OIG), contractors, system owners, etc., as necessary to implement and maintain financial systems. M/CFO/FS provides steady-state security administration and operational support for Agency financial systems worldwide, including external feeder systems.

(2) The **Central Accounting and Reporting Division (M/CFO/CAR)** administers the financial control and reporting, at the appropriation and account level, of all foreign assistance funds appropriated for Agency program activities and operating expenses. These funds include

- U.S. dollar and foreign currency appropriations;

- Special deposit, trust fund, and miscellaneous receipt accounts;

- Treasury suspense accounts; and
- Funds appropriated to other government agencies serviced by USAID.

M/CFO/CAR manages the Agency's automated on-line systems for administrative control of funds, as well as the Standard General Ledger and Accounts Receivable. The Division:

- Controls the Cash Journal, the pipeline information system, the Buy American Reporting System, and the foreign currency system; and
- Consolidates the financial information from overseas accounting stations, performing summary accounting functions for the Agency, reconciling all cash accounts with the Department of Treasury, and providing reports to Treasury as required.

M/CFO/CAR designates Agency cashiers and certifying officers worldwide; provides collection and disbursing services for the Agency through the USAID/W cashier, and authorizes the write-off of uncollectible claims within the dollar authorities of the Agency. The **Accounting Systems Team (M/CFO/CAR/AST)** houses the credit-funded employees of this Division.

(3) The **Washington Financial Services Division (M/CFO/WFS)** serves as the accounting station for USAID/Washington; manages the USAID accruals process and reporting; conducts ongoing reviews for de-obligation of funds; and processes upward adjustments to obligations. The Division:

- Processes centrally funded commitments and obligations;
- Prepares Agency-wide spending reports (i.e., Iraq Program and Tsunami reports);
- Processes Bills for Collection;
- Researches and applies collections to obligations and advances;
- Records incoming reimbursable agreements and collections; and
- Records commitments and obligations for miscellaneous obligations and for payroll.

The Division also manages the Agency's direct loan and guaranty programs, including

- Debt collection,
- Rescheduling of debts receivable from both foreign and private borrowers,
- Credit management, and
- Projections of debt receivables for budget purposes.

In addition, all U.S. dollars and foreign currency payments received for USAID credit programs are monitored as well as sovereign debtor conformance to Section 620(q) of the **Foreign Assistance Act of 1961**. The **Credit Team (M/CFO/WFS/CT)** houses the credit-funded employees of the Division.

(4) The **Cash Management and Payment Division (M/CFO/CMP)** maintains the official record of incoming invoices/bills/vouchers and obligations and monitors and obtains administrative approval for headquarters vouchers to ensure delivery of goods and services. M/CFO/CMP:

- Processes requests for stop-payment actions through the Department of Treasury; and
- Provides continuous monitoring and management of cash resources flowing to grantees through cash advances, reimbursements, interagency billings, and Letters of Credit.

The Division ensures that U.S. Treasury funds drawn by or disbursed to contractors, other government agencies, and grantees are the minimum necessary to cover current operational costs and demands; issues bills for collection, records refunds, and processes adjustments; administers related follow-up actions; and provides financial accounting for contracts, grants, interagency agreements, and other miscellaneous documents, as required.

(5) The **Payroll Division (M/CFO/P)** manages payroll and provides technical guidance on payroll matters for all USAID direct hires. The Division maintains official USAID payroll records and coordinates with the payroll service provider, USDA's National Finance Center (NFC). M/CFO/P manages the Labor Cost System and an effective time and attendance

system, currently the American Electronic Time and Attendance System (AETA).

(6) The **Audit, Performance and Compliance Division (M/CFO/APC)** serves as liaison to the Office of the Inspector General and other staff regarding the development and audit of the Agency's consolidated financial statements. M/CFO/APC leads a coordinated Agency effort to develop the annual Performance and Accountability Report (PAR), required by the **Government Performance and Results Act (GPRA)** and the **CFO Act**. M/CFO/APC

- Manages agency-wide implementation of the Federal Managers Financial Integrity Act (FMFIA), including providing staff support to the Agency's Management Control Review Committee (MCRC);
- Develops guidelines for ongoing evaluations;
- Reports on the adequacy of systems of internal accounting and administrative control; and
- Performs risk analyses and assessments of management control activities.

M/CFO/APC also manages the Agency's Audit Management and Follow-up Program, which includes serving as the Agency focal point for the analysis, tracking, and follow-up of OIG audits and other reports/reviews. Finally, the Division serves as the Agency's liaison with the General Accountability Office (GAO), providing staff support, scheduling meetings, facilitating the GAO review process at USAID, responding to draft and final reports, and answering Congressional and other inquiries regarding GAO reports.

(7) The **Financial Policy and Support Division (M/CFO/FPS)** provides a broad array of support to overseas Mission Controller operations, including Foreign Service Officer recruitment, training, and assignments. World-wide assignments are made in conjunction with the Office of Human Capital and Talent Management (HCTM), the geographic Bureaus, and Mission management. M/CFO/FPS is responsible for the formulation of CFO strategic initiatives related to world-wide financial functions and for aligning Mission Controllers' priorities with the CFO strategy, proactively managing financial management modernization initiatives and best practices. The Division

- Establishes training standards and coordinates Controller staff training world-wide;

- Advises Mission Controllers on a wide range of finance-related issues, such as audit management, cash management, methods of payments, and the appropriate uses of U.S. Government funds;

- Develops and directs a program for assessing Missions' financial operations, internal controls, and financial management capabilities; and

- Develops and issues Agency-wide financial management policies and procedures, including the establishment of standard accounting practices.

M/CFO/FPS is responsible for financial policy reviews and guidance to other Agency organizational elements world-wide upon request and in response to specific program or operations issues. Finally, M/CFO/FPS manages the employee credit/debit card program.

e. The **Office of Management Services (M/MS)** provides logistical support services and administrative services in USAID/W. It is comprised of the Office of the Director and four Divisions.

The **Office of the Director (M/MS/OD)** establishes policies, standards, and guidelines for administrative and logistical support services and oversees the development and provision of such services; serves as the Agency's environmental executive, promoting an affirmative program for use of environmentally sound, energy-efficient products; and serves as the Agency's Senior Real Property Officer. M/MS/OD:

- Conducts long-term planning for Agency facilities and other logistic and administrative support requirements;

- Administers the occupational safety, environmental health, emergency preparedness, recycling, parking, and metrication programs;

- Develops and directs the Agency's general administrative support services budget;

- Prepares budgetary documentation and contracts; and

- Performs related actions necessary to ensure program success.

M/MS/OD manages the Federal Advisory Committee (FAC) and provides leadership and general direction to M/MS.

(1) The **Headquarters Management Division (M/MS/HMD)** provides project coordination for construction, space management and design, and relocation/consolidation activities, including moving property and personnel. M/MS/HMD:

- Manages real property;
- Acquires, controls, and distributes personal and nonexpendable property;
- Negotiates with private sector organizations and GSA on acquisition and leasing arrangements for USAID/W real property;
- Advises the senior property official in developing property management policies and programs;
- Provides services for mail distribution, the diplomatic pouch, printing, graphics, and the dissemination of classified documents;
- Operates the USAID/W motor pool;
- Develops and implements the USAID/W copy management system and program;
- Administers the Metrochek program; and
- Establishes artistic standards for exhibits, publications, and graphic services, and controls Agency exhibits.

M/MS/HMD coordinates the Agency Occupational Safety and Health Program (OSHA); the employee environmental health and wellness program; and emergency preparedness through the development of policies and procedures and providing oversight of these functions. The Division encompasses the function entailed within the Emergency Preparedness Program, Continuity of Operations Plan (COOP), providing technical guidance and monitoring compliance with government policy.

(2) The **Travel and Transportation Division (M/MS/TTD)** establishes USAID travel and transportation policies, provides policy guidance, and manages the travel of USAID employees and the transportation of personal and household effects. M/MS/TTD:

- Provides customer service by processing travel authorizations, visas, passports, and personal property claims;

- Assists employees in arranging for the movement of household effects, consumables, unaccompanied air baggage, and vehicles;

- Manages the Travel Management Center, coordinating the payment system for Government Travel Services; and

- Assists in the shipment of the remains of employees or their dependents who passed away while working overseas or in travel status.

(3) The **Information and Records Division (M/MS/IRD)** provides technical and policy direction and training in the areas of records management, directives development and dissemination, mandatory and systematic declassification, information collection activities, reports and correspondence management, the Privacy Act (PA), and the Freedom of Information Act (FOIA). M/MS/IRD is the central processing point for PA and FOIA requests received by the Agency and for the publication of Agency Federal Register notices. The responsibility of the Federal Advisory Committee (FAC) also falls under M/MS/IRD. Its purpose is to oversee the establishment, use, management, and termination of the Federal advisory, USAID-chaired inter-agency and internal committees. The chief of M/MS/IRD serves as the Agency Records Officer and Freedom of Information Officer.

(4) The **Overseas Management Division (M/MS/OMD)** supports the management functions that underpin USAID's field offices overseas and are generally managed by Backstop 03, Executive Officers. In that effort, M/MS/OMD serves as the business advisor to AA/M and M Bureau Offices in promulgating sound management choices. M/MS/OMD represents the field at senior and working levels with several organizations outside USAID regarding numerous administrative management issues that impact field offices; USAID at the Interagency Working Group of the International Cooperative of Administrative Support Services (ICASS) to ensure equity in financial and administrative dealings with State and other agencies participating in ICASS; and the Agency with the Department of State, Bureau of Administration, to ensure that USAID operational management standards and needs are represented in interagency regulations and procedures.

M/MS/OMD represents field Missions and regional Bureaus with the Department of State, Overseas Building Operations, by providing the appropriate office and residential space needs for employees overseas. M/MS/OMD:

- Formulates policies on the technical qualifications, recruitment, performance, training, and retention of all Executive Officer (EXO) personnel and recommends assignment of EXOs;

- Arranges for coverage of gaps in EXO positions with temporary personnel and oversees and manages the selection, development, orientation, and training of newly appointed EXOs and new entry professionals (NEPs);

- Provides assistance to geographic Bureaus in opening or closing overseas Missions;

- Evaluates Mission administrative and logistics services through periodic on-site reviews;

- Conducts periodic training for U.S. and FSN staff on operational management topics such as ICASS, motor pool, and warehousing; and

- Works with the field Missions to establish standards, policies, and procedures for overseas Mission operations and for the use of overseas administrative resources.

M/MS/OMD provides guidance and support for all administrative management personnel overseas; advises and counsels Missions on the establishment and implementation of enhanced technology and administrative systems; manages overseas nonexpendable property; and serves as the operational manager of the Agency's overseas real property program (FAA 636c) and the revolving fund.

f. The **Office of Management Policy, Budget, and Performance (M/MPBP)** functions as the Bureau for Management's central unit for the Agency's OE budget planning and implementation, management policy formulation, management performance monitoring and evaluation, administrative support services, and compliance and oversight to implement the USAID suspension and debarment program. This Office:

- Ensures that the Agency's administrative and management services are provided in accordance with established guidelines and policies;

- Is responsible for Agency-wide management policy and performance functions;

- Performs business process and function analysis;

- Responds to Congressional inquiries and concerns on management issues and ensures compliance with related legislative directives;

- Prepares senior Agency officials to testify before Congress about management issues;

- Provides staff support and advisory services to the AA/M to address management priorities and emerging issues;

- Works across M Bureau offices to promote integration and coordination;

- Provides oversight and ensures compliance for the Agency's suspension and debarment program; and

- In managing the budget function, M/MPBP prepares the Bureau's budget submission, as well as the Agency's annual OE budget submissions, and coordinates long and short term budget planning. This Office

  - Disperses resources and tracks their utilization,

  - Provides OE budget-related technical guidance and assistance to all Agency Bureaus and Independent Offices, and

  - Implements and monitors compliance with AA/M decisions on Bureau for Management allocation and expenditure of resources.

As appropriate, M/MPBP provides leadership, guidance and advice to the Bureau, and as indicated, to the Agency, on overall strategic direction, as well as monitors and promotes the effectiveness of management operations by monitoring performance and by conducting operational assessments. In addition to the Office of the Director, which contains a communications function, the Office is comprised of five divisions.

(1) The **Policy Division (M/MPBP/POL)** interprets Agency programming policies, develops standard operating procedures and guidance, and coordinates the issuance of specific operational guidance to the Agency. The Division:

- Issues guidance that defines the parameters of operation related to Federal law, Presidential initiative or directive, and international agreements governing the use of foreign assistance;

- Updates the Agency's Automated Directive System (ADS) as it relates to program operations guidance and procedures and

monitors the work of operating units for compliance with program guidance; and

- Prepares Agency-level analyses of emerging issues, trends and patterns that support U.S. foreign assistance objectives and strategy.

The Division serves as the Bureau's central unit for policy integration and coordination, ensuring that boundaries are established and consistent with the Agency's approved strategic priorities and with implementation guidelines and resource allocation decisions. M/MPBP/POL leads the Agency's efforts to coordinate management policy integration and to provide an Agency-wide perspective. Finally, this Division houses the competitive sourcing program for the Agency.

(2) The **Budget Division (M/MPBP/BUD)** prepares the Agency's OE budget. It also prepares and oversees the budget justification, execution and status reporting. The Division ensures the compilation of financial data to enable effective performance measurement and management decision-making. M/MPBP/BUD plans, coordinates, evaluates, and advises senior Agency and Bureau for Management managers on the formulation, development, and execution of Agency-wide policies, planning and programming guidelines, objectives, and standards relating to Operating Expenses (OE), administrative expenses, and workforce budget. The Division

- Develops workforce budgets for presentation to senior Agency officials, the Office of Management and Budget, and Congress;

- Plans, develops and maintains automated budget systems and OE budget processes for all USAID activities in Washington (including the Congressional Budget Justification (CBJ)), Operational Year Budget (OYB), and Congressional Notifications (CNs);

- Prepares Congressionally mandated reports;

- Coordinates responses to Congressional inquiries regarding Agency budgetary activities and the Agency use of financial resources;

- Participates in the preparation of the annual Performance and Accountability Report (PAR);

- Serves as the principal liaison on budget implementation issues; and

- Provides support and resources for Phoenix users.

(3) The **Performance Division (M/MPBP/PERF)** oversees USAID's central functions related to operational management planning, performance, and reporting. The Division coordinates and conducts a wide range of management assessments and analyses, using a variety of methods, including field-based assessments, desk studies, secondary data analyses, business process reviews, and systems analyses. M/MPBP/PERF is responsible for developing policies and guidance on management performance; providing guidance and services related to data visualization and integration; providing technical assistance to strengthen operational capacity; and overseeing Agency compliance with monitoring and reporting of OMB management initiatives. This Division performs two broad functions:

- Management performance strengthening to enable USAID to better monitor and assess its business and operational functions and processes. The Division:

  - Develops policies and guidance on management performance, including guidelines on data standards and collection;

  - Facilitates the Bureau for Management's strategic planning and operational performance management processes;

  - Coordinates management performance monitoring and evaluation activities with other offices within the Agency and manages related support services;

  - Designs and conducts training courses and workshops to strengthen the Agency's capacity in operational performance management;

  - Provides management performance liaison with related agencies (e.g., Department of State), OMB, and with other development donors and institutions; and

  - Provides technical assistance to USAID missions, bureaus and offices on long-term operational planning and performance management.

- Management performance analysis and reporting to enable USAID to have relevant and robust information to make sound decisions

on management improvements and inform its stakeholders of progress achieved. The Division:

- Reviews and assesses Agency functions and makes recommendations for improving the efficiency and effectiveness of operations;

- Develops and applies innovative strategies to improve the performance of individuals, organizations, and systems for the sustainable delivery of quality management services;

- Provides support to the Agency's Performance Improvement Officer;

- Reports on the Agency's management performance progress to internal and external stakeholders; and

- Develops innovative tools, such as dashboards and STAT reviews, to inform and conduct executive management reviews.

(4) The **Administrative Management Division (M/MPBP/AMD)** is responsible for the development and execution of the Bureau's Operating Expense Budget and works with Bureau office directors in the preparation and presentation of their operating budgets. The Division:

- Serves as the focal point for coordinating all administrative matters for the Bureau for Management's direct hire and non-direct hire staff,

- Provides administrative support functions to the Bureau, and

- Serves as liaison between Bureau offices and Agency service providers to facilitate and address overall Bureau for Management requirements.

The Division provides direct administrative and management support to the Bureau for Management, to include:

- Designing and maintaining the Bureau and office organizational structures; and

- Providing position and personnel management support, personnel security related services, office systems and automation and general administrative support services.

Under the "Manage-to-Budget" initiative this Division oversees and monitors the Bureau's day-to-day financial activities, informing the Director of all activities which may become potentially disruptive to the Bureau's daily functions. M/MPBP/AMD serves as the principal contact for Agency administrative operations and communicates with other Bureau Administrative Offices to ensure operational and administrative support services are provided in accordance with established organizational and Federal administrative statutes, policies, procedures and regulations.

(5) The **Compliance and Oversight of Partner Performance Division (M/MPBP/COMP)** develops and provides leadership in implementing the USAID suspension and debarment program both in USAID/W and overseas. The Division ensures that USAID suspension and debarment activities are managed under procedures which are supportive of the Agency's mission and are consistent with sound business principles and responsibilities of stewardship of public funds. The Division also formulates and develops innovative suspension and debarment techniques tailored to effectively carry out the Agency's charge to curb waste, fraud, abuse, and poor or no performance on federally-funded projects. The Division supports the Agency's Suspending and Debarring Official.

101.3.1.7 Bureau for Foreign Assistance (FA)

Effective date: 02/28/2012

The **Bureau for Foreign Assistance (FA)** has been established to receive, manage and account for USAID human resource, contract and budgetary support for the Department of State Office of the Director of Foreign Assistance (State F) as it creates and directs the policy, planning, budget and implementation mechanisms required to provide overall leadership for foreign assistance in support of transformational diplomacy. The Bureau is USAID's adjunct to F. This Office includes all USAID personnel, positions, allocated funds and other resources directed to support F. The Office of the U.S. Foreign Assistance Resources (State F) has government-wide responsibility for foreign assistance funding and programs, including USAID's FA funding and programs. FA will continue to participate in program planning, implementation, and oversight, as directed, with various Bureaus and Offices within State and USAID, as part of the integrated interagency planning, coordination and implementation mechanisms. USAID FA staff work with State F colleagues jointly to

- Develop a coordinated USG foreign assistance strategy, including multi-year country specific assistance strategies and annual country-specific assistance operational plans;

- Create and direct consolidated policy, planning, budget and implementation mechanisms and staff functions required to provide leadership to foreign assistance; and

- Provide guidance to foreign assistance delivered through other agencies and entities of the USG, including the Millennium Challenge Corporation and the Office of the Global AIDS Coordinator.

The administrative staff of FA advises the Bureau on management priorities and obligations and provides consultation, advice, administrative and logistical support, and related services. This staff coordinates the deployment and re-deployment of staff to State F and manages the process. The Bureau is comprised of eight Offices.

a. The **Global/Functional Office (FA/GF)** reports directly to the Deputy Director of F and provides USAID staff to State F to promote achievement of transformational diplomacy across five functional areas by effectively coordinating the provision of USG foreign assistance. The GF Office provides intellectual leadership, promotes the coherence of USG assistance efforts by building consensus among implementers, and exercises oversight to ensure that USG assistance for functional objectives is being spent efficiently and effectively. The Office establishes, leads and coordinates inter-bureau/inter-agency functional teams, comprised of both USAID FA and State F personnel, for

- Peace and Security,
- Governing Justly and Democratically,
- Economic Growth,
- Investing in People, and
- Humanitarian Assistance.

Of these five teams, only three contain USAID personnel at the present time. Through these teams, the Office builds consensus among the many stakeholders, ensuring an effective and efficient package of assistance to achieve transformational diplomacy goals. The teams

- Assess and track progress achieved towards functional objectives with foreign assistance;

- Develop and refine the foreign assistance strategy, including developing targets and indicators; and

- Review and recommend functional Bureau budget requests and allocations according to the Foreign Assistance Strategic Framework.

FA/GF guides the process of developing operational plans and reviews and assesses programmatic aspects of country operational plans to ensure that the programs produce progress toward transformational diplomacy goals. Finally, this Office works with other donors and international organizations to convey the USG foreign assistance framework and priorities and to improve coordination with those organizations and USG offices utilizing foreign assistance.

b. The **Office of the Chief Operating Officer for F (FA/COO)** has overall responsibility for the oversight and administration of broad and emerging programs which coordinate USG foreign assistance throughout the world. This Office also oversees the Program Management Office, which is responsible for coordinating foreign assistance planning; budgeting; operations management; information systems development and maintenance; monitoring; evaluating; and reporting on USG foreign assistance. Under the direction of the Director (and Deputy Director) of Foreign Assistance, FA/COO has general responsibility and authority for all activities carried out by the Office of the Director of Foreign Assistance to achieve specified foreign assistance goals and objectives. There are 6 Offices subordinate to the FA/COO.

(1) The **Program Management Office (FA/COO/PM)** facilitates the achievement of the Secretary of State's transformational diplomacy goal by coordinating USAID foreign assistance planning, budgeting, operations management, information systems development and maintenance, monitoring, evaluating and reporting on USG foreign assistance in USAID with State F. The Office is comprised of 3 Divisions.

(a) The **Resource and Appropriations Division (FA/COO/PM/RA)** coordinates the development and justification of resource plans and budgets; manages the efficient execution of operating budgets to achieve foreign assistance objectives and assures programmatic results; and coordinates reporting on resource plans, policies and allocations, and budgetary execution. Functions of the Division include coordinating the formulation of annual budget requests; tracking and analyzing Congressional action on budget, appropriations and authorizing legislation; managing the execution of the foreign assistance budget in USAID, including the development of country and Bureau allocations for the annual Operational Plan guidance; and tracking, monitoring and reporting on foreign assistance budget implementation within USAID. The Division responds to customers, serving as the principal point of contact between F, FA, USAID and external customers.

(b) The **Program Integration Division (FA/COO/PM/PI)** plays a critical role in operationalizing foreign assistance plans and budgets within USAID. FA/COO/PM/PI works closely with other FA

units and teams in both State F and USAID which are involved in planning, budgeting, programming, monitoring and evaluating the use of foreign assistance resources. FA/COO/PM/PI develops FA oversight systems within USAID; sets and coordinates overall schedules of work on programming, reporting, reviewing and budgeting foreign assistance; prepares operational plan guidance and training materials, and conducts training on major business processes initiated by State F; improves business processes with regional and function teams; manages GPRA reporting requirements and integrates GPRA into FA oversight systems and business processes within USAID; and leads FA liaison with the management side of OMB regarding the President's Management Agenda.

(c) The **Strategic Information, Monitoring & Evaluation Division (FA/COO/PM/SIM&E)** plays a critical role in articulating what is being done with U.S. foreign assistance resources, and assesses the success of foreign assistance programs in achieving the transformational development goal and related specific objectives of foreign assistance. FA/COO/PM/SIM&E works closely with State F and USAID offices that manage information systems related to foreign assistance. The Division ensures that information is compatible across systems and is collected as economically and efficiently as possible. FA/COO/PM/SIM&E helps to set standards for data quality and information systems to ensure accuracy of reporting. The Division staff, in concert with State F, also updates and maintains the F *Standardized Program Structure and Definitions* ("Program Hierarchy"), which provides detailed information on U.S. foreign assistance objectives, areas under the objectives in which the U.S. works, and the elements and sub-elements of programs we fund. The Division staff also is responsible for assessing whether foreign assistance is being appropriately evaluated by program managers, whether additional studies and analytical agendas should be defined, assigned and funded, and ensure that evaluations meet acceptable standards. FA/COO/PM/SIM&E also engages other donors and organizations on evaluation standards, best practices, and the turning of lessons identified into widely shared and recognized lessons learned.

(2) The **Africa Regional Office (FA/COO/AFR)** provides USAID staff to State F to ensure the effective coordination of USG foreign assistance in the Africa region. The Office staff, comprised of both State F and USAID FA personnel, work together to ensure that assistance programs are tightly linked with transformational diplomacy objectives; promote the coherence of USG assistance efforts by building consensus among implementers and between Washington and posts on common USG

goals; and exercise oversight to ensure that USG assistance in the Africa region is being spent efficiently and effectively. FA/COO/AFR:

- Provides intellectual leadership for the development of country assistance strategies;
- Guides the process of developing country operational plans and out-year budget requests in such a way that they support the country assistance strategies;
- Reviews budget allocations according to the F strategic framework;
- Serves as a source for expert advice within USAID FA on all policy and assistance matters concerning the Africa region;
- Serves as a resource for posts in the region to help them better understand and participate in F-led processes; and
- Develops close collaborative relationships with all relevant Bureaus within State and USAID, with other USG agencies involved in assistance in the region, and with non-governmental partners.

Finally, the Office serves as a neutral arbiter and consensus builder among the many stakeholders, with the goal of establishing the most effective and efficient package of assistance to support U.S. foreign policy objectives in the Africa region.

(3) The **Near East Asia Regional Office (FA/COO/NEA)** provides USAID staff to State F to ensure the effective coordination of USG foreign assistance in the Near East Asia region. The Office staff, comprised of both State F and USAID FA personnel, work together to ensure that assistance programs are tightly linked with transformational diplomacy objectives; promote the coherence of USG assistance efforts by building consensus among implementers and between Washington and posts on common USG goals; and exercise oversight to ensure that USG assistance in the Near East Asia region is being spent efficiently and effectively. FA/COO/NEA

- Provides intellectual leadership for the development of country assistance strategies;
- Guides the process of developing country operational plans and out-year budget requests in such a way that they support the country assistance strategies;

- Reviews budget allocations according to the F strategic framework;
- Serves as a source for expert advice within USAID FA on all policy and assistance matters concerning the Near East Asia region;
- Serves as a resource for posts in the region to help them better understand and participate in F-led processes; and
- Develops close collaborative relationships with all relevant Bureaus within State and USAID, with other USG agencies involved in assistance in the region, and with non-governmental partners.

Finally, the Office serves as a neutral arbiter and consensus builder among the many stakeholders, with the goal of establishing the most effective and efficient package of assistance to support U.S. foreign policy objectives in the Near East Asia region.

(4) The **Europe Regional Office (FA/COO/EUR)** provides USAID staff to State F to ensure the effective coordination of USG foreign assistance in the European region. The Office staff, comprised of both State F and USAID FA personnel, work together to ensure that assistance programs are tightly linked with transformational diplomacy objectives; promote the coherence of USG assistance efforts by building consensus among implementers and between Washington and posts on common USG goals; and exercise oversight to ensure that USG assistance in the Europe region is being spent efficiently and effectively. FA/COO/EUR

- Provides intellectual leadership for the development of country assistance strategies;
- Guides the process of developing country operational plans and out-year budget requests in such a way that they support the country assistance strategies;
- Reviews budget allocations according to the F strategic framework;
- Serves as a source for expert advice within USAID FA on all policy and assistance matters concerning the Europe region;
- Serves as a resource for posts in the region to help them better understand and participate in F-led processes; and
- Develops close collaborative relationships with all relevant Bureaus within State and USAID, with other USG agencies involved in assistance in the region, and with non-governmental partners.

Finally, the Office serves as a neutral arbiter and consensus builder among the many stakeholders, with the goal of establishing the most effective and efficient package of assistance to support U.S. foreign policy objectives in the Europe region.

(5) The **East Asia Pacific and South Central Asia Regional Office (FA/COO/EAP&SCA)** provides USAID staff to State F to ensure the effective coordination of USG foreign assistance in the East Asia Pacific and South Central Asia regions. The Office staff, comprised of both State F and USAID FA personnel, work together to ensure that assistance programs are tightly linked with transformational diplomacy objectives; promote the coherence of USG assistance efforts by building consensus among implementers and between Washington and posts on common USG goals; and exercise oversight to ensure that USG assistance in the EAP and SCA regions is being spent efficiently and effectively. FA/COO/EAP&SCA:

- Provides intellectual leadership for the development of country assistance strategies;
- Guides the process of developing country operational plans and out-year budget requests in such a way that they support the country assistance strategies;
- Reviews budget allocations according to the F strategic framework;
- Serves as a source for expert advice within USAID FA on all policy and assistance matters concerning the EAP and SCA regions;
- Serves as a resource for posts in the region to help them better understand and participate in F-led processes; and
- Develops close collaborative relationships with all relevant Bureaus within State and USAID, with other USG agencies involved in assistance in the region, and with non-governmental partners.

Finally, the Office serves as a neutral arbiter and consensus builder among the many stakeholders, with the goal of establishing the most effective and efficient package of assistance to support U.S. foreign policy objectives in the East Asia Pacific and South Central Asia regions.

(6) The **Western Hemisphere Affairs Regional Office (FA/COO/WHA)** provides USAID staff to State F to ensure the effective coordination of USG foreign assistance in the Western Hemisphere. The Office staff,

composed of both State F and USAID FA employees, work together to ensure that assistance programs are tightly linked with transformational diplomacy objectives; promote the coherence of USG assistance efforts by building consensus among implementers and between Washington and posts on common USG goals; and exercise oversight to ensure that USG assistance in the Western hemisphere is being spent efficiently and effectively. FA/COO/WHA:

- Provides intellectual leadership for the development of country assistance strategies;
- Guides the process of developing country operational plans and out-year budget requests in such a way that they support the country assistance strategies;
- Reviews budget allocations according to the F strategic framework;
- Serves as a source for expert advice within USAID FA on all policy and assistance matters concerning the Western hemisphere;
- Serves as a resource for posts in the region to help them better understand and participate in F-led processes; and
- Develops close collaborative relationships with all relevant Bureaus within State and USAID, with other USG agencies involved in assistance in the region, and with non-governmental partners.

Finally, the Office serves as a neutral arbiter and consensus builder among the many stakeholders, with the goal of establishing the most effective and efficient package of assistance to support U.S. foreign policy objectives in the Western hemisphere.

101.3.1.8 Bureau for Legislative and Public Affairs (LPA)

Effective Date: 02/07/2014

The Bureau for Legislative and Public Affairs (LPA) is responsible for managing the Agency's external affairs and provides central Agency focus and overall coordination for all aspects of legislative and public affairs matters for the Agency. LPA serves as the central point of contact with Congress, the media, interested stakeholders from the international development community, and the American people regarding the Agency's international development programs and policies.

Among LPA's principal responsibilities are:

- Coordinating the Agency's legislative programs;

- Securing Congressional appropriations;
- Providing information to Congress related to legislation;
- Advising the Administrator and the Agency regarding the status of pending legislation and related concerns of Members of Congress;
- Directing the Agency's external communications strategy;
- Communicating positioning, messaging and branding;
- Developing outreach and educational programs for key audiences;
- Leading the Agency's digital communications strategy;
- Managing the external and internal Web site;
- Ensuring appropriate protocol for senior-level and/or diplomatic engagements;
- Advising the Administrator and senior officials regarding strategic external engagement opportunities; and
- Producing events and promotional products to generate support for USAID's mission.

LPA coordinates these Agency outreach and information programs across the various sectors of American society including the media, non-governmental and private voluntary organizations, international development companies, think tanks, universities, the private sector and diaspora communities. In short, LPA serves as the liaison between the Agency and the American people, Congress, the media, and the Agency's other key constituencies. In exercising this leadership role, LPA works closely with Bureaus and Offices of the Agency as well as its federal advisory committees. The Bureau is divided into the following organizational units.

a. The **Office of the Assistant Administrator (AA/LPA)** serves as the Agency's principal advisor on all aspects of legislative and public affairs relating to USAID policies, programs, and operations, and on the technical and operational matters relating to the mission of the Bureau. AA/LPA is responsible for the strategic positioning of the Agency, especially on Capitol Hill, in the media, and among external stakeholders, with regard to USAID's role in foreign policy and as the lead Agency providing U.S. economic and humanitarian assistance to foster sustainable international development.

The AA/LPA directs and supervises the Bureau, approving programs and initiatives and approving the appropriate allocation of resources among the Bureau's priorities and needs. Three Deputy Assistant Administrators (DAAs) for Legislative Affairs (DAA/LPA-LEG); for Public Affairs (DAA/LPA-PA); and for Program Operations (DAA/LPA-PO) assist in directing and supervising the Bureau in addition to providing critical technical liaison and expertise in the areas that they manage. The AA/LPA is also comprised of a Senior Advisor to the AA/LPA, a Secretary to the AA/LPA, a Secretary to the DAAs/LPA, and two Special Assistants. The Press Director, a Department of State official who serves as Press Spokesperson, reports directly to the AA/LPA with day-to-day guidance and oversight provided by the DAA/LPA-PA.

b. Under LPA's Legislative Affairs Section, the **Office of Legislative Affairs (LPA/LEG)** maintains continuous liaison with Members of Congress, congressional staff, and committees to inform them about USAID programs and policies and to obtain their views on issues associated with USAID, which are then communicated to the Agency. As the primary advisor regarding relations with the Congress on programs, policies, and issues, LPA/LEG assists in the development of Bureau strategies with regard to USAID's legislative objectives – be they related to funding or authorities, and makes recommendations regarding the preparation of materials representing the Agency's position on issues before Congress and congressional meetings and consultation as issues arise. LPA/LEG negotiates USAID legislative issues with Members of Congress, their committees, and staff. LPA/LEG is comprised of three divisions which report to the Office Director of LPA/LEG, namely, the **Division of House Affairs**, which carries out the preceding functions, with a particular focus on strategic engagement with the House of Representatives; the **Division of Senate Affairs**, which does so with a particular focus on strategic engagement with the U.S. Senate; and the **Legislative Reference Division**. The **Legislative Reference Division** handles the Agency's Congressional notifications, reports, and correspondence as well as serving as a liaison with the Office of Management and Budget with regard to testimony and legislative reference memoranda. In consultation with the Divisions of House and Senate Affairs, and the Office of Executive Secretariat, the unit manages preparation and tasking of materials related to the Administrator's Congressional testimony, legislative training, biographical information, Congressional travel, and outreach programming.

c. **LPA's Public Affairs section** is comprised of two offices responsible for positioning the Agency with external audiences and increasing public awareness and understanding of USAID. Together, these offices develop and implement strategies to provide information about the Agency's policies, mission, and programs to the American people, the media, and a variety of stakeholders as well as establish the Agency's communications policies and procedures.

(1) The **Office of Strategic Communications (LPA/SC)** is responsible for creating communications campaigns and associated content to promote

the Agency's priorities across various communications platforms. The content and campaigns are used to engage key audiences including Congress, key stakeholders, the media and audiences engaged through the Development Outreach Communicators in Missions overseas. This office is comprised of two divisions.

a. The **Division of Content Strategy (LPA/SC/CS**) is responsible for creating, producing and editing content including, but not limited to, web content, stories, videos, fact sheets and infographics to promote Agency priorities. The Division coordinates content from across the Agency and manages USAID's blog and online newsletter.

b. The **Division of Communications (LPA/SC/C)** is responsible for developing and implementing cross-cutting communications campaigns to engage the public. The Division also works closely with Bureau communicators to identify and manage communications opportunities and ensure that the flow of outgoing communications is coordinated. This Division develops and executes rapid response plans for crisis communications. It also manages a development outreach communications team whose functions and mandates are coordinated with overall Agency's communications strategies.

(2) The **Office of Public Engagement (LPA/PE)** develops and implements the Agency's outreach strategies and education programs with specific audiences. This office manages relationships with the NGO community, the broader international development community, private sector coalitions, think tanks, universities and youth and other notable individuals. This office vets the Agency's speaking engagements and makes recommendations about strategic opportunities for engagement at events, conferences and related to domestic travel and after foreign travel. The Protocol and Special Events (LPA/PE-PSE) Team is housed in LPA/PE and ensures that proper international protocol for diplomatic engagements is executed to the highest standard. The Team is also responsible for the overall strategic implementation of Agency special events and ceremonies. The Office of Public Engagement manages the Agency's official speakers' bureau and public information requests.

(3) LPA's **Program Operations Section** includes three offices, which together cover the management (budget and procurement, administrative support, human resources) functions of the bureau, website management, branding, and engagement with partners around potential business opportunities. The DAA/LPA-PO serves as the Agency's branding champion.

d. Office of Program and Management Operations (LPA/PMO)
LPA's Office of Program and Management Operations provides guidance, advice and administrative support to LPA in the areas of management (budget and procurement), human resources and administration, developing and interpreting relevant policies and regulations for the Bureau in each of these areas.

Specifically, LPA/PMO serves as the principal advisor to LPA's leadership, managers and staff in the areas of Budget Planning and Execution, Procurement, and Management Advisory and Administrative Management Support Services.

(1) Budget: LPA/PMO ensures that OYB allocations are consistent with the Bureau's budget and adjusted throughout the year to ensure maximum opportunity for carrying out Agency priorities and initiatives, takes appropriate action to ensure funds are available for implementation of the priorities and initiatives, staff travel and training; and is responsible for:

a. Development and oversight of LPA's budgets (program and OE) and civil service salaries and benefits for future-year planning;

b. Preparation of all LPA budget documents, liaising with M/MPBP (for OE) and BRM (for Program) on all aspects of the Bureau's budget formulation and execution;

c. Regular and timely review and completion of obligations/expenditures actions/pipeline information for the Bureau;

d. Contributing to draft Annual Performance Reports and other related reports, collaborating with respective LPA organizational units; and

e. Quarterly and annual budget review processes.

(2) Procurement: LPA/PMO is responsible for the development and oversight of LPA's Acquisition and Assistance (A&A—procurement) plans for both program- and OE-related actions. The staff:

a. Ensures timely completion of all A&A obligating documents (contracts, purchase orders, task orders and other related documentation);

b. Liaises with M/OAA staff on the implementation of A&A plan and requirements;

c. Provides oversight and guidance on procurement requirements and on databases that track LPA's procurement actions and plans,

particularly as they relate to Minority Serving Institutions and Small Disadvantaged Business; and

d. Ensures that CORs and AOs remain current in their functions and that their training needs are identified and met.

(3) Management Advisory and Administrative Management Support Services responsibilities include:

a. Management analysis;

b. Program Management;

c. Human Resources;

d. Administration of security regulations and procedures;

e. Ethics and financial disclosure programs;

f. Administrative services and logistics (i.e. space planning, furniture acquisition and moves, equipment maintenance and servicing, electrical installation and maintenance, supplies, parking and transit (Metrochek) program oversight);

g. IT support (computer, phone, mobile devices, equipment maintenance); and

h. Travel and transportation

e. The **Office of Web site Management (LPA/WM)** provides management and oversight for the Agency's internal and external Web sites. The Office of Web site Management (WM) is responsible for optimizing web functionality and usability, producing web analytics and making recommendations for improving content, and ensuring that web infrastructure is properly organized and maintained in a timely manner. The Office of Web site Management works closely with the Office of Strategic Communications to manage content on the Web site. The Office of Website Management also manages and directs the Agency's internal Web site.

f. The **USAID OPEN Team (LPA/OPEN)** ensures that the Agency is more accessible, responsive and easier to work with as a partner. The Team facilitates timely responses to inquiries from potential partner organizations, provides a customer-friendly "front door" to the Agency to help partner organizations more easily engage the Agency and navigate to the right points of contact, and ensures accountability in the Agency's interactions with potential partners.

101.3.1.9 Office of Civil Rights & Diversity (OCRD)

Effective Date: 04/12/2010

The **Office of Civil Rights and Diversity (OCRD)** is the focal point within USAID for programs and activities in furthering USAID policy on diversity, inclusion, and respect for every employee. This Office encourages the innovation and creativity that diversity, reflecting the rich composition of our nation, can bring to the USAID workplace. OCRD implements statutory and regulatory requirements relating to equal employment opportunity and fosters a fair and respectful work environment free of discrimination. OCRD proactively encourages USAID managers at all levels to support the principles of equity, fairness, and inclusion and to hold their subordinates to the same principles. It engages USAID Bureaus, Offices, overseas missions and employee affinity groups and collaborates with diversity programs of other agencies and organizations to help foster a climate of diversity, inclusion, and respect throughout the Agency. OCRD receives dedicated support for the performance of its functions from the Office of Human Resources and the Office of General Counsel.

OCRD is headed by a Director, who reports directly to the Administrator. The Director is the Agency's Chief Diversity Officer and Settlement Official and is also the Executive Secretary of the USAID Council on Diversity and Inclusion. The OCRD staff includes a Deputy Director and three teams: one for diversity management and outreach; one for dispute intake and resolution; and one for administrative support.

a. The **Diversity Management and Outreach Team** develops policy and program guidance in workforce barrier identification; encourages equity, fairness, and inclusion in the workforce; prepares mandated reports; and organizes programs and observances to promote diversity. It analyzes workforce data and identifies barriers to individuals in the recruitment, hiring, career development, promotion, and retention of employees and applicants for employment. It works with the Office of Human Resources to achieve a diverse and representative workforce, through measures to accommodate employees with disabilities. It actively supports USAID recruitment to increase employment and internship opportunities for women and minority groups in both the Civil and Foreign Service. It maintains an active program of diversity awareness and related communication within and outside the Agency, through EEO counselors, employee affinity groups, Web sites, and the USAID Council on Diversity and Inclusion (Diversity Council).

The team provides advice and guidance to the Council in pursuing a workforce diversity management program, and guides being responsive to the needs of diverse groups within the Agency. OCRD ensures a comprehensive communication strategy is in place that informs employees of new diversity initiatives, highlights advances made, and enhances/addresses employees understanding/concerns of the basis surrounding different employment categories.

b. The **Dispute Intake and Resolution Team** is responsible for the management of informal and formal resolution of workplace disputes, including full investigation of complaints through mediation under the Agency's Alternative Dispute Resolution Program, and equal employment opportunity (EEO) counseling. This responsibility includes monitoring, evaluating, and report generation for formal and informal processes. The team focuses on the prompt, impartial, and constructive resolution of workplace conflicts, confrontations, and complaints without reprisal.

In EEO cases, the team assures a proactive approach to resolving cases at all stages of the process and ensures that cases not resolved make their way through the process in accordance with applicable timeframes. The team facilitates the informal resolution of disputes and makes recommendations to the OCRD Director for approval of informal resolutions of disputes (subject to determination by the Office of General Counsel and Office of Human Capital and Talent Management of the consistency of the proposed resolution with applicable law and policy). The team manages the selection and training of EEO counselors in the Agency and assures that the counselors are familiar with applicable policies and relevant procedures in order to carry out their responsibilities efficiently and effectively.

c. **Administrative Support Team** manages the OCRD budget, human resources, records, property, support services, office structure, and administrative processes, including advice and implementation actions on matters such as assignments, organization management, property management, administrative services contracts, space planning, travel, security, and maintenance of accurate and complete records of cases and transactions as well as administrative records and Office telephone and staff directories.

101.3.1.10 Office of the General Counsel (GC)

Effective Date: 09/17/2014

The **Office of the General Counsel (GC)** provides legal advice, counsel, and services to the Agency and its officials and ensures that USAID programs are administered in accordance with legislative authorities. GC provides advice and guidance on congressional investigations and determines what legal courses of action are appropriate for the Agency. GC also maintains liaison with other government organizations to provide advice or assistance in interpreting or applying the legal authorities of the Agency and represents USAID in connection with legal matters affecting it.

There are 11 subordinate organizational units/practice groups.

a. The **General Counsel (GC)** serves as the Agency's chief legal officer and is supported by two Deputy General Counsels (DGCs). The GC and DGCs advise the Administrator and other senior Agency officials on Agency-wide

policy matters and advises on legal matters arising in the operation and administration of USAID programs, and on matters relating to legislation or proposed legislation affecting USAID.

b. The **Administrative Management Staff (GC/AMS)** reviews internal office operations and provides management, administrative, and logistic support to all elements of GC. GC/AMS manages the office's OE budget and FTEs and provides services for travel, training, space planning, administrative procurement, and reproduction and printing services. The Staff develops recruitment requirements, recommends selections, and represents GC in the personnel decision-making process. GC/AMS administers the automation program and develops and maintains the GC law library.

c. The **Assistant General Counsel for Litigation and Enforcement (GC/LE)** represents USAID in contract disputes appealed to the Civilian Board of Contract Appeals and works in conjunction with the Department of Justice in all other litigation (except employment litigation) to which the Agency is a party. With respect to bid protest matters, GC/LE represents USAID before the Comptroller General of the United States. In addition, GC/LE serves as the primary attorney for the Agency's Suspension and Debarment Official. In that role GC/LE provides advice on a full range of enforcement matters as well as issues regarding contractor and grantee responsibility and issues of corporate compliance and internal controls. GC/LE provides legal advice on the enforcement of all Agency claims against non-governmental entities; makes recommendations for referral of claims to the Department of Justice and assists in the civil litigation of such claims; and participates in and defends USAID actions with respect to suspension and debarment matters.

In addition, GC/LE coordinates with the Department of Justice and Missions with respect to overseas adversarial proceedings initiated before foreign tribunals, and prepares or furnishes guidance and advice to USAID officials with respect to matters in litigation or potential litigation issues and the preparation of USAID decisions on bid protests.

d. The **Assistant General Counsel for Global Health (GC/GH)** provides legal advice and guidance relating to the programs of the Bureau for Global Health senior management, office directors and staff. GC/GH also coordinates with regional GC counterparts to provide advice on global health matters in Mission field programs. GC/GH provides legal interpretation of and assists in negotiating, drafting, and reviewing program and project implementation documents, including authorizations, agreements, and contracts. GC/GH reviews Bureau activities with respect to U.S. legislation; U.S, international and foreign law issues; applicable USAID policies; and GAO and other audit reports, and prepares legal opinions on questions arising from reviews. GC/GH reviews Bureau working relationships with other U.S. Government agencies and international organizations involved in global health activities.

GC/GH recommends or advises on new legislation, Executive Orders, regulations, and related policies as they pertain to global health matters.

e. The **Assistant General Counsel for Afghanistan, Pakistan and Asia (GC/APA)** provides legal advice relating to the programs of the Office of Afghanistan and Pakistan Affairs and the Asia Bureau. GC/APA reviews Bureau/Office activities with respect to U.S. legislation; U.S., international and foreign law issues; applicable USAID policies; and GAO and other audit reports; and prepares legal opinions on questions arising from reviews. GC/APA reviews working relationships with other U.S. Government agencies and international institutions and prepares or advises on agreements reflecting those relationships. GC/APA renders opinions and provides advice on a broad variety of agreements and questions under APA programs and USAID-related military assistance and recommends or advises on new legislation, Executive Orders, and regulations. GC/APA also advises on the legal implications of self-help funds, reform measures, and human rights positions undertaken by aid-recipient countries. GC/APA also assists in negotiating bilateral and multi-lateral agreements; assists in preparing implementation documents; and provides legal interpretation of such documents. The office also collaborates with, and provides guidance to, the Resident Legal Officers in the APA regions.

f. The **Division for Acquisition and Assistance (GC/A&A**) provides legal and policy advice to the Agency Procurement/ Assistance Executive, M/OAA, and other bureaus and offices on all aspects relating to the award and administration of contracts for the supply of commodities and services, and the award and administration of grants and other implementation mechanisms (including those to for-profit, not-for-profit, host government, and multilateral and bilateral development partners). GC/A&A:

- Provides legal advice to Agency officials on matters involving application of Federal laws and regulations to USAID-financed contractors and grantees;

- Provides GC representation to Agency and M/OAA review boards on proposed awards;

- Advises M/OAA/P and M/OAA Ombudsman and Competition Advocate on legal aspects of acquisition and assistance policies and operational matters;

- Provides advice and maintains Agency policies on source, nationality, and untying requirements and intellectual property rights under acquisition and assistance;

- Advises Agency staff on policy and operational matters relating to grants to host governments, public international organizations, and bilateral development partners; provides legal advice on claims arising from commodity-related transactions and similar legislation; and

- Consults with GC/LE and M/OAA concerning recommendations to the Procurement/Assistance Executive for suspending or debarring suppliers, contractors, and grantees.

g. The **Assistant General Counsel for the Bureaus of Europe & Eurasia, Latin America and the Caribbean, and the Middle East (GC/E&E, LAC & ME)** provides legal advice relating to the programs of these three geographical Bureaus. GC/E&E, LAC & ME reviews activities of the Bureaus with respect to U.S. legislation; U.S., international and foreign law issues; applicable USAID and U.S. policies; and GAO and other audit reports; and prepares legal opinions on questions arising from reviews. GC/E&E, LAC & ME assists in compliance with U.S. legislation and all applicable laws, regulations and policies, reviews working relationships with other U.S. Government agencies and international institutions, and prepares or advises on agreements reflecting those relationships. GC/E&E, LAC & ME renders opinions and provides advice on a broad variety of agreements and questions on USAID-related law enforcement and military assistance, and recommends or advises on new legislation, Executive Orders, regulations and policies. GC/E&E, LAC & ME advises on the legal implications of self-help funds, reform measures, and human rights positions undertaken by aid-recipient countries. GC/E&E, LAC & ME assists in negotiating, drafting and reviewing bilateral, multi-lateral, international organization, public-private and interagency agreements; assists in preparing other types of implementation documents, including authorizations, agreements and contracts; and provides legal interpretation of such documents. The office also collaborates with, and provides guidance to, the Resident Legal Officers in the E&E, LAC and ME regions.

h. The Assistant General Counsel for the Bureau of Democracy, Conflict, and Humanitarian Assistance and the Bureau for Food Security (GC/DCHA-BFS) provides legal advice to senior management office leadership and staff. GH/DCHA-BFS provides guidance on a wide-variety of issues that affect the implementation of DCHA and BFS programming, including matters related to program legislation, appropriations, grants, contracts, and interagency agreements, administrative matters, compliance with applicable laws, regulations, and policies, and audits and oversight. In carrying out its responsibilities, GH/DCHA-BFS regularly interacts with the White House National Security Council and Office of Management and

Budget, other Federal agencies/departments, and non-governmental and public international organization partners.

GC/DCHA-BFS serves as the primary GC backstop for the Agency's humanitarian assistance activities. It also supports GC offices and Resident Legal Officers on sanctions issues. GC/DCHA-BFS provides advice related to USAID's role as the U.S. Government lead for the Feed the Future initiative, the Board for International Food and Agricultural Development, and USAID's food aid programs. GC/DCHA-BFS also supports the Agency's mission to help USAID advance democracy, human rights and governance. Additionally, GC/DCHA-BFS provides guidance on issues involving transition assistance, civil-military affairs, crisis surge support, and the American Schools and Hospitals abroad program.

i. The **Assistant General Counsel for Africa (GC/AFR)** provides legal advice relating to the programs of the Africa Bureau (AFR). GC/AFR assists in negotiating bilateral and multi-lateral agreements, including MOUs, public-private partnerships, interagency agreements, and PIO agreements; preparing implementation documents; and providing legal interpretation of such documents. GC/AFR reviews AFR activities with respect to U.S. legislation; U.S., international and foreign law issues; applicable USAID policies; and GAO and other audit reports; and prepares legal opinions and provides advice on questions arising from reviews. GC/AFR reviews working relationships with other U.S. Government agencies and international institutions and prepares or advises on agreements reflecting those relationships. GC/AFR also supports multiple presidential initiatives, including the Young African Leaders and Power Africa Trade Africa Initiatives. GC/AFR renders opinions and provides advice on a broad variety of agreements and questions including regarding new legislation, Executive Orders, and regulations. The office also collaborates with, and provides guidance to, the Regional Legal Officers in the AFR region.

j. The **Assistant General Counsel for Ethics and Administration (GC/EA)** serves as USAID's Designated Agency Ethics Official (DAEO), and is responsible for all aspects of the Agency's statutorily-mandated ethics program, including the collection and review of financial disclosure forms, the ethics training program, and individual counseling. The office also collaborates with the White House Liaison and LPA on nominations, provides guidance and oversight on ethics issues to Regional Legal Advisors, who serve as Deputy Ethics Officials, and collaborates with the Office of Inspector General on ethics compliance and enforcement. GC/EA is responsible for all of the Agency's personnel-related litigation, including representation before the Merit Systems Protection Board, the Equal Employment Opportunity Commission, the Foreign Service Grievance Board, the Office of Special Counsel, and the Federal Labor Relations Authority. GC/EA also represents

the Agency in federal court litigation, in collaboration with the Office of the United States Attorney, and provides legal guidance in labor negotiations.

In addition to handling ethics and personnel matters Agency-wide, GC/EA is the primary legal backstop for the independent offices of Human Resources, Civil Rights and Diversity, and Security, as well as the Executive Secretariat. It also backstops the Management Bureau offices of the Chief Information Officer and Travel and Transportation. GC/EA is the primary legal advisor on Federal Advisory Committee Act and Vacancies Reform Act matters.

k. The **Assistant General Counsel for Legislation and Policy (GC/LP)** drafts all proposals for foreign assistance legislation originating in USAID. GC/LP reviews and comments on legislation proposed by Members of Congress and other agencies, and obtains OMB approval on matters of Agency budget or policy, as necessary. GC/LP provides advice to LPA on matters relating to legislation, legislative strategy, and public affairs; to M/CFO, M/MPBP, FA, and BRM on fiscal and budgetary problems and matters pertaining to the implications of legislation on Agency programs and operations for issues including appropriations accounts, apportionment of funds, and transfers and allocations of funds between accounts and agencies; to PPL on the legal implications of Agency policy and strategy, and Agency engagement with the bilateral and multilateral donor community.

l. The **Assistant General Counsel for the Lab & E3 (GC/LAB-E3)** provides legal advice relating to the programs of the Lab & E3. GC/Lab-E3 advises senior officials at all levels in the Agency on issues relating to innovation, science and technology, and operation of the Lab, and economic growth, education, environment, including Development Credit Authority (DCA) matters. GC/Lab-E3 advises on critical Lab and E3 programs, including those to develop and implement new uses of technology and innovative ideas. GC/Lab-E3 interacts with private sector legal counterparts at the senior level and assists in the establishment of public-private partnerships. They handle complex intellectual property issues, including preserving, maintaining, and managing Government rights. GC/Lab-E3 reviews activities of the Lab and the Bureau with respect to U.S. legislation; U.S., international and foreign law issues; applicable USAID and U.S. policies; and GAO and other audit reports; and prepares legal opinions on questions arising from reviews. GC/Lab-E3 assists in compliance with U.S. legislation and all applicable laws, regulations and policies. GC/Lab & E3 assists in negotiating, drafting and reviewing bilateral, multi-lateral, international organization, public-private and interagency agreements; assists in preparing other types of implementation documents, including authorizations, agreements and contracts; and provides legal interpretation of such documents.

101.3.1.11 Office of the Inspector General (OIG)

Effective Date: 10/12/2016

The Office of the Inspector General (OIG) provides independent oversight to promote the efficiency, effectiveness, and integrity of foreign assistance programs under USAID, the Millennium Challenge Corporation (MCC), the Overseas Private Investment Corporation (OPIC), the U.S. African Development Foundation (USADF), and the Inter-American Foundation (IAF). OIG conducts and supervises audits and investigations of these organizations' programs and operations, providing a means for keeping agency heads and Congress fully and currently informed about problems, deficiencies, and the necessity for and progress of corrective action. OIG makes recommendations to improve performance and compliance, recoup agency funds, and prevent fraud and abuse. It works to prevent, detect, and deter fraud, waste, and abuse affecting foreign assistance programs and agency operations. OIG conducts its operations from Washington, as well as from overseas regional offices.

OIG is an independent office that derives its authority from the Inspector General Act of 1978, as amended. To conduct its work independently and objectively, OIG is authorized to "have access to all records, reports, audits, reviews, documents, papers, recommendations or other material available to [USAID] . . . which relate to programs and operations...." **5 USC App. 3 § 6(a)(1)**. Pursuant to the Inspector General Act, all USAID employees must cooperate fully with the OIG in executing its statutory mandate, as reiterated in **Agency Notice 0261, Cooperation with the Office of Inspector General**. Additional information regarding agency employees' obligation to cooperate with the OIG appears on USAID's **Office of General Counsel's MyUSAID Page**.

OIG has its own Office of Legal Counsel, which provides dedicated legal advice and services to the Inspector General, and budget, information technology, and human capital divisions that operate separately from agency management. OIG also undertakes its own congressional and public affairs activities.

The Inspector General provides leadership to the office, along with a Deputy Inspector General, who oversees policy and operations of the office. OIG has three Assistant Inspectors General, for Audit, Investigations, and Management.

a. The **Assistant Inspector General for Audit (OIG/AIG/A)** provides leadership and general direction for all audit activities related to USAID, MCC, OPIC, USADF, and IAF programs and operations worldwide. These activities include conducting and reviewing performance, financial, and information technology audits.

b. The **Assistant Inspector General for Investigations (OIG/AIG/I)** provides leadership and general direction for OIG investigations into alleged violations of federal laws, rules, and regulations involving USAID, MCC, OPIC, IAF, and USADF.

The AIG/I also conducts fraud awareness briefings for Agency employees, contractors, and grantees to promote awareness of fraudulent practices and schemes and to provide guidance on reporting fraud.

c. The **Assistant Inspector General for Management (OIG/AIG/M)** provides leadership and general direction to OIG divisions that provide administrative services and management support for OIG operations. These services include budgeting and financial management activities, human capital programs, information technology programs, and records and property management.

101.3.1.12 Office of Small and Disadvantaged Business Utilization/Minority Resource Center (OSDBU/MRC)

Effective Date: 01/10/2000

The **Office of Small and Disadvantaged Business Utilization/Minority Resource Center (OSDBU/MRC)** oversees the formulation, implementation, and administration of Agency programs and activities relating to the participation and utilization of U.S. small and disadvantaged enterprises in USAID-financed development assistance activities and programs. OSDBU/MRC enhances the use of small and disadvantaged enterprises in USAID programs and activities. The Office provides professional leadership and substantive advice to ensure that Agency use of these enterprises is accomplished effectively and complies with legislative provisions.

The OSDBU formulates USAID policies and develops systematic procedures designed to encourage the effective participation of U.S. small and disadvantaged enterprises in USAID-financed development assistance activities and programs. The OSDBU

- Serves as the central point of contact and coordination for oral and written queries from businesses and institutions,
- Advises and counsels U.S. small and disadvantaged enterprises on those areas related to establishing and/or expanding their participation in USAID-financed development assistance activities and programs,
- Guides the Agency's approach to more effectively integrate U.S. small and disadvantaged enterprises into programming and procurement systems, and
- Assists in the early identification of alternative methods of designing projects that will help create increased opportunities for the involvement of these enterprises.

The OSDBU also administers the programs of the Minority Resource Center (MRC) to establish, maintain, and disseminate information to and for U.S. small disadvantaged enterprises regarding opportunities in USAID-financed development assistance programs. The MRC:

- Designs formal and informal systems to encourage, promote and assist U.S. small and disadvantaged enterprises to participate in USAID programs;

- Conducts market research, planning, economic, and business analyses and feasibility studies to identify business opportunities; and

- Enters into such contracts, cooperation agreements, or other transactions as may be necessary in the conduct of its function under **Section 123 of Public Law 95-53**.

The MRC also oversees the administration of the Women's Business Program in accordance with **Executive Order 12138** and related initiatives; and designs and maintains automated statistical and other reporting systems including the subcontracting monitoring system (PL 100-656), the Agency Consultant Registry Information System (ACRIS), and the Procurement Information Access System (PIAS).

101.3.1.13 Bureau for Policy, Planning, and Learning (PPL)

Effective Date: 06/07/2010

The **Bureau for Policy, Planning and Learning (PPL)** directs the Agency's policy planning and shapes the Agency's overall strategic development and performance. The Bureau promotes and provides a culture of policy, program planning, innovation, knowledge management, donor engagement guidance, and support for the Agency. The Bureau has the following objectives:

- Lead in the achievement of development impacts for maximum effectiveness;

- Plan strategically for informed policy and programmatic decisions;

- Be accountable for results to the American people and our development partners;

- Share analysis, evaluation, and research for better policy decisions and continuous corporate learning;

- Engage key stakeholders to enhance innovation, leverage resources and magnify results.

The Bureau is divided into the following organizational units:

a. The **Office of the Assistant to the Administrator (AA/PPL)** serves as the principal advisor to the Agency and the Administrator on directing and implementing Agency reforms and programs essential to the Agency's mission. The Office is responsible for ensuring policy coherence internally and externally and aligning policy and strategic planning with resource allocations. AA/PPL

advises on matters relating to development issues and approaches, program planning, evaluation and performance monitoring, as well as matters related to the promotion and utilization of science and technology, and improving the effectiveness of donor engagement. The Office represents the Agency in high-level inter-agency and external settings and establishes the Agency as a learning organization.

AA/PPL houses an Assistant to the Administrator and two Deputy Assistant Administrators whose primary responsibilities include maintaining strong linkages among the PPL offices and between PPL and other organizational units—internal as well as external partners. AA/PPL also houses the administrative team, which provides advice and assistance to the AA/PPL and the Bureau, on administrative and management support services. The team works with senior management in the areas of, but not limited to, human resource development, workforce planning, operating expense budget, space planning, travel, organization, and performance management. The administrative team also ensures Bureau compliance with appropriate statutes, policies, and procedures.

b. The **Office of Policy Planning (PPL/P)** leads the Agency in a collaborative process of formulating and implementing development policies to guide programming decisions; to inform external audiences about Agency direction; ensure through interagency partnerships that development perspectives are actively considered in foreign and national security policy formulation; and reinvigorate USAID's leadership within the development community. Within USAID, it is expected that the office will work closely with the Agency Budget Office and other Bureaus. The Office will:

- Lead the definition of the Agency's annual policy agenda and policy priorities, and clear all policy design and implementation recommendations for Administrator approval;

- Lead or support Agency staff through the formulation, communication, and up-take of Agency policies on important functional, geographic, and cross-cutting program issues, including an important emphasis on aid effectiveness;

- Lead or co-lead high-level interagency initiatives, ensuring that Agency development policies inform high-level, interagency strategy or policy processes (e.g., QDDR, Joint Strategic Plan, PSD-7 efforts);

- Through the Bureau's AA, represent the Administrator in internal and external discussion regarding USG development policy;

- Support the Office of Strategic and Program Planning by ensuring Agency policy priorities are reflected in annual Agency strategic planning guidance and strategy reviews;

- Produce and share cutting-edge policy analysis and idea generation (white papers, policy publications, etc.) with think tanks, USG partners, other donors, etc.; and

- Draft building blocks for the Administrator's policy speeches and testimonies.

c. The **Office of Strategic and Program Planning (PPL/SPP)** will develop and maintain cogent planning processes that align policy and programs, support country-led priorities, demonstrate impacts, and incorporate lessons learned. PPL/SPP will work closely with USAID bureaus and offices and the State Department to develop and implement strategic and program planning processes at agency, country, and functional levels. At each of these levels, PPL/SPP will ensure that plans are realistic, are informed by the best development expertise, and highlight how the Agency intends to improve our ability to track performance and achieve outcomes. The Office will:

- Establish planning guidance to analytical frameworks that: (a) outline policy, program, and management priorities; (b) balance the need to be directive with encouraging country-led solutions; (c) facilitate sectoral analysis; and (d) include evaluation principles, criteria, and tools that focus on measuring outcomes and advance methods for capturing and disseminating lessons learned.

- Lead implementation of interagency-level planning processes following policy guidance established by the Office of Policy Development. Examples include the Presidential Study Directive on Development (PSD) and the Quadrennial Diplomacy and Development Review (QDDR). SPP will ensure that the policy decisions are implemented through the planning processes.

- Develop guidance for multi-year whole-of-government Country Development Cooperation Strategies that demonstrate how assistance and other non-aid tools can achieve transformational results. SPP will work with other Bureau offices and the Office of Budget and Resource Management to analyze submitted strategies, and lead the Bureau's participation in the official country strategy reviews organized by the relevant regional bureaus.

- Lead formulation of strategic plans targeting selected crosscutting priorities such as youth/urbanization, counterinsurgency, and aid

effectiveness, and support dedicated agency teams with other technical leadership developing plans in areas such as Food Security, Global Health, Climate Change, and Education.

- Serve as the "backstop home" for the Agency's Foreign Service and Foreign Service National Program and Project Development Officers (backstops 02 and 94 respectively).

d. The **Office of Learning, Evaluation and Research (PPL/LER)** will assume leadership responsibility for USAID efforts and will promote learning through evaluation, performance monitoring, knowledge management, and research. Bringing these elements together will advance the following objectives: designing interventions with learning in mind; highlighting evaluation as a means for contributing to the overall knowledge base of the Agency as well as for fulfilling the Agency's responsibility to be accountable; ensuring that knowledge derived from evaluations and other sources, both internal and external, is utilized to inform policy formulation and undergird policy and program decisions at all levels; and committing to sharing Agency knowledge products widely outside of the Agency. While PPL/LER will play a crucial role as a catalyst, other Agency units in Washington Bureaus and overseas Missions, are equally essential to transforming Agency culture and expanding the development knowledge base. PPL/LER will work closely with other offices in PPL, putting into practice the concept of the Bureau itself being a learning organization. The Office will:

- Develop policies, practices, and processes to ensure that USAID promotes learning within the Agency and deepens technical expertise;

- Establish and update periodically a prioritized agenda for evaluation, knowledge management and research, supportive of the Agency's policy agenda, and undertake relevant projects to address priorities;

- Strengthen Agency capacities for evaluation, knowledge management, and research;

- Create and/or strengthen systems that make timely and relevant evidence on program effectiveness available to decision-makers at all levels in the Agency;

- Develop a framework for performance measurement, taking into consideration field-level realities as well as accountability requirements; and

- Develop and implement a process for setting research priorities and evaluating the value of research investments, and develop necessary policies regarding research, including, for example: issues of public

access to data, open access publication, conflict of interest, and human subjects' protection.

e. The **Office of Science and Technology (PPL/ST)** is USAID's catalyst for looking forward and outward to identify future development challenges and leverage emerging science and technology to address those challenges. The trends, expertise, and inventive products that PPL/ST identifies will be key inputs into policy planning, country strategy development, learning, and engagement with the donor community and other partners. The products and processes that PPL/ST incubates will inform – and be informed by – policy priorities, evaluation findings, and internal learning. The Office will:

- Monitor and identify long-term trends for effective development and prepare for challenges and opportunities today and in the future. PPL/ST will become the agency hub for monitoring such long-term trends; synthesizing existing forecasting efforts with the Global Information System (GIS) and other tools, commissioning others, and ensuring that policy planning and country strategies take trends fully into account.

- Engage scientific and technological communities. PPL/ST will ensure that the Agency is an active, knowledgeable, and respected participant in global discussions of the S&T requirements for development. PPL/ST also will survey new research and new products for their development potential, and where potential exists, disseminate that potential to appropriate communities both inside and outside USAID.

- Enhance USAID's capacity and development effectiveness through improved use of science, technology, and innovation. PPL/ST will strengthen USAID's technical excellence by promoting career development of direct hire staff and supplementing those staff with shorter-term scientific expertise through fellowship and other programs.

- Promote innovation for development. PPL/ST will explore and develop cutting edge research ideas, those that may have both a high risk of failure and a high potential for social impact. PPL/ST will identify areas where USAID's development mission and the opportunities to leverage science, technology, and innovation are great; experiment with competitions to develop novel solutions to pervasive challenges in development; incubate particularly promising products or approaches through pilot-testing or joint ventures; and champion the values of innovation and creativity within USAID, creating a corporate culture and establishing performance incentives that reward staff research, creativity and technical excellence.

f. The **Office of Donor Engagement (PPL/DE)** has the following goals: advance the US Government's development policy agenda within the donor community; influence other donor policies or actions in specific areas of interest to the US; and gain and share knowledge with other donors about development approaches, practices and experiences. By including PPL/DE within the same organizational structure that houses policy, planning, evaluation, and science and technology, the Agency is well placed to build and develop mutually beneficial, robust donor relationships. The Office will

- Identify opportunities for the Agency to engage with bilateral and multilateral donors to advance specific policy goals;
- Lead co-lead, or coordinate Agency collaborations with other donors on issues that require USAID/Washington attention;
- Manage the Development Counselors and similar positions overseas and in the US, utilizing them to work with bilateral donors or multilateral organizations to represent the Agency, to identify areas of mutual interest, and to facilitate policy and operational coordination between USAID and other donors;
- Lead the Agency in discussions and negotiations regarding aid effectiveness and other major Administration development initiatives; and
- Coordinate USG policy engagement in reviewing and revising the Millennium Development Goals.

101.3.1.14 Office of Budget and Resource Management (BRM)

Effective Date: 09/08/2010

The **Office of Budget and Resource Management (BRM/OD)** is responsible for strengthening USAID's resource planning processes and budget capabilities that prioritize investments and are informed by policy priorities and anticipated impacts. BRM will support the Administrator, in close coordination with the State Department, to recommend program budgets and resource allocations. Specifically, BRM objectives will be to:

- Establish resource planning parameters, frameworks, and guidance to inform long-term and annual planning at the country, regional, and functional initiative level;
- Recommend an annual development budget based on reviews of plans and bureau recommendations;

- Recommend an allocation of program resources, and help ensure that program funds are allotted and reprogrammed quickly for implementation; and

- Ensure linkage between program and operating expenses.

101.3.1.15 Office of Afghanistan & Pakistan Affairs (OAPA)
Effective Date: 08/09/2010

The **Office of Afghanistan and Pakistan Affairs (OAPA)** reports directly to the Administrator, and directs and supervises the activities of the Office and its overseas organizations--USAID Afghanistan and USAID Pakistan. The Office formulates, approves, and authorizes U.S. development assistance programs and projects; and approves and directs the allocation of resources among the Office and Missions. Specifically, the Office is established to optimize USAID assistance to the USG reconstruction and development effort in Afghanistan and Pakistan. The Office will accomplish its objective by:

- Conducting analyses of, preparing strategies related to, and providing recommendations for enhanced U.S. reconstruction and development activities;

- Representing the Agency in the interagency process, with Congress, and to external constituencies;

- Ensuring maximum coordination within USAID in support of USG objectives;

- Supporting the USAID Missions to Afghanistan and Pakistan, and clearing impediments to the successful accomplishment of their work; and

- Building Agency capacity to carry out the above functions over the longer term. Through this work, the Office will support both Afghanistan and Pakistan programs individually, and promote the development of complementary programs between the two countries, where feasible.

The Office implements Afghanistan and Pakistan programs and projects; monitors performance under loan and grant agreements, contracts, and other operating agreements; and, takes or recommends required remedial action. The Director serves as the USAID representative on joint commissions, subcommittees, and working groups involved in the Asia region as they relate to Afghanistan and Pakistan.

The Office of Afghanistan and Pakistan Affairs is composed of six subordinate divisions with distinctive functions. They are:

a. The **Office of the Director (OAPA/OD)** houses the Director for Afghanistan/Pakistan Affairs (Assistant to the Administrator). This Office is home

to the principal advisors for Afghanistan and Pakistan Affairs as well as executive-level positions. The Office is the focal point for conducting analysis, representing the agency with the Department of State's Office of the Senior Representative for Afghanistan and Pakistan, State's Afghanistan and Pakistan Desks, the National Security Council (NSC) and CENTCOM, ensuring maximum coordination, and building the Agency's capacity for Afghanistan and Pakistan Affairs.

b. The **Administrative Management Support Division (OAPA/AMS)** is responsible for a full range of administrative management functions, and ensures that all management and administrative support services for the Office are in place, maintained, and sustained. The Division is responsible for providing personnel and administrative counsel, direction and expert advice to the Director, D/Directors, Office's senior managers, and staff of both the Task Force as well to all staff of the USAID's Afghanistan and Pakistan missions. In addition, the Division makes appropriate recommendations to the Office's Senior Management Team, and to the senior Management Team of the Afghanistan and Pakistan missions, of the allocation of available management resources (i.e. personnel) for the headquarters Office of Afghanistan and Pakistan Affairs and its overseas missions in Afghanistan and Pakistan, ensuring compliance with appropriate statutes, policies, and procedures.

It ensures that programs are in compliance with the provisions of the Foreign Operations Appropriations Act, Foreign Service Act, Congressional Directives, and Presidential Initiatives. The Division also maintains the Office's operating budget for the USDH and Other Direct Costs budget under the Agency's Manage-to-Budget Compensation Tracking System. Together with the Bureau for Management, the Office of Management and Budget, and other related organizations, participates in the Office's formulation of annual reports, Congressional Notification preparation and submission process, and other budget/resource request exercises and reports, providing technical guidance and assistance administrative/budgetary matters as they relate to OE and personnel/human resources.

The Division takes the lead in, and represents the Office and the Agency at various fora and meetings with other organizations throughout the Agency, and within the Department of State, the White House and other USG and non-USG organizations, the areas of, but not limited to, human resources, space/logistics management, human resources management, security, and overseas buildings management.

The Division's principal counterparts in the field are the Missions' Senior Management, Executive Office staff, and respective staff in the regional platform offices in USAID/Cairo and RDMA in Bangkok.

c. The **Strategic Planning, Monitoring and Evaluation Division (OAPA/SPME)** serves as the principal point of contact with other U.S. Government agencies, international donors, and multilateral organizations on foreign assistance strategy, budget and planning issues. The Division provides leadership, guidance, and advice to the Office on overall development planning, program and budget requirements, policy formulation, broad management implications, and implementation strategies. OAPA/SPME works in tandem with State/F, the Department of State Regional Bureaus, ASIA Bureau geographic offices and other U.S. Government agencies, international donors and multilateral organizations to build, justify, and implement integrated foreign assistance strategies, budgets, and planning issues based on regional and country expertise and analysis.

The Division:

- Develops and manages the Office's program and overall operating expense budget allocation process;
- Provides advice on economic trends, policy concerns, and program effectiveness issues; and
- Ensures consistency of programs with Agency and Bureau policies, strategies, and priorities.

Working with the Bureau for Management, the Office of Management and Budget and other related organizations, the Division takes the lead on the Office's formulation of annual reports, Congressional Notification preparation and submission process, and other budget/resource request exercises and reports, providing technical guidance and assistance administrative/budgetary matters for both OE and Program resources. OAPA/SPME is also responsible for management oversight of the design, review, approval, implementation, and central administration of all appropriate bilateral and regional activities.

OAPA/SPME coordinates and participates in the review of Operational Plans to determine whether foreign assistance resources are best allocated to achieve the goal of transformational diplomacy. As part of the Operational Plan review, together with the Division's performance and monitoring and evaluation role, OAPA/SPME coordinates and evaluates operating unit performance as part of the Office performance monitoring and evaluation role. In addition, OAPA/SPME is the Office's principal point of contact in, and serves all operating units by, conducting outreach efforts for both the Office and its Missions in Afghanistan and Pakistan, including outreach to donors on development strategy and engaging with the inter-agency groups across the USG on counter-terrorism and stabilization issues.

The Division also provides leadership and assistance to its respective Missions in developing strategies, activity evaluations, and performance management systems, as well as in analyzing country, regional, sector, and activity-level impact of proposed strategies and development assistance activities. The Division's principal counterparts in supporting the field are the Missions' program/strategy staff, and respective staff in the regional platform offices in USAID/Cairo, and RDMA in Bangkok.

(1) The **Strategy and Monitoring Team (OAPA/SPME/SM)** develops policy guidance for the region; adapts Agency policies as they relate to specific programs; provides strategic planning and analysis support to the Office and the missions supported by the Office; and advises and supports Missions in the preparation of country and program strategies and associated monitoring and implementation arrangements. In coordination with the Budget Team, M&E leads the development of the annual report and the Office's Program Budget Submission (BPBS) exercises. In coordination with the Office's geographic and technical divisions, the team:

- Identifies and implements regional programs, including the Program Development and Learning (PD&L) budget;
- Provides procurement planning for the Washington-based program funds;
- Provides knowledge management design and support services while assisting the Office in addressing its current and future knowledge management needs;
- Provides full range of country-specific economic analysis support to the Office and its missions; and
- Analyzes performance benchmarks including those mandated by the NSC, OMB, DOS and others, as appropriate, to ensure compliance and success in meeting them.

(2) The **Budget Team (OAPA/SPME/B)** manages the overall Operating Expense (OE) and Program Budget for Afghanistan and Pakistan; consolidates data to meet Agency legislative requests to prepare the overall Afghanistan/Pakistan budget submission; coordinates the planning, execution, management, and tracking of the program budgets and PD&L budget; prepares reclamas for the Department of State and Office of Management and Budget (OMB); and manages the Congressional Notification preparation and submission process. The team also:

- Provides technical guidance and assistance on budget related matters;

- Monitors and tracks compliance with Congressional interests;

- Coordinates among GAO, IG, SIGAR activities specific to Afghanistan and Pakistan audits;

- Coordinates preparation of budget material for Congressional hearings, briefings and Qs&As;

- Prepares responses to legislative requirements; and

- Prepares for and participates in briefings for Capitol Hill staff.

(3) The **Legislative and Outreach Team (OAPA/SPME/LO)** serves as the Office's principal point of contact on all matters relating to legislative, outreach and knowledge management support. In supporting the Office's interagency collaboration and awareness, the Team:

- Provides the Office and its missions with the necessary systems and tools to connect them and their work teams with the knowledge, information, ideas, lessons from experience staff, and institutional expertise to accomplish USAID objectives and more effectively impact U.S. foreign assistance. This includes establishing content management policies and toolsets (including content management systems, collaboration tools, and search engine tools); ensuring and updating procedures, guidance, and standards; and managing and maintaining institutional knowledge repositories (libraries, data, reference information, economic and demographic data, analytical support resources, and archives).

- Conducts and backstops all outreach efforts of the Afghanistan and Pakistan missions and the Office, while engaging with the Hill, the Department of State, NSC, other internal and external governmental and non-governmental entities, providing legislative guidance and expertise, and public outreach of U.S. audiences.

- Coordinates testimony, PowerPoints, and other preparation for Congressional hearings, briefings and Q&As; prepares responses to legislative requirements; tracks and prepares reports on the status of compliance with legislation and congressional directives; and participates in briefings for Hill staff and members.

d. The **Technical Support Division (OAPA/TS)** supports the regional platforms and field missions with technical staff focused on the unique transformational development issues confronting the Afghanistan and Pakistan regions. For these regions, the Division:

- Produces technical analyses;
- Develops strategies and sectoral policy guidance;
- Designs programs, monitors, and evaluates country progress; and
- Reaches out to the agency, interagency, and to the public on technical issues.

The Division encompasses the health, education, democracy/governance, economic growth, agriculture and environment, conflict management, humanitarian, and civilian-military and security sectors, infrastructure and energy and others that may be added based on need.

The Division is the principal point of contact with other U.S. Government agencies, international donors, and bilateral and multilateral organizations on strategic technical priorities and concerns. Within the U.S. Government, at the direction of the Office leadership, the division engages with other U.S. Government functional or technically-focused agencies and offices, including the State Department's Democracy, Human Rights and Labor (DRL), Economics Bureau (EB), International Narcotics and Law Enforcement (INL), functional teams in the Director of Foreign Assistance (F), coordinating offices for technical issues such as HIV/AIDS, reconstruction and stabilization, and counter-terrorism, and the Departments of Commerce, Justice, Treasury, Defense, and the National Security Council on interagency sectoral initiatives.

Within USAID, the Division sits on sectoral councils and is the principal point of contact on technical issues related to the region's foreign assistance planning and program implementation with technical bureaus (Health; Democracy, Conflict, and Humanitarian Assistance; Economic Growth, Agriculture; and Trade). The Division provides donor coordination support of all in-country technical issues. The technical staff of this Division also engages closely with of the Secretary of State's Special Representative for Afghanistan and Pakistan and the U.S. Departments of Agriculture and Energy.

The main Division counterparts in the field are the technical staff in USAID Missions, and regional platform offices. The Division:

- Provides field Missions with technical advice for country strategic and operational planning, program design, evaluation, and implementation;

- Links field Missions with USAID pillar bureaus for services, support, research, and training, and with access to relevant U.S. or international organizations and initiatives;

- Produces evidence-based analysis to monitor and evaluate progress and to communicate with the public, constituency groups, Congress (through LPA), and with other stakeholders on technical matters; and

- Advises the AMS on skill requirements and personnel qualifications for all technical positions, assignments, and recruitment.

e. The **Afghanistan Division (OAPA/AF)** is one of two geographic divisions in the Office which supports and coordinates the bilateral and regional activities in the country. The Division serves as the Country Desk and as the interface for other bilateral and multilateral donor programs in Afghanistan. The Afghanistan Division coordinates country-related matters, including:

- Policy and strategy;

- Project, non-project, and food aid development, analysis, monitoring, implementation, and review;

- Personnel and budgeting;

- External relations and information; and

- Donor coordination of in-country programmatic and project-related issues.

The Afghanistan Division manages USAID/W participation in the development process, conducting analyses and reviewing activities for program impact and country performance; and coordinates with other donors. The Division coordinates support for country strategic plan development, review, and approval.

f. The **Pakistan Division (OAPA/PAK)** is one of two geographic divisions in the Office which supports and coordinates the bilateral and regional activities in the country. The Division serves as the Country Desk and as the interface for other bilateral and multilateral donor programs in Pakistan. The Pakistan Division coordinates country-related matters, including:

- Policy and strategy;

- Project, non-project, and food aid development, analysis, monitoring, implementation, and review;

- Personnel and budgeting;
- External relations and information; and
- Donor coordination of in-country programmatic and project-related issues.

The Pakistan Division manages USAID/W participation in the development process; conducting analyses and reviewing activities for program impact and country performance; and coordinating with other donors. The Division coordinates support for country strategic plan development, review, and approval.

101.3.1.16 Pillar Bureaus
Effective Date: 11/21/2010

The **Pillar Bureaus** provide technical advice and support to the Regional Bureaus and field Missions on design, implementation, and evaluation of Mission technical strategies and programs. There are four Pillar Bureaus:

a. Bureau for Food Security (BFS);

b. Bureau for Global Health (GH);

c. Bureau for Economic Growth, Education and Environment (E3); and

d. Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA).

101.3.1.17 Bureau for Food Security (BFS)
Effective Date: 12/21/2015

The **Bureau for Food Security (BFS)** is responsible for guiding and directing all USAID development activities under the **Feed the Future (FTF) Initiative**, the U.S. Government's global hunger and food security initiative and all agriculture activities within USAID. The BFS issues policy guidance on food security issues and promotes the Agency's efforts to achieve FTF's overall goal of substantially reducing global hunger and poverty. The Bureau has overall responsibility for the strategic planning, funding, design, implementation oversight, and evaluation of all programs and projects that contribute to the achievement of the FTF's two key objectives: accelerating inclusive agriculture sector growth and improving nutritional status, especially of women and children. The BFS reviews and approves all FTF-related strategies for investments in FTF focus countries, as well as complementary investments in regional programs, strategic partners and multilateral mechanisms. As a general practice, BFS will collaborate with all relevant Bureaus in carrying out the missions and objectives of the FTF Initiative, especially with the Bureau for Global Health on those nutrition activities that are closely intertwined with the Global Health Initiative as well as the FTF initiative.

The Bureau is led by an Assistant to the Administrator, who also serves as the Deputy Coordinator for Development of the Feed the Future initiative. BFS is comprised of five subordinate Offices.

A. **The Office of the Assistant to the Administrator (AtA/BFS)** provides senior level advice and guidance on food security issues to the Administrator of USAID, as well as other Federal agencies and FTF partners and stakeholders. The Office provides leadership to the BFS staff in carrying out the Bureau's Agency-wide responsibilities for all development aspects of the FTF. The Office includes three Deputy Assistants to the Administrator of the BFS and a Senior Scientist and houses the Bureau's Chief of Staff, Administrative Management Staff, Communications and Outreach Team, the Global Engagement and Strategy Team, and the Center for Resilience.

1. **Administrative Management Staff**

   The Administrative Management Staff (AMS) provides administrative and management advice and assistance to the bureau regarding organizational structure, personnel management/administration, budgeting, space management, procurement and property management, office systems and automation. This work includes identifying and developing methods to resolve organizational administrative problems and/or issues which directly affect the accomplishment of key Agency/Bureau program goals and objectives.

2. **Communications and Outreach Team**

   The Communications and Outreach Team guides and directs strategic communications and engagement for the BFS and the FTF initiative. The role of the office is to ensure key messages reach target audiences, including Congress, other government agencies, civil society, implementing partners, donors and the American taxpayer. The team also coordinates internal communications between BFS and other bureaus and serves as the external affairs lead amongst USG agencies engaged in Feed the Future. In particular, this team is responsible for the following:

   - Leading the strategic planning, coordination, and execution of internal and external communications activities aligned with BFS and FTF priorities;

   - Management of both proactive and reactive communications products and event support;

   - Delivery of guidance on messaging and outreach opportunities;

- Leadership of full-scale coordination related to principal engagement and related press, digital, and/or pull-aside dialogue at events;

- Strengthening partnerships and enhancing visibility of BFS and FTF efforts through meaningful outreach disseminated across traditional and new media platforms; and

- Leading engagement and coordination of FTF messaging and communications efforts across the USG interagency as well as outreach to critical stakeholders to help ensure that multiple audiences (including the American public, partners, and Congressional members and staff) understand key results and the value of BFS and FTF efforts to improve global food security and nutrition.

3. Global Engagement and Strategy

The Global Engagement and Strategy (GES) team is responsible for leading the Bureau's engagement in major food security and nutrition forums and other international meetings of global significance. In addition, the GES team provides strategic guidance to plan for and respond to emerging issues that significantly impact food security and nutrition. GES leads BFS engagement on food security discussions in the G7, the G20, the Committee on World Food Security, and other fora, coordinating closely with the FTF inter-agency group in its work. The GES team also supports engagement with other donors, international organizations and civil society.

4. The Resilience Team (The Center for Resilience)

The Center for Resilience, in consultation with Regional and Pillar Bureaus and under guidance of the Resilience Leadership Council, provides leadership in setting USAID's resilience priorities and institutionalizing cross-Agency collaboration in support of these priorities. The Center for Resilience serves as a bridge between BFS, E3 (including GCC), DCHA, PPL, regional bureaus and missions engaged in resilience analysis, planning, implementation and monitoring and evaluation. The Center for Resilience is the central point of contact for bureaus and mission staff on resilience issues within the Agency and plays a key role as a conduit for cross-bureau technical support to mission-led resilience efforts. The Center is also the central point of contact on consultation with external partners and stakeholders on resilience programs and projects.

Under the guidance of the **Resilience Leadership Council**, supported by the Agency's cross-bureau resilience technical working group, and in consultation with stakeholder Bureaus and Missions, the Center for Resilience has responsibility for implementing the following work streams:

- Ensuring that resilience is fully incorporated into Agency-level policy and strategy formulation and program cycle, including CDCS, project design and implementation;
- Increasing the capacity to measure, monitor, evaluate, and learn from resilience programming;
- Developing new tools on best practices for integrating resilience in technical sectors;
- Reviewing relief to development experiences and making policy and programmatic recommendations on how best to integrate resilience approaches across humanitarian and development strategies and funding streams;
- Building cadre and technical capacity of USAID staff;
- Engagement with external partners and Global Resilience Partnership;
- Coordination with other USG priorities, including extreme poverty, food security, and climate change.

B. The **Strategic Planning and Performance Management Office (BFS/SPPM)** provides leadership, guidance, and oversight for the Bureau budget functions; budget formulation for the FTF Initiative; and performance monitoring, evaluation, and knowledge management for the Bureau and Initiative.

The Office is composed of three Teams:

1. The **Performance Management Team**. The staff provides leadership, guidance, and advice to Agency personnel on food security-related performance monitoring, reporting, and evaluation. In that function, the Team manages food security-related data, including development of indicators, evaluations, and performance monitoring systems; collects and analyzes all performance monitoring data for the FTF Initiative; develops and manages the monitoring and evaluation functions of USAID/W food security activities; and analyzes country, regional, sector, and activity-level impact on food **security** activities, including arranging appropriate procurement instruments for all of the aforementioned. To ensure learning

and uptake of food-security related knowledge, the Team oversees and provides guidance to the Bureau and Initiative on how to share and manage knowledge gleaned from program implementation, monitoring, and evaluation of food security activities. The Team houses all strategic, performance and monitoring data information, evaluations and analyses which are collected and made available for USAID and other agencies through the Development Experience Clearinghouse (DEC) and the Agrilinks website.

2. The **Financial Management Team**. This Team oversees the execution of centrally managed FTF funding. The staff manages the review, approval, implementation, and central administration for the USG's Washington-based food security program funds. The staff works with the other BFS Offices in developing procurement plans and provides technical assistance to Bureau Contracting and Agreement Officers Representatives (CORs and AORs). Working closely with OAA, this staff facilitates all stages of the procurement process, including mission buy-ins. The staff manages the execution of program funded staff and OE funded activities. In particular, this staff manages the E2 and Compensation Tracking Systems for the Bureau in addition to staffing contracts.

3. The **Budget Planning and Formulation Team**. The staff prepares budget documentation and reports for BFS and FTF. In addition, the Team analyzes USAID/W and overseas food security assistance programs for budget implications; serves as the Bureau's audit and investigation liaison; manages preparation and review of all Agency cyclical documentation for BFS, such as Congressional Presentations and Congressional testimony; and tracks compliance with Congressional earmarks.

C. The **Country Strategy and Implementation Office (BFS/CSI)**, in coordination with Regional and Pillar Bureaus, provides leadership on country strategic planning related to FTF. In addition, the Office oversees FTF country program implementation and provides technical support to the field. BFS/CSI also oversees design and implementation of region-wide food security agendas and strategies. BFS/CSI is the Bureau's central point of contact on food security technical issues, and manages consultations with partners and stakeholders on FTF country programs. The Office is composed of three Divisions—two which are geographic, and one which provides technical support on cross-cutting issues.

1. The **Africa and Asia/LAC Regional Divisions**.

   The Africa Regional Division provides leadership, guidance, and advice to Agency personnel on food security strategy formulation and

implementation. In coordination with the Technical Division, these divisions manage the provision of technical and programmatic support to bilateral and regional Missions on food security.

The staff serves as the USAID/Washington principal points of contact with the Agency's external audiences, other Bureaus, other parts of BFS and Missions' agricultural and food security staff, responding to stakeholder inquiries and requirements for information specific to their respective regions. They are the focal points for knowledge and information on FTF issues and investments in the countries of their region, including having convening authority on country and region-specific issues, strategies, and investments in advancing FTF objectives. Key responsibilities of the Regional Divisions include:

- Managing the review and approval of food security strategic plans as part of overarching mission or regional development cooperation strategies, including technical review and resolution of issues.

- In coordination with field staff, engaging with inter-agency partners and other stakeholders on FTF strategy development and implementation.

- Providing support to country and regional project design and implementation, including ensuring alignment with FTF strategic guidance, and evidence-based programming.

- Working with the FTF M&E team, ensuring that FTF strategies and programs include robust, realistic plans for monitoring achievement of results and sustainable impact based on the resources available.

- Coordinating with the Technical Division to ensure FTF programs reflect state-of-the-art technical issues such as climate change, nutrition, gender, resilience, democracy and governance, and food and humanitarian assistance.

The Regional Divisions maintain all strategy preparation and approval documentation, program evaluations and analyses, and country and regional background documentation for the Bureau.

2. The **Technical Division (BFS/CSI/T)**, in coordination with the regional divisions, provides technical guidance and support to Bureaus, USAID Missions and focus countries in the design and implementation of food security programs. The Division

- Promotes investments in the development of new agricultural technologies, including the use of biotechnology in plant and animal

research and the development of high quality seed, livestock feed and fertilizer. The Division links global research and technology efforts to the field, coordinating with other BFS offices in the identification of appropriate agricultural research and the dissemination of research results through various outreach mechanisms;

- Provides advice and technical assistance to Bureaus and Missions in the development and implementation of their Country Implementation Plans, and helps guide countries in the development and implementation of their Country Investment Plans;

- Provides technical guidance and assistance to Bureaus, Missions and focus countries in designing, implementing and evaluating agricultural and food security programs and projects;

- Advises Agency leadership on critical issues that impact on efforts to achieve food security and raise nutritional levels; and

- Conducts agricultural economic analyses that inform the development of Agency agriculture and food security policies, and supports measures to improve focus country capacity to conduct agriculture policy analysis.

The Division also provides technical policy guidance and support to Bureaus, Missions and focus countries in addressing cross-cutting issues that are relevant in the design and implementation of FTF programs and projects, including:

- Gender. With Regional and Pillar Bureaus, integrates gender concerns in all stages of the planning and implementation of FTF investments; encourages investments that strive for gender equality; incorporating gender best practices in the development and implementation of Country Investment Plans; and monitors and evaluates the gender aspects of all FTF investments.

- Nutrition. In collaboration with the Bureau for Global Health, support strategic planning for the nutrition element of Country Investment Plans and strengthens the links between agriculture and nutrition outcomes; assures that FTF-related nutritional initiatives are coordinated with those of the Global Health Initiative; and promotes investments that enhance diet quality and diversity and improve the delivery of nutrition services. [Note: GH retains the overall technical, management, program and budgetary

responsibility for the public health nutrition activities supported with Global Health Child Survival (GHCS) funds.]

- Natural Resources Management. With Regional and Pillar Bureaus, designs and implements investments in land, water, forests and fisheries projects that provide multiple benefits in terms of food production, environmental health, and nutrition; and promotes policy reforms and the development of a range of improved technologies and approaches through extension and other outreach which improve the management of natural assets.

- Climate change. In collaboration with Regional, E3, and other Pillar Bureaus, assesses potential climate change risks that could undermine the performance and stability of proposed investments and incorporates climate change adaptation and resilience in Mission Country Implementation Plans and focus Country Investment Plans.

- Democracy and Governance. In coordination with DCHA, PPL and E3, identifies critical public sector constraints to private enterprise development, e.g., public sector expenditures related to agriculture, access to credit, customs issues, transparency and corruption. Addresses policies in the focus countries that impede advances in farm productivity and enterprise competitiveness and leave segments of populations with unequal rights, especially with regard to land tenure.

BFS/CSI/T, in coordination with USAID/DCHA, works with civil society to build community and household assets; reduce vulnerability to climatic and economic shocks; and accelerate the participation of very poor households and communities in rural economic growth.

D. The **Office of Agricultural Research and Policy (BFS/ARP)** provides guidance and technical support in the design and implementation of programs in agricultural research, and capacity development and policy. These programs aim to improve agricultural productivity, increase incomes and enhance household nutrition through focused research on the development and dissemination of improved agricultural technologies and best practices, the implementation of enhanced agricultural policies, and targeted human and institutional capacity building. To improve coordination across these objectives and to better focus resources on developing and delivering innovative solutions, BFS/ARP engages and leverages research, technologies and knowledge from U.S. universities, international research centers, the private sector and host-country agricultural research and educational institutions. In line with the above cross-cutting, integrative functions centered on technology, policy and capacity building,

BFS/ARP hosts the BIFAD Secretariat that provides strategic support and implementation for the advisory, oversight and review functions of the Board for International Food and Agricultural Development.

1. The **Human and Institutional Capacity Development-Board on International Food and Agriculture Development Division (BFS/ARP/HICD-BIFAD)** provides guidance and technical support in the design and implementation of investments that focus on human and institutional capital—essential building blocks for improved growth and innovation in the agricultural sector. The division participates in the review and approval of centrally-funded programs that have a predominant HICD focus. The HICD programs serve both as platforms for central funding and mission buy-ins. This division also provides strategic, policy and technical support to the USAID Presidentially appointed Board for International Food and Agricultural Development (BIFAD).

   HICD Section
   The HICD component of the division manages a suite of programs, builds strategy and best practices, and creates linkages among HICD programs across FTF and broader USAID investments.

   - The HICD programs feature capacity development along the agricultural innovation spectrum, specifically in: research institutions, policy and data collection, education and training, extension and advisory services, and private agricultural firms.

   - HICD programs engage with a variety of public and private sector partners, with US universities in the lead for most BFS/ARP capacity development efforts.

   - The ARP/HICD staff serves on committees throughout USAID to explore and address strategic approaches to HICD and to ensure that adequate monitoring and evaluation tools are in place.

   - ARP/HICD staff integrates ICT dimensions into extension program platforms, as well as other HICD programs.

   BIFAD Section
   The BIFAD component of the Division acts as the Executive Secretariat for the USAID Board for International Food and Agricultural Development (BIFAD), a seven-member Presidentially-appointed board with Legislative authority under Title XII of the Foreign Assistance Act. The Secretariat provides all aspects of strategic, policy and technical support to the Board, which provides advice and guidance to Feed the Future on agricultural and food security programs and strategies. The BIFAD is a Federal

Advisory Committee, with the HICD-BIFAD Division Chief serving as the Designated Federal Officer for the BIFAD. Key areas of BIFAD staff activity and support include the following:

- U.S. university relationships: The BIFAD Staff supports the Board's broad oversight and strategic engagement of the U.S. academic community, in particular Land Grant Universities, and works closely with BFS staff who manage U.S. University-led research, policy and capacity building programs.

- Title XII oversight: The BIFAD Staff supports the Board's statutory responsibilities associated with advisory functions around development policy related to food security.

- Through planning of public meetings and other special events, the BIFAD Staff supports the Board's outreach across the full range of constituencies in support of FTF and broader food security goals: universities, private sector, non-governmental and private voluntary organizations and a range of other policy advisory and analytical bodies or organizations.

- The BIFAD Staff supports strategic studies commissioned by the Board on a wide range of issues where it wishes to contribute or convene on matters of best practice and thought leadership. These include a wide range of areas related to global food security.

2. The **Policy Division (BFS/ARP/POL)** develops, implements, and evaluates Feed the Future programs and efforts to improve the policy enabling environment in the countries and regions where FTF works, contributing to the initiative's agricultural growth, nutrition, gender, poverty, environment and climate change goals. The Division:

- Works to ensure that BFS, Mission and other relevant USAID programs support a country-led, focused, participatory and fully accountable strategy and policy framework that is most likely to achieve poverty reduction and nutritional gains.

- Designs and implements a suite of analytical investments that build an evidence base for policy options and best practices in agriculture, nutrition, land, agricultural trade, risk, private sector engagement in agriculture, and other areas critical to food security. Convenes researchers, decision-makers and other thought leaders in the U.S. and internationally to guide and shape bilateral and multilateral agricultural and food security policy.

- Provides thought leadership among donors on policy systems and priorities and best practices for supporting country-owned policy system change that accelerates inclusive agricultural growth, including best practices for donor coordination and alignment with country development priorities.

- Provides policy guidance and technical assistance to Bureaus, Missions and regions in the design, evaluation and implementation of their Country and Regional policy support programs that strengthen the capacity of individuals and institutions to create predictable, transparent, inclusive policy systems; in evaluating mutual accountability of agriculture and food security strategies; and with inter-agency partners in resolving sanitary and phytosanitary (SPS) and technical barriers to increasing cross border agricultural trade and domestic market access.

- Supports the development of improved indicators for measuring progress and performance on FTF policy investments, evaluates FTF policy programs and disseminates information on the lessons learned.

- Provides technical guidance to Bureaus, Missions and focus countries and regions on best practices for increasing the voice and participation of civil society, producer organizations, private sector groups and other stakeholders in policy processes to increase the relevance and sustainability of policy efforts.

- Coordinates with the Bureaus for Democracy, Conflict and Humanitarian Assistance (DCHA) and Global Health (GH) in addressing the risks and problems of the most vulnerable groups in the focus countries, and promoting investments that target those groups.

3. The **Research Division (BFS/ARP/R)** leads the implementation of the Feed the Future Research Strategy and guides and directs the Agency's research on agriculture and food security issues. The Division's research investments fall into five main program areas:

- The **Program for Research on Climate Resilient Cereals** helps smallholder farmers adapt to climate change and build resilience by developing new cereal varieties with enhanced yield and tolerance to drought, heat, salinity and low soil fertility, and delivering these varieties in diversified, sustainable farming systems.

- The **Program for Research on Legumes** increases the production and consumption of critical, protein-rich legumes by developing disease- and stress-tolerant, high-yielding varieties, improving market linkages and post-harvest processing, and integrating legumes into major farming systems to improve household nutrition and incomes, especially for women.

- The **Program for Advanced Approaches to Combat Pests and Diseases** harnesses U.S. scientific expertise and emerging molecular tools to develop new animal vaccines and crops and animals resistant to pests and diseases that cause significant production losses in tropical systems.

- The **Program for Research on Nutritious and Safe Foods** links research on the production and processing of safe, nutritious agricultural products to a learning agenda on household nutrition, including the utilization of and access to fruits, vegetables, meat, fish, dairy and legumes with the goals of preventing under-nutrition (especially in women and children), improving child survival and securing family investments in agriculture.

- The **Program for Sustainable Intensification** works with smallholder farmers to incorporate sustainable, productivity-enhancing technologies and farming practices into major production systems where the poor and undernourished are concentrated and, through intensification and diversification of these systems, to enhance resilience, nutrition and agricultural growth.

BFS/ARP/R draws on research support from a variety of national and international sources, including the multilateral Consultative Group on International Agricultural Research (CGIAR); the U.S. Land Grant University-led Feed the Future Innovation Labs; and a diverse range of public-private R&D partnerships which links to universities, research institutions, and the private sector in the U.S. and focus countries. BFS/ARP/R works closely with the U.S. Department of Agriculture to develop synergies with USDA's research in support of food security objectives.

E. The **Market and Partnership Innovations Office (BFS/MPI)** strives to reduce poverty, fight hunger and improve nutrition by increasing the productivity and profitability of smallholder farmers around the world through a diverse portfolio that combines market-led innovation and dissemination of technology; partnerships and private sector engagement; and activities that enable and accelerate private investment, improve access to finance and enhance risk management. The Market and Partnership Innovations Office:

- Provides thought leadership and technical assistance at USAID/Washington and Missions as well as with the USG Interagency and other external stakeholders - across the key technical areas outlined above.

- Develops and manages platforms and models to promote market-led approaches to advance agricultural development and improved nutrition; scale-up the commercialization of products and services; and accelerate private investment and access to finance.

- Designs and manages strategic activities to fill critical programming gaps related to markets, partnership and innovation in support of the Feed the Future Initiative.

In BFS/MPI, there are two divisions, both of which contribute to the overall areas described above:

1. The **Inclusive Market Development Division (BFS/MPI/IMD)** promotes an enabling environment for growth, facilitates private sector investment, and fosters innovation in market-led approaches to catalyze and accelerate agricultural development and improved nutrition. The Division focuses on:

    - Increasing investment and improving access to finance;

    - Developing and promoting risk management solutions, including insurance;

    - Promoting the expansion of markets and trade, including work in sanitary and phytosanitary standards and food safety;

    - Facilitating the commercialization of products and services for smallholders; and

    - Improving countries' agribusiness enabling environment.

2. The **Private Sector Engagement Division (BFS/MPI/PSE)** engages the private sector to improve markets and create transformative partnerships to catalyze agriculture-led economic growth and development. A Feed the Future alliance strives to create a win-win situation where strategic business and development objectives are pursued concurrently to achieve sustainable impact. The Division focuses on:

- Relationship management with private companies from a variety of sectors;

- Knowledge management to advance best practices and lessons learned in private sector engagement;

- Partnership development and alliance building;

- Nutrition-related private sector engagement; and
- Intra and inter-agency private sector engagement working groups, including coordination on specific crops, such as coffee, cocoa, maize, and others.

101.3.1.18 Bureau for Global Health (GH)

Effective Date: 06/06/2016

The **Bureau for Global Health (GH)** is the Agency's center of excellence and focal point in providing worldwide leadership and technical expertise in the areas of child and maternal health and nutrition, HIV/AIDS, infectious disease, population, family planning and related reproductive health, and health systems. As such, the Bureau aligns resources with identified public health and development needs, and influences the global health priorities of the U.S. private sector, U.S.-based foundations, other donor organizations, host country governments, and host country civil society organizations. It also serves as the primary source of technical expertise and intellectual capital to the Agency and other U.S. foreign affairs agencies. The Bureau is the Agency repository for state-of-the-art thinking in biomedical, social science, and operations research and works to produce technical advances and innovations that can be disseminated and replicated at USAID Missions throughout the world.

The Bureau provides program mechanisms (such as grants, cooperative agreements, contracts, and indefinite quantity contracts) and technical expertise to carry out the Agency's global health goals and to facilitate programmatic technical support to field Missions. It also provides field offices the technical and logistical support needed to meet these goals, which includes collaboration with other donors and USG partners. In the sector, GH helps ensure compliance with congressional directives and legislative intentions, and contributes technical content for mechanisms for overall program evaluation and performance measurement. Finally, the Bureau assists HR in workforce planning, recruitment, development, and assignment of headquarters and field staff in the population, health, and nutrition (PHN) sector. It serves as the "home" for PHN sector professionals and ensures that they are provided with the career support, training, and mentoring needed to meet sector requirements.

a. The **Office of the Assistant Administrator (AA/GH)** serves as the principal advisor to the Agency and the Administrator on broad technical and operational matters relating to the mandate of the Bureau. The AA/GH directs and supervises the Bureau, approving projects and programs and allocating resources among the Offices. The Office has ultimate responsibility for the quality

of the Bureau's programs and the capacity of its workforce. It provides leadership on the design, implementation, review, coordination, and evaluation of GH initiatives, programs, and activities. It also ensures that the activities of the Bureau complement and support the broader goals of the Agency and are in compliance with legislation and Agency rules and regulations.

b. The **Office of Strategic Planning, Budgeting and Operations (GH/SPBO)** serves as the staff office for the Bureau's Assistant Administrator and has primary responsibility for the Bureau's strategic planning, budgeting, programming, and procurement functions. The Office:

- Provides leadership, advice, and support for overall strategic direction, resource allocation, and procurement planning;
- Works across the Bureau's technical offices to promote program integration and coordination;
- Supports efforts to monitor and promote the effectiveness of programs and the achievement of GH objectives;
- Is integrally involved in performance monitoring and program evaluation; and
- Serves as a central repository and disseminator of relevant cross-cutting trends, issues and information for the sector.

The Office also takes the lead in overall budget planning, and in the preparation of the:

- Bureau's Annual Report (including Congressional Budget Justification (CBJ)),
- Bureau Program and Budget Submission (BPBS),
- Operational Year Budget (OYB),
- Congressional Notifications (CNs),
- As well as congressionally mandated sector-wide reports.

The Office ensures that the Bureau is in compliance with congressional and Agency budget guidance, supports the technical offices in the obligation of funds, and is the primary liaison with the Office of Acquisition and Assistance (M/OAA). In addition, the Office provides critical advice and support for the Bureau's donor coordination activities and serves as a technical point of contact for bilateral and

multilateral donors and foundations, universities, and the commercial sector. The Office is composed of two Divisions.

(1) The Strategic Planning and Budget Division (GH/SPBO/SPBD) serves two major functions:

- It undertakes strategic planning, including overall sector and program planning, policy, monitoring, and evaluation, and serves to coordinate such activities within the Bureau and with other units within the Agency, including preparation of the Annual Report/CBJ and BPBS; and

- It prepares and monitors the Bureau's budget, including the management of the Bureau's OYB, and monitors the Bureau's pipeline.

Also, the Division monitors and tracks compliance with congressional earmarks and directives and prepares Congressional Notifications and reports. It also takes the lead in ensuring that annual OYB funds are obligated in an efficient and timely manner.

(2) The **Operations Division (GH/SPBO/OPS)** provides programmatic support to Bureau technical office staff, from activity design through implementation. The Division:

- Takes the lead in procurement planning, monitoring, and tracking of all procurement actions; and

- Interprets Agency programming policies and develops standard operating procedures and program guidance for the Bureau.

In coordination with the Strategic Planning and Budget Division, it ensures quality control in the application, commitment, and obligation of funds and the preparation of technical office portfolio reviews.

c. The **Office of Regional and Country Support (GH/RCS)** manages the regional and country support systems of the Bureau for Global Health. The Office provides PHN sector technical and logistical support to regions and Missions; coordinates with regional Bureaus and the other pillar Bureaus; and disseminates critical information to the field. The Office maintains a country coordination system that is responsible for identifying country coordinators and country support teams, training them in their respective duties, and monitoring their performance. Through this system, technical requests and visits are tracked and evaluated. Regional Coordinators organize Bureau reviews of Mission sector strategic plans and other critical documents and act as a resource to state-of-the-

art (SOTA) and regional PHN sector meetings. In addition, the Office works in conjunction with Bureau leadership and other Bureaus in communication and outreach efforts, including

- Updating and disseminating the PHN Users Guide and the PHN News,
- Chairing the PHN Sector Council,
- Developing and maintaining the Bureau's internal and external Web site,
- Disseminating key documents, and
- Preparing briefing materials.

The Office is composed of teams organized by regions parallel to USAID's regional Bureaus, currently Africa, Latin America and the Caribbean, Europe and Eurasia, and Asia and the Near East, as well as a team of field technical advisors to meet pressing regional and country needs.

d. The **Office of Professional Development and Management Support (GH/PDMS)** carries out the professional staff development, personnel, administration, and management functions of the Bureau for Global Health. GH/PDMS staff manage the professional development activities (including training) and work assignments in Washington and overseas. GH/PDMS coordinates intra-Bureau teams in the areas of:

- Human resources and development programs;
- Personnel planning;
- Oversight of the Operating Expense budget;
- Management of vital records and Continuity of Operations Plan; and
- Management of administrative services, space planning, procurement, and office supplies.

It also works with Bureau offices and HR on the assignment, promotion, training, career development, and performance evaluation of Bureau employees, as well as those deployed in the PHN sector worldwide. GH/PDMS is composed of two teams that are respectively responsible for professional development and administrative services.

e. The **Office of Population and Reproductive Health (GH/PRH)** provides strategic direction, technical leadership, and support to field programs in population, voluntary family planning, and related reproductive health. It manages programs that advance and apply state-of-the-art technologies, expand access to quality services, promote healthy behaviors, broaden contraceptive availability and choices, and strengthen policies and systems to address family planning and reproductive health needs. USAID is the largest bilateral donor in the health sector in the world, and the Office plays a technical leadership role for the Agency at international conferences and high-level consultations with other donors on health, population, voluntary family planning, and reproductive health. The Office

- Provides input to decisions concerning the strategic allocation of financial and human resources in the sector and assists in designing, implementing, monitoring, and evaluating programs;
- Provides a broad range of technical assistance to field Missions;
- Ensures compliance with congressional and Administration priorities, directives, and restrictions; and
- Provides information on USAID's population, family planning and reproductive health programs.

The Office is composed of four Divisions.

(1) The **Research, Technology, and Utilization Division (GH/PRH/RTU)** provides technical leadership in building scientific and empirical knowledge and ensures its use in the design and implementation of effective, efficient, high-quality family planning, and reproductive health programs.

(2) The **Commodities Security and Logistics Division (GH/PRH/CSL)** ensures the long-term availability of a range of high-quality contraceptives, condoms, and other essential health supplies.

(3) The **Service Delivery Improvement Division (GH/PRH/SDI)** develops and applies innovative strategies that improve the performance of individuals, organizations, and systems for the sustainable delivery of quality reproductive health and family planning services.

(4) The **Policy, Evaluation, and Communication Division (GH/PRH/PEC)** (with Bureau-wide responsibilities) works across the entire portfolio of Global Health activities to improve the collection, analysis, and use of data in policymaking and program planning; and promotes policies, behavior

change and community norms that result in improved reproductive and health outcomes.

f. The **Office of HIV/AIDS (GH/OHA**) has overarching responsibility for the full range of USAID's HIV/AIDS programs and serves as the Agency's lead office for implementing the interagency President's Emergency Plan for AIDS Relief (PEPFAR). GH/OHA's primary functions are to provide strategic direction, technical leadership, and support to field programs, and to effectively manage headquarters programs devoted to ending the global HIV/AIDS epidemic. As a lead partner in the PEPFAR interagency process, GH/OHA makes decisions concerning the strategic allocation of financial and human resources in the sector and provides leadership in designing, implementing, monitoring, and evaluating HIV/AIDS programs. This entails:

- Ensuring the technical integrity of USAID's headquarters and mission strategies and programs;
- Providing global technical leadership on the full range of interventions related to HIV/AIDS prevention, care, and treatment;
- Leading HIV/AIDS research programs;
- Supporting USAID Missions in working with partners and other government agencies; and
- Monitoring, evaluating, and reporting on the impact of the Agency's HIV/AIDS programs in support of PEPFAR goals.

GH/OHA is composed of eight Divisions and 25 Branches:

(1) The **Budget and Operations Division (GH/OHA/BOP)** is responsible for coordinating OHA's interactions with the GH Bureau's lead administrative (GH/PDMS) and program (GH/PPP) offices. GH/OHA/BOP's role is to oversee administrative, financial, budget and program operations activities internally within OHA, and to provide GH/PDMS and GH/PPP with essential PEPFAR-specific context in addressing OHA's management needs. The Division:

- Liaises with GH/PDMS on all human resources matters related to OHA's direct-hire and non-direct-hire staff, providing technical and programmatic input uniquely relevant to the PEPFAR interagency context;
- Coordinates with GH/PPP regarding OHA's budget and resource management activities, to ensure that fiduciary responsibilities related to PEPFAR programs are funded and implemented in accordance with established interagency policies and procedures;

- Provides PEPFAR technical and programmatic context to GH/PPP for internal USAID financial and budgetary analysis; and

- Conducts PEPFAR interagency financial and budgetary analyses that extend beyond the scope of GH/PPP's Agency-level responsibilities.

GH/OHA/BOP contains one Branch:

i. The **Budget Branch (GH/OHA/BOP/BUD)** leads OHA's internal budget analysis and financial oversight functions. The Branch provides USAID and USG budget and financial offices, including GH's lead policy office (GH/PPP), with PEPFAR-specific information to ensure that fiduciary responsibilities related to PEPFAR are carried out in accordance with established organizational and federal statutes, policies, procedures and regulations. The Branch oversees and monitors the Office's day-to-day financial activities, informing the OHA leadership of key financial and budgetary issues relevant to the effective and efficient operation of programs. The Branch leads in conducting analyses of the budgetary aspects of PEPFAR program planning and implementation, contributing to interagency analysis of obligation, outlay, and pipeline data. The Branch leads in all aspects of financial and budgetary reporting consistent with applicable procedures and regulations.

(2) The **Strategic Coordination and Communication Division (GH/OHA/SCC)** serves as the primary liaison between OHA and key global HIV/AIDS implementers and stakeholders. The Division:

- Serves as the principal point of contact between USAID headquarters and Missions in supporting the planning and implementation of effective HIV/AIDS programs;

- Supports the communication needs of the Office of HIV/AIDS; and

- Nurtures external partnerships with multilateral entities such as UNAIDS, the Global Fund to Fight AIDS, Tuberculosis and Malaria and other international organizations and partners.

GH/OHA/SCC is composed of three branches:

i. The **Multilateral Branch (GH/OHA/SCC/MUL)** focuses on facilitating and supporting USAID's partnerships with multilateral entities such as the Global Fund and UNAIDS. The Branch coordinates program and policy activities between USAID, USG agencies, the Global Fund, and UNAIDS, and supports USAID Missions on country-specific Global Fund and UNAIDS-related issues. The Branch also provides technical leadership at headquarters on multilateral

issues. The Branch is responsible for planning, managing, and monitoring HIV and cross-cutting technical assistance mechanisms to support Global Fund programming.

ii. The **Regional Advisors Branch (GH/OHA/SCC/RA)** serves as OHA's primary point of contact for USAID Missions seeking headquarters support for their full range of HIV and AIDS programming. Through ongoing advocacy and coordination of technical and management assistance, the Branch works across OHA, USG agencies, and the Missions to ensure effective outcome-driven PEPFAR programming. The Branch coordinates communications of PEPFAR policies and processes to the field and coordinates feedback on all aspects of program challenges from the field to headquarters.

iii. The **Communications Branch (GH/OHA/SCC/COM**) promotes consistent and effective messaging on USAID's role in PEPFAR programs and in creating an AIDS-free generation. The Branch is OHA's focal point for public affairs and communications support, working across USAID, USG agencies, and implementation partners. The Branch provides assistance for OHA events and announcements, manages the OHA Web and social media platforms, and coordinates with the USAID's Legislative and Public Affairs Bureau and Development Outreach Coordinators in USAID Missions.

(3) The **Supply Chain for Health Division (GH/OHA/SCH)** leads OHA's commodities program in support of PEPFAR. The Division:

- Manages the procurement and supply of commodities;
- Provides technical leadership to ensure supply chain sustainability in countries by collaborating with USG and international partners; and
- Supports USAID Missions in their supply chain management programs and provides emergency supply chain assistance as requested by Agency leadership.

GH/OHA/SCH is composed of two Branches:

i. The **Supply Chain Management Branch (GH/OHA/SCH/SCM)** manages the Global Health Supply Chain project in headquarters and supports HIV/AIDS supply chain programs in field Missions. The Branch reviews and monitors country procurement plans to ensure robust logistics strategies and technical assistance. The Branch conducts and coordinates supply chain market intelligence and analysis, and provides support to Missions on HIV-related commodity supply chain procurement and supply chain strategies. In addition, the Branch takes the lead in collaborating across USAID on supply chain public-private partnerships.

ii. The **Supply Chain Technical Branch (GH/OHA/SCH/SCT)** provides technical leadership in all aspects of supply chain management. The Branch promotes strategies for optimal procurement of laboratory and diagnostic products to support PEPFAR supply chain programs. The Branch also advocates for effective management information systems to monitor all aspects of supply chain functions, including warehousing and distribution of commodities. Through strong quality assurance policies, manufacture audits, and product testing, the Branch ensures that PEPFAR programs are sustainable and meet high technical supply chain industry standards.

(4) The **Priority Populations, Integration and Rights Division (GH/OHA/PIR)** provides technical leadership and support to Missions in effectively planning, implementing, and monitoring cross-cutting approaches to the HIV/AIDS response. The PIR Division has a specific emphasis on priority and key populations, including orphans and vulnerable children (OVC), youth, integrated services (family planning/HIV, nutrition/HIV), gender, and human rights. The Division:

- Designs and manages projects that support implementation and scale up of country and regional programs to achieve PEPFAR goals and targets;
- Provides technical and programmatic expertise to develop sounds strategies, policy guidance, and plans for implementation of HIV/AIDS programs; and
- Participates on cross-cutting teams and collaborates closely with other USAID and USG agencies to plan, coordinate, and support service delivery programs for priority and key populations.

GH/OHA/PIR is composed of five Branches:

i. The **Orphans and Vulnerable Children Branch (GH/OHA/PIR/OVC)** provides technical leadership to generate evidence and disseminate policies, tools, and other resources for effective OVC programming. These include socio-economic interventions to preserve families and strengthen child welfare and protection systems at the community and national levels. The Branch supports capacity building in the field for timely and accurate data reporting; recruitment and supervision of local OVC partners; and completion of strategic procurement actions in accordance with USAID, PEPFAR, and USG strategies and guidance.

ii. The **Gender and Sexual Diversity Branch (GH/OHA/PIR/GSD)** provides technical leadership to advance programs which achieve gender equality and

support sexual diversity for improved HIV outcomes. The Branch builds capacity at headquarters, Missions, and implementing partners to identify and address issues affecting the vulnerability to HIV and access to HIV continuum of care of men and women, boys and girls, and gender and sexual minorities (GSM). The Branch generates and disseminates evidence, policies, and resources to implement gender and HIV interventions. The Branch leads USAID, PEPFAR, and multilateral efforts to provide guidance and collaboration on gender-equitable programming, gender based violence prevention and response, and stigma-reductions efforts for GSM and priority populations. The Branch also supports the broader PEFPAR human rights agenda.

iii. The **Youth Branch (GH/OHA/PIR/YTH)** provides technical leadership on policies and programs relating youth (primarily ages 10-24) at risk of, vulnerable to, and infected or affected by HIV/AIDS. The Branch builds capacity at headquarters and Missions to provide evidence-based, culturally and age-appropriate programs to support the full continuum of prevention, care, and treatment responses for youth. The Branch maximizes collaboration across USAID, USG agencies, and other donors to support cross-sector interventions to meet the holistic needs of youth.

iv. The **Integrated Services Branch (GH/OHA/PIR/INT)** provides technical leadership and support to the field on integrated and multi-sector HIV and AIDS programs, including family planning/HIV, nutrition/HIV, and maternal and child health/HIV. The Branch collaborates across USAID and USG agencies to provide clinical, technical, and program management expertise to develop and disseminate multi-sector policy guidance and to maximize outcomes from integration of diverse services.

v. The **Key Populations and Rights Branch (GH/OHA/PIR/KPR)** advances technical leadership to achieve PEPFAR goals for key populations, including men who have sex with men, transgender people, sex workers, and people who inject drugs. The Branch supports programs that work with civil society, key population networks, and development partners to promote policies that reflect rights-based approaches and to expand community engagement. The Branch works with USG agencies and governments to promote high quality prevention, care, and treatment programs for key populations. The Branch also leads on the broader PEPFAR human rights agenda to expand HIV services and to reduce violence for all people, including LGBT.

(5) Strategic Information, Evaluation and Informatics Division (GH/OHA/SIEI) provides strategic direction, technical leadership, and support to OHA and USAID Missions in managing and utilizing data systems. The Division focuses on building capacity in program monitoring, surveillance, and evaluation to increase the impact of programs on the HIV epidemic and to demonstrate accountability for PEPFAR funded programs at headquarters and in the field. The SIEI Division:

- Strengthens program and expenditure data reporting, quality, analysis, and use for strategic planning and program improvement;

- Provides technical expertise to develop and strengthen strategic information systems, including health information and surveillance systems;

- Builds the capacity of Missions to effectively manage their strategic information systems and use data for decision-making to provide accountability, oversight, and management of PEPFAR programs and partners;

- Provides technical expertise to advance the use of expenditure data for increasing transparency, oversight, and accountability across programs to achieve the greatest impact in the HIV/AIDS response; and

- Manages and coordinates in-country health information systems and health information technology through support of data standards and interoperability.

GH/OHA/SIEI is composed of four Branches:

i. The **Health Informatics Branch (GH/OHA/SIEI/HI)** provides technical leadership to promote and implement a wide range of health information technology products, systems, tools, and research for improved HIV/AIDS outcomes. The Branch leads the development, deployment, and maintenance of USAID data management systems that support PEPFAR programs. The Branch strengthens the capacity of personnel to use advances in electronic health information systems. It facilitates effective use of country health data through the promotion of data standards and interoperability along with approaches for improved dissemination and accessibility of health data. The Branch also conducts research and evaluations to improve health information systems.

ii. The **Evaluation Branch (GH/OHA/SIEI/EVAL)** provides technical support to headquarters and Missions to plan, implement, and use evaluation findings to inform HIV/AIDS programs and accelerate epidemic control. The Branch increases USAID's capacity to plan, budget, and implement high-quality evaluations, and uses evaluation findings to improve PEPFAR programming. The Branch also supports and provides technical leadership to set, promote, and monitor evaluation standards through partnership with host-country governments, implementing partners, multilateral institutions, and other stakeholders.

iii. The **Expenditure Analysis Branch (GH/OHA/SIEI/EA)** provides technical expertise to advance the use of expenditure data for increasing transparency, oversight, and accountability across PEPFAR programs and to achieve the greatest impact in the HIV/AIDS response. The Branch supports headquarters and Missions by building capacity for expenditure data collection, analysis and application for strategic program planning, budgeting and management. The Branch conducts interagency and intra-agency analyses to understand program costs and assess the potential for increased efficiencies in program implementation. The Branch supports harmonizing PEPFAR expenditures for reporting to national/partner country resource tracking initiatives.

iv. The **Strategic Information Branch (GH/OHA/SIEI/SI)** provides technical expertise to support and promote data-informed decision-making, through program monitoring, reporting, and analysis in order to target resources appropriately to achieve HIV epidemic control. The Branch supports headquarters and Missions by building capacity for program monitoring and surveillance to improve HIV/AIDS programs and to provide accountability, oversight, and management of programs and partners. The Branch focuses on strengthening PEPFAR and USAID program data for use in interagency and intra-agency analyses.

(6) The **Systems and Program Sustainability Division (GH/OHA/SPS)** provides technical leadership and strategic direction on issues related to systems strengthening and financing of HIV/AIDS programs. The Division:

- Provides technical expertise to support health finance and economics program design and implementation. By increasing partner country domestic resource mobilization and strategic investments, PEPFAR seeks to strengthen country impact, accountability, and shared responsibility for coverage of prevention, care, and treatment services;

- Provides technical support to the Missions on the development and implementation of best practices and innovations related to human resources for health to improve HIV/AIDS outcomes and to sustain national HIV/AIDS programs;

- Supports analyses, designs, and implementation of total market approaches to improve the sustainability of USAID commodity programs, including condom social marketing; and

- Builds the capacity of local organizations (public, private, and civil society) for improved and more sustainable HIV/AIDS service delivery.

GH/OHA/SPS is composed of three Branches:

i. The **Health Finance and Economics Branch (GH/OHA/SPS/HFE)** directs programs to increase sustainable financing for HIV/AIDS. The Branch informs health finance and economics program design and implementation to increase partner country domestic resource mobilization, resource allocation and strategic investments for HIV/AIDS. It provides technical expertise and guidance in health finance and economics in support of HIV/AIDS programming to strengthen impact, accountability, and shared responsibility for coverage of HIV/AIDS prevention, care, and treatment services. The Branch supports policy advocacy on financing issues; finance and economic analyses; resource mobilization and allocation; technical efficiency and effectiveness; and private sector and innovative financing.

ii. The **Health Workforce Branch (GH/OHA/SPS/HWF)** provides technical leadership on the Agency's strategic approach to Human Resources for Health (HRH) for HIV/AIDS. The Branch provides technical support to the Missions on best practices and innovations in the field of HRH to achieve PEPFAR goals. The Branch supports evidence-based activities for health workforce programming to improve HIV/AIDS outcomes and to build sustainable national HIV/AIDS programs. The Branch supports data analysis and monitoring and evaluation activities for HRH programs in the field. It works with other USG offices to ensure strategic planning, coordination of investments, and USAID engagement in HRH.

iii. The **Capacity Building and Partnerships Branch (GH/OHA/SPS/CBP)** supports Missions and provides technical leadership to promote sustainable approaches to HIV/AIDS programming with other USG offices, partner governments, private sector and civil society partners. The Branch supports capacity strengthening of local organizations (public, private, and civil society) for improved and more sustainable HIV/AIDS service delivery and greater local country ownership. The Branch partners across OHA to strengthen programming in other HIV/AIDS technical areas, with a focus on strengthening local partnerships for condom distribution; supporting enhanced engagement and partnerships with the private sector; as well as overall sustainability planning, implementation, monitoring and evaluation of country HIV/AIDS programs.

(7) The **Prevention, Care and Treatment Division (GH/OHA/PCT)** provides a combination of HIV/AIDS medical, technical, and programmatic expertise to support PEPFAR goals and to improve health outcomes. The Division:

- Delivers clinical and program expertise for quality HIV/AIDS prevention, care, and treatment;

- Designs and maintains HIV/AIDS service delivery programs and platforms;

- Analyzes key medical, social science, and programmatic data for effective HIV/AIDS service implementation;
- Advances the medical and scientific knowledge base for HIV prevention, care and treatment;
- Creates and sustains strategic partnerships to expand, improve, and maintain HIV prevention, care, and treatment services; and
- Provides leadership for HIV/AIDS prevention, care and treatment policy and guidance.

GH/OHA/PCT is composed of four Branches:

i. The **Adult Clinical Branch (GH/OHA/PCT/ADLT)** provides scientific and clinical expertise to minimize HIV mortality and reduce HIV transmission through the effective identification and treatment of people living with HIV/AIDS. The Branch provides clinical and program leadership to optimize the delivery of lifesaving therapies and health services, including effective and efficient models of HIV testing, care, and treatment across a variety of populations and contexts. The Branch analyzes scientific, medical, and research findings to continually improve service delivery and develops HIV clinical and program guidance, including monitoring protocols. The Branch supports Missions through its clinical expertise to strengthen health systems and provide quality medical care in a chronic disease framework. The Branch also supports initiatives to develop new HIV therapeutics and diagnostics.

ii. The **Pediatric and Maternal Clinical Branch (GH/OHA/PCT/PM)** provides scientific and clinical expertise to avert HIV mortality and reduce HIV transmission through the effective identification and treatment of people living with HIV/AIDS, with an emphasis on children, adolescents, and pregnant and breastfeeding mothers. The Branch provides clinical leadership to deliver quality pediatric and maternal HIV/AIDS prevention, care, and treatment programs and platforms. It analyzes key medical and programmatic data to advance the knowledge base for effective pediatric, adolescent, and maternal HIV/AIDS services. The Branch sustains strategic partnerships and provides leadership to promote high quality services and effective policies to improve outcomes for pediatric, adolescent, and maternal populations affected by HIV/AIDS.

iii. The **Behavioral and Structural Interventions Branch (GH/OHA/PCT/BSI)** provides technical and programmatic expertise to address individual behaviors, social and cultural norms, and broader contextual factors that influence HIV risk, vulnerability, and health seeking behaviors. The Branch

guides development of effective social and behavior change interventions and promotes robust community-level responses, in order to expand and sustain the use of high impact services across the prevention, care, and treatment cascade and contribute to positive health outcomes. The Branch applies multidisciplinary technical expertise and social science research findings to advance behavioral and structural approaches. It supports the headquarters and the Missions in the design and implementation of sound and gender-sensitive strategies and programs to reduce risk and vulnerability and to maximize uptake of, retention in, and adherence to key HIV interventions. The Branch advises on strategies for engaging communities to strengthen local HIV responses and create sustained demand for high impact HIV interventions. The Branch provides technical assistance in quality assurance, monitoring, and outcome and impact evaluation for behavioral and structural interventions. It collaborates on developing a behavioral agenda to ensure uptake and appropriate utilization of and adherence to promising new biomedical innovations; and promotes integration of behavioral, structural and biomedical strategies within a comprehensive, multilevel and multi-sectoral response.

iv. The **Biomedical Prevention Branch (GH/OHA/PCT/BMP)** supports the development and implementation of biomedical interventions to prevent the transmission of HIV. The Branch provides clinical and program expertise to ensure quality biomedical HIV prevention service delivery programs and platforms. The Branch analyzes key medical, scientific and program data to design effective biomedical HIV prevention policies. The Branch also works to sustain strategic partnerships and to expand medical and scientific knowledge on biomedical HIV prevention.

(8) The **Research Division (GH/OHA/RES**) provides technical leadership HIV/AIDS research. The Division:

- Develops the HIV/AIDS research agenda and cultivates strategic partnerships to implement HIV/AIDS research and technology development programs;
- Designs and manages biomedical and implementation research;
- Disseminates research findings and supports their programmatic and policy applications, including responding to research inquiries; and
- Supports sustainable capacity building for HIV/AIDS research.

GH/OHA/RES is composed of three Branches:

i. The **HIV Vaccine Research Branch (GH/OHA/RES/VAC)** leads on HIV vaccine research and development (R&D). The Branch provides recommendations on program and portfolio priorities for new HIV vaccine research, while maintaining USAID's leadership in HIV vaccine science. The Branch prepares in advance and strategically for the integrated introduction of a safe and effective HIV vaccine and other HIV prevention technologies. It represents USAID in key technical discussions, at relevant scientific fora and in donor meetings. The Branch guides alignment of HIV Vaccine R&D portfolio and coordinates between HIV vaccine clinical trial sites in developing countries and PEPFAR-supported HIV prevention, care, and treatment programs.

ii. The **Implementation Science Branch (GH/OHA/RES/IS)** provides implementation research leadership to assess and improve HIV/AIDS service delivery, interventions, products and technologies in real-world settings. The Branch collaborates with research partners, program implementers, and policymakers to conduct implementation research and program evaluation. It supports sustainable capacity building for research and implementation science, and collaborates in research platforms and partnerships in developing countries. The Branch also promotes open data, dissemination, and translation of research results into policies and programs.

iii. The **Microbicides Research Branch (GH/OHA/RES/MIC)** designs and manages the microbicides research program, including evidence-based and collaborative assessment of technical and programmatic needs and development of new biomedical technologies for HIV prevention. The Branch defines strategic research and product development priorities and designs procurements. It provides technical and financial management oversight of projects and assesses technical progress. The Branch advances innovative science and supports research and technology development with a focus on the prevention needs of women and girls. The Branch cultivates partnerships with government leaders, civil society, and other stakeholders to expedite use of microbicides as safe and effective HIV prevention technologies.

g. The **Office of Health, Infectious Diseases and Nutrition (GH/HIDN)** is responsible for sector-wide strategic planning; technical leadership; coordination with external partners; and numerous operational programs in child survival, maternal health, nutrition/micronutrients, infectious diseases, environmental health, health policy, and health systems strengthening, monitoring, reporting, and performance management, as well as biomedical, applied, and operations research.

USAID is the largest bilateral donor in the health sector in the world, and the Office plays a technical leadership role for the Agency at international conferences and high-level consultations with other donors on health, infectious disease, and nutrition matters. The Office is composed of four Divisions.

(1) The **Maternal and Child Health Division (GH/HIDN/MCH)** provides technical leadership and direction in child survival/child health and maternal health. The Division teams focus on child health and survival; polio; child and maternal health research; vaccine introduction and new technologies; and maternal health/survival.

(2) The **Infectious Diseases Division (GH/HIDN/ID)** provides technical leadership and direction in infectious diseases and related environmental health issues, coordinates the Bureau's infectious disease efforts, and is the Agency lead on infectious diseases. The Division teams focus on malaria, TB, and environmental health (both water-borne and vector-borne diseases).

(3) The **Nutrition Division (GH/HIDN/NUT)** provides technical leadership and direction in food and nutrition. The Division teams focus on infant feeding and breastfeeding, micronutrients, food supplementation, and applied nutrition programming in the public, private, and nonprofit sectors. The Nutrition Division also manages the Child Survival and Health Grants program with Private Voluntary Organizations (PVOs), as well as research and development of new health technologies.

(4) The **Health Systems Division (GH/HIDN/HS)** (with Bureau-wide responsibilities) works across the entire portfolio of Global Health and provides technical leadership and direction in health systems strengthening. The Division teams focus on health policy, quality assurance, workforce policy, pharmaceutical management and standards, and information, monitoring, and evaluation.

101.3.1.19 Bureau for Economic Growth, Education and Environment (E3)

Effective Date: 06/06/2016

The **Bureau for Economic Growth, Education and Environment (E3)** provides Agency-wide technical leadership, research and field support for worldwide activities in the areas of:

<u>Economic Growth, including:</u>

- Economic policy;
- Trade and regulatory reform;
- Entrepreneurship;
- Microenterprise, and financial inclusion; and

- Partnerships with the private sector.

Finance, including:

- Risk mitigation and finance, through the Development Credit Authority,
- Coordination and/or facilitation of Overseas Private Investment Corporation (OPIC) programs,
- Coordination with the Millennium Challenge Corporation (MCC) and U.S. Trade and Development Agency (USTDA)

Infrastructure and Engineering, including:

- Energy,
- Information and communications technology, and
- Engineering and urban development.

Education, including:

- Basic education,
- Higher education,
- Youth,
- Workforce development, and
- Support for scholars studying in the United States (participant training).

Environment, including:

- Climate change,
- Forestry and biodiversity,
- Land tenure and resources management, and
- Water.

Gender Equality and Women's Empowerment, emphasizing integrating gender into USAID initiatives, strategies, programs and projects.

Technical leadership exercised by all technical offices in the E3 Bureau involves:

- Representing the Agency on E3 technical matters in the Inter-agency and with Congress, outside partners, other donors and multilateral institutions;
- Advising the Bureau and Agency senior leadership on sectoral policy development, country strategies, implementation guidelines, and resource allocation decisions, in coordination with the Bureau for Policy, Planning and Learning (PPL);
- Ensuring that all E3 sectoral programming is informed by gender analysis;
- Supporting state-of-the-art research to advance Agency strategies and programs in E3 sectors, including implementation of rigorous impact evaluations;
- Undertaking an on-going review of the evidence to determine the most effective approaches;
- Managing contract and grant mechanisms that facilitate design, implementation and evaluation of activities in E3 technical disciplines, both on behalf of field Missions and for programs directly administered by E3;
- Overseeing communications, knowledge management, and outreach efforts related to USAID activities in E3 sectors; and
- Encouraging innovation and development of new E3 technologies, including launching Grand Challenges and other methods to identify new ideas and bring them to scale.

The E3 Bureau ensures the quality and capacity of the Agency's technical workforce by:

- Leading the selection and training of USAID direct hire technical officers in disciplines under the Bureau’s mandate (economics, private sector development, engineering, environment and education) including newly hired Foreign Service Officers;
- Designing, implementing, and coordinating technical training opportunities for USAID staff working in E3's areas of expertise;
- Providing mentoring and leadership to new staff and participating in assignment decisions; and
- Liaising with regional bureaus and mission directors to address continuous learning needs.

a. The **Office of the Assistant Administrator (AA/E3)** serves as principal advisor to the Agency, the Administrator, and other U.S. Government agencies on technical and operational matters relating to the mandate of the Bureau. The AA/E3 directs and supervises the Bureau, setting Bureau strategic direction based on Agency policies and priorities, approving projects and programs, and allocating resources among offices. Three Deputy Assistant Administrators assist in directing and supervising the Bureau. The Office provides information, advice and/or services to members of Congress and senior appointees at the White House, State Department, and other Executive Branch agencies as well as senior officials from other donor and international development organizations. The E3 Front Office also includes Agency Global Coordinators who oversee Agency-wide implementation of policy and strategy in their respective areas (e.g., Global Climate Change and Water) as well as other senior technical advisors in subject matters that are relevant to the work of the entire Agency (including the work of the Agency Environmental Coordinator as outlined in ADS 204.3.7). These senior advisors provide advanced technical leadership to the Offices and officers in their disciplines, including reviewing programs across the Agency for technical consistency with Agency strategies and standards, and serve as technical spokespersons within and outside the Agency in their subject areas.

b. The **Office of Gender Equality and Women's Empowerment (E3/GENDEV)** provides technical support for USAID's efforts to integrate gender equality and female empowerment systematically across initiatives, ongoing programs, and projects; performance monitoring and evaluation; and procurements. The Office is responsible for:

- Supporting innovative efforts to advance gender equality;
- Providing technical leadership on gender integration;
- Working with Regional Gender Advisors to provide technical expertise and assistance on gender integration to Missions;
- Convening Agency working groups to address cross-sectoral issues;
- Maintaining a web-based repository of information on gender integration including best practices, lessons learned, and toolkits; and
- Providing targeted and strategic support on gender integration to E3 Offices and Divisions.

The **Planning, Learning and Coordination Office (E3/PLC)** supports the development of Agency sector strategies and implementation plans in the technical areas within E3's mandate; develops annual budget requests, performance plans, and performance reports; organizes annual portfolio reviews; develops and implements procurement plans that ensure timely awarding of contracts and grants and facilitate worldwide use of

E3-managed contract/grant vehicles; and communicates results of Bureau programs through outreach events and activities. E3/PLC supports the Bureau Front Office in providing overall oversight and coordination of E3's contributions to Agency priority initiatives. In addition, the Office monitors and evaluates Bureau operations and programs; supports Agency and Bureau strategic planning, evaluation, and knowledge management; performs financial management oversight, audit, and Federal Managers' Financial Integrity Act reporting; provides support for Agency budgeting, programming, information and communication services in E3's mandate areas; and designs and manages E3's information/communications strategy. E3/PLC works with E3's Professional Development and Management Services (PDMS) Office to promote a unified and coordinated Bureau approach to building agency capacity through worldwide training and knowledge management activities spanning all E3 technical areas.

E3/PLC responds to routine information requests from Congress, other U.S. Government (USG) agencies, other parts of USAID, and the public; ensures that regional bureau and mission needs for E3 support are met; and reaches out, both with written communications and in person, to constituent communities in the United States. The Office is comprised of three divisions:

(1) The **Communications and Knowledge Management Division (E3/PLC/CKM)** provides Bureau-wide communications services including:

- Developing communications strategies for the Bureau and its Offices;
- Working with Bureau Offices and the Agency Bureau for Legislative and Public Affairs (LPA) to prepare and edit press releases, speeches, presentations, and reports to Congress;
- Managing or supporting the Bureau's Web sites, including all applications; and
- Arranging/supporting Bureau-sponsored and LPA-led communications training.

E3/PLC/CKM also provides Bureau-wide knowledge management services, including:

- Designing and developing IT-based systems to foster efficient and transparent Bureau operations, communications with the field, and knowledge management within E3 technical communities;
- Ensuring continuous development and sharing of the E3 knowledge base within and outside the Agency;

- Designing/managing knowledge archiving operations for the Bureau (in liaison with M/CIO/KM and others), maintaining files in accordance with Agency guidelines; and

- Arranging training to improve Bureau knowledge management.

(2) The **Strategic Planning and Evaluation Division (E3/PLC/SPE)** is responsible for:

- Providing oversight on development of Bureau, Office, and sector strategies;

- Preparing consolidated budgets (for operating expenses [OE] and programs);

- Liaising with the Bureau of Resource Management to integrate/coordinate E3 budgets with those of other Bureaus/Missions in sector areas under E3's purview;

- Ensuring that regional bureaus are fully informed of E3 actions and plans and bringing the needs of the regional bureaus to the attention of E3 managers;

- Coordinating Bureau review of Country Development Cooperation Strategies and relaying comments to other Bureaus;

- Reviewing and assisting in development of Activity Approval Documents;

- Developing the Bureau's monitoring and evaluation plan;

- Reviewing use of Bureau funds according to legislative requirements;

- Providing oversight on databases and matrices that track the use of Bureau resources and results and facilitate Bureau strategic planning and performance management;

- Drafting Performance Plans and Reports in collaboration with other Bureau offices;

- Overseeing the preparation of Operational Plans together with the Program Implementation Division; and

- Coordinating the annual portfolio review process.

(3) The **Program Implementation Division (E3/PLC/PI)** is charged with:

- Leading E3's efforts to align with Agency Implementation and Procurement Reform (IPR) initiatives through training and information-sharing;

- Ensuring that Operating Year Budget (OYB) allocations are consistent with the budget and adjusted throughout the year to ensure maximum opportunity for achieving objectives;

- Moving funds through the Phoenix and GLAAS database systems for timely procurement of goods and services, obligation of funds, and implementation of programs;

- Overseeing the development of procurement plans for both program and OE acquisitions;

- Liaising with the Management Bureau/Office of Acquisitions and Assistance (M/OAA) to ensure efficient and effective awarding of contracts and grants;

- Liaising with M/CFO and M/OAA, and the Chief Information Officer (CIO) to ensure the timely movement of the Bureau's obligations;

- Providing oversight on databases such as FS, GLAAS, and Phoenix that track Bureau resources and instruments;

- Preparing analyses of the field support process and fiscal year reporting;

- Supporting the Bureau's annual portfolio review process;

- Recording obligation/expenditure/pipeline information for the Bureau; and

- With E3/PDMS, providing oversight on implementation of OE budgets and ensuring that Bureau CORs are competent and their training needs have been identified and met.

c. The **Professional Development and Management Services Office (E3/PDMS)** carries out the professional staff development, personnel, administration, and management functions of the Bureau including:

- Professional development of all USAID staff working in E3-mandated areas;

- Human resources and development programs, including staff care and diversity initiatives;

- Employee counseling;
- Management of Continuity of Operations Plan;
- Delivery and management of administrative services, space planning, procurement, and office supplies; and
- Implementation of security regulations and procedures.

The Office coordinates the annual employee evaluation process; serves as liaison with the Offices of Human Capital and Talent Management and Security, and other USG agencies and contractors to ensure timely implementation of personnel actions; coordinates the preparation of training plans and provides oversight on their implementation; provides support and guidance to foreign service and civil service entry level hires and other newcomers (including all other fellows such as American Academy for the Advancement of Science and Jefferson fellows) including training, mentoring, and placement; and manages the Bureau awards programs.

d. The **Economic Policy Office (E3/EP)** provides Agency-wide technical leadership on public policy issues related to economic growth in the developing world. The Office also provides research and analytical support to the Agency Chief Economist. E3/EP houses the Agency economics and capacity development divisions, and is staffed with micro- and macro-economists who conduct country, sectoral, and project-level analyses and oversee project evaluations and other research related to economic growth. E3/EP staff members provide expertise within the Inter-agency and to field Missions to promote macroeconomic and sector policies in developing countries that enable rapid, private sector-led growth. Specifically, E3/EP extends technical expertise related to macroeconomics, fiscal policy, microeconomics, economic governance, public financial management and poverty-related issues. The Office also is responsible for supporting development of institutional capacity in public and private entities in developing countries related to USAID procurement reform objectives. The Office has two divisions:

(1) The **Economics Division (E3/EP/E)** is responsible for:

- Supporting the Bureau for Policy, Planning and Learning, regional bureaus and field Missions through analysis and research, including project design analysis (e.g., benefit-cost analysis), evaluation (e.g., randomized control studies) and poverty measurement;
- Tracking macroeconomic performance of USAID-supported countries, in conjunction with regional bureaus and Mission economics staff;

- Advising the Agency on economic growth strategies, growth diagnostics, policy reform issues and tracking global macroeconomic trends for Agency management; and

- Providing expertise to support economic policy reform efforts and economic research in USAID-supported countries.

(2) The **Capacity Building Division (E3/EP/CB)** is charged with:

- Supporting the strengthening of host country systems;

- Improving the capacity of non-governmental local entities to partner with USAID, other donors and host governments;

- Pursuing opportunities to link assistance with host country progress in improving funds management functions such as budget, accounting, audit, and planning; and

- Conducting work complementary to broader economic policy efforts due to overlap with policy reforms related to public finance (including taxation) and administration, corporate governance, and public sector procurement.

e. The **Trade and Regulatory Reform Office (E3/TRR)** provides policy advice and expertise on the reforms needed to promote economic growth and trade. The Office is responsible for developing technical approaches and guidance on the issues involved in enabling geographic regions and developing/transition countries to become competitive in global markets, including reforms that lower “red-tape” costs for businesses, encourage formality, and facilitate thriving competitive local and national markets. It also provides policy and institutional capability to facilitate trade, customs, and improved systems for establishment, monitoring, and compliance with global trade and standards. The Office engages in dialogue with businesses to identify policy and regulation impediments to trading internationally and operating a profitable business. The Office manages global and pilot efforts to build trade capacity, especially in the least developed countries, and is responsible for Agency reporting on the implementation of international commitments to provide trade capacity building support to countries pledged to working within the World Trade Organization-governed trading system rules.

In addition, E3/TRR serves as an institutional bridge between the Millennium Challenge Corporation (MCC) and USAID, and among other federal agencies with reference to implementation of the Millennium Challenge Act of 2003. The Office supports the Administrator in his/her role as a permanent Board Member of the Millennium Challenge Corporation and the Overseas Private Investment Corporation (OPIC), and develops operational policies and practices that harmonize the operations of USAID with those of MCC and OPIC. The Office guides the

development of Agency strategies and programs that are complementary to the goals of the MCC, OPIC, and the U.S. Trade and Development Agency (USTDA) and serves as a principal point of Agency contact with these three agencies. The Office has two divisions:

(1) The **Trade Division (E3/TRR/T)** is responsible for:

- Supporting Agency trade capacity-building activities and providing technical advice to the Bureau for Policy, Planning and Learning, regional bureaus and Missions on trade capacity issues;

- Liaising with the Office of the U.S. Trade Representative and other U.S. Government agencies on trade issues that relate to developing countries, including free trade agreements, World Trade Organization matters, preference program standards and intellectual property rights; and

- Representing the Agency at interagency staff-level trade meetings and coordinating with multilateral organizational units engaged in trade capacity building.

(2) The **Regulatory Reform Division (E3/TRR/RR)** supports the Agency by:

- Providing technical advice to Agency business enabling environment and regulatory reform efforts, through the services of economics, legal, and public administration experts; and

- Coordinating with multilateral organization units supporting enabling environment reforms, and tracking global measures of reform performance, such as the World Bank Doing Business indicators.

f. The **Development Credit Office (E3/DC)** oversees the Agency's Development Credit Authority (DCA) and the use of partial loan guarantees as a way of unlocking private financing in support of USAID priorities. The Office of Development Credit designs and delivers investment alternatives that take into account the unique development needs of each region and country, working directly with USAID Missions worldwide to identify private sector partners and negotiate guarantee agreements with financial institutions. In addition, E3/DC provides end-to-end transaction support to Missions, including due diligence and guarantee monitoring. As a part of the due diligence process, DCA conducts credit risk analysis to calculate the level of subsidy required for each credit-funded activity and to ensure prudent risk management of the overall DCA portfolio. The Office is responsible for quality control of the underlying financial and economic analyses conducted by Missions regarding the use of DCA guarantees.

More broadly, DCA is one of the Agency's repositories of financial knowledge within the Agency and supports Agency directives accordingly. DCA is an active partner in

mission planning, working to inject capital markets expertise into mission strategies to ensure financing is a critical component of USAID programming from design to execution. E3/DC provides technical assistance in the conduct and scope of credit risk, and financial and economic analyses, as requested. The Office also offers training and support to USAID staff, as well as to potential implementing partners, on the development, management, and use of credit as a tool to further the Agency's development objectives.

g. The **Office of Private Capital and Microenterprise (E3/PCM)** addresses a broad range of issues related to private investment, capital market development, entrepreneurship and enterprise development, and financial inclusion. The Office assists in the development, implementation, and evaluation of Agency policies, strategies, and programming that focus on leveraging private investment in support of both Agency and host country priorities. The Office contributes to achievement of internationally agreed goals for reduction of poverty and improvements to living standards of the poor. By mobilizing private capital to priority programs and projects, the Office seeks to impact key economic factors that greatly reduce poverty and increase economic growth, such as: infrastructure and technology, capital markets, enterprise development, and job creation. Specifically, the Office of Private Capital and Microenterprise assist the Agency by:

- Providing technical expertise, guidance, and training that enable the Agency to better attract private sector resources to priority programs and projects;

- Developing and maintaining strategic partnerships with financial institutions, investors and other stakeholders, with the objective of increasing available resources for productive investment and/or developing innovative financing solutions to address development challenges;

- Maintaining a community of practice and providing leadership to mobilize private investment and policies that reduce barriers to investment;

- Introducing and/or designing innovative financial solutions, which may include leverage of USAID funds;

- Identifying opportunities and allocating resources to assess, structure, and close private sector investment transactions that further Agency development priorities;

- Developing program interventions that foster inclusive market development by spanning efforts to support the poor to graduate out of poverty, deliver financial services to the rural poor and smallholder agriculturalists, and increase their access to value chains; and

- Developing strategies and program interventions that support private enterprise formation, entrepreneurship, and small and medium enterprise (SME) and microenterprise growth.

h. The **Energy and Infrastructure Office (E3/E&I)** provides technical leadership and field support to mission energy, information communications technology, urban and engineering services related to development and effective use of critical infrastructure. The Office supports Missions through programs designed to strengthen legal, regulatory, and institutional environments to promote private investment and increase the efficiency of state-owned enterprises. It promotes innovative technologies and approaches, increases access to infrastructure services by the underserved, and promotes the adaptation of information and telecommunications technology to development challenges. The Office is comprised of three divisions:

(1) The **Energy Division (E3/E&I/E)** is charged with:

- Providing technical assistance and policy advice on energy sector reform programs and efforts to increase energy access to USAID Missions and host countries;

- Extending technical leadership, strategy and training support for the Agency's Global Climate Change programs including clean energy efforts; and

- Supporting specific energy-related initiatives.

(2) The **Information and Communications Technology Division (E3/E&I/ICT)** engages in:

- Providing analytical, technical, and project assistance for programs that serve to expand the access of nations and populations to affordable information and communication technologies;

- Ensuring the availability and relevance of content delivered via various information and communication technologies to development challenges; and

- Evaluating how the use of information and communication technologies can increase competitiveness, social cohesion, access to health and education services, and the spread of democratic practices.

(3) The **Engineering and Urban Division (E3/E&I/EU)** is responsible for:

- Delivering on-demand civil, chemical, and mechanical engineering services, principally in the areas of water supply, sanitation infrastructure and vertical structures, as well as transportation and other critical economic and social infrastructure;

- Securing technical assistance for cities to help improve the way they foster economic growth, provide safe and adequate housing and other infrastructure for their citizens, and ensure sound governance;

- Offering expertise in the areas of shelter, urban and municipal financial management, urban pollution prevention, and urban infrastructure and services; and

- Formulating the Agency's urban development research agenda, through leadership on emerging issues of urbanization.

i. The **Education Office (E3/ED)** has a mandate that spans policies and programs involved in providing quality educational services primarily at the basic and tertiary levels, and access to education in conflict and crisis settings. The Office provides technical leadership and field support to missions in the areas of education and participant training, as well as on cross-cutting issues such as workforce development and youth. The Office monitors U.S. support for and the achievement of internationally agreed development goals for education. It houses Agency operational expertise on participant training. The Office is comprised of three divisions:

The **Basic Education Division (E3/ED/BE)** is responsible for:

- Providing technical leadership in basic education; and

- Overseeing basic education policy, planning, and programs.

The **Higher Education, Workforce and Training Division (E3/ED/HEWT)** is charged with:

- Providing technical leadership on workforce development and secondary and tertiary education;

- Managing University partnerships (between U.S. schools of higher education and partner institutions in developing and transition countries);

- Serving as a USAID liaison with the U.S. university community;

- Overseeing Agency use of short-and long-term participant training;

- Administering and maintaining the Agency computerized database to track and monitor participant trainees; and

- Designing and deploying Agency programs in Human and Institutional Capacity Development.

The **Education Policy and Planning Division (E3/ED/EPP)** is responsible for:

- Coordinating with PPL, regional bureaus and EGAT/PLC on issues of policy and program implementation in the education sector; and

- Managing education sector engagement in key cross-cutting issues including youth, gender, information and communications technology and disability.

j. The **Global Climate Change Office (E3/GCC)** provides leadership and brings a global perspective to implementing the Agency's global climate change and development programming, in the context of the Presidential Global Climate Change Initiative (GCCI) and in conjunction with USAID's Global Climate Change Coordinator, appointed by the Administrator, and housed in E3. The Office provides technical leadership, field support and guidance related to three broad areas of GCC action: 1) accelerating the transition to low emission development through investments in the pillars of clean energy and sustainable landscapes; 2) increasing resilience of people, places, and livelihoods through investments in the pillar of adaptation; and, 3) strengthening development outcomes by integrating climate change in Agency programming, learning, policy dialogue and operations. Activities include field support and leadership for the Agency Priority Goal for Enhancing Capacity for Low Emissions Development (EC-LEDS); Measurement, Reporting and Verification (MRV) of global greenhouse gas mitigation; innovative private finance mobilization for GCC; demonstration projects to increase resilience to climate change impacts, including with USAID's investments in Feed the Future Initiative (FTF) and Global Health Initiative (GHI); creation of earth observation platforms to inform science-based decision-making; and field support for Reduced Emissions from Deforestation and Forest Degradation (REDD+). The Office is comprised of two divisions:

The **Analysis, Innovation and Demonstration Division (E3/GCC/AID**) is responsible for:

- Providing technical support to the USG positions and activities related to international climate change negotiations and other international fora;

- Supporting efforts to integrate global climate change considerations across mission portfolios;

- Building science and technology into USAID's climate change programming;

- Demonstrating and piloting scalable on-the-ground GCC activities; and
- Supporting the GCC Coordinator's efforts to ensure strategic implementation of the GCC strategy.

The **Planning, Evaluation and Learning Division (E3/GCC/PEL)** is tasked with:

- Playing a leadership role in coordinating Agency-wide climate change communications;
- Supporting State/F Bureau to provide oversight for a comprehensive and robust Global Climate Change Initiative reporting effort;
- Providing communications and outreach support to the USG positions and activities related to the international climate change negotiations and other international fora;
- Leading the effort to effectively coordinate and communicate GCCI with other priority initiatives; and
- Exercising leadership to ensure and document Agency GCC program impact.

k. The **Water Office (E3/W)** works to support a more water-secure world through improved management across competing user groups, strengthened services and practices related to drinking water, sanitation and hygiene, and more sustainable use of water (including conservation of water sources) for productive activities. The Water Office is responsible for:

- Providing analytical, technical and project assistance support for programs in Washington and in the field to help meet growing global demand for a sustainable supply of water;
- Providing support for programs dealing with water supply, hygiene and sanitation, water resources management, and water productivity;
- Providing support to other initiatives which have water-related components;
- Implementing the USG-World Bank Memorandum of Understanding on water cooperation;
- Vetting requests for USAID financial support of new technologies and projects when missions and regional bureaus cannot provide such vetting;

- Providing direct staff support to the USAID Global Water Coordinator including supporting the Coordinator's efforts to coordinate implementation of the USAID water and development strategy across the Agency; and

- Providing information to entities and individuals within and outside the U.S. Government regarding the work of USAID in the water sector, including writing annual water reports, assisting with State Department's required reporting on water, and developing and collecting periodic information concerning the status of past, present and future water projects undertaken by the USAID Missions.

l. The **Forestry and Biodiversity Office (E3/FB)** provides analytical, technical and project assistance support for Agency programs that work to ensure the conservation of biodiversity, especially in critical and threatened ecosystems, and the sustainable use of forests. The Office is charged with:

- Providing technical leadership and project assistance to field missions to support the conservation and sustainable use of the world's biodiversity and broader forest ecosystems, including reducing emissions of carbon, and the integration of conservation and sustainable resource management in development assistance;

- Supporting a targeted research agenda and influencing the research agendas of international research institutions;

- Supporting demonstration, training and dissemination of biodiversity and sustainable forest management practices and policies;

- In coordination with the GCC office, supporting the development and testing of field methodologies to measure carbon and reduce emissions in forest ecosystems, advising missions on related programing, and promoting global standards and methodologies including social and environmental standards and low emission development strategies in the land use sector;

- Emphasizing site-based conservation and sustainable resource use, with careful attention to sound governance, improved livelihoods, social justice, and policy reform and implementation; and

- Engaging in international policy fora to promote sound biodiversity conservation and forestry policy and practice.

m. The **Land Tenure and Resource Management Office (E3/LTRM)** provides analytical, technical and project support to missions for improved land tenure, resource governance, and integrated approaches to sustainable land management, drawing on Office expertise in these areas and in geospatial information system

applications. These efforts support development of an enabling environment for economic growth, women's economic empowerment, food security, conflict mitigation, adaptation and mitigation of climate change, and natural resource management. Strengthening the capacity of governing institutions to secure property rights and maximize resource productivity while maintaining/restoring natural assets is critical for implementing sound resource management. The Office performs two primary functions:

Land Tenure and Property Rights:

- Developing the knowledge base to allow the Agency to address complex issues influencing the full range of land governance and land-use decisions, including those related to agriculture, natural resource management, conflict and minerals;

- Promoting the dissemination and adoption of information and practices that support effective and sustainable land governance approaches and strategies, including the recognition of plural legal systems; and

- Supporting efforts to build local capacity to improve land governance systems and make them more inclusive and representative for all users.

Productive Landscapes:

- Developing the knowledge base and tools to apply a systems approach to addressing key economic, governance, and natural resource management components influencing the full range of land and resource management decisions;

- Providing targeted capacity-building to local and national governments, private sector and civil society to improve sustainable use/regeneration of degraded landscapes and resources (e.g., drylands/rangelands, agro-forestry systems), and help direct investment for greater efficiency;

- Leading the Agency in creating and piloting new and innovative uses of geospatial information systems along with advancing the integration of other science and technology applications that support the dissemination and adoption of improved resource management practices; and

- Supporting integrated field programs that promote productive land management, improved livelihoods, and sound resource governance including: Community-Based Natural Resources Management (CBNRM), Payments for Ecosystem Services (PES), land use planning, and sustainable agricultural intensification.

101.3.1.20 Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA)

Effective Date: 11/06/2014

The **Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)** provides technical leadership and expertise in coordinating USAID's democracy programs, international disaster assistance, emergency and developmental food aid, aid to manage and mitigate conflict, and USAID's contingent of the Civilian Response Corps. The Bureau also provides technical leadership, support, and advice in developing policy and programs to assist countries transitioning out of crisis and administers disaster assistance, preparedness and mitigation. The Bureau also provides aid to American schools and hospitals abroad. The Bureau provides technical advice and support to the USAID Administrator, the Agency's regional Bureaus, field Missions, and other operational offices with regard to these programs.

a. The **Office of the Assistant Administrator (AA/DCHA)** directs and supervises Bureau activities and provides policy and technical guidance and direction for activities within DCHA's area of responsibility. The AA chairs the Food Aid Consultative Group and serves as a member of the Food Assistance Policy Council.

b. The **Office of Program, Policy and Management (DCHA/PPM)** is composed of four teams.

(1) The Director's Team provides advice, guidance, and operational support to all Bureau senior managers on effective and efficient use of program, OE, and workforce resources; performance management; policy interpretation and compliance; program planning; administration; and evaluation. The team reviews internal operations to propose improvement; represents the Bureau program and budget to the Agency and to Congress; and serves as primary liaison with the OIG and GAO.

(2) The Acquisition, Finance and Budget Team allocates the Bureau's program and OE resources; develops the annual budget; maintains budgets for programs, travel, and supplies; and reviews requests for small purchases. The Team also reviews and coordinates responses to OIG audits; reconciles and certifies bills received for purchases made through the Agency credit card system; manages the Bureau's financial assets; and provides financial planning and allotment of administrative funds.

(3) The Management and Administration Team serves as the focal point for coordinating all administrative matters for the Bureau's direct hire and non-direct hire staff including, but not necessarily limited to:

- Personnel;
- Security;

- Equal Employment Opportunity (EEO) programs;
- Awards;
- Training;
- Leave programs;
- Special employment programs (Presidential Management Fellows (PMFs), interns, summer hires, etc.);
- Procurement certification;
- Ethics;
- Emergency evacuation plans;
- Office of Workers' Compensation Program (OWCP) claims; and
- Information management.

The Team also provides administrative support functions to the Bureau, including coordinating logistical changes, phone and TED (electrical) changes, directory changes, requisitions for services, purchases for supplies, phone cards, cell phones, beepers, equipment repair and replacement, and establishing a duty officer roster. The Team serves as liaison between all DCHA offices and Agency service offices for required services to ensure that services requested are rendered; follow-up is performed for services requested but not immediately delivered; duplication of effort is eliminated; and coordination between Bureau offices is carried out. The Team ensures the propriety of requests made and that due dates are met.

(4) The Program Planning, Support and Evaluation Team formulates Bureau program policies, objectives, and guidelines; reviews assistance programs and projects; establishes policies and procedures for results monitoring and evaluation of program and project activities; and develops proposed Agency and USG policies, objectives, guidelines, and regulations relating to U.S. foreign disaster assistance, food aid, transition initiatives, private voluntary cooperation, and the American Schools and Hospitals Abroad (ASHA) programs. The Team also provides technical and operational “backstopping” for the Offices of Foreign Disaster Assistance, Food for Peace, Transition Initiatives, and ASHA.

c. The **Office of U.S. Foreign Disaster Assistance (DCHA/OFDA)** coordinates and ensures that the needs of disaster victims are met by providing all forms of relief and rehabilitation. DCHA/OFDA provides technical support to the Administrator, who serves as the President's Special Coordinator for International Disaster Assistance. The Office formulates U.S. foreign disaster assistance policy in coordination with other U.S. Government agencies. DCHA/OFDA works with:

- National and international foreign affairs agencies,

- DOD,
- Department of State,
- UN agencies,
- International organizations,
- Private voluntary organizations, and
- The private sector

in disaster prevention, mitigation, preparedness, response, and rehabilitation. DCHA/OFDA funds and procures relief supplies and administrative support for short- and long-term disaster situations and provides humanitarian relief, rehabilitation, and reconstruction assistance to foreign disaster victims. There are three Divisions within DCHA/OFDA.

(1) The **Disaster Response and Mitigation Division (DCHA/OFDA/DRM)** coordinates with USAID offices and others to provide relief supplies and humanitarian assistance. DCHA/OFDA/DRM plans for the level of response needed for an emergency and implements and manages U.S. Government disaster relief and rehabilitation programs worldwide. The Division devises, coordinates, and implements program strategies for the application of the most current science and technology for prevention, mitigation, and national and international preparedness for a variety of natural and man-made disaster situations. DCHA/OFDA/DRM evaluates the impact of previous disaster response initiatives/programs and ensures the integration of this information into future planning and response activities. The Division coordinates with other USAID geographic Bureaus' donor organizations, United Nations agencies, non-governmental organizations, and private voluntary organizations.

(2) The **Operations Division (DCHA/OFDA/OPS)** develops and manages logistical, operational, and technical support for disaster responses. The Division identifies sources for procurement of relief supplies and manages the stockpiling and transportation of those supplies. DCHA/OFDA/OPS maintains readiness to respond to emergencies through several mechanisms, including:

- Managing Search and Rescue (SAR) Teams,
- Maintaining the operational status of the Ground Operations Team (GO Team), and
- Developing and maintaining the Office's capability to field Disaster Assistance Response Teams (DART) and Response Management Teams (RMT) in Washington.

The Division develops and maintains DCHA/OFDA's relationship with the Department of Defense, the Federal Emergency Management Agency, the Department of State, and the Department of Energy.

(3) The **Program Support Division (DCHA/OFDA/PS)** provides programmatic and administrative support, including:

- Budget/financial services,
- Procurement planning,
- Contract/grant administration,
- General administrative support, and
- Communication support

for both DCHA/OFDA Washington and its field offices. DCHA/OFDA/PS supports the OFDA mission by providing centralized control of funds, resources, and procurement to facilitate the time-sensitive delivery of relief assistance. The Division also maintains and develops administrative and programmatic policy as it relates to DCHA/OFDA programs.

d. The **Office of Food for Peace (DCHA/FFP)** provides leadership, coordination, and operational support for international food activities. DCHA/FFP develops U.S. Government policy, formal positions, and funding levels for grants and cooperative agreements to the World Food Program (WFP), non-governmental organizations (NGOs), and in selected instances governments, implementing food programs. There are four Divisions within DCHA/FFP.

(1) The **Emergency Programs Division (DCHA/FFP/EP)** and the **Development Programs Division (DCHA/FFP/DP)** perform similar functions with different orientations with respect to **P.L. 480 Title II** resources: EP Division provides assistance for emergency operations, while DP Division provides support for Agency food security and developmental objectives. The Divisions implement legislation and policies governing the donation of U.S. agricultural commodities under Titles II and III of **P.L. 480**.

(2) The **Program Operations Division (DCHA/FFP/POD)** prepares the Agency's consolidated **P.L. 480** Title II and III budget request and acts as the focal point within DCHA for policy regarding the availability of commodities and funding for the Title II donation program. The Division manages a budget of over a billion dollars annually. The Division also oversees the procurement and shipping of over two million metric tons of food annually.

(3) The **Policy and Technical Division (DCHA/FFP/PTD)** provides technical and policy support to the Director, and the Emergency Programs,

Development Programs, and Program Operations Divisions. The Famine Early Warning System is also part of this Division.

e. The **Office of American Schools & Hospitals Abroad (DCHA/ASHA)** in accordance with FAA Section 214, provides assistance to schools, libraries, and hospital centers for medical education and research outside the United States founded or sponsored by United States citizens and serving as study and demonstration centers for U.S. ideas and practices. This Office is charged with overall administration of this worldwide program and advises on policy and program matters pertaining to assistance to American schools and hospitals abroad. This Office:

- Develops criteria establishing eligibility requirements for assistance;
- Prepares the budget request relating to the level of assistance required to support the ASHA program;
- Evaluates requests for assistance, ranging from budget deficit support to capital improvements, including the construction of complex medical and teaching facilities;
- Negotiates and executes grants and grant amendments; and
- Monitors grantees' activities to ensure that the purposes of grants are achieved and that grant terms and conditions are in compliance.

DCHA/ASHA arranges for periodic overseas inspections of ASHA facilities for the purpose of assisting institutions in attaining more efficient operations and recommending necessary action in connection with the initiation, supervision, and completion of construction projects.

f. In support of U.S. foreign policy, the **Office of Transition Initiatives (DCHA/OTI)** seizes emerging windows of opportunity in the political landscape to promote stability, peace, and democracy by catalyzing local initiatives through adaptive and agile programming. At the request of, and in coordination with, USAID colleagues in Washington, Congress, Department of State, and relevant in-country U.S. Ambassadors and USAID field Missions, OTI provides on-the-ground, fast, flexible, short-term assistance that promotes positive political momentum. OTI programs should continue until reasonable progress or stability is established and an appropriate and effective exit strategy is determined factoring in longer-term institutional development efforts.

(1) The **Field Programs Division (FPD)** develops and oversees OTI country programs, including country assessments and strategies, program design, implementation, and donor coordination. Composed of geographic

regional teams in Washington, individual country teams overseas, and a group of intermittently employed Transition Advisors, FPD works closely with USAID Bureaus, field Missions, and other USG agencies to ensure policy compliance and coordination.

(2) The **Operations and Management Division (OMD)** provides a full range of administrative operations support to help ensure flexible, rapid response. OMD consists of six teams: Financial Management and Travel (FT); Information Technology (IT); Human Resources and Administration (HR/A); Pre-Employment, Recruiting and Contracts (PERC); the Operations Bullpen; and OMD Management. OMD is responsible for establishing and executing office-wide administrative operations procedures, systems and processes, and maintaining an enhanced response capability through teamwork, fiscal responsibility, and a high degree of customer service.

(3) The **Program, Learning and Innovation (PLI) Division** strengthens OTI programs and operations through improved learning, effective planning, and innovative approaches. The PLI Division consists of two teams: the Applied Best Practices and Coordination (ABC) team and the Program Office. PLI staff support OTI country programs through an array of functions designed to make OTI programming more effective, dynamic, and relevant. The ABC team facilitates learning within country programs and across the organization and supports the evolution and application of OTI's business model through training, program performance management support, and innovative tools and approaches. The Program Office advances OTI's strategic planning and policy engagement at the office and country level through budget development and support; procurement conceptualization, design, and guidance; strategic outreach and communications; and policy planning and decision-making.

g. The **Center of Excellence on Democracy, Human Rights, and Governance (DCHA/DRG)** engages in four distinct activities to carry out its mission to help USAID advance democracy, human rights, and governance as an integral part of the Agency's development and humanitarian assistance.

The DRG Center systematically generates knowledge on what works best in advancing democracy, human rights, and governance globally and disseminates the knowledge to Missions, the wider USG, and the international development community.

- Drawing on this knowledge, the DRG Center serves as a consultancy group for the DRG sector to Missions and the wider Agency, helping to apply that knowledge practically and programmatically.

- The DRG Center manages a focused portfolio of grants, contracts, and funds that function as critical tools to help advance democracy, human rights, and governance.

- The DRG Center works with the Policy, Planning, and Learning Bureau (PPL) to represent USAID's DRG sector in interagency arenas, ensuring that DRG programs are integrally linked with U.S. diplomatic efforts and U.S. national security policy.

The DCHA/DRG Center consists of the following nine divisions:

(1) The **Strategic Planning Division (DCHA/DRG/SP)** manages the DRG Center's strategic planning, budget formulation and execution, and program implementation to support the Center's evidence-based technical leadership in DRG to Missions and the wider development community. The SP Division provides leadership to the Center in the areas of financial management, administration, and human resources; provides DRG training to development officers; and implements the DRG Center's communication strategy in line with the goals of the Center and the DCHA Bureau, to better support USAID DRG officers and DRG programs worldwide.

(2) The **Learning Division (DCHA/DRG/L)** supports the DRG Center in generating and managing knowledge in the area of DRG programs. This includes the creation, acquisition, dissemination, and implementation of this knowledge across the Agency using qualitative and quantitative methods. The Learning Division oversees cutting-edge impact evaluations, conducts research and innovations in the DRG sector, maintains strong relations with the international academic community, manages (in cooperation with the Strategic Planning Division) a DRG "community of practice" across the Agency's DRG membership, and provides methodological support to other divisions in the DRG Center. DCHA/DRG/L represents the DRG Center directly to PPL's Learning Division.

(3) The **Global and Regional Policy Division (DCHA/DRG/GRP)** supports the development and implementation of evidence-based DRG policies, strategies, and budgets at the global, regional and country level. The GRP Division leads the Center's efforts at supporting country-specific DRG assessments and strategies. The Division also represents the DRG sector in the Governing Justly and Democratically (GJD) budget formulation and execution process, conducting analysis and advocacy to link global and country DRG funding with needs and opportunities as well as ensuring that budget levels are consistent with core policies and strategies. Finally, the Division engages within

USAID and in the interagency to forge an effective link between U.S. diplomacy, policy, and programs regarding the promotion of DRG.

(4) The **Elections and Political Transitions Division (DCHA/DRG/EPT)** provides leadership and technical assistance on political competition and consensus-building programs to USAID field Missions and bureaus, other U.S. Government entities, and the broader DRG community. In doing so, the EPT Division conducts technical leadership on specific issues (including cutting-edge electoral issues) and delivers technical assistance to strengthen election administration, political parties, political finance, election monitoring and observation, voter education, and the political participation of women and marginalized groups. The EPT Division also manages the Elections and Political Processes fund, which provides USAID Missions funds for unanticipated electoral needs and innovative programs.

(5) The **Governance and Rule of Law Division (DCHA/DRG/ROL)** supports activities to improve the accountability, transparency, and responsiveness of governing institutions, systems and processes. It also promotes legal and regulatory frameworks that improve order and security, legitimacy, checks and balances, and equal application and enforcement of the law.

(6) The **Human Rights Division (DCHA/DRG/HR)** provides field support and technical leadership on human rights issues to USAID senior staff, operating units, and other USG agencies. The HR Division identifies and disseminates best practices in the protection and promotion of physical integrity (such as freedom from torture, arrest, and slavery) and other civil and political rights, and equal protection under the law, including protections for minorities, marginalized, and vulnerable groups. The Human Rights Division supports USAID Missions and DRG officers through training and technical support, including strategy and program design, assessments, and evaluations, and the provision of program funding and technical assistance to USAID field missions through the Human Rights Grants fund program. The empowerment of women is a particular focus of this division. The HR Division also works to ensure that respect for human rights principles is integrated throughout USG development work.

(7) The **Civil Society and Media Division (DCHA/DRG/CSM)** provides technical leadership and support to USAID operating units and other USG agencies on civil society, including youth, labor and media issues, to generate comparative knowledge on effective approaches for strengthening civil society and independent media; piloting state-of-the-art approaches to civil society and media support; strengthening the Agency's DRG staff through training and technical support,

including assistance in civil society, labor and media strategy and program designs, assessments, and evaluations; and designing and managing a targeted portfolio of global civil society, labor and media programs. CSM promotes innovations in the civil society, labor and media arenas, including the use of social media and other new media technologies as a means for addressing development challenges, and represents USAID in international processes, networks, and working groups focused on civil society, labor, and independent media.

(8) The **Cross-Sectoral Programs Division (DCHA/DRG/CSP)** provides leadership on the integration of DRG across the Agency's development efforts and advances USAID FORWARD's Implementation and Procurement Reform Initiative/Local Solutions. The Division leads the Center's support of USG development goals through advocacy, training, information-sharing, research, and targeted technical assistance towards the planning, assessment, design, implementation, and evaluation of cross-sectoral DRG integrated programs and activities. The CSP Division supports activities and training to enhance conditions and opportunities to engage host-country systems (including public sector, private sector, and civil society) to strengthen the capacity of host country partners to increase sustainability of development investments.

(9) The **Empowerment and Inclusion Division (DCHA/DRG/EI)** coordinates and implements policies and programs of the Vulnerable Populations Program and the Center for Children in Adversity. Vulnerable Populations Programs include five congressionally directed programs—Displaced Children and Orphans Fund (DCOF); Leahy War Victims Fund (LWVF); Victims of Torture fund (VOT); Disability and Wheelchair programs. These programs work with especially at-risk populations. All five provide assistance and work to empower and ensure inclusion of those issues throughout all Agency development efforts. The Center for Children in Adversity supports USG, host country, and civil society partners to develop and implement programs and policies that address the objectives under the Action Plan for Children in Adversity (APCA) - the first-ever, whole-of-government strategic guidance for international assistance to children in adversity. The Center provides coordination among seven USG departments and agencies.

h. The **Office of Conflict Management and Mitigation (DCHA/CMM)** provides technical leadership and field support for USAID programs designed to help countries at risk of violent conflict. The Office develops instruments that allow field Missions to access technical assistance in this field. Staff provides expert advice directly to USAID Missions and the State Department and represents the Agency at international conferences on conflict.

i. The **Office of Civilian-Military Cooperation (DCHA/CMC)** addresses areas of common interests between defense and development, with a focus on improving civilian-military field readiness, programs and coordination. Program areas of common interest include, but may not be limited to:

- Humanitarian assistance,
- The global war on terrorism,
- Strategic communications,
- Conflict prevention and mitigation,
- Counterinsurgency,
- Post-conflict reconstruction and stabilization, and
- Transformational development.

The Office serves as the Agency-wide unit for managing the day-to-day aspects of the USAID-military relationship. DCHA/CMC consists of two Divisions.

(1) The **Planning Division (DCHA/CMC/PD)** serves as the overall coordination unit for managing the day-to-day aspects of the USAID-military relationship, and for planning and developing effective operations. This includes:

- Developing a joint information network;
- Prioritizing requests for participation in events, exchanges and exercises; and
- Overseeing program planning and development for priority regions and countries.

The Division coordinates USAID civilian-military planning and analysis with the Pentagon, the Department of State Office of the Coordinator for Reconstruction and Stabilization, and other USG departments and agencies. DCHA/CMC/PD:

- Manages training programs for selected military and civilian audiences;

- Develops guidance on USAID and NGOs for use in the civilian-military context; and

- Develops and manages staff, budgets, contracts, grants and other mechanisms required to perform Division duties, including program development, planning, training and exercises.

Finally, the Division serves as the base for Agency personnel trained in the war colleges or other DOD institutes.

(2) The **Operations Division (DCHA/CMC/OPD)** serves as the lead unit to develop operational readiness, leadership and coordinated response capacity for field operations requiring joint USAID-military action. The Division's function includes

- Developing a network of contacts in the military as needed for operational readiness;

- Supporting combatant commands (COCOMs) during major operations; and

- Liaising with the Planning Division to develop a joint planning capacity within the COCOMs.

DCHA/CMC/OPD develops and leads the implementation of annual work plans with regional and functional commands; develops and maintains at least two rapid deployment teams that manage emergency responses; and develops a common logistics platform with DCHA/OFDA, field Missions, and DOD for reconstruction and stabilization initiatives. DCHA/CMC/OPD keeps USAID Bureaus informed of pending and ongoing field operations involving the U.S. military; works with NGO and military personnel and organizations to strengthen field coordination; and develops a leadership training program, including long-term and short-term modules.

j. The **Office of Crisis Surge Support Staff (DCHA/CS3)** maintains a cadre of professionals to augment USAID Missions' capacity to prevent, respond to, and recover from crisis and conflict. Its mission is to rapidly mobilize highly qualified experts providing critical skillsets in support of USAID operations abroad essential to crisis prevention, response, recovery, and transition efforts.

To accomplish this mission CS3:

(1) Recruits, hires, and manages a cadre of mission-ready staff with core development and foreign assistance related skillsets who are knowledgeable

in USAID systems and processes and can operate in USAID overseas Missions facing crisis and conflict environments;

(2) Facilitates access to the great depth of crisis, conflict, development, and foreign assistance expertise across USAID to respond to critical, medium-term needs; and

(3) Supports USAID operations worldwide by making available surge support for development programming and internal mission operations where a rapid response is needed to fill empty personnel slots; augment existing staff; temporarily staff new or returning Missions and limited-presence and non-presence posts; or rapidly set up new programs.

101.3.1.21 Regional Bureaus
Effective Date: 03/02/2008

The **Regional Bureaus** design, implement, and evaluate regional and country strategies and programs within five specific regions:

a. Bureau for Africa (AFR);

b. Bureau for Asia (ASIA);

c. Bureau for Latin America and the Caribbean (LAC);

d. Bureau for Europe and Eurasia (E&E); and

e. Bureau for Middle East (ME).

101.3.1.22 Bureau for Africa (AFR)
Effective Date: 06/01/2005

a. The **Office of the Assistant Administrator (AA/AFR)** directs and supervises the activities of the Bureau and its overseas organizations. AA/AFR exercises responsibility for the formulation, approval, and authorization of:

- Economic assistance programs and projects,
- Presentation of the Bureau's program and budget to Congress,
- Approval and direction of the allocation of resources among AFR Offices and Missions,
- Implementation of AFR programs and projects, and
- The furtherance of diversity and increased opportunities for Bureau staff and

sources contracted by the Bureau.

The Office includes the Assistant Administrator (AA) and two Deputy Assistant Administrators (DAAs) who serve as alter egos to the AA on matters affecting Bureau operations.

b. The **Administrative Management Staff (AFR/AMS)** provides advice regarding Bureau structure, administrative processes, and resources. AFR/AMS represents the Bureau in management activities such as personnel assignment, organization management, and administrative support. AFR/AMS develops administrative policies and procedures for the Bureau and implements actions regarding personnel; property and space planning and allocation; travel; security; responses to Freedom of Information Act inquiries; and telephone and personnel directories.

c. The **Office of Sudan Programs (AFR/SP)** serves as the locus of responsibility and coordination for all matters related to Sudan, including:

- Policy and strategy;
- Project and non-project assistance, analysis, monitoring, implementation, and review;
- Personnel and budgeting;
- External relations and information; and
- Donor coordination.

The Office manages USAID/W participation in the development process, conducts analyses, reviews activities for program impact and country performance, and coordinates with other donors. The Office Director has principal decision-making authority, as delegated from the AA/AFR, for project and non-project assistance proposals for Sudan. The Office Director also plays an active role in inter-Agency processes that determine USG assistance policy for Sudan, and coordinates closely with officials at the State Department, OMB, and NSC. The country development staff in the Office has the lead role in providing coordination and backstopping support for the Sudan mission in Nairobi, Kenya and Khartoum. The staff also coordinates support for country strategic plan development and manages the review and approval process as well as participates in and advises on donor relations and meetings.

d. The three **Geographic Offices** serve as the locus of responsibility and coordination for country-related matters, including:

- Policy and strategy;

- Project, non-project, and food aid development, analysis, monitoring, implementation, and review;
- Personnel and budgeting;
- External relations and information; and
- Donor coordination.

These offices manage USAID/W participation in the development process, conduct analyses, review activities for program impact and country performance, and coordinate with other donors. The Office Directors have principal decision-making authority, as delegated from the AA/AFR, for project and non-project assistance proposals. The country development staffs within the Geographic Offices have the lead role in providing coordination and backstopping support for Missions. These staffs coordinate support for country strategic plan development and manage the review and approval process. They also participate in and advise on donor relations and meetings.

(1) The **Office of East African Affairs (AFR/EA)** supports programs in Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Tanzania, Uganda, Democratic Republic of Congo, and the Regional Economic Development Services Office in Nairobi, Kenya.

(2) The **Office of West African Affairs (AFR/WA)** supports programs in Benin, Ghana, Guinea, Liberia, Mali, Nigeria, and Senegal.

The Program Analysis Staff in AFR/EA and the Program Support and Economic Analysis Staff in AFR/WA manage economic, sectoral, and cross-sectoral research and analysis, and develop and maintain economic and social databases for their respective Geographic Offices. They:

- Coordinate all project and non-project assistance design activities in the AFR portfolio, ensuring compliance with established policies, procedures, and regulations as they relate to project design, approval, and implementation;
- Coordinate the preparation of individual country Congressional Presentation submissions;
- Coordinate the annual budget cycle; and
- Monitor country program financial data.

They work with AFR/AMS and other Bureau offices to meet Mission staffing requirements.

(3) The **Office of Southern African Affairs (AFR/SA)** supports programs in Angola, Botswana, Malawi, Mozambique, Namibia, South Africa, Zambia, Zimbabwe, and the Regional Center for Southern Africa located in Botswana. There are three Teams providing coordination of AFR/SA programs.

- The Low-Income Countries Team coordinates bilateral programs in Angola, Malawi, Mozambique, and Zambia.

- The Middle Income Countries Team coordinates bilateral programs in Namibia, South Africa, and Zimbabwe.

- The Regional and Program Analysis Team manages economic, sectoral, and cross-sectoral research and analysis and develops and maintains economic and social databases for the southern African programs. It coordinates all project and non-project assistance design activities in the Southern Africa region, ensuring compliance with established policies, procedures, and regulations as they relate to project design, approval, and implementation. This Team coordinates inputs for key budget-cycle documents, including the Annual Report and Congressional Notifications. It also provides USAID/W coordination for the Initiative for Southern Africa that is implemented by the Regional Center for Southern Africa. This Team coordinates activities for non-presence programs in Lesotho and Swaziland and other multi-country programs such as disaster response.

e. The **Office of Development Planning (AFR/DP)** provides leadership for Bureau strategy and policy development and oversees development and monitoring of the Development Fund for Africa (DFA) Action Plan. AFR/DP:

- Identifies and addresses cross-cutting development issues,

- Manages the allocation and tracking of budget resources,

- Assesses the impact of assistance,

- Coordinates assistance with other donors, and

- Provides guidance on overall program and budgeting strategy and policies.

It is composed of two Divisions and two staff offices.

(1) The Project and Food Policy Staff manages and performs quality oversight of Bureau policies concerning project design and implementation, as well as food aid policy development. This unit monitors compliance with guidance on project issues and assesses the quality of implementation of delegations of authority. It establishes food aid policies and program strategy; prepares Africa-specific

guidance; and negotiates, tracks, monitors, and maintains the Bureau food aid budget.

(2) The OE Budget and Financial Management Staff manages the OE budget allocation and tracking system and prepares OE budget allowances. The staff participates in budget responses and reclamas on OE for the Bureau for Management and OMB. It

- Provides financial management services and counsel and participates on design and evaluation assessment teams to provide financial management expertise;
- Serves as the Bureau's audit and investigation liaison;
- Oversees participation, response, and implementation of audit recommendations; and
- Manages the internal control assessment process and the audit management and resolution program.

(3) The **Program Analysis and Budget Division (AFR/DP/PAB)** manages the Bureau budget processes and coordinates preparation of the Congressional Presentation. AFR/DP/PAB:

- Prepares budget responses and reclamas for the Bureau for Management and OMB,
- Monitors and tracks compliance with congressional interests,
- Coordinates preparation for and follow-up to congressional hearings and prepares responses to legislative reporting requirements, and
- Tracks and reports on the status of legislation and congressional views and organizes and participates in briefings for Hill staff.

(4) The **Policy, Outreach, Strategy and Evaluation Division (AFR/DP/POSE**) develops and monitors implementation of the Bureau for Africa strategy, as set forth in the DFA Action Plan. AFR/DP/POSE develops program strategy and policy guidance for the region, adapting Agency policies for Africa. In addition, AFR/DP/POSE:

- Prepares issue papers and assists the field with strategic concept papers;
- Evaluates program performance and assists Missions in organizing a program assessment system; and

- Participates in country project/non-project reviews and assessments of program impact, coordinating with FA/PM/SIM&E on Agency program evaluation activities.

The Division also acts as the Bureau focal point for outreach activities, managing the Bureau for Africa Information Center.

f. The **Office of Sustainable Development (AFR/SD)** provides leadership on African development issues through analysis, strategy development, program design, technical assistance, advocacy, and information dissemination in areas of capacity building, institutional strengthening, partnership development, information technology, social sciences, democracy and governance, natural resources management and environment, agriculture, population, HIV/AIDS, health, nutrition, education, and crisis mitigation and recovery. The Office:

- Manages a set of strategic objectives that help guide overseas operating units in making decisions about strategic choices, program design, implementation, and monitoring and evaluation;

- Supports, encourages, and strengthens the performance of African regional institutions and other international organizations;

- Leads the Bureau's strategic thinking in technical areas; and

- Reviews performance by operating units and programs within the Bureau and advises AFR/DP on appropriate allocation of resources to them.

AFR/SD is comprised of a staff office and three divisions.

(1) The Health, Population, Nutrition and AIDS Staff engages in programs in policy research, capacity building, institutional strengthening, and dissemination of best practices, to ensure that Africans can build a healthy, sustainable future for themselves. Programs focus on extending healthcare services, protecting maternal and child health, conveying family planning information, expanding immunization, and directly confronting the HIV/AIDS crisis.

(2) The **Economic Growth, Environment and Agriculture Division (AFR/SD/EGEA)** provides support for USAID Missions to accelerate growth and reduce poverty and to combat hunger and environmental degradation in Africa. These include:

- Promoting new agricultural methods and technologies;

- Expansion of markets;

- Use of innovative environmental measurement tools; and
- Natural resources management techniques, aimed at sustainably increasing African incomes and social stability.

The Division builds local capacity, strengthens African institutions, and supports African networks of policy analysts, policy makers, and business people in order to promote policy relevant research. It also applies the Internet and related technologies to promote accelerated, sustainable, and equitable growth.

(3) The **Education Division (AFR/SD/ED)** programs support education activities in Africa, with a special emphasis on the education of girls and women, distance learning and innovative technologies, education for democracy, and mitigating the impact of HIV/AIDS on students and teachers. Division programs engage in policy research, capacity building, institutional strengthening, and dissemination of best practices. The Division provides strategic guidance to Missions as they design and evaluate their basic education programs.

(4) The **Communication, Peacebuilding and Governance Division (AFR/SD/CPG)** programs engage in policy research, capacity building, institutional strengthening, and dissemination of best practices. The Division works to prevent and mitigate the effects of conflict by linking crisis management with long-term development programs and by helping African nations integrate democracy and good governance principles across development sectors to consolidate democracy and good governance in their societies. These programs are designed to enable Africa to avoid crises, while ensuring more accountable, effective, and responsive public service systems.

101.3.1.23 Bureau for Asia (ASIA)

Effective Date: 03/02/2008

a. The **Office of the Assistant Administrator (AA/ASIA)** directs and supervises the activities of the Bureau and its overseas organizations. AA/ASIA formulates, approves, and authorizes U.S. development assistance programs and projects; presents the ASIA Bureau's program and budget to Congress; and approves and directs the allocation of resources among ASIA Offices and Missions. AA/ASIA implements ASIA programs and projects; monitors performance under loan and grant agreements, contracts, and other operating agreements; and takes or recommends required remedial action. The AA serves as the USAID representative on joint commissions, subcommittees, and working groups involved in the ASIA region.

AA/ASIA houses two shared-services units responsible for providing service to both the Bureau for Asia and the Bureau for the Middle East. These units are: The Administrative Management Support Team which ensures that all management and administrative support services for the Bureau of ASIA and the Bureau for the Middle East are in place

and maintained, providing expert personnel and administrative counsel and assistance to the AA/ASIA, the AA/ME, and the senior managers of both bureaus, ensuring their compliance with appropriate statutes, policies, and procedures.

b. The Office of **Strategic Planning and Operations (ASIA/SPO)** is the principal point of contact for both bureaus on foreign assistance budget and planning issues with the State Department's Office of U.S. Foreign Assistance Resources (State/F), and works in tandem with both bureaus' geographic desks on these issues with the State Bureau for South and Central Asian Affairs (SCA), the State Bureau for Near Eastern Affairs (NEA), the State Bureau for East Asia and the Pacific (EAP), and the Office of the U.S. Coordinator for Assistance to Europe and Eurasia in the Bureau for European Affairs (EUR/ACE). SPO also is a key point of contact for both bureaus with other U.S. Government agencies, international donors and multilateral organizations on foreign assistance budget and planning issues.

ASIA/SPO works in tandem with State/F, the Department of State Regional Bureaus, and ASIA Bureau and Middle East Bureau geographic offices to build, justify, and implement integrated foreign assistance budgets, based on regional and country expertise and analysis. ASIA/SPO also coordinates and participates in the review of Operational Plans to determine whether the foreign assistance resources are best allocated to achieve the goal of transformational diplomacy.

As part of the Operational Plan review, ASIA/SPO coordinates and evaluates operating units' performance as part of the office's performance monitoring and evaluation role. In addition, ASIA/SPO serves both bureaus and all operating units by conducting outreach, providing legislative analysis and Congressional expertise, engaging in donor coordination efforts, and engaging with the inter-agency on counter-terrorism and counter-insurgency issues.

The Office is comprised of two Divisions.

(1) The **Strategic Planning Division (ASIA/SPO/SP)** plays a critical role in translating State/F and Agency programming guidance into regional operational guidance and procedures and responding to field missions' questions regarding this guidance. ASIA/SPO/SP advises and supports both bureaus and all operating units in the preparation of country and regional Operational Plans and associated performance monitoring and implementation arrangements. In coordination with the Operations Division, ASIA/SPO/SP leads the development of the integrated foreign assistance budget request and justification by working with State/F, Department of State Regional Bureaus, and the Middle East Bureau and Asia Bureau geographic offices to match resources to foreign policy priorities. ASIA/SPO/SP provides feedback and assistance to operating units on performance monitoring and evaluation and in coordination with the Operations Division, links performance with budget decisions.

ASIA/SPO/SPO takes the lead and ensures both bureaus' input into the Agency's required reports, such as the PAR and PART, and into the strategic planning process. In coordination with the Office of Technical Support, ASIA/SPO/SP plans and manages the Asia and Near East Central Program, including preparing the Operational Plan and Performance Report and implementing cross-cutting activities. ASIA/SPO/SP also

- Coordinates preparation for congressional hearings, briefings and Q&As;
- Prepares responses to legislative requirements;
- Tracks and prepares reports on the status of legislation and congressional views; and
- Organizes and participates in briefings for Hill staff.

This division is also responsible for conducting outreach for both bureaus and backstopping the outreach efforts of field missions, in addition to being both bureaus' lead for donor coordination and engagement with the inter-agency community on counter-terrorism and counter-insurgency issues.

(2) The **Operations Division (ASIA/SPO/O)** maintains the USAID portion of the integrated budget, which is based on a number of funding accounts, and provides funds to USAID operating units in a timely manner. It ensures that the Asia and Middle East Bureaus are in compliance with the provisions of the Foreign Operations Appropriations Act, Congressional directives, and Presidential Initiatives. This division plays a critical role in maintaining budget controls and ensuring that operating units follow the programming guidance issued by F, including submitting the required paperwork to reprogram funds. In coordination with the Strategic Planning Division, ASIA/SPO/O plays a vital role in development of the integrated foreign assistance budget request and justification. ASIA/SPO/O is responsible for recommending the allocation of operating expenses among Operating Units and allowing these funds to operating units in both regions. In addition, ASIA/SPO/O manages the Congressional Notification preparation and submission process; provides technical guidance and assistance on budget related matters to both bureaus and all missions. This division is also responsible for executing intra- and inter-agency transfers, monitoring accruals and pipelines, and de-obligating funds.

c. The two **Geographic Offices** provide liaison and backstopping functions for ASIA field posts. The Geographic Offices coordinate and lead the review and approval of all proposed assistance in presence countries, and the strategy development as well as the review and approval of all proposed assistance in non-presence countries, from the standpoint of suitability to the country or area development situation and contribution to the achievement of results as specified in the strategy. The Offices also coordinate

and lead the review and follow-up of country program strategies, Annual Report Reviews, field Congressional Presentation input, Congressional Notifications, and other documentation presented for USAID/Washington review and approval. The Offices work in tandem with SPO for interagency review and for approval by F of operational plans and budgets.

The Offices serve as the USAID/Washington principal point of contact with the Agency's external audiences and respond to stakeholder inquiries and requirements for information. The Offices interact with Department of State geographic offices to ensure mutual understanding and meshing of foreign policy goals, program objectives, and individual agency administrative requirements, and to coordinate USAID participation and representation in USAID/Washington at multilateral and other donor meetings on area countries, particularly the annual Consultative Group Meetings. Other frequent interactions include those with the U.S. Office of Management and Budget, the Treasury Department, the National Security Council, the Department of Defense, and other U.S. Federal departments and agencies, as well as Congress (with LPA), bilateral and multilateral donors, and the Embassies of Asia.

(1) The **Office of East Asian Affairs (ASIA/EAA)** supports and coordinates and regional activities in the countries of Cambodia, Indonesia, Mongolia, Philippines, Vietnam, East Timor, and the Regional Mission in Thailand. In addition, the Desks are the key link for bilateral and regional activities in the countries of Burma, China (including Tibet), Laos, North Korea, and the South Pacific Islands. The Office acts as the interface for other bilateral and multilateral donor programs in all of the above countries.

(2) The **Office of South and Central Asian Affairs (ASIA/SCAA)** supports and coordinates the bilateral and regional activities in the South Asian countries of India, Bangladesh, Nepal, Sri Lanka, Pakistan, and Afghanistan, and the Central Asian Countries of Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. In addition, the South Asian Desks are the key link for bilateral and regional activities in the countries of Bhutan and the Maldives Islands. The Office acts as the interface for other bilateral and multilateral donor programs in all of the above countries.

101.3.1.24 Bureau for Latin America and the Caribbean (LAC)

Effective Date: 05/10/2009

a. The **Office of the Assistant Administrator (AA/LAC)** directs and supervises the activities of the Bureau and its overseas organizations. AA/LAC formulates, approves, and authorizes U.S. development assistance programs and projects; presents the LAC Bureau's program and budget to Congress; approves and directs the allocation of resources among LAC Offices in Washington and LAC Missions Overseas; and implements LAC programs and projects. AA/LAC also promotes diversity and increased opportunities for Bureau staff.

The Office of the Assistant Administrator includes the AA, two Deputy Assistant Administrators (DAAs), a Special Advisor for Presidential and Bureau Initiatives, a Senior Advisor for Cuba, a Senior Advisor for Transnational Emergencies and Disasters, a Special Assistant, two Secretaries, and four Administrative Officers. The DAAs serve as alter egos to the AA on matters affecting Bureau operations.

b. The **Strategy and Program Office (LAC/SPO)** provides leadership, guidance, and advice to the Bureau on overall development planning, program and budget requirements, policy formulation, broad management implications, and implementation strategies. The Office also provides leadership and assistance to Missions in developing strategies, activity evaluations, and performance management systems, as well as in analyzing country, regional, sector, and activity-level impact of proposed strategies and development assistance activities. The Office:

- Develops and manages the Bureau's program and Operating Expense budget allocation process;
- Provides advice on economic trends, policy concerns, and program effectiveness issues;
- Ensures consistency of programs with Agency and Bureau policies, strategies, and priorities; and
- Serves as the focal point of all Bureau outreach activities.

LAC/SPO is also responsible for management oversight of the design, review, approval, implementation, and central administration of all LAC bilateral and regional activities.

c. The **Office of Regional Sustainable Development (LAC/RSD)** provides technical leadership and liaison, regional expertise, sectoral strategies, and advice in the areas of:

- Economic growth, agriculture, and trade;
- Democracy and governance;
- Education and human resources;
- Population and health; and
- The environment.

The Office designs, implements, and evaluates selected regional projects and is organized into five teams.

(1) The Broad-Based Economic Growth Team supports economic growth issues including sectoral policy; trade, exports, and markets; agriculture and rural development; micro-enterprise, small business and remittances; financial markets and privatization; legal and regulatory reform; and food security. The

team coordinates the technical aspects of food aid programs with DCHA and collaborates with the environment team on habitat preservation, biological diversity, environmental protection, and pollution control and abatement.

(2) The Democracy and Governance Team supports rule of law and human rights; violence and conflict prevention; civil-military relations; participation and decentralization; governance and accountability; civil society; and political processes such as elections support.

(3) The Education and Human Resources Team supports basic education, secondary and vocational education; education policy reform, teacher training, and participant training; and provides advice and support for education and training functions.

(4) The Population, Health, and Nutrition Team supports issues related to family planning and reproductive health; child survival; maternal health; HIV/AIDS; health sector policy reform; tropical and infectious diseases; and sustainability of program impacts.

(5) The Environment Team supports technical areas related to:

- Environmental protection;
- Conservation of tropical forests;
- Urban and industrial pollution;
- Energy;
- Pest and pesticide management;
- Global climate change; and
- Coastal resource management.

The Team implements Regulation 216, an environmental regulatory function; and collaborates closely with staff responsible for the broad-based economic growth area in agricultural resource management and environmental regulatory policy related to hemispheric free trade objectives to ensure that production, growth, and income objectives are efficiently pursued.

d. The **Geographic Offices** coordinate country-related matters, including:

- Policy and strategy;
- Project, non-project, and food aid development, analysis, monitoring, implementation, and review;
- Personnel and budgeting;
- External relations and information; and
- Donor coordination.

The Geographic Offices manage USAID/W participation in the development process; conduct analyses and review activities for program impact and country performance; and coordinate with other donors. The Offices provide coordination and backstopping support for Missions and also coordinate support for country strategic plan development, review, and approval. There are three Geographic Offices for LAC.

(1) The **Office of South American Affairs (LAC/SA)** supports programs in Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay, and Venezuela.

(2) The **Office of Caribbean Affairs (LAC/CAR)** supports programs in Barbados, Dominican Republic, Guyana, Haiti, Jamaica, and Caribbean Regional Programs.

(3) The **Office of Central American and Mexican Affairs (LAC/CAM)** supports programs in Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, and Central American Regional Programs.

(4) The **Office of Cuban Affairs (LAC/CUBA)** supports programs in Cuba.

101.3.1.25 Bureau for Europe and Eurasia (E&E)

Effective Date: 06/06/2016

a. The Office of the Assistant Administrator (AA/E&E) directs and supervises the programs of the Bureau and its overseas organizations. AA/E&E formulates regional and sub-regional policies and strategies; approves bilateral and regional programs; together with the Department of State Coordinator, allocates program resources among countries and offices; presents the Bureau budget to Congress; acts as the spokesperson for USAID programs in Eastern E&E; and represents the E&E Bureau on the Senior Management Group Panel.

Two Deputy Assistant Administrators (DAAs) reporting to the AA oversee the daily work of the E&E Bureau. The Senior DAA is primarily responsible for the overall management and operation of the Bureau including programming, budget, and personnel. The Senior DAA oversees day-to-day management of the Bureau and acts as the Assistant Administrator in the absence of the incumbent. The second DAA is primarily responsible for legislative and public affairs and for interagency coordination, including representing the Bureau to Congress and the National Security Council (NSC), and for government-to-government coordination.

b. The Administrative and Management Services staff (E&E/AMS) is responsible for operational and administrative support and information management functions. The AMS team ensures that all support services and facilities are established and maintained. Working closely with USAID's Bureau for Management and the Department of State's Management Bureau, the AMS staff develops administrative policies and procedures for the Bureau and is responsible for human resources, including workforce planning, assignments, evaluations, awards, and training; logistical

support, including facilities, IT, security, and clearances; emergency preparedness; Freedom of Information Act requests; and compliance with Agency-wide reporting requirements. AMS provides advice and assistance to senior Bureau management and field Missions and offices in support of Washington and overseas administrative management support activities.

c. The Program Office (E&E/PO) ensures that USAID programs in the E&E region, and their supporting program and OE budgets, address foreign policy and administration assistance priorities, as well as Agency policies and the needs of the region. The Office ensures that resources align with strategic priorities. The Office also monitors country and program progress toward achieving transition objectives and works with the Department of State Assistance Coordinator to ensure appropriate program budget allocation. E&E/PO directs region-wide strategic planning, program policy development, program and OE budget management, performance monitoring, reporting, and evaluation, as well as support for project development and implementation, for active country programs and residual programs in non-presence and graduated countries in the E&E region. E&E/PO also:

- Manages the strategic budgeting process including out-year planning and formation of resource requests, and develops systems and guidance to prepare country program strategies and budgets;

- Tracks foreign assistance legislation, ensures responsiveness to legislative directives, prepares Bureau officials to testify and brief Congress, and coordinates Bureau responses to Congressional concerns and directives;

- Coordinates the Bureau's response to unsolicited proposals;

- Addresses issues raised in the context of USAID's relations with other donors;

- Supports program evaluation and knowledge-sharing about program results throughout the region; and

- Leads and coordinates Bureau's advocacy and outreach efforts.

There are two Divisions within this Office:

(1) The **Strategic Planning and Analysis Division (E&E/PO/SPA)** develops the Bureau-wide strategic framework for E&E programs; provides advice and guidance in developing country strategic plans; manages the pre-strategy consultation process; prepares parameters guidance to Missions; and takes the lead in Bureau review and approval of these plans. SPA also ensures that USAID's regulatory requirements concerning environmental assessment and compliance actions are fulfilled.

E&E/PO/SPA is responsible for broad implementation support for USAID activities. The Division also:

- Monitors economic, democratic, and social trends in the region, and identifies emerging country performance trends across sectors;

- Liaises with the Bureau for Foreign Assistance with regard to Agency strategy and policy development and implementation, reviews Agency policy, and crafts Bureau positions on policy;

- Develops and implements Bureau analytical and evaluation agendas, and ensures dissemination of findings, and recommends program responses;

- Conceptualizes options and strategic approaches for country graduation and analysis; and

- Ensures an efficient, effective process by which relevant program knowledge can be shared across countries and used to improve programs.

E&E/PO/SPA also leads the Bureau in performance monitoring, review, reporting, and project development and implementation, including:

- Developing and disseminating information on "best practices" in the implementation of Bureau operating systems and procedures;

- Providing assistance with designing activities for field Missions and E&E/Washington;

- Developing Bureau policy guidance and assisting Operating Units with activity design, graduation and program close-out planning, and post-presence program approval; and

- Providing advice, training, and assistance on performance monitoring plan preparation and on meeting Agency programming requirements as put forth in the Agency's Automated Directives System (ADS).

E&E/PO/SPA also ensures USAID's regulatory requirements are met for environmental assessment and compliance actions prescribed by **ADS 204** and 22 CFR 216. Core activities are the review and analysis of programs in the Bureau to determine compliance with legal and policy requirements related to environmental impact and sustainability. Related activities include:

- Conducting reviews of Missions and Bureau activities to determine compliance with U.S. environmental laws, regulations and best practices,

and maintaining records to provide public access through the Agency's environmental compliance database;

- Providing technical guidance and training to Missions and implementing partners on effective environmental compliance, natural resource management, and program development;

- Conducting reviews of Multinational Development Bank proposals and recommending USG voting positions based on likely environmental impacts;

- Collaborating with other environment officers to develop Agency policies, strategies, and plans for environmental protection programs for Agency-wide application; and

- Providing analysis, advice, and coordination for environmentally relevant activities across the Bureau, especially energy, infrastructure, agriculture, and water resources, in close coordination with the Technical Support Office.

(2) The **Financial Services Division (E&E/PO/FS)** is responsible for a wide range of financial support functions to include budget planning and implementation, accounting, and compliance with internal control procedures. FS leads the Bureau in program budget planning, financial analysis, budget implementation and reporting. FS provides input to the Congressional Budget Justification and various program budget analyses, working with Washington and field Missions and Offices and the Department of State's Assistance Coordinator to guide the Bureau in the program budget formulation and maintenance process. The Division develops and maintains procedures, policies, financial information, and compensation tracking systems that streamline program operations and enhance the implementation of USAID programs in field Missions and Offices and in Washington. FS is responsible for budget formulation for program and operating expense (OE) funds and for the budget execution and management of funds as well as audit management for the Bureau, including GAO and OIG.

FS serves as the principal Bureau liaison with OMB, M/MPBP/BUD, and LPA on budget implementation issues; directs Bureau budget implementation processes, including the preparation of guidance on funds apportionment, allowance, distribution, and tracking; and takes the lead on Congressional Notifications. E&E/PO/FS:

- Develops and implements the processes by which E&E will work with Pillar Bureaus in funding E&E projects transferred to them;

- Coordinates Mission information on field support requests with Pillar Bureaus;

- Serves as a Bureau resource providing support on Phoenix, GLAA, and E2i; and

- Leads the Bureau in managing the Federal Managers Financial Integrity Act (FMFIA) issues and certification.

d. The Office of European and Eurasian Country Affairs (E&E/EECA "The Desk") serves as the representative in Washington for the USAID field Missions & Offices in the Europe and Eurasia region, providing resident expertise on country conditions. Country Development Officers (CDOs) inform USAID/Washington decisions, discussions, policies, and priorities. The Office (commonly referred to as "The Desk") consists of a Director, a Team Leader, and the CDOs. In addition to supporting field Missions and Offices, E&E/EECA also leads the Bureau's Non-Presence and Limited Presence initiative, including support for programs in Cyprus, Ireland and Northern Ireland, and other countries including those that graduated from bilateral assistance but may receive continuing regional or legacy fund assistance. E&E/EECA addresses issues raised in the context of USAID's relations with other donors.

E&E/EECA provides programmatic and administrative support for E&E's field Missions and Offices in the region. E&E/EECA is responsible for communication and information flow between the field, E&E Bureau, other USG agencies, Congressional stakeholders, diaspora communities, and the general public. E&E/EECA undertakes outreach to think tanks, NGOs, and other who are interested or engaged in the E&E region. In addition to representational and outreach responsibilities, CDOs provide input to program policy and strategy development, as well as program coordination. They provide critical country and program analysis and articulation of the Mission's issues and priorities to senior officials of the Agency, E&E Bureau, USG, and other stakeholders. E&E/EECA provides leadership on regional matters, including coordination with the European Union and emerging donors in the E&E region. E&E/EECA staff arranges introductory ("on-boarding") consultations with the interagency, host country embassies, implementing partners, and regionally involved organizations, for all USAID staff assigned to the region. The Desk also provides USAID orientation consultations for newly appointed Ambassadors and State FSO's assigned to the region.

e. The Technical Support Office (E&E/TSO) provides expertise, analysis, and project management in support of the Bureau's core objective of pursuing democratic governance and economic reform as mutually reinforcing objectives. Open, democratic, low-corruption societies are the most economically competitive, and elements of both are required for European Union accession. TSO is organized into three divisions, Democracy and Governance, Economic Growth, and Energy. The key functions of the TSO are to:

- Provide technical assistance and expertise to Missions, through TDYs and from Washington, for strategy development, assessments, evaluations,

program designs, PAD development, technical evaluation committees (TECs), and staff coverage;

- Provide technical and policy expertise to Bureau and Agency leaders, as well as to interagency colleagues and Congress, collaborate and share information with Pillar Bureaus and multilateral organizations, and represent the Bureau on inter- and intra-agency working groups; and

- Design, manage, and arrange independent evaluations of regional programs, in coordination with Missions, other USG departments or agencies, and international colleagues such as bilateral and multi-lateral donors.

(1) The **Democracy and Governance Division (E&E/TSO/DG)** provides a range of services and carries out functions in areas oriented towards strengthening democratic institutions, processes, practices, and values in the areas of civil society, political processes, independent media, the rule of law, good governance, human rights, and anti-corruption.

In the support of these goals, the DG Division focuses on the following:

- Management of Benchmarking Indices: Nations in Transit report, CSO Sustainability Index, and the Media Sustainability Index; and

- Management of regional programs including the Eurasia Non-Presence Portfolio (ENP).

(2) The **Economic Growth Division (E&E/TSO/EG)** focuses on assisting countries and their productive sectors in moving toward Euro-Atlantic integration by developing reforms that create jobs, promote financial sector growth and stability, increase trade, and advance entrepreneurship. Key subsectors include economic governance (improving the business enabling environment, reducing corruption, establishing quality standards); competitiveness, particularly for Small and Medium Enterprises; workforce development; access to finance; international financial standards; regional trade facilitation; and access to global markets.

In addition, the Division manages grants to Enterprise Funds that invest in promising sectors and monitors the work of foundations formed from past grants.

(3) The **Energy Division (E&E/TSO/E)** focuses on the development of economically and environmentally sound energy and infrastructure systems that can support economic growth and integrate with Western European systems. Work focuses on building capacity within European Energy Community countries to support strategic energy planning and inform policy formulation. Activities also improve service and reliability for utility customers, increase energy affordability, encourage transparency of operations, and promote security of energy supply.

Simultaneously, the division works to reduce greenhouse gas emissions and promotes Low Emissions Development Strategies (LEDS) through clean energy investment policies and increased energy efficiency and renewable energy investments. Programs include support to capacity building, legislation, regulation, public information campaigns, and demonstration projects.

In addition, the Division manages grants for the Chernobyl Shelter Implementation Fund and Chernobyl Monitoring Account. It is also responsible for infrastructure investments, e.g., to recover from a natural or man-made disaster.

Other Technical Support: TSO also provides strategic, political, and technical advice to field Missions in support of social services that focus on improved health and well-being for the people of the region, inclusive education and youth development; and minority issues including gender, Lesbian, Gay, Bisexual and Transsexual, and People with Disabilities. TSO manages limited regional activities funded by the Bureau for Global Health Bureau.

101.3.1.26 Bureau for the Middle East (ME)

Effective Date: 06/06/2016

a. The **Office of the Assistant Administrator (AA/ME)** directs and supervises the activities of the Bureau and its overseas organizations. AA/ME formulates, approves, and authorizes U.S. development assistance programs and projects; presents the Middle East Bureau's program and budget to Congress; and approves and directs the allocation of resources among Middle East Offices and Missions. AA/ME implements Middle East programs and projects; monitors performance under loan and grant agreements, contracts, and other operating agreements; and takes or recommends required remedial action. The AA serves as the USAID representative on joint commissions, subcommittees, and working groups involved in the Middle East region.

b. The **Office of Technical Support (ME/TS)**, housed in the ME Bureau, supports both the ASIA and ME bureaus, regional platforms and field missions with technical staff focused on the unique transformational development issues confronting the Asia and Middle East regions. For these regions, ME/TS produces technical analyses, develops strategies and sectoral policy guidance, designs programs, monitors and evaluates country progress, and reaches out to the agency, interagency and to the public on technical issues. ME/TS teams encompass—and interconnect – the health, education, democracy, economic growth, environment, conflict management, humanitarian, and security sectors.

For both bureaus, ME/TS is the principal point of contact with other U.S. Government agencies, international donors, and bilateral and multilateral organizations on strategic technical priorities and concerns. Within the U.S. Government, at the direction of Bureau
leadership, ME/TS engages with other US Government functional or technically-focused

agencies and offices, including the:

- State Department's Bureaus of Oceans and International Environmental and Scientific Affairs (OES);
- Democracy, Human Rights and Labor (DRL);
- Economics Bureau (EB);
- International Narcotics and Law Enforcement (INL);
- Functional teams in the Director of Foreign Assistance (F);
- Coordinating offices for technical issues such as HIV/AIDS, reconstruction and stabilization, and counter-terrorism;
- The Departments of Commerce, Justice, Treasury, Defense; and
- The National Security Council on interagency sectoral initiatives.

Within USAID, ME/TS sits on sectoral councils and is the principal point of contact on technical issues related to the region's foreign assistance planning and program implementation with technical bureaus (Health; Democracy, Conflict, and Humanitarian Assistance; Economic Growth, Education and Environment).

ME/TS's main counter parts in the field are the technical staff in USAID missions and the regional platform offices (OMEP, RDMA). ME/TS provides the bureaus and field missions with technical advice for country strategic and operational planning, program design, evaluation and implementation. ME/TS links the ASIA and ME bureaus and their field missions with links to USAID pillar bureaus for services, support, research and training, and with access to relevant US or international organizations and initiatives. ME/TS produces evidence-based analysis to monitor and evaluate progress and to communicate with the public, constituency groups, Congress (with LPA), and other stakeholders on technical matters. In coordination with the Office of Strategic Planning and Operations (ASIA/SPO), ME/TS plans and manages the Asia and Near East Central Program, including preparing the Operational Plan and annual Performance Reports and leading implementation of regional and cross-cutting activities. The Office advises the Administrative Management Support Team on skill requirements and personnel qualifications for all Bureau technical positions, assignments, and recruitment.

c. The two **Geographic Offices** provide liaison and backstopping functions for Middle East field posts. The Geographic Offices coordinate and lead the review and approval of all proposed assistance in presence countries, and the strategy development as well as the review and approval of all proposed assistance in non-

presence countries, from the standpoint of suitability to the country or area development situation and contribution to the achievement of results as specified in the strategy. The Offices work in tandem with SPO for interagency review and for approval by F of operational plans and budgets. The Offices also coordinate and lead the review and follow-up of country program strategies, Annual Report Reviews, field Congressional Presentation input, Congressional Notifications, and other documentation presented for USAID/Washington review and approval.

The Offices serve as the USAID/Washington principal point of contact with the Agency's external audiences and respond to stakeholder inquiries and requirements for information. The Offices interact with Department of State geographic offices to ensure mutual understanding and meshing of foreign policy goals, program objectives, and individual agency administrative requirements, and to coordinate USAID participation and representation in USAID/Washington at multilateral and other donor meetings on area countries, particularly the annual Consultative Group Meetings. Other frequent interactions include those with the U.S. Office of Management and Budget, the Treasury Department, the National Security Council, the Department of Defense, and other U.S. Federal departments and agencies, as well as bilateral and multilateral donors, Congress (with LPA), and the Embassies of Middle Eastern countries.

(1) The **Office of Middle East Affairs (ME/MEA)** provides effective and efficient headquarters guidance and support to USAID activities and programs in the Middle East Region. Egypt, Jordan, Lebanon, Morocco, West Bank/Gaza, and Yemen are USAID posts with a combination of DA, ESF and International Development Assistance (IDA)-funded programs. Algeria, Israel, and Tunisia are posts where ESF-funded activities continue to operate. ME/MEA also provides advice and assistance to the Office of Middle East Programs (OMEP), based in USAID/Egypt, which supports U.S. Government and multi-lateral initiatives and develops programs that address common, transboundary development issues of impact to the Middle East region. ME/MEA is the principal point of contact and coordination with the Department of State's Bureau for Near East and Asia for the above Middle East programs.

(2) The **Office of Iraq and Arabian Peninsula Affairs (ME/IAPA)** provides headquarters guidance and support to USAID activities in Iraq. The Iraq reconstruction program is the largest and most intensive effort that the United States has mounted since the Marshall Plan. This particularly demanding program requires close coordination with the National Security Council and the Department of Defense in addition to the regular liaison functions performed at the headquarters level. ME/IAPA is the principal USAID point of contact with State/NEA on Iraq and with State's Coordinator for Iraq (S/I).

d. The USAID/Yemen Mission is temporarily renamed the Yemen Support Office (YSO) and has a duty station in Washington, D.C. while the situation in Yemen remains non-permissive.

101.3.2 Overseas Organizations
Effective Date: 02/08/2001

USAID manages a wide variety of U.S. foreign economic and humanitarian assistance programs in the developing world, Central and Eastern Europe, and the new independent states of the former Soviet Union.

101.3.2.1 USAID Bilateral Country Missions
Effective Date: 02/08/2001

USAID bilateral country Missions are established when the U.S. assistance program is continuing, ranging from minor programs with a single focus to major programs with multiple types of assistance within several sectors. Missions are categorized as small, medium, full, and full support depending on the scope and complexity of their programs, and their program and staff levels. Responsibility for establishing and achieving strategic objectives lies with the organization. Essential services such as program development, problem analysis, project design, program/budget documentation, implementation monitoring, financial management, and administrative/logistical support are provided internally at full and full support Missions and most medium Missions. Small Missions receive support as needed from full support Missions or Regional Service Centers.

101.3.2.2 Offices of the USAID Representative
Effective Date: 07/31/2003

Overseas bilateral Missions that have two or fewer U.S. direct hire employees are titled as Offices of the USAID Representative. Their principal officer is the USAID Representative. These Offices have the same characteristics as small bilateral Missions and look to full and full support Missions for many essential services.

101.3.2.3 USAID Centers for Multi-Country Programs and Support
Effective Date: 10/15/2007

USAID centers for multi-country programs administer USAID activities and provide support involving multiple countries. Examples include:

a. Regional Platform Missions,

b. Regional Program Missions, and

c. Regional Service Centers (RSCs).

101.3.2.4 USAID Bureau for Democracy, Conflict, and Humanitarian Assistance Presence
Effective Date: 07/31/2003

The Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA) represents the Agency at the World Food Programs office in Italy and maintains programs both with and without U.S. direct hire presence throughout the world where humanitarian assistance is needed.

101.3.2.5 USAID Representation Offices
Effective Date: 02/08/2001

USAID Representation offices are maintained by the Center for Transformational Partnership in four international organizations:

a. Office of AID Coordination/Geneva,

b. Development Assistance Committee/Paris,

c. Office of Development Cooperation/Tokyo, and

d. European Commission Coordination/Belgium.

101.3.2.6 Field Offices of the Inspector General
Effective Date: 02/08/2001

The field offices of the Office of the Inspector General carry out a comprehensive program of audits and investigations. These Offices include

a. Regional Inspector General for Audit offices, and

b. Investigative Field Offices.

101.3.3 Overall Organizational Approaches for USAID
Effective Date: 02/03/2006

To meet the challenges of the twenty first century, USAID is organized to provide assistance to countries so that its resource allocations are aligned with its strategic objectives (see **ADS 201.3**)

101.3.3.1 Country Focus
Effective Date: 10/15/2007

USAID uses the following models to implement country programs (see **ADS 201.3**):

- **Model A (No Specific Country Framework, Strategic Plan, Operational Plan, and In-Country USDH Staff)**. Model A represents the least amount of USAID country-level management effort and may be adequate when the nature and scope of activities require limited coordination and oversight. In this model specific activities are implemented but are not governed by country-level SOs. All activities are

governed by regional or sector Strategic Plans and Operational Plans of USAID Washington Operating Units or presence country Missions.

- **Model B (Specific Country Framework but No Country Strategic Plan or Operational Plan)**. In Model B, Bureaus improve coordination and effectiveness by means of sub-bureau planning frameworks with country-level goals. All activities, including planning, implementation, and reporting, must be managed under a Regional or Pillar Bureau Strategic Plan by the Operating Unit responsible for that plan.

- **Model C (Country-level Strategic Plan and Operational Plan, Annual Report Prepared outside of Country, but No In-country USDH Staff)**. Bureaus choose Model C when additional visibility and higher USAID management intensity are useful and when dedicated staff can be assigned to manage achievement of the SOs. This model includes a country-level Strategic Plan and Operational Plan, with one or more Strategic Objectives and corresponding operating year budget (OYB) representing funding for the SOs.

- **Model D (Country-level Strategic Plan and Operational Plan, Project OYB Funding, and In-Country USDH Staff)**. Model D represents the traditional "presence" country approach, where full-time, in-country staff conducts the full range of planning, achieving, and assessing and learning functions.

101.3.3.2 Allocation of USAID Resources

Effective Date: 02/03/2006

USAID allocates its resources according to the Core Strategic Goal (see **ADS 201.3**) that best characterizes the country program and a strategic budgeting approach encompassing program performance and country need. The approach aligns budgetary availabilities with staffing needs on the basis of Mission Management Assessments and workforce modeling.

101.3.3.3 Policy Framework for Bilateral Foreign Aid

Effective Date: 10/15/2007

The Policy Framework for Bilateral Foreign Aid was established in January 2006 to provide strategic management of U.S. bilateral foreign aid. This policy identifies, clarifies, and distinguishes among USAID's core strategic goals; calls for a clearer alignment of resources with each goal; and establishes principles for strategic management to achieve results in terms of each goal. It thereby provides the overarching framework for USAID strategies and policies, and for USAID strategic planning, budgeting and programming. USAID's policy framework is based on five core strategic goals:

- **Promote transformational development** by promoting far-reaching, fundamental changes in governance and institutions, human capacity, and economic structure, so that countries can sustain further economic and social progress without depending on foreign aid.

- **Strengthen fragile states** by reducing fragility and establishing the foundation for development progress by supporting stabilization, security, reform, and capacity development.

- **Support strategic states** by helping to achieve major U.S. foreign policy goals in specific countries of especially high priority as key allies from a strategic standpoint.

- **Provide humanitarian relief** by helping to meet immediate human needs, save lives, and alleviate suffering in countries afflicted by violent conflict, crisis, natural disasters, or persistent dire poverty.

- **Address global issues and other special, self-standing concerns**, undertaking activities that relate to concerns such as HIV/AIDS and other infectious diseases, climate change, biodiversity, direct support for international trade agreements, and counter narcotics efforts.

101.4 MANDATORY REFERENCES

101.4.1 External Mandatory References

Effective Date: 08/07/2015

a. **5 U.S.C. Section 1402**

b. **41 USC, Sec. 1702**

c. **Chief Financial Officer Act of 1990**

d. **Department of State Delegation of Authority No. 293, as amended**

e. **Executive Order - Planning for Federal Sustainability in the Next Decade**

f. **Executive Order 12163, "Administration of Foreign Assistance and Related Functions," as amended March 31, 1999**

g. **Executive Order 12866, Regulatory Planning and Review**

h. **Executive Order 13327, Federal Real Property Asset Management**

i. **Executive Order 13392, Improving Agency Disclosure of Information**

j. Executive Order 13450, Improving Government Program Performance

k. Executive Order 13576, Delivering an Efficient, Effective and Accountable Government

l. Foreign Affairs Reform and Restructuring Act of 1998, as contained in Public Law 105-277, 112 Stat. 2681-761 et seq., October 21, 1998

m. Foreign Assistance Act of 1961, as amended

n. GPRA Modernization Act of 2010

o. Memorandum M-12-18, Managing Government Records Directive

p. OMB Circular A-50

q. OMB Memorandum, Clarifying Chief Acquisition Officer Roles and Responsibilities, October 18, 2012

r. OMB Memorandum 12-02, Suspension and Debarment of Federal Contractors and Grantees

s. National Defense Authorization Act for Fiscal Year 1996

t. Reorganization Plan and Report submitted pursuant to Section 1601 of the Foreign Affairs Reform and Restructuring Act of 1998, as contained in Public Law 105-277

101.4.2 Internal Mandatory References
Effective Date: 10/15/2007

a. ADS 201, Planning

b. ADS 201mam, Policy Framework for Bilateral Foreign Aid

c. **Policy Framework for Bilateral Foreign Aid, January 2006**

101.5 ADDITIONAL HELP
Effective Date: 02/08/2001

There are no additional help documents for this chapter.

101.6 DEFINITIONS
Effective Date: 08/07/2015

See the ADS Glossary for all ADS terms and definitions.

Assistant Administrator
The principal officer and advisor in USAID Bureaus who administer programs within delegated authorities and in accordance with policies and standards established by the Administrator. Assistant Administrators are presidentially appointed. (**Chapter 101**)

Assistant to the Administrator
The principal officer and advisor in a USAID Bureau or Independent Office who administers programs within delegated authorities and in accordance with policies and standards established by the Administrator. The Assistant to the Administrator designation is made at the Administrator's discretion rather than presidential appointment. (**Chapter 101**)

participation
The active engagement of partners and customers in sharing ideas, committing time and resources, making decisions, and taking action to bring about a desired development objective. (**Chapter 101**)

partner
An organization or individual with which/whom the Agency collaborates to achieve mutually agreed upon objectives and to secure participation of ultimate customers. Partners include host country governments, private voluntary organizations, indigenous and other international non-government organizations, universities, other U.S. Government agencies, the United Nations and other multilateral organizations, professional and business associations, and private businesses. (**Chapter 101** and **102**)

partnership
An association between USAID, its partners and customers based on mutual respect, complementary strengths, and shared commitment to achieve mutually agreed upon objectives. (**Chapter 101** and **102**)

sustainable development
Continued economic and social progress that rests on four key principles: improved quality of life for both current and future generations; responsible stewardship of the natural resource base; broad-based participation in political and economic life; and effective institutions that are transparent, accountable, responsive, and capable of managing change without relying on continued external support. The ultimate measure of success of sustainable development programs is to reach a point where improvements in the quality of life and environment are such that external assistance is no longer necessary and can be replaced with new forms of diplomacy, cooperation, and commerce. (**Chapter 101**)

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