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ORGANIZATION AND FUNCTIONAL STATEMENTS FOR THE AGENCY FOR INTERNATIONAL DEVELOPMENT

A.I.D.
HISTORICAL
COLLECTION

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TECHNICAL REFERENCE
ROOM 1656 NS

The President's Task Force
on Foreign Economic Assistance--
Group on Organization and Administration

June 30, 1961

ORGANIZATION

AND

FUNCTIONAL STATEMENTS

FOR

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PREFACE

These organization and functional statements have been prepared by the Group on Organization and Administration of the President's Task Force to reflect the concepts expressed in the presentation to Congress of the proposed Act for International Development.

George Gant

George Gant
Director, Group on Organization and Administration
The President's Task Force on Foreign Economic Assistance

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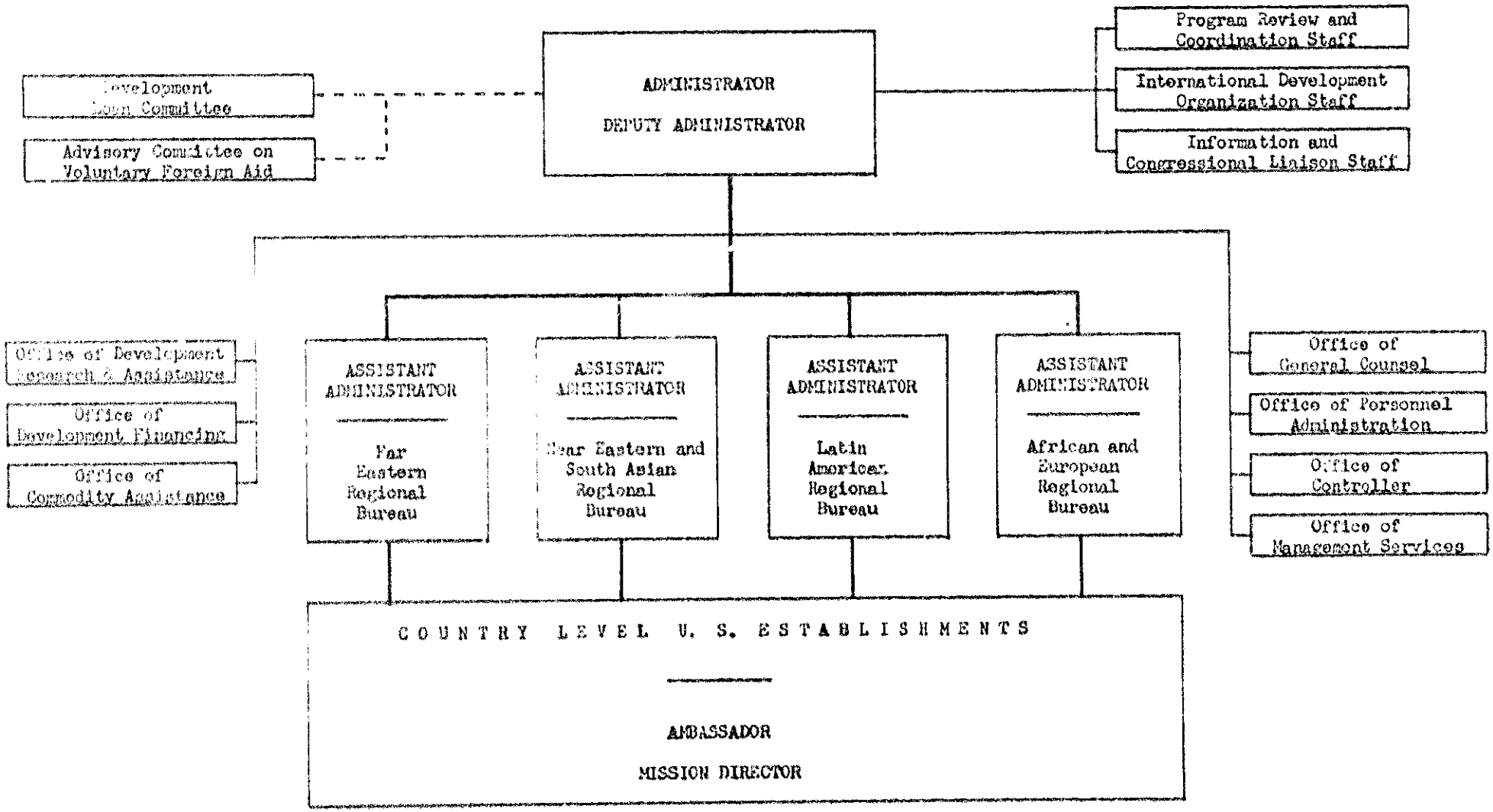
AGENCY FOR INTERNATIONAL DEVELOPMENT



June 30, 1961

Office of the Administrator

The [illegible] plans, directs and coordinates the operations of the Agency [illegible] onal Development (A.I.D.). He has the status of an Under Secr[illegible] State and reports directly to the Secretary of State and the President.

The Administrator is responsible, subject to the approval of the Secretary of State, for the formulation and execution of U.S. foreign assistance policies and programs in accordance with the Act for International Development. In this capacity, he supervises and directs the activities of all personnel of the Agency stationed within the United States and overseas.

The Administrator establishes procedures for maintaining continuing contact between th Regional Bureaus of the Agency and those of the Department of Sta . He issues instructions, subject to the approval of the Secretary of State, to Ambassadors and through them to the Directors of A.I.D. country Missions on matters relating to the A.I.D. program.

The immediate office of the Administrator includes:

1. The Deput Administrator, who serves as the Administrator's principal assistant for overall supervision of the operations of the Agency and for coordination of functions within the Agency. As directed, he serves as alternate for the Administrator on boards and committees and acts as the Administrator in the latter's absence or as otherwise directed.
2. A Deputy Administrator for Program and Policy Planning to whom the following staffs, whose functions are separately described,

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report: Program Review and Coordination Staff; International Development Organization Staff; Information and Congressional Liaison Staff. As the third ranking officer of the Agency, the Deputy Administrator for Program and Policy Planning serves as Acting Administrator during the absence of the Administrator and the Deputy Administrator or as otherwise authorized.

3. An Executive Secretariat and such Special Assistants and other staff as the Administrator may require in the discharge of his duties.

Program Review and Coordination Staff

The Program Review and Coordination Staff, (S/PRC), in the Office of the Administrator, is headed by a Chief who reports to the Deputy Administrator for Program and Policy Planning. The Staff has primary responsibility for the development of Agency program policies, the coordination and presentation of the Agency budget requests and the allocation of resources.

The Program Review and Coordination Staff:

1. Establishes general guidelines for Regional Bureaus and for other affected headquarters offices in the development of programs.
2. Reviews the annual program budget schedules for conformance with policies and standards for U. S. assistance programs established by the Administrator.
3. Recommends the composition of the annual Agency program to be presented to Congress including the total level of aid and the major components; consults with the Office of Development Financing on the proportion of the program to be requested in the form of authority for development loans and for development grants.
4. Assists in the Congressional Presentation by coordinating the organization and preparation of justification material and the administrative arrangements incident to the Presentation, including arrangements for the appearance of Agency witnesses,

the distribution and editing of testimony transcripts, attending and reporting upon all Congressional hearings.

5. Recommends the allocation and reallocation of Agency resources made available to the Regional Bureaus and other headquarters offices; consults with the Office of Development Financing on the proportion of the program to be financed by development loans and by development grants.

6. Coordinates (a) the preparation of annual program budget schedules for inter-regional activities and (b) their review by affected Agency offices; recommends allocation and reallocation of resources for such inter-regional activities.

7. Serves as the primary channel for obtaining and transmitting replies to Congressional correspondence and inquiries with respect to Agency program policies and annual program submissions; coordinates Agency action in situations where the requirements of Section 633(c) of the Act for International Development apply.

8. Coordinates Agency action when Presidential determinations are required.

International Development Organization Staff

The International Development Organization Staff, (S/IDO), in the Office of the Administrator, is headed by a Chief who reports to the Deputy Administrator for Program and Policy Planning. The Staff is responsible for the development of policies and standards with respect to the Agency's relationships with private and international development agencies.

In carrying out this responsibility, the Staff develops and maintains overall relationships with such agencies; with the Regional Bureaus and program offices responsible for the continuing relationships with specific agencies working within their areas of interest, e.g. relationships with the Inter-American Development Bank are assigned to the Regional Bureau for Latin America, and the Office of Development Financing is responsible for Agency relationships with the several international financial institutions.

The International Development Organization Staff:

1. Provides a central point of contact and coordination within the Agency for multilateral and private organizations engaged in international development assistance and related programs where the organization's activities cover more than one geographic or program area and coordination responsibility is not assigned to a specific Regional Bureau or program office.
2. Keeps informed on the programs, procedures, and methods of operation of the multilateral development organizations such as the

United Nations Expanded Technical Assistance Program and the United Nations Special Fund and on international development and assistance activities of private organizations:

(a) to bring matters of interest to the Agency to the attention of the Regional Bureaus and the appropriate program offices, and

(b) to advise and assist these offices as appropriate in the appraisal of specific program activities.

3. Identifies for consideration of the Administrator, the Regional Bureaus, and the program offices those areas of the Agency program which could benefit from increased participation by advanced countries other than the United States.

4. Participates with the Regional Bureaus and the appropriate program offices in the development of an Agency position, and in coordination with other elements of the State Department, the development of the U. S. position on matters relating to the development and assistance programs of multilateral agencies.

5. Serves as a central point of contact within the Agency to provide general information on U. S. participation in the development and assistance programs of the multilateral agencies in the context of the relationship between these programs and Agency bilateral activities; maintains liaison with other elements of the Department of State concerned with multilateral organizations.

6. Participates with the Program Review and Coordination Staff and with elements of the State Department in proposing the amounts

and percentage share of U. S. pledges and contributions to multilateral organizations, and in preparation of the annual request to Congress for appropriations for such purposes.

7. In coordination with the Regional Bureaus and program offices, other elements of the State Department, and multilateral agencies, undertakes:

   (a) the development of common methods and standards in the conduct and evaluation of bilateral and multilateral programs, and

   (b) arrangements to prevent duplication of activities carried on by U. S. and multilateral agencies.

8. Serves as the executive staff to the Advisory Committee on Voluntary Foreign Aid, and with the approval thereof, registers U. S. voluntary agencies thereby establishing their eligibility for reimbursement of ocean freight costs for shipments of relief supplies, including surplus food commodities, under Section 215 of the Act for International Development.

9. Supervises the work of the Agency's representatives to such international organizations as the Organization for Economic Cooperation and Development.

10. Carries out, as assigned, other duties of a facilitating or coordinating nature which are necessary on a continuing or special project basis for the maintenance of effective working relationships with the multilateral and private development and assistance agencies, which do not fall within the designated functions of any other Agency office.

Information and Congressional Liaison Staff

The Information and Congressional Liaison Staff, (S/ICL), in the Office of the Administrator, is headed by a Chief who reports to the Deputy Administrator for Program and Policy Planning. The Staff is responsible for (a) the preparation and dissemination to the public of information concerning the nature and purposes of international development activities performed by the Agency; (b) maintaining contact with USIA and the information offices of other U. S. Government Agencies; (c) carrying out public information liaison functions including relationships with the press and other news media; and (d) maintaining general liaison between the Agency and the Congress.

The Staff includes a Public Affairs Division and a Congressional Liaison Division and is responsible for the following functions:

I. Public Affairs Division

The Public Affairs Division:

A. Advises and guides the Agency headquarters and the field Missions on all public relations matters relating to the operations of the Agency.

B. Plans, prepares, coordinates and disseminates public information materials relating to the activities of the Agency.

C. Develops and carries out procedures designed to assure the collection and utilization of news and facts relating to the Agency's operations intended for release to the general public,

information and news media, public and private organizations, and for other public relations purposes.

D. Serves as the general Agency liaison with the press, radio, TV and other news media, and with the press relations sections of the White House, USIA and other U. S. Government Agencies.

E. Handles public liaison functions including arrangements for speaking engagements, press conferences, clearance of speeches and articles for publication, and responses to oral and written inquiries from non-Congressional sources relating to the activities of the Agency.

F. Informs the appropriate senior officers of the Agency of major news developments either orally or through distribution of news ticker items, newspaper clippings, etc.

G. Prepares the Agency's periodic reports to the Congress and to the general public.

II. Congressional Liaison Division

The Congressional Liaison Division:

A. Acts as the principal point of Agency contact on requests from Members of Congress, Congressional committees, and Congressional committee staff for information with respect to the activities of the Agency.

B. Receives and acknowledges Congressional inquiries, referring them to the affected Agency Office for preparation of a response;

expedites and coordinates final responses thereto, reviewing such responses for accuracy and responsiveness, and arranging for clearance of any classified material. Congressional inquiries relating to program policies and annual program submissions and inquiries where the requirements of Section 633(c) of the Act for International Development apply are referred for preparation of final response to the Program Review and Coordination Staff; and those relating to legislation are referred to the General Counsel.

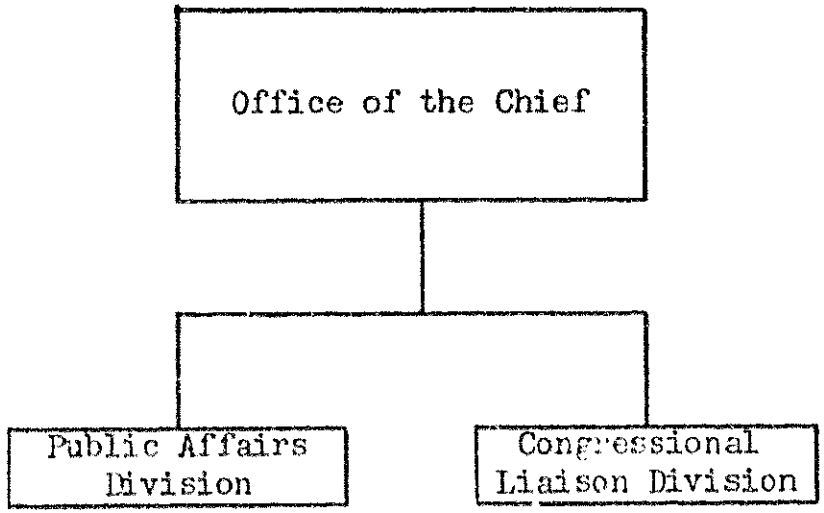
C. Receives and distributes to the affected Agency offices copies of Congressional committee reports, surveys and investigations; assigns action for review and comment to the appropriate offices; and coordinates the preparation, clearance and transmission of Agency comments or responses to such reports, surveys and investigations.

D. Assists the Program Review and Coordination Staff with respect to the Congressional Presentation.

E. Advises and guides Agency officials, both at headquarters and at field Missions, in connection with responses to Congressional inquiries.

F. Maintains a central reference file of Congressional documents, reports, and testimony for the use of the Agency.

INFORMATION AND CONGRESSIONAL LIAISON STAFF



Regional Bureau

The Regional Bureaus, each headed by an Assistant Administrator reporting to the Administrator, are the principal line offices in the Agency with responsibility for program direction, implementation, planning, and reporting within their respective regions. Regional programs are administered in accordance with objectives, standards, and policies established by the Administrator with the assistance of the several Agency headquarters program and staff offices. The chain of command runs in a direct line from the Administrator to the Assistant Administrator in charge of each Regional Bureau and thence through the Ambassadors to the Directors of the overseas A.I.D. Missions.

Each Regional Bureau consists of the Immediate Office of the Assistant Administrator, the Legal Advisor, the Development Planning Division, the Technical Support Division, the Management Operations Division and such geographic area division as are required.

The Regional Bureau:

1. Formulates the pattern of U. S. assistance programs in the countries for which the region is responsible.
2. Reviews and approves proposed projects within Agency policies and delegated authorities.
3. Submits to the Administrator an annual program budget schedule covering all proposed Agency activities in the region.

4. Allocates available resources among components of the Bureau and the overseas Missions and directs implementation of programs and projects.

5. Provides advice and assistance on individual country and regional development program planning and execution.

6. Expedites, follows through and reports upon specific requests for headquarters action initiated by the Mission Directors.

7. Monitors the conduct and performance of authorized projects and appraises the adequacy of institutional arrangements and procedures; takes as appropriate or recommends to the Administrator the taking of remedial action.

8. Provides or assures the provision of administrative and support services to the Bureau and the Missions.

9. Maintains continuing liaison with the program and staff offices of the Agency, the Department of State and other U. S. Agencies, multilateral and private development organizations, and recipient country missions.

I. Office of Assistant Administrator

The Assistant Administrator, whose office includes a Deputy Assistant Administrator and such other staff as is required:

A. Plans, directs, and supervises the activities of the Regional Bureau and the A.I.D. Missions, delegating such of his authorities to the Mission Directors and Bureau officers as he deems appropriate.

B. Within Agency policies and delegated authorities, approves projects, including loans.

C. For loans in excess of delegated authority, recommends approval to the Development Loan Committee and represents the Regional Bureau before the Committee as required.

D. Submits to the Administrator an annual program budget schedule, and assists in presenting and justifying it to Congress.

E. Allocates available resources among individual missions or otherwise within the region as may be required; approves implementation of programs and projects.

F. Administers headquarters activities required for the implementation of approved projects including letting of contracts and authorizing assignment and reassignment of field personnel within the region, drawing upon the services of headquarters management staff offices as required.

G. Reviews, appraises, and reports to the Administrator on program status in the region.

II. Legal Advisor

The Legal Advisor assigned by the Agency General Counsel to the Regional Bureau reports to the Assistant Administrator and receives technical guidance from the General Counsel.

The Legal Advisor:

A. Assists the General Counsel in providing formal interpretations of the Act for International Development and

other legislation, international and other agreements, and Executive Orders and other regulatory issuances as they apply to regional operations.

B. Assists the General Counsel in the drafting, clearance and presentation of proposed legislation, and the review of pending or enacted legislation which affects Agency operations in the region.

C. As requested, assists in drafting, or review of Bureau or Mission agreements, loans, and contracts.

D. Reviews and advises on program and administrative operations within the region having legal or legislative implications.

III. Geographic Area Divisions

Each Regional Bureau includes Geographic Area Divisions, the number and country composition of which are determined by the size, scope and complexity of the individual programs and the requirements of effective supervision and program management. A Geographic Area Division, headed by a Chief, who is an area generalist and who reports to the Assistant Administrator, includes such country generalists, economists, and operational staff as are required to carry out the functions enumerated below.

A Geographic Area Division is the focal point for all headquarters activities affecting its assigned countries and is responsible for assuring headquarters action essential for the development and implementation of country programs. The Division assists the

Assistant Administrator by performing the following specific functions:

A. Assures the provision of continuing guidance to the overseas Missions on new or established policies; and on program development and implementation based on world-wide, regional and country policies and objectives.

B. Interprets to the Bureau and headquarters offices the Missions' position on issues, problems and programs.

C. Reviews and recommends for approval of the Assistant Administrator assistance projects proposed by the Missions taking into account:

1. National development plans or programs of priorities of recipient countries.
2. U. S. objectives and the ongoing assistance programs.
3. Contributions which other organizations and third countries may make.

In formulating its recommendations, the Division incorporates the views of the technical, economic and other specialists in the Regional Bureau, and takes into account the views of other Agency offices and the State Department Regional Bureau.

D. Reviews annual program budget schedules and forwards them to the Division of Development Planning with comments;

assists the latter with its review, as requested, in preparation for the Congressional presentation.

E. Takes or assures headquarters action necessary for implementation of country programs including necessary technical and administrative support by using all available resources within the Regional Bureau and the Agency; follows through and reports on specific actions requested by the Missions.

F. Maintains continuous review of country programs and situations in order to appraise and report upon progress toward achievement of objectives; appraises adequacy of institutional arrangements and procedures; takes as appropriate or recommends to the Assistant Administrator the taking of remedial actions as necessary.

G. Arranges for the exchange of information between the Missions and the Office of Development Research and Assistance on problems which are impeding country development programs and on research findings applicable to these problems.

H. Coordinates for the Assistant Administrator the evaluation by the Regional Bureau of capital assistance loan project proposals which require approval by the Development Loan Committee; assists in Bureau presentation to the Loan Committee.

I. Maintains continuing liaison with the program and staff offices of the Agency; the Department of State and other

U. S. Agencies; multilateral and private development organizations; and recipient country missions to facilitate exchange of information with respect to country programs.

IV. Development Planning Division

The Development Planning Division headed by a Chief, is the Bureau staff office responsible for advising the Assistant Administrator on the formulation of regional program objectives and guidelines; on the development of long-term regional plans for economic and social development, taking into account program accomplishment against planned objectives; and on the coordination of annual and long-term country development plans within a framework designed to encourage self development of the countries in the region.

The Development Planning Division includes a Planning Branch and a Programming Branch having the following functions respectively:

A. The Planning Branch is concerned with the long-term approach to economic and social development of recipient countries within the region. In carrying out this function:

1. Within guidance provided by the Administrator, develops regional guidelines for the U. S. role in the long-term economic and social development of recipient countries.

2. Reviews and analyzes with the Geographic Area Divisions and the Missions, national development plans and the status of programs underway to carry out these plans; draws upon the advice of the Office of Development Research and Assistance in identifying major barriers to development within the recipient countries.

3. In the absence of a national development plan in a recipient country, assists the Geographic Area Division and the Missions in the formulation of an initial pattern for U. S. development assistance utilizing techniques devised by the Office of Development Research and Assistance.

4. Applying guidance received from the Office of Development Research and Assistance, develops and recommends methods to stimulate the growth of economic and social institutions for self development in the recipient countries.

5. Reviews continuously status of long-term development plans of recipient countries and the supporting U. S. programs and advises Regional Bureau officials thereon.

B. The Programming Branch is concerned with the annual program budget schedule and the Congressional Presentation. The Branch carries out the following functions:

1. Reviews the annual program budget schedules submitted by the Missions taking into account views of other Bureau Divisions; assures that each proposed schedule is (a) in accordance with the approved long-term U. S. program and supports the recipient country development plan, and that it (b) complies with the policies and standards for U. S. assistance programs.

2. Recommends the proposed country levels of assistance.

3. Prepares in coordination with the Geographic Area Divisions the Congressional Presentation and the supporting materials.
4. Administers regional budgetary operations, including the preparation and issuance of allotments and amendments thereto.
5. Advises the Geographic Area Divisions on program operational matters.
6. Prepares and issues periodic and special program status reports.

V. Technical Support Division

The Technical Support Division, headed by a Chief, is a staff office which reports to the Assistant Administrator. The Division is responsible for providing the Assistant Administrator, the Geographic Area Divisions, and the Missions with assistance in the development and implementation of programs and projects, supplying as required assistance in technical fields such as engineering, education, public health, industry, agriculture, transportation, public administration and labor affairs, and in loan, contracting, supply and training operations.

The organization of the Technical Support Division will be determined by regional programs and the resulting staffing requirements for technical specialists. The Division will normally be comprised of a Loan Staff, a Contract Staff, supply, training, and communications media advisors, and technical specialists grouped in a branch, or activity branches, e.g. Engineering Branch, Agriculture and Natural Resources Branch, as are necessary for appropriate coordination and supervision. This Division

assists the Assistant Administrator, the Geographic Area Divisions, and the Missions in the development of programs and in the implementation of projects for social and exonomic growth in the recipient countries.

A. The Division, through its technical branches;

1. Participates with the Development Planning Division in the development of regional guidelines based on the policies, standards and practices established by the Administrator for technical and capital assistance projects.

2. Reviews and develops recommendations on the technical and economic feasibility of specific capital and technical assistance proposals; draws on the specialized technical resources of the Office of Development Financing or the Office of Development Research and Assistance as required.

3. Assists the Development Planning Division in the review of the capital and technical assistance elements of the annual budget schedules.

4. Provides technical support for the implementation of capital and non-capital development projects by furnishing expert services and advice on procurement and contract operations; construction plans, specifications, schedules and field supervision; staffing; training, including participant training; drawing on the technical resources of the Office of Development Financing and the Office of Development Research and Assistance as may be required.

5. Guides the Contract Staff on the technical adequacy of the documentation for entering into solicitation of proposed contractors and negotiation of a contract; selects contractor based on recommendations of Contract Staff and directs the negotiations of the contract.

6. Assists the Geographic Area Divisions in the implementation of capital assistance loan projects by (a) notification to the borrower of loan approval, and (b) maintenance of continued contact with the borrower in the construction and loan repayment phase of the project.

7. Assures technical guidance and requested assistance to field personnel, and, as requested, provides assistance to recipient countries or their agents in preparation of required engineering plans, specifications and construction schedules, and other technical phases of project implementation.

8. Assists the Geographic Area Divisions by monitoring the technical aspects and progress of authorized projects, appraising and reporting on the adequacy of institutional arrangements and procedures.

B. <u>The Loan Staff</u> of the Technical Support Division provides specialized technical assistance to the Bureau offices in the review and processing of specific capital assistance proposals involving development loan financing; applies Agency-wide guidelines issued by the Office of Development Financing; and draws on that Office's specialized resources as required.

1. Assists the concerned Technical Branch in the review and evaluation of loan applications especially as to ability of the borrower to repay, and profitability of the project.
2. Assists the appropriate Technical Branch, in coordination with the Bureau Legal Advisor, in negotiating, drafting and finalizing loan agreements on approved applications.

C. The Contract Staff of the Technical Support Division provides guidance to the Bureau offices in the application of contract policies and guidelines developed by the Office of Management Services. The Staff draws upon specialized services of the Contract Services Division, Office of Management Services as required. The Staff:

1. Reviews the documentation of approved projects proposed to be implemented by a contractual arrangement to assure the technical, legal, and financial adequacy of the documentation as a basis for entering into soliciation of proposed contractors and negotiation of a contract.
2. Prepares and issues invitations to bid, or solicits tenders for negotiations; evaluates bids and proposals; and with the advice of other Bureau specialists, recommends to the appropriate Technical Branch the selection of the contractor.
3. Drafts contracts with the advice and assistance of other Bureau or Agency Offices and, coordinating with the appropriate Technical Branch, assists the Technical Branch in

negotiating acceptance of contract terms with the selected contractor, and prepares the contract in final form for signature and execution by the contracting parties.

4. Arranges for issuance of letters of approval for financing to cooperating countries (for third party contracts) or issuance of letters of commitment to contractors and arranges for the clearance and processing of contractor personnel.

5. In coordination with the Office of Management Services, provides technical guidance and assistance to the Missions in contracting operations.

6. Takes or arranges for necessary action on requests for interpretation, exception, or amendments to executed contracts.

VI. Management Operations Division

The Management Operations Division is headed by a Chief, who reports to the Assistant Administrator. The Division provides management, administrative, personnel and logistic support to the Regional Bureau and to the overseas Missions within the region. Such services may be furnished by the Division directly through resources of its several branches, or through arrangements with other Agency components such as the Office of Management Services, the Office of Personnel Administration and the Office of the Controller, or with other U. S. Agencies, particularly the Department of State in connection with the furnishing of logistic supporting services to the overseas Missions.

The Management Operations Division includes the Personnel Services Branch, the Field Support Branch, and the Office Services Branch.

A. The Personnel Services Branch in cooperation with the Geographic Area Divisions, and with the Technical Support Division and the Office of Personnel Administration:

1. Participates in the review of the annual program budget schedules to advise on manpower availability.
2. Pursuant to the authority delegated to the Assistant Administrator, develops the Bureau position on the assignment and reassignment of overseas personnel within the region to staff approved programs.

3. Assures action is taken to meet:

   (a) Field and Bureau staffing requirements not met by 2 above, and

   (b) Career management objectives of headquarters and field employees.

4. Participates in the development of orientation programs for personnel both at headquarters and Missions; arranges, as required supplemental orientation to that provided by the Office of Personnel Administration.

5. Maintains required Bureau personnel documentation and issues periodic status reports.

B. The Field Support Branch, in coordination with the Office of the Controller, Office of Personnel Administration, and Office of Management Services, provides services, advice and guidance to the Bureau and the Missions in budgetary, management analysis, and administrative support operations to assure the achievement of Bureau programs.

1. Provides or procures management analysis services to component units of the Bureau, and to the Missions in the region, on organization, procedures and methods, drawing on specialized resources of other Agency offices as required.

2. Prepares, or reviews, administrative fund budgetary and staffing proposals for the Bureau and the Missions, and makes or directs original and subsequent

distribution by issuance of ceiling and fund advices from the allotment of administrative fund resources made available to the Bureau.

3. Reviews and coordinates the Bureau response to audit and management evaluation reports on Bureau and Mission activities, and in coordination with other Bureau offices, recommends Bureau action to be taken.

4. Provides or arranges for the provision of administrative and logistic support services to the Missions in the region.

5. Assures guidance and assistance to field personnel in the management, fiscal, programming and implementation services areas.

C. Office Services Branch

1. Provides or arranges for mail, messenger and other communication services for all Bureau offices.

2. Maintains or supervises all Bureau records facilities and records management operations.

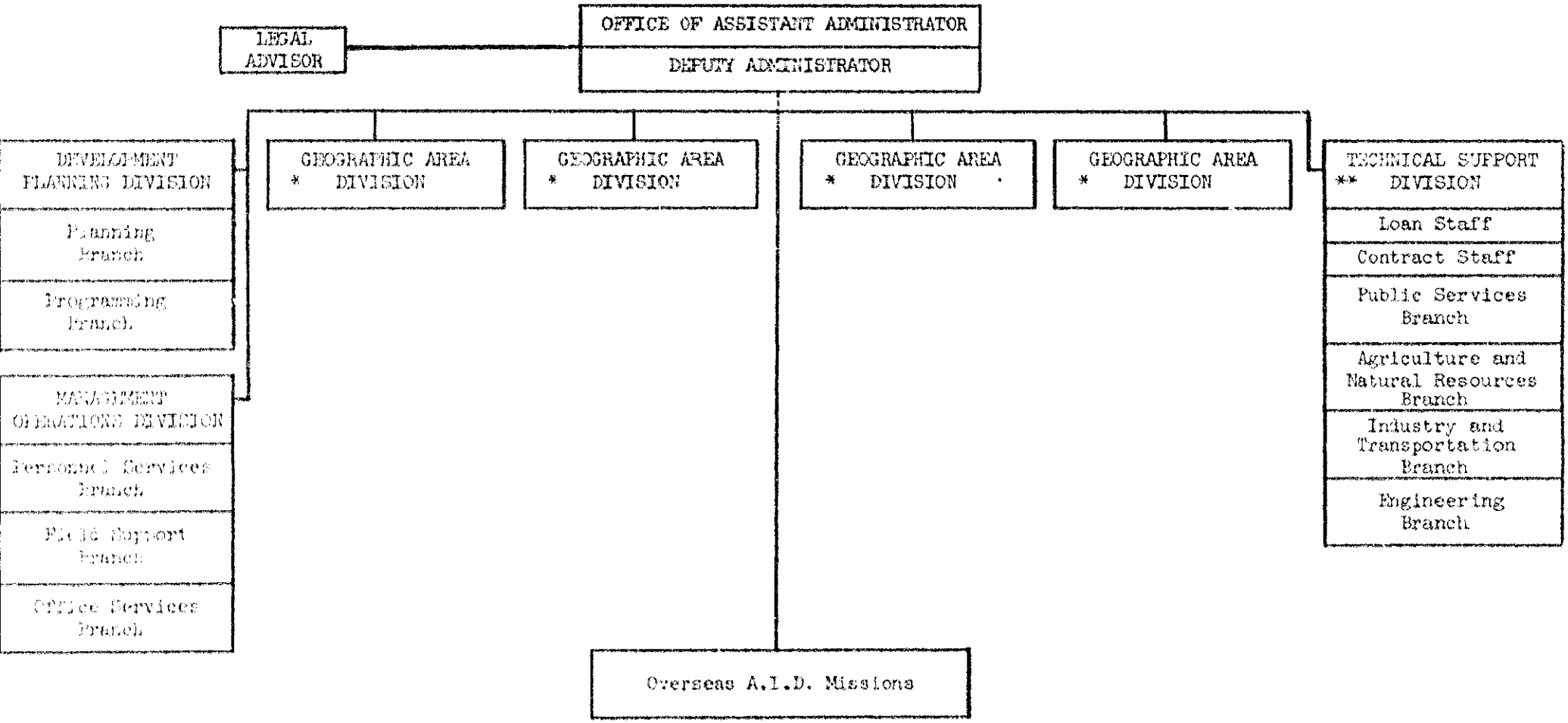
3. Controls and allots office space assigned to the Bureau, coordinating with the Administrative Planning Division, Office of Personnel Administration.

4. Arranges for procurement, and controls and allots office equipment or furniture, and other facilities assigned to the Bureau.

5. Arranges for official travel and transportation of personal effects of Bureau employees.

6. Provides or arranges for printing and duplicating services and other services required by the Bureau.

REGIONAL BUREAU



* The number of Geographic Area Divisions required may vary.

** The organization of the Technical Support Division will be determined by the regional program and resulting staffing requirements.

Office of Development Financing

The Office of Development Financing, (P/DF), is headed by a Director who reports to the Administrator. The Office of Development Financing is the program office in the Agency which is primarily responsible for advising the Administrator on Agency policies, standards and practices for capital assistance programs through loans, guaranties, and grants.

The Office includes the Office of the Director, the Development Financing Support Staff, a Legal Advisor, an Economic Analysis Division, an Engineering Division and a Private Enterprise Division.

The Office assists the Administrator by:

1. Reviewing, in accordance with delegations promulgated by the Administrator, capital assistance proposals prepared in the Regional Bureaus to assure conformance with the standards and policies established by the Administrator and the Development Loan Committee.
2. Participating with the Program Review and Coordination Staff in recommending the proportion of the program to be financed from development loans and development grants.
3. Coordinating the loan program of the Agency with those of other lending institutions and Agencies.
4. Assisting in the creation of a favorable environment for the attraction of private capital to underdeveloped countries through the utilization of guaranties, intermediate credit institutions, and other techniques.

The Office assists the Assistant Administrators in charge of Regional Bureaus by:

1. Advising on the selection of the most appropriate methods of financing proposed capital assistance projects.
2. Providing, upon request, specialized engineering and financial staff services for the development and review of specific capital assistance projects.

I. Office of the Director

The Director plans, directs, and supervises the activities of the Office of Development Financing. He serves as a member of the Development Loan Committee, and represents the Agency at meetings of the National Advisory Council on International Monetary and Financial Matters. Included in the Office of the Director is the Deputy Director and required supporting staff.

II. Development Financing Support Staff

The Development Financing Support Staff is headed by a Chief who reports to the Director.

The Staff:

A. Provides secretariat services to the Development Loan Committee.

B. Provides, or arranges for the provision of, supporting services to the Office of Development Financing and the Development Loan Committee.

III. Legal Advisor

The Legal Advisor, assigned by the Agency General Counsel to the Office of Development Financing, reports to the Director and receives technical guidance from the General Counsel.

The Legal Advisor:

A. Advises the Director, Office of Development Financing on legal aspects of Agency policies, standards and practices governing the provision of capital assistance through loans, guaranties and grants.

B. Acts as legal counsel to the Development Loan Committee.

C. Assists the General Counsel in providing interpretations of the Act for International Development and other legislation, international and other agreements, and Executive Orders and other regulatory issuances as they apply to operations of the Office of Development Financing.

D. Assists the General Counsel in the drafting, clearance and presentation of proposed legislation, and in the review of pending or enacted legislation which affects operations of the Office of Development Financing.

E. Assists the Director in reviewing agreements, loans and contracts for capital assistance proposals as required for Office of Development Financing operations.

F. Reviews and advises on program operations within the Office of Development Financing having legal or legislative implications.

G. Assists the Regional Bureaus, as requested, on specific legal problems in connection with capital assistance projects, and in reviewing proposed aid agreements with respect to established Agency policies, standards, and practices for capital assistance projects.

IV. The Economic Analysis Division

The Economic Analysis Division headed by a Chief, who reports to the Director:

A. Advises the Director in the development of economic and financial policies, standards and practices governing the provision of capital assistance through loans, guaranties and grants.

B. Maintains liaison with the Development Planning Divisions of the Regional Bureaus in order to keep informed on the current status of development activity particularly capital project development in the recipient countries.

C. In accordance with the delegations promulgated by the Administrator, reviews capital assistance proposals prepared in the Regional Bureaus to assure conformance with economic and financial standards and policies established by the Administrator and the Development Loan Committee.

D. As requested by a Regional Bureau, assists in its review and appraisal of specific capital assistance projects by advising on the financial aspects of the projects.

E. Advises the Regional Bureaus in selecting from among the various alternatives available, the most appropriate methods of financing proposed capital assistance projects, taking into account the recommendations of the Private Enterprise Division.

F. Assists the Director in advising the Administrator and the Program Review and Coordination Staff on the proportion of the program to be financed by development grants and development loans.

G. Coordinates for the Director the evaluation by the Office of Development Financing of capital assistance loan projects to be forwarded to the Development Loan Committee; assists in Office of Development Financing presentations to the Committee.

H. Keeps informed of the magnitude and direction of the loan programs of other lending institutions and agencies and cooperates with such other institutions for this purpose.

I. Represents the Agency at inter-agency meetings and international conferences dealing with financing aspects of U. S. capital assistance programs.

J. Assists the Development Loan Committee as requested.

V. <u>The Engineering Division</u>

The Engineering Division headed by a Chief, who reports to the Director:

A. Advises the Director in the development of engineering policies, standards and practices governing the provision of capital assistance through loans, guaranties and grants in the prosecution of the Agency's development objectives.

B. Maintains liaison with the Technical Support Divisions of the Regional Bureaus in order to keep informed of development activity, particularly capital project development in the recipient countries.

C. In accordance with delegations promulgated by the Administrator, reviews engineering aspects of capital assistance proposals prepared in the Regional Bureaus to assure conformance with standards and policies established by the Administrator and the Development Loan Committee.

D. As requested by a Regional Bureau, assists the Bureau in its review and appraisal of specific capital assistance projects by advising on the engineering aspects of the projects.

E. Assists the Economic Analysis Division in its evaluation of capital assistance loan proposals to be forwarded to the Development Loan Committee for review.

F. Assists the Development Loan Committee as requested.

VI. Private Enterprise Division

The Private Enterprise Division headed by a Chief, who reports to the Director, is responsible for administering the Investment Guaranty Program and serving as a focal point within the Agency to encourage and facilitate the role of private enterprise in country development programs.

A. Investment Guaranty Program

In administering the Investment Guaranty Program, the Division:

1. Develops policies, procedures and criteria for the protection of American investments in less developed areas against: (a) the risks of inconvertibility of local currency receipts from the investment; (b) loss of any part or all of the investment by reasons of expropriation or confiscation; (c) loss of the investment by reason of war; and (d) any other risks against which guaranties may be authorized by the Congress.
2. Collaborates with the Department of State in the development and negotiation of bilateral agreements with governments of economically underdeveloped countries and dependent overseas territories, initiating or extending the coverage of the guaranty program for American private investment projects in such countries.
3. Counsels representatives of private enterprise, advising of the availability of guaranty protection and the policies, criteria, and procedures of the program, including types of protection available, countries participating, and likelihood of agreements with non-participating countries.
4. Reviews, evaluates, and recommends approval on applications for guaranty protection; obtains appropriate clearances and approvals; prepares and negotiates contracts of guaranty; collects initial fees, and proceeds to contract signature by the Administrator and issuance of the guaranty contract.

5. Provides policy guidance to the Office of the Controller for the execution and administration of guaranty contracts.
6. Administers the funding authority of the investment guaranty program, including recoveries realized from the sale of local currency or other assets acquired as a result of payment under a guaranty contract; establishes policies with regard to fees to be paid by investors for the guaranties; determines proper obligations against funding authority under the probable ultimate net cost requirement.
7. In cooperation with the Program Review and Coordination Staff, seeks additional funding authority as required, prepares annual budget estimates for the guaranty program and as requested, testifies on the program to the Congress.
8. Carries on a continuous informational and educational program for the business community in connection with guaranty matters.

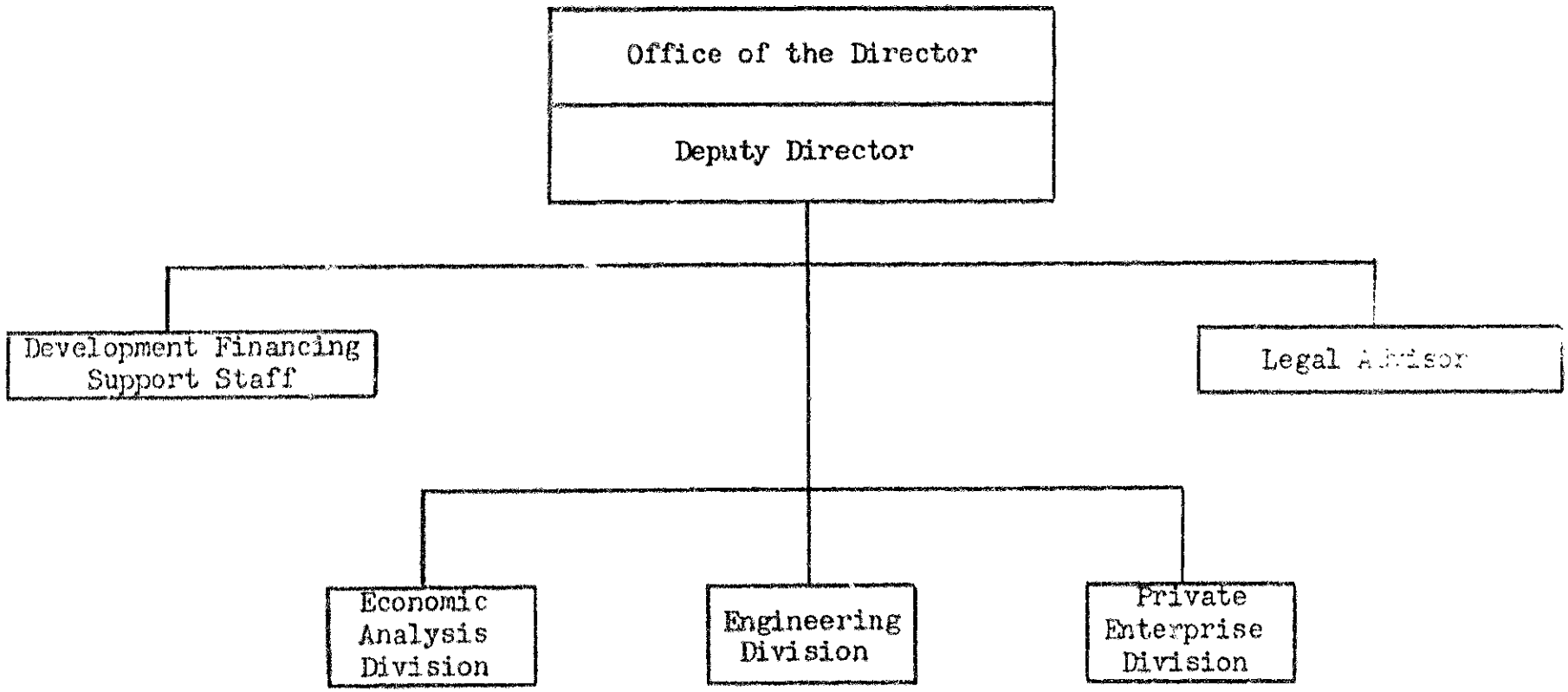
B. Assistance to Private Enterprise

The Division:

1. Provides a central point within the Agency for contacts with private investment interests and for encouraging the utilization of private capital in development projects.
2. Advises and assists the Regional Bureaus on the basic facilities and services essential to stimulate indigenous and freeworld private investment, drawing upon the techniques developed by the Institutional Development Division of the Office of Development Research and Assistance.

3. As requested by a Regional Bureau, assists in its development, review, and appraisal of projects designed to improve country investment climates by: organizing and assisting local institutions designed to encourage private investment in industry; identifying and developing specific private investment opportunities; and encouraging the use of intermediate credit institutions such as development banks to secure the most effective use of private investment funds in the recipient countries national development efforts.
4. Recommends to the Economic Analysis Division sources of private capital available as possible alternate methods of financing proposed capital assistance projects.
5. Advises the Director and participates with the Regional Bureaus and the Department of Commerce in identifying and developing overseas opportunities for private U.S. or third-country investment; follows through to stimulate investor interest.
6. Assists the Regional Bureaus in analyzing and responding as appropriate to requests and inquiries from the overseas Missions and recipient countries regarding private capital participation in development projects.
7. Administer the Agency's Investment Survey Program, which involves participating with prospective investors in the making of feasibility surveys to locate investment opportunities in underdeveloped countries.

OFFICE OF DEVELOPMENT FINANCING



Office of Commodity Assistance

The Office of Commodity Assistance, (P/CA), is headed by a Director who reports to the Administrator. The Office of Commodity Assistance is the program office in the Agency which advises the Administrator and assists the Agency staff with respect to policies, standards and procedures governing the various types of commodity assistance which are available for use in Agency programs. This responsibility includes advice and guidance on the procurement, utilization, financing and shipping of such commodities.

The Office serves as the focal point for discharging the Agency's responsibilities under the Food for Peace program; advises and assists the Regional Bureaus and overseas Missions in all aspects of supply management; assists in assuring that U. S. small business enterprises participate equitably in furnishing commodities and services financed by the Agency; and assures the maximum utilization of excess U. S. Government personal property in the Agency program.

The Office of Commodity Assistance includes the Office of the Director; the Commodities Assistance Support Staff, the Agricultural Commodities Division, the Industrial Products Division, the Commodities Transportation Division and the Small Business Division.

I. Office of the Director

The Director plans, coordinates and directs the operations of the Office of Commodity Assistance. His immediate office includes a Deputy Director and required supporting staff.

The Office maintains inter-agency liaison to coordinate Agency commodity assistance activities with related operations of the Department of Agriculture, Department of Defense, General Services Administration and the Director of the Food for Peace Program in the Executive Office of the President.

II. Commodity Assistance Support

The Commodity Assistance Support Staff is headed by a Chief who reports to the Director, and:

A. Develops, coordinates, and issues policies, standards, and procedures for the commodity segment of Agency programs.

B. Pursuant to delegated authority, or at the request of a Regional Bureau or a Mission, and after review by the Agricultural Commodities Division or the Industrial Products Division issues procurement authorizations and other implementation documents involving commodity assistance.

C. Develops and maintains in collaboration with the Administrative Planning Division and affected Agency offices, action control and reporting systems required in the management of Agency commodity assistance operations.

D. Acts as a resource to other Agency units, upon request, in the solution of difficult or unusual implementation problems in the commodity field.

E. Establishes appropriate machinery to enable foreign private importers and recipient country governments to finance commercial commodity procurement through commercial banking institutions, drawing on the technical facilities of the Office of the Controller.

III. Agricultural Commodities Division

The Agricultural Commodities Division, headed by a Chief who reports to the Director:

A. Develops policies, standards, and procedures for the use of U.S. surplus agricultural commodities as integral parts of Agency programs in recipient countries.

B. Conducts studies and prepares analytical reports dealing with production requirements, utilization, inventories and trade in agricultural commodities for use in development of annual program budget schedules and the Congressional Presentation.

C. As requested, assists the Regional Bureaus in technical review of the agricultural commodity requirements of country programs.

D. Maintains liaison with private organizations and with other Governmental agencies, e.g. Department of Agriculture, working in the field of agricultural commodities, to solve specific problems in the use of agricultural commodities in development assistance programs.

E. In coordination with the Department of Agriculture and in accordance with approved Agency programs:

1. Formulates sales agreements under Title I and Title IV;

2. Arranges grant aid for disaster relief, for feeding needy populations and, within certain limitations, arranges grants to promote economic development (Title II); and

3. Participates in the administration of approved programs under Title III.

F. Provides Agency representation on the Inter-Agency Committee on Food-for-Peace and provides guidance to the Regional Bureaus on the application of criteria established by the Committee.

G. Assists the Regional Bureaus in arranging barter, loan or exchange transactions for agricultural commodities for which Agency financing may not be used directly.

H. Reviews and recommends action on requests for exceptions to Agency regulations dealing with Agency-financed agricultural commodity transactions.

I. Assists Regional Bureaus and other Agency offices in planning Triangular Trade Programs for the Agency involving agricultural commodities; coordinates these programs for the Agency.

IV. Industrial Products Division 1/

The Industrial Products Division, headed by a Chief who reports to the Director:

A. Develops policies, standards and procedures governing the industrial products segment of country development programs. As requested, assists the Regional Bureaus in technical review of the industrial product requirements of proposed projects.

B. Serves as the Agency clearing house to assure the optimum utilization of excess U.S. Government personal property in

1/ As used herein the term "industrial products" means all commodities except those specifically assigned to the Agricultural Commodities Division.

country programs; reviews annual program budget schedules and advises the Regional Bureaus on opportunities for maximum use of excess U.S. Government personal property.

C. Authorizes the advance acquisition of excess and other property pursuant to Section 608 of the Act for International Development, and cooperates with the Office of the Controller in the management of the revolving fund authorized for this purpose.

D. Acts for the Agency in effecting transfers and other actions with respect to stockpiled and other materials pursuant to Section 609 of the Act for International Development, maintaining liaison with the Department of State, Bureau of the Budget, Department of Defense, General Services Administration and other Government agencies responsible for excess property action.

E. Acts for the Agency in the inspection, authorization of acceptance and accomplishment of storage, rehabilitation, packing and shipment of excess material, including such actions taken with respect to advance acquisitions obtained under Section 608 of the Act for International Development.

F. Reviews and recommends action on requests for exceptions to Agency regulations dealing with Agency-financed industrial products transactions.

G. Assists the Regional Bureaus and other Agency offices in planning Triangular Trade Programs for the Agency involving industrial products; coordinates these programs for the Agency.

H. Assists the Regional Bureaus in arranging barter, loan or exchange transactions for industrial products for which Agency financing may not be used directly.

I. Represents the Agency on various inter-departmental committees concerned with industrial products and excess property and their relation to international trade and Agency programs.

V. Commodities Transportation Division

The Commodities Transportation Division, headed by a Chief who reports to the Director:

A. Administers the special provisions of the Act for International Development of 1961 and the Merchant Marine Act of 1936, as amended, relating to shipping on U.S. flag vessels; prepares reports to the Congress required by the shipping provisions of these Acts.

B. Conducts marketing studies in the field of ocean shipping to determine the availability of transportation facilities to meet Agency program requirements; assists the Agricultural Commodities Division, the Industrial Products Division, and the Regional Bureaus by arranging for transportation of program commodities and equipment.

C. Directs the use of those bareboat chartered vessels reactivated out of the reserve fleet for Agency needs.

D. As requested, assists the Regional Bureaus in the review of proposed projects advising on the estimated freight funding requirements and on other technical commodity transportation aspects of such projects.

VI. Small Business Division

The Small Business Division, headed by a Chief who reports to the Director:

A. Acts for the Agency in administering the Small Business provisions of the Act for International Development by assisting American suppliers to participate equitably in furnishing Agency-financed commodities and services.

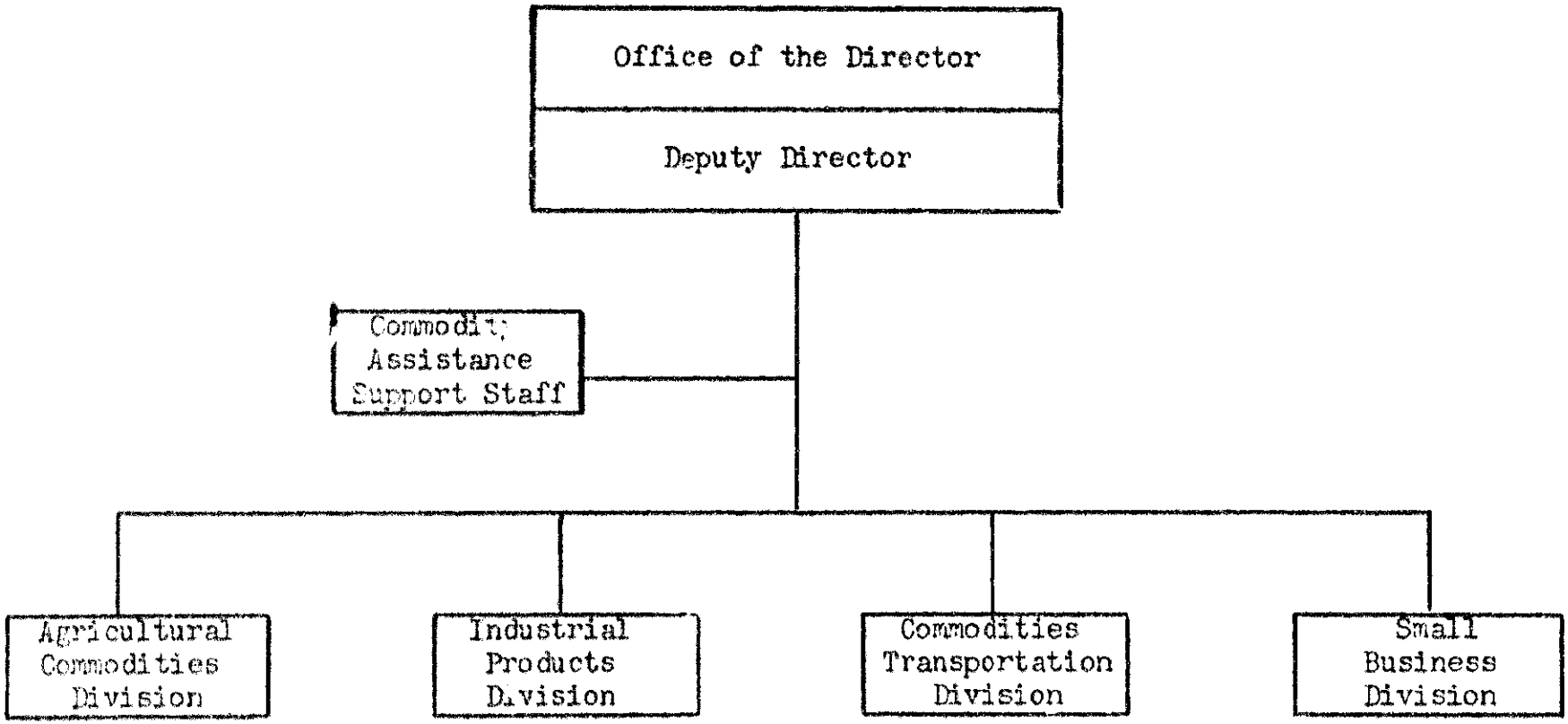
B. Publishes advance details of Agency-financed procurement, and other information, for the guidance of U.S. firms desirous of participating in Agency-financed trade, and counsels such firms on problems arising in connection with such trade.

C. Makes available to prospective purchasers in the recipient countries information as to commodities, articles and services produced by small independent U.S. enterprises to enable maximum participation by American small business in the Agency's program.

D. Investigates and makes recommendations to appropriate authorities with respect to complaints involving improper specifications and trade practices which are impeding participation by American suppliers, particularly small independent enterprises.

E. Within scope of delegated authority, authorizes exceptions to administrative regulations dealing with Agency-financed commodity transactions.

OFFICE OF COMMODITY ASSISTANCE



Office of Development Research and Assistance

The Office of Development Research and Assistance, (P/DRA), is headed by a Director who reports to the Administrator. The Office of Development Research and Assistance is the program office in the Agency which is primarily responsible for stimulating and supporting research to assure the most effective use of development assistance resources.

The Office comprises the Immediate Office of the Director, a Development Research Division, a Development Planning Division, an Evaluation Division, an Institutional Development Division and a Research Support Staff.

The Office assists the Administrator by:

1. Identifying the major barriers to development within less developed nations giving particular emphasis to the broad problems having to do with technological and institutional factors and the role of economic, social and political institutions.
2. Evaluating the techniques of institutional development and of the development process, drawing upon the operational experience of agencies engaged in development activities.
3. Formulating research requirements and specifications and arranging for the conduct of research projects aimed at breaking down barriers to development, to be undertaken either directly or through universities or other institutions or agencies.
4. Recommending the best method of incorporating research

findings, as they are tested and become available, into national development plans and country development programs.

5. Advising on policies and practices to be followed in the provision of assistance to recipient countries in the formulation of their own development plans.

6. Providing professional and technical leadership and assistance to the Regional Bureaus in matters relating to the development and use of natural and human resources.

7. Maintaining liaison with the affected scientific and academic communities and with agencies participating in the Agency program to assure coordinated utilization of their resources and experience.

8. Providing, upon request, specialized staff services to assist the Assistant Administrators in their review, appraisal, development, or execution of specific projects.

I. The Office of the Director

The Director plans, directs, and supervises the activities of the Office of Development Research and Assistance. The Director provides central Agency liaison with the scientific and academic communities affected by Agency research activities and programs and provides a focal point for effecting coordinated utilization of participating U. S. agencies developmental techniques in the Agency program. He is authorized to execute contracts and inter-agency agreements for execution of research activities on behalf of the Agency.

Included in the Director's Office is the Deputy Director, and required supporting staff.

II. Research Support Staff

The Research Support Staff, headed by a Chief, is a staff office to the Director. The Staff is responsible for providing the required programming, contracting and administrative support services needed for the effective operation of the Office of Development Research and Assistance.

The Staff:

A. Provides programming support services:

1. Develops internal P/DRA procedures for the preparation of the development research segment of the Agency Congressional presentation, in coordination with the Program Review and Coordination Staff.

2. Develops internal P/DRA procedures and required documentation for the implementation of approved research programs.

B. Provides contracting support services directly or as required draws on assistance of the Contract Division of the Office of Management Services:

1. Reviews the documentation of approved research projects proposed to be implemented by a contractual arrangement, to assure the technical, legal and financial adequacy of the documentation as a basis for entering into solicitation of proposed contractors and negotiation of a contract.

2. Prepares and issues invitations to bid or solicits tenders for negotiations; evaluates bids and proposals; and advises the appropriate P/DRA Division on the selection of

the contractor or source of research capability.

3. Drafts contracts with the advice and assistance of other divisions of P/DRA or Agency Offices, negotiates acceptance of terms with the selected contractor, prepares contracts in final form for signature by the contracting parties.

4. Arranges for issuance of letters of approval for financing to recipient countries (for third party research contracts) or issuance of letters of commitment to contractors, and arranges for the clearance and processing of contractor personnel.

5. Takes or arranges for necessary action on requests for interpretation, exception, or amendments to executed research contracts.

C. Provides administrative support services:

1. Operates a system for control and reporting on research projects and the utilization of the results.

2. Provides directly or secures from other Agency offices those staff services essential for the effective operation of P/DRA.

III. Development Research Division

The Development Research Division is headed by a Chief who reports to the Director. The Division provides Agency-wide leadership in the formulation and execution of research programs aimed at overcoming barriers to institutional development and economic growth of recipient countries.

The Development Research Program consists principally of: (1) a liaison function, by which research being carried out through other governmental programs or under private auspices is reviewed and examined so that results useful for the Agency's program are uncovered and utilized to the maximum feasible extent; (2) a support function, by which problems or requirements encountered in development assistance programs that can usefully be made the subject of research are identified, and research on them is encouraged and supported. This may require strengthening existing research facilities or establishing new ones as needed; and (3) an application function, by which the results of relevant research studies are made available to the Regional Bureaus in useable form and are placed in operation where feasible.

The Division, consisting of a Resources Technology Branch and a Behavioural Sciences Branch:

A. Identifies and assesses the critical limitations or major barriers such as lack of technical or material resources, or lack of basic social, political and economic institutional structures, which are impeding the development of the emerging countries; arranges for the continual exchange of information with the Regional Bureaus on such problems and on research findings applicable to them.

B. Establishes priorities for research requirements and ascertains where the research can best be carried out -- by the Agency or other governmental units, universities or other private

institutions, and whether in the United States, other developed nations or in the emerging countries themselves.

C. Formulates and executes a comprehensive research program aimed at overcoming barriers to institutional development and economic growth, encouraging the growth of research facilities, and programs which will be helpful in assuring most effective use of development assistance resources.

D. Guides the Research Support Staff in writing research project specifications and contracts; selects the contractor based on recommendations of the Staff; assists in the negotiation of contracts.

E. Assembles data gathered from research programs carried out by the Agency, other governmental units, or private institutions; reviews and assesses the final research findings, and in coordination with other divisions of P/DRA and other Agency offices, assists the Regional Bureaus in the incorporation of improved techniques and knowledge in their programs and projects.

F. Serves as a clearing house for receipt of specific research project proposals, whether formulated within or outside the Agency; reviews the proposals and recommends to the Director those projects warranting support.

G. In coordination with the Institutional Development Division, the Regional Bureaus and other Agency program offices, develops and undertakes pilot programs and experiments as part of the research programs, and as a basis of transition from the research

to the operational stage.

H. Assists in the development and improvement of research in the emerging countries to increase their own capabilities for the formulation and management of their development programs.

I. As requested, makes available specialized staff to the Regional Bureaus to supplement Regional staffs at various stages of program planning, project execution, and evaluation.

IV. Development Planning Division

The Development Planning Division, headed by a Chief who reports to the Director:

A. Reviews and assesses the development planning experience of developed and emerging countries in the formulation and execution of national development plans, identifying successful techniques for applications by the emerging countries in their preparation and execution of national development plans involving external assistance.

B. Advises the Regional Bureaus on (1) the most effective ways of providing assistance to recipient countries in formulating their own national development plans; and (2) the successful techniques for assembling basic economic, financial, technological and educational information; surveying the needs and requirements of broad sectors of the economy; designing the financial mechanisms of the economy; and other techniques and administrative practices for effective preparation, review and implementation of development plans.

C. In coordination with the Development Research Division, reviews and assesses research findings; assists the Regional Bureaus and the Missions in making available to the recipient countries the improved techniques and knowledge for use in their development plans and programs.

D. Assists the Regional Bureaus in their analysis of the national development plans of recipient countries; in the absence of a national development plan, advises and assists the Regional Bureau in the formulation of an initial pattern for U. S. assistance to the recipient country.

E. Upon request of the Regional Bureau, makes available specialized development planning staff to assist the recipient country in the formulation of a national development plan.

F. Maintains continuing liaison with governmental, private, and international organizations concerned with development planning in emerging countries to exchange information and draw upon their experience; and in coordination with the Development Research Division, encourages further activity in this area.

G. Identifies instances of successful country development planning and makes such experience and techniques available to other emerging countries through the appropriate Regional Bureau.

H. As requested, makes available specialized staff to the Regional Bureaus to assist them at various stages of project planning, execution, and appraisal.

V. Evaluation Division

The Evaluation Division is headed by a Chief who reports to the Director. The Division is responsible for evaluating the degree to which the Agency is accomplishing its long-run objectives, particularly with respect to facilitating the growth of strong national institutions in recipient countries.

The Division:

A. Plans and carries out a systematic assessment of Agency country programs to determine the extent to which the programs are meeting the long range objectives of the Agency and are facilitating the development of recipient countries through the growth of strong national institutions.

B. Through the Director, advises the Administrator, and the appropriate Assistant Administrator of findings and recommendations resulting from specific evaluations; analyzes action taken by the Assistant Administrators to carry out recommendations of specific evaluation reports; makes periodic reports on the progress of the evaluation program to the Director.

C. Cooperates with the Regional Bureaus, the Office of Personnel Administration and the Office of the Controller in the scheduling and conduct of appraisals, management evaluations, and fiscal audits.

VI. Institutional Development Division

The Institutional Development Division is headed by a Chief who reports to the Director. The Division is primarily concerned with (a) identifying the barriers impeding the growth or establishment of institutions essential in the achievement of the social and economic changes and reforms necessary for national development of the emerging countries; (b) measures to foster the establishment and growth of the needed institutions; and (c) measures for development of human skills related to institutional development and the improvement of organization and management in both the public and private sector.

The Division includes the following branches: Agriculture and Natural Resources, Health, Education, Public Services and Manpower, Industry and Transportation, and Labor. The Division:

A. Reviews and assesses the institutional development experience of developed and emerging countries, identifying successful techniques for application by the emerging countries in their national development.

B. Participates in formulating research projects designed to identify barriers impeding institutional development and to develop improved techniques for assisting emerging countries in strengthening and expanding institutional growth; reviews and assesses the research findings and assists the Regional Bureaus in the incorporation of the improved techniques and knowledge into the regional programs.

C. Provides professional and technical leadership and assistance in the application of such methods.

D. Assists the Regional Bureaus and other affected Agency offices in developing pilot programs as a basis of transition from the research to the operational stage.

E. As requested by the Regional Bureaus, assists in the review of grant and loan proposals and in the assessment of national development plans.

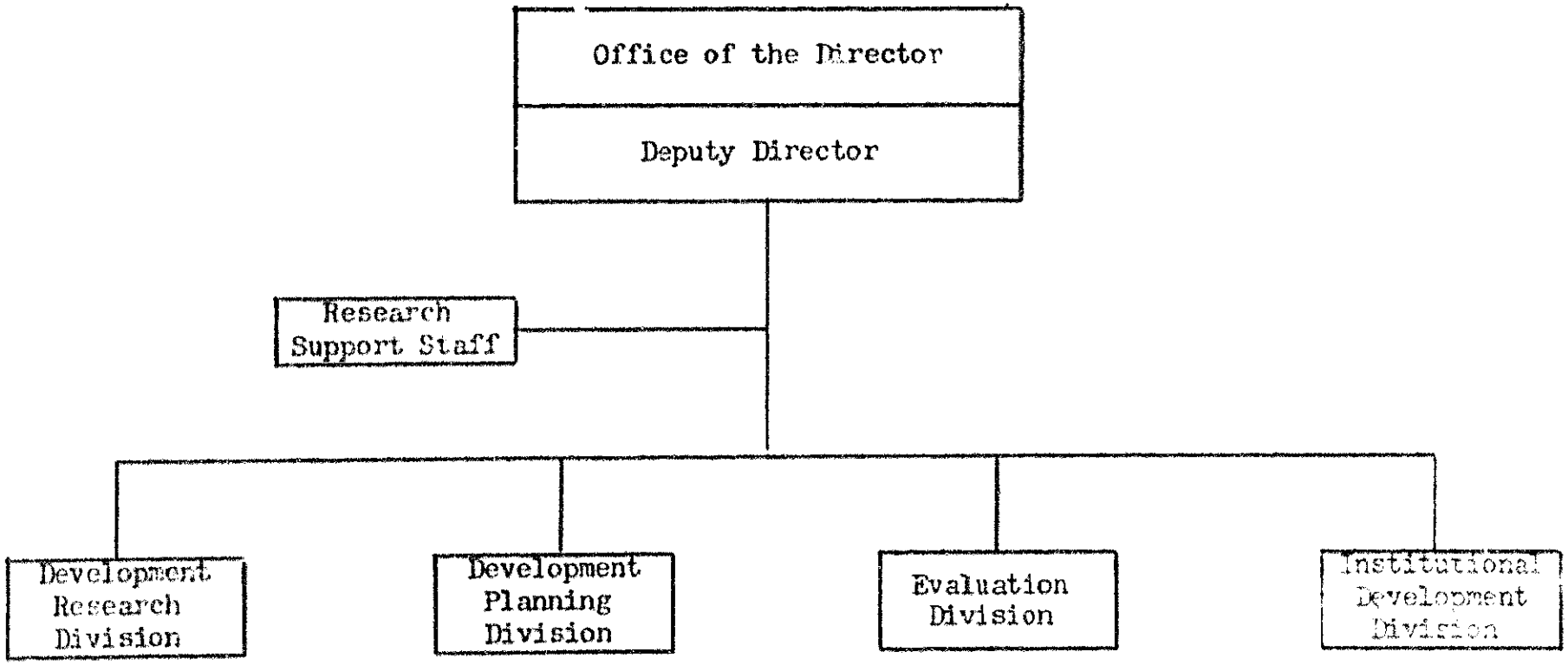
F. Provides a focal point for effecting coordinated utilization in the Agency programs of institution building techniques identified by participating U.S. agencies, and private and international organizations; provides central Agency liaison with the scientific and academic communities affected by Agency research activities and programs.

G. As requested, advises and assists the Evaluation Division, in the performance of its evaluation program.

H. Acts as a resource to other Agency units, upon request, in the solution of difficult or unusual project implementation problems.

I. Develops and makes available to the Regional Bureaus, technical materials and maintains a central source of technical assistance program publications.

OFFICE OF DEVELOPMENT RESEARCH AND ASSISTANCE



Advisory Committee on Voluntary Foreign Aid

The Advisory Committee on Voluntary Foreign Aid established in May of 1946 by the Secretary of State in accordance with a directive from the President, correlates the programs of private voluntary agencies in the field of foreign relief and rehabilitation with the programs of the U. S. Government. The Committee consists of a Chairman and nine members appointed by the Administrator for indefinite terms. Staff services to the Committee are provided by the International Development Organizations Staff (S/IDO).

The Committee:

1. Correlates the relief and rehabilitation programs of private voluntary agencies with the international development programs of the U. S. Government.
2. Advises the Administrator concerning the relationships between governmental and voluntary agencies in the field of foreign relief and rehabilitation.
3. Facilitates the organization of voluntary assistance resources and their administration abroad.
4. Approves the registration of qualified agencies voluntarily accepting registration under regulations prescribed by Part 203, Chapter II, Title 22 of the Code of Federal Regulations, thereby making the Voluntary Agencies eligible for reimbursement by A.I.D. of ocean freight costs on shipments of commodities donated under Title II of PL 480 for use in their programs of relief and rehabilitation.

The Development Loan Committee

The Development Loan Committee consists of the A.I.D. Administrator, as Chairman, and the Chairman of the Export-Import Bank, the Assistant Secretary of State for Economic Affairs, an Assistant Secretary of the Treasury, and the Director of the A.I.D. Office of Development Financing.

The Committee:

1. Under the direction of the President, establishes standards and criteria for the Agency's development lending operations in accordance with the foreign and financial policies of the United States.
2. Reviews loans for which approval authority is not delegated to the Assistant Administrators to assure that established lending policies, criteria and procedures have been met and to determine the action to be taken. In making these determinations, the Committee relies principally upon the detailed project analysis made by the Regional Bureaus and the loan review by the Office of Development Financing for conformance with standards and policies established by the Administrator and the Development Loan Committee.

Office of the General Counsel

The Office of the General Counsel, (M/GC), is headed by a General Counsel who reports to the Administrator. As chief legal officer of the Agency, the General Counsel advises the Administrator on the interpretation and application of the basic statutes controlling the operations of the Agency, and formulates the Agency's position on legislative proposals.

The Office of the General Counsel provides legal services to all elements of the Agency and participates in the development of legal standards governing the transaction of Agency business through contracts, agreements and other instruments which commit Agency resources. To facilitate Agency operations, the Office of the General Counsel assigns attorneys as legal advisors to the Regional Bureaus, other headquarters offices, and to the overseas Missions.

The Office of the General Counsel:

1. Advises on legal matters in the conduct of Agency programs by interpreting the application of the Act for International Development and other legislation, basic statutes, executive orders, regulatory issuances, both internal and external, and judicial determinations to Agency operations.
2. Assists in the preparation and presentation of legislation including reports to Members of or Committees of Congress on proposed or pending legislation.
3. Obtains formal clearance of the Department of State, if required, on legislative reports, and Bureau of the Budget clearance, if required, for conformity of proposed legislation or legislative reports with the program of the President.

4. Provides legal guidance and assistance to legal advisors assigned to the Regional Bureaus, other headquarters offices and to the overseas Missions.

5. Develops standards of legal content and format for guidance to the Agency headquarters offices and overseas Missions in the drafting, review, and interpretation of agreements, contracts, loans, and other program instruments.

6. Maintains liaison with the Department of Justice.

7. Provides such legal and secretariat services to appeals boards or hearing panels as are required, including the designation of attorneys to be members thereof.

8. Participates in the review, evaluation and recommendation of answers to charges, documentation and affidavits of employees charged for suspension or termination in connection with unfavorable determinations as a result of security investigations, or Agency inspection activities.

9. Examines tort claims against the Agency, and within authority delegated to the Agency, makes determinations or recommendations for settlement.

Office of the Controller

The Office of the Controller, (M/CONT), a management staff office, is headed by the Controller, who reports to the Administrator. As the Agency's principal fiscal officer the Controller by setting standards and establishing controls, and conducting accounting, auditing, budgeting, and investigative operations, provides the financial management tools for the execution of the Agency's mission and for assuring integrity of operations.

The Office of the Controller comprises the immediate Office of the Controller including an Executive Officer and a Financial Policy Staff; the Field Operations Staff; the Inspection Staff; the Budget Division; the Accounting Division; the Audit Division; and the Financial Review Division. In addition to maintaining liaison with affected fiscal and regulatory agencies, the Office of the Controller provides technical advice and guidance on financial management activities to agency headquarters offices and to the overseas Missions.

I. Immediate Office of the Controller

The Controller plans, directs and supervises the activities of the Office of the Controller. His immediate office includes a Deputy Controller, an Executive Officer who assures the provision of support services to the Office, and a small advisory staff for financial policy development and liaison activities.

II. Field Operations Staff

The Field Operations Staff, headed by a Chief who reports to the Controller:

A. Provides technical guidance for the general financial management operations in the overseas Missions in coordination with other units of the Office of the Controller.

B. Assists the Office of Personnel Administration in the recruitment, orientation, and training of field fiscal personnel, and works with the Regional Bureaus in the assignment and reassignment of such personnel.

C. Maintains liaison with the General Accounting Office audit staff; coordinates the preparation of the Agency's replies to GAO audit inquiries and formal audit reports except for GAO reports on Agency financed contracts, which are handled by the Audit Division, and informal inquiries on vouchered expenditures which are handled by the Financial Review Division.

D. Monitors action taken by headquarters offices and the overseas Missions on internal audit reports issued by the Audit Division.

E. Coordinates internal Office of Controller review, response and action on evaluation reports issued within the Agency.

III. Inspection Staff

The Inspection Staff is headed by a Chief who reports to the Controller. Investigations are conducted by this Staff to verify or disprove alleged or suspected wrongdoing, improper or unethical behavior,

and conflicts of interest on the part of Agency personnel, contractors, and other firms or persons engaged in the programs administered by the Agency. The Inspection Staff:

A. Receives and analyzes allegations of impropriety, dereliction, malfeasance, fraud, or criminality on the part of any person or firm directly or indirectly connected with Agency funded programs and operations.

B. Conducts or arranges for the conduct of investigations to verify such allegations and submits findings to the appropriate Agency office or to other agencies for required action.

C. Maintains liaison with the Federal Bureau of Investigation and other Government law enforcement agencies and where appropriate in this connection, consults with the Office of the General Counsel.

IV. Budget Division

The Budget Division, headed by a Chief who reports to the Controller:

A. Develops guidelines for the translation of program decisions into prescribed budgetary format, acting in coordination with the Program Review and Coordination Staff in relation to the Congressional Presentation.

B. Analyzes budgetary implications and effects of existing and proposed legislation, executive orders, and Presidential determinations on Agency programs and operations and recommends appropriate courses of action to the Controller or the affected office.

C. Prepares and supports requests for apportionment and reapportionment of Agency funds, reflecting program decisions (allocations) recommended by the Program Review and Coordination Staff and approved by the Administrator.

D. In cooperation with the Accounting Division, issues allocations to the Regional Bureaus and allotments to other Agency program or staff offices and assures compliance with legislative and administrative limitations governing use of appropriated and available funds.

E. In cooperation with the Administrative Planning Division, Office of Personnel Administration, issues advices of personnel ceiling to control the total numbers of Agency personnel and ensure adherence to Congressional or regulatory Agency limitations on administrative and other categories of funds.

F. Assists the Program Review and Coordination Staff by preparing periodic program status reports reflecting utilization of approved allocations and allotments, and progress against approved annual funding plans.

G. Maintains liaison with staffs of the Bureau of the Budget, Department of State and Congressional Committees with respect to Agency-wide budget operational matters. Assists in presenting testimony to Congressional Committees as requested by the Program Review and Coordination Staff.

V. Accounting Division

The Accounting Division, headed by a Chief who reports to the Controller:

A. Develops, coordinates, and installs financial accounting and fiscal reporting procedures for dollar and local currency operations in headquarters offices and the overseas Missions, drawing on the assistance of the Administrative Planning Division.

B. Provides technical accounting advice and guidance to the Regional Bureaus, relative to new programs and to changes in existing operating procedures to ensure financial control and accountability. Cooperates with the Administrative Planning Division in conducting studies and installing adaptations of automated data processing systems in Agency programming, implementation and management processes.

C. Maintains, operates, and coordinates the official comprehensive system of general and budgetary accounts in Agency headquarters to provide over-all Agency financial data required for budgetary and program management purposes and to meet regulatory agency requirements including:

1. Accounts controlling the total funds and assets available, both in dollars and local currencies, and physical forms, to carry out Agency programs, including accounts for trust funds of foreign governments established for agreed country development purposes.

2. Accounts for disbursements and repayments under loans financed from Agency funds and for loans executed under P.L. 480, and accounts for investment guaranties issued by the Agency.

3. Accounts for revolving funds established for the acquisition of Government-owned excess property and other property, in accordance with Section 608 of the Act for International Development.

4. Accounts and records pertaining to salary payments for headquarters and terminated overseas Mission employees, including the rendering of consolidated Agency reports on CSC retirement, FICA contributions, withheld income taxes, life insurance and health benefits payments.

D. Develops and issues Agency-wide financial reports on: utilization of Agency funds; foreign currencies generated in U.S. and recipient country accounts; foreign currencies allocated to the Agency under P.L. 480 for Agency programs; loan repayments; and the investment guaranty program.

VI. Financial Review Division

The Financial Review Division, headed by a Chief who reports to the Controller:

A. Performs headquarters review, examination, and certification of program and administrative disbursement vouchers and supporting documentation, and initiates necessary refund claims.

B. Develops procedures for and furnishes technical guidance to overseas Missions on voucher examination procedures to ensure the application of consistant criteria in headquarters and Mission voucher examination operations.

C. Reviews Agency financed procurement transactions to determine compliance with the price and related requirements of law, agency regulations, and the terms of authorizing documents; initiates refund claims as necessary; and informs the affected offices and Missions of problems or unusual conditions detected in such review which suggest the need for corrective action in authorizing or procuring practices.

D. Advises the commercial community, banking institutions, Missions and recipient country representatives on the requirements of pricing and related financial aspects of Agency regulations and authorizations.

E. Waives, or reviews and recommends Office of the Controller action on proposals for waivers of, those provisions of Agency regulations having fiscal effect.

F. Initiates and controls action on letters of commitment and other financing documents implementing Agency financed authorizations.

G. Takes responsibility for policy and operational aspects of marine insurance and general average cases involving the Agency.

VII. Audit Division

The Audit Division, headed by a Chief who reports to the Controller:

A. Performs selective independent internal audits in accordance with professional standards of accounting and auditing of Agency headquarters and overseas Missions and operations and reports thereon with respect to:

1. Compliance with basic law and regulations, international agreements, and Agency policy, regulations and procedures.
2. Effectiveness and coverage of Agency financial policies and procedures.
3. Effectiveness of control of funds and physical assets.
4. Adequacy of financial and property records and reports.
5. Procurement of commodities and personal services.
6. General effectiveness of program implementation and management activities.

B. Plans and directs a program of commercial type audits on Agency financed cost-type contracts which includes:

1. On-site surveys of the contractor's accounting system and internal financial controls.
2. Appraisal of the contractor's procedures and methods, including the bases and methods used in allocation of his overhead costs and other items, verifying on a selective basis the propriety and accuracy of costs charged to the Agency.
3. Issuance of professional type reports of audit findings and recommendations to management.

C. Performs, as requested, pre-loan financial analyses and surveys of development loan applicants' operations, and reports thereon to the requesting Regional Bureau.

D. Provides technical guidance to Missions or engaged independent public accountants, in the making of on-site examinations or grant and loan benificiaries' capital project operations, including review of their financial controls and procurement practices and selective end-use checks to verify appropriate utilization of Agency funds.

E. Upon request of Regional Bureaus or other Agency offices authorized to negotiate and sign contracts, reviews draft invitations for competitive bids or proposals, analyses bids or cost estimates or overhead rates of proposed contractors, and furnishes other requested assistance in the drafting and negotiation of contracts.

F. Receives and coordinates Agency response to GAO inquiries and formal audit reports on Agency financed contracts and development loans.

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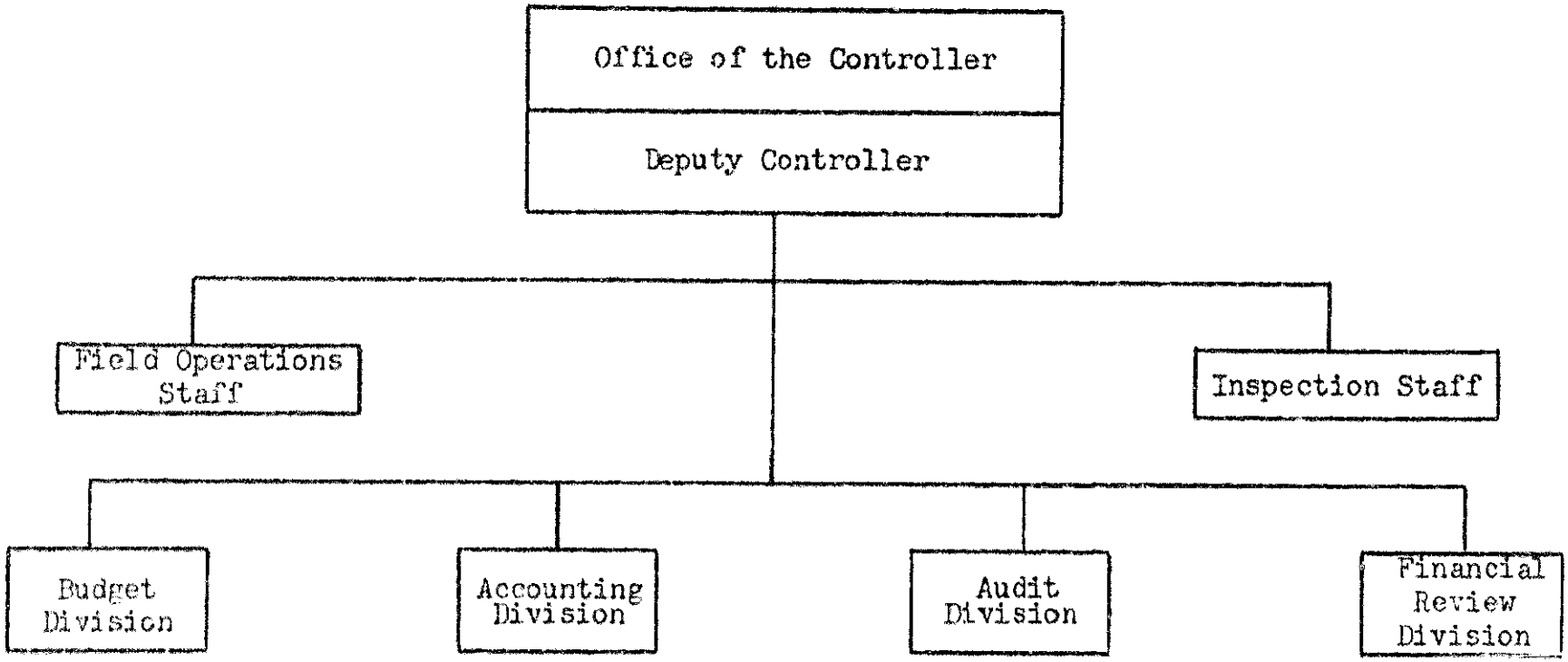

Office of Management Services

The Office of Management Services, (M/MS), a management staff office, is headed by a Director, who reports to the Administrator. The Office of Management Services is primarily responsible for assisting the Administrator by the formulation of management services policies, standards, and procedures for the conduct of Agency programs; providing or assuring the provision of effective management services support to Agency programs in headquarters and overseas Missions; and providing leadership and guidance to all elements of the Agency, both headquarters and overseas, in all phases of management services including statistical analysis and reporting, contracting, participant training activities, and general services operations.

The Office of Management Services comprises the Office of the Director including an Executive Officer; the Participant Training Division, the General Services Division, the Contracts Division, and the Statistics and Reports Division.

I. Office of the Director

The Director plans, directs, and supervises the activities of the Office of Management Services. His immediate office includes a Deputy Director, an Executive Officer who assures the provision of supporting services to the Office, and required supporting staff.

II. Participant Training Division

The Participant Training Division is headed by a Chief who reports to the Director. The Division provides support and service to the

Regional Bureaus and the Missions by developing participant training policies and standards and arranging for implementation of approved participant training projects.

The Participant Training Division:

A. Develops and recommends participant training policies, standards and procedures to meet the requirements of approved Agency programs.

B. Conducts or makes arrangements for conducting approved programs for the training of foreign nationals, including (1) development, in conjunction with the training agent, of a detailed schedule to carry out the training program authorized for the participant; (2) initiation of the authorization of funds; (3) reception and orientation of the participant; (4) follow-up on the progress of the participant throughout the period of training; (5) evaluation of the training conducted; and (6) arranging for departure of the participant. In the conduct of these functions, the Division acts in accordance with instructions from the Regional Bureaus and keeps them fully informed.

C. Provides administrative type services in support of participant training operations such as interpreter services; maintenance, book, and other allowances for participants; and the collection and dissemination of statistical data on Agency training programs for foreign nationals.

D. Maintains liaison with other offices in the Department of State, other U.S. Government and State agencies and with non-governmental or international agencies on overall participant training policy and program matters.

E. Negotiates with other U.S. Government agencies detailed interagency agreements under which participant training services are furnished to the Agency.

F. Develops programs for and arranges the provision of hospitality and other community services to participants by national, regional, and local private and public organizations.

G. In coordination with the Regional Bureaus, maintains liaison with embassies, legations, and consulates of cooperating countries as required in connection with the programs and problems of participants.

H. Identifies the requirement for, negotiates, and administers contracts to provide such central support services to participant training operations as English-language refresher training; health and accident insurance for participants; reception at ports of entry, and general orientation for participants.

I. Assists the affected Regional Bureau in administering contracts for training of participants at such special facilities as those established at Puerto Rico and Beirut.

J. Furnishes information and provides reports on participant training to the Regional Bureaus.

K. Cooperates with and assists the Office of Development Research and Assistance in the identification and development of improved techniques for the training of participants.

III. General Services Division

The General Services Division is headed by a Chief who reports to the Director. The Division is responsible for providing logistical supporting services to headquarters offices and the field Missions. It establishes Agency-wide policies, standards and procedures for, and provides services in such areas of general support as: administrative type procurement; supply and property management; building services and utilities management; communications; mail and files; travel and transportation; and printing and graphic arts.

The General Services Division:

A. Develops policies, standards and procedures for: leasing, procuring, and improving overseas offices and residences; personal property management; and contracting and procurement of administrative type goods and services. The Division arranges for procurement and maintenance of the Agency's Washington office space; manages non-expendable headquarters property; and procures supplies, equipment and services for the headquarters offices and for the Missions upon request.

B. Develops and administers policies, procedures and regulations for travel of Agency personnel and dependents and the transportation of their effects; authorizes and makes the necessary arrangements for the overseas travel of headquarters personnel.

C. Develops procedures and policies for the preparation and processing of Agency communications and conducts Agency communications operations in cooperation with other agencies.

D. Provides headquarters offices with central mail and messenger services, maintains a top secret document control system; and arranges for telephone and other communication services.

E. Develops and operates a comprehensive records management system for the Agency; maintains custody of retired Agency records; assists headquarters offices and the Missions on records and communications problems.

F. Develops Agency policies, standards and procedures for printing, distribution and graphics services.

G. Provides printing, graphics and distribution services to headquarters offices and Missions including (1) assistance in the design, production, distribution and storage of printed materials; (2) technical guidance and specifications for development of contracts for publications and other printing needs.

H. Provides or arranges for other necessary Agency headquarters housekeeping and service functions such as provision of contract labor forces, and the maintenance of building and telephone directories.

I. As requested, assists the Missions, through the Regional Bureaus, on specific logistical support problems.

IV. Contract Division

The Contract Division is headed by a Chief who reports to the Director. The Division is primarily concerned with the development of standardized contract processes for application by all elements of the Agency in the implementation of projects, and in obtaining research and technical

services by contract. The Division also provides, upon request, technical advice and assistance to headquarters offices and the Missions in contracting.

The Contract Division:

A. Develops, coordinates the issuance, and issues contract policies and standards, and regulations, procedures and forms, including standardized contract forms and provisions, for Agency-wide use.

B. Upon request of Missions and Regional Bureaus or other headquarters offices performs selected contracting services, including:

1. Issuing invitations for bids or proposals;
2. Evaluating bids and proposals and assisting the requesting office in selecting the contractor;
3. Drafting, negotiating and finalizing contracts for signature by the contracting officers.

C. Upon request, counsels and assists recipient countries through the Missions or the Regional Bureaus in the development, negotiations and execution of Agency-financed contracts.

D. Provides interpretations of Agency contract policies and regulations to all elements of the Agency.

E. Maintains contact with the overseas Missions, Regional Bureaus, and cooperating countries respecting the Agency's contract policies, standards and regulations; recommends corrective action where necessary to assure proper contract administration.

F. Supervises the maintenance of contract records and issues status and statistical reports on the Agency's contracting operations.

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V. Statistics and Reports Division

The Statistics and Reports Division is headed by a Chief who reports to the Director. The Division is responsible for the collection, analysis and reporting of statistical data of an economic, military or political nature to assist Agency headquarters and overseas Missions in the development, planning and direction of the Agency's program. The Division is also responsible for the development, coordination and control of the Agency-wide reports system.

The Statistics and Reports Division:

A. Prepares reports on U.S. assistance and on the assistance programs of other countries and international agencies.

B. Develops, coordinates and controls the Agency-wide statistical and management data reporting system.

C. Analyzes and provides to Agency offices data on gross national product, investment and consumption in relation to production and financial developments in free world countries.

D. Develops, analyzes and provides to Agency offices data and studies on national accounts and government finances of recipient countries including their government expenditures, defense burdens, revenue structure and national debt.

E. Prepares, or assists Agency headquarters and overseas Missions in the preparation of, special statistical research reports, analyses, and presentations.

F. Provides Agency offices with statistical and economic data for economic projections and regional comparisons.

G. Acts as the Agency representative to other agencies, committees and working groups when the primary purpose is the collection, analysis and issuance of statistical data involving or affecting the Agency programs.

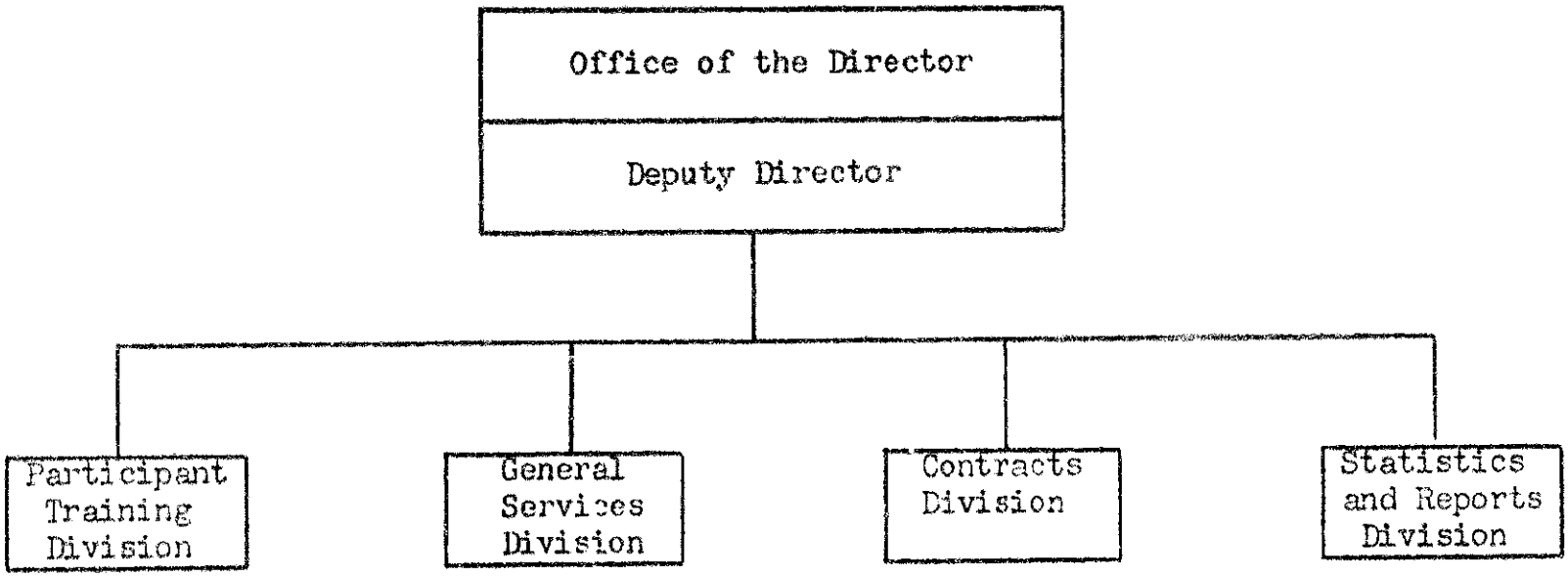
H. As requested, prepares statistical charts, data and reports for Congressional Presentations and other special agency requirements such as the President's reports to Congress on the Agency program.

I. Prepares, maintains and issues statistical reports concerning economic conditions within each geographic region and country where U.S. economic development programs are being conducted.

J. Collects, analyzes and issues statistical data on such matters as program progress, status of funds, generation and utilization of counterpart and other local currency funds, and personnel activity to assist in the administration of Agency operations.

K. Provides technical guidance to Agency headquarters offices and overseas Missions regarding economic concepts employed in evaluating and analyzing economic trends, e.g., production data, population, prices, reserves, balance of payments.

OFFICE OF MANAGEMENT SERVICES



The Office of Personnel Administration

The Office of Personnel Administration, (M/PA), a management staff office, is headed by a Director, who reports to the Administrator. The Office of Personnel is primarily responsible for assisting the Administrator by (a) developing policies, standards, and procedures for and administering an effective program for the mobilization and utilization of personnel resources; (b) conducting security investigations, determining suitability of candidates for employment, and issuing security clearances; (c) providing decentralized personnel services through the assignment of personnel staff to the Regional Bureaus; (d) providing services in areas of management analysis, organization and manpower planning, systems analysis and planning, application of business machine and automatic data processing systems, work measurement, work simplification methods and management improvement services; (e) providing leadership and administrative support for the Agency's program of management appraisal.

The Office of Personnel Administration comprises the Office of the Director; the Administrative Planning Division; the Personnel Policy Division; the Personnel Operations Division; the Career Development and Personnel Relations Division; the Security Division; and the Program Management Appraisal Division.

I. Office of the Director

The Director plans, directs and supervises the activities of the Office of Personnel Administration. His immediate office includes

a Deputy Director, a Special Assistant for Executive Personnel and required supporting staff.

II. Administrative Planning Division

The Administrative Planning Division is headed by a Chief, who reports to the Director. The Division, which serves in a staff capacity to Agency headquarters offices and overseas Missions:

A. Develops and recommends policies and standards in the management area, stimulates Agency-wide management improvement, and prepares and coordinates special management reports and data.

B. Establishes and maintains a central manpower control system, reviews and makes recommendations upon Agency staffing proposals, and participates in the development and formulation of the Agency's administrative budget requests.

C. Conducts research and planning in the field of organization and management practices, program methods, office techniques and procedures, and utilization of business machines and equipment; develops guides and standards for, and assists in installing applications of these practices, techniques and facilities at Agency headquarters and overseas Missions.

D. Conducts or assists with surveys in the Agency headquarters or overseas Missions of organization structure and functional alignment, inter-office and inter-agency relation-

ships, authorities, manpower requirements, procedures and systems; develops and participates in the installation of new or revised organization plans, procedures or systems to achieve program objectives and obtain the most effective utilization of available personnel and resources.

E. Acts as the focal point within the Agency for the interpretation and evaluation of management systems, procedures, standards, or policies, and program methods or practices which involve several Agency headquarters offices or have general applicability to the overseas Missions.

F. Through the Regional Bureaus, provides management support and advice to, and conducts management surveys of overseas Missions with the objective of improving Mission operations and developing generally applicable guidelines and practices which can be utilized by other overseas Missions.

G. Provides management resources and expertise to Regional Bureaus for the solution of operational, procedural, organizational, and control problems which: (a) require other than direct administrative or operating decisions; (b) have implications with respect to Agency-wide processes or inter-Bureau relationships; or (c) are common to several Regional bureaus.

H. Develops, coordinates and installs automatic data processing systems to meet the requirements of the Agency and supervises a central data processing facility for the Agency.

I. Develops, coordinates and maintains a comprehensive directive issuance system for the Agency including the provision of assistance to overseas Missions on internal directive issuance systems.

J. Develops, coordinates and maintains a comprehensive forms management system for the Agency, including the overseas Missions.

K. Plans, coordinates and supervises emergency planning activities for the Agency under the Continuity of Government Program, developing and implementing necessary emergency actions, protection plans and operational tests, and maintaining liaison with the Office of Civil and Defense Mobilization.

L. Plans for and recommends space utilization, maintains liaison with the Office of Management Services on space operations.

III. Personnel Policy Division

The Personnel Policy Division is headed by a Chief, who reports to the Director. The Division assists the Director in policy development and assures that effective methods of achieving the objectives of the Agency personnel program are developed and maintained.

The Personnel Policy Division:

A. Develops policies, standards and procedures for conduct of the personnel program.

B. Identifies and assesses problem areas of personnel administration impeding the achievement of program objectives; assures that necessary policies and procedures are developed to deal effectively with these problem areas and that appropriate action is taken.

C. Plans and administers a program of statistical and other personnel reports as required, coordinating with the Office of the Controller, the Office of Management Services and the Administrative Planning Division.

D. Develops legislative requirements of the personnel program in coordination with the Regional Bureaus, the Information and Congressional Liaison Staff and the Program Review and Coordination Staff.

E. Serves as the focal point within the Office of Personnel Administration for contact on Agency personnel matters with the Civil Service Commission, the Department of State, United States Information Agency and other Government agencies and private institutions.

IV. Personnel Operations Division

The Personnel Operations Division is headed by a Chief who reports to the Director. The Division is responsible for the recruitment, selection, compensation, placement, allowances, promotion and performance of headquarters and Mission staff.

The Personnel Operations Division:

A. Develops long-range plans to meet Agency manpower requirements.

B. Assists the Regional Bureaus in the review of annual program budget.schedules, advising on manpower requirements, effective personnel utilization and the probability of meeting recruitment requirements through direct hire or by personal service contract.

C. Recruits and selects personnel for headquarters and field, whether by contract or direct hire; evaluates candidates and conducts tests where appropriate to insure adherence to Agency standards of adaptability, suitability, skills and education; recommends appropriate personnel action.

D. Cooperates with the Regional Bureaus in developing assignment plans for employees consonant with a career system; recommends and obtains concurrence of the Regional Bureaus on the placement and assignment of foreign service personnel; authorizes personnel actions affecting individual employees.

E. Administers and acts as liaison with the State Department on the foreign service system of allowances and differentials, diplomatic rights and privileges, reimburseable details and wage administration (for non-citizen) local personnel in the Missions.

F. Conducts the employee performance rating and promotion systems and establishes and maintains retention registers.

G. Participates in the selection of personnel evaluation panel members; provides operational guidance, staff assistance and secretariat services to the panels; assists in preparation and dissemination of reports of results and follows-up on panel recommendations.

V. Career Development and Personnel Relations Division

The Career Development and Personnel Relations Division is headed by a Chief who reports to the Director. The Division is concerned with Agency policies and procedures which affect the job effectiveness of Agency employees and their health, morale and welfare.

The Division:

A. Plans and provides for orientation programs for new Agency employees; assists Missions in developing local orientation programs.

B. Plans and provides for staff development programs for employees at all levels of responsibility, including continuous employee evaluation.

C. Plans and provides the Agency's language training program.

D. Develops policies and procedures to govern the settlement of employee grievances or disputes, monitors operations to assure that these procedures are followed and advises supervisors and employees on individual cases.

E. Administers the Agency's Incentive Awards Program.

F. Administers the Agency's health program and coordinates the medical protection program for overseas employees.

VI. Security Division

The Security Division is headed by a Chief who reports to the Director. The Division establishes the suitability, security, and loyalty of employees of the Agency and its contractors; clears security considerations on foreign national participants in the Agency's program; and conducts a program of physical and documentary safeguards to meet the requirements of the Agency and of applicable legislation and external regulations.

The Security Division:

A. Develops appropriate policies and administers procedures concerning suitability, security and loyalty of prospective employees of the Agency and its contractors.

B. Assures that the security policies and procedures are currently revised to meet the changing requirements of the Agency, and comply with applicable legislation and external regulations.

C. Obtains and evaluates information concerning suitability, security, and loyalty of prospective employees and employees of the Agency and its contractors, and makes determinations on the suitability and security clearance of such personnel.

D. Makes appropriate security review of foreign participants in the Agency's program.

E. Develops and administers policies and procedures concerning physical and documentary safeguards.

F. Assists the Inspections Staff of the Office of the Controller in assessing the findings that result from inspections made by that office, and recommends appropriate action by the affected Agency office.

VII. Program Management Appraisal Division

The Program Management Appraisal Division is headed by a Chief, who reports to the Director. The Division is primarily responsible for providing leadership and administrative support for the Agency's program management appraisal program.

The Division:

A. Develops and recommends criteria, standards, and procedures for the evaluation of key personnel and of results obtained from specific projects, country plans, and functional activities of the Agency.

B. Develops and recommends objective tests and measurements to be applied in the measurement of program achievements and deficiencies.

C. Develops and recommends a schedule for the evaluation program after consultation with the Assistant Administrators.

D. Develops a register of persons qualified to serve on evaluation teams; recommends members for specific evaluation teams to be designated for the Administrator by the Director, Office of Personnel Administration with the concurrence of the appropriate Assistant Administrator.

E. Develops and maintains data required for briefing of evaluation teams, using Agency resources as required. Arranges for supplementing such data by direct observation, interview, and discussion with Agency staff, contractors, and country participants.

F. Develops and maintains procedures for evaluation teams' reporting to the Administrator and the Assistant Administrator of the affected Regional Bureau on opportunities for and methods of strengthening managerial performance and improving management systems and Agency organization and relationships.

G. Monitors the action taken on evaluation recommendations by the Assistant Administrators or other affected headquarters offices and prepares reports on the status of the evaluation program and actions taken on recommendations made by the teams.

H. Provides or assures the provision of staff support to the evaluation teams.

I. Cooperates with the Regional Bureaus, the Office of Development Research and Assistance, and the Office of the Controller in the scheduling and conduct of appraisals, assessments and fiscal audits.

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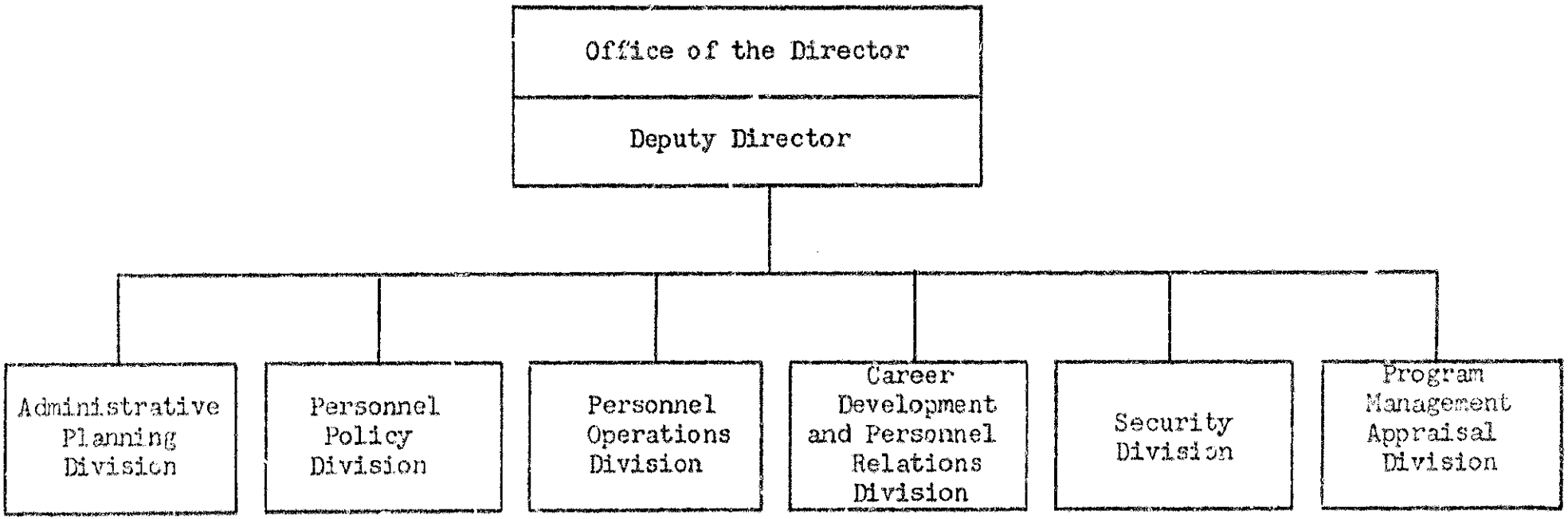
OFFICE OF PERSONNEL ADMINISTRATION



List of Office Symbols

OFFICE OF THE ADMINISTRATOR

A/AID	Administrator
DA/AID	Deputy Administrator
DA/P	Deputy Administrator for Program and Policy Planning

STAFF OFFICES

S/PRC	Program Review and Coordination Staff
S/IDO	International Development Organization Staff
S/ICL	Information and Congressional Liaison Staff

REGIONAL BUREAUS

AA/FE	Assistant Administrator Far Eastern Regional Bureau
AA/NESA	Assistant Administrator Near Eastern and South Asian Regional Bureau
AA/LA	Assistant Administrator Latin American Regional Bureau
AA/AFE	Assistant Administrator African and European Regional Bureau

PROGRAM OFFICES

P/DF	Office of Development Financing
P/CA	Office of Commodity Assistance
P/DRA	Office of Development Research and Assistance

MANAGEMENT OFFICES

M/GC	Office of General Counsel
M/Cont	Office of the Controller
M/MS	Office of Management Services
M/PA	Office of Personnel Administration