

PN-ABZ-901



**U.S. AGENCY FOR INTERNATIONAL
DEVELOPMENT**

**QUALITY COUNCIL
COMMUNICATIONS STEERING GROUP**

**USAID
REENGINEERING & REFORM
REFERENCE GUIDE
MARCH 29, 1996**



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USAID REENGINEERING & REFORM REFERENCE GUIDE

PUBLICATIONS

For corrections or for suggested additions to this reference list, contact Betty Snead, LPA, 202/647-3794

*--available electronically on the Reinventing USAID Bulletin Board

ADMINISTRATOR'S MESSAGES:

*"Message from the Administrator on Reengineering" -- USAID/W Notice, June 22, 1995.

*"Human Resources BAA" -- USAID General Notice, Sept. 6, 1995.

*"A Message from the Administrator on Reengineering (New Management Systems)" -- USAID/W Notice, Oct. 5, 1995.

GENERAL REENGINEERING:

*"On Track" -- a monthly newsletter devoted exclusively to cutting-edge agency reengineering developments.

Contact: Torun Willits, M/ROR

Phone: 202/663-2110

"IRM at Work on the Information Highway" -- a monthly newsletter, from the Office of Information Resources Management, M/IRM, that includes IRM-related reengineering information.

Contact: M/IRM

Phone: 703/875-1316

"Sign UP for RFNET" -- The RFNET is an informal agency-wide

electronic network designed to promote the transfer of field experience about results frameworks and results packages. Before subscribing, consider how your office or mission wants to be linked to RFNET. All subscribers to RFNET will receive all communications. For those groups who want to limit the demand on their individual banyan E-mail systems, you may choose to have one or only a few subscribers who are then responsible for circulating material which is of particular interest to that group. If you are interested in joining RFNET and are on the USAID Banyan LAN, send an E-mail message to:

ISMTP@BASA14029@SERVERS [LISTPROC@INFO.USAID.GOV]. Leave the subject line blank and in the body of the message type the following: Subscribe RFNET-L Your Name. For example: Subscribe RFNET-L John Doe. For more information about RFNET, contact Tony Pryor@AFRARTS.ROS@AIDW. (See October 1995 issue of *On Track*)

"Reinvention's Next Steps: Governing in a Balanced Budget World" -- Speech and background papers by Vice President Al Gore, delivered March 4, 1996.

Contact: Bill Bacchus, DAA/M/QC Phone: 202/736-4315

"Common Sense Government -- Works Better and Costs Less" -- Vice President Gore's Third Report of the National Performance Review, Sept. 7, 1995.

Contact: Bill Bacchus, DAA/M/QC Phone: 202/736-4315

***"A Message from the AA/Management on Reengineering"** -- USAID/W Notice, Sept. 13, 1995.

"A Message from AA/Management" -- USAID/W Notice, Oct. 16, 1995. First edition of Reform Glossary attached.

"Toward the New USAID: An NPR Progress Report" -- 26 pages. Gives results/actions taken by USAID to address NPR recommendations; also government-wide NPR actions are included.

Contact: Bill Bacchus, DAA/M/QC Phone: 202/736-4315

***"Projects, Strategic Objectives, Activities..."** by David McCloud, M/ROR. *On Track*, September 1995.

***"Africa Bureau Hosts Partners for Reengineering Workshop."** *On Track*, September 1995.

***"Stakeholder Analysis: A Vital Tool for Strategic Managers"** by Benjamin L. Crosby, March 1992, five pages.

"Executive Actions and Correspondence Tracking" -- by Joseph E.

Nassif, in the October/November issue of "IRM at Work." This issue of "IRM at Work" focuses on the new ExAct system initiated by the Executive Secretariat and the Office of Information Resource Management (IRM) to streamline the handling of executive correspondence.

"Mission Support Group Formed" -- by Jerry Sajewski in the October/November issue of "IRM at Work." In order to provide missions with an ADP "home" in Washington, M/IRM has established a mission support group headed by Courtney Ives in the Consulting and Information Services (CIS) Division. Current regional assignments are Shirley McCoy for AFR; Steve Travis for ANE; Marcia Hamilton for E/NIS; and Steve Travis for LAC.

"The Agency's Strategic Framework and Indicators, 1995-1996" -- prepared by the Performance Measurement and Evaluation Division, CDIE/PPC, September 1995. This is a graphic presentation of USAID's sustainable development strategies. The framework is useful in reviewing strategic plans, reporting on results and examining the agency's performance.

Contact: Gerald M. Britan, PPC/CDIE Phone: 703/875-4194
 Graham Kerr, PPC/CDIE 703/875-4116

"Organizing Work: Results Packages" by Tony Pryor, Africa Bureau, in the October 1995 issue of *On Track*. Describes results package (RP) and defines it as consisting of people, funding, authorities, activities and associated documentation required to achieve a specified result or results within an established time frame. The RP is managed by a strategic objective or RP team.

"Reflections on Results Framework Development" -- Jon Breslar, AFR/DP and Tony Pryor, AFR/SD, *On Track*, January 1996.

ACCOUNTABILITY:

"Guidance on Consultation and Avoidance of Unfair Competitive Advantage" -- USAID General Notice, Aug. 17, 1995.

ACCOUNTING:

"AWACS: What is it and what will it do?" -- summary of USAID's new worldwide accounting and control system, *IRM at Work*, June 1995.

"How will USAID do business with AWACS?" -- three-page summary.

Contact: Doug Arnold, M/FM

Phone: 202/663-2170

BUDGET:

"Business Area Analysis: Budget and Fund Allocation, Report to Management," Vol. I, August 1994. A report on the agency's reinvention of its budget process. Describes problems with present budget systems, contains recommendations for reengineering budget and fund allocation processes and outlines the major benefits of automating processes. Specifies follow-on projects to build an integrated budget system. Five sections, with appendices and figures.

"Business Area Analysis: Budget and Fund Allocation, Technical Appendices," Vol. II, July 1994.

Contact: Ken Milow, M/B

Phone: 202/647-6671

COMPUTERS:

"The Leland Initiative: Empowering Africans in the Information Age" -- article on improving the electronic networkability in Africa, *IRM at Work*, August 1995.

"A Plea from the Field" -- by Chuck Patalive. Discusses IRM standard software and personal computer use, *IRM at Work*, August 1995.

"Disk Duplication Services" -- by Ed Stuart, *IRM at Work*, August 1995.

"IRM's Interoperability Lab" -- by Herb Thompson, on testing the agency's New Management Systems (NMS), *IRM at Work*, August 1995.

"Technologies for Developing Countries" -- by Jim Russo, on telecommunications in developing countries, *IRM at Work*, August 1995.

***"IRM Customer Support Center"** -- USAID/W Notice, June 12, 1995.

"Windows 95 at USAID" -- *IRM at Work*, September 1995

"Computer Security at USAID" -- *IRM at Work*, September 1995.

"IRM Shops Join Forces" -- *IRM at Work*, September 1995. Examines shared services of USAID, State, USIA, and ACDA.

"VSAT" -- continued: -- *IRM at Work*, September 1995.
Installation of the VSAT equipment, including satellite dishes at 44 missions, is in full swing. See July issue of *IRM at Work* for the introductory article on VSAT.

"Help is just a call away" -- *IRM at Work*, September 1995. The Consulting and Information Services Division of IRM has established a centralized IRM Help Desk.

"The USAID Internet Mail Gateway: Some Common Questions" -- *IRM at Work*, December 1995/January 1996.

COUNTRY EXPERIMENTAL LABS (CELS):

"Country Experimental Laboratories: One Year Later," released March, 1996, 26 pages plus appendices.

Contact: Turra Bethune, CDIE Phone: 703/875-4829

*"Synthesis of Country Experimental Lab Reporting from October 1994 to March 1995," 32 pages plus appendices.

Contact: Turra Bethune, CDIE Phone: 703/875-4829

*"Delegation of Authority to Country Experimental Labs" -- State cable 12400, May 20, 1995.

Bangladesh:

*Experimental Labs: Specific Needs and Timeframe, August 1994, two pages.

Monitoring and Evaluation System for USAID/Bangladesh Country Experimental Laboratory, April 1995, 10 pages plus appendices.

*Reengineering Report #1: The Experiment and Hypotheses, December 1994, six pages.

*Reengineering Report #2: The Model and Charter, January 1995, eight pages.

*Reengineering Report #3: The Evaluation Plan, February 1995, seven pages.

*Reengineering Report #4: Evaluation Findings, October 1995, ten pages. (Attachments not including).

Country Experimental Labs: An Update -- Bangladesh Team Members Reflect on the Design Process -- October 1995 issue of *On Track*.

Dominican Republic:

The First Six Months: A Status Report of the Country Experimental Laboratory Experience (October 1994 - March 1995) -

provides detailed information and highlights of before and after reengineering, 32 pages.

An interview with Marilyn Zak -- Zak, mission director in the Dominican Republic, discusses USAID's reengineering efforts, *Front Lines*, May/June 1995.

Employee Development Manual Order and two Annual Evaluation Forms adapted for FSNs and USPSCs. Contact is Michael Deal, USAID/Jamaica.

"USAID/Dominican Republic Converting Skeptics" -- *On Track*, January 1996.

Guatemala:

*Reengineering Status Report, October 1994, six pages plus charts.

*CEL Report #2 -- cable, April 24, 1995, four pages.

*Strategic Plan -- April 21, 1995, 21 pages, plus annexes.

*Plan for Improving Client Satisfaction with the Health Sector Program, April 20, 1995, nine pages.

Reengineering USAID/Guatemala -- an interview with Stacy Rhodes, mission director, *Front Lines*, July 1995.

*"Report from the Field: USAID/G-CAP's Strategy Development" by Pat O'Connor, USAID/Guatemala-Central American Programs (G-CAP). *On Track*, September 1995.

Jamaica:

*Customer Service Plan, five pages.

*Reengineering Proposal Tracking Report.

*Report #1 -- Cable, USAID/Jamaica, Nov. 30, 1994, two pages.

*Report #2 -- Reengineering at USAID/Jamaica, two pages.

*Report #3 -- Reengineering Effectiveness Report, April 1995, three pages.

*Report #4 -- USAID/Jamaica CEL Experience, final report, November 1995.

Madagascar:

*CEL Report #1 -- Describes mission's strategy and major findings based on CEL activities, April 1995, 10 pages.

*CEL Reporting Plan, three pages.

*CEL Report #2 -- July 1, 1995, six pages.

*Customer Service Plan -- Discusses customers, how to reach them, principles of customer service, monitoring and evaluating services, etc. July 1995, 12 pages.

"USAID/Madagascar Framework Development: Follow-Up" -- Carl Gallegos, NRO, USAID/Madagascar, *On Track*, January 1996.

Mali:

*Report #1 -- Reengineering Activities, 13 pages.

*Report #2 -- Reengineering Activities, six pages.

*Customer Service Plan, June 12, 1995, seven pages.

Niger:

- *Report #1 -- Strategic Planning, five pages.
- *Customer Service Plan -- July 10, 1995, 37 pages

Philippines:

- *CEL Reporting Plan, February 1995, two pages.
- *CEL Report #1 -- Reengineering Status Report, Nov. 28, 1994, four pages.
- *CEL Report #2 -- update, March 1995, two pages.
- *CEL Report #3 -- update, May 1995, two pages.
- *"Bringing Support and Technical Offices Together" by Mark Ward, USAID/Philippines. *On Track*, September 1995.
- *Lessons Learned: Negotiating a Strategic Objective Agreement -- memo, Oct. 5, 1995, three pages.
- *CEL Report #6 -- final report, eight pages, plus input to report, five pages.
- *"Economic Development Team Strategic Performance Semestral Review (SPSR), Nov. 13, 1995." Minutes of the review meeting of Strategic Objective 1, "Broad-based Economic Growth in Mindanao," and Strategic Objective 2, "Improved National Policies in Trade and Investment," six pages.
- *"Population and Health Team Strategic Performance Semestral Review (SPSR), Nov. 14, 1995." Minutes of the review meeting of Strategic Objective 3, "Reduced Fertility Rate and Improved Maternal and Child Health," four pages. Also review of special objective, "HIV/AIDS Epidemic Prevented," two pages.
- *"Environment Team Strategic Performance Semestral Review (SPSR), Nov. 15, 1995." Minutes of the review meeting of Strategic Objective 4, "Enhanced Management of Renewable Natural Resources," four pages.
- *"Energy Team Strategic Performance Semestral Review (SPSR), Nov. 22, 1995." Minutes of the review meeting of Strategic Objective 5, "Reduce Greenhouse Gas (GHG) Emissions Through the Use of Cleaner Fuels and Improved Energy Efficiency," three pages.
- *"Democracy Team Strategic Performance Semestral Review (SPSR), Nov. 20, 1995." Minutes of the review meeting of Strategic Objective 6, "Broadened Participation in the Formulation and Implementation of Public Policies in Selected Areas," four pages.
- *"Lessons Learned from SOAG Negotiations in the Philippines" -- memo, Oct. 10, 1995, three pages.
- *"Action Agenda from USAID November 1995 Retreat" -- eight pages.
- *"Natural Resources Management Program -- Amplified Program Description" -- nine pages.

Senegal:

- *Report #1 -- Provides background information and CEL update, March 1995, 37 pages.

For reports and materials relating to Country Experimental Labs, contact: Yvonne John, AA/M/ROR Phone: 202/663-3397.

CUSTOMER SERVICE:

***"Guidelines for Developing Customer Service Plans" -- USAID**
General Notice, April 1995.

"Phase I Customer Service Plan" -- eight-page brochure addresses concerns voiced by the agency's development partners (PVOs, NGOs, universities and businesses).

"Phase II - USAID's Customer Service Plan" -- eight page brochure outlining agency's quality service standards for working with customers and partners.

"Uncle Sher's Maxims for Customer Service Plans" -- H.S. (Sher)
Plunkett, M/ROR, March 1995.

"Illustrative Indicators for Measuring the Four Core Values" --
M/ROR (modified version), February 1995.

"Basic Concepts and Techniques of Rapid Appraisal" --
James Beebe, Human Organizations, Spring 1995.

"Results of M/AS Customer Service Survey" -- December 1994, four pages.

***"Service Quality and Customer Satisfaction Assessment" --**
General Notice, May 1995.

***"Steps for Customer Service Planning" -- USAID General Notice,**
June 1995.

***"Ten Easy Steps for Developing Customer Standards" -- Liz**
Baltimore, June 1995, five pages.

***"Customer Service Plan Questions and Answers" -- Sher Plunkett,**
Aug. 14, 1995, three pages.

Contact for all above customer service material: Sher Plunkett,
M/ROR, Phone: 202/663-3390 or Liz Baltimore, M/ROR,
Phone: 202/663-2459

***"IRM Customer Support Center" -- USAID/W Notice, June 12, 1995.**

"A MANUAL FOR SOCIOECONOMIC AND GENDER ANALYSIS: Responding to the Development Challenge," by Barbara Thomas-Slayter, et.al., Clark University, 1995. Produced through the SARSA II Project funded jointly by G/WID and G/EG/AFS. Available through those offices, or through CDIE, or from the author. An excellent compendium of participatory strategies and analytical tools for

socio-economic and gender analysis, which will be of use to anyone undertaking customer service planning, performance monitoring, or participatory design and execution activities.

***"Announcing the IRM Help Desk Is Open for Business in USAID/W"**
-- USAID/W Notice, Jan. 22, 1996.

"Customer Service Plans: Fact or Fiction?" -- Sher Plunkett,
M/ROR, *On Track*, January 1996.

FEEDBACK:

***"The Administrator's Suggestion Box"** -- USAID/General Notice,
Feb. 12, 1996.

"Mini-Retreat Reports" -- Summaries of feedback received by the administrator in May 1995 from over 60 USAID missions and offices following his request for better two-way communication on the agency's reform effort. Each report includes a series of taskers responding to this feedback requested by Administrator Atwood in June 1995. Report topics are as follows:

- *1. Communications
- *2. Computers and Information Management Systems
- *3. Customer Focus/Participation
- *4. Empowerment and Accountability
- *5. General/Misc.
- *6. Operations Reengineering
- *7. Personnel
- *8. Procurement
- *9. Teams
- *10. Training
- *11. Transitions.

Contact: Chris Phillips, AA/LPA

Phone: 202/647-4201

GLOSSARIES:

IRM Glossary - Contact: Judy Griffin, M/IRM/IPA
Phone: 703/875-1325

Operations BAA Glossary - Contact: Mary Roko, M/AS
Phone: 202/736-4746

***Reform Glossary** - Contact: Liz Baltimore, M/ROR
Phone: 202/663-2459

NEW MANAGEMENT SYSTEMS:

*"Quick Reference Guide for the New Management System (NMS) Applications, -- USAID/W Notice, Mar. 5, 1996.

*"Access to New Management System Applications" -- USAID/W Notice, Jan. 4, 1996.

*"New Management System (NMS) Application Guidance for January 3, 1996" -- USAID/W Notice, Feb. 23, 1996.

"The NMS Task Force: Teaming Up for Tough Decisions" -- by Joan Matejcek, *IRM at Work*, July 1995.

"New Management Systems (NMS) Update" -- *IRM at Work*, September 1995.

*3. Cable #3 -- "New Management Systems Infrastructure," State 221491, Sept. 18, 1995. (Also sent as General Notice, 9/27/95.)

Contact: Joe Heffern, M/IRM/TCO Phone: 703/875-1228

*4. Cable #4 -- "New Management Systems (NMS) Applications Software," State 221492, Sept. 18, 1995. (Also sent as General Notice, 10/3/1995.)

Contact: Carrie Johnson, M/OP/E Phone: 703/812-0045

"NMS Standard PC" -- by Dean Salpini in the October/November issue of "*IRM at Work*." In order to accommodate the agency rollout of NMS systems over the next several months, IRM has developed a standard PC configuration to run the NMS applications.

"New Management Systems (NMS) Update" -- *IRM at Work*, December 1995/January 1996.

NEW PARTNERSHIPS INITIATIVES:

*"New Partnerships Initiatives" -- USAID General Notice, May 24, 1995.

*"New Partnerships Initiatives" -- USAID/General Notice, Mar. 14, 1996.

OPERATIONS:

"Making a Difference for Development" -- 144-page report prepared by USAID Business Area Analysis Team for Operations. Focus is on reengineering the agency's program operations with emphasis on four core values: customers, results, empowerment and teamwork.

Contact: Mary Roko, M/AS

Phone: 202/736-4746

***"Automated Directives Systems (ADS)"** -- *On Track*, June 1995.

"USAID's Network Management" -- by Pat Kristobek, *IRM at Work*, June 1995.

***"Automated Directives System"** -- USAID General Notice, May 24, 1995.

***"Global Leadership in Technology, Communications and Research"** -- USAID General Notice, Aug. 1, 1995.

***"Automated Directives System: Series 200, Chapters on Strategic Planning, Achieving, and Monitoring and Evaluating Performance"** -- USAID/General Notice, Sept. 29, 1995.

PARTICIPATION:

"How to Recognize a Participatory Approach (if you bump into it in a dark alley)"-- Diane LaVoy, PPC/SP, January 1995.

"Statement of Principles on Participatory Development" -- Brian Atwood, Nov. 16, 1993.

"Workshop Notes: Rapid Appraisal and Beyond" -- 15 pages. Available Oct. 31.

"The Participation Forum" - Summaries of monthly sessions of the Participation Forum, which include related E-mail on the subject.

*Session 1: **"Host Country Participation in USAID's Country Strategy Development"** -- nine pages.

*Session 2: **"Building Participatory Programs on Local Culture"** -- eight pages.

*Session 3: **"Participation in Policy Reform"** -- 12 pages.

*Session 4: **"Participation in Policy Reform, continued"** --

- 13 pages.
- *Session 5: **"Breathing New Life into Old Projects through Participation"** -- 14 pages.
 - *Session 6: **"Improving Technical Rigor Through Participation"** -- 12 pages.
 - *Session 7: **"Participation and Gender"** -- 10 pages.
 - *Session 8: **"Participation in Conflict Resolution"** -- 10 pages.
 - *Session 9: **"Participation When There Is No Time"** -- 12 pages.
 - *Session 10: **"Strategies for Community Change"** -- 12 pages.
 - *Session 11: **"Customer Service Plans: A New Commitment to End-User Participation or Just 'New-Speak' for Old Practices?"** -- 12 pages.
 - *Session 12: **"From Clientilism to 'Customer Service' Orientation: Features of Good Public Sector Programs"** -- 10 pages.
 - *Session 13: **"Do We Need to Practice What We Preach?"** -- 10 pages.

Contact: Diane LaVoy, PPC/AA

Phone: 202/746-7057

Please contact Diane LaVoy if you would like to be added to the **"Participation Network."** Forum members will receive copies of participation material and E-mails announcing all participation events.

To subscribe to the **Global Participation Network (GP-NET)**, please contact Wendy Kapustin (AA/PPC, 202-736-4299). GP-NET is a new electronic discussion group for USAID staff and other development practitioners anywhere in the world, which focuses attention on specific experiences and lessons learned about participatory approaches.

Barbara Thomas-Slayter, et.al. **A MANUAL FOR SOCIOECONOMIC AND GENDER ANALYSIS** -- Responding to the Development Challenge. Clark University, 1995. Produced through the SARSA II Project funded jointly by G/WID and G/EG/AFS. Available through those offices, or through CDIE, or from the author. An excellent compendium of participatory strategies and analytical tools for socio-economic and gender analysis, which will be of use to anyone undertaking customer service planning, performance monitoring, or participatory design and execution activities.

PERSONNEL:

"Human Resources BAA" -- USAID General Notice, Sept. 6, 1995.

"Human Resources Business Area Analysis" -- Vol. I, Workforce Management Employee Administration Compensation & Benefits, August 1995. This final report on human resources has been completed and approved for implementation. The report is being

transmitted to each mission and office electronically.

Contact: Douglas Brandi or Robert Egge, M/HR/BSD,
Phone: (202) 663-3400.

***"Overview of the Human Resources Business Area Analysis - USAID Reengineering Issues, Report #4"** -- eight pages. This report discusses the work of the BAA team which is attempting to reengineer the agency's personnel functions and to automate many personnel processes. The team is supporting ongoing reforms in M/HR. In cable form, State 153219.

Contact: Ron Olsen, M/MPI/OD Phone: 202/647-2083

***"Teamwork -- Views from the Field"** -- *On Track*, July 1995.

***"The Agency's Technical Staffing: New Relationships"** -- USAID General Notice, June 19, 1995.

***"Changing Roles in the Reinvented USAID"** -- Sketches of how agency jobs will be affected by reform: Contracting Officer, Controller, Executive Officer, Mission and Office Director, Program Officer, Project Development and Technical Officer, Support Staff, and Foreign Service Nationals.

Contact: Susan Walls, M/MPI Phone: 202/647-0943

***"M/HR Relocation and Service Directory"** -- USAID/W Notice, May 12, 1995.

***"Distribution of the Employee Evaluation Program Guidebook"** -- General Notice, June 30, 1995.

***"Contractor Past Performance Information System"** -- USAID General Notice, July 14, 1995.

***"Correction on MPI Reinvention Brochures"** -- USAID General Notice, June 30, 1995.

***"Administrator's Message on the New Employee Evaluation Program"** -- USAID General Notice, May 23, 1995.

***"Reinventing Support Staff Roles: the CDIE ATeam."** *On Track*, September 1995.

PROCUREMENT:

"Acquisition & Assistance Business Area Analysis Report,

May 1994" -- a 65-page report, including appendices, by USAID's Office of Procurement and Office of Information Resources Management. This report presents the results of the six-month Acquisition and Assistance Business Area Analysis Project conducted by a team of federal procurement professionals and systems specialists. The project applied information engineering techniques to the information needs of the agency's procurement functions.

Contact: Terry Payne

Phone: 703/812-0046

***"Contractor Past Performance Information System"** -- USAID General Notice, July 14, 1995.

"Acquisition & Assistance -- A New Management System" -- by Vicky Lieber, IRM at Work, June 1995.

***"Procurement Integrity"** -- USAID General Notice, Feb. 1, 1995.

***"Policy Principles for Award of Assistance Instruments to PVOs and NGOs for Development and Humanitarian Assistance"** -- USAID General Notice, May 25, 1995.

***"Delegation of Authority To Issue Indefinite Quantity Contract (IQC) Delivery Orders in the Field"** -- USAID General Notice, Jan. 18, 1995.

"Procurement Reform Report: Changing the Way We Do Business Around the World" -- Report focuses on 18 elements in streamlining USAID's procurement process, 155 pages.

Contact: Marcus Stevenson, M/OP/OD

Phone: 703/875-1150

Strategic Objective Agreement (SOAG):

"U.S./Philippines Strategic Objective Agreement (SOAG): Agreement between U.S., acting through USAID, and the Republic of the Philippines, for a natural resources management program."
Please note that this was signed prior to the distribution of the model SOAG located in the ADS 350 series. Copies of the principal agreement and Annex 1, the Amplified Description, are available through Richard Byess. Annex 2, the Standard Provisions, which were modified here in USAID/W after the execution of some CEL SOAGs, are available as part of the model referred to above in the ADS 350 series. While the Philippines-U.S. SOAG may be helpful for those preparing the strategic objective descriptions and related conditions of a SOAG as one example of such an effort, SO drafters should be certain to refer to the agency model, including the Standard Provisions,

and related guidance notes found in the 350 series.

Contact: Richard Byess, M/ROR Phone: 202/663-2502

NOTE: Other SOAG examples are available through Mr. Byess.

TRAINING:

***"Training for New Information Systems and Reengineered Operating Systems"--** General notice to all employees from AA/M Larry Byrne, April 28, 1995.

Contact: Lucy Sotar, M/HR/TD, Phone: 703/875-1596 or
Dennis Wendel, M/HR/TD, Phone: 703/875-1521

"Team-building Training" -- Drew Lent, MSI-INC, *On Track*,
January 1996.

TRANSITION GUIDANCE:

***"Reengineering Transition Guidance Cables"--** a series of cables written for both USAID/W and the field that answer reengineering implementation and transition questions.

***1. Cable #1 -- "Rollout of the Reengineered USAID Systems,"**
State 214052, Sept. 9, 1995. (Also sent as General Notice,
9/11/95.)

Contact: Richard Byess, M/ROR Phone: 202/663-2502

***2. Cable #2 -- "Transition to Reengineered Operations Processes,"** State 223146, Sept. 18, 1995. (Also sent as General Notice, 9/20/95.)

Contact: Wayne King, M/ROR Phone: 202/663-2499

***3. Cable #3 -- "New Management Systems Infrastructure,"**
State 221491, Sept. 18, 1995. (Also sent as General Notice,
9/27/95.)

Contact: Joe Heffern, M/IRM/TCO Phone: 703/875-1228

***4. Cable #4 -- "New Management Systems (NMS) Applications Software,"** State 221492, Sept. 18, 1995. (Also sent as General Notice, 10/3/1995.)

Contact: Carrie Johnson, M/OP/E Phone: 703/812-0045

***5. Cable #5 -- "Customer Service Planning,"** State 234428, Oct. 3, 1995. (Also sent as General Notice, 10/5/1995.)

Contact: Liz Baltimore, M/ROR, Phone: 202/663-2459 or
Sher Plunkett, M/ROR, Phone: 202/663-2496

***6. Cable #6 -- "Transition to Reengineered Operations Processes - Achieving,"** State 234430, Oct. 3, 1995. (Also sent as General Notice, 10/6/1995.)

Contact: Barry Burnett, A/MM Phone: 202/647-4390

***7. Cable #7 -- "Results Framework Development,"** State 255335, Oct. 28, 1995. (Also sent as General Notice, 10/25/95.)

Contact: John Bierke, M/ROR Phone: 202/663-2486

***8. Cable #8 -- "Automated Directives System in (ADS),"** State 255297, Oct. 28, 1995. (Also sent as General Notice, 10/25/95.)

Contact: Genease Pettigrew, M/AS/ISS Phone: 202/647-8147

***9. Cable #9 -- "Teamwork and USAID's Reengineered Operations System,"** State 255298, Oct. 28, 1995. (Also sent as General Notice, 10/25/95.)

Contact: Liz Baltimore, M/ROR Phone: 202/663-2459

***10. Cable #10 -- "Reengineered USAID Performance Monitoring and Evaluation Systems,"** State 255113, Oct. 28, 1995.

Contact: Harriett Destler, PPC/CDIE/PME, Phone: 703/875-4223, or
Annette Binnendijk, PPC/CDIE, Phone: 703/875-4235

"Transition Guidance Cables Released" -- October 1995 issue of *On Track*. Lists the cables released and a brief summary of their contents.

VIDEOS:

"The Story of a Mission: Reengineering at USAID/Senegal" -- 21 minutes.

Mission staff tells how USAID/Senegal is applying the fundamentals of reengineering -- creating strategic objective teams, changing the roles of mission personnel and empowering FSNs. Also featured are U.S. Ambassador to Senegal Mark Johnson and AA/Africa John Hicks. Released September 1995.

"Doing It Right" -- 14:45 min. Answers questions about foreign assistance and illustrates successful programs in countries where USAID is scheduled to close its missions: Costa Rica, the Czech Republic and Botswana.

"Reinventing USAID" -- 1 hr. 15 min. New contracts management and procurement procedures. A short version (11 min.) also available.
"Participation" -- 21 min. A series of discussions and questions on what participation means.

"Reengineering" -- 50 min. Covers a series of presentations and panel discussions on what reengineering USAID means.

"USAID Reforms: The First Country Lab Reports" -- 61 min. USAID/W all-agency meeting with reengineering reports from missions in the Philippines, Guatemala, Mali, Madagascar, Bangladesh, Jamaica and the Dominican Republic.

"Reinventing Government...By the People -- National Performance Review" -- 33 min. Vice President Al Gore speaks and answers questions from U.S. government employees.

"USAID Performance Review" -- 16:30 min. Explains the new combined performance evaluation system for Civil Service and Foreign Service employees.

"Global Connections" (USAID Overview) -- 21 minutes. (A short version, 12 min., also available.) Presents an overview of the U.S. foreign economic and humanitarian assistance program and describes USAID's strategic priorities in the post-Cold War era. Explains how the U.S. commitment to help developing countries has benefited Americans by creating new markets, new exports and jobs.

"New Management Systems - Training of Trainers Meeting" -- Aug. 7, 1995, 30 minutes. This video features remarks by Administrator Brian Atwood and AA/M Larry Byrne presented at the Training of Trainers course on the new management systems and how this will change the way the agency works.

"The Future of Foreign Aid" -- Aug. 30, 1995, 57 minutes. This video features remarks by Administrator Atwood at a panel discussion on the future of foreign aid, organized by the Center for National Policy.

Contact for all above videos: Rolanda Savoy, LPA/MC
Phone: 202/647-3910

"The Three Cornerstones of the Learning Organization" -- USAID recently participated in a video conference program led by Dr. Peter Senge and Dr. Rick Ross and Production Associates. The three-part program is shown in three videos. Each program is approximately 2 hrs. 30 min. in length and is designed to be presented in a group format suitable for discussion. Videotapes of the three programs are available at the USAID Learning Resources Center.

Contact: Ellen Boissevain, M/HR Phone: 703/875-1919

"USAID: Performance Review" -- a TOTs 16 min. video that covers the high points of the new personnel system.

Contact: Roger Conrad, M/HR Phone: 202663-1443

WHO'S WHO IN THE REFORM EFFORT:

*A list of USAID employees serving on reengineering committees along with phone numbers.

Contact: Norma Tomas, M/ROR Phone: 202/663-2455

SUGGESTED READINGS:

*"Reengineering: The Latest in the Literature" -- Updated each month in *On Track*.

BOOKS:

All Teams Are Not Created Equal: How Employee Empowerment Really Works, Lyman D. Ketchum

Bosses Without Bosses, Self-Managing Teams, Charles C. Manns and Henry P. Sims

Change Agents, Manuel London

Change-Agent Skills: Assessing & Designing Excellence, Gerard Egan

Coaching for Commitment, Dennis C. Kinlaw

Deming Management at Work, Mary Walton

The Deming Management Method, Mary Walton

Empowerment in Organizations: How to Spark Exceptional Performance, Judith F. Vogt

The Fifth Discipline, The Art and Practice of The Learning Organization, Peter M. Senge

From Red Tape to Results: Creating a Government that Works Better & Costs Less: Report of the National Performance Review
How to Win Customers and Keep Them for Life, Michael LeBoeuf

In Search of Excellence, Tom Peters and Robert H. Waterman, Jr.

Intervention and Collaboration: Helping Organizations to Change, Hedley G. Dimock

Liberation Management: Necessary Disorganization for the Nanosecond Nineties, Thomas Peters

Management of Organizational Behavior: Utilizing Human Resources, Paul Hersey

Management Reform: Implementation of the National Performance Review's Recommendations, U.S. General Accounting Office

Measuring Customer Satisfaction, Bob E. Hayes

A Passion for Excellence, Tom Peters and Nancy Austin

Raving Fans, A Revolutionary Customer Service Approach, Ken Blanchard and Shelton Bowles

The Reengineering Corporation, Michael Hammer and James Champy

Reengineering Management: the Mandate for New Leadership, James Champy

The Reengineering Revolution, Michael Hammer

Reengineering the Corporation: A Manifesto for Business Revolution, Michael Hammer

Reinventing Government, David Osborne and Ted Gaebler

Self-Directed Work Teams, Jack D. Orsburn, Linda Moran, Ed Musselwhite and John Zenger

Seamless Government: A Practical Guide to Reengineering in the Public Sector, M. Linden Russell

Sculpting the Learning Organizations: Lessons in the Art and Science of Systemic Change, Karen E. Watkins

Teaching the Elephant to Dance: Empowering Change in Your Organization, James A. Belasco

Thriving on Chaos, Tom Peters

Ten Steps to a Learning Organization, Peter Kline

The Tom Peters Seminar: Crazy Times Call for Crazy Organization, Thomas J. Peters

The Transformational Leader, Noel M. Tichy and Mary Anne Devanna

Reinventing the Workplace: How Business and Employees Can Both Win, Donald I. Levine

The 21st Century Organization: Reinventing through Reengineering, Warren Bennis

ARTICLES:

A Primer On Process Reengineering, A.C. Hyde, The Public Manager, Spring 1995

Beyond Total Quality Management and Reengineering: Managing Through Processes, Harvard Business Review, September-October 1995

Build Learning Into Work, Marcia Atkinson, HR Magazine, September 1994

Control in an Age of Empowerment, Robert Simons, Harvard Business Review, May-June 1995

Eureka? (reinvention lab), Marcia Atkinson, HR Magazine, September 1994

The Fifth Discipline, Peter M. Senge, Soundview Executive Book Summaries, 1994

Government Executive Reengineering Guide, Government Executive, September 1995

Grasping the Learning Organization, Gene Calvert, Sandra Mobley and Lisa Marshall, Training & Development, June 1994

How to Lead a Revolution, Thomas A. Stewart, Fortune, Nov. 28, 1994

In Search of the Future, Tom Broersma, Training & Development, January 1995

Introducing Reengineering to Government, Carolyn Burstein, The Public Manager, Spring 1995

Leading Change: Why Transformation Efforts Fail, John P. Kotter, Harvard Business Review, March-April 1995

Leveraging Processes for Strategic Advantage, David A. Garvin, Harvard Business Review, September-October 1995

The Learning Organization: An Integrative Vision for HRD, Victoria J. Marsick and Karen E. Watkins, Human Resource Development Quarterly, Winter 1994

Mr. Learning Organization, Brian Dumaine, Fortune, Oct. 17, 1994

New Ideas from the Army, Lee Smith, Fortune, Sept. 19, 1994

Point-Counterpoint: Teams in the Workplace, Adam D. Silverman and Mike Puelle, The Public Manager, Spring 1995

Reengineering: Plug into the Human Factor, Richard S. Wellins and Julie Schulz Murphy, Training & Development, January 1995

Reengineering Reviewed, The Economist, July 2, 1994

The Struggle to Create an Organization for the 21st Century, Rahul Jacob, Fortune, April 3, 1995

The Trouble with Teams -- Together Has its Perils, The Economist, Jan. 14, 1995

Trust and the Virtual Organization, Charles Handy, Harvard Business Review, May-June 1995

When Intelligence Rules, the Manager's Job Changes, Oren Harari, Management Review, July 1994

When New Worlds Stir, Nicolas Imparato and Oren Harari, American Management Association, October 1994

Why Microsoft Can't Stop Lotus Notes, David Kirkpatrick, Fortune, Dec. 12, 1994

The Dream Team, Oren Harari, Management Review, October 1995

Diverse Teams: Breakdown or Breakthrough, Lewis Brown Griggs and Lente-Louise Louw, Training and Development, October 1995

Learning Organizations Evolve in New Directions, Dominic Bencivenga, HR Magazine, October 1995

Design Work Teams to Increase Productivity and Satisfaction,
Michael A. Campion and A. Catherine Higgs, HR Magazine, October
1995

From Hierarchy to High Performances, Charles Retts, Training and
Development, October 1995

Realize Your Customer's Full Profit Potential, Alan W.H. Grant
and Leonard A. Schlesinger, Harvard Business Review, September-
October 1995

AUDIO: (Books on cassette)

**The Fifth Discipline, The Art and Practice of the Learning
Organization** - Peter M. Senge

In Search of Excellence - Tom Peters and Robert H. Waterman, Jr.

Managing in Turbulent Times - Peter Drucker

Reengineering the Corporation - Michael Hammer and James Champy

The Reengineering Corporation - Michael Hammer and James Champy

Thriving on Chaos: Handbook for a Management Revolution - Tom
Peters