



Current Workforce Competencies

Office of Human Resources (OHR)

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Backstop 2

Competency	Description
Executive Secretariat for the Front Office	On behalf of the front office, participate in a wide range of communications and liaison efforts to support internal operating unit communications, inter-agency relationships, donor coordination, counterpart partner organization, and host government relationships. Responsibilities also include preparing and insuring quality and management control of Mission documents, reports and requests for information, and liaison events.
Strategy Development	Oversees various elements of strategic analysis and planning, including analysis on cross-sector issues, environmental considerations and the impact of U.S. assistance. Responsibilities also include drafting the USAID Strategic Plan and new AOs, as well as ensuring conformity with USG priorities.
Budget Cycle Management	Manages the budget cycle processes to align in an optimal manner budget resources with program strategy and policy objectives. Includes coordinating and guiding the completion of several annual reports and analyses related to the budget cycle, including the MSP, CBJ, PPR, OYB, OMB Pass-back, budget allowances and partnering with groups outside of USAID (Embassy staff, technical teams, OMB and USAID/W).
Partnering	Leads efforts in donor coordination, public private partnerships and interagency coordination to achieve common objectives and leverage development resources with external partners.
Program Operations and Reporting	Leads Mission/Operating Unit performance reporting efforts, including preparation and coordination of Mission input to reports requiring a broad understanding of USG programs, congressional mandates and topics of special interest to the Administration. Responsibilities also include responding to information inquiries from USAID/W and external audiences.
Program Management	Management of the implementation of cross-cutting programs and other interventions implemented through the program office to further the USAID country strategy.

Monitoring and Evaluation	Takes the lead in providing advice, support and management for various aspects of monitoring and evaluation activities required from the Mission, including PMPs, Portfolio Reviews, Joint Portfolio Reviews, revision of Mission Orders, data-quality assessments and GIS/mapping. When appropriate, officers may also liaise with IG on the preparation, conduct and follow-up of audits.
Public Outreach and Communication	Coordinates and assists in all aspects of official public outreach and communication, including media relations and special events, coordination with State and USAID public affairs offices, branding compliance, and management of outreach materials and websites.
Knowledge Areas	The successful execution of all BS02 competencies requires a working knowledge of these areas.

<p>Executive Secretariat for the Front Office</p>	<p>On behalf of the front office, participate in a wide range of communications and liaison efforts to support internal operating unit communications, inter-agency relationships, donor coordination, counterpart partner organization, and host government relationships. Responsibilities also include preparing and insuring quality and management control of Mission documents, reports and requests for information, and liaison events.</p>
<p>Key Behavior</p>	<p>Supports front office in a wide range of efforts from the overall perspective of the operating unit (executive memos, talking point, speeches, correspondence, signing ceremonies, issues/options papers, etc.)</p>
<p>Key Behavior</p>	<p>Quality and management control (policy & procedural) and compliance, including facilitating clearances within and between offices.</p>
<p>Key Behavior</p>	<p>Coordinates and communicates to facilitate inter-agency relationships.</p>
<p>Key Behavior</p>	<p>Facilitates Donor Coordination, particularly for portfolio-wide and cross-cutting issues. This includes meetings with donors (in lieu of Mission Director), attending donor coordination meetings and responding to other donor requests for information.</p>
<p>Key Behavior</p>	<p>Prepares Mission response for Mission Director to various information requests and solicitations from Congress, Embassy, AIDW, other USG, host government, donors, other development partners and private individuals.</p>
<p>Key Behavior</p>	<p>With the RLA and Mission Director, develops and negotiates Assistance Agreements with the host government.</p>
<p>Key Behavior</p>	<p>Liaises and cooperates with the national data dissemination entities.</p>
<p>Key Behavior</p>	<p>Prepares Mission Risk-based Assessment Reports.</p>
<p>Key Behavior</p>	<p>Coordinates for MCC potential and threshold program countries.</p>

Strategy Development	Oversees various elements of strategic analysis and planning, including analysis on cross-sector issues, environmental considerations and the impact of U.S. assistance. Responsibilities also include drafting the USAID Strategic Plan and new AOs, as well as ensuring conformity with USG priorities.
Key Behavior	Oversees strategic analysis and planning and on-going cycle of strategy formulation (analysis, synthesis & decision-making) and implementation (implementation, action & evaluation) at assigned level (Mission, bureau, agency, etc.)
Key Behavior	Leads the drafting and finalizing of the USAID Strategic Plan for submission to Washington for approval.
Key Behavior	Leads the process to finalize the USAID Strategic Plan, incorporating comments from Washington, for USAID regional Bureau approval.
Key Behavior	Synthesizes and assures conformity between USG priorities, USAID strategy environment, policy directives and development experience.
Key Behavior	Ensures conformity of proposed activity/project designs with USAID and whole-of-government strategic plans, policy and directives.
Key Behavior	Assists technical offices in the development of new AOs for approval.
Key Behavior	Prepares justifications for USAID intervention at the sector or cross-sector level, prepare documentation for submission to USAID/W at the pre-design stage.
Key Behavior	Identifies requirements for and arrange for supplementary and ad-hoc sector or cross-sector analyses beyond those required by ADS guidance.
Key Behavior	Coordinates with Mission/Bureau Environment Officer to ensure completion of 118/119 Environmental Analysis.
Key Behavior	Conducts or procures analyses, as needed or indicated, of US assistance impacts on host country or the region.
Key Behavior	Participates in roundtables and forums at which US strategies, programs and projects are discussed or coordinated with other donors or agencies.

Budget Cycle Management	Manages the budget cycle processes to align in an optimal manner budget resources with program strategy and policy objectives. Includes coordinating and guiding the completion of several annual reports and analyses related to the budget cycle, including the MSP, CBJ, PPR, OYB, OMB Pass-back, budget allowances and partnering with groups outside of USAID (Embassy staff, technical teams, OMB and USAID/W)
Key Behavior	Mission Strategic Plans (MSP)- Coordinates with Embassy MSP coordinator to define USAID's role in the preparation of Performance Goal Papers, MSP budget requests and tables, and results reporting.
Key Behavior	MSP- Leads the drafting and finalizing of the Foreign Assistance section of the narrative.
Key Behavior	MSP- Coordinates with Embassy personnel to determine budget levels and areas where increases will be requested.
Key Behavior	MSP- Disseminates guidance, assemble and package inputs for USAID contribution to the Mission Strategic Plans.
Key Behavior	Congressional Budget Justification (CBJ)- Disseminates guidance, assemble and package inputs Mission-wide for CBJ submission with AO teams.
Key Behavior	CBJ- Leads the developing of the Budget Performance Assessments (BPAs) with indicators and targets.
Key Behavior	CBJ- Oversees and coordinates with technical teams, Washington Desk Officers and LPA, the preparation, submission and expiration of separate Congressional Notifications, as needed.
Key Behavior	Operational Year Budget (OYB)- Submits final OYB matrix for last year & reconciles funds.
Key Behavior	OYB- Assures that technical teams are aware of earmark levels and earmark definitions.
Key Behavior	OYB- Requests allowances for carryover and urgent funding.
Key Behavior	OYB- Coordinate with Desk Officer on Country Checklists and insure preparation of Activity Checklist to assure all Pre-Obligation requirements are met. Provide verification that previous year earmarks were met.

Key Behavior	OYB- Keeps the MD and Bureau updated on the status of current OYB obligations.
Key Behavior	OMB Pass-back- Follows receipt of OMB pass-back figures, lead the process to allocate funds across AOs, remaining transparent and impartial, and communicating needed information to SO teams.
Key Behavior	OMB Pass-back- Assures that earmark levels are met and technical teams understand earmark definitions.
Key Behavior	OMB Pass-back- Develops proposed OYB allocation for future years, based on pipeline analysis of past and new activities. For unresolved differences, suggest proposed solutions to Mission Director.
Key Behavior	OMB Pass-back- Sets OYB for current FY upon appropriation of funds.
Key Behavior	Budget Allowances- Determines need for Emergency Funds during Continuing Resolution (CR).
Key Behavior	Budget Allowances- Receives and process budget allowances from regional bureau.
Key Behavior	Budget Allowances- Provides input and completes 653 (a) reports to Congress.
Key Behavior	Budget Allowances- Liaises with Bureau controller on allowance issues.

Partnering	Leads efforts in donor coordination, public private partnerships and interagency coordination to achieve common objectives and leverage development resources with external partners.
Key Behavior	Explores alternate and innovative funding ventures, including public-private partnerships, joint activities with multilateral banks, support to private sector endeavors, and similar activities.
Key Behavior	Participates in donor assistance coordination meetings, particularly those requiring a cross-sectoral approach and that are not sector specific.
Key Behavior	Serves as point of contact for interagency coordination.

<p>Program Operations and Reporting</p>	<p>Leads Mission/Operating Unit performance reporting efforts, including preparation and coordination of Mission input to reports requiring a broad understanding of USG programs, congressional mandates and topics of special interest to the Administration. Responsibilities also include responding to information inquiries from USAID/W and external audiences.</p>
<p>Key Behavior</p>	<p>Leads Mission/Operating Unit performance reporting efforts and ensure the overall cohesion of the PPR and other ad hoc reporting.</p>
<p>Key Behavior</p>	<p>Prepares or coordinates Mission input to reports requiring broad understanding of USG programs in country, including congressional inquiries, reports required by host country, donor coordination forums, UN family agencies and others.</p>
<p>Key Behavior</p>	<p>Prepares periodic reports on congressional mandates, including microenterprise, gender, civilian-military cooperation and earmark utilization, directives and issues of special interest to the Administration.</p>
<p>Key Behavior</p>	<p>Prepares and submits responses to inquiries originating in regional bureaus and desk offices.</p>
<p>Key Behavior</p>	<p>Provides information on USAID programs as required by country team, Mission management or external audiences.</p>
<p>Key Behavior</p>	<p>Insures operating unit compliance on a series of applicable regulations, especially mandatory provisions of the most recent ADS 200.</p>
<p>Key Behavior</p>	<p>Program Performance Review (PPR)- Provides guidance to technical offices on information needed for the PPR.</p>
<p>Key Behavior</p>	<p>PPR- Sets up and leads portfolio reviews to inform the PPR.</p>
<p>Key Behavior</p>	<p>PPR- Reviews end-of-year pipelines and compares to AO projections to prepare for the budget request.</p>
<p>Key Behavior</p>	<p>PPR- Drafts or reviews draft of Assistance Objective narratives for technical offices and compiles final versions.</p>
<p>Key Behavior</p>	<p>PPR- Writes parts of PPR/CBJ/Resource Request.</p>
<p>Key Behavior</p>	<p>PPR- Edits entire document for cohesion, content, clarity, results, and completeness.</p>

Key Behavior	PPR- Coordinates with all offices and management to finalize the report.
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Program Management	Management of the implementation of cross-cutting programs and other interventions implemented through the program office to further the USAID country strategy.
Key Behavior	Manages implementation of cross-cutting programs.
Key Behavior	Carries out all Mission training responsibilities as defined by ADS 252 for Participant Training.
Key Behavior	Serves as Mission Approver for Visa Compliance for Exchange Visitors.
Key Behavior	Ensures that all scopes of work are prepared for U.S. Mission Special Initiatives (e.g. Roma education, GDAs, persons with disabilities, hospice care, anti-trafficking etc.)
Key Behavior	Prepares required reporting documentation for all Mission and/or Agency special initiatives.
Key Behavior	Coordinates responses to unsolicited proposals, funding request letters and other expressions of interest in USAID and USAID support.
Key Behavior	Initiates and updates Mission policies and procedures (Mission Orders) on matters pertaining to strategy and activity development and approval, pre-obligation requirements, gender, participant training, unsolicited proposals, and portfolio reviews.

<p>Monitoring and Evaluation</p>	<p>Takes the lead in providing advice, support and management for various aspects of monitoring and evaluation activities required from the Mission, including PMPs, Portfolio Reviews, Joint Portfolio Reviews, revision of Mission Orders, data-quality assessments and GIS/mapping. When appropriate, officers may also liaise with IG on the preparation, conduct and follow-up of audits.</p>
<p>Key Behavior</p>	<p>Provides advice and support to technical teams, COTRs and activity managers in the development of Performance Monitoring Plans and tools.</p>
<p>Key Behavior</p>	<p>Periodically reviews existing evaluations and monitoring programs and advise Mission leadership about additional opportunities for sector and cross-sectional evaluations.</p>
<p>Key Behavior</p>	<p>Develops scopes of work and supervises or manages evaluation teams.</p>
<p>Key Behavior</p>	<p>Manages portfolio reviews.</p>
<p>Key Behavior</p>	<p>Assists AO teams in revising PMPs based on Portfolio Reviews.</p>
<p>Key Behavior</p>	<p>Works with AO teams to review plans to see if indicators are relevant, targets are set for next year, and data collection problems.</p>
<p>Key Behavior</p>	<p>Assists technical offices with data-quality assessments and help guide technical teams to ensure credibility of reporting data.</p>
<p>Key Behavior</p>	<p>Monitors progress in implementing decisions and other follow-up action issued from portfolio reviews.</p>
<p>Key Behavior</p>	<p>Works with technical offices to determine and document indicators to be reported in the PPR.</p>
<p>Key Behavior</p>	<p>Leads USAID participation in Joint Portfolio Reviews with the host Government and implementing partners.</p>
<p>Key Behavior</p>	<p>Recommends programs for audit.</p>
<p>Key Behavior</p>	<p>Works with IG in the preparation, conduct and follow-up of audits.</p>
<p>Key Behavior</p>	<p>Monitors compliance with legislative requirements such as the Federal Managers' Financial Integrity Act (FMFIA).</p>
<p>Key Behavior</p>	<p>Verifies required level of host country contributions.</p>
<p>Key Behavior</p>	<p>Acts as the Mission/operating unit focal point for GIS/Mapping for country.</p>

Public Outreach and Communication	Coordinates and assists in all aspects of official public outreach and communication, including media relations and special events, coordination with State and USAID public affairs offices, branding compliance, and management of outreach materials and websites.
Key Behavior	Manages media relations (interviews, press trips).
Key Behavior	Coordinates with Embassy Public Affairs Section and LPA/W.
Key Behavior	Insures branding compliance.
Key Behavior	Develops and updates USAID outreach materials (country sheets, program descriptions, etc.).
Key Behavior	Develops and keeps up the USAID Mission website.
Key Behavior	Manages VIP visits and other publicity events.

Knowledge Areas

The successful execution of all BS02 competencies requires a working knowledge of these areas.

Knowledge of...

- USAID strategic analysis, planning, and implementation procedures, environment, and policy directives ADS 200 series-planning, implementing and M&E; ADS 204 Environmental Compliance, ADS 604 forward funding
- Evaluation basics
- General front office operations and documents
- Quality and management control policies and procedures, including intra-agency clearance procedures
- Inter-agency coordination issues and dynamics
- Donor coordination issues and best practices
- Communications policies and procedures, including VIP visit issues and best practices
- Documentation required for Mission response to information requests
- Format and best practices of Mission Risk-based Assessment Reports
- National data dissemination entities
- Overall USG priorities and whole-of-government strategic plans, policies, and directives in country
- AO development and approval procedures and best practices, including narrative
- Documentation for USAID intervention justification, including for subMission to USAID/W at pre-design stage
- Supplementary and ad-hoc analysis requirements and best practices, including analysis of US assistance impacts and 118/119 Environmental Analysis
- Narrative and other requirements and best practices for documentation, including Mission strategic plan, congressional budget justification, and operational plan.
- MSP inputs, including Performance Goal Papers, budget requests and tables, and results reporting
- All CBJ inputs, format, preparation, and intra-agency coordination
- Pipeline issues and calculation
- All OYB inputs, allocation, matrix and fund reconciliation procedures, including requests for carryover and urgent funding allowances
- Country and activity checklists and pre-obligation requirements
- Emergency fund evaluation procedures
- OMB passback and fund allocation procedures
- Budget allowance processing procedures
- Alternate funding venture issues and best practices

- Performance reporting procedures and documentation
- USG programs in country and common reporting requests from various stakeholders, including country team, Mission management, regional bureaus, desk offices, Congress, host country, donor coordination forums, and UN
- Congressional mandates and issues of special interest to the Administration and periodic reporting requirements for both
- ADS 252 Participant Training responsibilities
- Visa Compliance for Exchange Visitors policies and procedures
- Scope of Work preparation, format, and evaluation best practices
- Performance Monitoring Plans and tools
- Monitoring and evaluation best practices
- Portfolio review procedures and best practices
- Indicator and target selection criteria
- Data collection procedures and quality assessments
- Portfolio Review procedures and best practices
- Mission Order formulation procedures
- Audit policies, procedures, and requirements
- Legislative requirements, such as FMFIA
- Host country contribution agreements
- GIS/Mapping activities in country
- Assistance Agreements and other LSGAs

Backstop 3

Competency	Description
Mission Management, Communications and Reporting	Responsible for all Operations Management and Communications internal to USAID mission, to agencies at post and to Washington. Issue Mission Orders and Notices to reflect procedure and policy changes. Prepare, review and submit mandatory quarterly and annual reports, and respond to ad hoc data calls to/from Embassy and USAID/W.
Business Management Advisor	Provides advice and guidance to mission management on all matters related to logistics, personnel management, organizational management, negotiation of services to be consolidated, and staff security and safety.
Mission Human Resource Management	Plans and directs the full spectrum of personnel management operations for the Mission's Direct-Hire and FSN/US/TCN Personnel Service Contractor employees. Responsible for training, counseling, and evaluations. Provides guidance on employee benefits and interpretations and eligibility of entitlements. Ensures successful integration of DLI JO staff into mission community. Responsible for all HR database applications at mission level, including WebPASS.
Mission Information Technology, Security and Privacy Management	Plans and manages the Mission's information and related technology including hardware, software, data and telecommunications in conformance with applicable statutes, regulations, policies and local constraints. Collects, stores, manages, delivers, disseminates and disposes of information as required. Serve as Mission Information Systems Security Officer to ensure the confidentiality, integrity and availability of Mission information. Serves as Mission Privacy Officer to prevent unauthorized disclosure of personally-identifiable information. Provides information management and technology advice and training.
Security, Safety, Health Programs	Responsible for overseeing and implementing all security, safety, and health programs and procedures on USAID compound/s and/or facilities. Collaborates closely with the Regional Security Office (RSO) and USAID Office of Security (SEC). Accountable for best practices of health and sanitation in coordination with DoS SHEM / POSHO

Mission Management of Operations Budget	Develops, manages, and implements the operations budget for the USAID mission in coordination with the controller and Mission management.
Contract, Simplified Acquisitions and Procurement Management	Manages and oversees management of contracts in accordance with procurement and Federal Acquisition Regulations (FAR). Participates in the design and review of the administrative and logistical components of development assistance activities. Prepare request and statement of work (SOW). Functions as or delegates role of COTR on service, operations, construction contracts. Prepare PSC contracts, responsible for Simplified Acquisitions (<\$100,000 purchases). Oversees credit card program in Mission.
General Services Operations, Facilities Management and Construction Management	Provides overall direction for the USAID mission general services function which includes leasing and maintenance of housing and office space, warehousing, personal property acquisition, accountability and disposition, disposal of expendable and non expendable property, automotive and office equipment and develops standards for issuing and controlling mission personal property. Manages mission motor pool. Provides services for vehicle maintenance, travel. shipment of personal effects and equipment, customs clearance, negotiation of leases for residential properties, contracts for structural modifications and changes, vital and mission records, TDY staff support, VIP visit support. Mission space planning and consolidation preparation and implementation, coordinating closely with the Embassy. Manages construction of needed facilities, including the plans, specifications, designs, cost estimates, justifications, to meet all US government and host country requirements
Contract, Cooperative Agreement and Grantee Administrative Support	Advises the Contracting Officer, COTR, contractors and grantees on the administrative support available for implementing partners for USAID activities and provide support during the period of the contract within the contract provisions. For administrative service contracts, develop the request, statement of work, serves as COTR.

Interagency Liaison Services	Advocates for USAID at interagency committees and on initiatives within the Embassy. Committees may include the ICASS Council, Joint Awards Committee, Post Employment Committee, Property Survey Board, and Emergency Action Committee. Advocates for USAID at Interagency Housing Board meetings. Provides USAID's workforce planning information for the annual Mission Performance Plan. Participates in rightsizing decisions. Coordinates with Health Unit for medevacs and health related initiatives. Coordinates support for CODEL, POTUS and FLOTUS visits. Serves on FSN association board. Coordinates with CLO for all personnel arrivals, and mission activities.
Emergency Response/Mission Disaster Relief Operations	Develops and executes emergency response plans and procedures. Promotes awareness in first responder training. Assists with alternate communications center and support. Administers logistics for emergency evacuations and temporary mission shut down.
ICASS Management	Manages ICASS operating cost systems for workload counts and time allocations; staffing organizations and multi agency governance.

Mission Management, Communications and Reporting	Responsible for all Operations Management and Communications, internal to USAID mission, to agencies at post and to Washington. Issue Mission Orders and Notices to reflect procedure and policy changes. Prepare, review and submit mandatory quarterly and annual reports to Embassy and USAID/W.
Key Behavior	Develops and monitors internal management systems and procedures ensuring efficient and proper use of government resources.
Key Behavior	Develops, interprets, and assures implementation of administrative management policies, regulations and procedures.
Key Behavior	Maintains constant awareness of and assures compliance with host country statutory or regulatory requirements affecting administrative services of the mission or its employees.
Key Behavior	Establishes working relationships with the host country government, its business community, and with other U.S. Government agencies, voluntary agencies, other institutions, and contractors operating within the host country.
Key Behavior	Participates in the formulation of mission management policies on program planning, development, implementation, and evaluations.
Key Behavior	Prepares cables for transmittal.

Knowledge of...

- ECC Country Clearance application.
- Cable Express to pick up cables for Mission.
- Federal and agency policy, regulations and guidelines, regarding management issues

Business Management Advisor	Provides advice and guidance to mission management on all matters related to logistics, personnel management, organizational management, negotiation of services to be consolidated, and staff security and safety.
Key Behavior	Ensure and maintain a high level of integrity to support the transparency and accountability of mission operations.
Key Behavior	Serve as the principal advisor to the mission director for all personnel matters.

Knowledge of...

- A full range of subjects for which responsible along with the ability to plan for future requirements.

Skills in...

- Highly developed leadership and interpersonal skills.
- Strong negotiation skills to forward the requirements of the agency in an inter-agency environment.

<p>Mission Human Resource Management</p>	<p>Plans and directs the full spectrum of personnel management operations for the Mission's Direct-Hire and FSN / US / TCN Personnel Service Contractor employees. Responsible for training, counseling, and evaluations. Provides guidance on employee benefits and interpretations and eligibility of entitlements. Ensures successful integration of DLI JO staff into mission community. Responsible for all HR database applications at mission level, including WebPASS.</p>
<p>Key Behavior</p>	<p>Plans and directs continuous evaluation of the organization, staffing, and services to ensure maximum utilization of material and human resources.</p>
<p>Key Behavior</p>	<p>Maintains constant awareness of changes and assures compliance with host country statutory or regulatory requirements in labor laws affecting hiring practices and personnel entitlements.</p>
<p>Key Behavior</p>	<p>Manage annual training plan, coordinate with USAID/W for local and regional course offerings. Coordinate and evaluate training and staff development activities to ensure appropriate skill sets to support mission goals and priorities.</p>
<p>Key Behavior</p>	<p>Oversee the staff planning, position classification, CAJEing recruitment and selection of new personnel.</p>
<p>Key Behavior</p>	<p>Conduct market determinations for USPSC positions.</p>
<p>Key Behavior</p>	<p>Respond to Fair In Act Requirements</p>
<p>Key Behavior</p>	<p>Understand and administer the benefit package at post in relation to individual employees and the Mission.</p>
<p>Key Behavior</p>	<p>Represent USAID on compensation decisions.</p>
<p>Key Behavior</p>	<p>Liaise with Management Counselor and Embassy HR on the salary surveys, compensation reviews and participate on Health and Retirement working groups, and other joint personnel policies and operations.</p>
<p>Key Behavior</p>	<p>Provide counseling to employees and their families on a wide range of subjects, including allowances, education, equal opportunity, career development, onward assignments and employee relations.</p>
<p>Key Behavior</p>	<p>Liaise with Regional Legal Advisors for Ethics training, OGE 450 and SF 278 submissions.</p>
<p>Key Behavior</p>	<p>Serve as the principal advisor to the mission director for all personnel matters.</p>

Key Behavior	Manage the validation of positions via EIMS and transfer of USDH.
Key Behavior	Manage planning and implementation for all mission performance evaluation requirements.
Key Behavior	Oversee and administer with Mission management and in consultation with the Embassy and the general Counsel on Agency and Mission disciplinary actions.
Key Behavior	Prepare Reduction in Force (RIF) plans in the event of mission downsizing.
Key Behavior	Coordinate with Management Counselor on integration of GSO staff from USAID to ICASS employment.
Key Behavior	Interface with Post Equal Employment Opportunity (EEO) counselor.
Key Behavior	Participate in Post Employment Committee reviews and hiring decisions.
Key Behavior	Manage DLI staffing assignments, training rotations, evaluations.
Key Behavior	Liase with USAID FSN Representative Council.
Key Behavior	Liase with USAID Representative Council.
Key Behavior	Represent USAID's interest in Interagency Incentive and Recognition Awards program.

Knowledge of...

- Federal and agency policy, regulations and guidelines, regarding human resource and personnel management issues.
- CAJE methodology and software.
- Policies and procedures governing contract and government personnel employment.
- Rightsizing review process.
- Mission close out procedures.

<p>Mission Information Technology, Security and Privacy Management</p>	<p>Manage the Information Technology (IT) unit for the Mission, including all hardware and software applications supporting Knowledge Management and telecommunications activities and new system implementation.</p>
<p>Key Behavior</p>	<p>Serve as the Mission Information Systems Security Officer (ISSO) - preventing unnecessary access, reviewing logs, overseeing operations, identifying threats, mitigating damage and implementing countermeasures for manual and automated systems to ensure that all Mission systems are in compliance with Federal and Agency regulations and policies.</p>
<p>Key Behavior</p>	<p>Serve as the Mission Privacy Officer - assessing the security and integrity of manual and automated systems to prevent inappropriate disclosure of individually identifiable information, adjudicating complaints, addressing violations and specifying remedies in accordance with Federal and Agency laws and policies.</p>
<p>Key Behavior</p>	<p>Serve as the Mission Information Management and Technology Officer - managing IT requirements gathering, plan development, records management, budget/staff planning/execution, enterprise architecture, solution acquisition/implementation and system operations/maintenance in compliance with Federal and Agency laws and policies.</p>

Security, Safety, Health Programs	Responsible for overseeing and implementing all security, safety, and health programs and procedures on USAID compound/s and/or facilities. Close collaboration with the Regional Security Office (RSO) and USAID Office of Security (SEC). Accountable for best practices of health and sanitation in coordination with DoS SHEM / POSHO
Key Behavior	Oversee the training of all staff in security procedures, In conjunction with the RSO.
Key Behavior	Direct, in conjunction with the RSO, all required drills, including Duck and Cover, Fire Drills and routine tests of speaker systems.
Key Behavior	Ensure safe haven is fully supplied and operational, In conjunction with the RSO,

Knowledge of...

- All security policies and procedures, this includes but not limited too; the security policies within ADS 552 / 561 thru 568, 12 FAH-6, 12 FAH-5, 12 FAH -1, and 12 FAM.
- The procedures to conduct background investigations/checks for security clearances and/or employment suitability with RSO and SEC.

Skills in...

- Identifying and reporting all security deficiencies and/or discrepancies in the annual R4 budget request cable from SEC.

Abilities in...

- Ensuring all security systems on USAID compound/s and/or facilities are operating properly, this includes but limited too; Active Anti-Ram Barriers, Security Communications, Armored Vehicles, CCTV, Public Address, Access Control, Alarms, and Public Screening Systems.
- Maintaining accountability of all security equipment on the Post property records in accordance with the ADS.
- Coordinating with the RSO to ensure USAID employees participate in the weekly radio check and report the results to USAID/SEC; this includes radio checks of all radios in USAID vehicles.
- Administering USAID Occupational Safety and Health programs on USAID compound/s and/or facilities.
- Establishing compliance and reporting programs at a USAID Mission overseas.

Mission Management of Operations Budget	Develops, manages, and implements the operations budget for the USAID mission, in coordination with the controller and Mission management. (These KSAs and KBs reviewed by Mo Tanamly (OFM))
Key Behavior	Develop mission management requirements as related to operations and develops administrative and technical support.
Key Behavior	Develop and monitor administrative budget for the Mission in coordination with the Controller and other staff.
Key Behavior	Prepare a multi-year budget strategy.
Key Behavior	Provide advice on administrative support to technical offices while they develop program budgets.
Key Behavior	Prepare quarterly accruals for Mission administrative costs.
Key Behavior	Manage and prepare obligation documents for administrative costs of Mission.
Key Behavior	Identify Mission objectives and services under cost centers to be purchased from the Service provider.
Key Behavior	Validate work load counts and time distribution and approve ICASS charges.
Key Behavior	Prepare budget reclaim requests for Mission operations expenses.
Key Behavior	Participate in FMFIA and other Mission assessments and audits.
Key Behavior	Create environment of careful stewardship of the tax payer dollar.

Knowledge of...

- Budgeting, accounting and financial management.
- Familiarity with Phoenix Viewer
- Relevant ADS sections.

<p>Contract, Simplified Acquisitions and Procurement Management</p>	<p>Manage and oversee management of contracts in accordance with procurement and Federal Acquisition Regulations (FAR). Participates in the design and review of the administrative and logistical components of development assistance activities, Prepare request, statement of work (SOW); function as or delegate role of COTR on service, operations, and construction contracts. Prepare and sign PSC contracts, responsible for Simplified Acquisitions (<\$100,000 purchases). Oversees credit card program in Mission.</p>
<p>Key Behavior</p>	<p>Execute contracts and Purchase Orders in accordance with the Federal Acquisition Regulations (FAR) and USAID Acquisition Regulations (AIDAR) within the given warrant authority.</p>
<p>Key Behavior</p>	<p>Prepare and budget for annual acquisition requirements.</p>
<p>Key Behavior</p>	<p>Train staff in effective negotiation to ensure best value for the tax payer dollar.</p>

Knowledge of...

- US Government Purchase Card program, policies and guidelines, is trained as the Organization Program Coordinator (OPC) and supervises the cardholders, and supervises the mission cardholders. Ensures prompt approval of payments.
- The EPICS and GLASS procurement systems.
- The DoS GSO system in ILMS Ariba.
- Familiarity with the Buy America Act.
- Familiarity with JFOC procedures.
- PSC contracting and contract management.
- Construction Contracting.

Skills in...

- Certified as a COTR / AOTR.
- Strong negotiation skills.

<p>General Services Operations, Facilities Management and Construction Management</p>	<p>Provides overall direction for the USAID mission general services function which includes leasing and maintenance of housing and office space, warehousing, personal property acquisition, accountability and disposition, disposal of expendable and non expendable property, automotive and office equipment and develops standards for issuing an controlling mission personal property, Manages mission motor pool, Provides services for vehicle maintenance, travel. shipment of personal effects and equipment, customs clearance, negotiation of leases for residential properties, contracts for structural modifications and changes, Manages vital and mission records, TDY staff support, VIP visit support. Space planning and consolidation preparation and implementation, coordinating closely with the Embassy. Manages construction of needed facilities, including the plans, specifications, designs, cost estimates, justifications, to meet all US government and host country requirements.</p>
<p>Key Behavior</p>	<p>Manage the operation of the mission Motor-pool, including vehicle life cycle replacement program, spare parts and routine maintenance, accident investigation, driver training, to use resources efficiently and effectively.</p>
<p>Key Behavior</p>	<p>Manage the operation of the personal property including requisition, warehousing accountability and disposal of non expendable equipment and supplies.</p>
<p>Key Behavior</p>	<p>Manage a workforce of PSCs and contractors for services delivered directly by the EXO in providing said services, including the provision of training, customer service standards/delivery etc.</p>
<p>Key Behavior</p>	<p>Coordinate and oversee service delivery from the Embassy service provider, for those services delivered through ICASS, insuring services are delivered at established standards or better.</p>
<p>Key Behavior</p>	<p>Provision of logistics and management support for high level delegations.</p>
<p>Key Behavior</p>	<p>Maintain the highest levels of transparency, accountability and consistency in providing services.</p>

Knowledge of...

- State ILMS System and its modules.

- E2 Travel Management Application.
- USG, Foreign Affairs Manual and USAID travel administration policies, including the Fly America Act and Agency Business Class policy.
- Barscan, State NEPA and personal property inventory management systems.
- And keen aptitude for managing for customer expectations and satisfaction.
- Construction Management best practices and construction contracting

Skills in...

- Listing Strong Negotiation Skills.
- Strong communication and interpersonal skills for communicating with the customer

Abilities in...

- Ability to manage projects in a multi-cultural team environment.

Contract, Cooperative Agreement and Grantee Administrative Support	Advise the Contracting Officer, COTRs, contractors and grantees on the administrative support available for implementing partners for USAID activities and provide support during the period of the contract within the contract provisions. For administrative service contracts, develop the request, statement of work and serve as COTR.
Key Behavior	Work with partners, contracting officers and assistance officers to ensure orderly close-out of their activities, particularly as they dispose of USG-purchased property.
Key Behavior	Administrative services support as determined necessary.
Key Behavior	Work with the host government on the tax and duty free entry of project goods and services, to the degree necessary.
Key Behavior	Provide advice and guidance on working in the host country, application of U.S. govt allowances, clearance, as necessary, of contractor and local hire compensation plans.
Key Behavior	Update implementing Partners on evolving security issues and changes in threat levels.
Key Behavior	Advise implementing partners on local salary scales and benefits for locally hired staff.

Abilities in...

- Building coalitions and communication networks.
- Managing and building teams.
- Communicating in writing to a variety of multi-cultural organizations.

Interagency Liaison Services	Represent AID on interagency committees and initiatives within the Embassy. The committees will include but not be limited to the ICASS Council, Joint Awards Program, Interagency Housing Board and Emergency Action Committee. Provide USAID's workforce planning information for the annual Mission Performance Plan.
Key Behavior	Participate in reviews from DoS Office of Allowances on post allowance, danger pay, COLA and changes in post specific entitlements.
Key Behavior	Advocate to ensure equitable assignment of housing at housing board meetings.

Knowledge of...

- ICASS handbook, 6 FAH.
- All Embassy functions and activities.

Skills in...

- Strong negotiation skills.
- Presentations to large and diverse groups.

Abilities in...

- Resolving conflict and seek common ground
- Managing and building teams and interagency coalitions.

Emergency Response Operations/Mission Disaster Relief Operations	<p>Knowledge of emergency procedures; ability to develop and execute emergency response plans and procedures Promote awareness in first responder training. Assist with alternate communications center and support. Administer logistics for emergency evacuations and temporary mission shut down.</p>
Key Behavior	Prepare Mission Disaster Recovery plan.
Key Behavior	Represent USAID interest on the Emergency Action Committee and Post Committee
Key Behavior	Participate in formation of post Draw Down plan.

Knowledge of...

- Evacuation procedures.
- Post emergency action plan to include evacuation procedures.
- The Ambassadors Emergency fund and process for implementation.
- The Operations of OFDA and Civilian Response Corps (CRC).
- Familiarity with threat types and threat levels of location.
- The emergency procedures.

Skills in...

- Strong communication skills to be able to clearly communicate decisions on security and safety issues.
- Excellent communication and interpersonal skills in order to provide information as quickly and effectively as possible.

Abilities in...

- Leading and direct others during a security or safety crisis.
- Leading and make informed decisions during a crisis.
- Leading and providing leadership of confidence during a crisis or emergency response.
- Making critical decisions under pressure.

ICASS Management	Knowledge of ICASS operating cost systems for workload counts and time allocations, staffing organizations and multi agency governance.
Key Behavior	Negotiate accurate and equitable work load counts.
Key Behavior	Ensure efficient and effective delivery of services,
Key Behavior	Monitor Collaborative Management Initiative (CMI) uniform service standards.
Key Behavior	Advocate for completion of customer service survey.
Key Behavior	Ensure invoices are signed and MOUs are in place.
Key Behavior	Utilize customer service survey results.

Knowledge of...

- All aspects of the ICASS Handbook, financial and operational.
- First hand experience managing the USAID delivery of general services to USAID customers for those general services now being delivered by ICASS to USAID customers.
- Familiarity with Rightsizing and consolidation decisions and issues.
- ICASS software.
- The role of the ICASS Service Center.

Skills in...

- Analytical skills to connect the dots between ICASS service delivery systems and poor USAID customer service satisfaction, and to identify corrective solutions.
- Communication skills for achieving results in conflict situations and counseling customer.

Abilities in...

- Building interagency coalitions.
- Being persuasive.

Backstop 4

Competency	Description
Operating Unit Reporting	Provides financial reporting on Operating Unit status
Operating Unit Administrative Costs	Manages Operating Unit Administrative Costs
Audit Management	Works with USAID Components in administering the financial and performance auditing processes
Cashier Operations - Internal Controls	Ensures a sound internal controls environment in a complex financial management operation. Identifies and deals with cash related risks
Financial Analysis	Access information, analyze complex budgetary and financial data
Funds Management	Manages Agency and Interagency Funding in order to support USG Foreign Policy Objectives
Payrolls	Manages and operates payroll system
Institutional Business Processes	Understands and interprets Agency Policies, programmatic interventions, procurement, financial, and control procedures
Non-Expendable Property Management (NXP)	Understands and utilizes NXP procedures
Accounting and Payment Processing	Ensure the accuracy and integrity of data recorded in the Agency's financial system

Operating Unit Reporting	Provides financial reporting on Operating Unit status
Key Behavior	Contributes to Monthly, Quarterly, and Annual Reporting
Key Behavior	Assesses current Operating Unit State
Key Behavior	Projects future funding issues
Key Behavior	Compiles reports for Project Teams/Strategic Objective (SO) Teams
Key Behavior	Drafts and reviews report to USAID/W (such as web-tool quarterly reporting, quarterly cash reconciliation certification, improper Payment Act reporting, U421 reporting, and adhoc data call reporting).
Key Behavior	Estimates procurement costs, Administrative budget in coordination with EXO and contributes to Program Budget
Key Behavior	Prepares and Reviews Monthly cash reconciliation
Key Behavior	Generates, develops, and reviews pipeline reports, 1311 review, and historical trends of expenditures for budget development and management decision making
Key Behavior	Reports, reviews and manages USDH, USPSC, and FSN Time and Attendance

Knowledge of...

- Procedures and timing of report submission
- Accruals
- Administrative cost reports
- USDH, USPSC, and FSN time and attendance requirements
- Accounts receivable, bills for collection, notices of payment due, interagency payments and collections (IPACs)
- Fed tax reporting
- Budget formulation and execution manager (BFEM)
- International Cooperative Administrative Support Services (ICASS) and Alternate Service Provider (ASP) Software
- 1221, Treasury and Local Currency Trust Fund Reconciliation
- SF224 Reporting to Treasury
- Forward Funding Requirements and Limitations
- Pipeline Management and Reporting
- WebTA
- Pheonix Standard, Business Objects Enterprise (BOE), and Phoenix Viewer

- State F Framework
- Expanded Object Class Codes
- Appropriations and Funds Structure
- Funding Source Requirements and Limitations
- Manage to Budget (MTB) Concepts and Targets

Operating Unit Administrative Costs	Manages Operating Unit Administrative Costs
Key Behavior	Participates in Annual reporting process
Key Behavior	Estimates procurement costs and develops Administrative Cost Budget in coordination with the Executive Officer (EXO)
Key Behavior	Manages Advances Paid (Recoding, Reporting, Collecting and Write-off) - To Institutions Grantees, and Employees
Key Behavior	Enters and Reviews Administrative Cost Budget in Budget Formulation & Execution Management (BFEM) system
Key Behavior	Manages Operating Unit Oversight of all payroll, benefits, and allowances for USPSC, TCN, and FSN personnel

Knowledge of...

- Operating Unit Administrative Cost Budget Process within Annual Report Process
- Travel Regulations Costs, Procedures, and E2 travel system
- Budget Formulation and Execution Manager (BFEM), and OP FACTs
- International Cooperative Administrative Support Services (ICASS) and Alternate Service Provider (ASP) Software and Rules, budgeting, payment vehicles, and workload counts
- Working Capital Fund
- Forward funding requirements and limitations, Anti-deficiency Act, Delegations of authority, Development Credit Authority, Federal Budget Cycle
- Manage to Budget (MTB) Concepts and targets
- Procurement Policy - AIDAR, Close-out processes, Property Disposal, NICRAs, Warrants, SOAGs, Grants, Cooperative Agreements, Contracts, Implementation Letters, Interagency Agreements (IA)
- Expanded Object Class Codes
- Allowances for each class of employee
- Commitments and Obligations
- Property, Plant, and Equipment, Capitalized Assets, Real Property, Expendable Inventory
- Miscellaneous Obligations and Master Funding Documents
- Severance Payments
- Fund Control Regulations, limitations, and requirements
- Global Acquisition and Assistance System (GLAAS)

Audit Management	Works with USAID Components in administering the financial and performance auditing processes
Key Behavior	Works with the Office of the Inspector General (OIG)
Key Behavior	Contributes to Annual Financial Integrity Act (FMFIA) Internal Control Assessment
Key Behavior	Reports on FMFIA Weakness and Follow Up
Key Behavior	Works with Local CPA Firms
Key Behavior	Works with Supreme Audit Organizations and Other Government Bureaus
Key Behavior	Provides leadership to Management Control Review Committee
Key Behavior	Develops Annual Audit Universe
Key Behavior	Contributes to developing the annual audit plan
Key Behavior	Assists CTOs and Recipients in addressing audit recommendations and findings
Key Behavior	Manages financial and performance reviews, agreed-upon procedures, pre-award assessments, and Host Country Contracting capability assessments.
Key Behavior	Conducts Controller and Mission Management Assessments
Key Behavior	Manages Recipient Contract Audit Programs

Knowledge of...

- Audit Tracking System
- Audit, Performance, and Compliance (APC) Division functions
- FMFIA Internal Control Assessment Process
- Theories, principles, practices, methods and techniques of risk-based auditing
- Understands Operating Unit Programs and USAID business interventions conducted within the Host Country environment
- FMFIA Requirements, Risk Assessments, and Risk based approaches
- Internal Control Objectives and Standards
- Generally Accepted Government Auditing Standards
- Generally Accepted Accounting Principles
- Controller Assessment Principles
- Recipient Contracted Audit Guidelines
- OMB A-133 Audits of States, Local Governments, and Non-Profit Organizations
- OMB A-123 Management Accountability and Control
- Audit Management and Resolution Program

- CIB 92-15 Audits of USAID US Contractors and Grantees

Abilities in...

- Able to identify programmatic weaknesses and vulnerabilities and effect corrective action plans
- Able to resolve programmatic and financial audit recommendations
- Able to assess competence of external auditors, evaluate audit process including development of scopes of work, coordinate/evaluate management comments, identify financial weaknesses in audited financial statements, and assess risks of findings.

Cashier Operations - Internal Controls	Ensures a sound internal controls environment in a complex financial management operation. Identifies and deals with cash related risks.
Key Behavior	Establishes sound cashiering policies and procedures and provides oversight
Key Behavior	Establishes payment processes to ensure accurate and timely payments

Knowledge of...

- Treasury and USDO Regulations Governing USAID Cashiers

Financial Analysis	Access information, analyze complex budgetary and financial data
Key Behavior	Conducts payment verification and evaluation of recipients
Key Behavior	Develop, use, modify, checklists, American Institute of Certified Public Accountants (AICPA) tools and audit materials for evaluations and review engagements
Key Behavior	Conducts portfolio oversight management, including risk aversion, transparency, anti-corruption, sensitivity to political and internal control environments
Key Behavior	Coordinates efforts in obtaining international Donor aid effectiveness in reaching mutually agreed upon standards - Paris Declaration/Ghana Accord
Key Behavior	Provides Financial Management Guidance to Technical Officers, Programmatic Partners, Host Government, and Donor community

Knowledge of...

- Project design using Financial Management input
- Internal Controls, Pre/Post Award Surveys, Financial Analysis Models, Pipeline Analysis, Monitoring and Evaluation, Methods of Implementation and Financing
- Political Sensitivities of USAID Projects

Abilities in...

- Deal tactfully with other employees to implement revised financial policies and procedures
- Ability to comprehends overall environment when determining how to manage financial risks associated with a particular project or intervention

Funds Management	Manages Agency and Interagency Funding in order to support USG Foreign Policy Objectives
Key Behavior	Report violations
Key Behavior	Conducts approval, processing recording and reporting and accounting transactions
Key Behavior	Develops and applies financial management techniques and methodologies to plan, executive, or review USAID programs
Key Behavior	Writes letters, memoranda and operating procedures, directives and/or guides to convey information relating to financial management activities

Knowledge of...

- Funds Control (i.e., Anti-Deficiency Act; Approval, Processing, Recording and Reporting Accounting Transactions)
- Program Development and Support Funds
- Directorate of Foreign Assistance ("F") Interagency Process
- Command of Alternative and Non-Traditional Funding Mechanisms including Economy Act, 632 Transfers, and Gifts and Donations from Individuals and Governments

Abilities in...

- Avoid incurring violations

Payrolls	Manages and operates payroll system
Key Behavior	Compiles employee time, production, and payroll data from time sheets and other records
Key Behavior	Records employee information, such as exemptions, transfers, and resignations, to maintain and update payroll records
Key Behavior	Keeps informed about charges in tax and deduction laws that apply to the payroll process
Key Behavior	Provides information to employees and managers on payroll matters, tax issues, benefit plans, and collective agreement provisions
Key Behavior	Evaluates Information to Determine Compliance with Standards - Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards

Knowledge of...

- Web TA Timekeeping
- FSN Timekeeping Payrolls and Benefits
- Payments to Non-Personal Service Contractors
- 1099 forms
- Voucher processing - Payments by Mission (i.e., Prompt Pay Procedures; Payment Tracking System; Payment Approval Process)
- USPSC Timekeeping, Payrolls, and Benefits

Institutional Business Processes	Understands and interprets Agency Policies, programmatic interventions, procurement, financial, and control procedures
Key Behavior	Uses institutional and professional knowledge to make informed strategic decisions
Key Behavior	Develops Financial Management Solutions on a local and global level

Knowledge of...

- Agency programs and their governing statutes, regulations, practices and procedures
- Applicable legislation, statutes, regulations, policies and procedures
- Overall role of the Budget Division within bureau and how the office achieves its objectives
- Organization and operational functions of program financial and management information systems
- USAID policy, rules and regulations regarding program strategy and planning systems, and the preparation and use of program and budget documents
- Financial management policies, procedures and program goals
- U.S. Government budgetary function
- AID/W Functions (i.e., Financial Management Bulletins and Official Guidance; AID/W Central Accounting Office; AID/W Loan Office - Functions and Reports; Budget Office - Making the OE and OYB Budgets; Non-Project Assistance (NPA); AID/W Letters of Commitment (LCOMs); M/MPI: Audit Follow Up; AID/W Payroll Office: AETA and Timekeeping)
- Logistical requirements, financial and programmatic impact of regional and global financial interventions

Non-Expendable Property Management (NXP)	Understands and utilizes NXP procedures
Key Behavior	Ensures adequate financial controls are in place to account for all Mission NXP.

Knowledge of...

- Controller Responsibilities Recording and Reporting
- NXP inventory Process: Acquisition Through Disposal

Accounting and Payment Processing	Ensure the accuracy and integrity of data recorded in the Agency's financial system
Key Behavior	Provides routine and accurate pipeline reports
Key Behavior	Initiates Section 1311 Reviews and ensures execution of subsequent authorized de-obligations
Key Behavior	Loan Accounting at Missions (i.e., Reports from AID/W, including NPDs and DRA Status Reports; Sanctions: 620Q and Brooke Amendment)
Key Behavior	Utilizes Phoenix reporting capabilities to monitor and manage Operating Unit operations and related financial data
Key Behavior	Ensures timely and accurately recording of external transactions
Key Behavior	Routinely reviews and manages financial information

Knowledge of...

- Internal Control Structure, Risk Assessment, Corrective Actions
- Security roles in the Financial System (Phoenix)
- Prompt Pay Act

Skills in...

- Proficiency with Phoenix Viewer

Abilities in...

- Understand automated financial systems, databases, and commonly used applications
- Work with Payment Tracking System

Backstop 10

Competency	Description
Agricultural Production Systems	Understanding of food and agricultural production (crops, livestock, poultry, fish, fiber, forage, forests products, etc.) needs and practices and their implications for USAID's agricultural policy and agriculture-focused investments to support food security, health, and economic growth strategies.
Agricultural Science and Technology	Understanding of agricultural research and technological innovation systems and their implications for agricultural production, productivity, and marketing
Agriculture and the Environment	Understanding of the interactions between agriculture and the natural resources base on which it depends as well as on broader environmental issues such as climate change and biodiversity, and the implications for USAID agricultural programming.
Food and Agriculture Policy	Understanding of agricultural economics, in particular how host-country agriculture policies affect development outcomes.
Agribusiness Development	Knowledge of the components of agro-enterprise development and operation, and their role in promoting agriculture and rural sector growth
Agricultural Marketing and Trade	Understanding of agriculture markets and trade to ensure efficient food availability and utilization
Agriculture and Rural Financial Services	Understands the types and functions of rural financial services, their relevance to agricultural production and marketing, and their implications for USAID agricultural policy and investments
Agricultural Extension, Education, Training & Communication	Knowledge of the modes, developments and trends in agricultural education, training, communications and extension, and their use in development programming
Agricultural Institutions	Understanding of the strengths and weaknesses of developing country agricultural institutions, and the use of that knowledge to enhance USAID investments in the agricultural sector
Agricultural Partnerships	Understanding of participants, investors and investment sources and patterns in international agricultural development and its implications for USAID's policies, strategies, and programs in the sector
Rural Infrastructure	Understanding of important types of rural infrastructure (irrigation, transportation, community infrastructure) and their importance to agricultural production and marketing and their implications for USAID agricultural policy

Rural Development	Understanding of the multi-sectoral development needs at the community level necessary to achieving positive development impacts and their importance for USAID agricultural policies and investments.
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Agricultural Production Systems	Understanding of food and agricultural production (crops, livestock, poultry, fish, fiber, forage, forests products, etc.) needs and practices and their implications for USAID’s agricultural policy and agriculture-focused investments to support food security, health, and economic growth strategies.
Key Behavior	Uses agricultural production knowledge to identify priority agricultural development interventions.
Key Behavior	Recognizes relevance of comparative and competitive advantages to influence agricultural production and productivity.
Key Behavior	Visits farms and farmer groups, fields and production sites to assess current production, identify problems and opportunities, and promote sustainable development approaches.

Knowledge of...

- Agricultural production value chain including the role and relevance of communication and extension methods
- The impact of economic and trade policies on agricultural production and productivity
- The impact and influence of agricultural service and service delivery system on agricultural production and productivity
- Agro-ecologies and farm management challenges and opportunities for different production systems
- The role and importance of soil, water and other input requirements in various agricultural production systems
- Major production systems (e.g. pastoral, intensive, extensive) and associated constraints, opportunities, advantages, and disadvantages
- The critical link between food, health, agricultural production/ productivity and their collective impact on overall economic growth
- Agriculture production technologies and irrigation methods that can increase water use efficiency.
- Conservation agriculture technologies and their impacts on soil and water conservation.

Abilities in...

- Assessing technical, policy, and institutional constraints to agricultural production and productivity and articulate relevant interventions to overcome them
- Identifying and targeting existing opportunities or create and target new opportunities to be exploited through increased agricultural production.
- Employing information dissemination strategies and tools to deliver critical products and services to increase production

Agricultural Science and Technology	Understanding of agricultural research and technological innovation systems and their implications for agricultural production, productivity, and marketing
Key Behavior	Recognizes opportunities that science and technology offer to improve agricultural production, productivity and competitiveness
Key Behavior	Applies technical knowledge of and constituencies in science and technology in designing and developing agricultural development programs, strategies and policies
Key Behavior	Applies knowledge of investors' /partners' Agricultural research priorities, goals, objectives, strategies, and investments to ensure synergy, avoid duplication and leverage resources/efforts

Knowledge of...

- How to apply agricultural science and technology to influence agricultural and rural economic growth
- The role and relevance of science and technology to foster sector development
- National and international investments, investment patterns and strategies in agricultural research
- Agricultural science and technology and extension systems, including technical and educational institutions, constituencies and investors active in USAID target countries and regions
- USAID's agricultural science and technology policies, investments, and regulations
- Research design, monitoring, and evaluation methods; research management; and analysis and interpretation of research results

Abilities in...

- Articulating science and technology interventions that strengthen competitiveness of agricultural commodity producers and processors
- Analyzing constraints to agricultural sector productivity and articulating knowledge and technological solutions to overcome them
- Applying knowledge of science and technology systems and constituencies in agricultural program design and implementation
- Applying knowledge of USAID's science and technology policies, investments, and regulations to successfully lead technical evaluation of agricultural science and technology applications and proposals
- Direct research and technology priority setting based on market, producer, and consumer needs and demands
- Recognizing the importance of and assessing/analyzing host country policies and programs to inform development assistance investment decisions in science and technology

- Applying research system knowledge to foster strategic partnerships involving relevant partners and investors to optimize return on USAID's investment in agricultural research
- Reviewing and analyzing research reports, policy papers, and strategy documents for relevance and soundness

Agriculture and the Environment	Understanding of the interactions between agriculture and the natural resources base on which it depends as well as on broader environmental issues such as climate change and biodiversity, and the implications for USAID agricultural programming.
Key Behavior	Applies a systems approach to agriculture program planning that emphasizes natural resources management, environmental sustainability, climate change mitigation and adaptation, biodiversity conservation, and market opportunities.
Key Behavior	Ensures that agriculture-related programs are designed and implemented so that negative environmental impacts are minimized.
Key Behavior	Visits farms and farmer groups, fields and production sites to assess current production, identify problems and opportunities, and promote sustainable development approaches

Knowledge of...

- Agriculture production technologies and irrigation methods that can improve soil management and increase water use efficiency.
- Conservation agriculture technologies and their impacts on soil and water conservation, as well as knowledge of how to apply those technologies to increase sustainable agricultural production.
- The environmental, economic, and social impacts of agricultural runoff and soil erosion on down-stream rivers, lakes and coastal areas.
- Agriculture’s role as both a contributor to and mitigator of climate change.
- The interactions between agriculture production systems and biodiversity.
- Land tenure laws and their implications for natural resources management.
- USAID’s environmental compliance regulations (Regulation 216).

Abilities in...

- Applying Regulation 216 requirements to agriculture program design and preparing initial environmental evaluations (IEE).
- Assessing environmental impacts of agriculture activities and to determine mitigation strategies as appropriate.
- Designing agricultural production activities that include soil, water, forestry, biodiversity and other natural resources management practices in order to ensure sustainability.

Food and Agriculture Policy	Understanding of agricultural economics, in particular how host country agricultural policies affect development outcomes.
Key Behavior	Recognizes impacts of common policy distortions on outcomes in prices, incentives, employment, rural incomes, infrastructure, etc. Develops understanding of how improved policies can address these problems.
Key Behavior	Recognizes impacts of poor macroeconomic policies on agricultural and rural development outcomes such as inflation, growth, and international competitiveness. Develops understanding of how improved policies can address these problems.
Key Behavior	Applies concepts of USAID agriculture and economic growth strategies to programs and projects.
Key Behavior	Promotes pro poor growth, social protections and targeted nutrition interventions

Knowledge of...

- Microeconomic and macroeconomic principles and their application.
- Market incentives and market impediments.
- Agriculture as an engine of chronic poverty reduction.
- The requirements for agriculture sector recovery in post conflict settings.
- Economic development policies and their implications on agricultural production, competitiveness, and sustainability.

Abilities in...

- Articulating linkages among food prices, growth and chronic poverty.
- Articulating key issues in agriculture policy related to food security.
- Articulating key issues in agriculture policy related to trade in food/agricultural products
- Carrying out analyses of investment options e.g. conducting cost-benefit analysis
- Coordinating development of country level strategies/plans for agriculture sector recovery post disaster or conflict

Agribusiness Development	Knowledge of the components of agro-enterprise development and operation, and their role in promoting agriculture and rural sector growth.
Key Behavior	Recognizes and explore the synergies between agribusiness development and the performance of the agriculture sector
Key Behavior	Assesses the legal, regulatory, and policy frameworks for small rural-based and large-scale agribusinesses to operate effectively and profitably
Key Behavior	Assesses the availability and viability of public and private services to support agribusinesses, including finance and risk-sharing institutions, infrastructure, and producer and export associations
Key Behavior	Assesses the workforce and training needs for agribusinesses to grow and increase the value-added of agricultural products
Key Behavior	Provides technical expertise and analysis to USAID missions and Washington offices on funding and programming options for developing and strengthening agribusinesses
Key Behavior	Participates with other USG agencies, donors, and host governments in the analysis, design, implementation, and evaluation of activities supporting agribusiness development and operation

Knowledge of...

- Financial obligations and intermediaries involved with agribusinesses.
- Farm management and its implications for agribusinesses.
- Food processing, packaging, transportation, and input/output distribution as they relate to agribusiness operations.
- Farm to market systems that link producers to consumers, and the points of intervention by agribusinesses.
- Who the major agribusinesses are in the field of international agricultural development, and the opportunities for them to partner with USAID and its implementers in host countries.

Abilities in...

- Identifying sources of commercial financing for agribusiness investment
- Identifying and promoting the implementation of host- government policies, laws and regulations that favor agribusiness expansion
- Analyzing and defining labor and workforce needs for agribusinesses to operate effectively

- Forging public-private partnerships involving agribusinesses and local producer associations and/or non-governmental organizations in host countries
- Mapping a value chain for a particular food/agriculture product and identifying agribusiness points of intervention
- Helping agribusinesses increase competitiveness and gain access to new markets by meeting food safety and regulatory standards

Agricultural Marketing and Trade	Understanding of agriculture markets and trade to ensure efficient food availability and utilization
Key Behavior	Promotes policies, programs, partnerships, and incentives, in consultation with host governments, to reduce the costs of market transactions and increase the quality and availability of food and agricultural products for consumers at competitive prices
Key Behavior	Improves the capacity of producers and producer associations, traders, and processors of food and agricultural products to access markets and respond to consumer demand
Key Behavior	Assesses the constraints to increased flow of agricultural goods and services between producers and consumers, and across local, regional, and international borders
Key Behavior	Provides technical expertise and analysis to USAID missions and Washington offices on funding and programming options for agricultural marketing and trade

Knowledge of...

- Agriculture value chains and opportunities within value chains for host governments, agribusinesses, and producers to improve product quality and timeliness of delivery through market and trade interventions
- How good governance and public policy, market infrastructure, and market information services work to make agriculture markets effective
- Regional and bilateral trade agreements for food and agricultural products affecting USAID-assisted countries
- Innovative approaches and technologies (such as ICT) to link producers to markets

Abilities in...

- Analyzing and describing the impact of inappropriate market and trade policies on food availability, utilization, and competitiveness
- Collecting, assessing, and utilizing market information for planning and design of agricultural market and trade programs
- Identifying training and capacity building needs of producer organizations, host government institutions, and agribusinesses to improve food availability and utilization through markets and trade
- Fostering strategic partnerships and alliances to improve agricultural marketing and trade

Agriculture and Rural Financial Services	Understands the types and functions of rural financial services, their relevance to agricultural production and marketing, and their implications for USAID agricultural policy and investments.
Key Behavior	Promotes innovative financial services
Key Behavior	Advocates incorporating rural finance for agricultural activities as part of a wider financial system approach

Knowledge of...

- The unique challenges of providing financing for agriculture.
- The institutions and individuals in the rural finance system: agricultural banks, microfinance institutions, membership-based financial organizations, processors and traders and informal financial intermediaries.
- Bank and non-bank financial intermediation, their purposes and processes, products including insurance, cash flow lending, warehouse receipts, etc.
- The legal environment for rural finance for agriculture.

Abilities in...

- Identifying key constraints for producers and agribusinesses to access finance for agricultural and rural activities and underlying systemic causes.
- Articulating unique factors associated with extending rural finance.
- Applying innovative agriculture or rural finance practices in USAID program designs.

Agricultural Extension, Education, Training & Communication	Knowledge of the modes, developments and trends in agricultural education, training, communications and extension, and their use in development programming.
Key Behavior	Assesses agricultural/rural community, farm and enterprise needs and opportunities
Key Behavior	Assesses the capabilities/capacities of educational/training institutions to meet demands
Key Behavior	Assesses the gamut of ICT extant in target countries and their relevant potentials
Key Behavior	Informs and organizes technology and service providers and users
Key Behavior	Provides technical expertise and analysis to USAID missions and offices on programming options

Knowledge of...

- The characteristics and needs of rural sociology and the rural economy for agricultural education, extension and communication to be effective.
- Methods for assessing and responding to the information, communication, and training needs of the agricultural and rural population.
- Education systems, curricula, and the needs of trained personnel to stimulate and maintain agricultural and rural growth.
- The application and assessment of information & communication technologies for use in agricultural and rural development programming.
- The application and assessment of public and private extension systems for use in agricultural and rural development programming.
- Commerce/industry training systems.

Abilities in...

- Identifying and matching needs and opportunities.
- Evaluating education & training policy & regulatory environments; and identifying key changes.
- Conceptualizing and designing interventions.

Agricultural Institutions	Understanding of the strength and weaknesses of developing country agricultural institutions, and the use of that knowledge to enhance USAID investments in the agricultural sector.
Key Behavior	Collaborates with public and private agricultural institutions in host-countries to understand their roles and capabilities, and to identify opportunities for them to support agricultural development
Key Behavior	Recognizes and explore the impact of institutional weaknesses on agricultural investments, production and trade, input and output markets, and access to factors of production
Key Behavior	Provides technical expertise and analysis to USAID missions and Washington offices on funding and programming options for developing and strengthening public and private agricultural institutions
Key Behavior	Participates in a leading role with other USG agencies, donors, and host governments in the planning, design, and evaluation of activities supporting agricultural institutions

Knowledge of...

- The various types and the roles of institutions serving the agriculture sector, including host-government ministries, regional trade commissions, education and research institutes, banking and finance institutions, and producer and marketing associations.
- How institutions contribute to agriculture policy formulation, workforce development, technology design and dissemination, open markets, and other development outcomes.
- Strategies and approaches to strengthen institutions and to develop partnerships, and to implement policies and programs to achieve agriculture sector growth through institutions.
- The role of multilateral institutions in agricultural training, policy analysis, and technical assistance, as well as their programs and procedures.

Abilities in...

- Distinguishing between public and private institutional roles and capabilities for agriculture sector program development.
- Identifying and utilizing institutional strengths and weaknesses in designing programs that respond to the needs of producer associations and agribusinesses .
- Designing programs and mobilizing resources that strengthen institutions to support the agriculture sector, and for them to implement policies and programs with transparency and accountability
- Assessing training needs of institutions and their staffs to effectively implement complex programs.
- Fostering strategic partnerships and alliances involving public and private institutions.

Agricultural Partnerships	Understanding of participants, investors and investment sources and patterns in international agricultural development and its implications for USAID’s policies, strategies, and programs in the sector.
Key Behavior	Recognizes similarities and differences between USAID’s and other investors’ / players’ agricultural development goals, objectives, strategies, and investments
Key Behavior	Applies knowledge of investors’ /partners’ agricultural development goals, objectives, strategies, and investments to ensure synergy, avoid duplication and leverage resources/efforts.

Knowledge of...

- The investment goals and objectives of major investors and participants in agricultural sector development in USAID target countries and regions.
- National and international investments, investment patterns, and strategies in agricultural development.
- Cultural, operational, policy and business model similarities and differences of development partners and assistance recipients.
- The role of multilateral, regional, and sub-regional organizations in influencing international agricultural development.

Abilities in...

- Articulating and fostering strategic partnerships involving relevant partners and investors to optimize returns on USAID’s investment in international agricultural development programs.
- Applying knowledge of relevant partners’ strategies and investments in designing and implementing USAID’s agricultural programs to ensure program effectiveness, efficiency and development impact.
- Applying negotiation skills to build successful collaborative undertakings.
- Applying state of the art communication skills and technologies to effectively and persuasively communicate USAID’s agricultural development positions, policies, programs, and strategies to relevant audiences.

Rural Infrastructure	Understanding of important types of rural infrastructure (irrigation, transportation, community infrastructure) and their importance to agricultural production and marketing and their implications for USAID agricultural policy
Key Behavior	Considers infrastructure needs and constraints to rural livelihood systems and development activities
Key Behavior	Takes a holistic approach to investments in infrastructure, considering issues of maintenance, management, sustainability and cost/benefit

Knowledge of...

- The potentially high impact of investment in rural infrastructure on rural poverty reduction and economic growth.
- The importance of and options for planning for ownership, operation and maintenance of investments in infrastructure.
- The advantages and disadvantages of different irrigation systems.
- The importance of drainage to sustainable irrigation systems and the constraints on water resource use.
- The options and advantages and disadvantages of various mechanisms for financing infrastructure development.
- Issues with development, operation and maintenance of rural community social infrastructure (water systems, schools, health posts, markets, community centers) that provide links to agricultural productivity, employment, and food and nutrition.

Abilities in...

- Planning for user involvement in infrastructure planning, operation and maintenance.
- Designing and evaluating labor intensive infrastructure development activities.
- Developing scopes of work and evaluating feasibility and planning studies for infrastructure investments, including environmental analyses and cost benefit analyses.
- Identifying transport needs (roads, ports, rail, customs clearance facilities) to facilitate improvement in marketing of rural products.
- Identifying power and energy needs to facilitate expansion of rural production and processing activities.
- Identifying infrastructure needs (storage, cold stores, market infrastructures, roads, ports, rail) for efficient processing and marketing of rural products.
- Identifying irrigation and drainage needs to increase agricultural productivity.

Accessing specialized expertise for planning and implementing rural infrastructure investments. Rural Development	Understanding of the multi-sectoral development needs at the community level necessary to achieving positive development impacts and their importance for USAID agricultural policies and investments.
Key Behavior	Assesses rural needs on a holistic basis to identify economic, social, environmental and political needs
Key Behavior	Ensures consultation with rural populations in the design, implementation, and sustainability of development programs
Key Behavior	Considers social issues, impacts, and feasibility of development programs and projects
Key Behavior	Uses traditional institutions and mechanisms, when possible, for the planning, implementation and evaluation of development activities

Knowledge of...

- Different options and their advantages and disadvantages for participatory needs assessment and planning of development activities.
- The interrelationships between economic, social and environmental issues at the local level.
- The importance of traditional cultural and religious beliefs, attitudes, and values as relate to rural economic, social and political development.
- The structure, nature and role of traditional community, clan, tribal, and ethnic leadership and their relationship to rural development activities.
- Social factors affecting development programs, adoption of innovations, and program impacts and their importance for USAID agricultural policies and investments.
- The challenges and benefits of integrating development planning across technical disciplines for development activities.
- Local government structures and organization and principles of decentralized administrations for local governance and development planning.

Abilities in...

- Designing, coordinating and evaluating multi-sectoral investments in area development programs.
- Planning for and evaluating proposals for local needs assessments and participatory planning and implementation programs.
- Structuring development programs to work through and build capacity of local governmental organizations and civil society organizations.
- Accessing specialized expertise for rural development planning.
- Planning and evaluating social soundness analyses for rural development projects.
- Designing programs to have positive impacts on social and economic equity and program participation and benefits, as related to gender, ethnicity or other social factors.

- Assessing social science research on rural development issues.
- Accessing specialized technical assistance and support relating to sociological factors affecting development programs.

Backstop 11

Competency	Description
Development Economics	Knowledge of and ability to articulate and apply modern economic development concepts and tools in order to promote economic growth and to improve the living standards of populations.
Application of Development Economics	Ability to apply development economics concepts to the design and implementation of USAID economic growth policies, programs, and projects.
Project Analysis	Analysis of economic feasibility of a program or activity in terms of economic costs and benefits
Strategic Economic Planning	Prepare long-term plan of action to help solve the development problems of a developing country
Project/Program Design and Management	The ability to design economic growth projects/programs that appropriately address constraints to growth and development, and to manage their implementation so as to achieve maximum impact
USAID Backstopping by Pillar and Regional Bureaus	The understanding of and ability to work with the Bureau for Economic Growth, Agriculture, and Trade (EGAT), and Regional Bureaus
Applied Statistics and Economic Forecasting	The ability to collect, analyze, interpret and present data; and to use data along with modern econometric techniques to project income, production, expenditure levels, and external balance
Fundamentals of macroeconomics	Knowledge of and ability to recommend appropriate policy responses to macroeconomic imbalances
Fundamentals of microeconomics	Knowledge and application of microeconomic concepts at the level of the firm, industry, and household

Development Economics	Knowledge of and ability to articulate and apply modern economic development concepts and tools in order to promote economic growth and to improve the living standards of populations.
Key Behaviors	Applies economic theory to promote economic growth and improve the potential of populations being served.

Knowledge of...

- Theories and models of economic growth and development
- Determinants of economic growth
- Open economy macroeconomics
- Privatization and economic reform, including in the areas of legal frameworks, regulation, fiscal policy, trade and investment, labor, and the financial sector
- Enterprise development and competitiveness
- Micro-, small-, and medium- enterprise (SME) development
- The foreign assistance community and donor coordination
- Ability to apply economic theory to realities on the ground

Application of Development Economics	Ability to apply development economics concepts to the design and implementation of USAID economic growth policies, programs, and projects.
Key Behaviors	Adapts and applies economic development theory and practice to a specific country context.

Knowledge of...

- IBRD /IMF Poverty Reduction Strategy Programs
- USAID non-project assistance
- Public finance, monetary and fiscal policies, trade policy and international financial policy, and agricultural sector policies
- Economic issues pertaining to demography, education, health, environment, energy, financial sector
- Knowledge of structural adjustment problems, processes, policies, and solutions
- Political economy of development
- Working knowledge of ADS series 200 regarding Programming Policies and Standards
- Country specific process of stabilization of macroeconomic financial structures; general content of an IMF stand-by program.

Abilities in...

- Ability to design and implement new development programs and projects
- Ability to monitor and evaluate economic development programs and activities.

Project Analysis	Analysis of economic feasibility of a program or activity in terms of economic costs and benefits
Key Behaviors	Uses economic analysis to rank order possible new projects and choose best alternatives for financing.
Key Behaviors	Analyzes welfare implications of economic policies and policy changes.

Knowledge of...

- Sources and use of economic and social data

Skills in...

- Statistical analysis
- Cost-benefit and cost effectiveness analysis
- Survey design, sampling, and statistical interpretation of survey data

Abilities in...

- Determination of outputs, outcomes, and impacts that can be quantified for use in analysis
- Data collection, specification, and analysis

Strategic Economic Planning	Prepare long-term plan of action to help solve the development problems of a developing country
Key Behavior	Adapts USAID strategic policy to economic work
Key Behavior	Applies economic analysis to identify potential USAID program activities
Key Behavior	Assesses the economic and financial sustainability of proposed, USAID-assisted program activities for an economic sector of the host country (e.g., international trade, infrastructure, agriculture, health)

Knowledge of...

- Joint Strategic Plan/Foreign Assistance Framework
- Results framework for program planning
- The USAID Automated Directives System, Section 200
- Preparation of a Country Strategic Plan and Operational Plan
- The Annual Report
- The USAID Annual Performance Plan and Annual Performance Report
- USAID budgeting and the Congressional Budget Justification

Project/Program Design and Management	The ability to design economic growth projects/programs that appropriately address constraints to growth and development, and to manage their implementation so as to achieve maximum impact
Key Behavior	Designs and manages USAID EG activities in an effective manner

Knowledge of...

- USAID strategic framework and use of results/indicators
- Design and procurement standards for project and non-project assistance

Abilities in...

- Ability to combine knowledge of a country and its growth constraints with design and management skills to successfully oversee the development and management of EG projects/programs

USAID Backstopping by Pillar and Regional Bureaus	The understanding of and ability to work with the Bureau for Economic Growth, Agriculture, and Trade (EGAT), and Regional Bureaus
Key Behavior	Coordinates with EGAT to implement USAID best practices

Knowledge of...

- Organizational structure and responsibilities in EGAT and Regional Bureaus
- EGAT programs, procedures, and backstopping
- Contracting and assistance mechanisms
- The Economic Growth Sector Council and EG-related training opportunities
- Technical competencies of the complementary backstops (BS-10 and 21)
- Agency initiatives supported by EGAT including trade capacity building, poverty reduction, agriculture, workforce development, and environment.

Applied Statistics and Economic Forecasting	The ability to collect, analyze, interpret and present data; and to use data along with modern econometric techniques to project income, production, expenditure levels, and external balance
Key Behavior	Combines economics and mathematics to analyze economic and financial data
Key Behavior	Constructs forecasting models to guide economic development policies
Key Behavior	Develops a work plan for USAID collection of survey data (e.g., household income-expenditure survey)

Knowledge of...

- Knowledge of IMF, host-country, and other data sources necessary for forecasting

Skills in...

- Statistical and econometric analysis

Abilities in...

- Mathematical and analytic reasoning
- Ability to compile and analyze complex datasets

Fundamentals of macroeconomics	Knowledge of and ability to recommend appropriate policy responses to macroeconomic imbalances
Key Behavior	Interprets recent and projected fiscal, monetary, and external financial developments of a country and recommend appropriate policy measures (such as revenue, expenditure, banking and financial- market, or exchange-market actions) that would reduce imbalances.

Knowledge of...

- National income accounting
- Balance of payments accounting
- Economic governance issues in the macroeconomic context
- Leading macroeconomic theories and their implications for real income, prices, interest rates, and other macro variables
- International dimensions of macroeconomics
- Analysis of debt dynamics and sustainability

Skills in...

- Ability to assess macroeconomic conditions and recommend appropriate program responses

Fundamentals of microeconomics	Knowledge and application of microeconomic concepts at the level of the firm, industry, and household
Key Behaviors	Identifies policies and institutional problems impeding efficient markets and recommend appropriate corrections

Knowledge of...

- Consumer surplus, producer surplus, and welfare impacts of policy distortions
- International trade: comparative advantage, terms of trade, trade policies (tariffs and QRs)
- Economic governance issues in the microeconomic context
- Externalities, public goods, and implications for policy
- Sources of productivity change, including factor accumulation and technological change

Backstop 21

Competency	Description
Economic Policy and Institutions	Understand how host-country economic policies and institutions affect development outcomes and be able to identify needed improvements
Enterprise Development	Knowledge of and ability to interpret the effects of various economic, policy & social factors on the development and viability of enterprises and how to design and implement programs to alleviate constraints to enterprise development
Trade and Investment	Factors that encourage or constrain trade and investment, including internal enabling environments and external incentives, how they affect economic growth, and USAID's role in promoting trade and investment.
Financial Sector	A thorough understanding of how competitive financial markets contribute to economic growth goals. This should include understanding the importance of access to a full range of financial services, not just credit.
Privatization	The ability to determine (1.) when a return to the private sector of ownership and control of state-owned assets is necessary to increase economic efficiency and wealth creation, and (2.) how to identify and undertake an appropriate mix of policy, legal, regulatory, fiscal, financial and institutional changes that are feasible, offer positive costs/benefits, and serve to enable the private sector to produce broad-based and real economic growth.
Commercial Law and Institutional Reform	An overall understanding of the systems that produce and implement commercial laws and regulations and how those laws and regulations affect private enterprise and economic development.
Development Economics	Knowledge of and ability to articulate and implement developmental economic theory. This includes methods of promoting economic growth and improving the potential of poor, un-empowered, and disadvantaged populations.
Economic Development Policies	Knowledge of and ability to articulate/defend USAID economic development policy.
Cross-Cutting implications for Economic Growth	Gender, Environment, Education (including youth and employment generation), Health, Governance, Poverty Reduction, Local Economic Development, Conflict, and Corruption.
Political Economy of Reform	Systems and institutions necessary for stable and sustainable reforms leading to economic reform.

Clear and Cogent Communication	Communicate complex ideas to non-experts in a compelling fashion.
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Economic Policy Institutions	Understand how host-country economic policies and institutions affect development outcomes and be able to identify needed improvements
Key Behavior	Recognizes impacts of common policy distortions and institutional weaknesses on outcomes in labor markets, finance, infrastructure, industry, health, education, agriculture, and services sectors. Develop understanding of how improved policies can address these problems.
Key Behavior	Recognizes impacts of poor macroeconomic policies on outcomes such as inflation, growth, international competitiveness, and the risk of economic crisis. Develop understanding of how improved policies can address these problems.
Key Behavior	Applies concepts of USAID economic growth strategy to programs and projects

Knowledge of...

- Basic understanding of microeconomic principles (the role of prices, the interaction of supply and demand, market failure, competition and the results of the absence of competition) and their application
- Basic understanding of macroeconomic principles (aggregate supply and demand, inflation, the need to finance budget deficits, exchange rate regimes, national income accounts) and their application
- Understand role of multilateral institutions in economic policy-making (IMF, World Bank, WTO), as well as their programs and procedures

Abilities in...

- Articulate key issues in microeconomic policy, e.g. barriers to competition, minimum/maximum pricing regulations, regulation/deregulation
- Articulate key issues in macroeconomic policy related to monetary and fiscal policies, budgetary sustainability, and exchange rate regimes

Enterprise Development	Knowledge of and ability to interpret the effects of various economic, policy & social factors on the development and viability of enterprises and how to design and implement programs to alleviate constraints to enterprise development
Key Behavior	Assesses the competitiveness of enterprises in terms of markets for products/services and linkages to markets
Key Behavior	Assesses the policy and regulatory environment for business development
Key Behavior	Assesses the role of workforce development in increasing firm productivity and worker incomes, along with options for fostering improved job skills, including training by private providers vs. public entities (e.g., educational institutions) and incentives for employers and workers to invest in training
Key Behavior	Assesses the availability and viability of services for enterprise development, including finance, infrastructure, associations, and general business service providers

Knowledge of...

- Understand the principles of institutional development of public and private organizations in supporting enterprises
- Understand the factors contributing to enterprise productivity (technology, management, information/business services, etc.) and the motivations of business persons to trade and to invest.
- Understand how improvements to the policy and regulatory environment can impact on the competitiveness of enterprises in local and international markets
- Understand the product- to-market system, sourcing and product development, including supply/value chains and how to apply it to specific sectors/subsectors
- Understand key terms in enterprise development, current/new trends in program design and lessons learned from previous enterprise development projects
- Understand key principles in privatizing state enterprises and lessons learned from previous donor activities in this area

Abilities in...

- Ability to analyze and draft a report on the constraints to enterprise development within a country
- Ability to map a supply/value chain for a sector in a country
- Ability to interact with public and private actors to achieve improvements in the enterprise development environment in a country.

- Ability to help the private sector increase its competitiveness and gain access to new markets by meeting private/voluntary standards, including HAACP, ISO, labor/environmental standards and certification, standards for transparency/ ethics, quality standards, specifications for particular market chains, etc.

Trade and Investment	Factors that encourage or constrain trade and investment, including internal enabling environments and external incentives, how they affect economic growth, and USAID's role in promoting trade and investment.
Key Behavior	Assesses trade capacity building needs, including commitments made in the World Trade Organization and other bilateral or regional trade agreements, and incorporate these needs into USAID programming.

Knowledge of...

- Understand general climate for trade and investment in developing and transition countries and the relationship between trade and investment.
- Understand the relationships among trade, investment, and competitiveness
- Understand USAID's role in trade capacity building in developing and transition economies
- Understand USTR's role in developing trade policy and how it links to USAID's development goals
- Understand issues to address trade liberalization impact on key sectors, eg: agriculture, services, etc.
- Knowledge of trade and investment financing, institutions and structures, including trade facilitation and customs operations
- Understanding of regulatory structures, laws and institutions to facilitate trade and investment, including intellectual property rights and shareholder protection

Skills in...

- Distinguish between short-term and long-term economic and social effects of trade liberalization
- Incorporate trade practices into programs.
- Identify general legal and regulatory constraints to trade and investment and their causes.
- Recognize barriers to competitiveness arising from trade and investment policies and practices.

Financial Sector	A thorough understanding of the effects of the financial sector on economic growth goals. This should include understanding the importance of access to a full range of financial services, not just credit.
Key Behavior	Uses knowledge of the financial sector to further USAID goals
Key Behavior	Promotes financial services not just access to credit

Knowledge of...

- Understand bank and non-bank financial intermediation: purposes, institutions, and processes (commercial banking, insurance, credit unions, microfinance, rural banking, payments, clearing systems, trade finance, cash flow lending, housing finance, inventory finance, receivables finance, factoring, equipment finance, leasing, credit card operations, mobile banking, credit analysis, risk management, actuarial science, etc.)
- Knowledge of bank, currency, and non-bank crisis resolution
- Knowledge of key central bank structures and functions
- Knowledge of regulatory institutions and structures for prudential supervision
- Issues related to sovereign debt issuance and management, sub-sovereign debt issuance practices
- Understand key elements of capital markets development, and securities market regulation (ie: brokers, dealers, transfer agents, stock exchanges, and electronic trading systems, custodians, securities exchange commissions, etc.)
- Knowledge of other financial sector functions and institutions, ie: deposit insurance, lenders of "last resort," "enterprise funds," venture capital structures, money laundering, and terrorist financing etc.
- Understand the role, timing, and key elements of pension reform
- Articulate issues of international capital flows and importance to stability of financial sector (trends, relevance and structures)
- Understand the financial sector enabling environment, especially the importance of key laws and regulations and how they affect enterprise competitiveness.
- Understand enterprise constraints and weaknesses when seeking finance

Skills in...

- Identify key constraints to access to finance and underlying systemic causes
- Design and develop integrated programs incorporating financial sector and strengthening access to financial services

Abilities in...

- Undertake quick assessments using Agency resources and coordinating with other donors.
- Articulate unique factors and role for extending rural finance, and commercializing microfinance.

Privatization	The ability to determine (1.) when a return to the private sector of ownership and control of state-owned assets is necessary to increase economic efficiency and wealth creation, and (2.) how to identify and undertake an appropriate mix of policy, legal, regulatory, fiscal, financial and institutional changes that are feasible, offer positive costs/benefits, and serve to enable the private sector to produce broad-based and real economic growth.
Key Behavior	Presents to and persuades diverse national audiences, from highest policy-making decision levels to the average citizen, the potential benefits of privatization for increased economic growth, economic efficiency, job creation, and long term wealth creation that serves all levels of society and increases the quality of life.

Knowledge of...

- Understand and be conversant with the major issues surrounding privatization, inter alia, the more significant being: economic efficiency vs. fairness, corporate governance narrowly or broadly implemented, weak financial sector intermediation and institutions, regulatory effectiveness, concentrated or diverse ownership, political objectives vs. market-based decisions, weak or lacking competition policy, private provision of public services (i.e. utilities), respect for rule of law and due-process, state subsidies and allocative efficiency, state control vs. private initiative, raising revenue for the state vs. rapid and market-based privatization actions, social objectives vs. economic efficiency, appropriate role of donor financing and technical assistance, and when to intervene and assist a state to privatize and when to withdraw from involvement.
- Understand the history of privatization, broadly defined, and incorporate this in presentations to state authorities which place your counterpart country in a path of progressive evolution toward a market-based, private sector-led political economy.
- Understand the process of privatization of land, labor and capital and relate this to the economy of your counterpart country.
- Understand in Conflict/Post-conflict countries that privatization may need to be sublimated to the more immediate objectives of stabilization, basic security, and recovery of basic services. Identify needs for social safety nets for employees of defunct or minimally operating SOEs. Assess assistance needs for improving the business enabling environment and contributing to reform of the legal, fiscal, regulatory and institutional environment that can set the stage for some initial privatization planning and actions.
- Understand failures in past privatizations, including sell-offs to entrenched interests, conversions of state monopoly to private monopoly, and looting of corporate assets.

Skills in...

- Privatization requires a broad understanding of the legal, regulatory, financial, and institutional structure of a counterpart country's economy. Specific skills needed include understanding of: enterprise formation, management, operation, governance, finance, and interaction with the surrounding business environment and legal and regulatory systems.

- Understand macro and micro economics, value chains, local and foreign sources of finance and investment and the institutional actors and mechanics that are necessary to divest state assets to the private sector.
- Differentiate between the methods of privatization: operational and financial restructuring, asset valuation, sale methods, management contracts, concessions, attracting foreign investment.

Abilities in...

- Identify gaps and structural issues in the financial sector which prevent or impede necessary privatization actions and plan for technical assistance to address and remedy these gaps.

Commercial Law and Institutional Reform	An overall understanding of the systems that produce and implement commercial laws and regulations and how those laws and regulations affect private enterprise and economic development.
Key Behavior	Uses knowledge of legal and regulatory systems and institutions in developing US development policies
Key Behavior	Promotes business-friendly commercial legal systems through effective public-private dialogue.

Knowledge of...

- Knowledge of foundations of commerce: property, contract, and enforcement systems; property, including movable, immovable, intangible, and intellectual property; contract, including formal vs. informal and civil vs. common law; enforcement, including self-help, mediation, arbitration, and judicial systems
- Knowledge of interplay between commercial foundations and finance systems, and the roles of courts, credit bureaus, registries, stock exchanges and financial markets, e-commerce, and bankruptcy.
- Knowledge of Real Property Systems Reform: Land reform measures including titling, registration, land cadastres; and mortgages.
- Knowledge of Intellectual Property Rights: trade, tax, and environmental implications of new international IPR regimes, and its impact on sustainable trade relations and domestic competitiveness.
- Knowledge of ROL Reform Coordination: choice of law reforms (prioritization, timing and sequencing); coordination with regional law initiatives (e.g., EU directives, MERCOSUR); and participating in dialogue for international legal frameworks (e.g., UNIDROIT, UNCITRAL).
- Understand the role of private sector and civil society and their role in identification, development, and implementation of legal reform.
- Understand how each major area of law affects the costs, risks, and revenues of enterprises.

Skills in...

- Assess CLIR environment and recommend priorities, taking into consideration informality, poverty and gender.
- Analyze systemic problems in laws and regulations and identify the underlying causes.
- Ability to design reform programs using participatory drafting and vetting to ensure input and ownership by relevant stakeholders.
- Identify the systems connected to each area of commercial law and the impact of legal reforms on each institution, including ministries, courts, education, professional associations, business organizations, and consumer advocates.

Abilities in...

- Ability to articulate the difference between legal, institutional and regulatory frameworks for implementing and enforcing the substantive law reforms discussed above.

Development Economics	Knowledge of and ability to articulate and implement developmental economic theory. This includes methods of promoting economic growth and improving the potential of poor, un-empowered, and disadvantaged populations.
Key Behavior	Applies development economic theory to promote economic growth and improve the potential of all populations being served in a sustainable way.

Knowledge of...

- Development and economic growth models and theories
- Determinants of economic growth
- Open economy macroeconomics
- New institutional economics
- Transition economies
- Privatization
- Enterprise development
- Micro-enterprise development
- The foreign assistance community and donor coordination
- International Finance
- International Trade
- Microeconomics

Abilities in...

- Ability to consolidate Development Economic theories with realities on the ground

Economic Development Policies	Knowledge of and ability to articulate/defend USAID economic development policy.
Key Behavior	Adapts USAID economic development policy to a specified country and environment.
Key Behavior	Applies concepts of USAID economic growth strategy to programs and projects

Knowledge of...

- IBRD /IMF Poverty Reduction Strategy Programs
- USAID non-project assistance
- Theory of Public finance, monetary and fiscal policies, trade policy and international financial policy, and agricultural sector policies
- Sustainable economic issues deriving from demography, education, health, environment
- Theory of structural adjustment problems, processes, policies, and solutions
- Political economy of development
- Working knowledge of ADS series 200 regarding Programming Policies and Standards
- Economic stabilization programs
- Country specific process of stabilization of macroeconomic financial structures; general content of an IMF stand-by program.
- IBRD/IMF Poverty Reduction Strategy Programs
- USAID non-project assistance

Abilities in...

- Design and implement new development programs and projects
- Monitor and evaluate economic development programs and activities.

Cross-Cutting implications for Economic Growth	Gender, Environment, Education (including youth and employment generation), Health, Governance, Poverty Reduction, Local Economic Development, Conflict, and Corruption.
Key Behavior	Applies and integrates these concepts to Economic Growth Programs and Projects.

Knowledge of...

- Impact of these factors on economic stability and sustainability

Abilities in...

- Design economic reform programs using effective processes to address the cross-cutting factors

Political Economy of Reform	Systems and institutions necessary for stable and sustainable reforms leading to economic reform.
Key Behavior	Combines reform targets with participatory reform processes based on stakeholder input and expert analysis

Knowledge of...

- Understand the relative roles and responsibilities of public sector agencies, private sector organizations and civil society generally in the reform process

Skills in...

- Analytical capacity of identify reform dynamics, especially strengths and weaknesses of winners and losers

Abilities in...

- Design programs of reform that incorporate appropriate reform processes within local political economy dynamics

**Clear and Cogent
Communication**

Communicate complex ideas to non-experts in a compelling fashion

Knowledge of...

- Awareness of forms of information and learning styles and how to incorporate those into all communications

Skills in...

- Storytelling

Backstop 25

Competency	Description
Engineering Analysis, Project Design, and Implementation	Ability to analyze the need for, and design and oversee, projects requiring engineering services such as civil, environmental, mechanical, and electrical or chemical engineering.
Contract Management Where Engineering is a Factor	Ability to systematically and efficiently design and monitor contracts where engineering is a factor, for the purpose of maximizing financial and operational performance and minimizing risk.
USAID Backstopping by Pillar and Regional Bureaus	Understanding of and ability to work with the Bureau for Economic Growth, Agriculture, and Trade (EGAT), and Regional Bureaus
International Policy and Law	Ability to understand rules regarding and accepting as binding in relations between states and nations

Engineering Analysis, Project Design, and Implementation	Ability to analyze the need for, and design and oversee, projects requiring engineering services such as civil, environmental, mechanical, and electrical or chemical engineering.
Key Behavior	Utilizes appropriate methods for completing any project and the various tasks necessary to complete the work while ensuring public/users safety and related cost effectiveness, quality control (QC) and quality assurance (QA) procedures of project design and implementation.
Key Behavior	Provides a comprehensive range of engineering analysis and support services involving the planning and implementation of programs and proposed activities, including preparing portions of key USAID documents such as the Country Strategic Plan (CSP), the Annual Report, and the Congressional Budget Justification.
Key Behavior	Advises and assists in the development of detailed engineering designs, plans and cost estimates for assigned programs and activities.

Knowledge of...

- Principles of engineering and engineering project design, and construction, as well as maintenance of infrastructure facilities, including related knowledge in mathematics, economics, and physical sciences, and how those engineering principles and scientific disciplines affect the management, design, construction, and maintenance of infrastructure and facilities.
- The differences in resource usage and project duration to comply with objectives, including the ability to develop and use methods to evaluate cost effectiveness, cost reliability, and implementation schedules of engineering, construction, and maintenance works.
- Productivity analyses and related computation of the quantities of works and the related unit cost analysis of construction and maintenance works of infrastructure facilities and other engineering-related activities.
- The requirements for constructing and designing any project under host country standards and laws.
- Industry standards.

Skills in...

- Providing strategic and technical advice to USAID, development partners, implementing partners, and host country counterparts on engineering policies and issues.
- Reviewing, evaluating, and making professional recommendations concerning the engineering feasibility of plans developed.

Abilities in...

- Designing, completing, and/or evaluating the productivity of the planning, design, construction, and maintenance activities associated with infrastructure facilities and other engineering-related activities within a certain timeframe, usually with defined stages and within allocated resources.
- Developing or analyzing construction schemes, and other engineering-related activities, using advanced engineering techniques that support lesser cost, decreased construction time, or better product, and prepare or evaluate the related designs considered necessary to ensure adequate QC/QA and avert cost overrun.
- Reviewing, modifying, accepting, or rejecting claims which the builder may present for additional compensation and/or extension of time, considering the legal and engineering constraints of the contract.

Contract Management Where Engineering is a Factor	Ability to systematically and efficiently design and monitor contracts where engineering is a factor, for the purpose of maximizing financial and operational performance and minimizing risk.
Key Behavior	Investigates and provides detailed responses (including corrective action) for complaints and issues pertaining to projects and designs where engineering is a factor.
Key Behavior	Supports project management activities, direction of construction, operations, maintenance activities, and other engineering-related activities at project sites.
Key Behavior	Monitors the adequacy and acceptability of the delivery of various goods and services provided.
Key Behavior	Assists in the preparation and review of procurement documentation and review of technical proposals, solicitations, award recommendations, and contracts regarding engineering accuracy and technical adequacy.
Key Behavior	Coordinates and discusses construction and maintenance works of infrastructure facilities, and other engineering-related activities, with implementing partners, member countries and affected communities in order to avert conflicts and related implementation delays and cost increase

Knowledge of...

- The terms, conditions, and negotiation processes in contracts and ensuring compliance with the terms and conditions
- The complexities of projects, goods, and services that are regulated with detailed specifications, including the capacity to design and evaluate engineering testing procedures of construction materials needed to assure that the quality of the construction works comply with the project specification and related quality control procedures and ensuring that these works comply with USAID and its member countries environmental laws and regulations and mitigation measures and to avert the risks of large remediation works related to construction and maintenance works of infrastructure and facilities.
- Authoring, negotiation, service level agreement, and transaction compliance.
- The circumstances in which a contract can be amended and modified, and is familiar with risk sharing procedures, pay equations, and value engineering that support cost reliability and cost effectiveness of project implementation.

Skills in...

- Preparing and presenting engineering reports such as bid proposals, deeds, environmental impact statements, and property and right of way descriptions,
- Analyzing and evaluating designs, drawings, specifications, schedules and lists of equipment requirements and informing and recommending USAID's position on acquisition or assistance commitments for infrastructure development and construction activities.

Abilities in...

- Developing or analyzing construction schemes and other engineering-related activities using advanced engineering techniques that support lesser cost, decreased construction time or better product, and preparing or evaluating the related designs considered necessary to ensure adequate QC/QA and avert cost overrun
- Reviewing and approving the implementing partners and/or work schedule or revisions thereto including a critical path diagram for the construction of the project or other engineering-related activities and any plans or programs that the partner is obliged to furnish. Verifies or resolves all technical, environmental, land acquisition and resettlement issues to ensure proper project schedule implementation thereby averting work delays and related partner's claims
- Preparing or evaluating detailed bidding documents for the implementation of construction and maintenance works of infrastructure facilities or other engineering-related activities and to carry out the bidding process, including the: (a) preparation of the pre-qualification technical standards of contractors; (b) preparation of the invitation of bids from the pre-qualified contractors; (c) chairing the pre-bid conference for the bidders; (d) technical evaluation of the bids, technical selection of the implementing partner and preparation of a detailed report on the bidding process and the proposed contract award conclusions.

USAID Backstopping by Pillar and Regional Bureaus	Understanding of and ability to work with the Bureau for Economic Growth, Agriculture, and Trade (EGAT), and Regional Bureaus
Key Behavior	Coordinates with EGAT to implement USAID best practices.

Knowledge of...

- Organizational structure and responsibilities in EGAT and Regional Bureaus
- EGAT programs, procedures, and backstopping
- Contracting and assistance mechanisms
- Agency initiatives supported by EGAT including trade capacity building, poverty reduction, agriculture, workforce development, and environment.

International Policy and Law	Ability to understand rules regarding and accepting as binding in relations between states and nations
Key Behavior	Provides support to the technical leadership of an engineering program of national scope and impact.
Key Behavior	Keeps abreast of current development in the infrastructure/reconstruction sectors including recent technological developments, international policy issues, host country needs and capabilities, and national concerns, issues trends and changes in policy and regulations.
Key Behavior	Develops and maintains continuing contacts with implementing agencies, suppliers and contractors in order to promote sound policy and program formulation.

Knowledge of...

- Foreign affairs and global issues as it pertains to host countries, including the roles of inter-governmental organizations, non-governmental organizations, and multinational corporations.

Backstop 40

Competency	Description
Cross-Sectoral Environmental ¹ Programming, Implications and Relationships ²	Programming which links and integrates the environment with other development sectors (i.e., economic growth, democracy and governance, health, agriculture, gender, etc.) to achieve optimum development and environment results.
Markets, Trade, Economics and the Environment ³	Factors that encourage or constrain markets, trade and economic development related to key environment sectors (natural resources, climate change, energy and urban) including legal and regulatory environment, business incentives, capital flows, and promotion of market development and trade.
Environmental Compliance ⁴	Environmental compliance of USAID environment programs and activities.
Environment and Governance ⁵	Capacity to create, reform, implement and maintain systems of governance, environmental policies and institutions that positively affect development and environment outcomes.
Climate Change and Development Approaches and Technologies ⁶	Sound and relevant approaches to addressing and mainstreaming global climate change considerations (including mitigation and adaptation) and their implications for USAID, the host country and cross-sectoral development.
Energy Development Approaches and Technologies ⁷	Sound energy sector development approaches to USAID programs, including clean energy, energy service provider development, and broader energy sector reforms.
Natural Resources Management Approaches	Sound and relevant sustainable natural resources management approaches and their implications for USAID,

¹ Please Note: The use of Environmental throughout this document refers to the following sectors (and related sub-sectors) that fall under the umbrella of Backstop-40: Energy, Global Climate Change, Natural Resources Management, and Urban Housing and Development.

² This competency applies to ALL BS-40 Officers

³ This competency applies to ALL BS-40 Officers

⁴ This competency applies to ALL BS-40 Officers

⁵ This competency applies to ALL BS-40 Officers

⁶ This competency applies to only BS-40 Officers who are working in Climate Change-focused positions. Please note that there is a Global Climate Change cross-cutting competency that applies to all BS-40 Officers across the BS-40 sub-sectors (NRM, Urban, Energy).

⁷ This competency applies to only BS-40 Officers who are working in Energy-focused BS-40 positions.

and Technologies ⁸	the host country and cross-sectoral development.
Urban Approaches and Technologies ⁹	Good practice in urban management, governance and service delivery approaches and reforms to USAID programs.

⁸ This competency applies to only BS-40 Officers who are working in NRM-focused BS-40 positions.

⁹ This competency applies to only BS-40 Officers who are working in Urban-focused BS-40 positions.

Cross-Sectoral Environmental Programming, Implications and Relationships	Programming which links and integrates the environment with other development sectors (i.e., economic growth, democracy and governance, agriculture, health, gender etc.) to achieve optimum development and environment results.
Key Behavior	Articulates why environmental issues are important to other sectors.
Key Behavior	Analyzes issues using a holistic approach, seeing the full development context (country realities, USAID, cross-sectoral variables, etc) and is able to assess the implications for environment program activities.

Knowledge of...

- All USAID development sectors and is able to identify and apply linkages with BS-40 activities to each.
- The relationships, trade-offs and dynamics between environment and other development sectors and how to integrate this into program planning, design and implementation.

Skills in...

- Articulating the value and importance of the environment sector to the mission of USAID to a diverse and cross-sectoral audience.

Abilities in...

- Negotiating and collaborating with colleagues across development sectors to effectively integrate environmental considerations into USAID strategies and programs.
- Facilitating working relationships within their operating unit and across all USAID bureaus and Missions to integrate environment dimensions and solutions into all Agency activities.
- Presenting to persuade diverse audiences, from highest policy-making decision levels to the average citizen, the benefits of planning and programming across development sectors including key environment sectors.

Markets, Trade, Economics and the Environment	Factors that encourage or constrain markets, trade and economic development related to key environment sectors (natural resources, climate change, energy and urban) including legal and regulatory environment, business incentives, capital flows, and promotion of market development and trade.
Key Behavior	Assesses barriers to the development of environmentally sustainable markets and trade (including markets for environmental services, clean energy, sustainably sourced natural resources), and incorporate these needs into USAID programming.
Key Behavior	Assesses environmental aspects of market development and trade, including both positive and negative impacts and incentives for sustainable resource management, pollution, and global environmental issues such as climate change and biodiversity.

Knowledge of...

- General climate for environment-related market development and trade in developing and transition countries.
- Regulatory structures, laws, institutions and capacity needed to facilitate environment-related trade and investment, to mitigate negative environmental impacts of economic development and to promote positive outcomes for environment and development.
- Environment-related investment financing, institutions and structures.

Skills in...

- Identifying general legal and regulatory constraints to trade and investment and their causes.

Abilities in...

- Identifying opportunities and developing activities which facilitate and encourage markets, trade and economic development which has a net-positive impact for environmental sectors.

Environmental Compliance	Ensures environmental compliance of environment programs and activities.
Key Behavior	Analyzes potential environmental impacts and other requirements during the design and implementation phases of an activity.
Key Behavior	Ensures that all environmental compliance requirements are met through regular monitoring and evaluation of USAID activities.
Key Behavior	Articulates requirements and reporting mechanisms to implementing partners and contractors.

Knowledge of...

- The application of 22 CFR 216 and ADS 204 (USAID Environmental Procedures) and requirements of Sections 117, 118 and 119 of the Foreign Assistance Act.

Abilities in...

- Applying principles of Environmental Impact Assessment and USAID Environmental Procedures to activity design and implementation.
- Identifying key environmental issues and contributing to an activity's Initial Environmental Examination (IEE).

Environment and Governance	The creation, reform and the capacity to implement and maintain systems of governance, environmental policies and institutions that positively affect development and environment outcomes.
Key Behavior	Determine s(1) when environment sector reform(s) are important for development, and (2) what combination of policy, legal, regulatory, fiscal, financial and institutional changes are required.
Key Behavior	Recognizes impacts of poor legal and regulatory frameworks, pricing distortions, and institutional weaknesses on quality of environmental service provision, government finances/expenditures, economic growth, and social development.
Key Behavior	Demonstrates understanding of how improved policies and institutions at the international, regional, national and local levels can address environment challenges to development.

Knowledge of...

- The role of multilateral institutions in environment policy-making (IMF, World Bank, WTO), as well as their programs and procedures.
- The role and impacts of international and United Nations agreements (conventions, treaties etc) on environment sectors.
- The importance of host country capacity to form and implement policy and manage institutions to success in the environment sector.
- The principles of institutional development for public and private environment institutions (e.g., government entities, private service providers).

Skills in...

- Incorporating policy and institutional strengthening and reform measures in the planning, program design and management of USAID investments in the environment sector.
- Designing strategies and activities which contribute to host-country commitments under international environmental agreements in cooperation with government counterparts.

Abilities in...

- Articulating key issues in U.S. and international environment laws, policy, regulation, and institutions.
- Identifying best practices in environment governance and apply to current state of the sector and sub-sectors.
- Presenting to and persuading diverse national audiences, from highest policy-making decision levels to the average citizen, the potential benefits of environment policy reforms and good governance for improved sector performance and sustained development.

- Identifying gaps and structural issues in the environment sector(s) which prevent or impede necessary sector reform actions. Plan for technical assistance to address and remedy these gaps.

Climate Change and Development Approaches and Technologies	Sound and relevant approaches to addressing and mainstreaming global climate change considerations (including mitigation and adaptation) and their implications for USAID, the host country and cross-sectoral development.
Key Behavior	Designs and monitors sustainable landscape activities that result in enhanced carbon sequestration and reduced emissions from the Agriculture, Forestry and Other Land Use (AFOLU) sector.
Key Behavior	Analyzes, designs, implements and monitors clean energy activities and programs that result in reduced GHG emissions from the energy production and consumption sectors of the economy (e.g., power, industrial, residential, commercial, agricultural, and transportation) sector.
Key Behavior	Critically examines relevant activities (e.g., economic growth, water, energy, agriculture, forestry and land use) activities to assess their sensitivity to climate variability and change; identify adaptation options to build resilience and more robust activities. Integrating GCC activities into ongoing programs, where appropriate.
Key Behavior	Creates results frameworks and choose appropriate indicators to measure USAID contributions towards climate change mitigation and adaptation.

Knowledge of...

- The basic scientific principles of the carbon and water cycles and other atmospheric, oceanic, and terrestrial processes which contribute to climate change.
- The range of possible climate change impacts on key development sectors such as health, agriculture, energy, forestry, biodiversity, urban development, etc.
- UNFCCC policies/commitments that affect USAID activities, primarily AFOLU, clean energy and technology transfer, mitigation and adaptation. Understand US policies and impacts on implementing development programs that promote mitigation and adaptation to GCC.
- Central concepts of UNFCCC GHG inventory, accounting, and reporting guidelines, payments for ecosystem services and carbon markets.
- Linkages between sectors, such as water, energy, forestry, agriculture and health and the impacts of climate change across sectors

Abilities in...

- Understanding, applying, explaining, and using carbon estimation calculators to calculate CO2 mitigation and sequestration benefits of USAID-supported AFOLU and clean energy activities and being able to critically evaluate CO2 calculations and estimation methodologies employed by implementers

- Finding and assessing historical weather information and climate change projections for their impacts on a particular project or program in a particular place.

Approaches to Energy Development	Apply sound energy sector development approaches to USAID programs, including clean energy approaches, energy service provider development, and broader energy sector reforms.
Key Behavior	Assesses the competitiveness of energy enterprises in terms of markets for products/services and linkages to markets, and designs clean energy development interventions, including renewable energy and energy efficiency.
Key Behavior	Interprets the effects of various economic, policy & social factors on the development and viability of energy service providers (e.g., utilities, enterprises) and designs and implements programs to alleviate constraints to energy service provider development.
Key Behavior	Determines (1) when energy sector reform(s) are important for development, and (2) which mix of policy, legal, regulatory, fiscal, financial and institutional changes are required to provide the energy services needed to facilitate economic and social development.

Knowledge of...

- The principles of sound energy sector and project development (e.g., financial viability of utilities, security of energy supply, cost-reflective prices, etc).
- Energy enterprise development and competitiveness, including corporate governance and management practices; cost recovery and return on investment; customer service; and how changes in policy and regulatory environments can impact energy enterprises in local and international markets.
- Energy technologies, including fuel supply chains; conventional combustion technologies (e.g., coal, oil, gas); renewable energy (e.g., photovoltaic, CSP, wind, geothermal) and energy efficiency technologies (efficient appliances and building technologies); generation, transmission, and distribution of electricity; transportation fuels; and their associated environmental dimensions.
- Important enabling environment considerations (legal, policy, regulatory, and institutional frameworks) that are key and needed to encourage clean energy sector development and investment. This includes knowledge of the role of legislation; basic principles of economic regulation of energy; energy sector reforms and knowledge of failures in energy sector reforms; and the role of donor, commercial, and private sector financing and technical assistance.
- Both centralized grid connected (e.g., national utilities) and decentralized (e.g., community-based) approaches to the provision of energy services to further economic and social development.
- The project development process, key private and public sector players in the process, parameters and considerations that make a project financeable as opposed to purely economically feasible (with no chances of financing).
- How to appropriately address and potentially credit enhance inherent project risks that would prevent a project from coming to and achieving financial closure.

- The key issues that are associated with attracting private sector investment to clean and renewable energy projects, potential roles for multilateral and bilateral donors to take in encouraging this investment, and how to gradually over time move the country from being dependent on donor finance to becoming more attractive to private sector finance - both on the debt and the equity sides.
- Key multilateral and bilateral donors and the roles that they take in helping to support and develop energy and electricity sector development in USAID assisted countries. Understanding their roles in the objectives well enough and being able to define potential areas of cooperation and coordination so that donor organizations can jointly work together to achieve common energy sector objectives

Skills in...

- Interacting with public and private sector organizations that play a key role in energy sector development, including improvements in the business environment for energy service providers and clean energy development approaches. Note: this excludes any consideration of private sector developers who play a very key role in the development, financing, and operation of clean and renewable energy sector projects.
- Determining level of cost recovery for a national electricity sector, and the feasibility of individual renewable energy projects.
- Assessing the effectiveness of energy service providers in terms of quality of service provision and financial viability.

Abilities in...

- Identifying the basic problems that cause deficiencies in a country's energy sector, and understanding the impacts on other development sectors (health, education, agriculture, etc.).
- Determining the highest priority clean energy solutions for a specific national or local context, identifying barriers to clean energy development, and developing USAID programs to address barriers.

Natural Resources Management Approaches and Technologies	Relevant natural resources management approaches and technologies and their implications for USAID, the host country and cross-sectoral development.
Key Behavior	Understands and utilizes approaches such as land and seascape scale biodiversity conservation, eco-regional planning, Nature, Wealth and Power, payments for ecosystem services, and Integrated Water Resources Management (IWRM) in the design and implementation of natural resource management activities.

Knowledge of...

- Current environmental state and trends, how they impact and are impacted by development.
- Skills in...
- Translating appropriate natural resources management data, approaches and technologies into a rigorous technical design and communicates this clearly to relevant stakeholders.
- Seeking opportunities to acquire, develop and enhance knowledge, skills and abilities in natural resources management approaches and technologies.
- Developing and maintaining technical knowledge in different natural resources management technical areas including, but not limited to: forest management, sustainable agriculture, water resources management, biodiversity conservation, land tenure and access to resources.

Abilities in...

- Utilizing appropriate methodologies and analytical frameworks to conduct field assessments and data collection that identify critical natural resources management concerns and guides the design and implementation of NRM activities taking into consideration a dynamic context and impact on programs.
- Identifying gaps and issues in the natural resources management programs across sectors and appropriate integrated approaches and technical assistance to address these.
- Analyzing current state of the host country's natural resources management sector and translating into useful information for strategy and program planning and design.
- Identifying relevant NRM approaches and technologies and applying to current state of the host country's natural resource management sector.

<p>Communicating the value and justification for key NRM approaches and technologies in USAID programming by persuading diverse audiences, from highest policy-making decision levels to the average citizen, of the importance of natural resource management approaches to development. Urban Approaches and Technologies</p>	<p>Good practice in urban management, governance and service delivery approaches and reforms to USAID programs.</p>
<p>Key Behavior</p>	<p>Translates appropriate demographic, service delivery, and governance data, approaches and technologies into a rigorous technical design and communicates this clearly to relevant stakeholders. This could include understanding the implications of full cost recovery rates for services, billing and collection systems and more equitable access to services.</p>

Knowledge of...

- Current urban environmental issues and trends and how they impact and are impacted by development and economic growth.

Skills in...

- Seeking opportunities to acquire, develop and enhance knowledge, skills and abilities in urban governance and service delivery approaches and technologies such as the ability to distinguish between the three facets of decentralization (political, fiscal and administrative) and sub national infrastructure finance. public-private partnerships and civil society participation as a way of improving urban governance.
- Continuing to increase technical knowledge in different urban governance and service delivery technical areas including, but not limited to: water and sanitation, local economic development, municipal finance, local governance, shelter, land tenure and access to services.
- Utilizing appropriate methodologies and analytical frameworks to conduct field assessments and data gathering that identify critical urban governance and service delivery concerns and guides the design and implementation of urban programs taking into consideration a dynamic context and impact on programs.

Abilities in...

- Identifying gaps and issues in urban programs across sectors (e.g. health, education, water & sanitation, economic growth, etc.) and appropriate approaches and technical assistance to address these including the ability to draft program descriptions complete with problem statements, objectives, tasks and a strategy for empirically measuring program impact.
- Analyzing current state of the host country's urban policy and local government sector and translating into useful information for strategy and program planning and design. This could include the ability to review legislation which defines the functions and financing of urban areas, analyzing a host country's political will regarding decentralization and how USAID programs can impact these areas.
- Identifying relevant urban governance and service delivery approaches and appropriate technologies and applying to current state of the host country's national programs.
- Communicating the value and justification for key urban governance and service delivery approaches and technologies in USAID programming and how such programs can be integrated with other USAID programs.
- Presenting to and persuading diverse audiences, from highest policy-making decision levels to the average citizen, the potential benefits of urban programming. This could include making use of local government associations, civil society and the media as part of USAID programming intended to improve urban management.

Backstop 50

Competency	Description
Family Planning and Reproductive Health (FP/RH)	Expertise in population, family planning, and reproductive health strategies, interventions, and issues throughout the world and how they relate to health programs, other sectors, and broader development goals.
Nutrition	Expertise in nutrition including malnutrition and how nutrition relates to development goals and other sectors such as food security, HIV/AIDS, and MCH.
Infectious Disease	Expertise in infectious diseases including TB, Malaria, other infectious diseases as well as Avian Influenza, and how they affect health, development, and economic growth in the developing world.
Health Systems Reform and Financing	Expertise in redirecting organization and institution resources whose primary intent is to improve health care.
Environmental Health	Expertise in addressing natural and manmade environmental health threats as they pertain to developing countries and development goals.
Research, Monitoring and Evaluation	Expertise in the use of research and monitoring and evaluation tools in the development and assessment of health programs in developing countries.
Maternal, Newborn and Child Health (MNCH)	Expertise in the management of risks associated with maternal, newborn, and child health (MNCH) and how it relates to other health sector programs and development goals.
HIV/AIDS Programs	Expertise in HIV/AIDS program components, strategies, interventions, and drivers.
Behavior Change and Communication (BCC)	Expertise in the communication strategies associated with Family Planning/Reproductive Health (FP/RH), HIV, Infectious Disease (ID), and Maternal Newborn and Child Health (MNCH).
Gender Equity	Expertise in gender equity programs, strategies, and interventions associated with Family Planning/Reproductive Health (FP/RH), HIV, Infectious Disease (ID), and Maternal Newborn and Child Health (MNCH).

Family Planning and Reproductive Health (FP/RH)	Expertise in population, family planning, and reproductive health strategies, interventions, and issues throughout the world and how they relate to health programs, other sectors, and broader development goals
Key Behavior	Guides Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices while ensuring compliance with Congressional earmarks and statutory and policy requirements guiding the use of FP/RH funds.
Key Behavior	Advises Mission Director, other missions, donors, and appropriate Washington staff on matters pertaining to family planning and reproductive health.
Key Behavior	Seeks to collaborate and participates with other partners including USG officials, donors, and foundations in the planning, analysis, design, implementation, monitoring, and evaluation of family planning and reproductive health programs.
Key Behavior	Directs program activities and resources, and makes recommendations on family planning and reproductive health strategies, issues, and programming.
Key Behavior	Uses evaluation data and demographic analysis for decision making. Reports relevant data and information to relevant persons in an efficient and effective manner.

Knowledge of...

- Political environment associated with family planning such as cultural and religious concerns in both the USA and developing world, in addition to a role of advocacy.
- Family planning's contribution to infant, child, and maternal health as well as to overall development goals such as education, economic growth, food security, environmental sustainability, and state stability.
- Components of supportive policy environment for FP/RH and approaches for promoting a supportive environment.
- Contraceptive technology and method choice
- Contraceptive logistics/security including financing and systems, supply chain management, and procurement and forecasting.
- Channels of family planning service delivery, including public, private, commercial, NGO, and community based.
- Performance improvement, management, and leadership needs and approaches

- Biomedical, operational, and evidence based research practices, methodologies and concepts.
- Key demographic and health survey tools (DHS) and methodologies (focus groups etc.), M&E approaches, and FP/RH indicators.
- Behavior change communication strategies associated with FP/RH.

Skills in...

- Identify underserved populations (e.g., youth, men, PAC clients, lower wealth quintiles) and design FP/RH programs that address their needs.
- Apply best practices and lessons learned to program design and implementation.
- Advocacy to ensure programs and policy are data/evidence-based.
- Leverage other donor resources and cultivate partnerships.
- Use best practices and lessons learned to institutionalize capacity building for health systems.

Nutrition	Expertise in nutrition including malnutrition and how nutrition relates to development goals and other sectors such as good security, HIV/AIDS, and MCH.
Key Behavior	Guides Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies.
Key Behavior	Advises Mission Director, other missions, donors, and appropriate Washington staff on matters pertaining to nutrition.
Key Behavior	Seeks to collaborate and participates with other partners including USG officials, donors, and foundations in the planning, analysis, design, implementation, monitoring, and evaluation on nutrition.
Key Behavior	Directs program activities and resources and makes recommendations on nutrition strategies, issues, and programming.
Key Behavior	Uses evaluation data and demographic analysis for decision making. Reports data and information to relevant persons in an efficient and effective manner.
Key Behavior	Makes recommendations on nutrition strategies, issues, and programming.

Knowledge of...

- Breastfeeding and young child nutrition: complementary feedings, Title II, food security, and agricultural approaches.
- Nutrition as it related to HIV/AIDS.
- Micronutrients and related approaches (fortification, supplementation, including vitamin A).
- Nutrition during pregnancy.
- Behavior change communication strategies associated with nutrition.

Skills in...

- Use best practices and lessons learned to institutionalize capacity building for health systems.
- Apply best practices and lessons learned to program design and implementation.
- Advocacy to ensure programs and policy are data/evidence-based.
- Leverage other donor resources and cultivate partnerships.

Infectious Disease	Expertise in infectious diseases including TB, Malaria, other infectious diseases as well as Avian Influenza, and how they affect health, development, and economic growth in the developing world.
Key Behavior	Guides Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies.
Key Behavior	Advises Mission Director, other missions, donors, and appropriate Washington staff on matters pertaining to infectious diseases.
Key Behavior	Seeks to collaborate and participates with other partners including USG officials, donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation on infectious disease activities (e.g., education, prevention).
Key Behavior	Directs program activities and resources; and makes recommendations on specific infectious disease strategies, issues, and programming.
Key Behavior	Uses evaluation data and demographic analysis for decision making. Reports data and information to relevant decision makers.

Knowledge of...

- Malaria’s global and regional magnitude, impact, transmission, and epidemiology. Key agency interventions to control and treat malaria (e.g. bed nets, effective treatment, malaria during pregnancy and indoor residual spraying, where to go for information on malaria and program implementation, and the Presidential Malaria Initiative.
- The TB epidemic, transmission, the dangers of multi-drug resistant TB, and strategies to address TB; familiarity with building blocks of the Stop TB Strategy including DOTS (Directly Observed Treatment, Short-Course); familiarity with Global Plan II, drug supply issues, and understanding the current USAID interventions and links to PEPFAR.
- Surveillance, different approaches, and basic building blocks of surveillance systems.
- Anti-microbial resistance - The threat of microbial resistance and drug management strategies.
- Avian influenza, other zoonotic diseases, and responses to other emerging diseases.
- Neglected tropical diseases.
- Behavior change communication strategies associated with infectious diseases.

Skills in...

- Apply best practices and lessons learned to program design and implementation.
- Advocacy to ensure programs and policy are data/evidence-based.
- Assess Infectious Disease programming with and contributions to health systems in a variety of environments.
- Leverage other donor resources and cultivate partnerships.

Health Systems Reform and Financing	Expertise in redirecting organization and institution resources whose primary intent is to improve health care.
Key Behavior	Guides Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices and lessons learned.
Key Behavior	Advises Mission Director, staff, partners and appropriate Washington staff on matters pertaining to health care financing and reform.
Key Behavior	Seeks to collaborate and participates with other partners including USG officials, donors, and foundations in the planning, analysis, design, implementation, monitoring, and evaluation of health systems and reform activities.
Key Behavior	Promotes data for decision-making and evidence-based programming.

Knowledge of...

- Healthcare financing and decentralizing healthcare delivery models.
- Medical products, vaccines, and technology.
- Quality assurance and quality improvement approaches.
- Governance and leadership.
- Donors and the changing context for health systems (e.g., Paris/Abula/aid effectiveness).
- Rule of service delivery for both private and public sectors.
- Key components of health system including human resources, workforce development, health information systems, contraceptive security, etc.
- Role of training institutions and pre- and in-service training mechanisms.

Skills in...

- Use environmental health data in surveillance systems and program planning.
- Advocacy to ensure programs and policy are data/evidence-based.
- Leverage other donor resources and cultivate partnerships.
- Apply best practices and lessons learned to program design and implementation.

Environmental Health	Expertise in addressing natural and manmade environmental health threats as they pertain to developing countries and development goals
Key Behavior	Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming reflecting international best practices while ensuring compliance with Agency policy guidance (e.g. appropriate use of Child Survival and Health funds), Congressional earmarks, and USG policies.
Key Behavior	Advises Mission Director, other Mission staff, donors, and appropriate Washington staff on matters pertaining to environmental health.
Key Behavior	Seeks to collaborate and participates with other partners including USG officials, donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of environmental health activities.
Key Behavior	Uses evaluation data and demographic analysis for decision making. Reports data and information to relevant decision makers.

Knowledge of...

- Role of environmental health within broader Agency water frameworks and programs, including water, MNCH, nutrition, and HIV/AIDs.
- Community- and household-based approaches in water, sanitation, and hygiene, including application of the hygiene improvement framework for diarrheal disease reduction.
- Appropriate and inappropriate use of vector-control interventions.
- Environmental Health interventions linking program areas-health, family planning, urban programs, natural resources management, infrastructure, democracy, and governance.
- Behavior change communication strategies associated with environmental health.

Skills in...

- Use environmental health data in surveillance systems and program planning.
- Apply best practices and lessons learned to program design and implementation.
- Advocacy to ensure programs and policy are data/evidence-based.
- Leverage other donor resources and cultivate partnerships.

Research, Monitoring and Evaluation	Expertise in the use of research and monitoring and evaluation tools in the development and assessment of health programs in developing countries.
Key Behavior	Monitors, evaluates, and applies impact data on health status in developing countries.
Key Behavior	Encourages openness and transparency with respect to the production and dissemination of health research.
Key Behavior	Seeks to utilize evidence based interventions and develop programs based on valid research.
Key Behavior	Presents, disseminates, and/or uses key data to support decision making processes.

Knowledge of...

- Different quantitative and qualitative methods for gathering health data and when to use them.
- Types of health research activities such as biomedical, program, and social science, as well as USAID research information resources.
- Frameworks, selection of indicators, and performance measures.
- Biomedical, operational, and evidence based research practices, methodologies, and concepts.
- Technology developments.
- Cost-benefit studies; cost analysis of program interventions.
- Demographic research studies; causes of morbidity and mortality.
- Data demand and use.

Skills in...

- Advocacy to ensure programs and policy are data/evidence-based.
- Designs capacity building interventions to transfer technical skills for program research (institutionalization and sustainability of research capacity in host country).

Maternal, Newborn and Child Health (MNCH)	Expertise in the management of risks associated with maternal, newborn, and child health (MNCH) and how it relates to other health sector programs and development goals.
Key Behavior	Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming reflective of international best practices based on current evidence while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies.
Key Behavior	Advises Mission Director and staff, other missions, donors, and appropriate Washington staff on matters pertaining to MNCH.
Key Behavior	Represents USAID in discussions with host country government regarding MNCH programs and policies.
Key Behavior	Seeks to collaborate and participates with other partners including other USG agencies, donors, multilateral agencies, foundations, NGOs, and private sector entities in the planning, analysis, design, implementation, monitoring, and evaluation of MNCH activities.
Key Behavior	Directs program activities and resources.
Key Behavior	Represents USG interests and positions in inter-agency discussions on international multi-agency initiatives operating in the country, such as GAVI and GAIN, even if not directly programmed through USAID.
Key Behavior	Uses research, evaluation data, and demographic analysis for decision making. Reports data and information to relevant decision makers.

Knowledge of...

- Nutrition interventions (see nutrition section).
- Promotion of safe pregnancy, childbirth, and post-partum care, including prevention, detection, and management of complications
- Care of the newborn, including Essential Newborn Care and detection and management of neonatal infections.
- Immunization strategies and interventions, including new vaccines and their introduction.
- Prevention and management of diarrheal diseases (including hygiene improvement, ORT, zinc).
- Prevention and treatment of Acute Respiratory Infections, including relation to existing and new vaccines and risk factor reduction.

- Program and technical linkages with malaria, HIV/AIDS, family planning, safe water, hygiene and sanitation, emergencies, etc.
- Behavior change communication strategies associated with maternal, newborn, and child health.
- Polio eradication strategies and program approaches, including Immunization Days, Mop-Ups, surveillance, laboratory requirements, and certification criteria, and their links to other health programs.

Skills in...

- Apply best practices and lessons learned to program design and implementation.
- Advocacy to ensure programs and policy are data/evidence-based.
- Assess Health Systems in a variety of environments using multiple models.
- Leverage other donor resources and cultivate partnerships.

Maternal, Newborn and Child Health (MNCH)	Expertise in the management of risks associated with maternal, newborn, and child health (MNCH) and how it relates to other health sector programs and development goals.
Key Behavior	Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming reflective of international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies.
Key Behavior	Advises Mission Director, other missions, donors, and appropriate Washington staff on matters pertaining to HIV/AIDS.
Key Behavior	Seeks to collaborate and participates with other partners including USG officials, Donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of HIV/AIDS.
Key Behavior	Directs program activities and resources, and makes recommendations on HIV/AIDS strategies, issues, and programming.
Key Behavior	Uses evaluation data and demographic analysis for decision making. Reports data and information to relevant decision makers.

Knowledge of...

- Epidemiology of HIV/AIDS including transmission and various stages of the epidemic.
- Current building blocks to HIV prevention, ABC, BCC, PwP, VCT standards, STDs treatment, etc.
- Family planning with HIV/AIDS integration and service delivery.
- Interaction of public policy requirements and HIV prevention including human rights, confidentiality, stigma, discrimination, and other controversies and issues surrounding implementation.
- Areas of interventions, care, and treatment for orphans and vulnerable children, such as Prevention Mother To Child Transmission (PMTCT), counseling, testing, etc.
- USAID Core and OGAC funded HIV/AIDS programs and funding streams.
- Access and financing of drugs (generics).
- Contraceptive technology.
- Integrated programming and issues, and targeted population strategy.
- Intersection with other health areas: TB, malaria (other opportunistic infections), family planning, MNCH, etc.
- Most at risk populations and best practices (IDUs, MSMs, CSWs, etc.).

- Behavior change communication strategies associated with HIV/AIDs child survival.

Skills in...

- Apply best practices and lessons learned to program design and implementation.
- Advocacy to ensure programs and policy are data/evidence-based.
- Assess Health Systems in a variety of environments using multiple models.
- Leverage other donor resources and cultivate partnerships.

Behavior Change Communication (BCC)	Expertise in the communication strategies associated with Family Planning/Reproductive Health (FP/RH), HIV, Infectious Disease (ID), and Maternal Newborn and Child Health (MNCH).
Key Behavior	Provides behavior change and communication expertise and technical leadership across FP/RH, HIV, ID, and MNCH.
Key Behavior	Advises Mission Director and staff on all matters pertaining to BCC.
Key Behavior	Participates with cooperating government officials in the planning, analysis, design, implementation, monitoring, and evaluation on BCC programs.
Key Behavior	Monitors quality of communication interventions and make recommendations for improvement.

Knowledge of...

- Key behavioral and normative drivers of family planning/reproductive health, HIV, infectious disease, and MNCH issues.
- Basic behavioral and social change theories, frameworks, and best practices.
- Basic health communication theories, approaches, and strategies.
- Evidence supporting effectiveness of various communication strategies.
- Qualitative and quantitative research methods, including participatory research.
- Key concepts, frameworks, tools, and methodologies for evaluating BCC programs.
- Strategies for involving media in health.

Skills in...

- Define clear behavioral and communication objectives.
- Apply evidence and theory to design and implement communication interventions.
- Advocate for communication interventions based on solid formative research, communication theory, best practices, and evidence of effectiveness.

Gender Equity	Expertise in gender equity programs, strategies, and interventions associated with Family/Planning/Reproductive Health (FP/RH), HIV, Infectious Disease (ID), and Maternal Newborn and Child Health (MNCH).
Key Behavior	Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming to promote gender equity and desired health outcomes, reflective of international best practices while ensuring compliance with Agency policy guidance and other USG policies.
Key Behavior	Advises Mission Director, other mission and Washington staff, and donors on matters pertaining to gender equity, including issues related to girls'/women's empowerment, constructive engagement of boys and men, gender-based violence, and other harmful traditional practices.
Key Behavior	Seeks to collaborate and participate with other partners including USG officials and donors in the planning, analysis, design, implementation, monitoring, and evaluation of programming that promotes gender equity in health.
Key Behavior	Directs program activities and resources, and makes recommendations on gender-integrated strategies, issues, and programming.
Key Behavior	Uses sex-disaggregated and gender-relevant evaluation data and demographic analysis for decision making. Reports data and information to relevant decision makers.

Knowledge of...

- Understanding of gender-relevant research and gender-relevant programming in Family Planning/ Reproductive Health (FP/RH), HIV, Infectious Disease (ID), and Maternal Newborn and Child Health (MNCH).
- Understands the gender-related socio-cultural context, barriers and opportunities to quality health services and care, behavior change communication, community mobilization, and health policy.
- Demonstrates experience in participatory methodologies to identify and address relevant gender dynamics, working with diverse constituencies, and ensuring broad stakeholder participation.
- Integration of USAID/USG gender requirements in the planning, analysis, design, implementation, monitoring, and evaluation on programs.

Skills in...

- Applies best practices and lessons learned in gender approaches to program design, implementation, and evaluation.
- Integrates gender transformative approaches to the design, development, implementation, and evaluation of projects in the areas of Family Planning/ Reproductive Health (FP/RH), HIV, Infectious Disease (ID), and Maternal Newborn and Child Health (MNCH), including those that promote girls'/women's empowerment and address harmful male norms and behaviors.
- Advocates to ensure programs and policies reflect innovative and data/evidence-based gender approaches.
- Leverages other donor resources and cultivates partnerships to promote gender equity.

Backstop 60

Competency	Description
Education Systems	Expertise in formal and non-formal education system levels including pre-primary, primary, lower and upper secondary, vocational, technical, teacher training colleges and institutes and tertiary education
Education Systems Reform	Knowledge of how to improve education systems
Student Learning	Knowledge of Key factors that affect efficient learning by children, adolescents and adults
Professional Development for Educators	Knowledge of professional development for teachers and administrators
Education Data	Knowledge of how to identify and use education research and information
Cross-cutting Area: Education and Development	Understanding of the relationship between education and other areas of development
Cross-cutting Area: Gender	Promotes gender equality in education programs
Cross-cutting Area: Youth Development	Promotes youth development in education programs
Cross-Cutting Area: Underserved Populations	Promotes underserved populations in education programs
Cross-Cutting Area: Information and Communications Technology (ICT)	Promotes ICT in education programs

Education Systems	Expertise in formal and non-formal education system levels including pre-primary, primary, lower and upper secondary, vocational, technical, teacher training colleges and institutes and tertiary education
Key Behavior	Provides technical expertise and analysis to Mission education staff and implementing partners on appropriate funding and programming
Key Behavior	Advises Mission, partners and Washington staff on matters pertaining to all aspects of the education sector
Key Behavior	Participates in a leading role with USG officials, donors, and host governments in the planning, analysis, policy, design, implementation, monitoring, and evaluation of activities supporting the different levels of the formal education system
Key Behavior	Conducts and applies relevant analysis, research and information supporting/justifying where assistance to formal education system is most appropriate in a particular country setting

Knowledge of...

- Knowledge of key components of education system structure including pre-primary, primary, lower secondary, upper secondary, vocational, technical, teacher training colleges and institutes tertiary and non-formal education
- Knowledge of relevant data, analysis, and policies that are necessary in each level of the system
- Knowledge of options for education programming related to the broader country context
- Knowledge of implications of investments in each level of the system
- Knowledge of key agency interventions to improve capacity of Ministry and other education institutions in every level of formal and non-formal education levels
- Knowledge of political environment associated with education such as cultural and religious concerns in both the USA and developing world, in addition to role of advocacy.
- Knowledge of the role of parents and community in education service delivery.
- Knowledge of key demographic and education survey tools and methodologies (focus groups etc.)
- Knowledge of issues regarding girls schooling
- Knowledge of student transitions from one educational level to the next and the policies, infrastructure, human and institutional capacity that facilitate quality matriculation
- Knowledge of curriculum development and reform in all education levels and its contribution to specific sector development goals

Skills in...

- Applies education principles, theories, concepts to education programs
- Uses relevant education data and statistics for program development, management and evaluation
- Sets project performance benchmarks, and monitors and evaluates project implementation progress
- Develops strategic planning documents, country assistance strategies, sector strategies, project solicitations, and similar planning exercises
- Designs and implements capacity building interventions to transfer technical skills for policy development, EMIS, survey research (institutionalization and sustainability of research capacity to host country).
- Applies best practices and lessons learned to program design and implementation.
- Advocates to ensure programs and policy are data/evidence-based
- Assesses Education Systems in a variety of environments using multiple models
- Leverages other donor resources and cultivate partnerships.

Abilities in...

- Strategic planning for country, regional or agency-wide programming includes performing strategic analysis of education system trends, and identifying future areas of opportunity
- Performs analyses of education sector trends and informs senior management and program managers of factors affecting U.S. assistance program
- Designs and manages education projects/programs in line with USG foreign assistance priorities, policies, programs, and directives
- Navigates and operates within the US Foreign Assistance Framework
- Coordinates with US, international and local NGOs, including civil society organizations, in the design of agency formal education programs

Education Systems Reform	Knowledge of how to improve education systems
Key Behavior	Guides Mission education staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices and lessons learned.
Key Behavior	Collaborates and participates with other partners, including USG officials, donors, host governments, civil society and the private sector in the planning, analysis, design, implementation, monitoring, and evaluation of education systems and reform activities.
Key Behavior	Promotes the use of data for decision-making and evidence-based programming.

Knowledge of...

- Understand the factors contributing to enterprise productivity (technology, management, Knowledge of tools and processes, best practices and lessons learned for conducting education system analyses).
- Knowledge of tools and processes, best practices and lessons learned for supporting accountability and transparency in education systems (e.g. public expenditure tracking surveys; national education accounts).
- Knowledge of key education goals, including access, quality, equality, and efficiency, and corresponding options and considerations, best practices and lessons learned for implementation.
- Knowledge of key issues, best practices and lessons learned in financial distribution and management of education resources (e.g. conditional cash transfers, decentralization, school grants, per capita budgeting, and school fees etc.) Knowledge of key issues, best practices and lessons learned related to management and governance of education systems (including issues such as performance-based management and budgeting; decentralization and de-concentration of education management and governance; school-based management, including school management committees, Parent Teacher Associations and School Improvement Plans; and 'report cards' as tools for school, district, regional, national and cross-national management and accountability).
- Knowledge of key issues, best practices and lessons learned related to curriculum development and implementation (including development of curricular scaffolding, standards, competencies, and validation).
- Knowledge of key issues, best practices and lessons learned related to assessment of learning outcomes (including standards, tools and processes).
- Knowledge of key issues, best practices and lessons learned related to accreditation.

- Knowledge of key issues, best practices and lessons learned related to fostering constructive relationships between education systems and parents, communities and other stakeholders at national and local levels (including community mobilization, social marketing, and policy dialogue).
- Knowledge of key issues, best practices and lessons learned for public private partnerships in education (i.e., both contractual and non-contractual).

Skills in...

- Applies the Development Credit Guarantee tool appropriately in program design.
- Applies the Global Development Alliance Business Model appropriately in program design.
- Incorporates best practices and lessons learned in assessing, designing and managing public private partnerships in education.
- Incorporates best practices and lessons learned in approaches to promoting education systems reform.
- Uses logic and analysis to identify strengths and weaknesses of different education systems reform models.
- Weighs technical benefits of education systems reform interventions to relative cost
- Develops sound approaches for using data in policy dialogue with Ministry of Education officials.
- Identifies the key factors that must be changed to bring about education systems reform.

Abilities in...

- Identifies relevant education statistical data that support program objectives for education systems reform.
- Orally communicates research findings on education systems reform so that others understand.
- Prepares written information on education systems reform so that others understand.
- Combines separate pieces of information on education systems reform to yield conclusions.
- Logically sequences education systems reform interventions.

Student Learning	Knowledge of key factors that affect efficient learning by children, adolescents and adults
Key Behavior	Guides Mission education staff and implementing partners by providing technical expertise and leadership in appropriate basic education programming to reflect evidence-based best practices in effective learning for the appropriate age group and setting.
Key Behavior	Advocates for higher impact basic education programs that invest resources in basic skills acquisition for lower grades when data indicates a deficiency.
Key Behavior	Ensures compliance of Agency policy guidance on Program Focus within Basic Education and Congressional earmarks.
Key Behavior	Collaborates with other partners including USG and host country officials in the planning, analysis, design, implementation, monitoring, and evaluation of basic skills acquisition activities.
Key Behavior	Directs basic education program activities and resources, and makes recommendations on appropriate beneficiaries, related learning strategies and project interventions.
Key Behavior	Uses assessment and test data for program decision making and policy advocacy with host government. Reports data and information to relevant decision makers and stakeholders.
Key Behavior	Determines the scope of education programs that emphasize learning acquisition and prepares draft solicitations and government cost estimates.
Key Behavior	Identifies relevant education statistical data that support program objectives for basic skills acquisition.
Key Behavior	Develops sound approaches for using learning outcome data in policy dialogue with Ministry of Education officials.

Knowledge of...

- Role of cognitive development, particularly with children, and the relationship of early reading acquisition to learning subsequent skills.
- Relationship of consistent reinforcement by maximizing available instructional time (time on task) at appropriate instructional levels to skill acquisition.
- Relationship of teaching young students reading and basic concepts in their mother tongue to basic skill acquisition.
- Availability of education materials (textbooks, workbooks) and child contact with the materials to basic skill acquisition.

- Relationship of instructional quality (pedagogy and classroom management) to basic skill acquisition.
- Relationship of home context (home learning environment) to basic skill acquisition.
- Relationship of interactive, purposeful, and meaningful engagement to learning by adolescents.
- Role of cognitive development of adults and the relationship of contextual learning approaches to learning.
- Types and uses of tests and assessments, international (Program for International Student Assessment-PISA and Trends in International Mathematics and Science Study-TIMSS), regional (Southern Africa Consortium for the Measurement of Education Quality-SACMEQ) and national, and USAID assessment tools (Early Grade Reading Assessment-EGRA, Early Grade Math Assessment-EGMA).
- Relationship of early literacy to school retention and school completion.
- Current USAID Policy on Program Focus within Basic Education.

Skills in...

- Designs results-based basic education programs that demonstrate an understanding of which interventions will yield learning outcomes for different age groups and settings.
- Writes logical concept documents that communicate clear learning acquisition problems for a specific beneficiary group and articulates plausible strategies for solving the problem.
- Uses logic and analysis to identify strengths and weaknesses of different learning acquisition models.
- Weighs technical benefits of learning acquisition interventions to relative cost
- Identifies the key factors that must be changed to improve learning outcomes.
- Identifies the key factors that must be changed to improve learning outcomes.

Abilities in...

- Orally communicates research findings on learning acquisition so that others understand.
- Prepares written information on learning acquisition so that others understand.
- Combines separate pieces of information on learning acquisition to yield conclusions.
- Logically sequences learning acquisition interventions.

Professional Development for Educators	Knowledge of professional development for teachers and administrators
Key Behavior	Guides Mission and implementing partners by providing technical expertise and leadership in programming that reflects international best practices and ensures compliance of Agency policy guidance on Basic Education, Congressional earmarks, and of other USG policy.
Key Behavior	Collaborates with USG, other donors and host governments and provides technical expertise and leadership in planning, analysis, design, implementation, monitoring and evaluation of education programs that improve educator professional development.
Key Behavior	Promotes highly effective teacher training models based on research.
Key Behavior	Designs programs with relevant, critical areas of educator professional development, and effectively monitors and evaluates these programs.

Knowledge of...

- Effective pre-service and in-service training models for teachers and administrators
- Effective instructional methods
- Teacher/Administrator subject matter proficiency, instructional leadership, classroom management, motivation and incentives
- Classroom testing and continuous assessment
- Qualification standards and certification
- Effective approaches for teaching at-risk youth
- Role of teacher training providers (e.g. universities, teacher training colleges and other training institutions).

Skills in...

- Leads and collaborates on program planning, analysis, design, implementation, monitoring and evaluation in educator professional development.
- Prioritizes and selects effective, evidence-based teacher training models.
- Designs, monitors and evaluates programs that incorporate educator professional development.
- Leverages other donor resources and cultivates partnerships.
- Uses logic and analysis to identify strengths and weaknesses of different educator professional development models.

- Weighs technical benefits of educator professional development interventions to relative cost
- Develops sound approaches for using data in policy dialogue with Ministry of Education officials.
- Identifies the key factors that must be changed to improve educator professional development.

Abilities in...

- Identifies relevant education statistical data that support program objectives for educator professional development.
- Orally communicates research findings on educator professional development so that others understand.
- Prepares written information on educator professional development so that others understand.
- Combines separate pieces of information on educator professional development to yield conclusions.
- Logically sequences educator professional development interventions.

Education Data	Knowledge of how to identify and use education research and information
Key Behavior	Collaborates with Agency staff to design, assess, evaluate and track education programs worldwide
Key Behavior	Provides technical guidance for the design, development, implementation, and management of national standardized tests of knowledge, skills and/or attitudes
Key Behavior	Provides technical guidance in the development of measures and tools for the assessment of the cognitive, psycho-social and applied learning of students and trainees worldwide
Key Behavior	Provides technical guidance on electronic data collection, manipulation, tracking, reporting, security, dissemination and storage needs worldwide
Key Behavior	Collaborates with Agency personnel and partners on the application of USAID regulations, expectations and formats regarding data, research, monitoring, and evaluation worldwide

Knowledge of...

- Measures and tools for designing, assessing, evaluating and tracking education programs
- Measures and tools for designing, developing, implementing, and managing national standardized tests of knowledge, skills and/or attitudes
- Measures and tools for developing and assessing cognitive, psycho-social, and applied learning of students
- Concepts and tools for electronic data collection, standards, manipulation, tracking, reporting, security, dissemination, and storage
- USAID regulations, expectations and formats regarding data, research, monitoring, and evaluation
- Use and interpretation of qualitative data

Skills in...

- Designs, manages and evaluates education programs
- Identifies weaknesses and ways to improve the design, development, implementation and management of national standardized tests of knowledge, skills and/or attitudes
- Designs and uses measures and tools for developing and assessing cognitive, psycho-social and applied learning of students
- Collects and applies data, including implementation, grading, reporting, security, transportation, storage and management

Abilities in...

- Appropriately applying education program management assessment tools
- Identifying and knowing how to rectify problems with the design, development, implementation, and management of national standardized tests of knowledge, skills and/or attitudes
- Identifying and know how to rectify problems with data and test management, including implementation, grading, reporting, transportation and storage
- Interpreting and using qualitative data to report on educational activities.

Cross-Cutting Area: Education and Development	Understanding of the relationship between education and other areas of development
Key Behavior	Provides technical expertise and leadership to Agency staff and partners on programming education cross-sectorally to reflect international best practices and lessons learned, including the use of decision-making tools
Key Behavior	Collaborates with colleagues in other technical sectors in planning, analysis, design, implementation, monitoring and evaluation of cross-sectoral programs with an education component
Key Behavior	Develops and advocates for appropriate education strategies and programming for development needs and context
Key Behavior	Collaborates with USG, other donors and host governments in the planning and implementation of cross-sector programming
Key Behavior	Articulates education's impact on development

Knowledge of...

- The relationship between the education and economic growth sectors
- The relationship between the education and health sectors
- The relationship between the education and democracy and governance sectors
- The relationship between the education and environment sectors
- The role of education in stabilizing countries that are post-conflict or at risk for conflict

Skills in...

- Application of analytical tools such as the Education and Fragility Assessment Tool, to assess the role for education in mitigating instability and crisis

Abilities in...

- Provides programming guidance based on analysis of the education sector's interactions with other sectors
- Designs education interventions to mitigate or reduce instability and conflict
- Prepares written information on education and development so that others understand
- Orally communicates research findings on education development so that others understand

Cross-cutting Area: Gender	Promotes gender equality in education programs
Key Behavior	Provides Mission education staff and implementing partners with guidance in programming to promote gender equality and desired educational outcomes, reflective of international best practices while ensuring compliance with Agency policy guidance (ADS 200 and 300 Series) and other USG policies.
Key Behavior	Seeks to collaborate and participate with other partners including USG officials and donors in the planning, analysis, design, implementation, monitoring and evaluation of programming that promotes gender equality in education.
Key Behavior	Uses sex-disaggregated and gender-relevant evaluation data and demographic analysis for decision making.

Knowledge of...

- Research and programming that addresses inequalities and differences experienced by boys/girls and men/women in education.
- Two planning tools: Gender Equality in Education Framework and Continuum of Approaches for Achieving Gender Integration in Programming: A Decision-making Tool for Education Officers.
- Concepts of sex (physiology) vs. gender (cultural norms), gender dynamics, parity, equity and equality and how they relate to education programming.
- USAID/USG gender requirements (ADS 200 and 300 Series) in the planning, analysis, design, implementation, monitoring and evaluation of programs.
- Entry points for integrating gender considerations throughout the USAID education programming cycle.

Skills of...

- Incorporates best practices and lessons learned in approaches to promote gender equality in program design, implementation and evaluation.
- Develops a Statement of Work for a gender analysis.
- Incorporates findings of a gender analysis into project design.
- Uses the Continuum of Approaches for Achieving Gender Integration in Programming to identify strategies and approaches that exploit, accommodate or transform gender roles and dynamics in USAID education projects.
- Applies gender transformative approaches to the design, development, implementation and evaluation of education projects.
- Provides gender integration expertise and technical leadership across all education sub-sectors.

- Advocates to ensure programs and policies reflect innovative and evidence-based approaches for gender integration in education.
- Leverages other donor resources and cultivate partnerships to promote gender equality in education.
- Identifies gender-related socio-cultural contexts that create different barriers and opportunities for boys/girls and men/women to educational access, quality and achievement.

Abilities in...

- Orally communicates research findings on gender that others understand.
- Prepares written information on gender so that others understand.
- Logically sequences gender interventions.

Cross-cutting Area: Youth Development	Promotes youth development in education programs
Key Behavior	Identifies issues and challenges for youth who are navigating the transition to adulthood and work and provides technical guidance and leadership to Agency, USG and host governments in assessment, planning, analysis, design, implementation, monitoring and evaluation of youth development programs.
Key Behavior	Collaborates effectively with host country ministries that affect youth development outcomes.
Key Behavior	Promotes partnerships between local organizations and private companies in order to leverage resources for supporting youth development programs.
Key Behavior	Uses youth assessments to inform the planning, design, implementation, monitoring and evaluation of youth development programs.
Key Behavior	Collaborates with economic growth, democracy and health officers and provides technical expertise in planning, design, implementation, monitoring and evaluation of youth development programs.
Key Behavior	Collaborates with other donors and provides technical expertise in planning, design, implementation, monitoring and evaluation of youth development programs.

Knowledge of...

- Research-based conceptual frameworks that underpin youth programming from diverse fields such as human development and community empowerment, with an emphasis on adult learning.
- Effective program models for youth in developing countries that help them transition from youth to adulthood in five key domains: education completion, employment, healthy lifestyles, family planning and civic engagement, with an emphasis on education completion. Understanding the role of education and training in meeting youth growth and development in an integrated manner.
- National youth development policies, strategies, and implementation plans in developing country contexts.
- Effective youth programming for post-conflict environments that enables youth to recover from the psycho-social effects of conflict, catch-up on education deficits, rebuild their relationships with their communities, and create sustainable livelihoods or find employment.
- The role and importance of youth development principles and practices within formal education systems (primary, secondary and tertiary).

- Needs, potential contributions, and effective modalities of non-formal education and training services to national and sub-national youth development goals.
- Accreditation and certification systems that credentialize learning for out-of-school youth.
- Importance of effective targeting and messaging in youth programming to ensure that youth reached matches program goals.

Skills in...

- Participates in youth assessments that gather and analyze data from a variety of technical sectors and profile youth cohorts and sub-groups.
- Advocates to ensure programs and policies reflect innovative and evidence-based approaches for youth development.

Abilities in...

- Ensures that USG-funded youth education programming integrates youth development principles and practices.
- Develops productive inter-office working relationships with other sectors at the Mission involved in addressing youth issues.
- Articulates the impact of youth development programs on stability and economic growth.

Cross-cutting Area: Underserved Populations	Promotes underserved populations in education programs
Key Behavior	Identifies issues and challenges for underserved populations and provides technical guidance and leadership to Agency and USG officials on programming to promote access to quality education for underserved populations.
Key Behavior	Collaborates with USG, other donors and country governments and partners, and provides technical expertise in planning, analysis, design, implementation, monitoring and evaluation of education programs for underserved populations.
Key Behavior	Directs program activities and resources, and makes recommendations on strategies, issues and programming for underserved populations

Knowledge of...

- Issues and challenges for underserved populations, with a focus on access to quality education (formal and non-formal) for children and youth.
- Evidence-based best practices in education programs for underserved urban and/or rural populations.
- Evidence-based best practices in education programs for underserved ethnic groups.
- Evidence-based best practices in education programs for underserved children and youth with disabilities.

Skills in...

- Leads and collaborates on program planning, analysis, design, implementation, monitoring and evaluation of programs for underserved populations.
- Applies best practices to program design and implementation.
- Ensures programs and policy are data/evidence-based.
- Leverages other donor resources and cultivates partnerships.

Abilities in...

- Ability to use logic and analysis to identify education issues and challenges for underserved populations, make recommendations and prioritize program interventions.
- Identifies relevant education statistical data that support program objectives for underserved populations.
- Orally communicates research findings on underserved populations so that others understand.

- Prepares written information on underserved populations so that others understand.
- Combines separate pieces of information on underserved populations to yield conclusions.
- Logically sequences underserved populations interventions.

Cross-cutting Area: Information and Communications Technology (ICT)	Promotes ICT in education programs
Key Behavior	Stays current on ICT for education (ICT4E) research, trends, policies, stakeholder roles, applications and devices.
Key Behavior	Guides Mission education staff and implementing partners by providing technical expertise and leadership in programming that reflect international best practices and lessons learned in ICT and education.
Key Behavior	Collaborates with other partners, including USG officials, donors, host governments, civil society and the private sector in the planning, analysis, design, implementation, monitoring, and evaluation of ICT in education activities.

Knowledge of...

- ICT definitions, devices, lessons learned and best practice application for formal and non-formal educational settings including pre- and in-service teacher training and student learning.
- ICT tools, best practices and lessons learned for conducting education system analyses (e.g., education management information systems)
- Key issues, best practices and lessons learned related to using ICTs for curriculum development and implementation, including competencies.
- Key issues, best practices and lessons learned for public private partnerships in ICT and education initiatives
- USAID and partner instruments that support ICT in education activities
- ICT tools, best practices and lessons learned in promoting equitable access to education for underserved and out-of school populations

Skills in...

- Advocates for the use of ICTs to support critical thinking, problem solving, creativity, and innovation for education and work-related purposes.
- Provides technical leadership on how ICTs can be applied in low- and high-resource educational settings to enhance learning, livelihood skills development, and promote literacy and numeracy.
- Incorporates best practices and lessons learned in approaches to promoting ICT use in education systems reform.

Abilities in...

- Articulates appropriate uses of ICTs in education.

- Designs education interventions which include ICT best practices and lessons learned.
- Provides ICT in education programming guidance based on analysis of the education sector's interactions with other sectors

Backstop 76 FFP

Competency	Description
Title II Regulations	Knowledge of laws, regulations, policies, and administrative procedures governing the management of Title II food aid.
Title II Evaluation	Ability to perform analytical and evaluative work in support of the management of Title II activities.
Food Aid Programming	Knowledge of food aid programming, to include distribution and monetization methods and use of food to promote food security and objectives in other sectors (e.g., health, agriculture).
Food Programs Monitoring	Ability to monitor program implementation, to include identification of problems associated with beneficiary impact, market impact, logistics and commodity distributions.

Title II Regulations	Knowledge of laws, regulations, policies, and administrative procedures governing the management of Title II food aid.
Key Behavior	Answers questions of implementing agencies (World Food Program, Private Voluntary Organizations), host government officials, U.S. government agencies, and other donors on regulations.
Key Behavior	Identifies potential issues not covered in regulations that should be.
Key Behavior	Identifies problems in regulations, and participate in groups modifying regulations or developing new ones.
Key Behavior	Identifies future needs for modified or new regulations, and lead groups modifying regulations or developing new ones.
Key Behavior	Reviews proposals for compliance with regulations.

Knowledge of...

- Food aid issues that are covered in regulations (laws, regulations, policies, and administrative procedures), and the relevant sections of the regulations.

Title II Evaluation	Ability to perform analytical and evaluative work in support of the management of Title II activities.
Key Behavior	Reviews and summarizes evaluations, describing the methodology and results.
Key Behavior	Designs evaluations, identifying the appropriate methodologies.

Knowledge of...

- Title II activities
- Evaluation methods

Food Aid Programming	Knowledge of food aid programming, to include distribution and monetization methods and use of food to promote food security and objectives in other sectors (e.g., health, agriculture).
Key Behavior	Participates in review of food aid proposals.
Key Behavior	Reviews proposals or WFP appeals, and provides critiques of the proposals to applicants and WFP.
Key Behavior	Promotes integration by identifying opportunities to link food aid programs with other USAID programs.
Key Behavior	Determines how ongoing or proposed food aid or other programs can be modified to promote complementarity.

Knowledge of...

- Food Aid proposal process and WFP appeals
- Food Aid process and programs

**Food Programs
Monitoring**

Ability to monitor program implementation, to include identification of problems associated with beneficiary impact, market impact, logistics and commodity distributions.

Knowledge of...

- Monitoring process
- Abilities in...
- Identifying problems associated with beneficiary impact, market impact, logistics and commodity distributions

Backstop 76 CMM

Competency	Description
Conflict Theory and Analysis	Knowledge of the basic principles, terminology and key theories of the conflict academic literature. Ability to make strategic recommendations for US foreign assistance programming in a country by identifying and prioritizing conflict drivers and sources of resilience, identifying windows of vulnerability and opportunity and identifying entry points for USG programming.
Conflict program design and implementation	Ability to design and implement effective and strategic programs that work directly on conflict issues and to ensure that all programming undertaken in a conflict environment is conflict- sensitive.
Conflict Mainstreaming	Knowledge of the linkages between conflict and development and demonstrated ability to make coherent and persuasive arguments related to those linkages.
Conflict Monitoring and Evaluation	Knowledge of the key theories of change in conflict programming in development and reconstruction/stabilization settings and how to develop monitoring and evaluation plans that can measure the success of these theories of change in conflict environments.
Interagency and National Security Issues	Knowledge of the relationship between USAID and the rest of the USG on issues related to conflict and on key topics related to national security.

Conflict Theory and Analysis	Knowledge of the basic principles, terminology and key theories of the conflict academic literature. Ability to make strategic recommendations for US foreign assistance programming in a country by identifying and prioritizing conflict drivers and sources of resilience, identifying windows of vulnerability and opportunity and identifying entry points for USG programming.
Key Behavior	Makes strategic recommendations for country-appropriate CMM program interventions based on the CAF.

Knowledge of...

- The stages of conflict and the conflict curve
- Interagency efforts to develop conflict assessment and diagnosis tools the tools; including how and when they are used
- How to assess the conflict dynamics and conflict risk in a country by identifying the context, motives, means and opportunity in a country or region
- How to assess the conflict dynamics and conflict risk in a country by identifying conflict drivers and sources of resilience, describing key actors motivations and means, and predicting windows of vulnerability and opportunity as well as entry points for USG programming
- The concepts of latent conflict, civil war, conflict prevention, early warning, peace processes, post-conflict reconstruction, and peace-building

Abilities in...

- Defining conflict

Conflict program design and implementation	Ability to design and implement effective and strategic programs that work directly on conflict issues and to ensure that all programming undertaken in a conflict environment is conflict- sensitive.
Key Behavior	Uses conflict assessment to inform program design.

Knowledge of...

- Theories of change and the differences between theories of change and programming logic
- How conflict programming is different from traditional development and/or humanitarian programming

Abilities in...

- Describing the families of conflict theories of change.
- Using the Do No Harm Framework to recognize and understand the patterns of assistance in conflict, and to identify options for addressing issues. Able to describe how the Do No Harm framework relates to the USAID CAF.

Conflict Mainstreaming

Knowledge of the linkages between conflict and development and demonstrated ability to make coherent and persuasive arguments related to those linkages.

Knowledge of...

- The linkages between conflict and development
- At least two key areas of conflict mainstreaming (youth, education, land, religion, oil, water, etc.)
- USAID's conflict technical expertise, funding and funding mechanisms; or, how to access the proper information

Conflict Monitoring and Evaluation	Knowledge of the key theories of change in conflict programming in development and reconstruction/stabilization settings and how to develop monitoring and evaluation plans that can measure the success of these theories of change in conflict environments.
Key Behavior	Involved in the development or revision of a performance monitoring plan for programming with intended conflict impacts.

Knowledge of...

- The linkage between theories of change, programming logic, and monitoring and evaluation
- The key challenges to monitoring and evaluation of conflict programs and their implications for the differences between monitoring and evaluating traditional development and conflict programs
- Abilities in...
- Developing impact indicators measuring various theories of change

**Interagency and
National Security Issues**

Knowledge of the relationship between USAID and the rest of the USG on issues related to conflict and on key topics related to national security.

Knowledge of...

- Other USG and non-USG partners in conflict management agencies
- USAID's role in the interagency vis-à-vis two of these key issues:
- Counter-terrorism (CT)
- Counter Insurgency (COIN)
- Stability, Security, Transition, and Reconstruction (SSTR)
- Early Warning*
- S/CRS

Backstop 76 OTI

Competency	Description
Political Analysis	Ability to identify and analyze the sources of political conflict in a target country, to identify underlying causes, and to identify windows of opportunity for USG interventions.
Transition Program Design and Implementation	Ability to design and implement effective and strategic programs that work directly on post-conflict social and political issues to ensure that transition programs are responsive to the (often changing) political realities in the recipient country. Program strategies should be consistent with the business and strategy of the organization.
Transition Monitoring and Evaluation	Knowledge of the principles and processes of developing monitoring and evaluation plans to measure success in implementation of transition activities.
OTI Management Systems	Knowledge of Federal, Agency, and OTI-specific systems/business processes.
Interagency and National Security Issues	Knowledge of the relationship between USAID and the rest of the USG on issues related to planning for post-conflict and transition interventions, and the implications of these actions for U.S. national security.

Political Analysis	Ability to identify and analyze the sources of political conflict in a target country, to identify underlying causes, and to identify windows of opportunity for USG interventions.
Key Behavior	Participates in the assessment of potential new-country entry, involving analysis of the political situation and identification of intervention opportunities.
Key Behavior	Monitors the political situation in a target country, reporting in depth on key events as they occur.
Key Behavior	Monitors and reports on the political impact of ongoing programs, and evaluation of the effect of OTI interventions on political stability at closing.

Knowledge of...

- Political conditions in countries experiencing, or recovering from, a period of social or political instability.
- Abilities in...
- Thinking "outside the box" in developing innovative approaches to post-conflict situations.

<p>Transition Program Design and Implementation</p>	<p>Ability to design and implement effective and strategic programs that work directly on post-conflict social and political issues to ensure that transition programs are responsive to the (often changing) political realities in the recipient country. Program strategies should be consistent with the business and strategy of the organization.</p>
<p>Key Behavior</p>	<p>Participates in the design and implementation of one or more transition program activities in one or more countries receiving OTI support.</p>
<p>Key Behavior</p>	<p>Designs and implements program portfolio for OTI countries.</p>

Knowledge of...

- Developing and implementing responses to crisis situations, especially social and political.
- Abilities in...
- Managing programs in a post-conflict environment.

Transition Monitoring and Evaluation	Knowledge of the principles and processes of developing and monitoring evaluation plans to measure success in implementation of transition activities.
Key Behavior	Develops indicators measuring the impact of transition programs at the country level.
Key Behavior	Reviews evaluations completed and conducts briefs on the evaluations and lessons learned there from.

Knowledge of...

- Monitoring and evaluating activities in the program and country contexts.

**OTI Management
Systems**

Knowledge of Federal, Agency, and OTI-specific systems/business processes.

Knowledge of...

- Spreadsheet and database applications used to track programs.
- Abilities in...
- Utilizing agency and office information systems to monitor the successful implementation of OTI programs.

Interagency and National Security Issues	Knowledge of the relationship between USAID and the rest of the USG on issues related to planning for post-conflict and transition interventions, and the implications of these actions for U.S. national security.
Key Behavior	Coordinates post conflict activities across organizational lines, identifying areas for improvement in OTI program interventions.
Key Behavior	Represents OTI in Bureau and agency level discussions involving the OTI role in USG interventions in post-conflict countries.

Backstop 76 OMA

Competency	Description
USAID Development Programs and Processes	Knowledge of USAID programming and implementation capabilities.
Military Programs and Processes	Knowledge of the structure, function and culture of the US military.
Planning and Operations in non-permissive environments	Knowledge of development practice in hostile situations, conflict analysis, programming, monitoring and evaluation in non-permissive environments.
Interagency Operations	Knowledge of interagency operations and USAID's role in interagency coordination.
National Security	Knowledge of the objectives of US national security policy and USAID's role in implementing the policy.
DoD Training and knowledge sharing	Familiarity with US military operations, programming processes and decision-making models.

USAID Development Programs and Processes	Knowledge of USAID programming and implementation capabilities
Key Behavior	Provides an overview of US foreign assistance programs and USAID's role in implementing them.
Key Behavior	Effectively explains USAID programming and evaluation models to interagency partners in Washington and the field.

Knowledge of...

- The difference between relief, reconstruction, development, food for peace, public-private partnerships and other USAID models of assistance
- Development under conflict conditions
- Examples of USAID programs in the field in non-permissive environments
- Origins of the US foreign assistance program, and the history of civilian-military cooperation and USAID's role in it
- Strategic Planning and how the US military engages in strategic planning
- Key documents that govern civilian-military relations and the gaps in legal and policy guidance for civilian-military relations
- USAID and DoD programming processes
- The USAID budget cycle, including earmarks, commitments, obligations, pipeline and mortgages
- Executive correspondence: policy memoranda, briefing memoranda and reports

Abilities in...

- Explaining development theory to partners and audiences unfamiliar with the concepts

Military Programs and Processes	Knowledge of the structure, function and culture of the US military
Key Behavior	Explains the military structure and utilizes it to provide program assistance to USAID.
Key Behavior	Makes presentations to military audiences about USAID's structure, function, and the potential for civilian-military cooperation.

Knowledge of...

- Military rank structure and chain of command; the motivations for performance and principles for promotion of military officers
- The combatant command; the AORs (Areas of responsibility) of each combatant command
- The J system; the responsibilities of each J directorate
- Understands "lessons learned" and how the US military obtains lessons learned
- Civil affairs programs worldwide, and the differences in objectives between development and civil affairs
- The four military services and the characteristics of each service
- Military training and civil-military joint training

Abilities in...

- Serving effectively in a military exercise or experiment

Planning and Operations in non-permissive environments	Knowledge of development practice in hostile situations, conflict analysis, programming, monitoring and evaluation in non-permissive environments
Key Behavior	Applies knowledge of how USAID monitors and evaluates programs under non-permissive conditions to evaluation and monitoring activities.
Key Behavior	Conducts conflict analysis and communicates conflict analysis goals.

Knowledge of...

- The sectors in which USAID operates, and examples of civilian military cooperation in each sector
- How USAID monitors and evaluates its programs under non-permissive conditions
- Conflict analysis
- USAID programs in a CPC country , how the military supports USAID programs in a CPC, and the relation between HQ, the combatant command and the field
- The special requirements for working in a conflict country

Abilities in...

- Identifying and designing programs to mitigate conflict in non-permissive environments
- Monitoring and evaluating USAID- or DoD-funded development programs
- Managing resources effectively, including contractor and grantee partners

Interagency Operations	Knowledge of interagency operations and USAID's role in interagency coordination
Key Behavior	Communicates USAID objectives and procedures to outside audiences, including the military.
Key Behavior	Provides briefings on USAID, and USAID programming in hostile situations.
Key Behavior	Participates in interagency workgroups.
Key Behavior	Participates in interagency exercises.

Knowledge of...

- Interagency Management System and the role of S/CRS in the crisis response framework

Abilities in...

- Representing USAID interests in interagency forums while promoting whole-of-government approaches

National Security	Knowledge of the objectives of US national security policy and USAID's role in implementing the policy
Key Behavior	Prepares memoranda and policy documents that describe USAID's role in national security policy, and represent USAID interests in interagency policy forums.

Knowledge of...

- National security policy, and USAID's role in it
- USAID's operational planning process, and the DoD's theater security cooperation planning process
- USAID's role in a CPC country, and how programs are coordinated between USAID and DoD in a CPC country
- PRTs, and the difference between PRTs (Provincial Reconstruction Teams) in Iraq and Afghanistan
- Section 1207

DoD Training and knowledge sharing	Familiarity with US military operations, programming processes and decision-making models
Key Behavior	Interacts and works synergistically with military units during crisis response and steady-state activities.
Key Behavior	Seeks to increase familiarity with US military operations, etc.

Knowledge of...

- DoD policy and doctrine system
- MDMP (Military Decision Making Process) and MCPP (Marine Corps Planning Process)
- DoD 3000.05
- TCAPF

Abilities in...

- Delivering presentations and training to military audiences on application of the Tactical Conflict Assessment and Planning Framework

Backstop 76 OFDA

Competency	Description
Humanitarian Principles	Knowledge of the basic principals, terminology and key theories of humanitarian response.
Principles of Disaster Response	Ability to make strategic recommendations for US foreign disaster assistance as it relates to the type of emergency, affected government needs and other international responders.
Humanitarian Monitoring and Evaluation	Knowledge of the key theories of change in conflict programming in development and reconstruction/stabilization settings and how to develop monitoring and evaluation plans that can measure the success of these theories of change in conflict environments.
OFDA Grant Process	Knowledge of program development as it relates to humanitarian response and how to implement the program using OFDA's grant process and how this is different from USAID.
Disaster Planning and Risk Reduction	Ability to design and implement effective preparedness and mitigation programs that directly improve a country's ability to prepare, mitigate and build resilience to affects of disasters.

Humanitarian Principles

Knowledge of the basic principles, terminology and key theories of humanitarian response.

Knowledge of...

- The international disaster response community and their role in an emergency
- How the USG responds to international disasters

Principles of Disaster Response	Ability to make strategic recommendations for US foreign disaster assistance as it relates to the type of emergency, affected government needs and other international responders.
Key Behavior	Involved in the development of transitioning a program or a response team from an emergency to rehabilitation or long term development.

Knowledge of...

- Interagency efforts during an emergency: National Security Council, Department of State, Department of Defense as well as other Agencies as necessary
- Participating in DARTs or RMTs that are either natural disasters or complex emergencies
- Effective and efficient disaster response; the conditions before and the impact of a quick and effective response; the "Do no Harm" theory

Humanitarian Monitoring and Evaluation	Knowledge of the key theories of change in conflict programming in development and reconstruction/stabilization settings and how to develop monitoring and evaluation plans that can measure the success of these theories of change in conflict environments.
Key Behavior	Involved in the development or revision of a performance monitoring plan for programming with intended humanitarian impacts. Successful completion of the USAID Monitoring and Evaluation Course.

Knowledge of...

- The major areas of concern in disaster planning, preparedness and mitigation. Typically, there are several areas of study: water/sanitation, shelter, health/nutrition, livelihoods, protection of vulnerable populations and internally displaced people, and hydrometeorological and earthquake specialists.
- Abilities in...
- Describing the key challenges to monitoring and evaluation of humanitarian programs and their implications for the differences between monitoring and evaluating traditional development and humanitarian programs.
- Describing how planning, preparedness and mitigation is part of a successful disaster response and programming

OFDA Grant Process

Knowledge of program development as it relates to humanitarian response and how to implement the program using OFDA's grant process and how this is different from USAID.

Knowledge of...

- How disaster response programs are different from long term development and the difference between USAID grant process and OFDA's grant process. Must understand how International Disaster Account (IDA) works and its authorities.

**Disaster Planning and
Risk Reduction**

Ability to design and implement effective preparedness and mitigation programs that directly improve a country's ability to prepare, mitigate and build resilience to affects of disasters.

Knowledge of...

- The major areas of concern in disaster planning, preparedness and mitigation. Typically, there are several areas of study: water/sanitation, shelter, health/nutrition, livelihoods, protection of vulnerable populations and internally displaced people, and hydrometeorological and earthquake specialists.
- Principles of disaster planning, preparedness and mitigation
- Disaster Risk Reduction

Abilities in...

- Describing how planning, preparedness and mitigation is part of a successful disaster response and programming
- Describing how preparedness, planning and mitigation programs help communities develop disaster response programs so that they are able to help themselves in areas that have chronic natural disasters such as hurricanes or drought.

Backstop 76 DG

Competency	Description
Anticorruption	Knowledge of the processes and tools for reducing the use of public office for private gain or the abuse of entrusted authority for private gain.
Democracy Governance Assessment	Ability to make strategic recommendations for DG programming by defining the core DG problems in a country and the key actors and institutional arenas in the transition to and consolidation of democracy.
Civil Society	Knowledge of the mediums (media, civil society organizations, advocacy groups/ associations) through which citizens can freely organize, advocate, and communicate with their government and with each other; strengthen a democratic political culture that values citizen and civic engagement, tolerance, and respect for human rights; empower citizens to participate in decision-making on matters affecting them; and mobilize constituencies to advocate for political reform, good governance, and strengthened democratic institutions and processes.
Decentralization and Democratic Local Governance	Knowledge of the process by which a host country government transfers power and resources from national governments to sub national governments or to sub national administrative units of the national government.
Elections and Political Processes	Knowledge of election frameworks, essential components of free and fair elections and donor approaches to supporting these elements, electoral administration, voter education/ participation, electoral oversight, roles of indigenous and international organizations in monitoring/observation, role of political parties in democratic development and USAID methods to support the role of political parties, post-election transitions, and political participation of women and disadvantaged groups.
Legislative Strengthening	Knowledge of the role that legislature, parliaments and other elected representative bodies play in democratic societies in representing citizen interests, enacting laws, engaging in the national budget, and overseeing the work of the government.

Democracy Governance Monitoring and Evaluation	Knowledge of impact evaluation methodologies as they can be applied to DG assistance programs, knowledge of basic indicators of democratization, and the ability to identify and develop indicators for DG projects.
Public Administration and Policy Reform	Knowledge of the key characteristics of democratic governance in development and reconstruction/stabilization settings, and the strategic processes required to manage and implement policy change.
Rule of Law	Understanding of the rule of law and components of the justice system; knowledge of the characteristics of legal traditions of the world including civil, common and customary law and the functioning of each; required elements of legal reform including the administration and management of justice and equal access to justice; familiarity with major international conventions pertaining to human rights and access to fair judicial system; key issues in justice sector support and knowledge of programmatic responses to specific rule of law challenges in different environments.
Security Sector Reform	Knowledge of the policies, plans, programs, and activities that a government undertakes to improve the way it provides safety, security, and justice. Knowledge of the activities that fall under the SSR umbrella including, but not limited to, integrated activities in support of: defense and armed forces reform; civilian management and oversight; justice; police; corrections; intelligence reform; national security planning and strategy support; border management; demobilization, disarmament, and reintegration (DDR); and/or reduction of armed violence.

Anticorruption	Knowledge of the processes and tools for reducing the use of public office for private gain or the abuse of entrusted authority for private gain.
Key Behavior	Conducts anticorruption assessments and develops strategic recommendations for programming.
Key Behavior	Designs an anticorruption program to address specific problems or priorities.
Key Behavior	Measures the performance of anticorruption programs.
Key Behavior	Coordinates with other USG actors, host country officials and/or donors to develop or implement an effective anticorruption program in countries.
Key Behavior	Identifies important international agreements (e.g. UN Convention Against Corruption, Inter-American Convention Against Corruption) that may be relevant to developing and implementing an anticorruption program in a country.

Knowledge of...

- Corruption theory and practices
- USAID Anticorruption Strategy and the different types of corruption
- How corruption negatively impacts developing countries and development objectives
- The most important interagency sectors and actors that may contribute to USAID anticorruption programming (e.g. USAID- DG, EG, NRM, Health, Education; Dept. of State-- diplomacy and international agreements, assistance to law enforcement & prosecutors; DOJ, assistance to law enforcement & prosecutors; MCC-- threshold programs and compact conditionality).
- The corruption challenges posted by extractive industries.
- The difference between prevention and enforcement approaches in anticorruption efforts and examples of each approach.
- Politically sensitive issues related to corruption and how to raise them in conversations and negotiations with host country counterparts.

Abilities in...

- Representing USAID interests in interagency forums while promoting whole-of-government approaches

Democracy Governance Assessment	Ability to make strategic recommendations for DG programming by defining the core DG problems in a country and the key actors and institutional arenas in the transition to and consolidation of democracy
Key Behavior	Participates in DCHA/DG delivered strategic assessment framework studies or a DHCA/DG supervised individual review or study of an SAF.
Key Behavior	Involved in or on a DG assessment or applied the DG assessment methodology to program planning.

Knowledge of...

- How to assess the state of democracy in a country by identifying the core DG problems and the primary actors and institutions in the transition to and consolidation of democracy.

<p>Civil Society</p>	<p>Knowledge of (a) the mediums (media, civil society organizations, advocacy groups/ associations) through which citizens can freely organize, advocate, and communicate with their government and with each other; (b) strengthening a democratic political culture that values citizen and civic engagement, tolerance, and respect for human rights; (c) empowering citizens to participate in decision-making on matters affecting them; and (d) mobilizing constituencies to advocate for democratic reform, good governance, and strengthened democratic institutions and processes.</p>
<p>Key Behavior</p>	<p>Applies U.S. Foreign Assistance goals and objectives and USAID's strategic approach to Democracy and Governance when analyzing the role of civil society and media in country-specific situations.</p>
<p>Key Behavior</p>	<p>Leads or participates on Governing Justly and Democratically (GJD) objectives teams that develop and review strategies for a country, region or sector, and recommend budget levels consistent with strategic priorities.</p>
<p>Key Behavior</p>	<p>Applies appropriate tools and best practices when developing country-specific strategies for civil society programming.</p>
<p>Key Behavior</p>	<p>Identifies resources available from USAID's DG Office to provide technical assistance and capacity building activities in the area of civil society and media, as well as in specific civil society sub-sectors.</p>
<p>Key Behavior</p>	<p>Utilizes knowledge of civil society and media development to design strategic interventions for country specific scenarios, including consideration of broad categories of countries with similar political, economic, and social characteristics.</p>
<p>Key Behavior</p>	<p>Provides technical input in support of agency/organizational objectives and programs, including program descriptions, scopes of work, project design, human and financial resources, management oversight and evaluation needed to meet civil society program objectives.</p>
<p>Key Behavior</p>	<p>Selects appropriate procurement mechanisms.</p>
<p>Key Behavior</p>	<p>Monitors and evaluates the performance of civil society and media programs, including the performance of sub-</p>

	sector.
Key Behavior	Coordinates with and/or conducts negotiations with host country counterparts and bilateral and multilateral donors involved in civil society and media. Coordinates with other USG agencies (e.g. State, DOD, DOJ) in the design and implementation of civil society and media strategies, programs and activities.

Knowledge of...

- Civil Society Legal and Regulatory Frameworks - understanding of how legal and regulatory frameworks permit, protect and regulate CSOs/NGOs that choose to obtain legal personality. This covers registration, operations, tax benefits, oversight, dissolution, etc. Such laws should enshrine and protect the freedoms of expression, association and peaceful assembly for all citizens.
- Civil Society Capacity Building for Democratic Processes - understanding of the various capacity building options and how they can be strategically integrated into program designs (e.g. build capacity of CSOs for policy analysis, advocacy, coalition-building, internal governance, membership representation and services), and to engage in activities aimed at fostering more peaceful and democratic societies. Areas of capacity building may include, but are not limited to, technical expertise; CSO self-regulation (e.g. NGO Codes of Conduct); organizational capacity (e.g. strategic planning, financial management and accountability, public relations, issue management, revenue generation, fundraising); and targeted advocacy training and technical assistance.
- Citizen Participation and Oversight - experience with mechanisms that increase citizen participation in policy and decision-making processes, service delivery, resource allocation, oversight of public institutions and in broader initiatives to create more peaceful, democratic, and pluralistic societies. This may include: CSO and citizen advocacy efforts; establishing and building public-private partnerships; multi-stakeholder fora; web-based NGO resources; political participation of marginalized and vulnerable groups, and citizen engagement in human rights advocacy, anticorruption efforts, and peace-building initiatives.
- Civic Education and Democratic Culture - understanding of mechanisms to strengthen civic culture to support democratic institutions and processes; active citizen participation; civic values, such as tolerance and gender equality; and other civic skills, attitudes, and behaviors. This includes, but is not limited to, formal and informal civic education initiatives, and community-based civic actions.
- Democratic Trade Unions/labor unions and labor NGOs - familiarity with means to develop and strengthen independent and democratic trade/labor unions and federations to promote international core labor standards (CLS) and the role that they play in advocating for political and economic reform. This includes, but is not limited to, protecting and promoting laws and legal environments which guarantee the rights of freedom of association and collective bargaining; building unions' capacities as incubators of democratic processes and values; supporting training and mentoring leaders of democratic trade unions and labor movements; promoting the understanding and use of tripartite mechanisms for worker participation in the policy processes of public institutions; strengthening collective bargaining mechanisms; and cross-cutting aspects of labor, employment, trade, migration, and other economic growth issues.

- Media Freedom and Freedom of Information - understanding of principal roles of media in democracy and development, the key obstacles to media development, and the major approaches and areas of media support. This includes means of establishing and/or developing a broadly functioning independent media sector through providing infrastructure and equipment to ensure access to information, shaping the enabling legal and regulatory environment, boosting professional capacity, promoting sustainability through encouraging business development and sound financial/ management practices, supporting advocacy and networking among media sector civil society organizations, and the development of private, public and/or community media outlets and infrastructure and new media tools. This should also include familiarity with media as a cross-cutting issue with activities focused on media as a means (e.g. through mass media outreach etc.), as well as activities focused on media as an end (e.g. primarily aimed at strengthening the media).
- The role of civil society in cross-sectoral objectives, linkages, and activities, including, but not limited to education, health, and economic growth, as well as youth development activities to prepare and engage youth in their communities, work, and family life. This also includes the role of civil society in conflict management/mitigation/prevention and transformation.

Abilities in...

- Participating in/lead complex studies, gathering and presenting facts/information and making recommendations on substantive program/project issues that have a major impact on civil society assistance in democracy and governance program goals. Develop and conduct needs assessments, baseline studies, targeted evaluations, special studies or other information-gathering efforts specifically for the design, monitoring and evaluation of United States Government (USG) funded programs. This may include developing and disseminating best practices and lessons learned, testing demonstration and/or pilot models, or the preparation of strategic plans and other short-term programming tasks
- Applying USAID's strategic approach to support the role of civil society by identifying the primary challenges and obstacles facing civil society and designing activities to assist them in promoting development in various stages of democratic transition and consolidation. This includes familiarity with definitions of civil society, the roles of civil society actors and arenas in advancing political and legal reform, and promoting transparency and accountability of government institutions and officials (good governance).
- Effectively managing implementation of civil society and media development programs implemented by USAID grantees and contractors. Identifies challenges and opportunities of working with different types of civil society actors in advancing democratic reform (i.e. NGOs, mass-based organizations, the labor sector, informal networks, etc.) in both stable and insecure environments. Assists specialists in program/project design activities, manage and backstop various portfolios within the sector, resolve problems, and facilitate project implementation.
- Developing and maintaining relationships among a variety of contacts to gain information, collaborate on findings, reach consensus, and advance USG and Agency goals and objectives in civil society and media sector development. Coordinates and/or integrates the work of diverse participants or organizations.

Decentralization and Democratic Local Governance	Knowledge of the process by which a host country government transfers power and resources from national governments to sub national governments or to sub national administrative units of the national government.
Key Behavior	Participates in assessments of national decentralization and/or democratic sub-national governance and correctly identifies country specific programmatic opportunities.
Key Behavior	Represents USAID decentralization and democratic sub-national governance policy within USG interagency, host country, and international donor contexts.
Key Behavior	Designs programming activities that incorporate knowledge of the tradeoffs and consequences of the various dimensions and characteristics of decentralization and democratic sub-national governance.
Key Behavior	Designs and implements programs that enable local governments to provide valued local public services and stimulate local economic development in a transparent and accountable manner.
Key Behavior	Designs and implements monitoring and evaluation systems to document developmental impact of USAID decentralization and sub-national democratic governance projects and programs.
Key Behavior	Designs and implements programs that enable recipient sub-national governments to provide valued local public services and stimulate local economic development in a transparent and accountable manner.

Knowledge of...

- The three primary dimensions of decentralization (administrative, fiscal, and political).
- Categories of activities and practices commonly found in USAID decentralization support projects: improving the legal-regulatory framework for decentralization; building/strengthening local government associations; fiscal decentralization and management; promoting local economic development; improving local government accountability to civil society; improving local public service delivery.
- The definition of decentralization
- The potential implications of the sequencing of administrative, fiscal and political dimensions of decentralization for democratization, stabilization and economic development.
- The principal goals of national decentralization efforts (democratization, stabilization, and/or economic development).

- The concept of "asymmetrical decentralization" and its implications for decentralization in adverse circumstances (e.g. fragile states, conflict states, etc).
- The essential characteristics of decentralization (authority, autonomy, accountability and capacity).
- The Tiebout Hypothesis
- The concepts of Market-Preserving Federalism and their importance to democratic decentralized governance.
- The concepts and practices of local economic development and their importance to democratic decentralized governance.
- The concepts and practices of sub national public service delivery and their importance to democratic decentralized governance.

<p>Elections and Political Processes</p>	<p>Knowledge of election frameworks, essential components of free and fair elections and donor approaches to supporting these elements, electoral administration, voter education/ participation, electoral oversight, roles of indigenous and international organizations in monitoring/observation, role of political parties in democratic development and USAID methods to support the role of political parties, post-election transitions, and political participation of women and disadvantaged groups.</p>
<p>Key Behavior</p>	<p>Conducts assessments of the host country political and program environment and plans a context-specific elections and political processes program.</p>
<p>Key Behavior</p>	<p>Develops elections and political processes program in accordance with the electoral cycle in various development contexts and time frames.</p>
<p>Key Behavior</p>	<p>Identifies political, tactical, and programmatic obstacles and variables that can adversely affect electoral reform, programs and elections and articulate options to address the specific problems of electoral reform and elections and political processes programs.</p>
<p>Key Behavior</p>	<p>Effectively applies USAID's Political Party Policy to programs and represents principles of the policy in USG inter-agency process.</p>
<p>Key Behavior</p>	<p>Conducts negotiations with host country counterparts and bilateral and multilateral donors.</p>
<p>Key Behavior</p>	<p>Identifies key events in electoral and political processes timeline, budgeting for elections and contingencies.</p>
<p>Key Behavior</p>	<p>Identifies emerging issues and technology in elections.</p>

Knowledge of...

- The essential components of credible elections and donor approaches to supporting these elements.

- The fundamental strategies, for promoting credible elections in various development contexts, including and insecure environments: Law reform, constitutional and parliamentary development; elections administration; delimitation; strategic planning and budget formulation; technology; census and civil registry; voter education and registration; logistics planning and security for elections; electoral integrity/oversight; political parties; electoral observations (domestic and international); media and civil society; dispute resolution.
- The importance of electoral integrity and over sign processes, and can highlight methods such as PVTs, observation, media monitoring and exit polls.
- The components of electoral administration, including processes that are often not included in planning such as delimitation, registration, and adjudication.
- The role of political parties in democratic development and USAID methods to support the role of political parties.
- USAID's political party assistance policy.
- The relationship between elections and other political processes such as census, civil registry, constitutional and parliamentary development.
- The major components of election and political processes related to legal frameworks and systems, including being able to articulate major characteristics of key electoral system families.
- The different programmatic responses to specific elections and political process problems.
- The complexity of players and approaches for conducting elections in insecure environments.

Legislative Strengthening	Knowledge of the role that legislature, parliaments and other elected representative bodies play in democratic societies in representing citizen interests, enacting laws, engaging in the national budget, and overseeing the work of the government.
Key Behavior	Assists in the management of the implementation of legislative strengthening programs in close consultation with a senior DG officer and/or CTO for the program.
Key Behavior	Outlines options to address specific problems of legislative development in the areas of representation, lawmaking and administration.
Key Behavior	Conducts assessments of legislatures as per USAID's Handbook on Legislative Strengthening.
Key Behavior	Designs interventions in response to a legislative assessment as per USAID's Handbook on Legislative Strengthening Assistance.

Knowledge of...

- The basic functions of a legislature (representation, lawmaking, and executive oversight)
- The functions of a legislature: representation, lawmaking and executive oversight as well as key factors such as budget process, committees, factions, bicameral v. unicameral legislatures, the role of legislatures in a democracy and legislative roles in national development
- The difference between presidential, parliamentary and hybrid systems
- How differences between presidential and parliamentary systems will influence legislative and executive programming decisions.
- Common objectives and activities in legislative strengthening programs.
- The institutional factors (systems of elections and representation such as single mandate v. party lists) that affect legislative organizational performance.
- How to measure the performance of a legislative strengthening activity by creating objective benchmarks and measuring progress against those benchmarks.
- Strategies and programs to address the specific problems of legislative development in new and long-standing institutions.

Abilities in...

- Recognizing politically sensitive issues related to legislative strengthening and understand how to raise them in conversations and negotiations with host country counterparts.

**Democracy Governance
Monitoring and
Evaluation**

Knowledge of impact evaluation methodologies as they can be applied to DG assistance programs, knowledge of basic indicators of governance and democratization, and the ability to identify and develop indicators for DG projects.

Knowledge of...

- The basic project performance management indicators required under ADS 203.3
- The State/USAID standard indicators for GJD, and their purpose
- The concepts of, and the pros and cons of using the following in project evaluations: baseline and outcome data collection; comparison (control) groups; randomization.

Public Administration and Policy Reform	Knowledge of the key characteristics of democratic governance in development and reconstruction/stabilization settings, and the strategic processes required to manage and implement policy change.
Key Behavior	Assesses strengths and weaknesses of design and operation of government structures and management systems.
Key Behavior	Designs and manages country-specific programs that strengthen legitimacy and effectiveness of government structures and operations.
Key Behavior	Incorporates strategic management and principles of democratic governance (transparency, accountability, participation and responsiveness) into programming across development sectors.
Key Behavior	Ensures that host nation leadership and capacity building are key components of public management programming
Key Behavior	Designs monitoring and evaluation systems to assess impacts of public administration programs and projects.

Knowledge of...

- The key characteristics of democratic governance (accountability, transparency, citizen voice in government, rule of law, equity, responsiveness).
- At what points of a policy process (policy formulation, policy adoption, policy dissemination, policy implementation, policy monitoring, policy evaluation) implementers should be engaged.
- The two most important characteristics of the state for democratic governance (legitimacy and effectiveness) and the four dimensions of state capacity (political, economic, social and security) as identified in USAID's Fragile States Framework, in a country where the primary USG objectives are to increase stabilization and decrease conflict.
- The three primary tasks required for strategic management as presented in materials by Derick Brinkerhoff (Looking Out, Looking in and Looking Ahead: Guidelines for Managing Development Programs, International Review of Administrative Sciences, Vol. 58, No. 4, 483-503 (1992)).
- The aspects of development reform that are required to achieve successful policy change (strategic management, local ownership, host country leadership, effective management of implementation, appreciation of and responsiveness to political, organizational, and governance factors, local capacity building).
- Critical tradeoffs that exist in stabilization and reconstruction environments where achieving quick results is in competition with contributing to development objectives

Rule of Law	Understanding of the rule of law and components of the justice system; Knowledge of the characteristics of legal traditions of the world including civil, common and customary law and the functioning of each; required elements of legal reform including the administration and management of justice and equal access to justice; familiarity with major international conventions pertaining to human rights and access to fair judicial system; key issues in justice sector support and knowledge of programmatic responses to specific rule of law challenges in different environments.
Key Behavior	Identifies typical obstacles, factors and variables that affect rule of law reform.
Key Behavior	Outlines program options to address specific rule of law challenges.
Key Behavior	Develops expertise in one sub-specialty of the rule of law development.

Knowledge of...

- The USAID ROL Strategic Framework, including the definition and key elements of the rule of law, the links between rule of law and democracy
- The components of the justice system, including the legal frameworks, state and non-state institutions and actors
- The components of the justice system, including the legal frameworks, state and non-state institutions and actors
- The major legal traditions of the world, including civil, common and customary law frameworks, and how legal systems function
- Programming options and issues in justice sector development

Abilities in...

- Developing country level strategies to support rule of law development
- Designing and managing rule of law programs
- Recognizing differences in rule of law challenges and being flexible to tailor programs to respond to changing situations.

Security Sector Reform	Knowledge of the policies, plans, programs, and activities that a government undertakes to improve the way it provides safety, security, and justice. Knowledge of the activities that fall under the SSR umbrella including, but not limited to, integrated activities in support of: defense and armed forces reform; civilian management and oversight; justice; police; corrections; intelligence reform; national security planning and strategy support; border management; demobilization, disarmament, and reintegration (DDR); and/or reduction of armed violence.
Key Behavior	Outlines options to address specific safety and security problems and threats.
Key Behavior	Conducts agency, interagency and multi-donor assessments of the security and justice sector.
Key Behavior	Designs SSR strategies and programmatic interventions that support USG objectives and adhere to USAID's legal parameters.
Key Behavior	Designs and implements monitoring and evaluation efforts and performance measures for SSR programs.
Key Behavior	Coordinates with bilateral and multilateral donors on the provision of SSR assistance.
Key Behavior	Conducts negotiations with host country counterparts and bilateral and multilateral donors involved in SSR.
Key Behavior	Coordinates with other USG agencies (e.g. State, DOD, DOJ) in the design and implementation of SSR programs and activities.

Knowledge of...

- The basic dimensions of effective, legitimate and democratically accountable national security systems.
- Typical obstacles, factors and variables that affect a government's ability to provide public safety (law and order), national security and justice
- The three primary sets of actors normally targeted by USAID Security Sector Reform programs and their expected functions in a democratically accountable national security system
- The roles of non-state security and justice actors
- The relationship between SSR, rule of law (ROL), disarmament, demobilization and reintegration (DDR), and economic growth

- The relationship of SSR to state-building and post-conflict reconstruction and stabilization missions
- USAID's legal parameters for assisting military and police

Backstop 85

Competency	Description
Legal Counsel and Compliance	Provides USAID components with legal advice and counsel on all legal matters.
Legal Research	Conducts legal research, interpreting and applying statutes, regulations, and precedents.
Legal Document Management	Examines reviews, interprets, prepares and manages contract, bilateral agreements, grants, abstracts and other legally binding documents and related paper work.
Legal Representation	Represents USAID on all legal matters.

Legal Counsel and Compliance	Provides USAID components with legal advice and counsel on all legal matters
Key Behavior	Assists in formulating policies, practices, and procedures.
Key Behavior	Represents USAID
Key Behavior	Check documents for legal compliance.
Key Behavior	Ensure all regulations are followed throughout USAID.
Key Behavior	Audits programs
Key Behavior	Provides legal counsel to regional and pillar bureaus

Knowledge of...

- Contract law, procurement law, grants, and cooperative agreements
- Appropriations/fiscal law, government ethics laws and regulations
- Missions, projects, and operations that s/he is giving counsel on
- Foreign Assistance Act, annual appropriations acts, and statutes and regulations that affect USAID activities
- Federal procurements, legislative processes, administrative rules and regulations, in order to relate general governmental standards to USAID problems
- Foreign Assistance Act
- International law affecting loans, grants, agreements and other financial transactions related to USAID programs
- Relevant portions of the U.S. Code
- Relevant portions of applicable executive orders
- Relevant portions of the Code of Federal Regulations and other applicable administrative rules and regulations
- Relevant Federal court decisions and decisions of administrations
- Applicable official opinions of Federal agencies
- General Counsel opinions
- US Statutes, Executive Orders and other regulations relating to the Foreign Assistance Act of 1961, as emended, and predecessor Acts
- USAID program and objectives, procedures and policies in order to respond to inquiries by Members of Congress, their staffs and staffs of Congressional Committees, attorneys in the private sector, and members of the public problems and accurately

Skill in...

- Interpreting legal documents
- Legal research and writing

Ability of...

- Organize and complete work assigned efficiently and accurately

- Make decisions or recommendations significantly changing, interpreting or developing important public policies or programs
- Represent USAID in administrative hearings and meetings both within and outside USAID

Legal Research	Conduct legal research, interpreting and applying statutes, regulations, and precedents
Key Behavior	Determines compliance with legal and regulatory requirements
Key Behavior	Reviews legal documents to extract the selected data/information relating to the positions area of specialization

Knowledge of...

- Agency regulations and directives
- Reconcile differences of opinion with respect to laws and regulations
- U.S. and cooperating country laws and regulations

Legal Document Management	Examines, reviews, interprets, prepares and manages contracts, bilateral agreements, grants, abstracts and other legally binding documents and related paper work
Key Behavior	Processes legal documents.
Key Behavior	Prepares correspondence incorporating legal references.
Key Behavior	Maintains legal records.
Key Behavior	Provides legal counsel to contracting officers and assistance officers.
Key Behavior	Drafts, revises, and reviews bilateral agreements.

Knowledge of...

- Contract law
- Procurement law
- Grants and cooperative agreements
- Federal and USAID procurement statutes, rules and procedures

Legal Representation	Represents USAID on all legal matters
Key Behavior	Provides legal representation to USAID.
Key Behavior	Collaborates with other agencies, including Department of Justice and Department of State.
Key Behavior	Establishes and maintains professional relationships with senior officials.
Key Behavior	Establishes and maintains professional relationships with members of the bar.
Key Behavior	Makes recommendations interpreting rules that affect important public policies or programs.
Key Behavior	Negotiations loan agreements, and less routine project grant agreements.
Key Behavior	Negotiates project documentation agreements, leases and contracts.

Knowledge of...

- Federal procedures, legislative processes, administrative rules and regulations, in order to relate general governmental standards to USAID problems
- Foreign Assistance Act
- Contract law, procurement law, grants, and cooperative agreements
- International law affecting loans, grants, agreements and other financial transactions related to USAID programs
- Principles of alternative dispute resolution
- Contract law, procurement law, grants, and cooperative agreements
- Principles of alternative dispute resolution
- Loan agreements
- Grant agreements

Skill in...

- Passing bar exam

Ability in...

- Advocate General Counsel's interests in intra-agency and inter-agency meetings
- Effectively organize and complete work assigned efficiently and accurately
- Represents USAID in administrative hearings and meetings both within and outside USAID

- Represents USAID in negotiating with Members of Congress, their staffs and staffs of Congressional Committees, as well as high officials of other agencies and foreign governments
- Remains up-to-date with senior officials in missions, the U.S. Embassy, and cooperating governments
- Remains up-to-date with members of the private bar
- Stays abreast of matters of local law, particularly those relating to foreign and local investment and national and local commercial transactions

Backstop 94

Competency	Description
Project Development Activity and Project Design	Oversee the design and development of activities and projects for the USAID Operating Unit and prioritizes program/projects based on Agency need.
Project Office Activity and Project Implementation	Coordinate the USAID operating unit's assessment of activity and project implementation, from the first stage of implementation through monitoring progress after initial implementation, to ensure goals are achieved.
Project Development Monitoring and Evaluation	Monitor and evaluate projects by continuously assessing the project, including project scope, design, impact, and progress. Assures application of what is learned to ongoing project implementation and new project design.
Skill Areas	The successful execution of all BS94 competencies requires these skills.
Knowledge Areas	The successful execution of all BS94 competencies requires a working knowledge of these areas.

Activity and Project Design and Development	Overseas the design and development of activities and projects for the Project Development function and prioritizes program/projects based on Agency need.
Key Behavior	Applies selected design tools and methods to activity and project design, including logical framework, results frameworks, ends-means, SWOT analysis and other tools.
Key Behavior	Assures that program/project designs are integral to the Strategic Plan and address Strategic Plan cross-cutting themes.
Key Behavior	Conceptualizes and writes or review project and activity documentation including concept papers, project design documents, interim reports and modification documents, implementation plans, monitoring and evaluation plans, detailed activity and project budgets, assessments, and activity approval documents.
Key Behavior	Participates in, oversees, advises, acts as a resource person and/or leads the project design teams across all USAID sectors.
Key Behavior	Structures project and activity design matching concepts with their appropriate modes of assistance, implementation and financing.
Key Behavior	Develops detailed budgets for projects, activities and acquisition documents.
Key Behavior	Undertakes assistance impact analyses, e.g., cost-benefit analyses, financial plans, social soundness analyses, biodiversity, and gender assessments.
Key Behavior	Disseminates guidance, assemble and package inputs for USAID contribution to the Mission Strategic Plans.
Key Behavior	Disseminates guidance, assemble and package inputs mission-wide for CBJ submissions with AO teams.
Key Behavior	Assists in negotiating assistance agreements with host countries.
Key Behavior	Ensures that program design conforms with USAID policy legislative requirements prior to any required RLA clearance.

Key Behavior	Assures compliance with USG and Agency rules and regulations regarding project design.
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Knowledge of...

- Design tools and methods, including systems analysis, logical framework, results frameworks, ends-means, SWOT analysis and other tools
- Strategic plans and strategic analysis impacting USAID activities (National Security Strategy, Quadrennial Diplomacy and Development Review, etc.), policy papers and directives, lessons learned from development experience, and pre-design assessments.
- Modes of assistance (project assistance, non-project assistance [cash transfers, sector grants, commodity import programs, etc.]) models of acquisition and payments.
- Assistance documentation, including requests for proposals and requests for applications.
- Standard project analyses best practices, including cost-benefit analyses, financial plans, social soundness analyses, biodiversity, and gender assessments, etc.
- Acquisition set-aside mechanisms, including 8(a), small business, and others.

Activity and Project Implementation	Oversee all aspects of activity and project implementation, from the first stage of implementation through monitoring progress after initial implementation, to ensure goals are achieved.
Key Behavior	Identifies and resolves project/activity implementation bottlenecks.
Key Behavior	Prepares or coordinates preparation of information for Congressional Budget Justification (CBJ) and Program Performance Reviews (PPRs).
Key Behavior	Reviews end-of-year pipelines and compares to SO projections to prepare for the budget request.
Key Behavior	Drafts or reviews draft of Assistance Objective narratives for technical offices and compile final versions.
Key Behavior	Negotiates Strategic Objective Agreements, amendments and reporting requirements that include results and performance reporting to the host country government, as well as cost-sharing reporting to USAID.
Key Behavior	Writes parts of PPR/CBJ/Resource Request.
Key Behavior	Edits entire document for cohesion, content, clarity, results, and completeness.
Key Behavior	Convenes final meeting with AO teams and management to finalize reports.
Key Behavior	Develops and implements a mission-wide evaluation plan, in coordination with program office.
Key Behavior	Coordinates with Acquisitions Officer and AO Teams for preparation of fiscal year's Procurement Plan, including determination of field support mechanisms.
Key Behavior	Determines Congressional Notification requirements and prepare/submit Congressional Notifications where required.
Key Behavior	Drafts new Project Agreements and amendments.
Key Behavior	Ensures that all pre-obligation requirements have been met (i.e., for new activities, environmental regulations, adequate planning, etc.).
Key Behavior	Schedules, coordinates and convenes mission-wide portfolio reviews, project reviews and approval meetings and prepares for the PPR-CBJ process.

Key Behavior	Ensures compliance with USAID Host Country Contribution (HCC) requirements.
Key Behavior	Reviews and recommends action on documents submitted to meet conditions precedent.
Key Behavior	Prepares and manages project performance and implementation letters, waivers, other implementation documents.
Key Behavior	Writes or reviews requests for proposals, requests for application and other acquisition documents.
Key Behavior	Chairs technical evaluation committees and advises acquisition officer during technical discussions and cost negotiations.
Key Behavior	Promotes diversity in contracting by suggesting appropriate usage of 8(a) set-asides, small business set-asides and other set-aside mechanisms.
Key Behavior	Assesses data collection needs and progress.
Key Behavior	Participates in site visits to monitor progress.
Key Behavior	Assures compliance with USG and Agency rules and regulations in relation to project implementation.

Knowledge of...

- Contractor/Grantee annual report formats and best practices.

Project Development Monitoring and Evaluation	Monitor and evaluate projects by continuously assessing the project, including project scope, design, impact, and progress.
Key Behavior	Synthesizes a wide range of information and documentation to produce project or activity level designs including USAID's strategic environment, policy directives, development experience and pre-design assessments.
Key Behavior	Writes or reviews scopes of work for a broad range of activities, including designs, assessments, evaluations and implementation activities.
Key Behavior	Identifies project design and implementation issues, draft issues paper and create consensus on and advise management on solutions to resolve these issues.
Key Behavior	Undertakes assistance impact analyses, e.g., cost-benefit analyses, financial plans, social soundness analyses, biodiversity, and gender assessments, PMPs and GDAs, and ensure integration of key findings and best practices in design .
Key Behavior	Assures that Contractor/Grantee annual reports feed into AO teams' narratives for portfolio review. Provides reality check on SO team projections and ensure HCC/Commodity reporting.
Key Behavior	Prepares summaries of portfolio reviews for submission to interested parties, including mission management.
Key Behavior	Monitors progress in implementing decisions and other follow-up action issued from portfolio reviews.
Key Behavior	Assesses data collection needs and progress.
Key Behavior	Participates in site visits to monitor progress.
Key Behavior	Assures that M&E findings are incorporated into future project implementation and design.
Key Behavior	As the subject matter expert, assures compliance with USG and Agency rules and regulations on M&E.

Knowledge of...

- Roles of different development partners in development (private sector, donors, interagency processes).
- Data collection procedures and best practices.

Skill in...

- Performing assessments/analyses of other studies that provide information useful for designing and monitoring USAID activities.

Skill Areas

The successful execution of all BS94 competencies requires these skills.

Skill in...

- Rapid synthesis of complex data into condensed format.
- Presentation of complex data to a wide variety of audiences.
- Supervisory skills, particularly of Foreign Service national personnel.
- Operation of standard office software.
- Ability to bridge cultural differences, including those between USG agencies, the military, HG government, the UN family and NGOs.
- Structure and function of the US embassy.
- Drafting and editing of large, complex documents.
- Accurate and timely reporting of development events.
- Drafting and formatting routine correspondence.
- Flowcharting, pert charting, GANTT charting.
- Visual presentation of statistical data.

Knowledge Areas

The successful execution of all BS94 competencies requires a working knowledge of these areas.

Knowledge of...

- Project/activity documentation, including concept papers, project design documents, interim reports and modification documents, implementation plans, monitoring and evaluation plans, detailed activity and project budgets, impact assessments, and activity approval documents.
- Appropriate formats and quality standards for scopes of work, designs, assessments, evaluations, and implementation activities.
- Budget cycle, including end-of-year pipelines, SO projections, and Congressional Notification requirements and format.
- Procedures and quality standards for portfolio reviews, project review and approval meetings.
- Project/activity design and implementation common issues and bottlenecks.
- Evaluation plan best practices and implementation process, and technical evaluation procedures and best practices.
- AR/CBJ/Resource Request and the portfolio review process, documentation and best practices.
- USAID guidelines, policy, and legislative requirements regarding program design.
- Procurement Plan best practices, including field support mechanisms.
- Pre-obligation requirements.
- Cost Country Contribution (HCC) requirements and HCC/Commodity reporting procedures.
- Assistance agreement fundamentals, best practices, and cross-cultural negotiation tactics.
- Principles of post-conflict reconstruction.
- ADS 200 subject matter expert relating to projects.