

Bureau for Economic Growth, Agriculture, and Trade (EGAT) Functional Statement

Office of the Assistant Administrator

The Office of the Assistant Administrator (AA/EGAT) provides oversight and liaison for: external affairs; legislative relations; overall leadership for Agency programs in the areas of economic growth, poverty reduction, education, economic infrastructure (energy and information technology), agriculture, environment and science policy, natural resources management, women in development, the use of credit in development programming, and urban programs; regional bureau coordination and field support; and the recruitment and assignment of technical personnel in the backstops (10, 11, 21, 40, 60) most related to the mandate of the Bureau.

The Office of the AA/EGAT provides a central Agency focus for the design, implementation, review, coordination and evaluation of worldwide activities in the areas of economic growth, poverty reduction, education, economic infrastructure, agriculture, environment, and women in development and for supporting nationally- or regionally-implemented activities in these same areas.

The Office of the AA ensures the quality and capacity of the Agency's technical workforce by: overseeing the recruitment, selection, and training processes for New Entry Professionals (NEPs) in relevant backstops; designing, implementing, and coordinating technical training opportunities for all USAID staff working in the areas of economic growth, poverty reduction, education, economic infrastructure, agriculture, environment, women in development; and liaising with regional bureaus and mission directors to address staffs' continuous learning needs as appropriate.

The Assistant Administrator (AA/EGAT) serves as principal advisor to the Agency and the Administrator on broad technical and operational matters relating to the mandate of the Bureau. He/she directs and supervises the Bureau, approving projects and programs and allocating resources among offices. The AA/EGAT supervises two Deputy Assistant Administrators (DAAs) and four Office Directors (for Women in Development; Urban Programs; Program Administration, Information, and Communications; and Professional Development and Administrative Services).

The Deputy Assistant Administrator (DAA) for Economic Growth, Poverty Reduction, and Education serves as the Bureau's Senior DAA and assists in the tasks of directing and supervising the Bureau, approving projects and programs, and allocating resources, specifically with regard to three major technical offices: the Office of Economic Growth, the Office of Poverty Reduction, and the Office of Education. In addition, the Senior DAA directly supervises the Office of Development Credit, and provides critical liaison to the National Security Council/National Economic Council at the White House.

The Deputy Assistant Administrator (DAA) for Economic Infrastructure, Agriculture, and the Environment also assists the AA/EGAT in the tasks of directing and supervising the Bureau and approving projects and programs and allocating resources among offices, specifically with regard to three major technical offices: the Office of Energy and Information Technology; the Office of Agriculture; and the Office of Environment. In addition, the DAA provides critical liaison to the Council on Environmental Quality (CEQ) at the White House.

The Office of Women in Development (EGAT/WID)

The Office of Women in Development guides USAID in the integration of gender concerns into its development programs, identifying constraints to the achievement of development objectives and suggesting ways to further USAID's goals through broader participation of women in the development process. The Office is USAID's central point of technical leadership and expertise on gender issues in social, economic, and political development policies and programs.

The Office serves both as an advocacy and demand-driven service office, providing technical leadership, advice, and support in program and policy matters pertaining to women in development and gender issues. This dual role requires the Office members to identify and provide leadership in addressing emerging and cross-sectoral development issues in which there are critical gender dimensions while, at the same time, providing support for the integration of gender issues in established development sectors.

The Office manages, designs, and implements projects that address global and interregional issues or problems pertaining to education, training and the role of women in development that may not yet be reflected or mainstreamed into regional or country strategies. The WID Office either provides or arranges for the provision of technical assistance to USAID Missions and other operating units and initiates or funds new or cutting-edge activities in the context of existing or new field programs.

EGAT/WID assumes major responsibility for technical coordination with bilateral and multilateral donor and lending agencies on gender matters. It provides leadership and technical expertise to the international community in identifying and addressing cutting edge gender and development issues.

The Office formulates USAID's research agenda regarding gender issues in development, regularly providing updated content for training courses held by the Bureau. The Office advises the Office of Professional Development and Administrative Services on professional development, technical upgrading, recruitment and placement of technical gender advisors and, where appropriate, provides training on gender analysis and integration of gender concerns into particular development areas.

The Director of the Office of Women in Development reports directly to the Assistant Administrator, EGAT.

The Office of Urban Programs (EGAT/UP)

The Office of Urban Programs provides technical, analytical, and project assistance support for programs that promote improvements in the way that cities foster economic growth, provide safe and adequate housing and other infrastructure for their citizens, and assure sound governance. The Office manages contracts and grants that enable the Office to implement its research agenda as well as provide regional bureaus and missions access to a range of partners with relevant expertise in the areas of: shelter; urban and municipal financial management; urban pollution prevention; and urban infrastructure and services. The Office formulates the Agency's urban development research agenda and provides updated content for training courses.

The Office provides leadership on emerging issues of urbanization and advises Agency leadership on the importance of these issues for the success of the Agency's programs.

EGAT/UP has responsibility for technical coordination with bilateral and multilateral donor and lending agencies on urban development matters. The Office is responsible for engaging in partnerships and alliances that further USAID's urban development agenda.

The Director of the Office of Urban Programs reports directly to the Assistant Administrator, EGAT. It is proposed that, during FY 02-03, a thorough review of the Agency's involvement in and support for urban development efforts worldwide will be undertaken and will inform the Bureau with regard to any modifications that might be made in either mandate or organization of the Office.

The Office of Development Credit (EGAT/DC)

The Office of Development Credit is responsible for the introduction and use of the Development Credit Authority (DCA) as an effective and prudent financing vehicle to accomplish a wide range of development goals and objectives. The Office of Development Credit conducts necessary credit risk analysis needed to calculate the level of subsidy required for each credit-funded activity and to ensure prudent risk management of the overall Agency DCA Portfolio. The Office is responsible for quality control on the underlying financing and economic analyses conducted by the Agency operating units (generally missions) regarding the use of DCA.

EGAT/DC provides technical assistance in the conduct and scope of these analyses as requested. The Office provides the necessary training and support to USAID staff as well as to potential implementing partners on the development, management and use of credit as a source of project funding.

Supported by an attorney assigned to the Office of the General Counsel, a budget analyst in PPC/Budget, and the credit team in the Management Bureau's Office of Financial Management, the Office of Development Credit assures close coordination with the

Office of Management and Budget to ensure that USG credit guidelines are respected. Although missions initiating projects supported with the Development Credit Authority assume responsibility for oversight and monitoring, the Office will have the final responsibility for oversight and monitoring of the program and will work with and through missions to assure effectiveness in this area.

The Director of the Office of Development Credit reports to the Deputy Assistant Administrator for Economic Growth, Poverty Reduction, and Education.

The Office of Program Analysis, Implementation, Communication, and Outreach (EGAT/PAICO)

The Office of Program Analysis, Implementation, Communication, and Outreach (EGAT/PAICO) is responsible for: supervising and supporting the development of sectoral strategies and action plans in all the technical areas included in the EGAT mandate; developing annual budget requests, performance plans, and performance reports as needed; developing and implementing procurement plans that assure timely completion of contracts and grants and facilitate worldwide use of EGAT-managed contract/grant vehicles; monitoring and evaluation of programs; financial management oversight, audit and FMFIA reporting; providing support for Agency information and communication services in technical areas included in EGAT's mandate; designing and managing EGAT's own information/communications strategy; responding to routine information requests from Congress, other USG agencies, other parts of USAID, and the public; assuring that regional bureau and mission needs for EGAT support are met with high levels of satisfaction; and reaching out to constituent communities in the United States both with written communications and in person.

The Director of PAICO reports directly to the Assistant Administrator, EGAT and supervises three permanent core teams, each of which is headed by a Supervisory Team Leader.

The **Program Analysis and Mission Support Team (EGAT/PAICO/PAMS)** provides oversight on development of Bureau, Office and sector strategies (assuring that the Communication Team participates in writing/editing/publication process); prepares consolidated budgets (OE and Program) for future-year planning for Bureau operations; prepares final drafts of all budget documents for EGAT; liaises with PPC to integrate/coordinate EGAT budgets with those of other Bureaus/Missions in the sectoral areas that are the purview of EGAT (Review OYBs when set to assure/understand EGAT priorities). The Team coordinates with the Communications Team to prepare responses to congressional questions. The Team is responsible for assuring that regional bureaus and missions are fully informed of EGAT actions and plans as well as for bringing the needs of the regional bureaus and missions to the attention of EGAT managers. The Team routinely reviews obligation/expenditure/pipeline information for the Bureau, using an appropriate coding system, and provides oversight on Center-managed databases that track use of Bureau instruments and results. The Team drafts Annual Performance Reports in collaboration with the other Offices and Teams in the Bureau and provides

support to the Program Implementation Team for the annual portfolio review process. The Program Analysis and Mission Support Team liaises with OP to assure timely, efficient planning for efficient and effective contracting and grantmaking; a representative of OP will be co-located in close proximity with the Team Leader. The Team is also responsible for preparation of program-related budget documents for EGAT as a whole.

The PAICO/PAMS Team may host new hires from Backstops 02/94 as appropriate to assure understanding of program issues in EGAT's areas of responsibility.

The **Program Implementation Team (EGAT/PAICO/PI)** assures that OYB allocations are made in ways consistent with budget and adjusted as needed throughout the year to assure maximum opportunity for achieving objectives; rolls down funds through Phoenix as needed for timely implementation of the program budget, staff travel, and training; oversees the development of procurement plans for both program and OE acquisitions; assure timely completion of obligating documents (activity descriptions) with appropriate delegations, approvals; liaises with FM to assure efficient program and budget implementation; liaises with OP to assure timely, efficient contracting and grantmaking; consolidates obligation/expenditure/pipeline information for Bureau programs, using appropriate coding system and supports the Program Analysis Team efforts to use this information to improve management and reporting; provides oversight on Center-managed databases that track use of Bureau instruments, especially with regard to MSIs and SDBs; prepares annual analysis of field support process; and coordinate the annual portfolio review process for the Bureau.

EGAT/PAICO/PI also provides oversight on implementation of OE budgets and takes responsibility for an end-of-year OE account at zero. PI assures that CTOs are competent and that their training needs have been identified and met as appropriate.

The **Communications and Knowledge Management Team (EGAT/PAICO/CKM)** provides Bureauwide services for communications and knowledge management. A common Intranet site will be managed by the Office to provide continuously updated information on the state-of-play with regard to all services and schedules. PAICO/CKM is responsible for: developing communications strategy for EGAT for both administrative and program functions; managing taskers from other parts of the Agency and USG; managing flow of written communication to and from A/AID through ES; managing flow of written communication from all sources; scheduling of A/AID and AA/EGAT; preparation of speeches and presentations; preparation and editing of required reports; oversight of publications in general; liaison with LPA on Congressional and public communications; management of Bureau website, including calendaring function; maintaining files with all incoming/outgoing materials; and providing or arranging training courses as needed to improve quality of staff communications.

The CKM Team designs and develops IT-based systems to complement face-to-face communications so that real-time communications Bureauwide, Agencywide, and worldwide create an effective EGAT community within the Agency. Different themes

may be chosen to focus these communications to ensure that thematic groups or communities of practice are fostered in a coherent and useful way (e.g., youth in development, the multisectoral aspects of the HIV/AIDS pandemic). The Team may expand these systems via extranet or internet mechanisms to include partners; coordinate the Bureaus' development of training plans, publication plans, and conference/workshop sponsorship and participation plans to assure continuous development and sharing of EGAT knowledge base within and outside the Agency; provides oversight on Bureau monitoring and evaluation plans; and design/manage knowledge archiving operations for Bureau (in liaison with CDIE and others). Overall, the Team is responsible for developing and operating knowledge-sharing techniques and approaches to enhance USAID staff and contractor effectiveness in implementing EGAT vision and programs.

The Office of Professional Development and Administrative Management (EGAT/PDAM)

The Office is responsible for the professional development of all USAID staff working in the areas covered by the EGAT mandate, whether in USAID/W or in missions. In large measure, the focus will be on preparing the New Entry Professionals (NEPs), International Development Interns (IDIs), and other new hires to function well in technical positions, but EGAT/PDAM will also be responsible for the placement, mentoring, and support of these new employees as they begin their careers. This requires close working relationships with the Agency's Office of Human Resource Development as well as with regional bureau and mission personnel throughout the world. EGAT/PDAM also provides oversight on the overall FS assignment process for Bureau as well as on FS assignments in missions in Backstops relevant to EGAT. The Office supports the SMG assignment process and coordinates the GS to FS conversion process as needed.

The Office is also responsible for: preparing a consolidated staffing plan for EGAT and coordinating ceiling levels with PPC and regional bureaus as appropriate; assuring that Offices have capacity to implement (providing training as needed); maintaining central files for both current and historical tracking of personnel actions; maintaining the database of approved positions; coordinating with IRM and others regarding appropriate directory modifications; and updating internal telephone and services and directories on website and in hard copy on regular basis. The Office develops personnel policies and regulations for the Bureau, advises managers on job specification process, as well as on all aspects of organizational management (structure, size of units, etc.).

EGAT/PDAM updates and maintains functional statements for the Bureau and all organizational units within the Bureau. The Office supervises the grievance, complaints, and disciplinary processes; provides or arranges for employee counseling as needed; provides guidance and oversight on leave management, donations, and regulations applying to special cases; oversees implementation of family-friendly policies (AWS, telecommuting); coordinates AETA program for Bureau; supervises the AEF process; coordinates and certifies receipt of confidential statements and disclosure forms (SF-278s and SF-450s); liaises with M/HR and SEC to assure timely implementation of personnel

actions (Liaison with other USG Depts. and contractors as necessary); coordinates the preparation of training plans and provide oversight on their implementation; provides oversight on NEP program training and assignments; manages the Bureau awards programs; supervises the Bureau implementation of security regulations and procedures; and liaise with AS and SEC as appropriate. Working with appropriate units in the Management Bureau, the Office supervises the planning for and provision/replacement (as necessary) of IT and communications equipment, furniture, and work spaces; maintains inventories; and coordinates allocation of parking permits (handicapped, executive, carpool) and the Metrochek program.

The Director of the Office of Professional Development and Administrative Management reports directly to the Assistant Administrator, EGAT.

The Office of Economic Growth (EGAT/EG)

The function of this Office is to provide Agencywide technical leadership, research, and field support on the issues of national economic growth, including, but not limited to: economic policy and governance; trade, investment, and finance; and private sector enterprise development.

The Office assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation priorities and monitors and advises Agency leadership regarding technical developments that could have an impact on Agency performance.

The Office provides the relevant technical content and teaching staff for training programs designed and implemented by the Bureau. The Office oversees the recruitment, selection, and training processes for Agency new hires (e.g., New Entry Professionals or NEPs) in Backstops 11 and 21.

EGAT/EG manages contract/grant mechanisms that enable Missions and regional Bureaus to access a wide range of technical expertise capable of implementing both short- and long-term programs and activities that they initiate. The Office develops tracking systems and impact indicators that permit analysis of the results of the activities using the mechanisms and contribute to decisions to maintain, redesign, or terminate the mechanisms. The Office uses these mechanisms to carry out its own worldwide projects and activities as well.

The Office conducts research on issues related to the scope of the portfolio and manages specific research capacity-building activities involving networks of researchers and policy analysts in developing and transition countries. The Office coordinates its research and implementation agendas and other activities with other donors, international organizations, and other agencies of the U.S. Government.

The Office of Economic Growth works closely with the Office of Poverty Reduction to assure that questions with regard to the structure of growth processes, issues of equity,

and the joint responsibility for monitoring Agency contributions to the Millennium Development Goals of reducing poverty and hunger are addressed.

The Director of the Office of Economic Growth reports to the Deputy Assistant Administrator for Economic Growth, Poverty Reduction, and Education. He/she directly supervises three Supervisory Team Leaders, each responsible for oversight and management of a permanent core team:

The Trade, Investment, and Finance Team (EGAT/EG/TIF) manages both IQC contract and cooperative agreement (grant) mechanisms for global field support, provides technical expertise and guidance to the field and USAID/W bureaus on the wide range of issues involved in enabling geographic sub-regions regions and developing/transition countries to become competitive in global markets: policy, institutional capability to facilitate trade, customs, management of international financial flows, ability to establish, monitor, and comply with global trades and standards, etc. Among the specific projects for which the team is responsible for providing oversight and support is the Agency's Trade Capacity Building Initiative. This Initiative involves assuring coordination with the other USG agencies, other bilateral donors, and the international organizations that support the Integrated Framework. Funding for global and pilot efforts to build trade capacity, especially in the least developed countries, are managed by the Team. Such efforts will deal with other sectors; it is assumed that the Team will draw "extended members" from other Offices of the Bureau and other organizational units within the Agency. The Team is responsible for Agency reporting on the implementation of the Doha Development Agenda's commitment to provide trade capacity building support to countries committed to working within the international WTO-governed trading systems rules.

The Economic Policy and Governance Team (EGAT/EG/EPG) manages both IQC contract and cooperative agreement (grant) mechanisms for global field support and provides technical expertise and guidance to the field and USAID/W bureaus. With EGAT Bureau funding, the Team develops research projects and assessment tools that enable the Agency to better support efforts to improve governance, fiscal soundness and the equitable distribution of capital (through privatization as well as policy reform).

The Private Sector Enterprise Team (EGAT/EG/PSE) manages both IQC contract and cooperative agreement (grant) mechanisms for global field support and provides technical expertise and guidance to the field and USAID/W bureaus. With EGAT Bureau funding, the Team develops research projects, assessment tools, and other approaches that enable the Agency to promote the growth of innovative, productive, and profitable firms that are competitive in local, national, regional or global markets. To accomplish this objective, the Team also supports the development of business groups and associations to enable them to provide member services as well as to advocate on behalf of members of the elements of sound business policy.

The Office of Poverty Reduction (EGAT/PR)

The Office of Poverty Reduction is tasked with the challenge of assuring that the Agency's programs adequately address the needs, capabilities, and vulnerabilities of the poor and contribute to the achievement of the Millennium Development Goal of reducing poverty by half by 2015. The Office assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation priorities regarding poverty reduction and monitors and advises Agency leadership regarding technical developments that could have an impact on Agency performance in reducing the number of poor worldwide.

EGAT/PR conducts analysis and operational research that assesses the relative efficacy of approaches that reach the poor either indirectly (e.g., by developing economic growth policies and strategies in ways that are pro-poor) or directly (that is, through interventions targeted to meet the immediate needs of the poor; programs and approaches that reduce the vulnerability of the poor to external shocks and risks; and/or programs that strengthen the capacity of the poor to accumulate assets.) The Office manages specific research capacity-building activities involving networks of researchers and policy analysts in developing and transition countries with regard to poverty.

EGAT/PR coordinates its research and implementation agendas and other activities with other donors, international organizations, and other agencies of the U.S. Government.

The Office manages contract/grant mechanisms that enable Missions and regional Bureaus to access a wide range of technical expertise capable of implementing both short- and long-term programs and activities that they initiate. The Office develops tracking systems and impact indicators that permit analysis of the results of the activities using the mechanisms and contribute to decisions to maintain, redesign, or terminate the mechanisms. The Office uses these mechanisms to carry out its own worldwide projects and activities as well.

The Office works closely with the Office of Economic Growth to assure that there is coordination between the two programs, especially regarding questions on the structure of growth processes, issues of equity, and the joint responsibility for monitoring Agency contributions to the Millennium Development Goals of reducing poverty and hunger. In addition, the Office of Poverty Reduction collaborates with the Office of Economic Growth in assuring that appropriate information on poverty-related issues is incorporated into Agency and Bureau training programs.

The Director of the Office of Poverty Reduction reports to the Deputy Assistant Administrator for Economic Growth, Poverty Reduction, and Education. He/she directly supervises two Supervisory Team Leaders, each responsible for oversight and management of a permanent core team:

The **Microenterprise Development Team (EGAT/PR/MD)** is responsible for leadership and field support regarding the Agency's implementation of the Microenterprise Initiative. The Team manages programs designed to: foster innovation in the microenterprise and microfinance fields; encourage the growth of a technically-

competent practitioner community; supply short-term technical assistance to missions on the development of microfinance and microenterprise programs; and assess and monitor experiences to determine best practices in microfinance, business development services for microentrepreneurs, and meeting poor clients' needs.

The **Poverty Analysis and Social Safety Net Team (EGAT/PR/PASS)** provides analytical and technical leadership as well as program assistance for regional and country-based efforts aimed at reducing the risks and vulnerabilities of poor populations and other disadvantaged groups to income shortfalls, short-term food deficits, and/or the loss of personal or collective assets. Special efforts will be directed to enabling informal sector participants to compete successfully in the formal economy through, inter alia, the development and implementation of specific legal and regulatory reforms. The Team is responsible for coordinating closely with the Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA) on Agency approaches and activities that respond to emergencies in which poor people are especially affected.

The Office of Agriculture (EGAT/AG)

The Office of Agriculture is tasked with the challenge of assuring that the Agency's programs adequately address the challenge of growing food production, rising agricultural productivity, and sound management of the natural resource base necessary for agriculture. "Agriculture" includes all activities relating to farming, fishing/aquaculture, livestock production, and forestry as well as the marketing and processing activities that are required before the products reach the consumer.

EGAT/AG assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation priorities regarding food and agriculture and monitors and advises Agency leadership regarding technical developments that could have an impact on Agency performance in contributing to the Millennium Development Goals of reducing hunger and poverty.

The Office is responsible for the staffing of the Board for International Food and Agricultural Development (BIFAD) and the preparation of the annual Title XII Report to Congress.

The Office manages contract/grant mechanisms that enable Missions and regional Bureaus to access a wide range of technical expertise capable of implementing both short- and long-term programs and activities that they initiate. The Office develops tracking systems and impact indicators that permit analysis of the results of the activities using the mechanisms and contribute to decisions to maintain, redesign, or terminate the mechanisms.

The Office works closely with the Office of Environment and Science Policy and the Office of Natural Resources Management to assure that there is coordination between the three programs, especially regarding the management of the natural resource base, the

role of agriculture in responding to and mitigating the impact of climate change, and shared interests of science and technology.

The Office of Agriculture is responsible for the training of new hires in Backstop 10, and for coordinating this training with all other EGAT Offices and backstops. In addition, EGAT/AG is responsible for the design and implementation of continuous learning programs for USAID staff involved in agricultural development programs.

The Director of the Office of Agriculture reports to the Deputy Assistant Administrator for Economic Infrastructure, Agriculture, and Environment. He/she directly supervises three Supervisory Team Leaders, each responsible for oversight and management of a permanent core team:

The **Agriculture and Rural Policy/Governance Team (EGAT/AG/ARPG)** provides analytical, technical, and project assistance for programs that serve to support the development of agricultural and environmental policies, regulations, and institutions that foster good governance, promote the adoption of technologies that improve productivity in the agricultural sector, and result in environmentally sustainable rural growth. The Team will coordinate its work with other Offices in the Bureau to assure that issues of food security, poverty reduction, and economic policy incorporate the agricultural and rural perspectives. The Team will manage a portfolio of contract and grant instruments available for worldwide use as well as research projects (funding for IFPRI and ISNAR as well as the BASIS CRSP). The Team will include the members of the Tropical Forest Conservation Act (TFCA) programs.

The **Agricultural Technology Generation and Outreach Team (EGAT/AG/ATGO)** provides analytical, technical, and project assistance focussed on the improvement of yields in crop and livestock systems for purposes of reducing production costs, increasing profits, improving nutritional quality or other consumer benefits, reducing variability in output due to weather effects and pest attacks, etc. The Team will collaborate closely with the Biotech Team regarding the use of biotechnology in plant and animal research and development efforts. The Supervisory Team Leader of the Agricultural Productivity Team will provide overall coordination of the Collaborative Research Support Program (CRSP), convening members of other Offices and Teams to participate in CRSP Council meetings as necessary.

The Office of Natural Resources Management (EGAT/NRM)

The Office of Natural Resources Management (EGAT/NRM) is tasked with the oversight and management of Agency programs that affect the sustainable use of natural resources: forests, biodiversity, and water.

EGAT/NRM assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation priorities regarding, biodiversity, water, forestry, and sustainable agriculture/natural resource management. The Office monitors

and advises Agency leadership regarding technical developments that could have an impact on Agency performance in these areas.

The Office provides analytical, technical, and project assistance support for programs in macroenvironmental policy and program analysis, environmental quality management and pollution prevention programs, biodiversity, forestry management, and water and coastal resources management.

EGAT/NRM coordinates its research and implementation agendas and other activities with other donors, international organizations, and other agencies of the U.S. Government.

The Office manages contract/grant mechanisms that enable Missions and regional Bureaus to access a wide range of technical expertise capable of implementing both short- and long-term programs and activities that they initiate. The Office develops tracking systems and impact indicators that permit analysis of the results of the activities using the mechanisms and contribute to decisions to maintain, redesign, or terminate the mechanisms.

The Office works closely with the Office of Agriculture and the Office of Environment and Science Policy to assure that there is coordination between the two programs, especially regarding the management of the natural resource base, the role of agriculture in responding to and mitigating the impact of climate change, and shared interests of science and technology.

The Office is responsible for the training of new hires in Backstop 40, and for coordinating this training with all other EGAT Offices and backstops, especially Backstop 10. In addition, EGAT/NRM is responsible for the design and implementation of continuous learning programs for USAID staff involved in environment programs.

The Director of the Office of Natural Resources Management reports to the Deputy Assistant Administrator for Economic Infrastructure, Agriculture, and Environment. He/she directly supervises four Supervisory Team Leaders, each responsible for oversight and management of a permanent core team:

The **Land Resources Management Team (EGAT/NRM/LRM)** provides technical, analytical, and project assistance to promote the development of land administration and management systems that improve or conserve the quality of these resources while also providing opportunities for increased household and community incomes. The role that land tenure plays in both management of the resource and in increasing its productivity will be critical elements of the Team's work program. Given the inter-linked nature of land and water utilization, these two Teams will be closely coordinated. In the Team's initial portfolio are the RAISE project and the SANREM CRSP, with involvement in the BASIS CRSP's land tenure portfolio.

The **Water Team (EGAT/NRM/W)** assures an integrated approach to water management for all purposes, including aquaculture. The Team provides technical leadership and field support, often in conjunction with members of other Teams in the Bureau as well as in the Bureau of Global Health. The Team is responsible for oversight of the programs implemented by two CGIAR centers (IWMI and ICLARM) as well as the Pond Dynamics/Aquaculture CRSP.

The **Biodiversity Team (EGAT/ENR/B)** addresses the conservation of plant and animal biodiversity through the provision of technical, analytic, and project assistance worldwide. The Team manages activities that focus on preservation of endangered species, especially in Africa.

The **Forestry Team (EGAT/ENR/F)** provides technical, analytic, and project assistance to support the conservation and sustainable use of the world's forests. The Team manages grant and contract mechanisms that provide access to expertise in various forestry-related areas. The Team assures oversight of the programs implemented by two CGIAR centers (CIFOR and ICLARM).

The Office of Environment and Science Policy (EGAT/ESP)

The Office of Environment and Science Policy assures USAID participation in USG presence in international forums, treaties and conventions that deal with the environment, agriculture, and science issues (e.g., the Convention on Desertification, the Intergovernmental Framework for Climate Change). The Office engages in the extensive inter-agency discussions that go into determining the US position in upcoming international events, assuring that the Agency's capacity for implementation is appropriate to the level of the US commitments. The Office serves as a focal point for Agency involvement in science and technology and, in collaboration with the Office of Agriculture and the Office of Natural Resources Management, manages a portfolio of global agricultural policy and research activities that involve U.S.-based as well as international scientists. The Office monitors and advises Agency leadership regarding scientific and policy developments that could have an impact on Agency performance in these areas.

EGAT/ESP coordinates its research and implementation agendas and other activities with other donors, international organizations, and other agencies of the U.S. Government as well as with the Offices of Agriculture and Natural Resource Management. Of particular importance in interagency coordination are the Council on Environmental Quality (CEQ), the Office of the Science and Technology Advisor at the Dept. of State, and the National Academy of Sciences.

EGAT/ESP provides oversight and financial management services for Agency involvement in the international agricultural research system, participating in the Consultative Group on International Agricultural Research (CGIAR) governance and oversight structures and, as appropriate, taking similar roles in other such donor coordinating bodies.

The Director of the Office of Environment and Science Policy reports to the Deputy Assistant Administrator for Economic Infrastructure, Agriculture, and the Environment. Specifically, he/she supervises two cross-cutting programs, each implemented by a Team.

The Multilateral Policy and Conventions Team (EGAT/ESP/MPC)

The **Biotech/Research Team (EGAT/ESP/BR)** assures oversight and coordination of the overall agriculture, environment, and natural research management research portfolio and, specifically, the Agency's Collaborative Agricultural Biotechnology (CABIO) Initiative. A relatively large and complex portfolio of research, policy, and regulatory activities comprise this Initiative, several of which have been or will be designed, implemented, and monitored by the Team itself. The Team also manages various contract/grant mechanisms that enable missions to tap into expertise as needed to support national efforts to apply biotech in research and production. The Team assures adequate monitoring of and reporting on USAID support for plant and animal biotechnology.

The **Global Climate Change Team (EGAT/ESP/GCC)** is responsible for USAID's participation in USG forums that deal with the multisectoral issue of climate change, coordinating with the international organizations that have taken the lead on climate change mitigation (as well as with the Energy Team and its efforts to promote clean technologies), and for analytical work that deepens our understanding of climate change and its impact on agriculture and the environment in developing and transition countries. The Team assures oversight of and reporting on USAID's activities in support of the U.S. Global Climate Change Initiative.

The Office of Energy and Information Technology (EGAT/EIT)

The Office of Energy and Information Technology provides technical leadership and field support for the construction, installation, and effective use of critical economic infrastructure, specifically, that of energy (fossil fuel as well as renewables) and information/communication technologies. Policy, financing, regulatory, and management issues are included in the Office's agenda.

EGAT/EIT assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation priorities and monitors and advises Agency leadership regarding technical developments that could have an impact on Agency performance, for example, in designing and delivering energy programs that moderate or mitigate climate change and on conquering the digital divide that separates so many people in developing and transition countries from participating in the global information economy.

The Office provides the relevant technical content and teaching staff for training programs designed and implemented by the Bureau. The Office collaborates in the recruitment, selection, and training processes for new hires in the Agency in Backstops 10 and 40 and contributes to the training of new hires in BS-11, 21, and 60 as well.

EGAT/EIT manages contract/grant mechanisms that enable Missions and regional Bureaus to access a wide range of technical expertise capable of implementing both short- and long-term programs and activities that they initiate. The Office develops tracking systems and impact indicators that permit analysis of the results of the activities using the mechanisms and contribute to decisions to maintain, redesign, or terminate the mechanisms. The Office uses these mechanisms to carry out its own worldwide projects and activities as well.

The Office conducts research on issues related to the scope of the portfolio and manages specific research capacity-building activities involving networks of researchers and policy analysts in developing and transition countries, often working in partnership with nongovernmental organizations and institutions of higher education. The Office coordinates its research and implementation agendas and other activities with other donors, international organizations, and other agencies of the U.S. Government.

The Director of the Office of Energy and Information Technology reports to the Deputy Assistant Administrator for Economic Infrastructure, Agriculture, and Environment. He/she directly supervises three Supervisory Team Leaders, each of whom is responsible for oversight and management of a permanent core team:

The **Energy Team (EGAT/EIT/E)** provides analytical, technical and project assistance for programs in industrial environmental policy and management, energy policy, energy efficiency, renewable energy, nuclear safety, environmentally sound energy development, and energy technology. The Energy Team is responsible for USAID participation in the Clean Energy Technology Exports Working Group, developing approaches in collaboration with mission personnel that will expand international knowledge of and demand for clean energy technologies.

The **Information Technology Team (EGAT/EIT/IT)** provides analytical, technical and project assistance for programs that serve to: expand the access of nations and populations to affordable information and communication technologies, including radios, telephones, internet, and computers as well as more specialized applications such as smartcards and credit cards to support e-commerce; improve the availability and relevance of content delivered via various information and communication technologies to the challenges of development; and demonstrate that use of information and communication technologies can increase productivity, social cohesion and stability, and the spread of democratic values. The Information Technology Team is responsible for USAID participation in the U.S. response to the Digital Opportunity Task Force of the G-8 and other interagency initiatives to promote digital opportunity in the developing world.

The **Technology Transfer Team (EGAT/EIT/TT)** supports the other teams in the Office through the design and operation of the Global Technology Network (GTN), an internet-based platform for facilitating U.S. exports of effective and relevant technologies to developing and transitional countries. The Team also manages programs to facilitate the transfer of clean energy technologies from the United States to developing and transition countries.

The Office of Education (EGAT/ED)

The mandate of the Office of Education spans the entire range of policies and programs that are involved in providing educational services: at the basic, secondary, and tertiary levels; on both short- and long-term bases; degree-oriented as well as oriented toward workforce competence and performance; involvement of communities and families; and so forth. The Office is responsible for monitoring USG support for and the global achievement of the Millennium Development Goals for education.

EGAT/ED assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation priorities and monitors and advises Agency leadership regarding technical developments that could have an impact on Agency performance in designing and delivering cost-effective education programs. The Office provides the relevant technical content and teaching staff for training programs designed and implemented by the Bureau. The Office oversees the recruitment, selection, and training processes for New Entry Professionals (NEPs) in Backstop 60.

The Office manages contract/grant mechanisms that enable Missions and regional Bureaus to access a wide range of technical expertise capable of implementing both short- and long-term programs and activities that they initiate. The Office develops tracking systems and impact indicators that permit analysis of the results of the activities using the mechanisms and contribute to decisions to maintain, redesign, or terminate the mechanisms. The Office uses these mechanisms to carry out its own worldwide projects and activities as well.

The Office conducts research on issues related to the scope of the portfolio and manages specific research capacity-building activities involving networks of researchers and policy analysts in developing and transition countries. The Office coordinates its research and implementation agendas and other activities with other donors, international organizations, and other agencies of the U.S. Government.

The Director of the Office of Education reports to the Deputy Assistant Administrator for Economic Growth, Poverty Reduction, and Education. He/she directly supervises three Supervisory Team Leaders, each of whom is responsible for oversight and management of a permanent core team:

The **Basic Education Team (EGAT/ED/BE)** manages both IQC contract and cooperative agreement (grant) mechanisms for global field support and provides technical

expertise and guidance to the field and USAID/W bureaus on the design, implementation, monitoring, and evaluation of basic education programs around the world.

The **Higher Education Team (EGAT/ED/HE)** manages both IQC contract and cooperative agreement (grant) mechanisms for global field support and provides technical expertise and guidance to the field and USAID/W bureaus on both secondary and tertiary education. University partnerships (between U.S. schools of higher education and partner-institutions in developing and transition countries) are an important program managed by the Team and funded as part of the EGAT Bureau budget. The Supervisory Team Leader for the Higher Education Team also serves as the USAID Higher Education Liaison with the U.S. university community.

The **Participant Training Team (EGAT/ED/PT)** manages both IQC contract and cooperative agreement (grant) mechanisms for global field support and provides technical expertise and guidance to the field and USAID/W bureaus on the organization, management, and use of short-term training opportunities. The Team is responsible for the design and maintenance of TrainNet, a system designed to track and monitor participant trainees from around the world.