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**REPORT ON THE INTERNAL REVIEW
OF THE
BUREAU FOR EUROPE AND THE NEW INDEPENDENT STATES
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT**

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ENI Right-Sizing Process

The Right Sizing Team applied many management principles in developing the recommendations contained in this report.

ENI REORGANIZATION

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EXECUTIVE SUMMARY

The Europe Bureau (EUR) and the New Independent States Task Force (NISTF) are merging into a single Europe and New Independent States Bureau (ENI). This report presents findings and recommendations from an organization and staffing study of the merger conducted by a Bureau Right-Sizing Team ("the Team"). Principle findings and recommendations are:

- o The proposed structure consists of an Assistant Administrator and two Deputy Assistant Administrators: one for Project Administration and one for Field Support and Bureau Operations .
- o This proposed structure is flattened by combining offices and having no organizational structure below the division level.
- o In contrast to a conventional Bureau structure, geographic related issues are resolved two levels below the AA level, instead of at the AA level -- an approach that greatly empowers Bureau staff.
- o The Project Administration DAA will have five sector implementation offices reporting: Privatization and Economic Restructuring; Enterprise Development; Human Resources; Energy and Environment; Democracy and Governance.
- o The Field Support and Bureau Operations DAA will have six offices and staff level units reporting: European Affairs; NIS Affairs; Program Office; Project Development; Financial Services; and Operational Services. This DAA will also be the point of contact for the USAID field missions and have project approval authorization authority.
- o The Team found that the NIS operations to be severely understaffed. Although the merger will eliminate some duplication of functions, total staff levels must still increase (albeit at a reduced rate) after the full merger.
- o Both programs have used the PSC authority provided for them to augment the USDH staffing levels given for both Washington and the field. Use of such authorities is expected to continue, with PSCs being replaced by appropriately qualified USDH personnel as they become available from other restructuring within USAID.

- o Bureau staff repeatedly cited a shortage of adequately trained and motivated support staff as being an impediment to efficiency.
- o Many interviewed cited the procurement process in general and the Office of Procurement (OP) specifically as being major bottlenecks for rapid implementation of projects. No specific staffing or organizational recommendations are made in this regard, as other teams are analyzing that situation.
- o Three problems with office space were identified: the lack of adequate space, the non-contiguous character of the space provided, and the lack of quality space.
- o At some point in the future, the Team expects that certain duties and responsibilities still being retained by the ENI Bureau such as personnel responsibilities, systems management, and training can be shifted to the centralized offices. Until such occurs, staffing provisions for those functions are identified. Some residual management responsibilities and support should be retained at the Bureau level.
- o The Bureau performs project management functions normally assigned to field Missions. As such, technical personnel assigned to the Bureau are project managers and should be retained in ENI (i.e., not assigned to the Global Bureau). The single exception is for Housing project staff.
- o The Regional Mission for Europe (RME) should be abolished and appropriate delegations of authority be provided to the DAAs and the Office Directors.
- o An increase in support staff is recommended to help reduce the amount of basic clerical and support functions that project managers currently perform.

In drafting the staffing pattern the Team has made an effort to place existing ENI personnel against continuing functions. The unassigned list does not imply that employees are surplus to the needs of the newly established ENI Bureau. They have the skills needed for the Bureau. The placement of these employees against proposed positions is outside the purview of the Team. We expect that ENI senior management will make the final decision on staffing. Initial indications are that most, if not all, employees will be placeable in the Bureau.

II. INTRODUCTION

As part of the October 1, 1993 reorganization of the Agency, the Administrator approved the merger of the Europe Bureau (EUR) and the New Independent States Task Force (NISTF) into the Europe and New Independent States Bureau (ENI). Further, a review was requested to focus on the most effective means of organizing two programs into one bureau without impeding the delivery of assistance or allowing the momentum in either program to diminish. The mandate was to develop a structure for ENI with the most appropriate mix of skills and personnel to continue the delivery of programs to the former Soviet Union and the Central and Eastern European countries. The merger creates a bureau supporting 29 countries with a program portfolio exceeding \$3 billion for FY 1994.

III. THE PROGRAM

A. Overview

With the collapse of the former Soviet Union, the foremost foreign policy objective of the United States has been to provide a vast array of technical and economic assistance to the states of the former Soviet Union and Central and Eastern Europe to stabilize their emerging democracies and convert them to market economies. In 1989 a Task Force was established as to begin highly visible programs of assistance to Central and Eastern Europe. This organization evolved into the Europe Bureau which included programs in four countries of Western Europe (Turkey, Portugal, Ireland, and Cyprus) and later three programs of the New Independent States of the former Soviet Union. In 1992, the New Independent States Task Force was created for the states of the former Soviet Union.

These assistance programs were structured to respond to and provide quick support for the economic and political reforms occurring in the region. As such, both are structured differently and operate differently from traditional USAID programs. These include the involvement of other Federal agencies, a regional as opposed to bilateral country specific approach to allocating funds, the demand driven nature of the program based upon the recipient country's capacity to absorb and its preference for U.S. assistance, streamlined design and authorization procedures, and a Washington-based management of the program.

B. European Programs

Program resources are concentrated on the following objectives:

- o The transition to full democracy
- o Evolution to market economies
- o Improvement in the quality of life

U.S. economic assistance to Central and Eastern Europe is authorized under P.L. 101-179, the Support for Eastern Europe Democracy (SEED) Act. Reflecting the urgency and importance placed upon this program, the President appointed the Deputy Secretary of State as Coordinator for Central and Eastern Europe Program. A coordinating council was formed consisting of representatives of all Federal Agencies involved in the assistance program. USAID is responsible for the overall management of the SEED Program and as such retains accountability for the proper use of these funds. Within USAID the Europe Bureau was the principal implementing organization.

The FY 1992 Appropriations Act expressly provided a role for the USAID representatives in each SEED country to have day-to-day implementation responsibility for the assistance programs, to identify potential projects, and to coordinate field activities with other USG agencies.

C. NIS Programs

The NIS program resources are concentrated on four primary objectives:

- o The transition from totalitarianism to democracy
- o The transition from command economies to market economies
- o The transition to energy efficient and environmentally sound growth
- o Restructuring the state's role in providing financially viable, social service system while meeting short term emergency and humanitarian needs

U.S. economic assistance to the former Soviet Union is authorized under the Freedom Support Act of 1992. This legislation expressly provides that any agency receiving funds from the NIS will be responsible for accountability of those funds as opposed to the SEED legislation in which the USAID representative is held accountable. Areas which are mentioned in this legislation for the NIS countries but not for the EUR countries are: resettlement and housing of demobilized military officers, nuclear reactor safety, defense conversion, programs to assist scientific and engineering institutions.

D. Program Implementation

The program for Central and Eastern European countries includes thirty-six active projects in addition to ones in Ireland, Turkey and Cyprus. The portfolio includes about 190 subprojects or activities (being implemented in one or more countries of Eastern Europe) funding approximately 260 grants or contracts. In addition, about thirteen U.S. government agencies are funded to assist in implementing the programs overseas. The overall funding level for FY 1994 for the CEE countries is \$390.0 million. The current planned funding ESF levels for Turkey, Cyprus, and Ireland in FY 1994 are \$120 million, \$15 million, and \$19.6 million, respectively.

The NIS program implements activities through 13 umbrella projects with 140 grants, contracts and interagency transfers. The FY 1994 Operating Year Budget for NIS is \$2.5 Billion entirely under the Freedom Support Act.

IV. CURRENT STRUCTURE AND STAFFING

The Europe Bureau contained organizational elements like most other geographic bureaus in USAID. However, it has been dissimilar in that it included a Regional Mission for Europe (RME) based in USAID/W, a model which has been utilized to centralize decision making and coordination in Washington. The NIS Task Force was also designed to concentrate decision making and monitoring of projects from USAID/W.

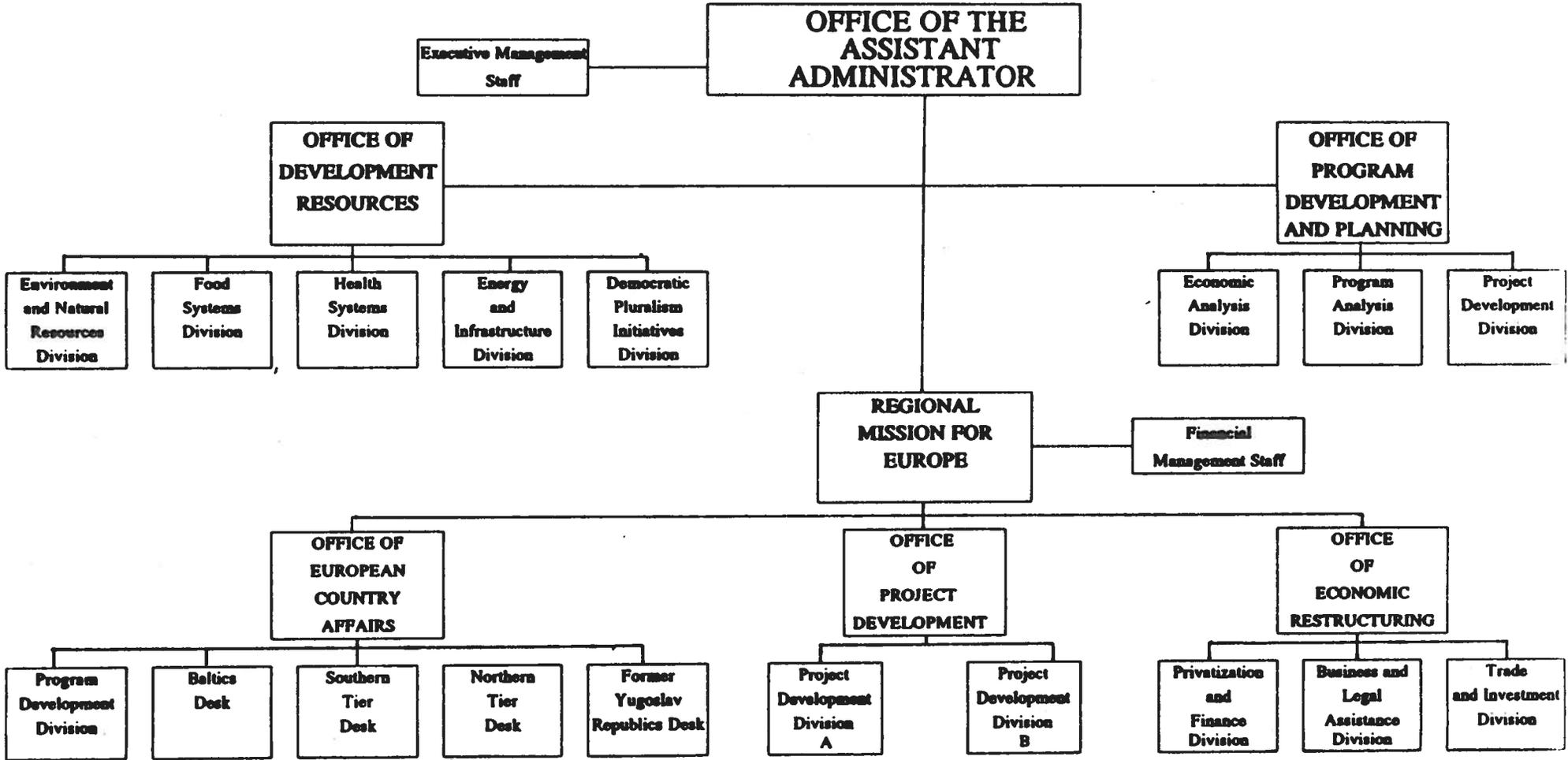
The ENI Bureau currently has a staff level in Washington of 217 direct hires and 70 non-direct hires. An additional 15 direct hire personnel are assigned to the ENI Bureau through a variety of temporary arrangements. Overseas staff, which are assigned in 17 countries, consist of 86 direct hire positions and 405 Personal Service Contractors (PSC) positions, the great majority of which are Foreign Service Nationals (FSN).

The current ENI Washington staff positions are summarized below. Proposed ENI organizational staffing pattern is contained in Appendix C.

ENI BUREAU STAFFING:

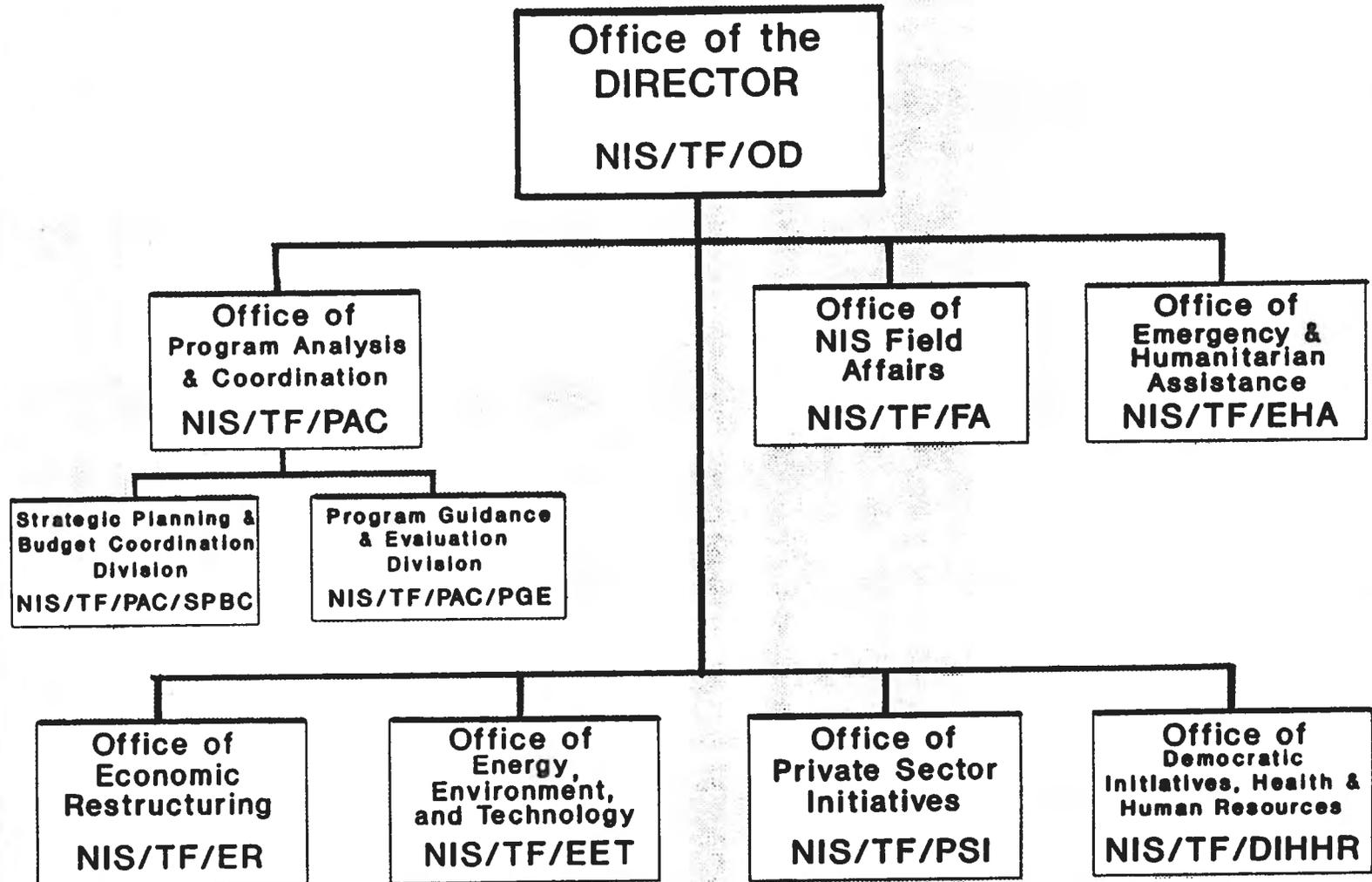
USAID/Washington	Direct Hires	Non-Direct Hires	Total
EUR	151	41	192
NIS	66	29	95
TOTAL	217	70	<u>287</u>

BUREAU FOR EUROPE



**A.I.D. Overseas Offices which include Offices of the A.I.D.
 Representatives in Poland, Czech Republic, Slovakia, Hungary, Bulgaria,
 Romania, Albania, Lithuania, Latvia, Estonia, Croatia, Slovenia and Macedonia**

NEW INDEPENDENT STATES TASK FORCE



V. PRINCIPAL FINDINGS AND CONCLUSIONS

A. Methodology

In carrying out this review, the ENI Team reviewed relevant background documents and conducted interviews with nearly 100 individuals, both internally and externally in a variety of one-on-one meetings, E-Mail contacts both in Washington and the field and in focus groups. The Team also interviewed selected USAID officials in support offices who were familiar with both the EUR and NIS programs. A complete list of the documents reviewed, the people interviewed and those providing other written inputs are provided as Appendices A and B.

Principal findings and conclusions of the study Team are discussed below:

B. Current Organization Overview

The Team considered a number of issues regarding the challenge of merging these two organizations. These included: the different stages of project development and implementation with the EUR side being over two years ahead of the NIS in implementing program objectives; the different legislation governing the programs; the relationship between the field and USAID/W; the sheer size of the regions and the amount of money involved; accountability and vulnerability, and span of control. An additional factor was the on-going reorganization of the Agency as a whole which will alter the ways certain processes and procedures are done and hopefully result in simplified and improved centralized functions and services.

Currently the major decision making authorities for EUR and NIS were concentrated in USAID/W for several reasons: 1) the lack of country specific operating year budgets required centralized management 2) a centralized regional operation could make more efficient use of staffing to oversee projects; 3) TDY travel from Washington to the regions would be cheaper than stationing personnel permanently in-country, providing relief to USAID's limited Operating Expense budget; and 4) U.S. assistance to the regions was expected to be relatively short-term, although the original time frame of three to five years may be exceeded.

The regional approach to implementing both programs was adopted to permit USAID to:

- respond quickly to changing political circumstance;
- provide assistance based upon performance;

- keep design and contracting actions to a manageable number; and
- focus assistance on the private rather than the public sector

A majority of the people interviewed indicated that one of the primary things which **EUR and NIS did very well and which they wanted to see retained was the ability to respond quickly**. Due to a variety of mechanisms, both groups have been able to cut the response time between project design and project implementation drastically from the traditional USAID approach. This momentum must be sustained in the reorganized structure.

Apart from the similarities in approach of both the EUR and the NIS, their programs remain for the time being at different evolutionary places. EUR's programs have been implemented nearly two years longer than the NIS side. Thus, this is a tremendous challenge in the full merger of the programs. One of the major impacts of this time difference is the speed at which projects are designed and put into the field. Although EUR was the prototype for rapid response, due to audit recommendations over the last two years, it has had to develop additional internal control mechanisms to protect against vulnerabilities. This has slowed down its implementation. At the same time, the NIS side is still in the rapid response phase with little operational review and control. This is a high-risk strategy of which the senior management of the Agency and the Bureau are aware. At what point the NIS projects come under the same scrutiny and thus control as those of the EUR side is still to be answered.

C. Staffing

The workload has stretched both EUR and NIS since their creation. The Team found that the NIS program is currently understaffed. To expect that the staff can continue the same workload, long hours and intensity of program focus is not plausible. The Team recommends a net increase of 16 USDH for ENI in Washington. While this recommendation reflects the Team's best judgment, the final levels must take into account more detailed assessments from the Office Directors that are to be selected and from further analysis of HRDM. This increase approximates the number of USDH staff which are currently detailed or otherwise assigned to the Bureau from the FS complement. In addition, the Team recommends increasing the currently planned level of 70 non-Direct Hire (NDH) staff for eni to a total of 86. A preliminary review of the NDH staff indicates that over half of the current and proposed level could be replaced by direct hire staff, if available. Field Staffing levels and implications of the Right Sizing exercise have not

been addressed. These critical issues must be the subject of another exercise that must be initiated in the very near future.

One of the implications of the two DAA structure is the absolute need for very high level, experienced Office Directors. The span of control for both DAAs is enormous. The DAA for Project Administration manages approximately two-thirds of the ENI Washington staff and has oversight of over a \$2 Billion in ongoing programs, with FY 1994 obligation plans of nearly \$3 billion. The DAA for Field Support and Bureau Operations controls the project approval process and will be overseeing about one-third of the Washington staff as well as the field Missions and AIDReps. Therefore, it is imperative that HRDM designate the Office Director level positions as Senior Management Group (SMG) positions and that HRDM and ENI identify strong senior management candidates for each.

Another staffing concern is the proper mix of both Civil Service (GS) and Foreign Service (FS) personnel in each office. With a growing program and the emphasis on including the field perspective in the design and implementation of elements of the programs in CEE and NIS, an appropriate balance of personnel with both the Washington perspective and the field perspective is vital.

D. Discontinuation of the Regional Mission for Europe

A complete functional merger of ENI programs requires establishing a uniformity of process, both in design and implementation of the programs. Although this will be a multi-step process, the first step is to achieve some degree of uniformity in the organizational structure and staffing levels. As such, one of the first steps considered appropriate is to abolish the Regional Mission for Europe (RME). All the authorities currently delegated to the Director, RME, and to the NIS Task Force staff should be canceled and that appropriate delegations be made to the new Deputy Assistant Administrators and Office Directors.

E. Utilization of PSC and other Non-Direct Hire Employment Mechanisms

Both programs have utilized a variety of employment mechanisms, including, but not limited to, direct hires, expert/consultants, Presidential Management Interns, student aides and interns, detailees, employees on the complement, non-personal services contractors and personal services contractors. The implications so many varieties of mechanisms is not just that the USDH pool lacks some of the skills needed, but

that the staffing levels provided for the programs has been inadequate.

At the time this study began, senior management of the Agency directed the Bureaus to reduce the use of PSCs by twenty percent overall, to be replaced by USDH from the 21 Mission closings and the available personnel from the Right-Sizing exercise being conducted by all bureaus. Unlike other bureaus, which are facing program budget reductions of up to 60-percent this year, ENI's OYB for FY 1994 is approximately \$3 billion -- a threefold increase. Understandably, some staffing increases for ENI will be necessary. The challenge to ENI management will be to minimize the staffing increases while maintaining the present implementation momentum. The Team expects that ENI will continue staffing growth, but did identify a significant number of non-direct hire positions (approximately 45) that could be filled over time by USDH personnel as HRDM can arrange personnel availability and M/FA/B can allocate personnel ceilings.

F. Organizational Relationships

o **USAID (Office of Procurement)**: Both programs have received support from a number of USAID offices external to them including the Office of Procurement (OP), Overseas Management Support, General Council, Legislative and Public Affairs and Program Policy and Coordination. Of these, OP came under scrutiny for being the major bottleneck in the implementation of ENI's programs, principally due to staffing problems within OP. Due to proposals for major revision to the procurement process and the general restructuring plans of USAID, it was not possible for the Team to identify any specific remedies to the situation.

Recommendation: Bureau management need to work closely with OP and USAID senior management to ensure that the critical procurement needs of ENI are addressed as the Agency goes through these changes and restructuring. Staffing levels is a major concern that needs immediate consideration.

o **Department of State**: Both EUR and NIS have coordinators in the Department of State. The EUR side said that relationships had improved with their coordinator and that there were no major issues. The ENI Coordinator noted the critical diplomatic need to assure the countries of Central and Eastern Europe that they and their transition to an open democracy and free market society continue to be important to the United States. He feared that the merger might send false signals to those countries and suggested that USAID reconsider the plans for a full merger. In interviews with the State Department counterparts, they indicated that they liked the ability to go directly to all levels of NIS without going through the chain of command. They wished to see this flexibility retained. On the

NIS side, project management staff noted the considerable staff time devoted to coordinating and briefing State officials. At the present time, State has 19 professionals involved in their "oversight" of USAID.

Issues with the Department continue to be problematic due to the various interactions and approvals required which can result in long delays in getting personnel on the ground and cables out.

Recommendation: No recommendations on organizational structure are made related to this issue, except that appropriate individuals must be identified within ENI to serve as the coordinators for the CEE and the NIS programs. ENI management should discuss how the proposed merger can be accomplished without sending false signals to the host governments of Central and Eastern Europe. Dialogue should be continued with State and ways to resolve bureaucratic delays explored. Further, the Team recommends that ENI management work to issue guidance that clarifies the role of the State coordinators and establishes reasonable operational procedures.

G. Support Staff

There was much discussion within all the focus groups as to the limited quantity of support staff as well as the quality of the staff currently on board. Project Officers and administrative support staff indicated that much of their time was spent doing their own copying, getting clearances, doing documents in final, because either the current staff did not choose to assist or felt inadequate to take over. The support staff interviewed, on the other hand, felt that they were not considered part of the team, were given inadequate management supervision, and were under-utilized.

Recommendation: 1) Identify training needs among support staff and pursue with HRDM. 2) Provide appropriate supervision and direction for all staff members around clearly expressed performance standards including requiring staff to do assigned work. 3) Utilize fully the professional skills of the support staff and recognize their contributions through identification of upward mobility opportunities, performance awards, and growth assignments such as TDYs.

H. Other Findings

Deputies: In direct response to the mandate to flatten Bureau structures by reducing unnecessary supervisory layers, the team examined the role and functions of "deputies" at all levels. Within the existing EUR and NIS structures, the vast majority of "deputies" are not just alter egos to the head of the unit but, in fact, have substantial program and managerial responsibilities

assigned to them. In both EUR and NIS, at the Office level in particular, external demands placed on the Director have necessitated a full time deputy to provide continuity in the oversight of daily operations of the staff.

With the new geographically merged Bureau structure that the team has recommended, the function of the Deputy Office Director will be critical to assure the management depth required in Offices that cover country programs and activities in 29 countries and that contain up to 47 staff members. Two individuals are not excessive to the new task of integrating strategies and programs at the sector level, while continuing to implement these programs. Further, the recommendation to establish only two DAAs and the functional requirements to resolve geographic issues at the Office Director level will further increase the need for additional senior management support of a deputy at these levels. While the team was prepared for other tradeoffs in order to flatten the Bureau, the consensus was that the Deputy function at the Office level cannot be compromised. However, the team was comfortable with the elimination of the Deputy function at the Division level which contains a more heterogeneous and limited number of activities in which senior staff could more readily assume ad hoc responsibility for Division leadership.

Recommendation: The Team believes that all offices should retain deputies for the near future; there will be no deputies below the office level, so the organization is flattened. The Team believes it especially important to have this depth as the day to day implementation of the merger of programs takes place. The entire deputy question should be looked at again in 12 - 18 months after the ENI programs reached similar evolutionary levels and familiarity with the programs is internalized.

Travel: In many of the interviews of Project Managers, the issue of travel to monitor activities in the field arose. Due to the regional nature and the Washington-based management approach of the ENI programs, travel to the field is a vital part of monitoring. However, due to the workload here in Washington, many lamented the fact that they were not traveling enough and thus their vulnerability for the programs supervised is increased. Project managers commented that except for a few cases, inadequate field staffing exists to fully delegate monitoring to the field. This is, in another guise, an indication of the shortage of adequate staffing levels. The Team did agree with staff that travel is essential to provide improved program oversight, which is judged inadequate by the staff and has been noted the Inspector General as minimal.

Recommendation: More TDYs should be made to the field, but additionally, the field staffs should be increased both with

USDHs and with FSNs to improve project monitoring and to support the eventual transfer of project management authorities to the field.

Space: Most interviewed had three comments on space: the lack of adequate space, the non-contiguous character of the space provided, and the lack of quality space. Currently, ENI staff occupy 12 non-contiguous areas in Main State located on five floors. The implications of a bureau spread over several floors and offices are immense in terms of adequate communication internally and externally as well as employee morale. The separation of EUR and NIS staff will have an inhibiting influence on the functional merger of the staff into the "ENI Team." Physical separation greatly hampers Bureau staff's ability to build a feeling of teamwork and participation. Further, there is no doubt that additional staff time is consumed attempting to bridge the gaps in communication. Another implication of such sprawl is the waste in terms of operating expenses; without contiguous space, more copiers, printers, phones, FAXes, supplies and clerical staff are needed for effective operations. As the Team was preparing this report, it was announced that the future USAID office building at Federal Triangle will possibly be occupied in 1996. This does not solve the IMMEDIATE ENI problem. In the meantime, as the largest bureau spread throughout the building, short term alleviation of the space problems must be addressed immediately.

The Team recognizes the Agency's problem with identifying more space given current requirements elsewhere in USAID/W. However, priority must be given to realignment of current EUR/NIS space to accommodate offices and to begin the work of building an ENI Team.

Recommendation: That AA/M provide for the maximum possible adjacency of space for ENI Bureau staff.

Communication: The program for which ENI is responsible has one of the highest political profiles within USAID. There are continual demands made on the staff from external as well as internal participants for up to date information on various aspects of the program. White House and Congressional interest is particularly high. It is vital that the Agency and the Bureau coordinate communication externally to avoid misinformation or conflicts. This implies that the Bureau must have one major source of information management. A role more traditionally part of the Program Office, there might also be thought given to having the AAs office be the locus of external communication. At the same time, various systems of communication internally are vital: this includes preparation of documents, clearance

procedures, centralized and retrievable filing systems, personnel information, clear delegations of accountability and authority.

Recommendation: Discussions should take place early among the AA and his DAAs and Office Directors about lines of communication and authorities and establishment of uniform procedures throughout ENI. The Bureau should seek opportunities to serve on the leading edge of Agency considerations for enhanced communication mechanisms, such as elimination of hard copy requirements to send cables, electronic forms routing for clearances, and similar initiatives that IRM must address for USAID. A major implication of the communications area is that central project files need significant improvements. Staffing increases in the Project Development Office are proposed to more adequately support such improvements.

VI. Proposed Organization

A. Organizational Overview

Both programs have been centralized in Washington, D.C. with several distinct advantages accruing from that arrangement. Both EUR and NIS have been successful in putting programs on the ground and the Team did not want to see that momentum lost. There is also recognition that the emphasis of implementation and monitoring the programs must continue to shift towards the field and include the field mission perspectives.

There is no ideal ENI structure. What is important remains keeping the program moving. To do so, more authority and staff must be provided to the field and clear messages sent on Washington authorities and locus of responsibility. Many of those interviewed believed that the field needed additional positions despite the operating budget difficulties. The vulnerabilities inherent in a limited staff monitoring large amounts of funding in a vast region were noted time and again.

A number of steps should be taken quickly to reduce vulnerabilities and ensure a continuing devolution of authority and responsibility to the ENI field missions. First, USAID/W-based projects must accelerate the move from a set of transaction-oriented activities initiated in Washington to sector support activities which address critical development problems in specific countries as identified by our field missions. Second, the field must be given the authorities and resources, including a greater proportion of the total Bureau staffing, which will allow them to give more attention to program analysis, setting a country-based action agenda, and managing on-the-ground project activities collaboratively with the host governments.

The Team considered at least three different organizational structures before reaching agreement on the one proposed here. Each had pros and cons. In one, three DAAs were proposed with great advantages. Given the span of control, this structure was most desirable. A minority opinion on the Team held that numerous factors pointed to the necessity for at least three DAAs. With a combined portfolio in excess of \$4.5 billion and with a Washington-based staff of over 250 serving clientele in 29 countries, the Bureau warranted a cadre of experienced senior level managers. It was argued that the high visibility of the portfolio, combined with potential substantial vulnerabilities in the programs, required greater management depth than was offered by a traditional geographic bureau approach of two DAAs. However, the Team could not reach a consensus on an acceptable split of responsibilities between the three. This may be a structure that the AA may want to review. The majority decision to limit the senior staff was based on the perception that ENI could afford to sacrifice some professional oversight responsibilities for a leaner organizational structure. The minority opinion held that this was a false economy. After much discussion, the Team arrived at the proposed two DAA model as providing coherence and symmetry to issues of program implementation, checks and balances. (See Appendix D)

The proposed structure consists of an Assistant Administrator and two Deputy Assistant Administrators: one for Project Management and one for Field Support and Bureau Operations. The Team believes that this structure provides the best mechanism for control and oversight with little disruption to the program. The factors most influencing the Team's recommendation were:

- o Merging of the technical programs will inevitably create some level of disruption in implementation. Maintaining "known" structures to a minimal extent will counter some of these disruptions.
- o Major revamping is planned for the Agency as a whole both in project design and implementation as well as in contracting. Until those structures are better defined, the Team could not identify other appropriate and innovative organizational structures that were not process specific.
- o The role of Global is yet unknown. Until Agency management sorts out the Global structure, the Team did not feel comfortable to innovate further.

On the other hand, despite maintaining the look of a traditional structure, the proposed organization has certain innovations.

- o The structure provides for the maximum functional merger with geographic divisions pushed to the lowest level.
- o It has been flattened by combining EUR and NIS offices at a functional level rather than by creating a supervising level over the two separate functional units and by not having any organizational structure below the division level.
- o The two DAAs, unlike other geographic bureaus, are functionally oriented as opposed to geographically.

Highlights of the general organizational structure recommended are as follows:

- o Two DAAs: One for Project Administration; one for Field Support and Bureau Operations.
- o The Project Administration DAA will have five sector implementation offices reporting: Economic Restructuring & Privatization; Enterprise Development; Human Resources; Energy, Environment, & Housing; Democracy & Governance.
- o The Field Support and Bureau Operations DAA will have six offices and staff level units reporting: Offices for Europe and NIS Country Affairs (the desks); Program Office; Project Development; Financial Services; and Operational Services. This DAA will also be the point of contact for the USAID field missions and have project approval authorization. This DAA will provide the necessary field perspective and insure that the field is heard.
- o In keeping with the National Performance Review recommendations, delegation of decision-making has been made to the working level. In traditional bureaus, decisions across country or regional geographic issues are made at the AA level. In the proposed structure, these have been delegated to the Office Director level, two down from the AA.
- o The proposed structure implies strong cross linkages among various sections of ENI as in a matrix management concept. It is envisioned that dialogue across the board will take place between the Desks, the Program Office, Project Development, and throughout the technical offices.
- o Project Implementation would be merged for all sectors EXCEPT: Privatization and Housing.
- o All Field Support and Bureau Operations functions are merged EXCEPT: Desk Offices at the organizational level and budget functions and financial functions at the activity level.

B. Structure Overview

Division of responsibilities at the DAA level is made on a functional basis rather than on the more traditional geographic basis. Merger of organizations often leaves one group (or portion thereof) as a winner and another as a loser. Such is more common when one of the groups enjoys a higher profile or priority of their functions. Merging the Central and Eastern Europe (CEE) program with the program for the New and Independent States is exactly the same. In the past, both programs addressed two of the highest priorities within USAID. Coupled together, the CEE portion with a more mature program and slightly lower priority could come out the loser. USAID cannot afford for either program to diminish their effectiveness. As such, merger and Right Sizing for ENI must consider **two primary criteria as the plans are developed, namely: 1) minimize disruption of the foreign assistance programs for NIS and Central and Eastern Europe and 2) achieve maximum functional merger of the two organizations (i.e., move the geographic split of the program to the lowest possible level in the organization).** This second criteria addresses one of the fundamental principles of Right-sizing -- moving decision making responsibilities to the lowest possible organizational level.

Most geographic bureaus assign portions of their geographic region to each of the DAAs. The ENI recommendation does NOT provide a geographic split at the DAA or at the Office level. This is based on the need to facilitate a cross pollination of ideas between the previously more isolated staffs. The programs, which share many common dimensions and themes, can benefit from other lessons learned. The more mature EUR program brings an increased thoroughness to the design and obligation process while NIS brings additional opportunities to further streamline procedures beyond those utilized by EUR.

Responsibilities under the proposed DAA, Project Administration, organization are divided by sectors and managed by senior Office Director level personnel. The sectoral splits were made on the basis of several criteria: 1) size of the program, 2) similarities of programs, and 3) management span of control. The various rationale related to each office structure is outlined below, together with the relative staffing and skills concerns.

OFFICE OF THE ASSISTANT ADMINISTRATOR (ENI/AA)

(9 USDH)

The Office of the Assistant Administrator directs and supervises the activities of the Europe and New Independent States Bureau.

The Office consists of the AA, two Deputy Assistant Administrators, two special assistants, three secretaries and a correspondence control officer. This office more than any other in the Agency, with the exception of the Administrator's, fields myriad inquiries both internal and external due to the high political profile of the combined ENI programs. In addition, this office is constantly called upon to present its programs to Congress, the White House and other federal agencies. The AA may want to consider additional staff to assist with responses to external entities.

The Team remains concerned about the span of control implications for the two DAAs. The two DAAs may want to consider adding a special assistant each to handle the day to day inquiries from external and internal sources to free the DAAs to concentrate on policy issues and interagency and Congressional liaison.

The Team recommends that for coordination purposes the entire front office develop in conjunction with the Operational Services Office guidance on written communication and lines of authority and that standard operating procedures be distributed throughout the Bureau to all support staff and Office Directors.

D/AA for Project Administration

From within the Office of the Assistant Administrator, the Deputy Assistant Administrator for Project Administration supervises the Offices Directors responsible for management of all project and program activities within the Bureau. The five sector implementation offices reporting are: Economic Restructuring and Privatization; Enterprise Development; Human Resources; Energy, Infrastructure and Environment; and Democracy and Governance. Staffing consists of the DAA and one secretary.

The DAA for Project Administration has two thirds of the Washington staff and oversight of over a \$2 billion in ongoing programs and nearly \$3 billion of FY 1994 obligations. This staff is responsible for the implementation, monitoring and management of Support for East European Democracy Act (SEED) and Freedom Support Act (FSA) projects.

The rationale for linking these offices under this D/AA position is to provide a single, senior official who will ensure the integrity of the project administration functions. The sheer magnitude of the program funding levels warrants placing this under the responsibility of one of the Agency's most senior managers.

Office of Economic Restructuring and Privatization (ENI/ER):
(27 USDH, 19 NDH)

The Office of Economic Restructuring and Privatization manages the project portfolio in ENI dealing with broad macroeconomic and ownership restructuring in ENI economies.

The staggering magnitude of the privatization programs for CEE and NIS clearly mandate separate organizational units for this sector. However, there are many related economic restructuring elements of the program that are so closely related to this sector that such activities are best managed by the same office level supervisor. For example, the privatization of industries is closely tied to the regulatory structures existing in the various host countries. Project activities related to improvements in the regulatory and legal framework in CEE and NIS are paramount to the success of privatization efforts and must be very closely coordinated. To achieve the maximum (and essential) cross linkages at the project implementation level, the Team recommends that these project activities be contained in the same Office level organization.

Within this Office, the work on privatization is so large that it must be managed at the Division level. Further, the policy and regulatory framework must also be at a full Division level of responsibility. However on the privatization side, the sheer magnitude of the budget levels dictate that there be some split of management responsibilities. Since the two privatization programs are at differing stages of implementation and are being carried out through differing methodologies, it is appropriate to make the split on a geographic basis.

With regard to staffing levels, the Team recommends a net addition of staff to satisfactory monitoring of contractor and grantee activities throughout the region (with a primary focus on implementation within NIS). In general, these individuals will require senior and unique expertise in privatization, economic policy and financial operations. Since finding these skills from USAID direct hire staff is not expected, the Team proposes that primary consideration be given to PSC recruitment to meet the requirement.

The skills mix of the existing staff meet current requirements; however, some consideration must be given to providing professional training opportunities for the assigned staff and for the PSCs currently retained for the program.

Office of Enterprise Development (ENI/ED): (30 USDH, 9 NDH)

The Office of Enterprise Development manages the portfolio of projects dealing with improving the operations of restructured

economies. This encompasses small and medium business development, agribusiness development, post-privatization activities and the Enterprise Funds.

These various activities have a relatively common focus related to improving efficiency and productivity which foster economic growth. These activities were separated from the privatization and economic restructuring activities to give an appropriate distinction to the broad restructuring efforts and the need to improve micro-level productivity. It will also help achieve a more manageable span of control over the functions. All of these NIS and EUR project activities are fully merged at the Division level for the Bureau. In most cases, this functional merging can be accomplished even at the project manager level. The major exception to this merging is for the Enterprise Funds which are expected to maintain non-merged project management of the funds on an EUR and NIS basis.

With regard to staffing levels, the Team recommends a net addition of professional staff to achieve adequate staffing to manage the NIS programs in small business and agribusiness development and the Enterprise Funds. In general, these individuals will require senior and unique expertise in privatization, economic policy and financial operations. Since finding these skills from USAID direct hire staff is not expected, the Team proposes that primary consideration be given to PSC recruitment to meet the requirement. The skills mix of the existing staff appears to meet current requirements.

Office of Human Resources (ENI/HR):

(24 USDH, 19 NDH)

The portfolio of the Office of Human Resources encompasses programs in health and population, in education, training and exchanges, and in a broad spectrum of social sector activities. Relative to the dollar level of resources managed by the other proposed ENI Offices, HR resources are more modest. However, the continually evolving nature of support to the social sectors in CCE and NIS countries warrants a set of strategic, direct hire skills fully comparable to those assigned to the other sectors.

The team gave careful consideration to the potential for effectively transferring certain of the functions within this Office to the Agency's central bureaus including aspects of population, training and humanitarian assistance. Consensus was reached that ENI should maintain management responsibility for these programs in the short to medium term with further assessment required for longer term transfer. This was particularly relevant in the case of emergency humanitarian assistance to the former Yugoslavia and the Caucasus. The

political, economic and social dynamics related to these areas and others continue to require oversight by a geographic bureau.

The relatively high numbers of PSC personnel included within the Social Sector Program Division reflect two critical considerations. First there is a dearth of DH staff available with the set of skills to meet the specialized needs of the portfolio. Secondly, the team concluded that the Agency was provided maximum staffing flexibility by assigning short-term PSC personnel to manage this dynamic humanitarian assistance program with shifting staff requirements.

Office of Energy, Infrastructure and Environment (ENI/EIE):

(24 USDH, 12 NDH)

The Office of Energy, Infrastructure and Environment manages the project portfolios for these sectors. These programs maintain a common linkage by virtue of the infrastructure character of these activities. While these items have very close links with economic growth and economic restructuring, the magnitude of the programs merit consideration of the sectors at the Office Director level. Again, extensive consideration was given to the span of control of the sectors and projects/programs being implemented. All of these activities are fully merged at the Division level for the Bureau. In most cases, this functional merging can also be accomplished at the project manager level.

The Team recommends a net increase in professional staffing. Some of these are required principally for management of the NIS environmental portfolio, although they will address environmental project management across the entire Bureau. Some additional staff are required to deal with energy efficiency, nuclear safety and privatization issues within the Energy Division. The skills of these individuals are clearly in very short supply within USAID, thus suggesting that PSC recruiting may be the only viable staffing alternative. The skills mix required focuses on substantial technical knowledge that are not addressable by re-training existing USAID staff. The skills mix of the existing staff appear to meet current requirements.

Office of Democracy and Governance (ENI/DG):

(20 USDH, 7 NDH)

The team proposes that the Office Of Democracy and Governance be comprised of two Divisions, one to manage the range of nation building activities and the second to manage the programs in public administration and rule of law. Among the responsibilities of the Office are programs for PVO support to build public awareness and participation, for assistance to media

development overall, and for women's rights. The need for a third Division was examined and discarded.

In combining the staff of EUR and NIS, it was determined that the existing positions were inadequate to meet the increasing number and diversity of programmatic demands. The direct hire staff should be increased and a specialized cadre of PSCs must be retained.

The possibility of transferring management of the specialized programs to central bureaus was examined by various team members. In view of the political sensitivity of the democracy and governance programs, and of the need to tailor activities to the various stages of the democratic process in the 26 countries, the team determined that ENI management of the portfolio was essential to assure program continuity.

D/AA for Field Affairs and Bureau Operations:

From within the Office of the Assistant Administrator, the Deputy Assistant Administrator for Field Affairs and Bureau Operations supervises the Geographic Offices, Program Office, the Project Development Office, Financial Services and Operational Services. Through the Geographic Offices, the DAA is responsible for oversight of all Bureau activities in the field. This DAA will have primary delegated authority from the AA/ENI for project authorization. Staffing consists of the DAA and one secretary.

The rationale for linking the tasks which fall under this DAA is to charge a single, senior officer with responsibility to ensure greater field input and responsibility for the program. This DAA will be delegated responsibility for approving projects. This delegation will: tie project approval decisions tightly to field input and management; separate project approval authority from project administration authority; and ensure independent quality control for projects by staff in the Program and Project Development Offices.

<u>Office of European Country Affairs</u>	(18 USDH)
<u>Office of New Independent States Country Affairs</u>	(17 USDH)

The Bureau's two geographic offices have leadership responsibility within USAID/W for planning, coordinating and monitoring all USAID activities in the countries in their area. They are the locus for all country related matters, including strategy; project, non-project and food aid development, monitoring, implementation and review; external relations and information; and donor coordination. As the focal point of the ENI Bureau's relationship with the overseas missions, they have

leadership responsibility for planning, coordinating and monitoring all USAID activities in the countries of their area.

Two geographic offices are established to maintain an adequate span of control over a diverse set of programs in twenty-nine countries. Within each geographic office, responsibility for these functions are clustered in Desks which relate sets of similar countries; there are four such Desks in the Office of European Country Affairs and four in the Office of NIS Country Affairs. It is proposed that the Deputy Director of the Office also assume the officer in charge responsibilities for Turkey, Cyprus and Ireland.

Staffing levels for the Europe Office will be reduced. In the new structure, a senior Desk Officer will handle a country portfolio and supervise two or three other Desk Officers. Staffing in the NIS Office will increase, representing the dramatically increased workload on the NIS program from the time the existing staffing level was authorized. On both sides, additional training will be required to ensure that the staff assigned can carry out the functions assigned.

Office of Program (ENI/PO):

(25 USDH, 4 NDH)

The Program Office is responsible for formulating program objectives which are integrated with the foreign policy objectives of State, and presents ENI's strategic plans, program portfolio, and budget to the Agency, State Department, OMB, and Congress. Its functions include direction of ENI's strategic planning process, the development of program planning guidance for ENI, the analysis of country programs, the development and maintenance of the ENI budget, the development and implementation of the ENI evaluation program, and the development and maintenance of information systems dealing with major aspects of ENI's program operations.

The team recommends that this office be established under the DAA for Operations and Field Support and that it be organized into three divisions which will represent a consolidation of related work currently being done in NIS/PAC, ENI/EUR/PDP, ENI/EUR/RME/FMS, and ENI/EUR/RME/ECA/PDD. The new office would have a staff of 29, a reduction from the current level of resources devoted to program activities.

The three divisions are: (1) the Policy and Strategy Division which would be responsible for such things as ENI overall and country strategies, political and economic analysis of regional and country programs and related input to policy considerations, assessments of overall progress against such strategies, and the preparation and dissemination of program information to those outside USAID, especially, Congress and OMB;

(2) the Budget Coordination Division which would be concerned with allowances, apportionments, input to the CP and ABS, and the maintenance and operation of systems to track program funds within the overall budget; and (3), the Information and Evaluation Division which would develop and maintain ENI's program information system and be responsible for ENI's evaluation program, including the management of contracts to implement such evaluations.

The elements of ENI that would be combined to form one office have the requisite skills to undertake the office's functions although PSCs are likely to continue to be needed to provide the political/economic analysis (as opposed to just the economic analysis) needed to augment existing staff in a few areas.

Office of Project Development (ENI/PD):

(22 USDH, 12 NDH)

The Office of Project Development provides: support to ENI project managers during the design and implementation process for the Bureau portfolio; independent project implementation analysis for Bureau Senior management; establishment and implementation of monitoring and operational procedures; maintenance of the official agency files on projects; compliance with USAID environmental regulations and procedures; and conduct of periodic reviews of all portfolio activities. The proposed structure of the PD office would follow sectoral lines, thus maintaining the full geographic merger of the programs.

Within the previous structure of NIS, the majority of those functions were supported by individuals with Project Development skills being assigned to the various technical offices. The EUR/RME approach was to have an independent office to accomplish this function. Interviews with senior management indicated a general concern that this valuable function was being compromised under the NIS program by urgent, and essential, project implementation needs that continually arise. In all cases, it appears, the NIS project development officers assigned to the various technical offices were doing project management functions not PD functions. Further discussions with those performing the PD function within both organizations emphasized a strong need to maintain the independent character of project development.

Another aspect of the merger of EUR and NIS programs is the creation of relatively large project management offices. Adding the two to four additional staff needed to continue project management at today's levels (when faced with a threefold increase in obligations for FY 1994) and to also transfer the Project Development staff needed to support such functions would further stretch the management span of the sector Office Directors.

Clearly, the performance of PD functions outside the technical project manager's office must be done in a manner that does not impede implementation. Such must be the primary management objective of this Office. The operation must operate from a matrix management perspective and ensure that project implementation does not suffer. This can be best accomplished by enhancing the project management and implementation skills of the various technical project managers, and by ensuring that the PD functions are performed in a purely supportive environment.

The Team recommends a small increase in staffing to enhance Project Development backstopping for privatization, enterprise development and housing sectors and one to perform the Bureau Environmental Coordination function and to establish a centralized project filing operation. While these functions are found within the USAID staffing, if qualified personnel consistent with the required timeframes are not available, the Team recommends that PSCs be considered.

Office of Financial Services (ENI/FS):

(6 USDH, 1 NDH)

The Office of Financial Services performs all the accounting functions and financial controls for the ENI Bureau. The staff provides advice concerning all financial management matters, including proposals for financial management improvements, provision of uniform guidance and procedures, coordinating audit activities, formulation of the budget, and development of appropriate systems for internal controls.

In discussions with both the EUR and NIS controllers, they believe that a staff of four professionals are necessary to maintain the financial management activities in the Bureau. Different appropriations will be maintained separately.

Currently, the EUR controllers office does budgeting and OYB planning which is really the purview of the Program Office and these activities along with staff performing these functions should be transferred to the ENI Program Office. There was general concurrence within the controllers staffs that this is appropriate.

OFFICE OF OPERATIONAL SERVICES (ENI/OS)

(9 USDH, 3 NDH)

The Office of Operational Services combines the two Executive Management Support Offices of EUR and NIS into one office. This office will continue to provide support in the broad areas of: personnel management, administrative support, and information systems support and overseas EXO support to the merged bureau.

A. Personnel Management

Provides advice and support for both Washington and overseas missions regarding USDH and PSC personnel assignments, workforce allocation, organization, and training and employee orientation issues, employee benefits, prepares documents to implement Bureau directives and decisions, coordinates the Employee Evaluation Reports (EERs) and Performance Appraisal Reports (PARS), and develops of training strategies for US personnel and Foreign Service Nationals. Coordinates matters relating to the National Security Decision Document No. 38 (NSDD-38) which covers U.S. government policies and procedures for control of official U.S. Government presence overseas.

B. Administrative Support

Provides logistical support to the bureau in such areas as space allocation, travel, furniture and supplies, and preparation for conferences. Deals with issues of personal and physical security and PSC security clearances, duty officers, campaign management, AETA management, non-expendable property inventory, time and attendance, parking, and staffing lists.

C. Information Resources Management

Administers the automated and non-automated programs for the bureau including computer security training, planning and procuring of equipment and inventory maintenance, software and technical support.

The Team recognized that with anticipated changes in the centralized service bureaus that some of these functions may eventually transfer if deemed suitable. However, many interviews in the U.S. and from the field indicated that both the EUR and the NIS Executive Management Support offices played a vital role in support. The Team did not want to impede the implementation of the recommendations for the merger, many of which are personnel and administratively related, by recommending the transfer of this staff. The Team believes that in the Central Support organization, a further review should be done at a later date.

The skills necessary are already inherent in the staff of both the EUR and NIS sides. The Team particularly wanted to insure as elsewhere that there was a good mix of both Foreign Service and Civil Service personnel to provide both the Washington and overseas perspective as fully as possible.

There will be a continuing need for some level of

administrative management support in the Bureau after the required agency-wide improvements are made.

VII. IMPACT OF USAID REORGANIZATION

A. Service Organizations

The Team had to consider the fact that the Agency as a whole is reorganizing. There are studies for rightsizing and improving services throughout. The service organizations of HRDM, AS, OMS, OP, and IRM are all being revamped with implications in the long term for the structure of the ENI Bureau.

When these service organization reforms are implemented and their staffs trained, we believe that there could be substantial reductions in the operations support function. However, the Team believes that the management and coordination of the complex ENI administrative program will continue to require substantive administrative management, coordination and logistical support at the Bureau level. The Team judged, however, that time was not right to give up the EMS without proven service enhancement elsewhere in the Agency.

B. Global

At the same time the Team was conducting its study, the rightsizing study for Global Bureau was on-going. The ENI Team could not assess at this time what the impact of Global would be on the bureau. The Team did consider the general information provided about the 'intended role and structure' of Global. Using that criteria coupled with an assessment of the functions being performed by ENI staff, the Team concluded that with the exception of the Housing staff, no current ENI staff should be transferred to Global. The staff within ENI generally regarded as 'technical personnel' are performing a traditional mission level project management function on a regional basis. They are not performing technical advisory backstopping functions for a Bureau, as is typical for a geographic bureau in USAID/W. These individuals are project managers, not 'technical personnel'.

The Housing staff exception is based on the overall structure of the USAID Housing Program. The Team assumed that the Housing Program would remain essentially the same as currently structured. Those personnel involved in EUR activities are currently assigned to EUR for management of the Housing projects. NIS staff are assigned to the Housing Office and manage their programs from PRE/H. The Team recommends that both the EUR and NIS housing staff be seconded from PRE/H to ENI.

C. Mission Closures

Again, at the time the Team was doing this study, the Agency announced the future closure of some 21 missions overseas. While not impacting the ENI in the short term, these closures have implications for the use of generalist PSCs. The Agency's policy on PSCs is to replace all possible PSCs with USDH personnel as they become available from Mission closures (and other USAID restructuring). The staffing pattern indicates the Team's assessment of current and planned PSC positions that might be filled by USDH personnel. ENI will work closely with HRDM to implement such conversions of positions as rapidly as qualified staff can be made available. The Team assumes that M/FA/B will make the requisite number of positions available to the Bureau to permit conversion from contract to Direct Hire staffs to reflect these conversions.

D. Processes

The Agency is looking at systemic processes throughout the organization which impede efficiency. Among these are the personnel recruitment and assignment system, the procurement system, property management, information management systems. When these are reformed, replaced, and/or streamlined, the ENI Bureau will have an opportunity to reassess its own processes and how they relate to the Agency's.

E. Employee/Supervisor Ratio

Prior to merger of the EUR and NIS organizations into ENI, the employee/supervisor ratio was 6.4-to-1 for EUR and 5.6-to-1 for NIS. The Team was given a target of 15-to-1 for this ratio. The Team used the criteria previously outlined for this Right-Sizing report. The resulting ratio for the proposed organization is 6.6-to-1. Although it does not achieve the target, the Team believes that the numbers of supervisors has been brought to the lowest possible level without harming program implementation while achieving a reasonable merger of the functions being carried out in Central and Eastern Europe and the New Independent States.

VIII. SUMMARY OF RECOMMENDATIONS

- Recommendation No. 1:** Achieve a complete functional merger of EUR and NIS staff with two DAAs: one for Project Administration and one for Field Support and Bureau Operations
- Recommendation No. 2:** That there be eleven (11) Offices
- Recommendation No. 3:** That the Regional Mission for Europe be dissolved
- Recommendation No. 4:** That there be a net increase of 16 Direct Hire positions for ENI
- Recommendation No. 5:** That PSCs be retained, but that USDH staff be substituted as qualified individuals are available and corresponding FTE positions were allocated to ENI
- Recommendation No. 6:** That guidance and standard operating procedures be developed for external and internal communication
- Recommendation No. 7:** That ENI become a re-invention laboratory for exploring additional mechanisms for electronic communications and clearances within the agency
- Recommendation No. 8:** That the relationships defining the Department of State's Coordinating Role be restated and discussed with State to eliminate State's day-to-day management of ENI's programs
- Recommendation No. 9:** That senior management explore means to supplement Office of Procurement staff in the short term to provide proper coverage to ENI's procurement cycle
- Recommendation No. 10:** That the support staff be provided proper performance guidance, additional ADP and other necessary training to enhance their role
- Recommendation No. 11:** That attention be paid immediately to alleviating the space difficulties for the ENI to permit it to become a team
- Recommendation No. 12:** That deputies be retained at the Office level for the interim to provide depth

of management and minimize bureau vulnerabilities in the program

- Recommendation No. 13:** That the Washington based project management must continue for the short-term, but with an emphasis for transfer of project management responsibilities to the field as early as circumstances permit
- Recommendation No. 14:** That those mechanisms for decision making and project design which lead to rapid deployment of personnel and projects be retained
- Recommendation No. 15:** That ENI retain staff for personnel functions, management systems administration, and administrative support until final agency mechanisms are in place, with continuing level of such support to be determined at that time; and that the two offices be merged immediately
- Recommendation No. 16:** That no technical personnel be transferred to the Global Bureau because their functions are project management not technical support

APPENDIX A

LIST OF PREVIOUS STUDIES AND BACKGROUND DOCUMENTS

- 1) Functional Statements - Bureau for Europe and New Independent States Task Force.
- 2) IMF Staff Survey of Economic Performance and Enterprise Reform in Eastern Europe and the NIS, October 1993, prepared by David Dod, ENI/EUR/PDP/EA, dated November 12, 1993
- 3) Audit of the Vulnerable Groups Assistance Program in Russia under Project No. 110-0001, prepared by Regional Inspector General for Audit, Bonn, dated September 24, 1993
- 4) Vulnerability Assessment for New Independent States Task Force, prepared by Vulnerability Assessment Team, undated
- 5) Memorandum from Ambassador Richard L. Armitage to the Acting Administrator, Subject: Vulnerability Assessment for NIS Task Force, dated February 8, 1993
- 6) Notes of Focus Group Meetings held Summer 1993 with NIS and EUR Senior Staff, Mid-level officers and Support Staff.

APPENDIX B

LIST OF INDIVIDUALS INTERVIEWED

Tom Dine, Special Assistant AA/ENI
Malcolm Butler, Acting AA/ENI
Frank Almaguer, Acting DAA/ENI
Barbara Turner, Deputy, ENI/NIS
Larry Crandall, Deputy, ENI/NIS
Robert Nachtrieb, Acting Director, ENI/EUR/RME
Carlos Pasqual, Acting Director, ENI/NIS/PAC
Gregory Huger, Director, ENI/NIS/PSI
Geraldine Donnelly, Director, ENI/NIS/DIHHR
Alan Silva, Director, ENI/NIS/EHA
Patricia Lerner, USAID Rep. Slovakia
David Dod, ENI/EUR/PDP
Gordon West, ENI/EUR/RME/ER

Focus Group - Desk Officers

Maria Mamlouk, ENI/EUR/RME/ECA
Ingrid Peters, NIS
Brian Wickland, ENI/EUR/RME/ECA
Deborah Crane, ENI/EUR/RME/ECA

Focus Group - Office of Procurement

Kathryn Cunningham
Stephen Dean
Diane Howard
Clement Bucher

Focus Group - Project Development Officers

Jim Dzierwa, ENI/EUR/RME
Nancy Newman, ENI/EUR/RME
Patricia Matheson, ENI/NIS/PAC
Mary June, ENI/NIS/PAC
John Wiles, ENI/EUR/PDP
Ron Redman, ENI/EUR/RME/PD

Focus Group - Deputies

Mark Karns, ENI/EUR/RME
John Lee, ENI/EUR/EMS
Gene George, ENI/EUR/RME

Focus Group - Technical Officers

Ben Severn, ENI/NIS/ER
Ragha Dwivedy, ENI/NIS/ER
Laurie Landy, ENI/EUR/RME

Robert Ichord, ENI/EUR/DR
Julie Klement, ENI/NIS/DIHHR
Alexi Panehal, ENI/EUR/DR
Jim Grossman, ENI/EUR/RME
John Becker, ENI/EUR/DR
Kim Hom, ENI/EUR/RME
Jerry Hyman, ENI/EUR/DR
Jean Hacken, ENI/NIS/PSI

Focus Group - Controllers

Jack Winn, ENI/NIS
Monica Gianni, ENI, EUR

Focus Group - Support Staff

Cynthia Wade, ENI/EUR
Lotus Mills, ENI/NIS
Gwen Brown, ENI/NIS
Tujuana Howard, ENI/NIS
Kathy Johnson, ENI.EUR
Roxanna Bowers, ENI/EUR/RME
Carolyn Horne, ENI/NIS
Jeanne Franklin, ENI/NIS

Focus Group - USPSCs

Michele Lemmon, ENI/NIS/EMS
Joseph Joyner, ENI/NIS/EMS
Dierdre Clifford, ENI/NIS/PSI
MaryAnn Walker, ENI/EUR/DR
Kim Hom, ENI/EUR/RME
Melissa Brinkerhoff, ENI/EUR/RME
Jim May, ENI/EUR/RME

Focus Group - Management Office

Ralph Williams, ENI/EUR
Evie Hooker, ENI/NIS
Penny Hong, ENI/NIS
Sandra Humphry, ENI/EUR
Michele Lemmon, ENI/NIS
Edward Lundquist, ENI/EUR/EMS

Focus Group - Other USAID Bureaus

Marianne O'Sullivan, LEG
Margaret Thome, HRDM
Thomas Geiger, GC

Focus Group - State Department

Ralph Johnson, EUR

Joe Prisel, S/NIS/C
Bill Taylor, S/NIS/C

Other Written Input

Gordon West, ENI/EUR/RME
Ron Greenberg, ENI/EUR/DR
Tom Geiger, GC
George Hill, POL
Laurie Landy, ENI/EUR/RME/ER
Robert Navin, ENI/EUR/RME/ER
Samuel Skogstad, ENI/NIS/ER

INPUT FROM OVERSEAS STAFFS

Bulgaria
Poland
Latvia
Czech Republic
Moscow
Romania
Estonia
Hungary

APPENDIX C

PROPOSED STAFFING PATTERN

December 13, 1993

S T A F F I N G P A T T E R N

BUREAU FOR EUROPE AND THE NEW INDEPENDENT STATES -ENI

Bureau Total Direct Hire Positions Proposed:

Total: 233 *(no interns)
No rounding*

Bureau Total Non-Direct Hire Positions Proposed:

Total: 85

<u>POS NUMBER</u>	<u>POS TITLE</u>	<u>POS GRADE NAME</u>	
	<u>OFFICE OF THE ASSISTANT ADMINISTRATOR</u>	<u>AA/ENI</u>	<u>9-DH</u> <u>0-NDH</u>
162010005	Asst Admin Europe	EX	
	Foreign Affairs Off	FE/ES	
	Foreign Affairs Off	FE/ES	
	Special Assistant	AD-15	
162010020	Special Assistant	GS-13	
162010025	Secretary Stny	GS-10	
162010035	Secretary	GS-09	
	Secretary	GS-09	
162010040	Admin Opns Asst Typ (Correspondence Control)	GS-07	

DEPUTY ASSISTANT ADMINISTRATOR
FOR PROJECT ADMINISTRATION

OFFICE OF ECONOMIC RESTRUCTURING AND PRIVATIZATION

ENI/ERP

DH-27
NDH-19
Interns-2

	Sup Program Econ Off	FE/ES
	Sup Regional Dev Off	FE/ES
	Program Opns Asst	GS-09
166050025	Secretary (OA)	GS-08

Europe Privatization Division

ENI/ERP/EP

162404105	Sup Private Entrp Off	FS-01
162404110	Private Entrp Off	FS-02
162404117	Private Entrp Off	FS-02
162404325	Gen Business Spcl	GS-13
162404330	Program Analyst	GS-11
162404130	Program Opns Asst	GS6/7
162200075	OA Assistant	GS-05
1	Contractor (PSC Proj Fund)	
1	Contractor (PSC Proj Fund)	
1	Contractor (PSC Proj Fund)	
1	Contractor (PSC Proj Fund)	
1	Contractor (PSC Proj Fund)	

Inst Contractor

NIS Privatization Division

ENI/ERP/NIS

	Sup Prvt Entrp Off	FS-01
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166070013	Prvt Entrp Off	FS-01
166070020	Prvt Entrp Off	FS-02
	Prvt Entrp Off	FS-02
	Prvt Entrp Off	FS-02
166010045	Adm Opns Asst Typ	GS-07
162200070	OA Assistant	GS-05
	Coop Student	GS-11
	Volunteer Intern	
2	Contractor (PSC Prog Fund)	
2	Contractor (PSC Prog Fund)	
2	Contractor (PSC Prog Fund)	
2	Contractor (PSC Prog Fund)	
1	Contractor (PSC Prog Fund) (Investment Specialist - NIS)	
2	Contractor (PSC Prog Fund) (Asst Project Off - NIS)	
2	Contractor (PSC Prog Fund) (Asst Project Off - NIS)	

Economic Restructuring DivisionENI/ERP/ERD

162404205	Sup Prvt Entrp Off	FS-01
162404127	Program Analyst	GS-14
162404220	Private Entrp Off	FS-02
	Pri Entrp Off (NIS commercial Law)	FS-02
166050010	Intl Trade Spec	GM-14
166050015	Program Econ Off	FS-02

166050020	Intl Economist	GM-14
	Program Opns Asst (OA)	GS-6/7
162404215	Program Opns Asst	GS-06
2	Contractor (PSC Proj Fund)	
1	Contractor (PSC Proj Fund)	
2	Contractor (PSC Proj Fund)	
1	Contractor (PSC Proj Fund)	
1	Contractor (PSC Proj Fund) (Capital Markets Spec - NIS)	
1	Contractor (PSC Prog Fund) (Commercial Law - NIS)	

OFFICE OF ENTERPRISE DEVELOPMENTENI/ED

DH-32
NDH-9
Intern-1

	Sup Private Entrp Off	FE/ES
	Sup Regional Dev Off	FE/ES
	Executive Assistant	FS-06
166070025	Secretary (OA)	GS-08

Small and Medium Business Development Division ENI/ED/SB

162404305	Sup Private Entrp Off	FS-01
166070015	Gen Business Spec	GS-14
162404310	Prvt Enterprise Off	FS-02
162404210	Gen Business Spcl	GS-13
162404225	Private Entrp Off	FS-02
162404340	Program Opns Asst (OA)	GS-06
	Secretary (OA)	GS-06

2 Contractor (PSC Proj Fund)

2 Contractor (PSC Proj Fund)

1 Contractor (PSC Proj Fund)

1 Contractor (PSC Prog Fund)
(Business Development - NIS)

2 Contractor (PSC Proj Fund)
CPA

Agribusiness Development Division ENI/ED/AG

162250005	Sup Agrl Dvl Off	FS-01
162250010	Agrl Dvl Off	FS-02
162250015	Agrl Economist	GS-14
162250020	Agrl Dvl Off	FS-02
162250025	Agrl Dvl Off	FS-02
	Program Opns Asst (OA)	GS-6/7
162250030	Secretary (OA)	GS-06
	Volunteer Intern	
2	Contractor (PSC Prog Fund)	
2	Contractor (PSC Prog Fund) (Project Officer)	
2	Contractor (PSC OE Fund) (Admin Support)	
2	Contractor (PSC Prog Fund) (Ag Business Proj Off - NIS)	

Enterprise Fund Operations Division ENI/ED/EF

	Sup Priv Entrp Off	FS-01
166070024	Gen Business Spec	AD-15
162404115	Private Entrp Off	FS-02
162404120	General Bus Spec	GS-12
	Gen Bus Spec (CPA)	GS-12
162240030	Secretary (OA)	GS-06

Post Privatization Support Division ENI/ED/PPS

	Sup Priv Entrp Off	FS-01
	Gen Proj Officer	FS-02
	Gen Proj Officer	FS-02
	Gen Proj Officer	FS-03
	Secretary	GS-06

OFFICE OF HUMAN RESOURCES

ENI/HR

DH-24
NDH-18
Intern-1

	Foreign Aff Officer	FE/ES
	Sup Regnl Dev Officer	FE/ES
162220030	Prog Opns Spcl	GS-09
162401030	Secretary (OA)	GS-08

Health and Population Division ENI/HR/HP

162220006	Sup Pub Hlth Adv	GM-15 FS-01
162220015	Pub Health Adv	GS-14
166080015	Population Dvl Off	FS-02
162220020	Health/Pop Dvl Off	FS-02

166080035	Health/Pop Dvl Off	FS-02
162220027	Health/Pop Dvl Off	FS-02
POSNO TBD	Health/POP Dvl Off	FS-02
POSNO TBD	Health/POP Dvl Off	FS-02
162220035	OA Assistant	GS-06
162300019	Clerk Typing	GS-05

TAACS

2	AAAS Fellow PSC (Prog Funded)	
1	Contractor (PSC Prog Fund) (Senior Medical Advisor)	
2	Contractor (PSC Prog Fund) (Health Specialist)	
2	Contractor (PSC Prog Fund) (Project Officer - EUR)	
2	Contractor (PSC Prog Fund) (Health Care Finan Spec - NIS)	

Education, Training and Exchanges Division

ENI/HR/ETE

162200012	Human Res Dvl Off	FS-01
	Program Officer	FS-02
	Special Projects Off	FS-02
162200014	Educ Dvl Spcl	GS-11
162404020	Secretary	GS-07
2	Contractor (PSC Proj Fund) (Training Specialist)	
2	Contractor (PSC Proj Fund) (Human Resources Dvl Off)	
2	Contractor (PSC Proj Fund) (Education Systems)	

2 Contractor (PSC Proj Fund)
RSSA-USDA
RSSA-USDA

Social Sector Programs Division ENI/HR/SSP

Sup General Dvl Off FS-01

General Dvl Off FS-02

Program Analyst FS-02

166040032 Admin Opns Asst GS-07

166040030 Admin Opns Asst GS-06

IDI - Health

2 Contractor (PSC Prog Fund)
(Operations Advisor)

2 Contractor (PSC Prog Fund)
(Logistics Advisor)

2 Contractor (PSC OE Fund)
(Project Officer)

2 Contractor (PSC Prog Fund)

2 Contractor (PSC Proj Fund)
(Project Assist)

PASA (From State Dept)
(Project Officer)

OFFICE OF ENERGY, INFRASTRUCTURE AND ENVIRONMENT ENI/EIE

DH-24
NDH-12
SECONDED-6

Foreign Aff Officer FE/ES

Sup Gen Dvl Officer FE/ES

SECONDED Reg Housing Off FS-01

SECONDED	Reg Housing Off	FS-02
SECONDED (D)	Reg Housing Off	FS-02
	Admin Opns Specl	GS-09
162200060	Secretary	GS-08
SECONDED 2	Contractor (PSC Proj Fund) (Housing Advisor)	
SECONDED 2	Contractor (PSC Proj Fund) (Housing Advisor)	
SECONDED 2	Contractor (PSC Proj Fund) (Bulgaria/Slovakia) (Housing Advisor)	

Energy and Infrastructure Division

ENI/EIE/EI

162240005	Sup Physical Scit	GM-15
162240015	Physical Scientist	GS-15
162240010	Physical Scientist	GM-14
162240025	Engineering Off	FS-02
166060015	Energy Officer	FS-02
	Energy Officer (energy efficiency)	FS-02
	Energy Officer (nuclear safety)	FS-02
	Energy Officer (privatization)	FS-02
162240020	Program Analyst	GS-09
162240027	Program Opns Spcl	GS-09
166060025	Secretary (OA)	GS-06
	Inst Contractor	
2	Contractor (PSC Prog Fund) (Energy Advisor)	

2 (dep USG) Contractor (PSC OE Fund)
(Admin Support)

1 Contractor (PSC Prog Fund)
(Technical Support)

2 Contractor (PSC Prog Fund)

2 Contractor (PSC Prog Fund)

Environmental and Natural Resources Division ENI/EIE/ENR

162260005	Sup Ntrl Rsrs Off	FS-01
162260015	Envrl Protcn Spcl	GS-14
166060021	Envrl Protcn Spec	GS-14
162260010	Ntrl Rsrs Off	FS-02
166060013	Ntrl Resources Off	FS-02
	Ntrl Resources Off	FS-02
162260020	Envrl Protcn Spcl	GS-12
162260030	(D) Envrl Protcn Spcl	IP
	Program Opns Asst (OA)	GS-6/7
162260035	OA Assistant	GS-06

RSSA

2 Contractor (PSC Prog Fund)
(Environ Action Program)

2 Contractor (PSC Prog Fund)
(Environment Officer - NIS)

AAAS Fellow

AAAS Fellow

OFFICE OF DEMOCRACY AND GOVERNANCE

ENI/DG

DH-20

NDH-7

Foreign Aff Officer

FE/ES

Sup Regional Dvl Off	FE/ES
Admin Opns Specialist	GS-09
Secretary	GS-08

Nation Building DivisionENI/DG/NB

162210005	Prog Analysis Off	GS-15 FS-01
162210015	Prog Officer	FS-02
162210020	Spc Proj Off	FS-02
162210030	Prog Anlst	AD-12
162210040	Prog Anlst	GS-12
	Prog Anlst	GS-12
162210045	Prog Opns Spcl	GS-09
162210060	OA Clerk	GS-04
1	Contractor (PSC Prog Fund) (Senior Democracy Spec - NIS)	
1	Contractor (PSC Prog Fund) (Democracy Spec - NIS)	
	Detail from WID (PSC) IPA (Prog Fund) (WID)	

Public Administration & Rule of Law Division ENI/DG/PAL

	Sup Program Officer	FS-01
166080018	Program Manager	AD-15
166080030	Program Analyst	GM-14
166080020	Program Analyst	GS-13
162210025	Prog Anlst	GM-13
166080040	Program Analyst	GS-12

166080055 Admin Opns Asst (OA) GS-06

162406235 Secretary (OA) GS-06

1 Contractor (PSC Prog Fund)
(Local Government Spec)

1 Contractor (PSC Proj Fund)
(Public Administration - EUR)

2 Contractor (PSC Prog Fund)
(Legal/Regulatory Adv - NIS)

Johns Hopkins Fellow

**DEPUTY ASSISTANT ADMINISTRATOR FOR
OPERATIONS AND FIELD SUPPORT**

OFFICE OF EUROPEAN COUNTRY AFFAIRS

ENI/ECA

**DH-18
NDH-0**

	Sup Regional Dev Off	FE/ES
	Sup Regional Dev Off	FE/ES
162405015	Prog Opns Asst (OA)	GS-08
162405020	Secretary (OA)	GS-07

Northern Tier Desk

ENI/ECA/NT

162405205	Sup Prog Analyst	GM-14
	Program Officer	FS-02
	Program Officer	FS-02
	Intl Cpt Spec	GS-12
162405226	Secretary (OA)	GS-06

Southern Tier Desk

ENI/ECA/ST

162405305	Sup Program Officer	FS-01
162405320	Intl Cpt Spec	GS-11
162405325	Intl Cpt Spec	GS-12
162405335	Secretary (OA)	GS-06

Balkans Desk

ENI/ECA/BK

162405505	Program Officer	FS-01
162405510	Intl Cpt Specialist	GS-12

Baltics Desk

ENI/ECA/BAL

162405405	Program Officer	FS-01
	Program Officer	GS-12
162405430	OA Clerk	GS-05

OFFICE OF THE NEW INDEPENDENT STATES
COUNTRY AFFAIRS ENI/NISA

DH-17
NDH-0

	Intl Cpt Specialist	FE/ES
	Sup Reg Devl Officer	FE/ES
166030015	Secretary (OA)	GS-08
166030020	Admin Opns Asst (OA)	GS-07

Russia Desk ENI/NISA/RD

166031005	Program Officer	FS-01
	Program Officer	FS-02
	Intl Cooperation Spec	GS-13
	Secretary	GS-06

Central Asia Desk ENI/NISA/CAD

166032005	Program Officer	FS-01
	Program Officer	FS-02
	Program Officer	FS-02
	Secretary	GS-06

Ukraine/Byelarus/Moldova Desk ENI/NISA/UBM

166033005	Program Officer	FS-01
166030010	Program Opns Spec	GS-09
	Secretary (OA)	GS-06

Armenia/Azerbaijan/Georgia Desk ENI/NISA/AAG

166034005	Program Officer	FS-01
	Program Officer	FS-02

PROGRAM OFFICEENI/PODH-25
NDH-5

	Sup Program Officer	FE/ES
	Sup Program Officer	FE/ES
162100030	Secretary	GS-08
	Admin Opns Spec	GS-07

Policy and Strategy DivisionENI/PO/PS

	Sup Program Officer	FS-01
162120015	Program Ecs Off	FS-02
162120020	Economist	GS-12
166021015	Program Analyst	GS-12
	Program Officer	FS-02
	Program Analyst	GS-12
162110030	Program Ops Asst (OA)	GS-07
1	Contractor (PSC Prog Fund)	

Budget Coordination DivisionENI/PO/B

	Sup Program Analyst	FS/GS
162403017	Program Analyst	GM-14
166021010	Program Analyst	GS-13
166021020	Program Analyst	GS-12
162405120	Program Analyst	GS-12
162405125	Prog Opns Asst	GS-08
166020015	OA Assistant	GS-05

INFORMATION AND EVALUATION DIVISION

ENI/PO/IE

	Sup Program Officer	FS/GS
166020007	Program Analyst	AD-15
166022015	Program Analyst	GS-12
	Program Analyst	GS-12
	Program Analyst	GS-12
	Information Systems Mgr	GS-12
	Secretary (OA)	GS-06
	Inst Contractor	

OFFICE OF PROJECT DEVELOPMENTENI/PDDH-22
NDH-11

	Sup Project Dev Off	FE/ES
	Sup Project Dev Off	FE/ES
166080045	Secretary (OA)	GS-08
162406038	C&R Mgmt Assistant	GS-08
162406045	C&R Mgmt Asst (OA)	GS-06
162406055	C&R Mail and File Clerk	GS-05
2	Contractor (PSC Proj Fund) C & R Administrative Asst	
2	Contractor (PSC OE Fund) C & R Mgmt Asst	

Project Development Division AENI/PD/PDA

162406105	Sup Project Dvl Off	FS-01
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162406215	Project Dvl Off (Agribusiness)	FS-02
162406115	Program Analyst (Energy & Environment)	GS-12
162406110	Program Analyst (Business Development)	GS-11
162406135 (PT)	OA Assistant	GS-06
2	Contractor (PSC Proj Fund) (Financial Sector/Housing)	
2	Contractor (PSC Proj Fund) (Environment & Energy)	
2	Contractor (PSC Proj Fund) (Privitization)	

Project Development Division BENI/PD/PDB

162406205	Sup Project Dvl Off	FS-01
166022010	Project Dvl Off	FS-02
162406210	Project Dvl Off	FS-02
162406220	Program Analyst	GS-12
16240641	Secretary (OA)	GS-07
2	Contractor (PSC Proj Fund) (Health & Training)	
2 (dep USG)	Contractor (PSC Prog Fund) (Special Projects/PVOs)	
2	Contractor (PSC Prog Fund) (Social Safety Net/Democracy)	

General Project Support DivisionENI/PD/PDG

162130005	Sup Proj Dvl Off	FS-01
162130010	Project Dvl Off	FS-02

162406035	Program Analyst (Environmental Coordinator)	FS-02
162130015	Program Analyst	GS-12
162130028	Program Opns Spcl	GS-09
162130040	Prog Opns Asst (OA)	GS-07
2 (dep USG)	Contractor (PSC Prog Fund)	
2	Contractor (PSC Proj Fund) (Proj Off -Unsolicited Proposals)	
2	Contractor (PSC Proj Fund) (PIR Coordination)	

FINANCIAL SERVICESENI/FSDH-6
NDH-1

162403005	Controller	FE
162403010	Finl Mgt Off Finl An	FS-02
162403015	Finl Mgt Off Finl An	FS-02
166010021	Finl Mgt Off B/A	FS-02
162403019	Program Opns Asst	GS-08
162403025	Program Opns Asst Typ	GS-06
2	Contractor (PSC OE Fund) Accountant	

OPERATIONAL SERVICESENI/OSDH-9
NDH-3

	Administrative Off	GM-15
	Executive Officer	FS-02
	Executive Officer	FS-02
162020021	Administrative Off	GS-12
162020040	Administrative Off	GS-12
162020030	Administrative Off	GS-11

162020050	Information Analyst	GS-09
166010027	Administrative Asst	GS-09
162020055	Admin Ops Asst Typ (OA)	GS-06
2	Contractor (PSC OE Fund) (Systems Advisor)	
2 (dep USG)	Contractor (PSC OE Fund)	
2 (dep USG)	Contractor (PSC OE Fund) (Admin Support)	

STAFF NOT YET ASSIGNED TO POSITIONS:

<u>POS NUMBER</u>	<u>POS TITLE</u>	<u>POS GRADE/ EMPL GRADE</u>	<u>NAME</u>
166010005	Foreign Affairs Off	FE/CM	
162010012	Foreign Affairs Off	FE/CM	
166010010	Foreign Affairs Off	FE/MC	
166010015	DD NIS/TF	ES/ES	
166060005	Sup Energy Officer	FE/OC	
166070005	Sup Prvt Entrp Off	FE/OC	
162200010	Sup Gen Dvl Off	FE/OC	
162401010	Deputy Mission Director	FE/OC	
162100005	Sup Program Off.	FE/OC	
162405005	Sup Regional Dvl Off	FE/OC	
166050005	Sup Prog Econ Off	FE/OC	
162404005	Sup Private Entrp Off	FE/OC	
	Detail from FS COMP	OC	
	Detail from LAC	OC	
	Detail from FS/COMP	OC	
	Detail from FS COMP	OC	
162020004	Administrative Off	GM-15	
166010025	Administrative Officer	GM-15	
166030005	Intl Cpt Specialist	GM-15	
166022005	Sup Financial Anst	GM-15	
	Detail from PRE	AD-15	
162406005	Sup Proj Dev Off	FE/01	
166080005	Sup General Dvl Off	01/01	
162405011	Sup Regional Dev Off	01/01	

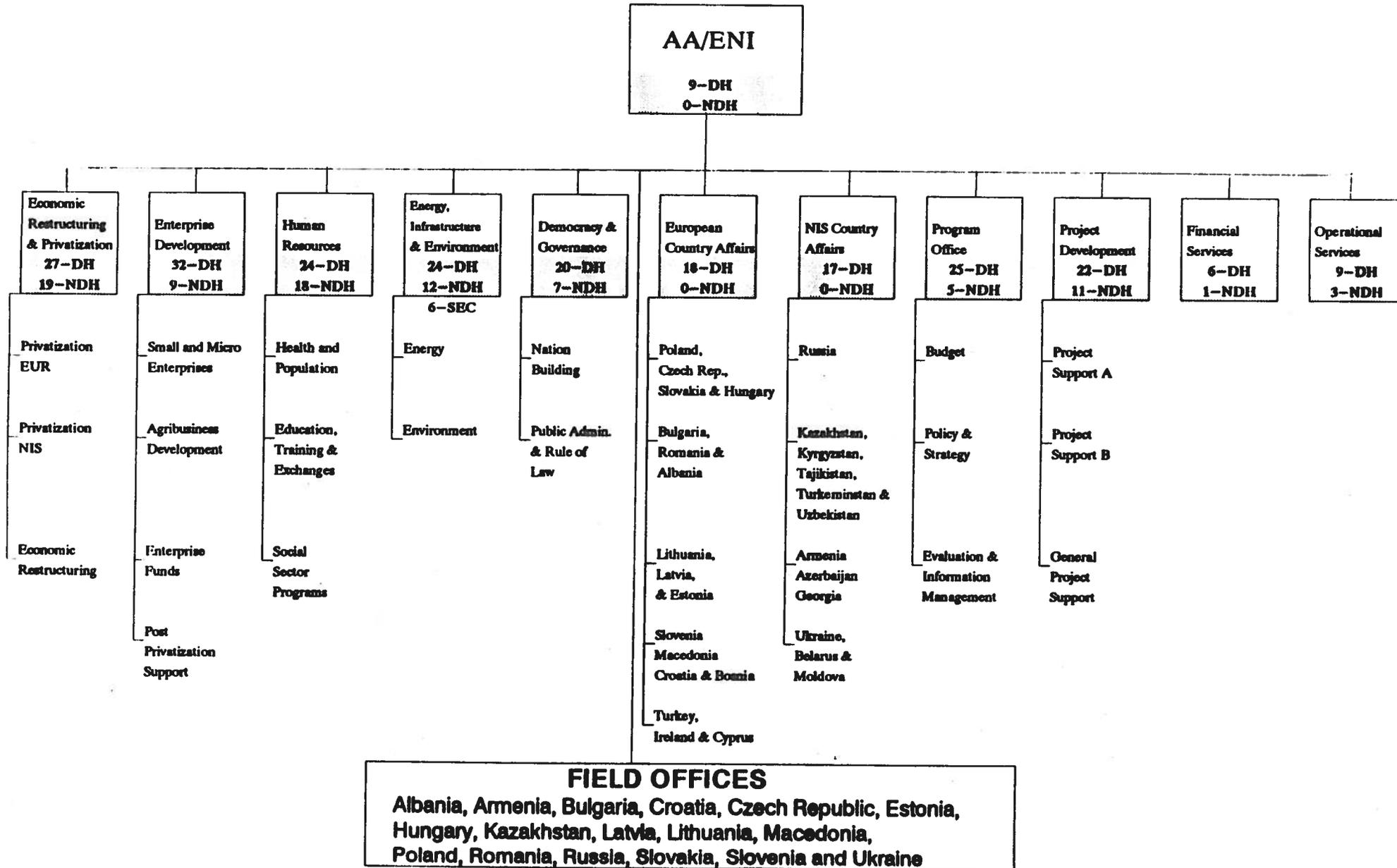
162120005	Sup Program Ecs Off	01/01
166040010	Program Officer	01/01
166070010	Sup Proj Dvl Off	01/01
1166010020	Controller	01/01
162404010	Sup Regional Dvl Off	01/01
162406010	Sup Proj Dev Off	02/01
162020011	Exec Officer	02/01
162020015	Exec Officer	02/01
	Detail from FS COMP	01
166080010	Sup Program Analsyt	GM-14
162405110	Sup Program Analyst	GM-14
166060010	Project Dvl Officer	01/02
162110005	Sup Program Off	01/02
162405210	Program Officer	02/02
162405215	Program Officer	02/02
	Detail from FS COMP	02
	Detail from LAC	02
166010026	Executive Officer	02/03
	Detail from FS/COMP (Private Enterprise Officer)	03
	Detail from FS/COMP	03
162260025 (PT)	Environ Prtcn Spcl	GS-13
	Detail from FA/B (Project Officer)	GS-13
	Detail from HRDM	GS-13
162110010	Program Analyst	GS-12
162110015	Program Analyst	GS-12

162110020	Program Analyst	GS-12
162405220	Intl Cpt Spec	GS-12
162405415	Intl Cpt Spec	GS-12
162405410	Intl Cpt Specialist	GS-12
	Detail from PRE	GS-12
162405217	Intl Cpt Spec	AD-12
162110025	Program Analyst	GS-11
162403018	Budget Analyst	GS-11
162404015	Executive Assistant	06/06
162200065	Secretary	06/06
166010030	Secretary	05/06
162010040	Secretary	GS-09
166010035	Secretary	GS-09
166010040	Secretary	GS-09
	Detail from SBD	GS-09
162403020 (D)	Expert-Final Mgt	ED/ED
162200030 (D)	Consultant-Gen Mgt	EF/EF

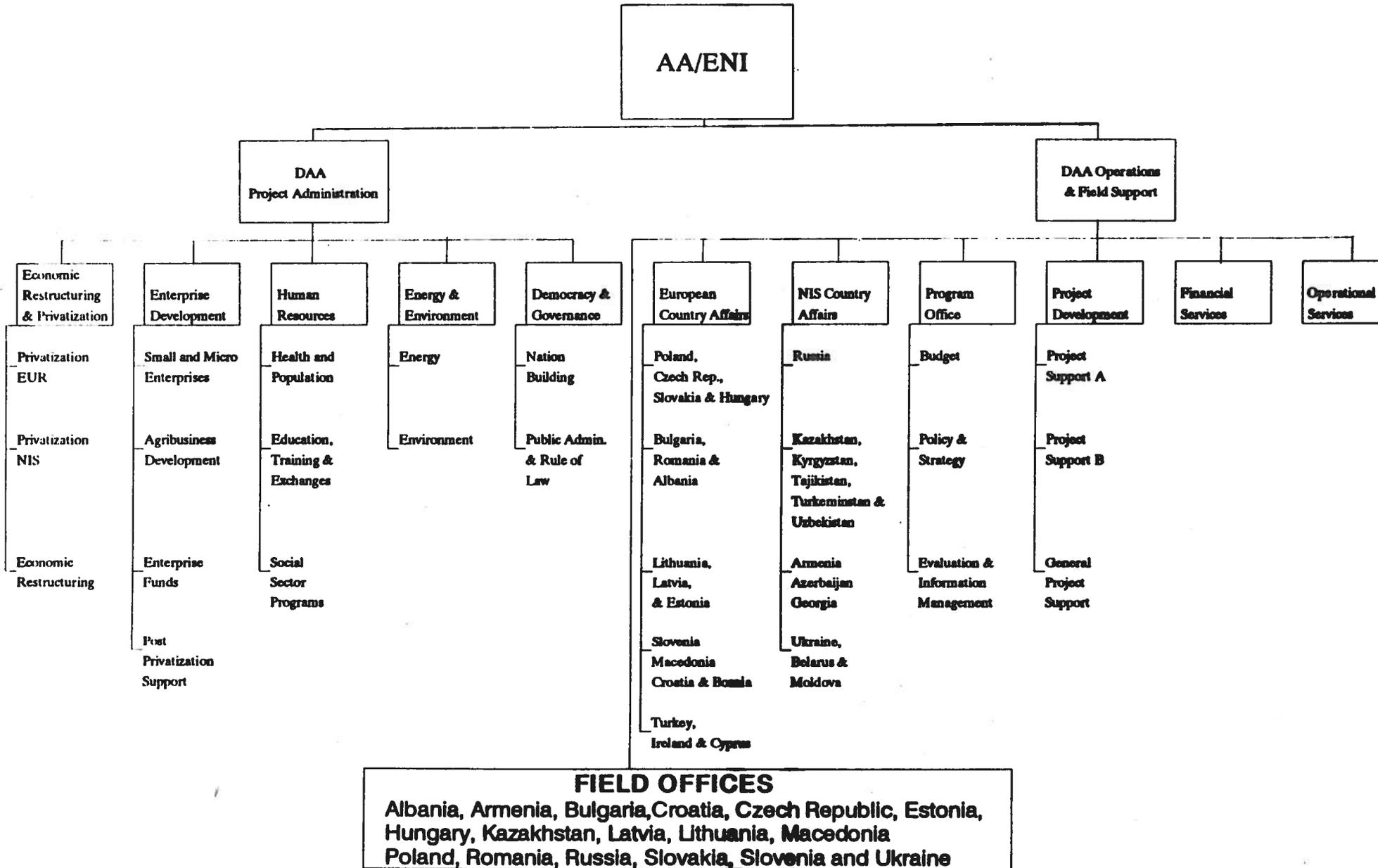
APPENDIX D

PROPOSED ORGANIZATIONAL STRUCTURE

Organization Chart: ENI Structure and Proposed Staffing Levels



Organization Chart: ENI/DAA Reporting Relationships



APPENDIX E

LIST OF ENI PROJECTS AND FUNDING LEVELS

ENI/EUR ACTIVE PROJECTS LIST AS OF 12/1/93

<u>PROJECT</u>	<u>TITLE</u>	<u>AUTH. LOP</u> <u>(\$000)</u>	<u>FY94 OYB</u> <u>(\$000)</u>
180-0002	Regional Human Resources	25,859	9,276
180-0003	Support for Democratic Inst	14,000	0
180-0004	Environmental Initiatives	55,000	9,320
180-0010.01	Polish Enterprise Fund	245,000	7,781
180-0010.02	Hungarian Enterprise Fund	65,000	5,000
180-0010.03	Czech & Slovak Ent. Fund	65,000	12,500
180-0010.04	Bulgarian Enterprise Fund	50,000	11,000
180-0010.05	Baltics Enterprise Fund	0	11,000
180-0010.06	Romanian Enterprise Fund	0	10,000
180-0010.07	Albanian Enterprise Fund	0	5,000
180-0014	Priv. and Economic Restr.	150,000	46,000
180-0015	Emergency Energy Program	11,748	0
180-0016	Humanitarian Med. Asst.	18,000	10,226
180-0017	Political Process	12,200	0
180-0018	Local Govt and Public Admin.	4,800	0
180-0019	Dem Governance and Pub Admin	93,600	23,000
180-0020	Rule of Law	7,000	2,750
180-0021	Political and Social Process	28,000	13,375
180-0022	Independent Media	17,500	3,300
180-0023	Tech Asstance to Enterprises	55,500	25,325
180-0024	Restr. Agr. & Agribusiness	97,550	17,500
180-0026	Comp. Policy, Laws & Regs.	48,970	13,300
180-0027	Business Services	58,000	18,100
180-0028	Amer Bus & PS Dev Init	46,000	0
180-0029	Mgt Training/Mkt Econ Educ	73,500	17,828
180-0030	Regional Energy Efficiency	96,000	21,400
180-0031	Krakow Clean Fossil Fuels	20,000	4,500
180-0032	PVO & Hum. Init.	32,300	11,700
180-0033	Labor Market Transition	23,615	4,500
180-0034	Housing Sector Assistance	55,000	14,000
180-0035	Bank Training (Treasury)	13,500	0
180-0037	Partnerships in Health Care	37,000	9,800
180-0038	Promo of Priv Health Mrkts	15,000	9,300
180-0039	Impvd Pub Envir Services	94,000	14,150
180-0041	Environmental Training	15,000	3,000
180-0045	Participant Training	35,000	10,850
180-0046	Agr. Dev. Prog. - Albania	18,000	0
180-0047	RITE	2,000	0
180-0048	Agr. Dev. Prog. - Romania	10,000	0
180-0049	Restructuring Albanian Agr.	25,000	6,000
180-0052	Customs Service Training	500	0
186-0002	Romanian Family Planning	5,000	0
	TOTAL	1,713,394	380,781

ENI/NIS ACTIVE PROJECTS LIST AS OF 12/1/93

<u>PROJECT</u>	<u>TITLE</u>	<u>AUTH. LOP</u> <u>(\$000)</u>	<u>FY94 OYB</u> <u>(\$000)</u>
0001	Special Initiatives	\$184,720	
0002	Energy Imp. & Market Ref.	214,000	
0003	Environment		73,000
0004	Health Care Improvement	119,000	
0005	Private Sector Initiatives	460,000	
0006	Food Systems Reform	43,000	
0007	Democratic Reform		87,000
0008	Housing		190,000
0009	Economic Restructuring	60,000	
0010	Eurasia Foundation		12,000
0011	Enterprise Funds		200,000
0012	Exchanges and Training	205,000	
0013	Energy-Environment CIP	125,000	