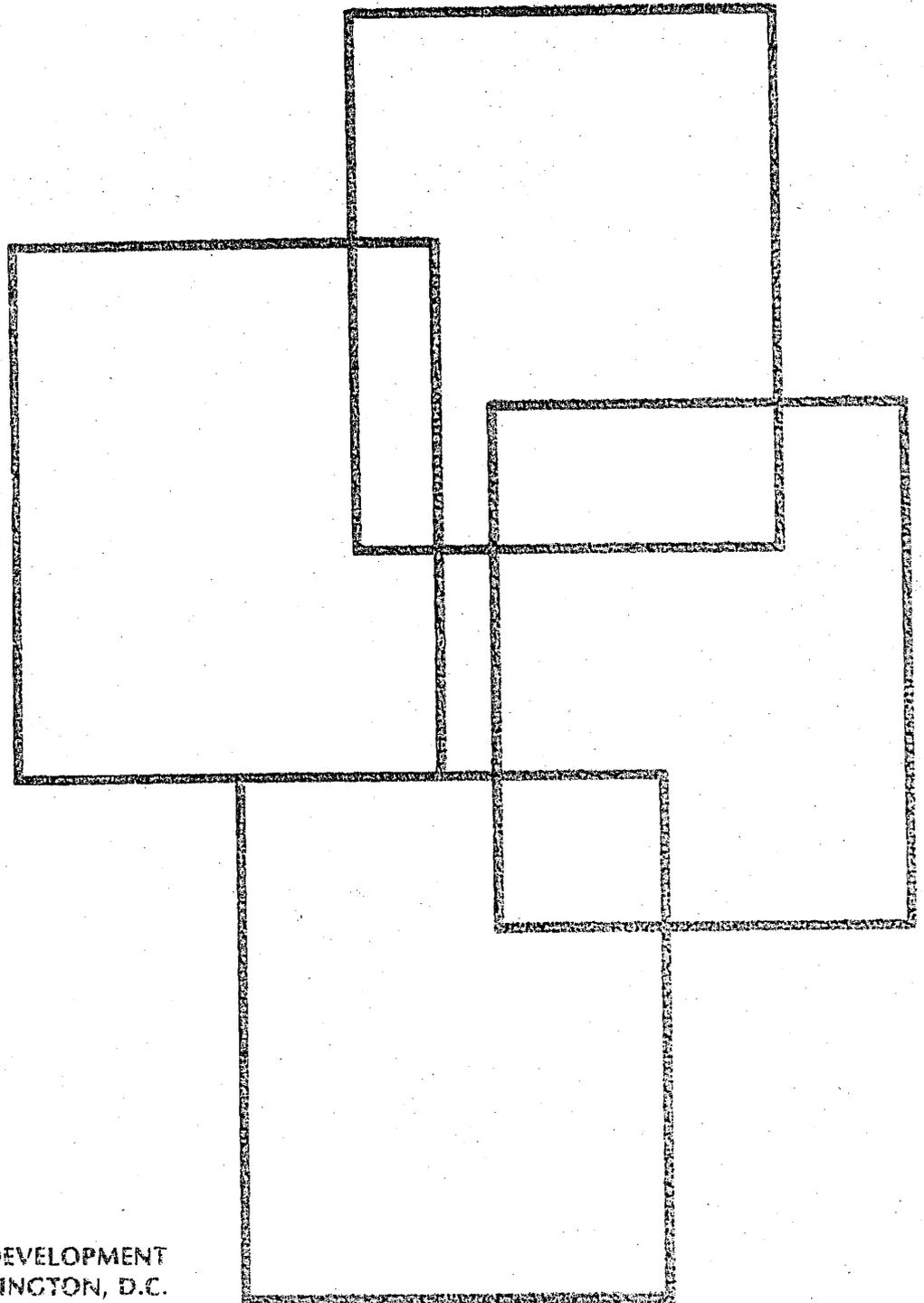


Overseas Position Management



AGENCY for INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C.

BEST AVAILABLE COPY

AGENCY FOR INTERNATIONAL DEVELOPMENT

HANDBOOK TRANSMITTAL MEMORANDUM	DATE April 24, 1992	TRANS. MEMO NO. 33:21
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MATERIAL TRANSMITTED:

Handbook 33 - Overseas Position Management

Handbook 33 is being reissued in its entirety. Changes incorporated in this printing include the elimination of the "Qualifications" section from each standard and editorial changes. Otherwise, there is no substantive change to any standard. Proposals for new or revised standards should be sent to FA/HRDM/PPM/PMC, Rm. 1129, SA-1, Attn.: Jeanne L. Leigh, Management Assistant.

SUPERSEDES:

HB 33 in entirety (TM 33:20)

FILING INSTRUCTIONS:

1. Remove superseded material as indicated under SUPERSEDES.
2. File the attached in their appropriate places.
3. Initial the Transmittal Memorandum Checksheet (in the back of the Handbook binder) beside TM 33:21.

* * * * *

KEEP THIS TRANSMITTAL MEMORANDUM, which has an up-to-date Checklist for this Handbook on the back. File this TM 33:21 in the front of the handbook binder; discard TM sheet 33:20.

* * * * *

<p>Address questions on Handbook contents to FA/HRDM/PPM/PMC (202) 663-1427. For more copies of this Transmittal contact FA/AS/ISS (703) 875-1641.</p>
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CHECKLIST FOR HANDBOOK 33
OVERSEAS POSITION MANAGEMENT

AUTHOR OFFICE: FA/HRDM/PPM/PMC

<u>DATE</u>	<u>MATERIAL TRANSMITTED</u>	<u>TM NO.</u>
4/24/92	Reissued in its entirety	33:21

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HANDBOOK 33

FOREIGN SERVICE POSITION MANAGEMENT AND CLASSIFICATION

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CHAPTER 1

GENERAL

1A. Purpose

This Handbook is the official guide for the titling, coding, and classifying of the Agency's U.S. Foreign Service positions. It is used for assigning Foreign Service titles and codes to overseas positions and for positions in AID/Washington encumbered by Foreign Service personnel.

1B. Agency Authority and Responsibility

Authority and responsibility for the classification of Mission Director and Deputy Mission Director positions are set forth in Appendix IA. Responsibility for the classification of all other U.S. Foreign Service positions is vested in the Office of Personnel Management.

1C. Definitions

1. Backstop Code

Two-digit numerical code used as a designation of employee's career specialty and/or expertise required in a given position. The code is used for the grouping of individuals for recruiting, evaluation, and the organization of personnel staffing.

2. Title and Occupational Series

The numerical series used are those established for U.S. Government positions by the U.S. Office of Personnel Management. A series consists of a number of classes of positions which are all concerned with the same basic kind of work or closely related types of work.

Titles have been approved for use by the Foreign Service.

3. Standard

Used as a guideline for designating appropriate occupational series and title, a standard is not an official statement of position requirements. A sample of duties and responsibilities are given, but it is not envisioned that every position will be assigned all of the duties listed. Duties may differ among regions and among bureaus and offices. The standard includes the minimum education and experience qualifications requirements.

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Not included in this handbook are standards for International Development Interns because their positions are not classifiable based on specific duty assignments.

4. Classification Criteria

The classification guides for Foreign Service Officer and Foreign Service Support Staff positions included in this handbook are used to designate appropriate position grades.

1D. Distribution

Distribution of this handbook is made to administrative officers and personnel specialists in AID/Washington, and to each AID overseas post. Additional copies may be requisitioned from the AID/Washington Distribution Center.

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APPENDIX 1A

CLASSIFICATION OF AID MISSION DIRECTORS

AND DEPUTY MISSION DIRECTORS

1. Purpose

This appendix provides guidance, and sets forth standards and criteria, which permits the systematic and equitable allocation of grade levels for AID Mission Directors and their Deputies. It also establishes a set of procedures and working relationships, including approval delegations, governing classification actions these two categories of positions. These standards have been deliberately kept simple and streamlined. They do not relieve responsible officers from the responsibility of exercising departure from the standards.

2. Basic factors and Underlying Assumptions

Three basic criteria are included in the formulation of the classification standard:

a. Country Context

The index to this factor is derived from the existing grade level of the Ambassador or country Mission Chief as set each year by the Secretary of State. The level of Mission Chief is taken as a carefully considered synthesis of:

(1) Basic importance of a country to the United States' security, including strategic, political, and economic components;

(2) Scope and intensity of U.S. programs therein; and

(3) Acuteness and delicacy of U.S. foreign policy problems and objectives within the country.

The assumption with respect to the context factor is that AID is an integral part of the country effort, and considerations of priority, complexity, scale, and relative importance impinge directly on AID activities as they do all other U.S. activities in that country.

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b. Total Economic Assistance

The index to this factor is the gross dollar value of all forms of economic assistance injected into the country through USAID programs. No differentiation is attached to loans, grants, commodity flows, technical assistance, and overhead expenditures, nor to the several varieties under these basic categories. Past efforts to scientifically "weight and objectify the wide array of economic tools have failed to produce meaningful and agreed upon allocation standards." It is further assumed that for some 90% of the countries there will normally be a program mixture over the full cycle of development assistance warranting the use of the gross total dollar value.

c. Total Mission Staffing

The index to this factor is taken to be the total number of personnel in the direct-hire, contract-hire, and local employee categories. It is intended as a partial measure of the scale of managerial responsibility. The assumption here is that the extent of country counterpart staffing contributions or staffing involvement and participation will, over the span of the development assistance cycle, tend to be of an order that is broadly related to the U.S. Mission staffing level. It is recognized that certain exceptions will exist and will have to be judged accordingly.

d. Factors Excluded

All factors related to the allowance structure, as hardship, cost of living and similar matters are not recognized as influencing grade level. The assumption is that the allowance structures is so designed and applied as to compensate for these types of variables, and should not contaminate allocations to appropriate grade levels. Information concerning program trends is not explicitly dealt with, but it is recognized that program projections have an important bearing on the application of standards. Lead time in the projected increase of a country AID program should be calculated, and can be drawn upon in the initial establishment of subsequent adjustment of Mission Director levels. Likewise, anticipated declines in the nature and level of a country AID program can and should be considered in the timing of position reclassification actions.

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3. Standards and Scoring System

Country Context

Grade Level of Mission Chief	Mission Director Project Score AID
Class I	1
Class II	2
Class III	3
Class IV	4
FSO-1 or less	5

Total Economic Assistance

Millions Of dollars AID Assistance Point Score	Mission Directors
100 and over	1
25 to 99	2
2 to 24	3
less than 2	4

Total Mission Staffing

Personnel Strength	Mission Director AID Point Score
400 and over	1
100 to 399	2
20 to 99	3
19 or less	4

Cumulative point score is derived by adding individual point scores for all three of the foregoing factors, and applying the following conversion table;

Cumulative Point Score	Mission Director Grade Level
3, 4, or 5	Class III
6 or 7	Class IV
8, 9, or 10	FSR-1
11 or higher	FSR-2

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The Level of AID program activity in some countries will not warrant either Mission status or the grade levels associated with Mission Director status. FSR-2 is considered to be the floor. Positions below this level should not carry the Mission Director title and are not subject to the above standards and criteria.

4. Level of Deputy Mission Directors

Deputy Mission Directors shall be classified according to the following table:

Mission Director Level	Deputy Mission Director Level
Class III	FSR-1
Class IV	FSR 1
FSR-1	FSR-2
FSR-2	FSR-3

5. Other Conditions Enforced

a. No AID Mission Director position may be classified at a level which is the same as or higher than the position to be occupied by the diplomatic chief or Mission without the prior approval of the Secretary.

b. Ceilings on post differential will be maintained as provided in Section 552 of the Standardized Regulations. (Government Civilians, Foreign Areas)

6. Procedures and Delegations

a. The Secretary of State is required under Executive Order 10973 to control and approve the establishment of Class III and Class IV positions under the Foreign Service Act of 1946. By approval of the standards and criteria for systematic classification of AID Mission Directors, as set forth in this issuance, the Secretary is discharging this obligation. Specific actions placing AID Mission Directors at the Class III and Class IV level, under these standards, is made the responsibility of the AID Administrator. Actions establishing FSR-1 and FSR-2 allocations, or lower, are delegated to the Assistant for Program and Management Services, AID. All Deputy Mission Director classification actions are likewise made the responsibility of the Deputy Administrator, AID.

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b. The Administrator can at his discretion, allocate Mission Director positions at levels below those set by the standard. The Assistant Administrator for Program and Management Services may also classify positions, within his delegated level, at grade levels below the standards.

c. Annually, in July, the AID Administrator shall have made a systematic review of (a) the classification criteria and standards for Mission Directors and deputies, and (b) of the level of all country Mission Director positions under the standards. The results of this review shall be made known in writing to the Deputy Under Secretary for Administration, Department of State.

AID Assistant Administrators, for their respective Geographic Bureaus, may initiate proposed reclassifications of country Mission Directors or Deputies at any time. These recommendations are submitted to the Directors, Office of Personnel and Manpower, for action. Decisions are to be taken without regard to the annual review process, insofar as timing is concerned.

/s/ George W. Ball
Under Secretary of State

Date April 22, 1963

/s/ David E. Bell
AID Administrator

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APPENDIX 1B

GUIDELINES FOR FOREIGN SERVICE SUPERVISORY POSITIONS

This guide serves to explain the use of supervisory titles in the Foreign Service.

A supervisory position is one in which the incumbent supervises at least three (3) subordinates engaged in the substantive work of the office. Included are U.S., Foreign National, Third Country National Personnel, Direct-Hire or and on Personal Services Contract (provided the contract is expected to last at least two years), and Participating Agency Support Agreement Personnel. For the purpose of assigning the "supervisory" designation, clerical employees and those to whom administrative and/or technical guidance is given while they are on a temporary assignment of short duration (e.g., less than one year) are not included.

The above criteria for assigning supervisory titles to positions is also used for each deputy position which shares equally in the responsibility for managing an activity within a combined organizational unit, and assists with the supervision and evaluation of the appropriate subordinate staff. This means that an organization must include at least six (6) subordinates engaged in the substantive work of the office in order to support a supervisory title for the head of the unit and the Deputy.

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APPENDIX 1C

GRADE CLASSIFICATION GUIDE

FOR SUPPORT STAFF POSITIONS

This appendix provides guidance for the allocation of grade levels to support staff positions.

GRADE CLASSIFICATION GUIDE FOR STAFF POSITIONS

MISSION DIRECTOR POSITION CLASS	FS-08	FS-07	FS-06	FS-05	FS-04
CLASS III	Secretary to FS-1 Officers and below	Secretary to FE-OC Officer	Secretary to FE-MC Officer C & R Clerk	Secretary to Deputy Director Administrative Aide Other Executive Assistants Assistant C & R Supervisor	Secretary to the Director Executive Assistant to the Director C & R Supervisor
CLASS IV	Secretary to FS-1 Officer and below	Secretary to FE-OC Officer	Secretary to Deputy Director Administrative Aide Other Executive Assistants Assistant C & R Supervisor	Secretary to the Director Executive Assistant to the Director C & R Supervisor	
ALL OTHERS	Secretary to FS-1 Officer and below	Secretary to Deputy Director, AID Affairs Officer, or FE-OC Officer Administrative Aide Assistant C&R Supervisor	Secretary to the Director or AID Representative Executive Assistant C&R Supervisor		

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- Use the grade of the supervisor's position - not the personal grade of the incumbent.

**ATT. A-Position Titles, Occupational
Series and Backstop, Codes and
Position Classification Standards**

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ATTACHMENT A

INTRODUCTION

POSITION TITLES, CODES, AND POSITION CLASSIFICATION STANDARDS

- A. The position titles, occupational and backstop codes, and position classification standards are used as the source for assigning titles and codes to AID Foreign Service positions.
 - B. Attachment A includes:
 - 1. A list of Foreign Service Titles and Codes by Backstop.
 - 2. A list of Foreign Service Titles arranged by Agency Occupational Series Code. The Agency Occupational Series Code (AOSC) consists of a four digit series code followed by a period(.) and a two digit code used to identify specific titles within the series (e.g., 0318.01). Each series includes a description of the series coverage. Each position title is briefly described, except for Supervisory positions (see Appendix 1B) and International Development Interns.
 - 3. Position Classification Standards arranged by Agency Occupational Series Code. Included are position standards for each occupational series and the Foreign Service titles included in each series. In some instances, when the requirements of a position do not fit the general guidelines of the series, a separate standard is included.
 - C. Only those positions, titles, and occupational codes listed in B.1 and B.2, above, are authorized for use.
 - D. Attachment A will be updated periodically to reflect approved changes in titles, codes, and standards.
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BACKSTOP CODES

<u>CODE</u>	<u>BACKSTOP</u>
01	Mission Directors and Deputies & Comparable Executive Levels
02	Program Analysis
03	Administrative Management
04	Financial Management
05	Secretarial Support
06	General Services
07	Administrative and Program Support
08	Audit and Inspection
10	Agriculture
11	Economics
12	Program Management
14	Rural Development
15	Food For Peace
20	Housing, Urban and Community Development
21	Business, Industry and Private Enterprise
25	Engineering
30	Natural Resources and Energy Management
50	Health Science, Medical and Population
60	Human Resources, Education, and Participant Training
75	Physical and Social Science
85	Legal
92	Commodity Management
93	Contract Management
94	Project Development
95	International Development Intern

ATT. A-Foreign Service
Titles and Codes by Backstop

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BACKSTOP 01 - MISSION DIRECTORS AND DEPUTIES AND COMPARABLE EXECUTIVE LEVELS

<u>OCCUPATIONAL CODE</u>	<u>TITLE</u>
0130.05*	Foreign Affairs Officer
0130.06	AID Representative ASEAN
0340.01	Mission Director
0340.02	Deputy Mission Director
0340.04	AID Representative
0340.07	AID Affairs Officer
0340.10	Deputy AID Representative
0340.28	U.S. Representative to Development Assistance Committee
0340.41	Chairman, Development Assistance Committee
0340.42	Associate Mission Director
0340.44	Development Coordination Officer
0340.71	Regional Director
0340.76	Deputy Regional Director

* For AID/Washington positions only.

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BACKSTOP 02 - PROGRAM ANALYSIS

OCCUPATIONAL
CODE

TITLE

0345.01

Program Officer

0345.07

Supervisory Program Officer

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BACKSTOP 03 - ADMINISTRATIVE MANAGEMENT

<u>OCCUPATIONAL CODE</u>	<u>TITLE</u>
0201.01	Supervisory Personnel Officer
0201.05	Personnel Officer
0334.01	Data Management Officer
0341.01	Executive Officer
0341.09	Supervisory Executive Officer

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BACKSTOP 04 - FINANCIAL MANAGEMENT

<u>OCCUPATIONAL CODE</u>	<u>TITLE</u>
0501.15	Supervisory Financial Management Officer (Budget and Accounting)
0501.16	Financial Management Officer (Budget and Accounting)
0505.02	Controller
0505.04	Supervisory Financial Management Officer
0510.03	Financial Management Officer (Financial Analysis)
0510.09	Supervisory Financial Management Officer (Financial Analysis)

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BACKSTOP 05 - SECRETARIAL SUPPORT

OCCUPATIONAL
CODE

TITLE

0318.01

Secretary

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BACKSTOP 06 - GENERAL SERVICES

OCCUPATIONAL
CODE

TITLE

0342.01

General Services Officer

0342.02

Supervisory General Services Officer

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BACKSTOP 07 - ADMINISTRATIVE AND PROGRAM SUPPORT

<u>OCCUPATIONAL CODE</u>	<u>TITLE</u>
0303.01	Executive Assistant
0303.06	Administrative Aide
0303.07*	Program Assistant
0305.01	Communications and Records Supervisor
0305.09	Communications and Records Specialist

* For Resident Hire positions only.

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BACKSTOP 08 - AUDIT AND INSPECTION

<u>OCCUPATIONAL CODE</u>	<u>TITLE</u>
0511.02	Supervisory Auditor
0511.03	Auditor
1811.06	Supervisory Inspector
1811.07	Inspector

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BACKSTOP 10 - AGRICULTURE

<u>OCCUPATIONAL CODE</u>	<u>TITLE</u>
0110.04	Agricultural Economics Officer
0401.06	Agricultural Development Officer
0401.20	Supervisory Agricultural Development Officer
0460.04	Agricultural Development Officer (Forestry)
0471.04	Agricultural Development Officer (Agronomy)
0482.03	Agricultural Development Officer (Fisheries)
0487.03	Agricultural Development Officer (Livestock)
0890.04	Agricultural Engineering Officer

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BACKSTOP 11 - ECONOMICS

OCCUPATIONAL
CODE

TITLE

0110.06

Supervisory Program Economics Officer

0110.07

Program Economics Officer

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BACKSTOP 12 - PROGRAM MANAGEMENT

<u>OCCUPATIONAL CODE</u>	<u>TITLE</u>
0130.03	Supervisory Regional Development Officer
0130.04	Regional Development Officer
0301.61	Supervisory General Development Officer
0301.62	General Development Officer
0301.67	Special Projects Officer
0301.68	Supervisory Special Projects Officer

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BACKSTOP 14 - RURAL DEVELOPMENT

OCCUPATIONAL
CODE

TITLE

0401.09

Supervisory Rural Development Officer

0401.10

Rural Development Officer

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BACKSTOP 15 - FOOD FOR PEACE

OCCUPATIONAL
CODE

TITLE

0120.01

Supervisory Food for Peace Officer

0120.02

Food for Peace Officer

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BACKSTOP 20 - HOUSING, URBAN, AND COMMUNITY DEVELOPMENT

OCCUPATIONAL
CODE

TITLE

0020.01

Housing and Urban Development Officer

0020.04

Supervisory Housing and Urban
Development Officer

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BACKSTOP 21 - BUSINESS, INDUSTRY, AND PRIVATE ENTERPRISE

OCCUPATIONAL
CODE

TITLE

1101.01	Supervisory Private Enterprise Officer
1101.02	Private Enterprise Officer
1140.07	Supervisory Trade Development Officer
1140.08	Trade Development Officer

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BACKSTOP 25 - ENGINEERING

OCCUPATIONAL
CODE

TITLE

0801.03

Supervisory Engineering Officer

0801.05

Engineering Officer

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BACKSTOP 30 - NATURAL RESOURCES AND ENERGY MANAGEMENT

OCCUPATIONAL
CODE

TITLE

0401.23

Natural Resources Officer

0401.24

Supervisory Natural Resources Officer

1301.07

Energy Officer

1301.10

Supervisory Energy Officer

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BACKSTOP 50 - HEALTH SCIENCE, MEDICAL AND POPULATION

<u>OCCUPATIONAL CODE</u>	<u>TITLE</u>
0602.01	Health and Population Development Officer (Physician)
0602.04	Health Development Officer (Physician)
0602.05	Supervisory Health and Population Development Officer (Physician)
0602.12	Supervisory Health Development Officer (Physician)
0685.01	Health and Population Development Officer
0685.06	Health Development Officer
0685.12	Supervisory Health and Population Development Officer
0685.13	Supervisory Health Development Officer
0685.14	Supervisory Population Development Officer
0685.16	Population Development Officer

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BACKSTOP 60 - HUMAN RESOURCES, EDUCATION, AND PARTICIPANT TRAINING

<u>OCCUPATIONAL CODE</u>	<u>TITLE</u>
1701.07	Supervisory Development Training Officer
1701.20	Development Training Officer
1701.50	Supervisory Human Resources Development Officer
1701.51	Human Resources Development Officer
1710.08	Supervisory Education Development Officer
1710.11	Education Development Officer

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BACKSTOP 75 - PHYSICAL AND SOCIAL SCIENCE

OCCUPATIONAL
CODE

TITLE

0101.06

Behavioral Science Officer

1301.11

Science and Technology Officer

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BACKSTOP 85 - LEGAL

OCCUPATIONAL
CODE

0905.06

TITLE

Legal Officer

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BACKSTOP 92 - COMMODITY MANAGEMENT

OCCUPATIONAL
CODE

TITLE

1140.06

Commodity Management Officer

1140.14

Supervisory Commodity Management Officer

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BACKSTOP 93 - CONTRACT MANAGEMENT

OCCUPATIONAL
CODE

TITLE

1102.01

Supervisory Contract Officer

1102.09

Contract Officer

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BACKSTOP 94 - PROJECT DEVELOPMENT

OCCUPATIONAL
CODE

TITLE

0345.10

Supervisory Project Development Officer

0345.11

Project Development Officer

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BACKSTOP 95 - INTERNATIONAL DEVELOPMENT INTERN

<u>OCCUPATIONAL CODE</u>	<u>TITLE</u>
0020.03	IDI (Housing and Urban Development)
0101.46	IDI (Social/Behavioral Science)
0110.22	IDI (Agricultural Economics)
0110.32	IDI (Economics)
0120.03	IDI (Food for Peace)
0341.22	IDI (Administration)
0345.26	IDI (Program)
0345.27	IDI (Project Development)
0401.11	IDI (Rural Development)
0401.16	IDI (Agricultural Development)
0401.26	IDI (Natural Resources)
0501.17	IDI (Financial Management)
0511.04	IDI (Audit)
0685.23	IDI (Health/Population/Nutrition)
0801.09	IDI (Engineering)
1101.97	IDI (Private Enterprise)
1102.13	IDI (Contract Specialist)
1140.09	IDI (Trade)
1140.13	IDI (Commodity Management)
1701.52	IDI (Human Resources)
1710.15	IDI (Education)
1811.05	IDI (Inspection)

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FOREIGN SERVICE TITLES BY OCCUPATION SERIES CODE

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0020.00 - HOUSING, URBAN AND COMMUNITY DEVELOPMENT SERIES - 0020.00

Positions concerned with coordination and implementation of Shelter and Housing Guaranty Programs, and with urban and community planning and development.

HOUSING AND URBAN DEVELOPMENT OFFICER Directs the development and implementation of shelter, Housing Guaranty, and/or urban and community development programs.	0020.01
SUPERVISORY HOUSING AND URBAN DEVELOPMENT OFFICER	0020.04
INTERNATIONAL DEVELOPMENT INTERN (HOUSING AND URBAN DEVELOPMENT)	0020.03
	0020.00.01

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0101.00 - SOCIAL SCIENCE SERIES - 0101.00

Professional and scientific work in one or more of the social sciences when such work is not classifiable in other series of this occupational group.

BEHAVIORAL SCIENCE OFFICER 0101.06
Advises on program implications of cooperating
country social and cultural characteristics.

INTERNATIONAL DEVELOPMENT INTERN 0101.46
(SOCIAL/BEHAVIORAL SCIENCE)

0101.00.01

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0110.00 - ECONOMIST SERIES - 0110.00

Professional work concerned with the analysis and interpretation of economic factors as they relate to the economic and social development of cooperating countries.

AGRICULTURAL ECONOMICS OFFICER Advises on and conducts analysis of economic factors which affect agricultural development.	0110.04
SUPERVISORY PROGRAM ECONOMICS OFFICER	0110.06
PROGRAM ECONOMICS OFFICER Advises on economic factors which influence the development of cooperating country, mission, or regional programs.	0110.07
INTERNATIONAL DEVELOPMENT INTERN (AGRICULTURAL ECONOMICS)	0110.22
INTERNATIONAL DEVELOPMENT INTERN (ECONOMICS)	0110.32
	0110.00.01

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0120.00 - FOOD ASSISTANCE PROGRAM SERIES - 0120.00

This series includes positions that involve developing, evaluating, and monitoring programs concerned with providing food to alleviate hunger and malnutrition and to assist economic and social development; and/or the management of food supplies under emergency conditions.

SUPERVISORY FOOD FOR PEACE OFFICER	0120.01
FOOD FOR PEACE OFFICER Administers sections of the P.L. 480 program for which AID has responsibility in recipient countries.	0120.02
INTERNATIONAL DEVELOPMENT INTERN (FOOD FOR PEACE)	0120.03
	0120.00.01

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0130.00 - FOREIGN AFFAIRS SERIES - 0130.00

Work concerned with the coordination and formulation of agency programs and operations.

SUPERVISORY REGIONAL DEVELOPMENT OFFICER 0130.03

REGIONAL DEVELOPMENT OFFICER 0130.04
Plans and directs a group of specialized program and services functions for a regional area.

*FOREIGN AFFAIRS OFFICER 0130.05
Coordinates and advises on policy issues as they relate to the implementation and/or formulation of Agency programs.

**AID REPRESENTATIVE TO THE ASSOCIATION OF SOUTHEAST ASIAN NATIONS (ASEAN) 0130.06

- * For AID/Washington positions only.
- ** No published standards.

0130.00.01

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0201.00 - PERSONNEL MANAGEMENT SERIES - 0201.00

Work concerned with administering a personnel management program.

SUPERVISORY PERSONNEL OFFICER	0201.01
PERSONNEL OFFICER Administers the mission or regional personnel program.	0201.05
	0201.00.01

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0301.00 - GENERAL PROGRAM SERIES - 0301.00

This series includes positions concerned with work of a general program nature, such as coordinating the development efforts within assigned regional areas; management of several unrelated technical sector organizations; participation in the planning, design, monitoring, and evaluation of projects; or work concerned with logistics or communications management, or management analysis. Positions in this series do not require experience or background in any of the specializations for which responsible.

SUPERVISORY GENERAL DEVELOPMENT OFFICER	0301.61
GENERAL DEVELOPMENT OFFICER Responsible for managing cooperating country programs involving two or more assigned sectors.	0301.62
SPECIAL PROJECTS OFFICER Responsible for implementing specific U.S. assistance projects.	0301.67
SUPERVISORY SPECIAL PROJECTS OFFICER	0301.68
	0301.00.01

AID HANDBOOK 33	Trans. Memo. No. 33:21	Effective Date April 21, 1992	Page No. Series-0303
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0303.00 - MISCELLANEOUS CLERICAL AND ASSISTANT SERIES - 0303.00

Work is of a general clerical, administrative, and/or program assistance nature required in the support functions of the mission or regional programs.

EXECUTIVE ASSISTANT Performs secretarial duties plus a variety of office management and administrative functions which are not secretarial in nature.	0303.01
ADMINISTRATIVE AIDE Performs a variety of administrative and clerical duties required to support mission or regional programs.	0303.06
*PROGRAM ASSISTANT Performs a variety of program assistant work which may include administrative duties.	0303.07

* For resident-hire positions only.

0303.00.01

AID HANDBOOK 33	Trans. Memo. No. 33:21	Effective Date April 21, 1992	Page No. Series-0305
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0305.00 - COMMUNICATIONS AND RECORDS SERIES - 0305.00

Work is concerned with processing and maintenance of records and written material which represent the transactions and business of the mission or region.

COMMUNICATIONS AND RECORDS SUPERVISOR 0305.01

COMMUNICATIONS AND RECORDS SPECIALIST 0305.09
Administers the mission or regional office
mail and files program.

0305.00.01

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0318.00 - SECRETARY SERIES - 0318.00

Work of a confidential and personal nature covering a variety of clerical and administrative duties for one, or occasionally more than one, supervisor.

SECRETARY

See series definition.

0318.01

0318.00.01

AID HANDBOOK 33	Trans. Memo. No. 33:21	Effective Date April 21, 1992	Page No. Series- 0334
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0334.00 - COMPUTER SPECIALIST SERIES - 0334.00

Work involving the design or implementation of systems for solving problems or accomplishing work processes by use of computers.

DATA MANAGEMENT OFFICER

0334.01

Conducts studies to determine the nature of the problems of automating work processes and designs data systems which can be programmed and processed by computers; or advises on or trains in such work.

0334.00.01

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0340.00 - PROGRAM MANAGEMENT SERIES - 0340.00

Positions in this series direct, or assist in directing, independent AID activities overseas, such as country programs, regional programs, or programs in delegated posts. Also included in this series are positions whose incumbents represent the U.S. Government in international organizations and committees. The paramount qualifications requirements are management and executive knowledge and ability. Positions in this series do not require competence in a specialized subject matter or functional area.

MISSION DIRECTOR Directs an AID overseas mission program.	0340.01
DEPUTY MISSION DIRECTOR Serves as full Deputy and acts in the absence of the Mission Director.	0340.02
AID REPRESENTATIVE Plans and administers an AID economic development assistance program in a country which has a moderate size, declining or limited program.	0340.04
AID AFFAIRS OFFICER Plans and administers an AID economic development assistance program at a delegated post.	0340.07
DEPUTY AID REPRESENTATIVE Serves as full Deputy and acts in the absence of the AID Representative.	0340.10
*U.S. REPRESENTATIVE TO DEVELOPMENT ASSISTANCE COMMITTEE In dealing with other donor governments, presents U.S. position on foreign aid issues, seeks agreement on common aid policies, and promotes coordination of development assistance.	0340.28
*CHAIRMAN, DEVELOPMENT ASSISTANCE COMMITTEE Acts as chairman of the Development Assistance Committee when the U.S. has the chairmanship.	0340.41
ASSOCIATE MISSION DIRECTOR Guides and directs the activities of a major functional area in a large mission.	0340.42
	0340.00.01

AID HANDBOOK 33	Trans. Memo. No. 33:21	Effective Date April 21, 1992	Page No. Series-0341
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0341.00 - ADMINISTRATIVE OFFICER SERIES - 0341.00

Work concerned with administrative management and logistical support functions.

EXECUTIVE OFFICER Directs the management services and logistic support operations.	0341.01
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SUPERVISORY EXECUTIVE OFFICER	0341.09
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INTERNATIONAL DEVELOPMENT INTERN (ADMINISTRATION)	0341.22
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0341.00.01

AID HANDBOOK 33	Trans. Memo. No. 33:21	Effective Date April 21, 1992	Page No. Series-0342
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0342.00 - OFFICE SERVICES MANAGEMENT SERIES - 0342.00

Administrative and logistical support work involved with rental and maintenance of quarters and office space, warehousing, procurement of administrative supplies, motor pool and automotive maintenance.

GENERAL SERVICES OFFICER Directs and coordinates the general services functions of a mission or region.	0342.01
SUPERVISORY GENERAL SERVICES OFFICER	0342.02

0342.00.01

AID HANDBOOK 33	Trans. Memo. No. 33:21	Effective Date April 21, 1992	Page No. Series-0345
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0345.00 - PROGRAM ANALYSIS SERIES - 0345.00

This series includes positions concerned with program analysis, budgeting, planning, design, authorization, implementation, reporting, and evaluation; and/or planning, design, development, negotiation, financial analysis, and implementation of grant and loan funded projects.

PROGRAM OFFICER Directs and coordinates mission or regional activities relating to the analysis, planning, design, approval, authorization, implementation and evaluation of AID development and security support assistance to the cooperating country or region.	0345.01
SUPERVISORY PROGRAM OFFICER	0345.07
SUPERVISORY PROJECT DEVELOPMENT OFFICER	0345.10
PROJECT DEVELOPMENT OFFICER Provides advice and direction to the mission and cooperating government in the planning design, development, negotiation, financial analysis, and implementation of grant and loan funded projects.	0345.11
INTERNATIONAL DEVELOPMENT INTERN (PROGRAM)	0345.26
INTERNATIONAL DEVELOPMENT INTERN (PROJECT DEVELOPMENT)	0345.27
	0345.00.01

AID HANDBOOK 33	Trans. Memo. No. 33:21	Effective Date April 21, 1992	Page No. Series-0401
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0401.00 - GENERAL BIOLOGICAL SCIENCE SERIES - 0401.00

This series includes positions concerned with professional and scientific work in the biological sciences as applied to the broad range of agriculture and/or related natural resources management with no single specialization predominant; or work involved in improving the economic, social, and cultural life and expectations of the rural poor in less developed countries.

AGRICULTURAL DEVELOPMENT OFFICER Plans and administers the agricultural development program of the mission or regional office.	0401.06
SUPERVISORY RURAL DEVELOPMENT OFFICER	0401.09
RURAL DEVELOPMENT OFFICER Plans and administers mission or regional rural development programs.	0401.10
SUPERVISORY AGRICULTURAL DEVELOPMENT OFFICER	0401.20
NATURAL RESOURCES OFFICER Plans the natural resources components of the mission or regional programs.	0401.23
SUPERVISORY NATURAL RESOURCES OFFICER	0401.24
INTERNATIONAL DEVELOPMENT INTERN (RURAL DEVELOPMENT)	0401.11
INTERNATIONAL DEVELOPMENT INTERN (AGRICULTURAL DEVELOPMENT)	0401.16
INTERNATIONAL DEVELOPMENT INTERN (NATURAL RESOURCES)	0401.26

0401.00.01

AID HANDBOOK 33	Trans. Memo. No. 33:21	Effective Date April 21, 1992	Page No. Series-0460
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0460.00 - FORESTRY SERIES 0460.00

Professional and scientific work concerned with the development conservation, protection, production, and utilization of the natural resources of forests.

AGRICULTURAL DEVELOPMENT OFFICER (FORESTRY)

0460.04

Coordinates and manages projects involving the full range of forestry activities of a mission or regional office.

0460.00.01

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0471.00 - AGRONOMY SERIES - 0471.00

Professional and scientific work concerned with the improvement, production, protection, management and utilization of field crops; soil and crop management; and the development and use of weed controls and plant regulators.

AGRICULTURAL DEVELOPMENT OFFICER (AGRONOMY)
Coordinates and manages projects designed to increase field crop production, provide effective land use practices and improve crop and farm management practices.

0471.04

0471.00.01

AID HANDBOOK 33	Trans. Memo. No. 33:21	Effective Date April 21, 1992	Page No. Series-0482
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0482.00 - FISHERY BIOLOGY SERIES - 0482.00

Professional and scientific work concerned with the development, conservation and management of fishery resources.

AGRICULTURAL DEVELOPMENT OFFICER (FISHERIES) 0482.03
Coordinates and manages projects designed to improve the production, development, conservation, processing and management of fishery resources.

0482.00.01

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0487.00 - HUSBANDRY SERIES - 0487.00

Professional and scientific work concerned with breeding, production and management of domestic animals and poultry.

AGRICULTURAL DEVELOPMENT OFFICER (LIVESTOCK)
Coordinates and manages projects designed to promote livestock development programs.

0487.03

0487.00.01

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0501.00 - FINANCIAL ADMINISTRATION AND PROGRAM SERIES - 0501.00

Professional work of a fiscal, financial management, accounting or budgetary nature which is not classifiable to another more specific series.

SUPERVISORY FINANCIAL MANAGEMENT OFFICER (BUDGET AND ACCOUNTING) 0501.15

FINANCIAL MANAGEMENT OFFICER (BUDGET AND ACCOUNTING) 0501.16
 Directs the accounting, financial reporting, and budgetary work of the mission or region.

INTERNATIONAL DEVELOPMENT INTERN (FINANCIAL MANAGEMENT) 0501.17

0501.00.01

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0505.00 - FINANCIAL MANAGEMENT SERIES - 0505.00

Professional work involving financial management of mission or regional programs.

CONTROLLER Administers the financial management of the mission or region.	0505.02
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SUPERVISORY FINANCIAL MANAGEMENT OFFICER Assists the Controller; acts in the absence of that officer.	0505.04
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0505.00.01

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0510.00 - ACCOUNTING SERIES - 0510.00

Professional work involving accounting and financial reporting.

FINANCIAL MANAGEMENT OFFICER 0510.03
(FINANCIAL ANALYSIS)

Advises on fiscal and financial management considerations on loan and grant projects; participates in planning and maintaining mission or regional accounting systems.

SUPERVISORY FINANCIAL MANAGEMENT OFFICER 0510.09
(FINANCIAL ANALYSIS)

0510.00.01

AID HANDBOOK 33	Trans. Memo. No. 33:21	Effective Date April 21, 1992	Page No. Series-1511
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0511.00 - AUDITING SERIES - 0511.00

Professional work involving auditing.

SUPERVISORY AUDITOR 0511.02

AUDITOR 0511.03

Conducts examinations on the soundness and adequacy of financial transactions and management of AID program, administrative, and financial management activities.

INTERNATIONAL DEVELOPMENT INTERN (AUDIT) 0511.04

0511.00.01

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0602.00 - MEDICAL OFFICER SERIES - 0602.00

Professional and scientific work involving medicine, medical research, medical education, and population requiring a medical degree.

HEALTH AND POPULATION DEVELOPMENT OFFICER (PHYSICIAN) 0602.01
Plans and administers the combined health and population planning program at the mission or regional level.

HEALTH DEVELOPMENT OFFICER (PHYSICIAN) 0602.04
Directs the health development program at the mission or regional level.

SUPERVISORY HEALTH AND POPULATION DEVELOPMENT OFFICER (PHYSICIAN) 0602.05

SUPERVISORY HEALTH DEVELOPMENT OFFICER (PHYSICIAN) 0602.12

0602.00.01

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0685.00 - HEALTH AND POPULATION DEVELOPMENT SERIES - 0685.00

Professional work concerned with the planning, directing and advising on health development and population programs.

HEALTH AND POPULATION DEVELOPMENT OFFICER Plans and administers the combined health and population planning program at the mission or regional level.	0685.01
HEALTH DEVELOPMENT OFFICER Directs the health development program at the mission or regional level.	0685.06
SUPERVISORY HEALTH AND POPULATION DEVELOPMENT OFFICER	0685.12
SUPERVISORY HEALTH DEVELOPMENT OFFICER	0685.13
SUPERVISORY POPULATION DEVELOPMENT OFFICER	0685.14
POPULATION DEVELOPMENT OFFICER Directs the population and family planning programs at the mission or regional level.	0685.16
INTERNATIONAL DEVELOPMENT INTERN (HEALTH/POPULATION/ NUTRITION)	0685.23
	0685.00.01

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0801.00 - GENERAL ENGINEERING SERIES - 0801.00

Professional engineering work concerned with planning and advising on mission and regional engineering programs.

SUPERVISORY ENGINEERING OFFICER 0801.03

ENGINEERING OFFICER 0801.05

Serves as the principal engineering officer for planning and administering mission or regional engineering programs which involve diverse engineering disciplines.

INTERNATIONAL DEVELOPMENT INTERN (ENGINEERING) 0801.09

0801.00.01

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0890.00 - AGRICULTURAL ENGINEERING SERIES - 0890.00

Professional work concerned with the application of engineering principles in the construction of farm buildings, soil and water conservation, mechanical power and machinery, and electrical power and processing.

AGRICULTURAL ENGINEERING OFFICER 0890.04
Provides advice and project management for
agricultural engineering programs and projects.

0890.00.01

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0905.00 - GENERAL ATTORNEY SERIES - 0905.00

Professional legal work involved in the application and interpretation of United States Government, cooperating government and international laws and regulations as they relate to Agency agreements, programs and operations.

LEGAL OFFICER

Provides legal advice to mission staff on host country and mission laws, regulations, authorities, practices and privileges affecting agreements, transactions and operations of AID and the personal conduct of its employees.

0905.06

0905.00.01

AID HANDBOOK 33	Trans. Memo. No. 33:21	Effective Date April 21, 1992	Page No. Series-1101
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1101.00 - GENERAL BUSINESS AND INDUSTRY - 1101.00

Professional work in one or more of the general business and industry fields when such work is not classifiable in other series of this occupational group.

SUPERVISORY PRIVATE ENTERPRISE OFFICER	1101.01
PRIVATE ENTERPRISE OFFICER Plans the private enterprise sector strategy and programs at the mission or regional level.	1101.02
INTERNATIONAL DEVELOPMENT INTERN (PRIVATE ENTERPRISE)	1101.97
	1101.00.01

AID HANDBOOK 33	Trans. Memo. No. 33:21	Effective Date April 21, 1992	Page No. Series-1102
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1102.00 - CONTRACT AND PROCUREMENT SERIES - 1102.00

Work is concerned with the coordination and direction of mission activities related to contract services for program implementation.

SUPERVISORY CONTRACT OFFICER 1102.01

CONTRACT OFFICER 1102.09
Principal officer responsible for the contract management program at the mission or regional level.

INTERNATIONAL DEVELOPMENT INTERN 1102.13
(CONTRACT SPECIALIST)

1102.00.01

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1140.00 - TRADE AND COMMODITY MANAGEMENT SERIES - 1140.00

Work concerned with administering or performing promotional or advisory functions pertaining to commercial distribution of goods and services or with the development, management and evaluation of AID-financed commodity procurement systems.

COMMODITY MANAGEMENT OFFICER 1140.06
Responsible for all commodity management programs at the mission or regional office levels.

SUPERVISORY TRADE DEVELOPMENT OFFICER 1140.07

TRADE DEVELOPMENT OFFICER 1140.08
Promotes the sale of U.S. technology and technical assistance to cooperating countries.

SUPERVISORY COMMODITY MANAGEMENT OFFICER 1140.14

INTERNATIONAL DEVELOPMENT INTERN (TRADE) 1140.09

INTERNATIONAL DEVELOPMENT INTERN (COMMODITY MANAGEMENT) 1140.13

1140.00.01

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1301.00 - GENERAL PHYSICAL SCIENCE SERIES - 1301.00

Work is concerned with advising on, planning, administering and performing professional and scientific work in any of the fields of science dealing with matter, energy, physical space and nature of physical environment.

ENERGY OFFICER 1301.07
Plans and administers the energy program of the mission or regional office.

SUPERVISORY ENERGY OFFICER 1301.10

SCIENCE AND TECHNOLOGY OFFICER 1301.11
Serves as mission or regional advisor on programs designed to strengthen science and technology capacity.

1301.00.01

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1701.00 - HUMAN RESOURCES, EDUCATION, AND TRAINING SERIES - 1701.00

This series includes positions concerned with planning, developing, and administering programs in the field of education, general and participant training, public administration, and management education.

SUPERVISORY DEVELOPMENT TRAINING OFFICER	1701.07
DEVELOPMENT TRAINING OFFICER Administers the participant training program on a country or regional basis.	1701.20
SUPERVISORY HUMAN RESOURCES DEVELOPMENT OFFICER	1701.50
HUMAN RESOURCES DEVELOPMENT OFFICER Directs and advises on AID programs involving learning, behavioral change, social growth, labor resources, and public and private institutional management.	1701.51
INTERNATIONAL DEVELOPMENT INTERN (HUMAN RESOURCES)	1701.52
	1701.00.01

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1710.00 - EDUCATION SERIES - 1710.00

Professional work in planning, developing and administering mission or regional programs.

SUPERVISORY EDUCATION DEVELOPMENT OFFICER 1710.08

EDUCATION DEVELOPMENT OFFICER 1710.11
 Directs the education development program for
 the mission or region.

INTERNATIONAL DEVELOPMENT INTERN (EDUCATION) 1710.15

1710.00.01

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1811.00 - FOREIGN ASSISTANCE INSPECTOR - 1811.00

Professional work involving investigation, examination, or systematic inquiry into infractions or violations of criminal statutes of persons or firms having business connections with AID.

SUPERVISORY INSPECTOR 1811.06

INSPECTOR 1811.07
 Conducts investigations of AID overseas internal and external operations where possible criminal acts may be involved.

INTERNATIONAL DEVELOPMENT INTERN (INSPECTION) 1811.05

1811.00.01

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FOREIGN SERVICE POSITION CLASSIFICATION STANDARDS

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AGENCY FOR INTERNATIONAL DEVELOPMENT
 OCCUPATIONAL STANDARDS - FOREIGN SERVICE
HOUSING, URBAN AND COMMUNITY DEVELOPMENT SERIES

This series includes positions concerned with design, management, coordination and implementation of Shelter and Housing Guaranty Programs and with community planning and development.

Introduction

The Housing, Urban and Community Development Series includes positions concerned with development, management, and implementation in the field or AID/Washington of AID Shelter and Housing Guaranty programs as well as programs in urban and community development. Positions involved in shelter program activities financed under AID guaranteed private sector loans, as well as selective loan/grant financing, are included in this series. Such positions require broad knowledge of urban shelter planning and financing and relationship to other community development processes. This series also includes positions concerned with urban and community planning and development requiring knowledge of planning concepts, principles, techniques and practices; the social, economic, political and physical elements involved in human settlements; and the dynamics of change within these elements. The scope of program activities encompasses housing credit and financial management and planning, urban and regional planning and land use controls, community and municipal services and supporting infrastructure; socio-economic analysis, community and urban development; and related activities.

Shelter, Housing Guaranty (HG), and urban/community development programs and projects are located in individual countries, where they are handled by housing and Urban Development Officers who generally operate from regional offices and are given general direction and backstopping from AID/Washington.

Position Titles Within Series

Housing and Urban Development Officer	0020.01
Supervisory Housing and Urban Development Officer	0020.04
International Development Intern (Housing and Urban Development)	0020.03
	0020.00.01

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Position Title: HOUSING AND URBAN DEVELOPMENT OFFICER 0020.01

The Housing and Urban Development Officer has broad responsibility for developing, managing, and implementing shelter and housing and/or urban and community development programs and projects. In the field, the Officer is normally assigned to a regionally located office. Under certain conditions, the Officer may be assigned to a specific country mission and concerned primarily with shelter projects and/or urban development projects that are mission-funded. In AID/Washington, the Officer serves in the Office of Housing and Urban Programs, Bureau for Private Enterprise, charged with review and implementation of projects, oversight, direction and backstopping of shelter, Housing Guaranty, and urban and community development activities in the field.

Nature and Scope of Work

AID Shelter and Housing Guaranty Programs are centrally directed and funded by AID/Washington. Overseas operations, under the policy direction of AID/Washington, are generally conducted through regional offices but may function on an individual country basis. Upon occasion, individual missions may direct and fund specific urban development or Development Loan or Development Grant projects in shelter-related sectors.

The Shelter and Housing Guaranty Programs, under legislative and AID policy authority, consist of two major elements:

1. The Shelter Program, which in addition to securing funding under the Guaranty Authority, may be funded on a selective activity basis under traditional loan/grant financing.
2. The Housing Guaranty Program, which provides for a full faith and credit guaranty to U.S. investors making loans for sites and services; slum and squatter settlement upgrading; home improvement; construction of core housing and related shelter facilities and services; low-cost housing units for sale or rent; community facilities or services; and for establishing financial and other housing institutions which provide shelter for lower income families. It is funded primarily by fees charged to U.S. investors, who obtain U.S. Government full faith and credit guarantees, and is primarily a self-supporting financial operation.

0020.01.01

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Principal goals of the urban and community development program are to increase understanding of these aspects of the development process, engage in selected research and development activities and demonstrate useful approaches to poverty problems in urban areas. Strong emphasis is placed on urban functions, services and facilities which are supportive of development; small-scale enterprise; innovative approaches for increasing employment opportunities; establishment of financial and other credit institutions; development of land use management strategies, including the role of capital budgeting, infrastructure, and residential development as they influence urban growth; and educational and social services designed to enable the urban poor to participate actively in programs. They are also concerned with such issues as migration, fertility and resource conservation.

The Housing and Urban Development Officer works on Shelter and Housing Guaranty activities in close cooperation with mission and cooperating country government officials who are responsible for:

a. Planning, designing, developing, and recommending integrated and coordinated shelter development programs specifically linked to housing projects supported under a Housing Guaranty loan. Such programs may include low cost shelter home improvements, infrastructure, construction sites and services; planned community services (including schools, community training, recreational centers, transportation facilities, health and family planning clinics, shops markets, etc.); and, in addition, provide incentives for increased trade and establishment of small businesses, cooperatives, markets, and related service industries;

b. Assisting countries in strengthening or developing shelter institutions capable of replicability to handle low cost shelter programs and the development of financial institutions capable of attracting savings for shelter which will benefit lower income families;

c. Assisting in development of new housing policies by the cooperating government which will provide for the best utilization of resources and benefit the maximum number of lower income families;

d. Encouraging cooperating governments and private U.S. housing and community development corporations to utilize housing guarantees for overseas housing and related services projects and where appropriate, grant and loan funding to upgrade slum and squatter settlements;

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e. Aiding developing countries to use available human resources through training programs in housing development and to utilize indigenous building materials and new technologies in construction work; and

f. Developing systems and analyzing housing requirements and strategies for meeting these requirements.

AID/Washington has final approval authority for issuing guarantees. However, overseas Housing and Urban Development Officers, working with mission and cooperating country officials, are responsible for developing the housing program and for exercising delegated authority to implement approved programs and projects. Those Housing and Urban Development Officers assigned to AID/Washington in connection with shelter and housing activities, work closely with those in the field to provide for overall planning, direction, review, approval, and coordination/implementation of field projects.

The Housing and Urban Development Officer is involved in planning and administering an urban and community development program in the mission and is broadly concerned with upgrading slum neighborhoods and squatter areas; developing comprehensive and integrated community development projects and strategies; building housing, schools, public facilities, community structures and other infrastructural services and facilities; improving health, nutrition, family planning, and sanitation services and their ecological and environmental impact; expanding information services, education and vocational training opportunities; generating employment and income-producing opportunities; providing work force training and skills upgrading; promoting and organizing private and corporate enterprise, industrial facilities and community-based credit and savings institutions; constructing streets, roads, highways, power plants, and water supply and sewage systems; and strengthening the planning and implementation capacity of the cooperating government at the national, regional and municipal levels.

In this process, the Housing and Urban Development Officer participates actively with cooperating countries in assessment of urban and community development problems and priorities; develops (with AID/Washington, RHUDO or consultant assistance) specific projects and programs; and advises missions on urban and community development aspects of other projects and programs; implements and monitors approved projects and programs; assists cooperating countries in developing institutional capacity for urban and community planning; and assists in providing necessary technical assistance to cooperating countries.

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Representative Duties:

1. Monitors and evaluates shelter, housing and related service programs and projects; recommends new projects or change in program emphasis; and advises missions and host governments on programs.
2. Maintains close working relationships with mission staff and cooperating country officials at the national and local levels to encourage participation in housing programs. Advises on shelter, housing and related services programs and projects; on establishment or coordination of facilities in urban communities; and recommends undertaking projects under AID program or auspices of private, public or international lending institutions.
3. In accordance with AID authorization procedures for loans and guarantees discusses and negotiates housing program implementation agreements with cooperating country governments and institution officials.
4. Develops cost estimates for financing projects; determines the need for and requests feasibility studies to assess the viability of projects; and identifies and suggests U.S. building, loan, and land development firms as possible investors. Counsels on U.S. and country legislation covering building construction, investment and credit practices.
5. Travel extensively to project sites and meets with high level officials in the public and private sector to advise on shelter and housing program and project status, negotiates new projects and monitors project and contractor operations.
6. Participates as a member of the mission team and with country ministry officials in drafting Shelter Strategy Assessments (SSA) and Papers (SSP), program and project proposals, and prepares or directs the preparation of and presents assigned Housing Guaranty and Housing Development Loan project identification (PID) and project proposal (PP) documentation. Prepares or directs the preparation of other program project reports and required documentation.
7. Negotiates Project Implementation Agreements with respect to authorized Housing Guarantees, including related necessary documentation.

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8. Plans training programs and training sessions on housing development and related services, including: construction; use of indigenous materials; credit and financial arrangements; and sewage, water, streets, transportation and other community planning requirements. Participates in the selection of training programs and the selection of participants for training in other countries.

9. Provides assistance in the planning, coordinating and implementing of proposed AID shelter projects with those of ongoing programs financed by other donor agencies.

10. Participates with cooperating country government officials in assessing urban and community development problems and priorities as these relate to national goals and resources and assists in identifying priority needs for self-help and external assistance.

11. Participates with mission officials in establishing priorities on use of development assistance resources and establishing funding levels for sector components, and provides policy, management and technical advice on the role considered appropriate for the urban and community development program.

12. Monitors and evaluates urban and community development programs and projects, and recommends changes as appropriate.

13. Evaluates the effect and status of established and ongoing programs and funding resources especially those involving Housing Guaranties, P.L. 480, health, population, and private voluntary organizations' programs as they relate to and affect urban and community development programs.

14. Participates in analysis, planning, design, implementation and monitoring urban and community development programs and projects which will:

- (a) generate employment, especially in the informal sector,
- (b) increase local government financial and management capacity,
- (c) improve urban planning, and
- (d) make more effective and equitable the provision of essential services (e.g., in education, employment, health, housing, sanitation, transportation and communication); and advises ministry and mission staff on resource levels, priorities, problems, status, funding, constructor, and supply requirements.

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15. Participates in preparation, review and submission of required documentation for urban and community development programs and projects from the cooperating government, PASA, contractor and mission staff.

16. Maintains continuing contact with cooperating government officials, with donors, voluntary agencies, educational and private institutions and cooperating country contractors to insure compliance with urban and community development commitments, to resolve problems and to determine if additional loans or grants should be extended.

17. Travels extensively to monitor and provide management and technical guidance regarding urban and community development, advises and negotiates with local level officials and evaluates the impact project initiatives are making on development objectives; advises the Mission Director on status of programs and potential problem areas.

18. Evaluates and monitors, in conjunction with cooperating government officials, U.S. participating agency and private contractor activities to ensure timely and proficient implementation of community and urban development projects; recommends action to resolve problems impeding progress or to reprogram or terminate failing projects; participates with cooperating government officials in replanning or modification of project.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS-FOREIGN SERVICE
SOCIAL SCIENCE SERIES

The Social Science Series includes positions concerned with professional and scientific work in one or any combination of the social sciences when such work is not classifiable in other series.

Introduction

The work performed in the Social Science Series involves the practical application of knowledge and insights of sociology, social psychology, cultural anthropology and political science as these relate to programs of social, economic and political development.

One of the primary objectives of these programs is to work with groups of people, usually in their local communities, rural or urban, to motivate them to action, facilitate cooperative self-help, encourage initiative, create and strengthen local institutions, develop democratic leadership, change attitudes, encourage innovations and improve government-people relationships. The purpose of these programs is to create stable, economically viable, self-reliant communities with an assured sense of social and political responsibility.

Position Titles Within Series

Behavioral Science Officer	0101.06
International Development Intern (Social/Behavioral Science)	0101.46

0101.00.01

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Position Title: BEHAVIORAL SCIENCE OFFICER 0101.06

The Behavioral Science Officer provides staff support and advice concerning the cooperating country's social factors, behavioral patterns, attitudes and environment which affect the utilization and implementation of U.S. assistance programs.

Nature and Scope of Work

Behavioral Science Officer positions are established to meet program needs for: (1) the identification of social factors which impede or facilitate country development progress, (2) the enlistment of cooperation from local communities and institutions to participate actively in development activities, and (3) the assessment of psychological and social impact of programs on the economic, social and political development of the country.

In advising cooperating government and mission personnel, the Behavioral Science Officer applies the knowledge and insights gained from the social sciences, particularly anthropology, to the task of motivating individual and group behavior, improving local institutions, developing local leadership potential, changing attitudes, encouraging innovations, and developing relationships of mutual respect and confidence between the government and the people. These functions are carried out on the basis of study and analysis of program implications and effects on the attitudes, traditions, beliefs, values, social organizations and social relationships of the people. These analyses provide essential data for definition of realistic objectives and for identification of effective approaches for program planning, design and implementation.

The Behavioral Science Officer provides advice and expertise in identifying the need for and the types of economic production, technology, management, organizational, participatory, and social analysis required to assess problems associated with AID capital, private enterprise, health, family planning, nutrition, agriculture, human resources, science, and technology, women-in-development, and rural and urban development programs and projects impacting on the economic, social and political development of the cooperating country.

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Representative Duties

1. In consultation with cooperating government officials, examines and advises on proposed and operational projects, with reference to such factors as: national economy; national objectives and regional variations; levels of policy authority; interagency coordination; coordination of private/public sector activities; local autonomy; resource inputs; available technologies; management; cost-effectiveness; and social constraints.
2. Participates with mission and cooperating government officials in the planning, designing and implementing of programs and projects to insure that matters relating to socio-cultural factors are given full consideration at all levels of development planning. Recommends required amounts, types, and timing of human, financial and material resource inputs for projects, impacting on the rural and urban poor, including, but not limited to, housing, slum clearance, industry, education and social and health projects.
3. Depending upon the nature of specific projects, advises on such matters as migration, labor force, the role of women, hierarchical value orientations, family organizations, social structure and other social science related matters.
4. Coordinates the mission's social science activities with those of the cooperating government, other government agencies, international organizations, private agencies, and donor agencies and countries engaged in social science research.
5. Establishes and maintains contact with cooperating country social sciences and international social scientist in academic, government and international organizations in order to provide the mission with current research data in the specialized development sectors for policy, program and evaluation.
6. Advises mission and cooperating government technical and administrative officials at national and local levels on relating the programs to the needs of the poor and on devising methods and approaches which will secure maximum acceptance and participation by the people.
7. Advises cooperating government officials on planning and carrying out public information activities and training opportunities for community leaders for purposes of motivation and increasing leadership capacity.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
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ECONOMIST SERIES

The Economist Series includes positions involved with the analysis and interpretation of economic factors as they relate to government administration and to national and international development.

Introduction

Overseas economist positions include those concerned with assisting cooperating governments and regional consortia of governments to develop the capacity for sound economic analysis and planning as well as provide the bases for mission policy and program planning decisions. The ultimate purpose of the work performed in all of these positions is to assist recipient nations increase their efficiency in the management and utilization of their human, natural and capital resources.

Analysis and interpretation of economic data, forecast of economic consequences of actions and evaluation of the economic impact of past actions provide the bases for decisions by policymakers and administrators both in and out of government.

Position Titles Within Series

Agricultural Economics Officer	0110.04
Supervisory Program Economics Officer	0110.06
Program Economics Officer	0110.07
International Development Intern	0110.22
(Agricultural Economics)	
International Development Intern (Economics)	0110.32
	0110.00.01

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Position Title: AGRICULTURAL ECONOMICS OFFICER 0110.04

The Agricultural Economics Officer advises on and performs studies and analyses of economic factors affecting agricultural development including agricultural products, land use, agriculture credit facilities and institutions serving agricultural enterprise.

Nature and Scope of Work

Agricultural economics involves the analysis and evaluation of all aspects of the economy on which agricultural production and consumption has a direct impact. As the economy of underdeveloped nations is largely dependent on agriculture and agricultural related industries, the Agricultural Economics Officer is involved in working with mission, regional office and cooperating government officials at all levels in assessing the impact agriculture has on the total economy.

The Agricultural Economics Officer participates in and provides guidance on the analysis and evaluation of agricultural production; food consumption and distribution; transportation, marketing and storage methods; land reform, land usage, farm tenure and land management practices; marketing cooperatives, credit practices and institutions; industrialization and the promotion of agricultural related industries as they affect rural and urban development; and government laws and practices which relate to the whole field of agriculture.

Depending on mission or regional requirements, the Agricultural Economics Officer may report directly to the Mission Director, the Regional Development Officer or may be assigned to the Program Office or the Agriculture or Rural Development Offices.

Representative Duties

1. Serves as the principal agricultural economic advisor to the cooperating government or governments and participates actively with other mission agriculture, rural development, private enterprise, engineering and program staff in analyzing, planning and designing the country's or region's agricultural development programs and projects to assure a balanced and integrated country or regional agricultural development plan.

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2. Initiates and encourages cooperating governments to undertake economic research directly related to agricultural production; processing; storage, distribution and transportation of farm products; and other programs which can be employed to improve the agricultural economy of the country or area.
3. Participates with cooperating government offices and mission agriculture and program staffs in developing a body of basic economic information to assist the country or region in making economic and policy judgments and recommendations for project design, programming and evaluation.
4. Makes recommendations for improving the level and quality of training to upgrade the potential economic base of the country's agricultural economy.
5. May serve as project manager for economic analysis, institution building for sector planning and for infrastructure development projects.
6. Participates with cooperating country ministries and mission staff developing program documentation and reports particular attention to insuring that economic analysis of factors influencing the programs is included.

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Position Title:

PROGRAM ECONOMICS OFFICER

0110.07

The Program Economics Officer serves (1) as the advisor to the mission or region on all economic factors related to the total mission program; or (2) as the advisor to the cooperating government on all aspects of economic development analysis and planning.

Nature and Scope of Work

The Program Economics Officer is concerned with the study and analysis of all aspects of the cooperating country or regional area economy from the standpoint of current development status and trends, cooperating government laws and policies, the effect of internal and external pressures and events on the economic, social and political development of the country or region and the influence of U.S. and other foreign donors or nongovernmental assistance on the development level of the country or region. The main purpose of these studies and analyses is to provide a basis for sound decisions regarding the appropriate strategy for U.S. assistance within the frame-work of U.S. objectives and cooperating country needs and capabilities and to help determine the economic feasibility and justification of specific projects within the overall country, mission or regional development strategy. The work includes collaboration with cooperating government officials for the purpose of data collection, joint assessment of the country's or region's economic and development status and needs, joint analysis of project proposals and the preparation of the mission's or region's economic position. While these collaborative activities may have the effect of increasing the competence of cooperating country economists, the core assignment of the position is to support mission program planning and management.

The Program Economics Officer provides economic advice and guidance to the cooperating government on the economic analysis and planning of overall country or regional economic development. In an advisory capacity, the Program Economics Officer works principally with the cooperating government's central planning and financial agencies on their national development planning and project design, on evaluations of technical ministry program proposals and on the formulation of recommendations to government policymakers and legislators.

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In missions where the Program Economics Officer is given overall responsibility for directing the activities of the Program Office, the Program Officer title and corresponding occupational series code rather than the Program Economics Officer title series code are used. Reference should be made to the occupational standards for Program Officer and Program Economics Officer if the work of the two positions is combined.

Representative Duties

1. Studies, analyzes and interprets all aspects of the cooperating country's or region's economy, including relevant government policies and laws to gain an understanding of the status and future needs for the country's or region's economic development.
2. Studies and analyzes the mission's current and proposed program, in its entirety and in its component parts for its relevance to the country's or region's economic growth and development needs, and its possible effect on the cooperating country's economy, its economic policies and plans, as well as the effect on the basis of these studies; advises and makes recommendations to the cooperating government, the Mission Director and other mission officials on mission strategy for program planning.
3. Drafts or participates in drafting economic analyses and projections which are a part of mission project proposals. Writes economic and program reports and analyses for the mission and AID/Washington, and assembles and maintains body of economic data and studies for reference and study purposes. Makes available new information on economic theory and methodology for possible adaptation and use by the mission or the cooperating country.
4. Consults with the U.S. Embassy economic and reporting staff on the analyses of the cooperating country's economic status and needs and makes recommendations on U.S. economic policies for the country or region.
5. Participates in the continuing evaluation of the effectiveness, efficiency and significance of mission programs from the standpoint of their real or potential impact on the cooperating country's economic growth.
6. As delegated by the Mission Director, may serve as the mission Evaluation Officer.

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7. As advisor to the cooperating government, works with the country's central planning agency on national development planning and project design, on evaluation of technical ministry program proposals and on formulation of recommendations to government policymakers and legislators.

8. Works with appropriate officials in cooperating country institutions which are responsible for activities in the assigned sector or sectors to identify needs and priorities for both self-help and external assistance. Collaborates with appropriate officials on detailed economic analysis of the assigned sector on policy formulation and on the design projects.

9. Identifies and relates the priorities and capabilities of other development donors to economic assistance requirements in the sector or sectors. Stimulates contacts and collaborative arrangements between the cooperating country and donor organization best suited to assist with a particular development need.

10. May serve as mission contract representative with economic consulting firms serving under direct contract with the cooperating government to assure coordination of their economic studies and country plans with mission economic plans and strategy.

11. Participates closely with PASA groups assigned to perform special economic studies and surveys as a basis for mission projections of development planning requirements.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
FOOD ASSISTANCE PROGRAM SERIES

This series includes positions that involve developing, evaluating, and monitoring programs concerned with providing food to alleviate hunger and malnutrition and to assist economic and social development and/or the management of food supplies under emergency conditions.

Position Titles Within Series

Supervisory Food for Peace Officer	0120.01
Food for Peace Officer	0120.02
International Development Intern (Food for Peace)	0120.03

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Position Title: FOOD FOR PEACE OFFICER

0120.02

The Food for Peace Officer has management responsibility for AID administered portions of economic development assistance programs supported wholly or in part by P.L. 480 commodities or the sales proceeds therefrom and, when required, for the management of the disaster relief program.

Nature and Scope of Work

Under the Agricultural Trade Development and Assistance Act of 1954, as amended (P.L. 480), the U.S. Government may enter into agreements with selected countries for the sale, contribution or exchange of U.S. agricultural commodities to alleviate hunger and malnutrition, assist economic and social development, further international trade and advance the foreign policy interests of the U.S. Programs undertaken under the provisions of this Act and related legislation, orders and directives are supplementary to and complementary to other economic aid. To be eligible, countries assisted under this program must give serious attention to self-help efforts to achieve a balance between food supply and population growth.

The Food for Peace Officer has primary administrative and program management responsibility for the Title II program, and as delegated by the Mission Director, for Title I and Title III programs. In many countries the Food for Peace Officer is designated the mission officer responsible for directing U.S. Government disaster relief and for coordinating this activity with similar programs of other agencies. The Food for Peace Officer also has primary responsibility for the integration and coordination of food aid with other development resources and designs and implements programs with such multiple inputs.

The Food for Peace Officer is an administrator and program manager rather than a technician. The Food for Peace Officer receives technical information and judgments from the appropriate mission technical divisions in various fields in the assessment of current and projected mission or regional development assistance requirements for program planning in the integration of U.S. agricultural commodities supplied under P.L. 480 into the overall country program, in the evaluation of cooperating government self-help efforts and in the evaluation of program proposals and results. Since in some countries achievement of the goals of this program requires major changes in cooperating country

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priorities, program direction, traditions and attitudes, particularly in the areas of agricultural production and systems of marketing, credit and distribution, the Food for Peace Officer maintains close coordination with mission technical divisions to insure consistency in recommendations, negotiating positions and strategy for use of negotiating leverage in dealings with the cooperating government. The work also requires close liaison with appropriate cooperating government officials in program planning, interpretation of policies and procedures and negotiation of agreements.

In addition to cooperating government programs using P.L. 480 commodities or sales proceeds, there may be P.L. 480 programs administered by private agencies, associations, and business firms of the cooperating country; U.S. voluntary agencies, institutions, organizations, and business firms; and international and inter-governmental agencies. The Food for Peace Officer's responsibilities in regard to these agencies are in the areas of assistance in planning, interpretation of policies and objectives, review and concurrence in proposals and requests, and surveillance over the program operations from the standpoint of achievement of objectives and compliance with regulations.

Representative Duties

1. Advises the Mission Director on all matters pertaining to Food for Peace legislation and its interpretation and application. Advises on the extent to which programs under this legislation would effectively advance U.S. foreign aid objectives in the cooperating country, including preparation of submissions as part of the Country Development Strategy Statement and Annual Budget Submission.
2. Secures the assistance of cooperating government and mission officials in:
 - a. Analyzing the cooperating country's current and projected food and feed production and needs and its potential for self-sufficiency through production and, where necessary, importation.

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b. Evaluating cooperating country economic and social development programs and plans from the standpoint of:

1) effectiveness and the seriousness of purpose of the cooperating country to improve agricultural production in relation to the country's potential and the government's capability and 2) effectiveness and seriousness of the cooperating country in integrating health, family planning and nutrition education components into feeding programs using Title II foods.

3. Advises cooperating government agencies, U.S. voluntary agencies, and international and inter-governmental organizations on regulations, criteria, procedures and objectives governing the use of P.L. 480 commodities and funds; formulates procedures and guidelines for their guidance.

4. Assists in developing, evaluating and screening plans, proposals, and requests of sponsoring agencies for P.L. 480 support of programs. Evaluation of technical aspects of program proposals is provided by mission advisors.

5. Participates in the negotiation of agreements with the cooperating government, U.S. private agencies and international and inter-governmental organizations for the programmed use of P.L. 480 commodities and funds.

6. Maintains surveillance over the implementation of current food aid programs to insure compliance with regulations, evaluate programs, formulate recommendations for modifications and improvement and to facilitate and insure achievement of objectives.

7. Requests the mission controller to audit programs, as necessary, and insures that sponsoring agencies carry out audit recommendations.

8. Maintains records of data and information relating to the program and prepares reports, as required, by the mission and AID/Washington.

9. Advises the mission and the recipient government on the nature of P.L. 480 Title I and Title II programs. Coordinates preparation and signing of agreements authorizing Title I and Title II sales programs.

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10. Directs disaster relief activities as delegated by the Mission Director.

11. Supervises U.S. and non-U.S. mission employees assigned to the Food for Peace program.

12. Serves as project manager for AID dollar funded activities relating to food production and marketing, rural development, nutrition or projects carried out by or in cooperation with private voluntary organizations, as delegated by the Mission Director.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
FOREIGN AFFAIRS SERIES

This series includes positions concerned with coordination and formulation of Agency programs and operations.

Position Titles Within Series

Supervisory Regional Development Officer	0130.03
Regional Development Officer	0130.04
* Foreign Affairs Officer	0130.05
** AID Representative to the Association of Southeast Asian Nations (ASEAN)	0130.01

* For AID/Washington use only.

** No published standard.

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Position Title: REGIONAL DEVELOPMENT OFFICER 0130.04

The Regional Development Officer plans and directs a group of specialized programs and service functions for a number of countries in a geographic area which may have established AID missions or are initiating AID development programs.

Nature and Scope of Work

The Regional Development Officer, in collaboration with bilateral, regional, and international organizations, has a major role in coordinating and assisting in the regional development efforts within the assigned regional area.

The Regional Development Officer is concerned with the full range of regional activities which comprise policy interpretation, program planning and authorization, including: implementation of policy guidelines and program directives; analysis and assessment of the developmental status of member nations and their regional organizations and institutions, their potential, long-range problems and immediate needs; selection among alternate courses of action to achieve development objectives; preparation and justification of program proposals; negotiation of project and program agreements; monitoring of AID financed regional activities; and evaluation of individual projects and overall program results for possible modification and future planning purposes.

The Regional Development Officer, depending upon the area of assignment, may report to the principal U.S. Diplomatic representative for the area or to an AID Mission Director, and is subject to the overall direction of the Assistant Administrator of the appropriate geographic Bureau in AID/Washington.

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Representative Duties

Reference should be made to the position standards for Mission Director and AID Representative.

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Position Title: FOREIGN AFFAIRS OFFICER

0130.05

The following criteria applies for the use of The Foreign Affairs Officer title:

1. Positions are filled through SMG,
2. Positions are classified to the Senior Foreign Service,
3. Positions are supervisory in nature,
4. Positions are not allied to a technical discipline, and
5. Positions do not require specialized education and/or experience.

This position title is used for AID/Washington positions only.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
PERSONNEL MANAGEMENT SERIES

The Personnel Management Series includes positions concerned with administering a mission or regional personnel management program.

Position Titles Within Series

Supervisory Personnel Officer	0201.01
Personnel Officer	0201.05

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Position Title: PERSONNEL OFFICER

0201.05

The Personnel Officer is responsible for administering the mission or regional personnel program for American, host country and third country national employees.

Nature and Scope of Work

Several categories of employees, each operating under different personnel systems, are employed at AID overseas posts. These include U.S. direct hire, host country and third country nationals, participating agency service agreement (PASA) and resources support services agreement (RSSA) employees, contractors and consultants. The Personnel Officer is responsible for administering these diverse systems and for insuring that mission personnel operations provide for effective and efficient mission and regional program management. In carrying out this program the Personnel Officer must work closely with mission and regional program and operating officials. To provide for staffing requirements, solve employee relations problems, and provide guidance on position management and classification. The Personnel Officer must also work effectively with the Embassy administrative/personnel office and other U.S. agency representatives to coordinate host country and third country national employment and compensation policies and systems.

Representative Duties

1. Participates with top mission management in program planning and design to advise on the formulation of mission personnel policies as they reflect AID/Washington delegations, directives, and regulations.

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2. Implements personnel policies through interpretation and issuance of regulations, by providing instructions and guidance of policies and procedures and through personnel review and assessment of personnel operations. This involves advisory services to staff officers, division chiefs, PASA, RSSA, contract, Embassy and host/third country national representatives on the dissemination of AID/Washington directives and information affecting the status and welfare of employees and surveillance to assure implementation of regulations and proper utilization of manpower.
3. Performs program analysis and review of operations to assess staffing requirements and the effectiveness of personnel operations; conducts manpower and organizational studies to determine availability of staff to implement project proposals.
4. Coordinates with Embassy, other U.S. Government agencies, international agencies, private institutions, and cooperating government agencies on matters pertaining to personnel administration and services.
5. Administers the U.S. direct-hire personnel program and coordinates participating agency and contract employment requirements.
6. Develops host country and third-country recruitment sources with the Embassy; conducts interviews; administers tests; and recommends candidates for placement, transfer, promotion, training, disciplinary action or separation. Monitors and sponsors local employee programs and group activities, including credit unions, insurance programs, and other benefits. Coordinates and implements group health, medical, retirement, and severance programs for host country and third-country national employees.
7. Negotiates personnel services contracts for HCN, TCN and American contract employees; is responsible for classification of all FSN/PSC positions to determine market value.
8. Develops and implements orientation, language training, and on-the-job training programs for direct hire, participating agency, contract, and host country employees.
9. Participates with the Embassy in classification, wage and cost-of-living surveys as a basis for establishing local employee salary schedules and overseas differential and allowance rates.

0201.05.02

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10. Establishes and maintains official files and records and maintains personnel statistics for orderly processing of personnel documents and expeditious reporting.

11 May supervise and control official travel.

12 Provides logistic support to contract personnel on matters relating to employment.

13. Supervises and trains host country staff on personnel administration and personnel clerical work.

14. Serves as the principal assistant to the Executive Officer and the Mission Director in resolving all matters and problems related to personnel administration.

0201.05.03

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
MISCELLANEOUS ADMINISTRATION AND PROGRAM SERIES

This Series includes positions concerned with performing, supervising, or managing professional work requiring analytical ability, judgment, and knowledge of a substantial body of administrative or program principles, concepts, policies and objectives.

Positions in this series are also concerned with work of a general program nature, such as coordinating the development efforts within assigned regional areas; management of several unrelated technical sector organizations; participation in the planning, design, monitoring, and evaluation of projects; or work concerned with logistics or communications management, or management analysis. These positions do not require experience or background in any of the specializations for which responsible.

Position Titles Within the Series

Supervisory General Development Officer	0301.61
General Development Officer	0301.62
Special Projects Officer	0301.67
Supervisory Special Projects Officer	0301.68

0301.00.01

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Position Title: GENERAL DEVELOPMENT OFFICER 0301.62

The General Development Officer has primary responsibility for cooperating country programs involving two or more assigned technical sectors requiring a broad knowledge of development assistance programs.

Nature and Scope of Work

The General Development Officer is fully responsible for two or more functionally different technical sectors which require a broad knowledge of development assistance programs, such as education and health.

General Development Officer positions are primarily managerial and are used in situations which place the management of several unrelated technical sector organizations under the direction of one strong management officer, who for adequate performance does not require experience or background in any one of the specializations for which responsible. This does not preclude placement of a technically trained officer in a General Development Officer position. However, it does limit the use of the General Development Officer title if the duties of the position include responsibility for the technical as well as the managerial work of one of the assigned sectoral organizations. For example, if a background in public health, education or other technical sector is the paramount requirement for effective performance, the appropriate technical sector title should be assigned whether or not the position requires management responsibility of one or more other or unrelated technical sectors. Also, the General Development Officer title is not interchangeable with the Project Development Officer title. Project Development Officer work requires high level business and loan management experience.

Because of the cross-sectoral responsibilities assigned to Rural and Human Resources Development Officer positions, these titles rather than the General Development Officer title should be used; each of these sectors requires a specialized background in one or more of the sectoral components which involve rural or human resources development work. (See the occupational standards for Rural Development Officer and Human Resources Development Officer.)

The General Development Officer participates in mission policy formulation, sector analysis, program and project planning and design, program monitoring and evaluation of current and completed assistance

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activities for the assigned program areas. Working with cooperating country officials in the ministries concerned with the sector, the General Development Officer serves as a general advisor in identification of specific development objectives, resources and sources of advice and, when appropriate, helps in securing the technical assistance required.

The General Development Officer normally reports to the Mission Director. The General Development Officer draws from among mission elements, regional offices, contract groups, international donors and cooperating country officials for technical and administrative support and assistance.

Representative Duties

1. Works with officials in various institutions responsible for activities in the assigned sectors and with cooperating government officials in general to identify needs and priorities for both self-help and external assistance. Based on cooperating country plans and identified needs, collaborates with appropriate officials on analysis of the overall sector, policy formulation and design of specific projects. Has responsibility for coordinating all planning within the assigned organizational area.
2. In consultation with cooperating officials, recommends required amounts, types and timing of human, financial and material resources inputs for specific projects. Directs or advises on the preparation of project documentation and related agreements with the cooperating country government.
3. Advises the Mission Director and staff on all matters pertaining to policy, administration and operation of sector programs.
4. Monitors project implementation efforts of mission staff, cooperating country officials and intermediaries. Keeps informed of progress of the total project and recommends termination of failing projects, if necessary. Participates with cooperating government officials in replanning or modification of projects.
5. Confers with cooperating government officials and other donors as appropriate to obtain compliance with commitments and resolve problems.

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6. In conjunction with cooperating government officials, participates in the evaluation of projects, including the performance of intermediary contractors and/or PASA project implementation personnel and prepares the project appraisal and the contractor performance reports. Evaluates audit report findings, recommends and participates in corrective action.

7. Supervises U.S. or other technical specialists as assigned.

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Position Title: SPECIAL PROJECTS OFFICER

0301.67 .

The Special Projects Officer is responsible for specific U.S. assistance projects in situations requiring a broad knowledge of development assistance management but not necessarily requiring technical qualifications in a specific sector.

Nature and Scope of Work

The Special Projects Officer may be directly involved from the earliest stages of planning to the development of new projects and the participate in negotiations at the ministerial level.

Work primarily involves implementing projects in such varied sectors as rural and community development, private voluntary organizations, integration of women into the national economy, disaster relief, energy, housing, demographic survey and data collection, science and technology, general participant training, private sector, democratic institution building, food aid to refugees, agricultural and institutional development, labor activities, and human rights.

Representative Duties

1. Participates in formulating policy positions appropriate to country-specific requirements.
2. Works with officials in various local government institutions to identify needs and priorities for external assistance. Based on cooperating country plans and identified needs, collaborates with appropriate officials on analysis of overall sector policy formulation and design of specific projects.
3. Works with senior officials in local government concerned as a general advisor in identification of specific project and resource requirements. Maintains continuing contact to insure compliance with commitments, resolve problems, and determine need for continued funding.
4. Directs and advises on the preparation of project documentation and related agreements with cooperating country governments.
5. Participates in the monitoring and evaluation of programs and projects, including evaluating the performance of contractors, preparing project status reports, and project budget formulation.

0301.67.01

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6. Keeps informed on progress of total portfolio and recommends modifications, amendments, and termination of specific projects as warranted. Participates in the redesign of projects.

7. Collects and evaluates data on economic, social, and political factors in the cooperating government relevant to long and short-term planning and administration of assigned sectors.

0301.67.02

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
MISCELLANEOUS CLERICAL AND ASSISTANT SERIES

The Miscellaneous Clerical and Assistant Series includes positions concerned with the performance of clerical, assistant, and administrative work required in the administrative and program support of the functions of a mission or regional office.

Position Titles Within Series

Executive Assistant	0303.01
Administrative Aide	0303.06
*Program Assistant	0303.07

* For Resident-Hire positions only.

0303.00.01

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Position Title: EXECUTIVE ASSISTANT 0303.01

The Executive Assistant serves as a secretary and performs continuing administrative management duties for a mission or regional office.

Nature and Scope of Work

The Executive Assistant position is limited to use in those missions or regional offices which do not have a normal complement of management staff.

The Executive Assistant, in addition to serving as Secretary to the Mission Director or other senior mission officer, has continuing responsibility for performing and/or supervising the work of one or more administrative management functions as described for positions in other series, i.e., Personnel Officer, General Services Officer, Communications and Records Specialist.

A majority of secretaries assigned overseas are responsible for routine office management; preparation, processing and maintenance of classified material; and for the supervision and training of other U.S. and host country secretarial and clerical staff assigned to the office. Temporary or partial assumption of responsibility for the broader mission administrative duties does not constitute a valid basis for the reassignment of a secretary to the Executive Assistant position.

Representative Duties

The Executive Assistant is assigned full-time responsibility for secretarial work (described in Secretary Series 0318.01) and one or more of the following functions:

Records, Communications and Files Management

1. Serves as the mission or regional office communications and records supervisor.
2. Establishes mail and file operations, including records management and disposition.
3. Trains host country personnel in mail, files and communications procedures.
4. Establishes and maintains document security procedures.

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Personnel Management

1. Assists senior officers in performing a variety of personnel activities including interviewing and recruiting host country personnel, counseling FSN and U.S. personnel, advising U.S. and host country staff on employee services and employee relation matters.
2. Supervises preparation of personnel action requests and other personnel forms, notices, reports, and communications.
3. Insures timely preparation and submission of personnel performance evaluation reports and completion of assignment reports.
4. Maintains staffing patterns, personnel files and records.
5. Provides orientation and assistance to newly arrived personnel.
6. Arranges for and schedules language training.
7. Coordinates with the Embassy on medical and employee health problems.
8. Participates in local wage surveys for host country/third country nationals personnel by securing local wage data on compensation and benefits authorized by cooperating country government and local business.

Administrative and General Services Management

1. Supervises the Executive Office's clerical and maintenance staffs.
2. Prepares housing and office space leases.
3. Arranges for the repair and maintenance of housing, office space and adjoining grounds.
4. Manages some supply activities such as purchasing and shipping.
5. Sets up and maintains control of petty cash fund purchases, receipts, representation reimbursements and travel advances.
6. Supervises reception and telephone switchboard operations.

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7. Supervises motor pool operations, including dispatching and maintenance of vehicles.
8. Responsible for the preparation of administrative reports and for maintaining a system of reports control.
9. Supervises maintenance of handbook, directives and other documents.

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Position Title: ADMINISTRATIVE AIDE 0303.06

The Administrative Aide performs a variety of administrative and clerical duties required to support mission or regional programs.

Nature and Scope of Work

The Administrative Aide position is limited for use in those missions or regions which do not have the work load to require the services of a full-time Communications and Records Specialist. In such situations, a U.S. direct-hire employee may be needed to handle classified documents. In addition to the performance of duties involving classified material, the Administrative Aide performs a variety of general clerical and administrative duties.

Representative Duties

The Administrative Aide may be assigned full-time responsibility for the following functions:

Communications and Records

Supervises the mission or regional communications and records activities and is responsible for the receipt, distribution and security of all classified materials. In carrying out the communications and records function, trains local personnel; establishes and implements miscellaneous mail, files and records procedures; and maintains liaison with Embassy communications personnel, mission offices and field offices to ensure coordinated action on required services.

Administrative and Clerical Support

Serves as Clerical Assistant in an assigned mission or regional office and performs such duties as:

- a. Maintaining information and compiling routine reports;
- b. Preparing requisitions for office supplies;
- c. Setting up and maintaining financial records and controls;
- d. Supervising petty cash purchases and disbursements;

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- e. Preparing and submitting time and attendance reports;
- f. Making travel arrangements and preparing travel vouchers; and
- g. Substituting for U.S. direct-hire secretaries, performing a wide variety of duties required for the smooth operation of the office.

Miscellaneous General Services and Personnel Assistance

Depending upon the composition of the mission or regional staff, may perform any or all of the following duties:

- a. Supervising the motor pool and dispatch vehicles;
- b. Training local personnel and scheduling training sessions and seminars;
- c. Providing assistance in maintaining personnel files and records; and
- d. Providing clerical assistance to contractors and survey teams on FSN classification and wage surveys.

0303.06.02

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Position Title: PROGRAM ASSISTANT 0303.07

The Program Assistant is responsible for providing program support to the assigned office. Duties may include providing backstopping for contracts, training, projects, etc. Duties are primarily of a program nature consisting of analysis, preparation of obligating documents, and assistance with program and budget plans, but may also include some administrative functions.

The Program Assistant title is used for Resident-Hire positions only.

0303.07.01

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
COMMUNICATIONS AND RECORDS SERIES

Positions in the Communications and Records Series are concerned with the processing and maintenance of records and written material which represent the transactions and business of the mission.

Introduction

The mail and file section is a service organization with the responsibility for determining and meeting the needs of the mission offices and individuals for the expeditious handling of mail and correspondence and supplying necessary assistance in maintaining, locating and disposing of records.

This series includes those positions involving the processing of incoming and outgoing mail pouches, commercial mail and telegraphic communications; the systematic arrangement of records for active and inactive storage; and the scheduled disposition of records either by retirement or destruction.

Position Titles Within Series

Communications and Records Supervisor	0305.01
Communications and Records Specialist	0305.09

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3. Develops an efficient files organization by:

a. Working closely with mission staff to determine which files are appropriate for centralized maintenance and those properly decentralized to divisions, offices and areas and by ensuring that file stations are established and custodians are trained in files and records procedures;

b. Developing and installing files plans and procedures for the mission or regional office;

c. Establishing and installing mission records management systems which assure that all records are controlled and managed in accordance with regulation as required by the Freedom of Information and Privacy Acts;

d. Conducting periodic inspections of central and decentralized file stations and by assuring that duplicate records are established and maintained;

e. Establishing procedures and facilities for the destruction of non-record material and for the storage and retirement of temporary or permanent material; and,

f. Developing an emergency records protection and destruction program in accordance with Embassy regulations.

4. Trains Foreign Service Nationals and American personnel in proper classification, maintenance and disposition of records and files in accordance with "Records Handbook" procedures, including adapting AID/W regulations and procedures and publishing local directives for mission use.

5. Supervises or participates in the physical and document security programs by segregating and maintaining all classified documents to assure safeguarding of restricted material. Personally operates the mail and files restricted area by maintaining control records of classified documents and by periodically reviewing classified documents to verify their proper classification and retention needs.

6. Manages the mission correspondence program by applying AID/Washington standards to mission correspondence and communications; developing and promulgating special locally applicable procedures; and designing and conducting courses in proper preparation of correspondence for American and FSN personnel.

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7. Supervises activities of the reproduction unit by establishing limitations on the number of copies of cables, airgrams, and other communications reproduced and by developing distribution lists of mission, Embassy, cooperating government, PASA and contractor staff which should receive communications and directives.

8. Briefs duty officers and duty secretaries on procedures to follow when they are designated to fill these assignments.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
SECRETARY SERIES

Secretaries are confidential and personal assistants who perform a variety of clerical and administrative duties auxiliary to the specific assignments of one or more supervisors and to the smooth operation of the office.

Introduction

Secretarial positions involve clerical and administrative duties which relieve the supervisor of miscellaneous clerical and office management work. Daily operations may include receiving, logging, and distributing incoming and outgoing mail; screening visitors and telephone callers; taking dictation; transcribing correspondence from notes or rough drafts; supervision of FSN secretaries and clerical employees; and drafting and typing of routine letters for supervisor's signature.

Position Title Within Series

Secretary

0318.01

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Position Title:

SECRETARY

0318.01

The Secretary serves as a personal assistant and performs other work of a confidential nature covering a variety of clerical and administrative duties for one or occasionally more than one supervisor.

Nature and Scope of Work

The nature and scope of the Secretary's work depends upon the needs and complexity of the organization served, the extent to which the Secretary is delegated responsibility for participating in the management of the office, and the Secretary's individual ability to assume more responsibility for becoming involved in substantive and complex work operations. The organizational level and nature of the supervisor's position may affect the degree of responsibility of a secretarial position.

The Secretary directly supports the work of the supervisor and thus needs a thorough working knowledge of mission organization and operations including a knowledge of the objectives and status of current projects of the office of assignment.

The role of the Secretary is to increase the effectiveness of the supervisor and other office staff by providing the administrative or clerical support necessary to accomplish the work in the office of assignment.

Typically, the work of secretarial positions includes receipt and distribution of mail, maintenance of records and files, typing and serving as a receptionist. In addition, overseas secretaries supervise and train FSN clerical staff, arrange conferences and official functions, draft routine correspondence and carry out administrative support functions.

Secretaries perform a wide variety of dissimilar administrative and clerical tasks and deal with unique and unrelated situations. They must use initiative, tact, imagination and ingenuity in performing day-to-day tasks to assure that all assignments are completed on schedule and that the office functions smoothly.

Extensive personal contacts are made with members of the mission staff, both American and FSN, as well as numerous contacts with other agencies of the U.S. Government and with high level officials of the cooperating government.

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Representative Duties

1. Receives visitors and telephone calls and takes appropriate action depending upon nature of the call, the extent to which authority has been delegated for disseminating information and authority for making comments.
2. Arranges appointments and conferences with mission and cooperating government officials, U.S. Government officials and others; schedules conference rooms and notifies participants; assembles background material for conference use; attends and records minutes of conferences. Follows up to ensure that commitments made in meetings and conferences are met.
3. Receives, reviews and controls all incoming and outgoing correspondence and communications and distributes mail and messages within the office of assignment. Maintains controls and follows up on action correspondence.
4. On own initiative, drafts routine correspondence for signature of supervisor.
5. Establishes and supervises the maintenance of all files and records within the office. Maintains all classified files for the office and assures that all classified material is properly stored and secured at all times.
6. Trains assigned FSN secretaries and clerical staff in office procedures and supervises, assigns and reviews their work.
7. Makes travel arrangements for office staff.
8. Prepares and submits time and attendance reports for office staff.
9. Takes and transcribes dictation and types correspondence and other communications from rough draft.
10. Performs a variety of clerical and administrative duties required in order to maintain efficient operation of the office.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
COMPUTER SPECIALIST SERIES

The Computer Specialist Series includes positions involving the application of technical knowledge of computer requirements and techniques in the design or implementation of systems for solving problems or accomplishing work processes by the use of computers.

Introduction

This position is concerned with:

Organization of plans and programs specifying the nature and sequence of actions to be accomplished by the computer itself; and

Performance of specialized activities associated with development and design of data and word processing systems.

Position Title Within Series

Data Management Officer

0334.01

0334.00.01

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Position Title: DATA MANAGEMENT OFFICER

0334.01

The Data Management Officer will establish a data processing function to provide essential management and control information relating to the AID program.

Nature and Scope of Work

The Data Management Officer is responsible for planning, executing, and controlling a wide variety of automated tasks involving computer-based operating and application systems, hardware, and equipment configuration.

The data processing function will assist management by supporting activities such as fund accounting, arrival accounting, contract monitoring, project accounting, commodity import scheduling and control, project development, budget preparation, and the technical assistance program.

Representative Duties

1. Participates with mission management in identifying information needs, a procurement plan for necessary equipment, and a budget for operations. Supervises the development of programs and processes to facilitate gathering, storage, and use of information.
2. Develops a plan for mission automation based on information needs, a procurement plan for necessary equipment, and a budget for operations. Supervises the development of programs and processes to facilitate gathering, storage, and use of information.
3. Schedules and supervises computer center site installations, including maintenance and repair requirements for hardware, power control equipment, and environmental support systems.
4. Advises project officers on automated components of AID projects throughout the design, implementation, and evaluation stages. May advise host-country government in automation strategies.

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5. Where necessary, acquires and directs contract support to assist in implementing automated systems by developing scopes of work for procurement of contract programming service, evaluating and selecting contractors, and overseeing contract staff.

6. Establishes and oversees training for all user, managerial, and operations personnel.

0334.01.02

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
PROGRAM MANAGEMENT SERIES

Positions in this series direct or assist in directing independent AID activities overseas such as country programs, regional programs, or programs in delegated posts. Also included in this series are positions whose incumbents represent the U.S. Government in international organizations and committees. The paramount qualification requirements are management and executive knowledge and ability. Positions in this series do not require competence in a specialized subject matter or functional area.

Position Titles Within Series

Mission Director	0340.01
Deputy Mission Director	0340.02
AID Representative	0340.04
AID Affairs Officer	0340.07
Deputy AID Representative	0340.10
*U.S. Representative to Development Assistance Committee	0340.28
*Chairman, Development Assistance Committee	0340.41
Associate Mission Director	0340.42
Development Coordination Officer	0340.44
Regional Director	0340.71
Deputy Regional Director	0340.76

* Standards not published.

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Position Title: MISSION DIRECTOR 0340.01
 DEPUTY MISSION DIRECTOR 0340.02

The Mission Director is the principal officer responsible for an AID country program where AID has been accorded full mission status.

The Deputy Mission Director serves as full deputy and acts in the absence of the Mission Director.

Nature and Scope of Work

The Mission Director is the senior AID representative in a country where the AID program, under bilateral agreements with the country, has been accorded full mission status. In this capacity, the Mission Director serves as a full member of the U.S. country team and is responsible for advising the Ambassador on U.S. policies and programs as these relate to U.S. development assistance authorized under the Foreign Assistance Act of 1961, as amended, and related authorizing legislation.

Under the overall program and policy guidance of the Administrator and the geographic regional Assistant Administrator, the Mission Director has delegated authority for the development and direction of the AID assistance program for the country. The Mission Director is responsible for working with and advising cooperating country government officials on U.S. policies governing assistance programs and for participating with these officials in planning, developing and implementing coordinated country programs which will provide the basis for the development of viable economic, political and social institutions.

Representative Duties

1. As USAID representative on the U.S. country team, participates with the Ambassador and the country team representatives in developing and formulating the U.S. role and policies in assisting the cooperating country government in bettering its economic, social, and political development status. Provides leadership to other country team members in assessing their individual and interaction roles in the country vis-a-vis that of the USAID program and works out, under the guidance of the Ambassador, mutually compatible, collaborative and coordinated program policy positions.

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2. Serves as the principal advisor to the cooperating government ministries on U.S. policies as these relate to economic, social and political development assistance programs within the country and assists and participates with the ministries in assessing country strategies and priorities in overcoming economic and social development impediments such as hunger, shelter and unemployment, particularly as they relate to the most needy poor.

3. Within the limits of delegated authority, budgetary and program limitations and approvals and AID/Washington and Embassy policies and instructions, advises on, negotiates and executes program and policy agreements with the cooperating country government. Participates with and directs mission staff working with cooperating country government officials in developing sound and integrated program and project development proposals for employing U.S. capital, technical, security, P.L. 480 and other funded assistance. In collaboration with the Ambassador, makes final determinations on the USAID country program and project levels for submission to AID/Washington. Reassures that policy directives, and other major policy requirements are fully reflected in all proposals.

4. Follows up and directs the USAID staff in monitoring approved country programs and projects; personally assumes responsibility for working with the highest senior level ministry officials, especially if serious policy or program problems arise at lower echelons within the government structure; and keeps the Ambassador and the Embassy staff briefed on problem areas which may require resolution with the heads of government.

5. Provides continuing policy and program guidance to senior mission and cooperating country government staff; advises the AID/Washington Regional bureau staff of progress or problems which require their attention; consults with senior level cooperating country ministry staffs in designing country program and project policies, strategies and priorities. Renders mission decisions on project design, program budgets and overall project implementation. Provides AID/Washington with all required program and reporting documentation and submits special reports as warranted.

6. Identifies the priorities, program plans and ongoing programs of other bilateral and multilateral donors. Represents AID with other country government aid donors, international organizations, private foundations, voluntary agencies and the business community to

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negotiate area of responsibility and levels of funding and to insure against overlapping of activities. Participates or directs staff participation in cooperating country government meetings with these groups to resolve questions of mutual concern.

7. Provides broad overview supervision to PASA and contractor team activities and, as delegated, has authority to recommend termination of continued activity of these groups to responsible AID/Washington offices.

8. Personally directs senior mission staff in the planning, designing, implementing and reviewing of programs and projects. Establishes priorities and works at the highest levels within the ministries of the country. Performs or directs the evaluation of mission operations and management effectiveness in meeting U.S. and AID policy objectives. May delegate the management and direction of specifically assigned programs to the Deputy Mission Director.

The Deputy Mission Director may be delegated responsibility for the evaluation and rating of senior staff job performance.

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Position Title: AID REPRESENTATIVE

0340.04

The Aid Representative plans and administer the AID economic development assistance program in countries in which the U.S. economic assistance program is of moderate size, declining or has limited objectives.

Nature and Scope of Work

The AID Representative serves in a comparable capacity to an AID Mission Director. The same delegations of authority are extended as are given to a Mission Director for planning and directing AID operations in the country of assignment. In some situations bilateral agreements between the cooperating government and the government of the U.S. may not have been finalized. This may place limitations on the types of sectoral development assistance which may be provided to the country by AID. The Ambassador's relationships and guidance responsibilities are the same to the AID representative as they are to the USAID Mission Director.

Because of the more limited nature and number of program and project activities in the country, the AID Representative's span of control may be narrower than that of a Mission Director. However, residual pipeline funding may require continuing follow-up, negotiating and monitoring responsibility. The representation and negotiating responsibilities with the cooperating country, other donor nations, and the business and institutional community in the country are comparable with those of a Mission Director. Planning, directing and implementing responsibilities for programs and projects require the same procedures.

Representative Duties

See Standard For Mission Director, 0340.01

0340.04.01

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Position Title:

AID AFFAIRS OFFICER

0340.07

Plans and administers the AID economic development assistance program at a delegated post.

Nature and Scope of Work

AID delegated posts (also referred to as AID Sections of Embassy) are located in countries where the U.S. economic assistance program is very small or is being phased out. AID program planning and implementation authorities are delegated to the Chief U.S. Diplomatic Representative in the country. This representative is responsible for the country program but normally redelegates program planning, implementation and representation authorities to the AID Affairs Officer. (See delegation of authority for specific authorities.)

The AID Affairs Officer reports directly to the U.S. Diplomatic Representative who provides coordinative direction and guidance for the program and to AID Assistant Administrator of the responsible geographic bureau; and receives coordinated direction from the controlled AID bureaus and offices responsible for centrally funded or controlled development assistance programs or for non-delegated program support activities.

In countries where AID programs are being phased down, the AID Affairs Officer's primary responsibilities are concerned with directing the monitoring of residual programs and project implementation. Major duties involve: (1) evaluating program accomplishments and project status to ensure the proper accountability of authorized loan, grant and other funding expenditures; (2) directing the orderly takeover by the cooperating country of continuing operations; (3) insuring that project completion is efficiently performed and reported; and (4) assuring that other commitment requirements, including residual pipeline funded activities are implemented and that reporting documentation is completed, meets Agency standards, and is received on a timely basis.

In countries which have limited economic development assistance programs, the AID Affairs Officer has responsibility for working with cooperating country government officials in the development of programs and project proposals for a limited sector bilateral program

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Representative Duties

The functions outlined in the Mission Director standard are applicable and should be referred to in the development of Overseas Position Evaluation Forms (OPEFs) for AID Affairs Officers.

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Position Title: ASSOCIATE MISSION DIRECTOR

0340.42

The Associate Mission Director is a principal mission official concerned with providing advice, guidance and direction to the mission and cooperating governments in planning, designing, developing, negotiating, implementing and evaluating the activities of a major functional area in a very large mission.

This title is not intended for use by all missions nor for "F" designated positions in AID/Washington. This standard is also not intended for small missions but for those missions which exceed normal size and which have unusual authorities delegated for carrying out programs.

Nature and Scope of Work

The Associate Mission Director serves as a principal advisor to the Mission Director/Deputy Mission Director relative to the operations in a functional area(s), i.e., program project, and/or associated line work. This Officer provides direction and leadership to a functional element of significant size, scope and complexity. The incumbent participates in the formulation of Mission policies and priorities, establishment of programs and administrative procedures, review of program proposals and broad oversight of the planning, managing, operating and evaluating of mission programs. Other management responsibilities assigned include:

Monitoring the progress of the organization toward goals, and periodically evaluating and making appropriate adjustments;

Determining resource needs and allocation of resources and accounting for their effective use;

Determining the need and developing plans for organizational changes which have considerable impact, such as those involving basic structure, operating costs, or key positions;

Coordinating program efforts with other internal activities;

Setting policy for the organization managed in such areas as determining program emphasis and operating guidelines; understanding and communicating policies and priorities throughout the organization managed;

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Dealing with general personnel management policy matters affecting the organization managed, with personnel actions affecting key employees, and other actions with possible serious repercussions; and

Delegating authority to subordinate supervisors and holding them responsible for the performance of their organizational units. The Associate Mission Director is located at an overseas mission, reports directly to the Mission Director/Deputy Mission Director, manages a significant activity of considerable magnitude, and is staffed through the Senior Management Group Assignment Panel (SMG).

Representative Duties

1. As a principal mission official, participates in the formulation of mission policies and priorities, establishment of program and procedures and evaluation of mission programs.
2. Plans, directs and supervises the work of a functional area(s) of great scope, complexity and impact. In this capacity, incumbent:
 - a. Interprets Agency and mission objectives, policies and procedures;
 - b. Ensures compliance with those same objectives, policies and procedures
 - c. Reviews the planning, managing, operating, auditing and evaluating of programs and/or operations; and
 - d. Reviews progress toward program and/or operational objectives.
3. Provides advice and guidance to officials of the mission and serves as the senior liaison officer to cooperating government representatives in the particular program or operating element.
4. In coordination with appropriate mission offices, supervises the design, approval, implementation and evaluation of projects through subordinate office directors, and project managers and/or staff professionals. In the process, incumbent is the senior USAID official at the technical level to negotiate with the appropriate ministries in the cooperating government for USAID-funded development projects.
5. Is responsible for the constant update of sectoral/operational information relating to the functional area of concern.

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Position Title: DEVELOPMENT COORDINATION OFFICER 0340.44

The Development Coordination Officer serves as the principal AID coordinator and liaison officer to high level multinational organizations and committees.

Nature and Scope of Work

The Development Coordination Officer serves as the principal AID coordinator and liaison officer with high level multinational committees and organizations which support specialized international development assistance regional programs. As the principal AID representative to these organizations, is responsible for insuring that AID's contributions are effectively planned, programmed and equitably expended.

Positions which are designated Development Coordination Officer include those which have responsibility for serving as the senior AID representative in the Office of Development Affairs, Rome, Italy; the senior AID liaison representative to the United Nations Educational Scientific and Cultural Organization, Paris, France, etc. The work involves strong representational responsibility.

Representative Duties

Reference should be made to the standards for Mission Director, AID Representative, and Regional Development Officer positions when developing the duty statements for positions assigned the title Development Coordination Officer.

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Position Title: REGIONAL DIRECTOR 0340.71
DEPUTY REGIONAL DIRECTOR 0340.76

The Regional Director directs and coordinates professional economic sector analysis and technical support services to missions, other AID cooperating country offices, and special multi-country area programs for a designated regional area.

The Deputy Regional Director shares overall responsibility and acts in the absence of the Regional Director.

Nature and Scope of Work

The Regional Director provides support services and program support assistance on a regional basis. These activities include the design, execution, and evaluation of regional development projects such as engineering, procurement, contracting, financial analysis, and other technical sectors.

Regional programs and projects are extensive and are designed to promote the general economic development of the area and to strengthen the economic development institutions of the region.

Primary responsibility for certain assigned regional programs is vested in the Regional Director. In the conduct of these programs, the Regional Director operates under the same delegated authorities as a Mission Director.

With respect to programs in countries which (a) do not have established missions, (b) are operating under the direction of a Mission Director assigned to another country, or (c) where program authorities are not specifically vested in and/or delegated to another regional official, the Regional Director has the same representational and program responsibilities and authorities as a Mission Director.

Representative Duties

1. Provides leadership in working with cooperating country and regional institution officials in evaluating development needs and in the planning, designing, executing, monitoring, and evaluating of regional development assistance programs and projects which involve loan and grant assistance.

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2. Maintains continuing liaison with Ambassadors, AID Directors and Representatives, national government ministry level officials and directors of regional institutions, and with senior level staffs of the offices represented by these officials. Participates with them in the development and planning of regional country program strategy and project planning and design and directs the monitoring of regional institutional programs and projects.

3. Maintains extensive liaison and works closely with international organizations and a number of other donor countries and institutions to insure coordinated programs. Represents the Regional Office in dealing with other donor country representatives, international organizations, private foundations, and the business community to negotiate areas of responsibility and levels of funding and to insure against overlapping of activities.

4. Schedules assignments jointly with AID/Washington backstopped service organizations and established country priorities for these assignments.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
ADMINISTRATIVE OFFICER SERIES

The Administrative Officer Series includes positions concerned with management and logistical support function of an overseas mission.

Introduction

Management functions in overseas missions cover a broad range of activities. They include: personal administration, management of mission team and personnel property programs, formulation of administrative and technical support budgets, participation in program assistance planning, management analysis, secretarial services, contracting and procurement services, and other management related functions unique to overseas operations. The ultimate purpose of positions in this series is to insure that the total mission program is adequately supported in the most expeditious manner and that individual projects are feasible from the management and logistical standpoint.

Management functions vary with the size, diversity and complexity of total mission operations. Management effectiveness is also influenced by the degree of development of the cooperating country; its laws and customs; and the availability of its human, material, and capital resources.

A secondary function of the mission management staff is to influence cooperating government agencies to adopt good management practices. This may be done indirectly by example, or directly by providing professional advice and guidance.

Position Titles Within Series

Executive Officer	0341.01
Supervisory Executive Officer	0341.09
International Development Intern (Administration)	0341.22

0341.00.01

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Position Title: EXECUTIVE OFFICER

0341.01

The Executive Officer directs the management services and logistics support operations of the mission.

Nature and Scope of Work

In accordance with AID policy (see AID Handbook 23, Chapter 1) the Executive Officer serves as the principal advisor to the Mission Director and mission staff with full responsibility for providing leadership, advice and staff support in the administrative management of the functional areas of management analysis, personnel management, office services management, budget planning, formulation and control, procurement of commodities, services, supplies, equipment and maintenance services; travel; computer systems analysis; and communication resources. The Executive Officer is the focal point and is responsible for ensuring that adequate management and logistical support is provided for all mission administrative and program operations and related PASA and contract activities.

The scope and complexity of the assigned functions will vary according to:

- a. The size of the mission and the number and kind of employees serviced;
- b. The availability of trained foreign service national employees;
- c. The diversity and complexity of mission programs serviced; and
- d. The conditions and circumstances within the cooperating country (i.e., availability of facilities and services, currency fluctuations and monetary exchange, etc.).

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Representative Duties

1. Plans, directs, and administers the management program of the mission. Supervises the Executive Office staff and directs the management planning and service activities within the mission's management and administrative complex.
2. Develops, interprets and assures implementation of administrative management policies, regulations and procedures and maintains a constant awareness of and assures compliance with cooperating country statutory or regulatory requirements affecting administrative management services of the mission or its employees.
3. Establishes effective working relationships with the cooperating government, its business community and with other U.S. Government, voluntary agencies, other institutions and contractors operating within the cooperating country.
4. As a senior staff officer, participates in the formulation of mission management policies on program planning, development, implementation and evaluation. Reviews mission development assistance projects for their management support requirements, and in collaboration with appropriate mission officials and cooperating government representatives, develops manpower and logistical support requirements within budgetary limitations.
5. In those countries which are assuming primary responsibility for selected phases of their management operations, may, with the assistance of expert consultants, participate in advising cooperating government ministries on the design and installation of management systems and procedures within the ministries.
6. May have delegated responsibility from the Mission Director to exercise contract authority for entering into contracts to purchase goods, services, supplies, facilities and equipment. Provides technical guidance and expert advice on project management and contracting procedures involved on program management.

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7. Develops and prescribes appropriate internal mission management systems and policies. Plans and directs continuous evaluation of the organization, staffing and services of the mission to ensure maximum utilization of material and human resources.

8. Plans and directs the personnel management program for American, Foreign Service national and third country national employees. Advises on manpower development, employee relations, and employee benefits. Participates with U.S. Embassy and other U.S. agencies in local wage surveys and other joint personnel policies and operations.

9. Analyzes mission management requirements and develops administration and technical support budgets. Directs the administrative of current support budgets, insuring prompt obligation of established object class funding, and participates in the development and management of a trust fund from program generated local currency for incorporation and use on technical support budgets.

10. Represents the mission in developing and administering support agreements and budgets with the Embassy, assuring that the mission receives the type and levels of support for which reimbursement is made. Periodically requests audits by the mission Controller of administrative support services and charges. Where the mission provides services to the Embassy, assures that proper charges are made to the Embassy for services rendered.

11. Provides overall direction for the mission's general services functions which include leasing and maintenance of housing and office space; warehousing; personal property acquisition, accountability, disposition, and disposal of expendable and non-expendable supplies, automotive and office equipment, etc.; and develops standards for issuing and controlling mission personal property. Provides for repair and maintenance of equipment; motor pool and automotive maintenance; procurement of administrative supplies; negotiation of leases; contracts for structural modifications and changes and, as required, the construction of needed facilities, including their plans, specifications, designs, cost estimates, justifications and cooperating government approvals.

12. Administers the mission's security program under the guidance of the U.S. Embassy Security Officer and serves as unit Security Officer for the mission.

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13. Advises and assists the cooperating government on management problems, especially on matters affecting cooperating government/mission programs and relationships.

14. Advises on and develops programs and activities concerned with employee services such as commissaries, social and recreational activities, credit unions, etc.

15. Depending upon the organizational structure of the mission and the magnitude of the program, the Mission Director may delegate other responsibilities such as supervising and administering the procurement of program commodities and supplies.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
OFFICE SERVICES MANAGEMENT SERIES

The Office Services Management Series includes positions involved in the work of planning, managing, or performing those service functions which are essential to the operation of an overseas mission and to the support of various programs.

Introduction

The support services provided by positions in this occupational series are mission-wide in scope. They include U.S. and local procurement, warehousing, and inventory management of supplies and equipment; management of the mission's real and personal property acquisition, accountability, control, issuance, and disposal programs for government-owned or leased buildings and housing, utility services, and government-owned household furnishings and office equipment and supplies; and management of internal mission transportation and communication facilities. Positions in this series may also be involved in customs clearance of government-owned supplies and equipment, and personal effects of employees and in arranging travel of employees and shipment of effects. There is also a training element involved in all positions in the series since many of the actual functions can be carried out by foreign service national employees.

Position Titles Within Series

General Services Officer	0342.01
Supervisory General Services Officer	0342.02

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Position Title: GENERAL SERVICES OFFICER 0342.01

The General Services Officer plans, directs and coordinates the logistics and administrative support service functions of the mission or region.

Nature and Scope of Work

The General Services Officer is responsible for the logistics and support service functions of the mission or region. Functions include:

- a. Property and Supply -- This involves the management of personal property and supply activities as these relate to the purchasing, contracting, procurement, warehousing, insurance, use, repair, maintenance, disposal and accountability of expendable and non-expendable supplies and materials, as well as customs clearance of U.S. Government-owned supplies and equipment.
- b. Travel and Shipment of Personal Effects -- This involves management of the travel of mission and regional personnel including travel arrangements; the packing and shipment of personal effects, including shipment of employee-owned motor vehicles; the storage of personal effects pending onward shipping orders; and the customs clearance and receipt of personal effects.
- c. Housing -- This involves the procurement, leasing and furnishing of housing for employees, including the negotiation and execution of leases and the maintenance and repairs required.
- d. Building and Maintenance -- This involves the purchase or leasing of office space, warehouses, office furniture and equipment as well as the repair and maintenance of buildings and adjoining grounds.

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e. Automotive/Equipment -- This involves the management, operation and maintenance of the motor vehicle fleet, the training and supervision of assigned foreign service national employees and the monitoring of the driver safety program.

f. Field Support -- This involves provision of administrative and logistical support to personnel stationed outside of the mission or regional office headquarter's post.

g. Closing of Missions and Emergency Evacuations -- This involves administering logistics for emergency evacuations and for the closing out of mission operations, including property disposals and termination of leasing arrangements.

The General Services Officer may have delegated authority from the Mission Director for the purchases, procurement and contracting of support commodities, services, supplies, facilities, and equipment up to \$50,000.

The scope and complexity of the assigned functions will vary according to (a) the size of the mission or region and the number, kind and location of employees serviced; (b) the availability of trained foreign service national employees; (c) the diversity and complexity of the mission or regional program; and (d) the conditions and circumstances within the cooperating country (i.e., availability of facilities and services, currency exchange, etc.).

Representative Duties

1. Develops and disseminates instructions on service operations which implement current policies and procedures of AID and the mission or region; plans and develops systems, methods and procedures designed to provide greater efficiency and economy in the use of equipment; provide maximum authorized services to employees; and promotes maximum equitable use and distribution of mission or regional facilities.
2. Plans, manages and directs the property and non-project supply activities of the mission or region.
3. Administers the mission's or region's real property program and trains and supervises foreign service national employees assigned in the performance of these functions.

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4. Manages the mission's or region's motor vehicle fleet including the supervision and control of maintenance shops and motor pools.
5. Directs the buildings and equipment program for the mission or region. Supervises and trains personnel engaged in making repairs and providing for preventive maintenance of buildings, office equipment, household appliances and government-provided furniture.
6. Provides administrative and logistical support to personnel stationed at posts outside of the mission or regional headquarters post. Services provided include acquisition of space, supplies and equipment, travel arrangements, leasing and maintenance of living quarters, acquiring household furnishings, warehousing, property accountability and other services authorized under AID regulations and mission and regional policies.
7. Administers safety programs for employees in the repair and operation of equipment and facilities and insures that proper training and instruction in the form of posted warnings are displayed to prevent accidents or lessen hazards.
8. Participates in budgetary planning, including review and justification of fund requirements for general services, and reviews obligations and expenditures of funds pertaining to these functions.
9. Coordinates the general services work within the mission or region and maintains liaison with employees of the Embassy, other U.S. Government agencies, cooperating country officials, contractors and local business firms to ensure effective support for the mission and regional operations.
10. Trains and supervises other U.S. employees and foreign service national employees assigned to general services work and recommends and implements training programs for foreign service national staff.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
PROGRAM ANALYSIS SERIES

The Program Analysis Series includes positions concerned with program analysis, budgeting, planning, design, authorization, implementation, reporting, and evaluation; and/or planning, design, development, negotiation, financial analysis, and implementation of grant and loan funded projects.

Position Titles Within Series

Program Officer	0345.01
Supervisory Program Officer	0345.07
Supervisory Project Development Officer	0345.10
Project Development Officer	0345.11
International Development Intern (Program)	0345.26
International Development Intern (Project Development)	0345.27
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Position Title:

PROGRAM OFFICER

0345.01

The Program Officer directs and coordinates mission regional activities relating to the analysis, planning, budgeting, design, approval, authorization, monitoring, implementation and evaluation of United States development and security supporting assistance to the cooperating country or region. May be designated to serve as the director of a combined program and project development office.

Nature and Scope of Work

Program Officer positions are concerned with the full range of activities which comprise program analysis, budgeting, planning, design, authorization, implementation, reporting and evaluation. Functions include analysis and assessment of the cooperating country's development potential; economic, political and social problems and needs; program policy formulation and definition of the role and objectives of U.S. assistance to the cooperating country; selection among alternative courses of action to achieve objectives; preparation, design, and justification of program proposals, including integration of assistance efforts into the cooperating country's programs; negotiation of project agreements and implementation authorizations; and the assessment and evaluation of cooperating country and U.S. development assistance program objectives; planning, design, implementation and effectiveness.

The Program Officer is the senior advisor to the Mission Director or Regional Office Director on program policy and objectives. This position does not carry primary responsibility for the professional technical decisions on approaches, methods and procedures to be used in implementing approved programs. It does, however, carry the responsibility for understanding and evaluating the respective contributions and the interrelationships of individual sector programs and projects toward achievement of overall development objectives of the country and for making judgments and recommendations on priorities and emphasis among the various ongoing and proposed program activities.

The position normally is assigned major responsibility for the planning implementation and management of an effective mission or regional program evaluation system, and the Program Officer, or a designated subordinate, has responsibility for serving as the mission's Program Evaluation Officer, if this function is not retained by the Mission Director or the Deputy Mission Director.

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Contacts with the cooperating government are principally with officials who have authority for development analysis, planning and design and for the negotiation of foreign assistance development agreements. Contacts are also maintained with a wide range of officials and community leaders and with nongovernmental donors and entities to gain understanding and insight into the country's social and economic needs and to interpret and gain support for U.S. assistance policies and goals.

At times it is organizationally more effective to combine mission or regional program and project development activities into one office. The mission should determine the position title for the combined office head based on the content and nature of the country and mission program. If Program Officer is not considered the appropriate title, reference should be made to the occupational standard for Project Development Officer when preparing position descriptions for these positions.

Representative Duties

1. Serves as the principal mission or regional advisor for the analysis, planning, budgeting, design, approval, justification, monitoring, implementation and evaluation of AID development programs at the country or regional level. Work involves:
 - a. Study and analysis of the cooperating country's or region's development status and potential;
 - b. A thorough evaluation of the interrelated roles of the various program sector components in the development process of the country;
 - c. Application of a broad knowledge of U.S. Government and AID regulations and procedures; and

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d. Program and sector planning and design based on a comprehensive understanding of U.S. and cooperating country development needs and objectives.

2. Directs the study and analysis of:

a. The economic, social, and political development of the country; and

b. The impact of program proposals on the basis of their relevance to cooperating country needs and objectives: their feasibility from the standpoint of their likelihood of success; availability of request resources and the capacity and will of the cooperating government to assume commitments for continuing support; and the expected benefit of the program or project in relation to estimate costs, conformance with U.S. and country goals and budgetary restraints.

3. Directs the development and preparation of mission or regional program proposals, including budget submissions and Congressional presentation material for submission to and approval by AID/Washington.

4. Following program approval and determination of budgetary levels by AID/Washington, directs the preparation of the documentation and the conduct of required negotiations with the cooperating government on final Project Agreements and on the preparation of implementation orders.

5. Interprets and provides guidance to mission and cooperating officials on the application of U.S. legislation and Agency and mission program planning procedures and requirements; the analysis, design and planning of program and project proposals, and the preparation and negotiating of project agreements and implementation orders.

6. Directs program adjustments as necessitated by changing conditions and needs, and amends program documentation accordingly.

7. Analyzes and evaluates the planning, design, implementation, results and accomplishments of program activities for their need, effectiveness, efficiency, and significance; participates in or, if delegated this responsibility, may serve as the mission Evaluation Officer with responsibility for (1) developing and implementing the mission or regional evaluation policy; (2) establishing practices and

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procedures for undertaking evaluations; (3) programming evaluation resources; and (4) coordinating evaluation activities, including coordinating and monitoring the conduct of evaluations undertaken by contractor, consultant, RSSA, and PASA groups.

8. Develops and directs the maintenance of a system for recording current implementation status of all program activities.

9. Participates in discussions with representatives of other U.S. Government agencies, international organizations, voluntary agencies, and education and lending institutions participating in assistance programs within the country to ensure coordination of programs, policies objectives and priorities.

10. Participates in contract in negotiations, evaluates contract proposals from an overall program and funding point of view, assesses the feasibility of entering into loan and grant funded contracts and advises on program justifications and documentation required.

11. Directs or participates in the preparation and submission of evaluation, statistical, analytical and narrative studies and reports required by Congress, the Agency, the Embassy, and the mission.

12. May supervise the Program Office staff.

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Position Title: PROJECT DEVELOPMENT OFFICER 0345.011

The Project Development Officer is the principal mission official concerned with providing advice, guidance and direction to the mission and the cooperating government in planning, design, development, negotiation, financial analysis and implementation of grant and loan funded projects. May be designated to serve as the director of a combined project development and program office.

Nature and Scope of Work

Development projects are designed to contribute to the economic growth of less developed countries and produce measurable, lasting improvements to significant numbers of people.

AID development projects may be either grant or loan funded and include elements of capital and technical assistance. Generally capital assistance refers to activities involving construction, expansion of physical facilities, as well as assistance provided to intermediate credit institutions or development banks in support of sub-lending programs. Technical assistance refers to those activities primarily concerned with institutional development through provision of technical expertise and training. AID projects are concentrated in the following areas: rural development, agriculture, education, health, population, energy, environment, private enterprise and urban development.

The Project Development Officer is directly involved from the earliest stages in the planning and development of new projects and participates with senior level mission technical and other responsible officers in the conduct of negotiations with executive and ministerial levels within the country government. This Officer advises and assists on the comprehensive planning and setting of priorities for new projects; advises on establishing levels of material, technical and financial assistance required for projects; and recommends sources to be developed in providing foreign and local financing and technical assistance. The Project Development Officer position may include full responsibility for managing and directing the work of a program office.

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On all projects proposed for AID assistance, the Project Development Officer, together with appropriate mission program and technical officer, participates in defining the scope of economic, financial, social, and technical feasibility studies required to support applications for AID financing and the review and approval for contractor selection. Advises on the rules, regulations and procedures which must be observed in the preparation of the documents required to support authorization of loan or grant assistance.

At times it is organizationally more effective to combine mission or regional program and project development activities into one office. The mission should determine the position title for the combined office head based on the content and nature of the country and mission program. If Project Development Officer is not considered the appropriate title, reference should be made to the occupational standard for Program Officer when preparing position descriptions for these positions.

Representative Duties

1. Participates in the loan and grant program planning carried out by the mission and the cooperating country. This includes the design, development, negotiation, documentation and implementation of loan and grant funded projects. Participates in and provides advice and guidance through consultation with appropriate mission staff, cooperating government officials, representatives of public and private entities, banking and financial institutions, donor countries and institutions and others concerned with the planning of loan and grant funded projects. Provides advice in identifying and defining scope of work for detailed economic, social, financial and technical feasibility studies. In coordination with appropriate staffs, reviews and approves selection of contractors; provides advice in conducting studies; and coordinates the findings as supporting data for project documentation.

2. Depending upon the mission program, the Project Development Officer may be responsible for:

(1) Capital projects which are primarily infrastructure construction projects;

(2) Reviewing the size and scope, the technical, managerial and procedural components of:

(a) Technical assistance projects, which include advisory, managerial and training services;

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(b) Development assistance projects in such areas as rural development, agriculture, education, health, population, energy, environment, and urban development; and

(c) Industry projects at all levels in terms of size and scope.

3. Serves as chairman of mission's project committee with responsibility for investigating, analyzing and documenting information on loan and grant projects to facilitate mission decisions on the eligibility and merit of projects under consideration.

4. Appraises and supervises the analysis of project proposals, taking into account sector strategy, as well as economic, financial, social, technical and environmental considerations, cooperating country monetary and fiscal policy, and trade development objectives. This includes assessments of business and management practices, financial statements, operating and project reports, cost/benefit ratios, pricing proposals, capital position and reserves, credit conditions, etc., of all projects proposed for AID financial support. Recommends acceptance, postponement or rejection of proposals based on an in-depth analysis of the economic, financial, technical, administrative and social soundness of the loan or grant project proposal.

5. Directs, coordinates or advises on the principal aspects of project implementation, including review and approval of contracts, amendments to project agreements and contracts, coordination of contractor's services, project monitoring, field inspections, periodic reporting and fulfillment of all compliance requirements by borrowers/grantees.

6. Serves as Project Manager with responsibility for monitoring and evaluating project progress.

7. May supervise U.S. and locally hired or third country mission staff.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
GENERAL BIOLOGICAL SERIES

Positions in the General Biological Series are concerned with professional and scientific work in the biological sciences as applied to the broad range of agriculture and/or related natural resources management with no single specialization predominated, or with work in specialized fields of biology not really identified with other existing series.

Introduction

The work assigned to positions in this series covers that full range of programs related to the management and development of plant, animal, soil and water resources. Some of the positions are concerned principally with the administration of comprehensive development programs in agriculture, forestry and fisheries. Incumbents in other positions deal mainly with advising on the operational aspects of agricultural and related development. Others are concerned with providing professional and scientific advice of an interdisciplinary nature as applied to the management of a broad range of natural resources including forests, rangelands, fisheries, land and water, energy and pest management with no single specialization predominant.

Development programs in which these positions are found vary according to the needs of the respective countries. They may be national in scope or directed toward the development of a major region of a country. They may be comprehensive in nature or focused on selected aspects. Their focus is generally aimed at increasing and conserving agricultural products and the natural resources base for domestic nutritional requirements and work to increase production for national industrial requirements or for export.

The work of most of these positions, in addition to application of biological science knowledge, requires broad managerial expertise and a general knowledge of the physical sciences, technology and economics related to agricultural development and natural resources management.

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Position Titles Within Series

Agricultural Development Officer	0401.06
Supervisory Rural Development Officer	0401.09
Rural Development Officer	0401.10
Supervisory Agricultural Development Officer	0401.20
Natural Resources Officer	0401.23
Supervisory Natural Resources Officer	0401.24
International Development Intern (Rural Development)	0401.11
International Development Intern (Agricultural Development)	0401.16
International Development Intern (Natural Resources)	0401.26

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Position Title: AGRICULTURAL DEVELOPMENT OFFICER 0401.06

The Agricultural Development Officer plans and administers the agricultural development program of the mission or regional office.

Nature and Scope of Work

The thrust of the AID agricultural development program is to improve the quality of life of the poor through coordinated programs in all areas of agriculture and related fields. Programs are designated to strengthen the capability of developing countries to produce and supply the economy of the country or regional areas and to overcome starvation and malnutrition. Strong emphasis is placed on accelerating domestic food production through the introduction of new crops and better farming methods. Priority is also given to raising the income and social levels of the poor who are dependent on agriculture through (1) expanding credit and income distribution; (2) increasing job availability in market towns and urban centers; and (3) providing access to health, education, family planning and other social services.

Agricultural development work encompasses a broad range of agricultural and agriculture related programs which include: agricultural research, education, extension, systems, nutrition, livestock, agronomy, forestry, fisheries, horticulture, water resources, land use, farm roads, marketing, credit cooperatives, agro-industries, agribusiness and other investments, rural physical infrastructure, local administration, local institutions, women's role in agricultural development and the interrelationship of agricultural development with other economic social and political development areas. These programs interact predominantly with those of rural development or commodity planning.

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Representative Duties

1. Participates with cooperating government ministry officials in analyzing, planning, designing and implementing appropriate agricultural development policies which involve the national economy, national objectives and specific regional requirements and priorities; environmental constraints; levels of policy authority; maximizing resources efficiencies; cost/benefits; management; training and evaluation; status of research and agricultural technology; energy and power; manpower development; production incentives; markets and coordination of women into agricultural development activities.
2. Participates with the Mission or Regional Director and other senior staff in planning and designing AID programs and projects for the country or region and provides policy, management and technical advice on the role considered appropriate for the agricultural development program and each of its sector components.
3. Participates with responsible mission or regional staff in advising and negotiating with ministry officials on the planning, design, financial and administrative requirements of the country's agricultural development program taking into consideration mission staff and services provided at the particular mission (e.g. Food for Peace, Voluntary Agencies, etc.).
4. Works closely with the project development office and other concerned mission or regional office staffs in establishing the loan and grant funding levels for the sector components of agricultural development programs and projects.
5. Participates in the preparation, review and submission of required program and project documentation from the cooperating government.
6. Advises and confers with United Nations and other international and bilateral donors on their ongoing and planned advisory, institutional and monetary contributions to the total country or regional agricultural development program and negotiates with them on the most appropriate areas of responsibility for assistance by each agency.

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7. Maintains continuing contact with government ministry officials, other donors, voluntary agencies, educational and private institutions, private agribusiness and agro-industrial firms and cooperating country contractors to ensure compliance with commitments, resolve problems, and determine the appropriate nature and role for AID support.

8. Monitors U.S. participating agency and private contractor activities to ensure that projects for which they are responsible are implemented in accordance with terms of the contract and recommends corrective action, if indicated.

9. Travels extensively to monitor and provide management and technical guidance to project staff, to advise and negotiate with local level officials, and to evaluate the impact that the programs and project initiatives are having on agricultural development objectives. Advises the Mission Director on status of programs and potential problem areas.

10. Directs and supervises project managers and technical advisory staff assigned to the agricultural development office and may serve as project manager for one or more agricultural development projects.

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Position Title: RURAL DEVELOPMENT OFFICER

0401.10

The Rural Development Officer plans and administers mission or regional rural development programs.

Nature and Scope of Work

Rural development is the strategy designed to improve the economic, social and cultural life and expectations of the rural poor in less developed countries. The rural poor either in densely populated or sparsely settled areas include small-scale farmers, tenants, sharecroppers, landless workers, nomads and their families. The thrust of the AID rural development program is to increase the rural poor's access to income producing opportunities and social services as well as to promote greater participation of local groups and rural communities in development decision making and resource allocation. Program designs will vary according to development conditions and circumstances within the country or region, the size and program emphasis of the Agency's involvement, the extent of the loan and grant commitments and those of other donors, and the degree to which the cooperating government can analyze development problems and manage development projects.

Similarly, the functions of the Rural Development Officer position will vary with mission program needs. Functions may range from one of staff advisor on inter-disciplinary aspects of rural development to that of a senior line officer responsible for analyzing, programming, planning and implementing all mission activities in the rural sector from broad policy development to specific project planning. Missions should adapt the functional statement of rural development officer positions to specifically reflect individual mission organizational situations.

Although rural development per se involves the sectors of education, health, infrastructure, and public and private institutional management, it usually interacts predominantly with agriculture and local rural government or community organizations. Missions may have both a rural development office and an agricultural office operating as line offices with responsibilities divided between them. In such a situation, programs directed at agriculture/productivity and production are normally located in the agricultural office while programs directed at

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off-farm rural employment, agrarian reform, integrated or area development approaches, development of cooperatives and local organizations and rural financial markets would normally be located in the rural development office. Some activities, such as marketing, sector planning and institutional development could be assigned to either office depending on their particular focus and relationship to other programs and on cooperating country or mission needs. Where it is impractical or unnecessary to have both a rural development and an agricultural office at the line level, the mission should determine the position title for the single office based on the content and nature of the mission's program.

Representative Duties

1. Participates with cooperating government officials in examining rural development policies with reference to the national economy; national objectives and regional variations; environmental constraints; levels of policy authority; maximizing resource efficiencies; coordination with private/public sector activities; interagency coordination; local autonomy; resource inputs; available technologies; cost/benefits; management; training and evaluation.
2. Participates with the mission or regional director and other senior staff in planning and designing AID programs and projects for the country or region and provides policy, management and technical advice on the role considered appropriate for the rural development program and each of its sector components.
3. Participates with responsible mission or regional staff in advising and negotiating with cooperating country government officials on the planning, design, financial and administrative requirements of the country's rural development program and recommends required amounts, types and timing of human, financial and material resource inputs for specific rural development projects.
4. Works closely with the project development and the program office staffs in establishing the loan and grant funding levels for the sector components of rural development programs and projects.
5. Participates in the preparation, review and submission of required program and project documentation from the cooperating government, PASA, contractor and rural development mission staffs and assists in or supervises the necessary analysis preceding and during project design processes.

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6. Advises with United Nations, other country and independent donors on their on-going and planned advisory, institutional and monetary contributions to the total country or regional rural development program and negotiates with them on the most appropriate sharing of responsibility for assistance.

7. Maintains continuing contact with cooperating government officials, other donors, voluntary agencies, educational and private institutions and cooperating country contractors to insure compliance with commitments, resolve problems and determine if additional loan or grant funding should be extended.

8. Travels extensively to monitor and provide management and technical guidance to project staff, to advise and negotiate with local level officials and to evaluate the impact program and project initiatives are having on rural development objectives. Advises the mission director on status of programs and potential problem areas and participates with cooperating country officials in replanning or modification of projects.

9. Monitors U.S. participating agency and private contractor activities to insure that projects for which they are responsible are implemented in accordance with terms of the contracts and recommends corrective action, if indicated.

10. Directs and supervises project managers and technical advisory staff assigned to the rural development office and may serve as project manager for one or more rural development projects.

11. Collects and evaluates available information on economic, social, organizational, attitudinal, and political factors relevant to long and short-term planning and assistance for rural development programs.

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Position Title: NATURAL RESOURCES OFFICER

0401.23

The Natural Resources Officer serves as the mission or regional advisor on activities and programs, and plans the natural resources components of the mission or regional programs.

Nature and Scope of Work

Natural resource management positions are established to meet program needs as defined in Sections 102, 103, 118 and 119 of the Foreign Assistance Act for sound management and sustainable utilization of renewable natural resources to support economic and social development. Positions covered by this standard are concerned with a broad range of natural resources (forestry, rangelands, fisheries, soils, water resources, pest management, coastal resources, energy) and are responsible also for addressing them as a comprehensive natural systems within geographic areas or regions such as river basins or watersheds. The production capabilities of these systems and their resources are of critical importance to the sustainment of development at national, regional and local levels and therefore require a coordinated, cross-sectoral approach to natural resources assessment and management.

Positions in natural resources management are concerned with ensuring that appropriate environmental analysis is incorporated in the design, implementation and evaluation of AID-assisted development projects and programs in the cooperating country or region. Through such analysis, AID is better able to assist in developing and implementing alternative resource management practices and systems to optimize sustained productivity and to prevent or minimize environmental degradation. They also assist missions to carry out their responsibilities under AID Environmental Procedures (22 CFR Part 216) to examine project proposals for environmental soundness.

As outlined in Agency policies and strategies for environment, forestry and energy, policy improvement, institution-strengthening, research, training and technology transfer in all areas of renewable natural resource management are major concerns. The aim is to improve institutional capability in the cooperating country or region for undertaking policy analysis, research, training, and program development and evaluation in the area of natural resources planning, management and utilization as a major and essential component of the AID and country development planning process.

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Representative Duties

1. Participates with the mission and cooperating government in the planning, design, implementation, monitoring, assessment and evaluation of projects concerned with forestry, energy and environmental and natural resources utilization and conservation. Works closely with and, as required, supervises and provides guidance and advice to other technical staff members engaged in project design and implementation.
2. Advises on more effective techniques for identifying, appraising and conserving natural resources for sustainable economic development such as integrated land use planning and pollution abatement and control.
3. In cooperation with mission, host-government officials, technical staffs of other donors and contractor groups, assesses national resources and environmental policies and institutional capacity and proposes programs or projects geared to host-government development objectives, available technology and manpower.
4. Where the knowledge or technology does not exist that would enable the use of renewable natural resources to satisfy in-country needs or where cost effective techniques have not been developed to manage them, advises the mission and national research institutions on the design, implementation and evaluation of research geared towards addressing these needs. Assists in linking research institutions, obtaining literature and other information, and facilitating the training of local scientists.
5. Reviews proposed and ongoing activities in the field of natural resources utilization and conservation to evaluate the extent of the problem involved and determines the methods required to overcome them including policy, legislative, administrative and regulatory reforms.
6. Works closely with cooperating government and mission staff in evaluating training, and in the selection of persons nominated for training.
7. Monitors U.S. participating agency and private contractor activities to ensure that projects for which they are responsible are implemented in accordance with terms of the contract and recommends corrective action, if indicated.

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8. Works closely with all mission project managers to assure environmental soundness of all other sectoral activities as required by AID environmental procedures and encourages and advises on incorporation of natural resources concerns in the early stages of project design.
9. Where appropriate, promotes regional cooperation among countries and the exchange of scientific and technical information and expertise.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
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FORESTRY SERIES

The Forestry Series includes positions which apply a professional knowledge of forestry in technical assistance work related to the development, conservation, protection, production, and utilization of the natural resources of forests.

Introduction

Advisory services in forestry are provided to cooperating country governments to increase their capability to administer and carry out programs for the development, maintenance, and utilization of forest resources.

Typically, forestry programs are concerned with the management of timber resources; with range water, and soil management as they relate to optimum land use as well as timber production; and, in some countries, with wildlife, mineral, intercropping and recreation resources.

The range of concerns of these positions encompasses legislation and government policy; organization and administration; forest development, soil and water conservation, and protection; forest utilization, including logging, milling grazing, farming, slash and burn agriculture and recreation; forest economics; applied research and extension.

Positions concerned with the management and administration of forestry projects are included in this series.

Representative Duties

The general statement of duties listed in Agricultural Development Officer is applicable and should be referred to in developing position description duties statements for Agricultural Development Officer (Forestry) positions.

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Position Title Within Series

Agricultural Development Officer (Forestry)

0460.04*

*No published standards.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
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AGRONOMY SERIES

The Agronomy Series includes positions which apply a professional knowledge of agronomy, including the fundamental principles of plant, soil, and related sciences (and those affecting the water relationships involved) in work concerned with the improvement, production, protection, management and utilization of field crops, pasture and cover crops, soil and crop management; and the development and use of weed controls and plant regulators.

Introduction

Positions in this series provide management and advisory guidance designed to increase the administrative, technical and research competence of cooperating country officials and institutions to organize, plan, design and implement crop production and provide effective land use practices and improve crop and farm management practices. Research positions in this series provide guidance in plant breeding, experimentation with soil and crop management, pasture establishment and maintenance, and herd control.

Incumbents of positions in this series are responsible for project planning, design and implementation and for serving as project manager in advising on and monitoring mission and cooperating country plant, crop and related water usage programs and projects.

Individual standards for position titles under the Agronomy Series are not provided because the statement of duties listed under "Representative Duties" in the standard for Agricultural Development Officer is applicable and should be referred to when developing the duties statement for Agricultural Development Officer (Agronomy) positions.

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Position Title Within Series

Agricultural Development Officer (Agronomy)

0471.04*

*No published standards.

0471.00.02

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
FISHERY BIOLOGY SERIES

This series includes positions involved in technical assistance activities in the fields of development, conservation and management of fishery resources.

Introduction

Positions in this series include professional work involved with improving the capability of cooperating country officials, fishermen and farmers to increase and sustain aquatic animal production. Incumbents apply the knowledge, principles, and techniques of the relevant specialized areas of biology and related sciences such as vertebrate and invertebrate zoology, oceanography and limnology, ecology, physiology, ichthyology, pisciculture and management of fishery resources.

The work which incumbents of positions in this series may be responsible includes the following range of activities and concerns:

- a. Formulation of government policy on program objectives, budget allocations, regulation and control of exploitation or resources, and international implications of territorial limits and deep-sea fishing rights;
- b. Organization and staffing;
- c. Program planning and administration;
- d. Survey of aquatic resources, their potential, and domestic and export market demand;
- e. Hatchery management and distribution of stock;
- f. Studies to determine effective cultural, harvesting and conservation practices;
- g. Studies of various species for adaptability, growth rate, prevalence of natural enemies, and consumer and industry acceptance;

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- h. Improvement of aquatic habitats;
- i. Increase of production through improved fishing methods;
- j. Handling and preservation methods;
- k. Conservation through sound management practices and enforcement of controls;
- l. Protection of aquatic animals of commercial or nutritional importance against predators, water pollution and disease;
- m. Promotion of family and community fish farming in tanks, ponds, rice fields, swamps, etc., for home consumption and/or local markets; and,
- n. Training of fishermen, farmers, and staff.

Although generally assigned within the agriculture sector, programs for development of fisheries resources have implications for a country's total food production, nutrition, public health, foreign trade, irrigation and soil conservation projects, industry (e.g., food processing, fertilizer, animal feed, fishing gear, and boat building), controls on insecticide use and industrial pollutants, work the farm income and conservation aspects of farm management.

The work of these positions is interrelated with and complements that of the other elements of the mission's technical program concerned with these subject matter areas.

Individual standards for position titles under the Fishery Biology Series are not provided because the statement of duties listed under the standard for Agricultural Development Officer is applicable and should be referred to when developing the duties statement for Agricultural Development Officer (Fisheries) positions.

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Position Title Within Series

Agricultural Development Officer (Fisheries)

0482.03

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AGENCY FOR INTERNATIONAL DEVELOPMENT
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HUSBANDRY SERIES

Positions in the Husbandry Series apply professional knowledge of the animal and poultry sciences in programs for the production, management, care, feeding, and breeding of domestic animals and poultry, and for the increase in quality and quantity of animal products.

Introduction

Positions in this series provide professional advice and guidance to meet needs of the cooperating country to develop indigenous competence to plan and direct programs for increasing and improving livestock and poultry production.

Position Title Within Series

Agricultural Development Officer (Livestock) 0487.03*

*No published standards.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
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FINANCIAL ADMINISTRATION AND PROGRAM SERIES

Professional work of a fiscal, financial management, accounting or budgetary nature which is not classifiable to another more specific series.

Position Titles Within Series

Supervisory Financial Management Officer (Budget and Accounting)	0501.15
Financial Management Officer (Budget and Accounting)	0501.16
International Development Intern (Financial Management)	0501.17

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Position Title: FINANCIAL MANAGEMENT OFFICER 0501.16
(Budget and Accounting)

The Financial Management Officer (Budget and Accounting) directs the accounting, financial reporting, and budgetary work of the mission or region.

Nature and Scope of Work

The Financial Management Officer (Budget and Accounting) directs those phases of mission controller operations which include a combination of accounting, financial reporting, and budget work. The work normally involves the supervision of foreign service national employees who are responsible for the maintenance of ledger accounts and allotment controls. The Budget and Accounting Officer may act for the Controller during the latter's absence.

Representative Duties

1. Plans, directs, and administers a comprehensive accounting system designed to provide effective financial control over all U.S. dollar and local currency funds, including maintenance of allotment ledgers, project ledgers, liquidation records, and miscellaneous supporting data with respect to each mission allotment.
2. Evaluates internal accounting operations to insure that they provide proper control over obligations and disbursements, provide maximum efficiency and economy and adhere to existing regulations and accounting procedures.
3. Directs the preparation of financial reports and statistical data on the management and utilization of funds required to assist AID/Washington and mission management in discharging their managerial responsibilities.
4. Directs the processing of disbursement vouchers and supporting invoices, bills of lading, and other required documentation.
5. Serves as certifying officer for the mission and provides direction over mission cashiers and certifies cashier vouchers for reimbursement.
6. Advises mission officials on AID financial policy and fiscal procedures and advises cooperating country officials on fiscal procedures required to provide financial data needed.
7. Establishes necessary procedures and systems required for processing of vouchers, payroll procedures for local personnel and internal controls pertaining to all aspects of disbursement and collection of monies.

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8. Participates in all aspects of budget formulation; participates with the Executive Officer in the preparation of the operating expense budget and works with other mission officials in determining their budgetary requirements.

9. Directs the budgetary control function and coordination of cost estimating with accounting operations, including assembly and evaluation of planned costs, preparation of the budget and the management of financial allocations during periods of budget execution, including development of data.

10. Directs preaudits of payments of local contracts and leases and monitors the disbursement of funds under these agreements.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
FINANCIAL MANAGEMENT SERIES

Positions in this series are responsible for the overall financial management of a mission or regional program.

Introduction

The nature of the AID program, the magnitude of its operations, and the size and scope of its accounting, budgeting, and auditing operations create unusual difficulties in the establishment of management controls required to carry out the mission's financial management program.

Basically, financial management embraces those elements of management which deal with budgeting, accounting, auditing, financial analysis and reporting. Except for the audit function which is under the direction of the Inspector General for Audit, AID/Washington, the mission Controller is responsible for the mission's or region's financial management program.

Position Titles Within the Series

Controller	0505.02
Supervisory Financial Management Officer	0505.04

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5. Provides advice and guidance to mission and cooperating country officials on financial management practices, the financial implications of provisions of existing or contemplated loan and grant agreements, on the effect and significance of exchange rate changes upon local currency payments, etc.
6. Directs the maintenance of a comprehensive accounting system and provides necessary financial and statistical data to the Mission Director and mission staff.
7. Develops and prescribes appropriate systems of internal controls pertaining to all aspects of disbursement and collection of monies, control of receipts and allotments under which they are financed, and provides guidance on financial management principles and standards for joint undertaking entered into with other donor countries.
8. Reviews project implementation from the financial management point of view to determine whether project objectives are met economically and efficiently and determines the effectiveness of implementation based on analysis of the use of funds for manpower, supplies, equipment, and facilities for AID and cooperating country funding sources.
9. Participates with the Program Officer, the Executive Officer and other concerned mission personnel in the formulation, preparation, and review of mission requests for program and operating expense funds, supplies fiscal data and the cost factors needed for budget formulation and estimates.
10. Provides advice, guidance, and supporting financial data to mission officials concerned with the preparation of program, technical and capital assistance agreements and implementation orders. Also, provides advice on means and methods of financing; the interpretation of AID accounting and financial reporting regulations; and contract reporting requirements. Acts as mission liaison between U.S. banking institutions and the cooperating country through AID/Washington.
11. Participates in the review of proposed contracts executed or approved for financing by the mission.
12. Is responsible for the financial aspects of loan servicing during the formulation phase and in connection with loan implementation monitoring. Establishes procedures for monitoring collection of AID loans and advises the Mission Director on the handling of loan defaults.

0505.02.02

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
ACCOUNTING SERIES

The Accounting Series includes positions responsible for accounting and financial reporting work.

Introduction

The Accounting Series includes positions which are involved in the maintenance of mission accounts and financial reporting. The series also includes work involved in examining, analyzing and interpreting financial aspects of contract and loan services operations. Accounting operations under the direction of the mission or regional controller involve the establishment and maintenance of adequate accounting systems and financial controls of all mission accounts, the control of funds availabilities, and the reporting on the financial status of current programs measured against approved plans.

Positions which include combined budget and accounting work are not assigned within this series. They are included under the Financial Administration and Program Series (0501.00).

Position Titles Within Series

Financial Management Officer (Financial Analysis)	0510.03
Supervisory Financial Management Officer (Financial Analysis)	0510.09

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Position Title: FINANCIAL MANAGEMENT OFFICER 0510.03
(Financial Analysis)

The Financial Management Officer (Financial Analysis) advises on fiscal and financial management considerations on loan and grant projects and participates in planning and maintaining the mission's or region's accounting systems and records.

Nature and Scope of Work

The Financial Management Officer (Financial Analysis) provides advice and guidance to technical and management staffs on the financial soundness of loan and grant programs and projects and advises on those financial factors and provisions which must be considered and covered in existing or contemplated grant and loan agreements.

The Financial Management Officer (Financial Analysis) also participates in planning, installing, and maintaining the accounting systems and records of the mission, particularly as they relate to loan and grant accounts.

Representative Duties

1. Provides advice and guidance to technical and management staff on the financial soundness of loan and grant programs and projects and the financial implications of the provisions of existing or contemplated loan, grant, or contract agreements.
2. Assures that financing and reporting procedures, which conform with AID's financial and program reporting systems and with the requirements and limitations of U.S. government and cooperating country laws and regulations, are fully considered and set forth in loan and grant projects and contract agreements.
3. Participates with program, technical and management staff in the review and monitoring of project implementation from a financial management standpoint to assess whether or not project objectives are met economically and effectively.
4. Evaluates the effectiveness of implementation of loan and grant programs based on analyses of accounting reports and on the use of funds for manpower, supplies, equipment, and facilities financed by AID and alerts the controller of problem areas.

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5. Installs and directs the maintenance of adequate accounting systems and controls with respect to:

(a) Appropriated dollar funds available to the mission for administrative program purposes;

(b) U.S.-owned foreign currencies which are available to AID under programs authorizing AID and Food for Peace (P.L. 480) programs;

(c) Drawdowns and utilization of dollar and local currency loans based on memorandum loan ledger accounts on the financial status of AID loans;

(d) Dollars and foreign currencies entrusted to the mission by the cooperating country;

(e) Dollars and foreign currency trust funds; counterpart funds; employees' salaries, allowances and withholdings, and other fund accounts.

6. Assures that obligations are approved from the standpoint of available funds through establishment of prevalidation techniques suitable to the needs of the program. Certifies funds availability and provides necessary clearances on obligating documents.

7. Prepares periodic review on the status and validity of obligated funds and takes action required to deobligate funds determined in excess of requirements.

8. Provides reports on the financial status of current programs under the mission's approved system for internal financial reporting, and prepares periodic and special financial reports required by AID/Washington.

9. Reviews the analysis and appraisal of financial statements, i.e., balance sheets, income statements, surplus statements and source and application of funds or cost-flow statements in connection with the intensive review of loan applications and preparation of capital assistance papers.

10. Directs the payment on all types of invoices, billings, and collections; analyzes and reconciles accounts with those of the disbursing officer; and submits accounts and paid vouchers to AID/Washington, as required.

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11. Establishes recurring obligations based on allocations provided under the mission budget and establishes obligations based on purchase orders, bi-weekly payrolls, project agreements, etc.

12. Certifies as to the availability of funds prior to issuance of travel orders and purchase and work orders.

13. Participates in the review of program documentation, including program agreements and project implementation orders, prior to issuance; directs the maintenance of control registers on these.

14. Maintains accounting records for counterpart funds and for U.S.-owned foreign currency and prepares monthly bills to cooperating country government for counterpart funds generated from sales and for U.S.-owned local currency generated through sales of Food for Peace commodities.

15. Establishes and maintains project cost and property accounting records, accounts receivable, and all other required fiscal control related to U.S.-owned property in the mission.

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Position Title: AUDITOR

0511.03

The Auditor conducts examinations on the soundness and adequacy of financial transactions and management of AID program, administrative and financial management activities.

Nature and Scope of Work

Audit work within AID missions involves performance of comprehensive audits and examinations of all types of mission programs to determine compliance with applicable legislation, regulations, policies, and procedures; to determine and evaluate the extent and quality of program and project implementation; to determine the extent and quality of utilization of dollar, local, and third-country funds, goods and services; and to determine the definitive results of those programs.

The work of the Auditor also includes internal audit of mission activities, comprehensive audits and examinations of contractor performance and compliance; the examination of AID and cooperating country government procedures and controls and their effectiveness in assuring the proper utilization of AID-financed goods and services.

Representative Duties

1. Participates in scheduling and establishing the scope of comprehensive audits of mission, contractor, cooperating country, and borrower/grantee financial transactions and utilization of U.S., cooperating country, and third-country funds, goods, and services.
2. Schedules and makes work assignments to assigned local employee staff; provides guidance and training on methods they are to follow in planning, scheduling and conducting audits and in reporting on audit findings; reviews and evaluates work progress and determines acceptability of audit findings and reporting to insure completeness, adequacy, and compliance with AID and mission policies and regulations.
3. Edits and revises audit reports and prepares transmittal letters for dissemination of audit reports within the mission, AID/Washington, cooperating government ministries, contractors, and others as required by the audit.
4. Maintains a follow-up system on audit report recommendations and prepares all necessary follow-up documents to assure completion of the corrective action required by the audit.

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5. Conducts comprehensive loan audits directed toward solving specific, complex loan audit problems; determines extent and nature of audit tests and samples required in connection with management controls within the mission and borrower organization; and prepares audit drafts, which include supported findings and appropriate recommendations.
6. Conducts internal audits of all mission activities to apprise mission officials of financial management, management operation, and overall project effectiveness.
7. Analyzes organizations, programs, operations, financing, and use of resources at all levels of program and project planning and implementation and prepares reports on results of reviews, evaluations, and findings for submission to responsible operating offices.
8. Reviews cooperating country fiscal procedures to insure that adequate controls are provided for AID-financed imports and that effective end-use audits are carried forward.
9. Conducts extensive end-use audits, observations, and investigations or directs assigned staff in the conduct of such audits with respect to implementation of both commodity import and project-type programs. Reviews operations with respect to the propriety of procurement methods and for compliance with statutory provisions of controlling legislation and AID and GAO regulations.
10. Works closely with mission and cooperating country government officials to ascertain whether or not audit findings and recommendations are properly implemented and reports on and makes recommendations on need for higher echelon action if delays in implementing audit recommendations occur.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
MEDICAL OFFICER SERIES

The Medical Officer Series includes positions which provide advisory support in planning and administering the medical aspects of the country's health and population programs.

Introduction

Positions in the field of health and population which are included in the Medical Officer Series require a degree in medicine. In a mission or region where the health and/or population programs require a medical officer for the effective operation of the program, the following titles are used. In preparing job descriptions for positions in this series, use the standard for the Health and Population Development Series.

Position Titles Within Series

Health and Population Development Officer (Physician)	0602.01
Health Development Officer (Physician)	0602.04
Supervisory Health and Population Development Officer (Physician)	0602.05
Supervisory Health Development Officer (Physician)	0602.12

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
HEALTH AND POPULATION DEVELOPMENT SERIES

The Health and Population Development Series includes positions concerned with the planning, direction and advising on health development and population programs.

Introduction

Health development, population and family planning programs and services are of major concern in developing countries. Improvement in general health sanitation, potable water supplies, adequate medical care and facilities, disease prevention and control are necessary to maintain a productive work force and to improve the quality of life. Population and family planning programs are often in close alliance with health programs and may include demographic studies, medical, psychological and operations research personnel training; construction and staffing of clinics and rural health centers; specialized training of doctors and paramedical personnel, dissemination of information; provision of family planning services, including contraceptives and other commodities; and participation with cooperating governments and institutions in areas where advice and assistance are desired by the cooperating governments.

Position Titles Within Series

Health and Population Development Officer	0685.01
Health Development Officer	0685.06
Supervisory Health and Population Development Officer	0685.12
Supervisory Health Development Officer	0685.13
Supervisory Population Development Officer	0685.14
Population Development Officer	0685.16
International Development Intern (Health/Population/Nutrition)	0685.23

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Position Titles: HEALTH AND POPULATION DEVELOPMENT OFFICER 0685.01
HEALTH DEVELOPMENT OFFICER 0685.06
POPULATION DEVELOPMENT OFFICER 0685.16

The Health and Population Development Officer plans and administers the combined health and population planning program at the mission or regional level.

The Health Development Officer and the Population Development Officer plan and administer the health or the population program at the mission or regional level respectively. These officers typically report to the chief of the combined health and population office or, in missions where the health or population program is a part of multi-sector office, the Health Development Officer and the Population Development Officer may report to an organizational head below the level of Deputy Mission Director.

Work in health development or population may include responsibility for the nutrition sector.

If a position requires the assignment of a physician for effective operation of the program, the appropriate title and series code is chosen from the Medical Officer Series (0602).

Nature and Scope of Work:

The principal goals of the health and population sectors are to improve the health and well-being of people in less developed countries and to assist them in identifying and developing voluntary population/family planning programs.

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Program designs will vary according to conditions and circumstances within a country or region, the size and program emphasis of the Agency's involvement, the extent of the loan and grant commitments and those of other donors and the degree to which the cooperating government can support and manage the projects.

Depending on the needs of the country and the organizational structure of the mission or region office, full responsibility for the health and population programs (and often nutrition) may be combined in one office. The Health and Population Development Officer title is to be used in such instances.

Representative Duties

1. Participates with cooperating government officials in the planning, analysis, design, implementation, monitoring and evaluation of programs/projects for all of the diverse activities involved in health, nutrition, population/family planning development. Based on cooperating country plans and identified needs and problems, collaborates with appropriate officials on detailed analysis of the overall sectors, on policy formulation and on design of specific projects.
2. In consultation with cooperating government officials, recommends required amounts, types and timing of human, financial and material resources inputs for specific projects. Directs or advises on the preparation of project documentation and related agreements with the cooperating country government.
3. Advises the Mission Director and staff on all matters pertaining to policy, administration and operation of health, nutrition, and population/family planning development programs and administers mission assistance to these programs. Provides administrative and technical supervision to U.S. and non-U.S. mission personnel engaged in these programs.
4. Maintains constant awareness to relationships of health, nutrition, and population development as these interact with the technical fields of agriculture, rural and urban development and housing. Coordinates with and draws from among other mission elements and regional offices for technical and administrative support and assistance.

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5. Provides expertise and leadership in health, nutrition, and family planning/population development support by working through intermediaries of the cooperating government, contractor groups, PASA and other project implementation personnel.
6. Monitors project implementation efforts of mission staff, cooperating country personnel and intermediaries and recommends action to resolve problems. Participates with cooperating government officials in redesigning or modification of projects.
7. Collects and evaluates data on economic, social and political factors in the cooperating government relevant to long and short term planning and administration of development assistance.
8. Designs, conducts, analyzes and reports studies for mission use in sector program planning, with the cooperation and assistance of the cooperating country researchers and officials.
9. On the basis of such studies, evaluates effectiveness, efficiency and relevance of the U.S. assistance programs and components in terms of their economic, social and political impact and in relation to U.S. and cooperating government objectives in the area of health, nutrition and population development.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
GENERAL ENGINEERING SERIES

The General Engineering Series includes positions concerned with the planning and direction of mission and regional programs.

Introduction

The General Engineering Series includes those positions in the Mission which are responsible for planning and directing national or regional level engineering programs. The series also includes positions which are responsible for engineering programs, encompass a number of different engineering projects and require the application of varied specialized engineering experience. Such programs may include providing advice on the civil engineering work involved in the developing of water resources, power, roads and other transportation facilities, as well as advising on the engineering aspects of soil and water conservation, mechanical power and machinery, and construction of facilities. The General Engineering Series is normally used, however, for positions which have broad developmental and managerial responsibility for the planning, programming, and direction of country or regional engineering operations.

Position Titles Within Series

Supervisory Engineering Officer	0801.03
Engineering Officer	0801.05
International Development Intern (Engineering)	0801.09

0801.00.01

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Depending on its organizational structure and size, the mission or regional office engineering activities may be centralized in one office reporting to the Mission Director or Regional Director or may comprise a major subdivision of a large program sector.

Representative Duties

1. Participates actively with mission and cooperating country officials in analyzing and evaluating country or regional engineering project components of all program sector country proposals and has full management authority for approved engineering programs and projects.

Programs may involve engineering projects in rural, urban, industrial, agricultural, health, education and other development areas. Provides professional engineering analyses and advice. This involves: (a) providing guidance on the economic, financial and technical soundness of program proposals; (b) assessing the anticipated benefits of projects on the country's general economy; and (c) evaluating the estimated users market, capital costs, working capital requirements and the ability of the country to support and maintain the project without continued AID or other donor assistance.

2. Based on mission/cooperating country decisions to proceed with loan, grant or supporting assistance proposals, develops and prepares required engineering appraisals on the economic and technical soundness of engineering project components including: (a) cost estimates; (b) preliminary engineering investigations and surveys to identify potentially significant technical problems; (c) justifications for location of projects; (d) preliminary designs; and (e) analyses of construction operations and impediments such as local customs, laws and regulations which may delay or increase the project cost. Develops other engineering analyses and reports on cost allocation, environmental impact and peripheral benefits.

3. Subsequent to AID/Washington authorization of loan, grant or supporting assistance funding of capital projects, develops scope of work of feasibility studies for obtaining necessary engineering services for final design, construction drawings, preparation of specifications and awarding of contracts.

4. Advises the cooperating country and program sector staff on engineering construction plans, sources and cost of contractor and consultant sources of trained operating personnel and on the recruitment and training of indigenous workers.

0801.05.02

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5. Monitors or directs the monitoring of AID funded mission, cooperating country and PASA engineering contractors; maintains continuing surveillance of performance, progress and effectiveness of work; provides professional engineering guidance, where required; and notifies the Mission Director or other responsible officials of problems areas. Performs on-site inspections and may provide on-site monitoring assistance if required.

6. Works with Auditors and Inspectors on resolving questions raised in audit findings on contractor performance and submits necessary documentation and reports for audit evaluation.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
AGRICULTURAL ENGINEERING SERIES

The Agricultural Engineering Series includes positions concerned with the application of engineering principles in the construction of farm structures, soil and water conservation, mechanical power and machinery, and electrical power and processing.

Introduction

The Agricultural Engineering Series includes positions involved in advising on the engineering and economic feasibility of increasing agricultural production through application of engineering techniques for soil and water use of electrical power. The work involves the application of engineering practices required to design and develop drainage and irrigation systems; earth fill and terracing; land erosion control and water diversion; the construction of ponds and small dams; and the construction of water storage structures, water treatment plants, and similar structures.

Positions in the Agricultural Engineering Series also advise on use of water, solar energy and machinery in the development and application of electric power for farm use; the use and construction of farm machinery and implements; shelters; and food processing systems.

Position Title Within Series

Agricultural Engineering Officer 0890.04

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Position Title: AGRICULTURAL ENGINEERING OFFICER 0890.04

The Agricultural Engineering Officer is responsible for providing professional engineering advice and project management for agricultural engineering programs.

Nature and Scope of Work

Agricultural Engineering Officers are assigned in the Agricultural Development Office or the Office of Engineering, depending on the organizational structure of the mission or regional office components. (See position standard for Engineering Officer, General Engineering Series for "Nature and Scope of Work" and "Representative Duties.")

The Agricultural Engineering Officer has responsibility for providing professional engineering advice and direction for the planning and management of agricultural engineering programs and projects.

Work includes preliminary surveys; preparation of specifications and construction schedules; establishing materials, equipment and labor force requirements; evaluation of special construction problems, including climatic, accessibility of construction sites; and time required imports.

Projects may involve preliminary studies on:

1. Dams - Most suitable type of dam, preliminary design, foundation exploration for dam and spillways, spillway size calculations, general features of outlet works, topography of dam site and reservoir basin, tidewater data, capacity area curves for the reservoir and location and description of available construction materials such as earth, sand, gravel and rock.
2. Wells - Location, extent, depth, character, permeability and yield of water-bearing formations; the velocity of underground flow, depth to the natural water surface, drawdown, circle of influence; the types, locations and capacities of wells to be used; and water quality determinations.

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3. Canals and Laterals - Location, preliminary design, including transverse section with side slopes; longitudinal profile with slopes; velocity and capacity; calculation of quantities, estimates of water losses; need for lining and plans for handling silt. If also used for water borne transportation, the special features for traffic use are included.

4. Structures - Location and preliminary design of diversion structures, intake, wires, siphons, flumes, wasteways, drops, checks and chutes, highway and railroad crossings, headgates and water measuring devices, with estimates of types and quantities of materials needed.

5. Drainage - Location, design and calculation of quantities of project drains to receive all waste or surplus water from main canals and water produced by seepage and deep percolation losses; typical soil profiles to show drainability of soils; and intended use of natural channels as part of drainage system.

6. Land development - Preliminary estimates of land area to be irrigated or drained, land clearing, land leveling to be done appropriate equipment, extent of farm irrigation and drainage systems required, types of irrigation to be used and auxiliary facilities needed such as housing, schools, hospitals, family planning clinics, experiment stations, etc.

Representative Duties

1. Participates with the cooperating country ministries, regional and local government offices and with the rural development, agriculture development, and project development mission sector offices in reviewing and analyzing agricultural engineering proposals. Evaluates the economic, financial and technical soundness of agriculture engineering projects in relation to economic benefits, estimated capital costs, capital requirements and the ability of the country to support and maintain the project.

2. Develops and prepares required engineering appraisals on the economic and technical soundness of the project, including cost estimates; preliminary engineering investigations and surveys identifying potentially significant technical problems; justifications for location of projects; preliminary designs; analysis of construction operations; project costs and cost allocation; and the environmental and ecological impact of agricultural engineering projects.

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3. Develops or advises cooperating country on developing scope of work for feasibility studies, sources for procuring professional services, for design and preparation of specifications and construction drawings and for awarding of contracts.
4. Works with and advises the cooperating country and program sector mission staff on construction design and planning, sources and cost of contractor and consultant professional engineering services, sources of operating personnel and the recruitment and training of indigenous workers.
5. Monitors or directs the monitoring of AID funded country contractors, mission engineering contractors and PASA contractors; maintains continuing inspection or on-site surveillance of performance, progress and effectiveness of work; provides professional engineering advice and guidance as required.
6. Works closely with provincial and local level officials in resolving technical engineering problems and in assessing the need for revisions in original designs and staffing required.
7. Develops and submits program and project reports, technical evaluation of work progress and all required program documentation and justifications.
8. Supervises other direct hire American and foreign service national engineering project management staff.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
GENERAL ATTORNEY SERIES

The General Attorney Series includes positions which are responsible for rendering legal advice and services on statutory, regulatory, contractual and other legal matters arising from United States and cooperating country laws, and intergovernmental agreements and international law relating to foreign assistance programs.

Introduction

The principal work of this series is to provide legal counsel to planners and administrators of AID's overseas programs. Typical of the kinds of concerns are: interpretation and counsel on application of U.S. and cooperating country laws and regulations, Agency directives and delegations of authority, bilateral agreements, loan and grant agreements, contracts and other agreements pertaining to country or regional programs; advice on reconciliation of problems resulting from differences between U.S. and cooperating country law; advice to mission or regional personnel on the drafting and promotion of legislation and regulations to be proposed for enactment or adoption by the cooperating country government Ministry of Justice; and advice to regional staff on U.S. support for multi-country programs, treaties and agreements.

The work of this series requires that incumbents have passed the bar examination and be licensed to practice law.

Position Title Within Series

Legal Officer 0905.06

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Position Title: LEGAL OFFICER

0905.06

The Legal Officer provides advice and counsel on all mission matters requiring professional legal expertise.

Nature and Scope Of Work

The Legal Officer provides general counsel and legal services to Mission Directors and their staffs on all aspects of mission activities. On request, may also provide legal advice and services to the Ambassador and Embassy staff. The Legal Officer may have regional responsibilities, serving a group of AID missions. The Legal Officer serves under the general supervision of the Mission Director or the Director of the Regional Development Office but receives professional guidance from the General Counsel, AID/Washington.

Representative Duties

1. Provides legal advice and counsel to the Mission Director and the mission or regional staff on all legal matters relating to mission programs, projects and operations.
2. Assists mission and regional office staff in the formulation of policies, practices and procedures.
3. Negotiates and drafts project loan agreements, and less routine project grant agreements, as well as other project documentation agreements, leases and contracts. Reviews the same for legality, sufficiency, compliance with Agency policy and conformance with local operational requirements.
4. Interprets, advises, counsels and performs legal research on the application of U.S. and cooperating country laws and regulations and Agency regulations and directives. As required, arranges for local legal counsel and opinions where cooperating country laws and regulations are involved. Takes the lead in reconciling differences of opinion with respect to laws and regulations.

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5. Provides the legal expertise and counsel for a wide range of transactions involving bilateral agreements, contracts, loan and grant agreements and other legal instruments related to project design, implementation and administration; and for legal problems concerning claims, leases, internal operations and program issues, privileges and immunities of mission personnel, issues raised by foreign service national employees, etc.

6. Drafts, revises, reviews and negotiates bilateral agreements in collaboration with U.S. Embassy representatives.

7. Advises and informs the Mission Director and staff concerning the status of legislation affecting the aid program generally and the mission program specifically and furnishes advice and counsel thereon.

8. Establishes and maintains professional relationships with senior officials in the mission, U.S. Embassy and the cooperating government, including the Ministry of Justice, Ministry of Finance and Ministry of Planning. Serves as primary contact with the Ministry of Justice.

9. Establishes and maintains professional relationships with members of the private bar in order to stay abreast of matters of local law, particularly including those relating to foreign and local investment and national and local commercial transactions.

10. Develops and manages legal development projects undertaken by the mission or region.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
GENERAL BUSINESS AND INDUSTRY SERIES

The General Business and Industry Series includes positions concerned with administering, supervising or performing work properly classified in this group for which no other series have been provided.

Introduction:

Positions within this series are concerned with advising USAID and cooperating countries on strategies for promoting economic growth and development through the expansion of private enterprise in developing countries, with special attention to mobilizing resources to expand small business; identifying constraints to private market operations in the form of policies, laws and administrative practices; developing and implementing interventions to reduce these constraints, thereby improving a country's environment for private business; increasing private sector participation in development, generally, as well as participation in AID-financed projects; defining opportunities for technology transfers, employment generation, training and management development; and involving the U.S. business and international financial communities in complementing U.S. Government efforts to accelerate development.

Position Titles Within Series

Supervisory Private Enterprise Officer	1101.01
Private Enterprise Officer	1101.02
International Development Intern (Procurement)	1101.04
International Development Intern (Private Enterprise)	1101.97

1101.00.01

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Position Title: PRIVATE ENTERPRISE OFFICER

1101.02

The Private Enterprise Officer is the principal mission official concerned with providing advice, guidance and direction to the mission and the cooperating government in (a) formulating cohesive strategies to employ all types of USAID resources, e.g., DA, ESF, P.L. 480, local currency generations, to improve host country policies, laws and administrative practices necessary for the expansion of private enterprise and (b) in planning, design, development, negotiation, analysis and implementation of grant and loan funded private enterprise projects and initiatives.

Nature and Scope of Work

It is the AID policy and belief that a vigorous private enterprise economy can be a force for economic growth and higher living standards in developing countries. Third World countries that have encouraged private enterprise have generally registered impressive gains. They have also weathered recent high energy costs, falling export demand and other shocks better than many developing countries with centrally controlled economies. The point has not been lost in Third World leaders who show increased willingness to support local private business development for their own economic betterment as well as to increase trade and investment from the U.S.

Our U.S. bilateral aid program is intended to encourage that trend. This thrust complements existing programs which employ host country public sector mechanisms for delivery of goods and services with attendant recurrent costs. It views private enterprise not as a sector but as a philosophy of action and problem solving; a mechanism to provide many of the goods and services that people want and need as a means for addressing the main policy objective of AID, which is to improve the quality of life of the poor majority of the developing world.

The Foreign Assistance Act directs AID to provide assistance that alleviates constraints to private enterprise. Accordingly, a principal focus of the AID private enterprise approach is identifying, evaluating and removing constraints to private enterprise development and growth. The most severe constraints are host government policies (controlled markets, administered prices including interest rates, etc.) often exacerbated by poorly functioning markets, inadequate managerial and entrepreneurial skills, lack of physical infrastructure and innovative technology, untrained labor force and insufficient market information.

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The AID policy is to focus its private enterprise initiatives in three priority sectors: (1) agricultural/agribusiness, (2) health/medical services, (3) small and medium scale industry, need not, however, be limited exclusively to these three priority sectors.

In implementing private enterprise programs, AID will encourage development and utilization of private business as a means toward greater employment, productivity, income, equitable growth and technical capability. This will be done through the involvement of U.S. business, local entrepreneurs, commercial banks, international lending institutions and others involved in development and business investment.

The Private Enterprise Officer serves primarily as a catalyst enabling USAID to formulate and carry out cohesive strategies for private enterprise development throughout the overall USAID assistance program and to apply available U.S. resources for that purpose. This Officer is directly involved from the earliest stages in the planning and development of new program initiatives and projects and participates with senior level mission technical and other responsible officers in the conduct of negotiations at executive and ministerial levels within the cooperating country government. This Officer advises and assists on the comprehensive planning and setting of priorities in negotiations for grant, loan and P.L. 480 programs; advises on establishing levels of material, technical and financial assistance required for implementing development strategies, reforms and projects; and recommends sources to be developed in providing foreign and local financing and technical assistance. This officer also assures that USAID assesses and evaluate such as factors as:

- a. Private/public sector roles in production, processing, marketing of goods and services;
- b. Elements of the host government policy, including fiscal and monetary policies, which limit the private enterprise role in the production, processing and distribution of goods and/or services; and

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c. Identifying suitable interventions for improving prospects of sustained growth where AID could have an influence. Alternative interventions could include but are not limited to:

- Policy dialogue and business climate assessment (aimed at reform and designed to improve the environment for private enterprise, indigenous and joint/foreign);

- Expansion of markets (e.g., information, operations, facilities, services, including capital market services);

- Export development (with host government deregulation to induce trade);

- Technology transfer and improvements in productivity and quality control;

- Institution building (i.e., legal systems, credit systems);

- Management/vocational training needed to run businesses;

- Stimulation of entrepreneurship;

- Direct assistance to local private enterprises, including feasibility studies; and

- New methods of financing, e.g., co-financing with U.S. banks, and capitalization of financial intermediaries (merchant banks, leasing companies, venture capital firms, commercial credit lines, local nongovernmental organizations) and to a lesser extent, direct loans to local businesses.

Representative Duties

1. Participates as a member of mission or regional senior staff in planning and developing private sector strategy and programs to establish business climates conducive to expansion of private enterprise and to increase business activity.

2. Enables USAID to assess and evaluate public/private sector operations and capabilities policy and administrative constraints to market-based economic development. Participates in the design and implementation of initiatives that will employ all types of USAID or other resources to effect changes in policy and law as well as regulatory, financial, technical and other constraints on private enterprise.

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3. Recommends and participates in mission decisions to undertake and carry out suitable interventions for expansion of the role of business associations and international financial institutions, expansion of market services and facilities, export development, technology transfer, direct assistance to local private enterprises and new financing methods.

4. Identifies constraints to the growth of private enterprise which missions should raise as policy issues during negotiations for new AID assistance (DA, ESF, food aid, local currency generations) or in international consultative groups. Examples of constraints which inhibit private enterprise are pricing policies, foreign exchange controls, interest rates and government monopolies of market functions such as farm inputs and outputs.

5. Makes recommendations on policy and administrative issues to form the basis of U.S. positions to be advanced by U.S. Government representatives to the IBRD, IFC, regional banks, etc.

6. Helps to strengthen the growth and development of non-governmental units which serve the local business community and which interface with host country ministries and other public agencies.

7. Proposes ways and means to expand host country market and financing facilities, including creation or expansion of market news services; institutions for making loans and equity available to small and medium-sized private enterprises; venture capital firms; institutions needed to publicize, promote and attract local and foreign investment in indigenous enterprise; leasing companies and commodity and stock exchanges; institutions of training, technical assistance, and technology transfer.

8. Assists cooperating country nationals in forming and pursuing export development strategies, including provision for policy change, creation of economic incentives, foreign market assessment and exploitation of trade opportunities.

9. Helps indigenous enterprise identify, develop and pursue business opportunities by advising them in conducting feasibility studies, forming business plans and marketing strategies and obtaining financing from local sources, U.S. businesses, U.S. banks, AID and/or international agencies such as IFC.

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10. Works with other USAID bureaus/offices in designing and administering programs and projects and identifying opportunities for private enterprise participation in implementation; participates in project negotiation with host governments; may serve as chairman of the Mission's project committee for private enterprise projects.

11. Maintains contacts with host country businesses and business organizations to facilitate understanding of local business development issues and practices.

12. Maintains contacts with U.S. business organizations and international development and financial institutions (IFC, IBRD, regional banks) to facilitate growth of private enterprise.

13. Enables USAID to collect information and evaluate impact of AID private enterprise development initiatives. Develops and applies measures of evaluating the:

-- Effect of USAID policy dialogue on facilitating growth of private enterprise;

-- Ways and means USAID involves private business associations and international financial institutions in the policy dialogue process; and,

14. Directs and supervises subordinate officers assigned to the private enterprise office and may serve as project manager for one or more private enterprise projects.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
CONTRACT AND PROCUREMENT SERIES

The Contract and Procurement Series includes positions responsible for the coordination and direction of mission activities related to contract services for program implementation.

Introduction

Positions within this series are concerned with the administration of the contractual activities and services required for the implementation of mission and regional programs and projects. These include obtaining contractual agreements through negotiation with individual consultants, private firms, educational institutions, and nonprofit organizations. In addition, functions include assisting the cooperating government in all matters pertaining to AID-financed contracts negotiated by the borrower/grantee.

The various types of contracts used by AID overseas are defined in broad terms as follows:

Individual Consultants and Experts (Personal Services Contracts)

This type of contract is usually limited to the specialized advisory services of consultants and experts in conjunction with the implementation of a particular project or as advisors to an operating entity of the cooperating government. On occasion the services of individual consultants or experts are also contracted to perform prefeasibility studies.

These contracts are either executed in AID/Washington or directly by the mission or region under delegated authority, provided they meet the criteria set forth in pertinent AID regulations. In essence, in addition to meeting the qualification requirements these services must be of the types that would not be performed by direct-hire employees because of the temporary nature and the specialized and qualified objectives of the work assignments.

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Private Firms (Commercial-type Contracts)

Contractual arrangements are entered into with selected firms for the performance of architectural, engineering, economic and other professional services. These types of AID-financed contracts may be fixed-price or time-rate depending upon the precision with which the required services can be defined. However, under certain circumstances a single contract may include a combination of contract types.

- a. Fixed-price contracts must be utilized whenever the objectives and scope of work to be performed can be defined with sufficient precision to enable both parties to the contract to identify and evaluate the manpower and other requirements necessary for the performance of the contract.
- b. Time-rate contracts, providing for a fixed daily or monthly rate for specified services, are applicable to services tied to schedules and performance of the construction contractor and to advisory and investigative-type services when the number and types of skills are known reasonably well but the duration of the job is not sufficiently firm for agreement on a fixed-price contract.
- c. Cost-plus-fixed-fee contracts are advisable and are given preference to time-rate contracts only when uncertainties in the amount of work or conditions under which work performed under the contract are so uncertain that it is impossible to predict cost.

It is that policy of AID that contracts for construction will generally be fixed-price (lump-sum or unit price) and awarded on the basis of competitive sealed bids in accordance with AID contract regulations or publicly opened.

University Contracts

Basically, AID uses two types of university contracts. These are: 1) "Cost Reimbursement Contract with Educational Institutions for Technical Cooperation Programs Overseas" and 2) "Cost Reimbursement Contract with Education Institutions for Research and Development." The former covers direct technical assistance by a U.S. university to an educational institution in a cooperating country. This can be in the form of assistance to a Ministry of Education in organizing or reorganizing a nationwide elementary, secondary, or nonformal school

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system; developing or strengthening curricula and modernizing teaching methods of teacher-training institutions; organizing or strengthening overall university curricula and teaching techniques; or in departments within an established university, such as economics, agriculture, etc. Contracts may involve the services of one or a team of two or more long-term professors depending on the scope of work and the exchange of professors between U.S. university and the cooperating country's educational institution. Emphasis is placed on intensive training in the U.S. for cooperating country professors.

The second type of contract is used for research and development projects which involve work with cooperating country entities concerned with economic and social research studies. For example, contracts may cover 1) the rendering of assistance and advice to a Ministry of Agriculture in establishing or improving research facilities and carrying out actual research and experimentation in crop breeding, investigation of soils, etc., to expand agricultural production; 2) work with ministries of education and institutions of higher learning in carrying out research to establish existing educational needs and determine remedial action in connection with national plans for expansion and improvement of educational programs and facilities; or 3) programs which involve sector studies, i.e., economic and fiscal analyses related to national development plans, etc.

U.S. university contract personnel work closely with and provide in-service training to cooperating country counterparts while carrying out actual research studies. As in the case of the technical cooperation contracts, provision is usually made for training of counterparts in the United States to assure program continuity by the cooperating government.

Almost all university contracts are negotiated and executed by AID/Washington following the program and scope of work required for procurement documents submitted by the responsible mission. However, missions are also delegated authority to enter into negotiations and execute university contracts under certain fixed financial limits. Contract Officers are charged with certain field implementation responsibilities for both AID/Washington and mission-executed contracts.

Position Titles Within Series

Supervisory Contract Officer	1102.01
Contract Officer	1102.09
International Development Intern (Contract Specialist)	1102.13
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Position Title: CONTRACT OFFICER

1102.09

The Contract Officer is responsible for the AID contract management program at the regional or mission level.

Nature and Scope Of Work

The Contract Officer is the principal advisor on and the focal point for planning, directing, and implementing the mission or regional contract management program.

AID contract management overseas is generally administered by Contract Officers assigned on a regional basis. These officers provide expertise, leadership and staff advisory services to one or more regions, missions, or countries for the purpose of negotiating, administering or terminating direct AID contracts or country contracts for services, supplies, equipment and other program materials.

Contract management responsibilities vary according to:

- a. the number, size and geographic location of regions, missions and cooperating countries assigned;
- b. the kind and dollar amount of contractual authority delegated;
- c. the capability of the cooperating country's representatives and contract personnel to negotiate and administer country contracts;
- d. the social, economic, cultural, physical and technical level and circumstances within the cooperating country which affect the negotiation of contract terms or the selection of the contractor; and
- e. the scope, emphasis and extent of involvement in U.S. assistance programs/projects for the less developed countries which affect contract management.

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Representative Duties

1. Directs the planning, design, negotiation, administration and termination of contract, procurement, purchase, and grant agreements for AID development assistance projects for less developed countries. Advises on, negotiates and coordinates the contract management program, policy, regulatory and statutory issues across regional, mission and country lines of authority. Develops a contract plan for each project which may require one or several methods of procurement; a variety of procurement contracts, purchase and grant agreements; and negotiation with several different procurement sources.
2. Serves as the principal advisor to mission and regional offices and provides staff support on all aspects of contract management relating to and affects AID assistance programs, policy and project planning, design, implementation and evaluation. Participates in regional or mission policy formulation, program/project design, resource assessments, sector analysis and studies. Plans for and provides contract management support to achieve the region's or mission's objectives.
3. Serves as the principal advisor to officials, representatives and contract personnel of cooperating countries on the principles and techniques of implementing a country contract management program for negotiating, administering and terminating country contract, procurement and purchase agreements for supplies, services, commodities, equipment and other materials. Monitors and evaluates the country's or region's contract management performance.
4. Maintains a constant awareness of the relationships of contract management as it interacts with the technical field of: capital resources assistance, financial management; legal administration, capital project development; engineering program and economic management; social and physical sciences; environmental protection; agriculture, rural, urban and industrial development; education, health, population and family planning; administrative management; logistic support; and supply management. Coordinates with and draws from among mission elements, regional offices and AID/Washington for technical and administrative support and assistance.

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5. Serves as the AID representative for contract management of U.S. development assistance programs/projects for less developed countries. Maintains effective liaison with officials and representatives of cooperating countries, private industry, education and research institutions, international organizations and agencies and other contractual groups to:

a. stimulate interest, present contract plans and proposals, promote the contract management program/projects and obtain and coordinate participation and commitment;

b. develop an awareness to and competence within the cooperating country to develop and implement a contract management program for "country specific, bilateral project assistance (loan or grant)," project assistance and non-project procurement;

c. coordinate, manage and negotiate contract, procurement, purchase and grant agreements;

d. renegotiate proposed contract changes and amendments to redirect or reemphasize contract objectives; and

e. monitor and evaluate contract implementation and, as delegated, terminate contracts for non-compliance by either party.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
TRADE AND COMMODITY MANAGEMENT SERIES

The Trade and Commodity management Series includes a) positions concerned with administering or performing promotional, advisory or analytical functions pertaining to commercial distribution of goods and services and b) positions concerned with the development, management and evaluation of AID-financed commodity procurement systems and the administration of related financial, logistical and planning activities in AID's overseas operations.

Introduction

AID-financed commodity procurement and related commodity management activities are normally directed by AID missions in the developing countries. Overseas, duties vary according to the nature and scope of assistance to the cooperating countries. The Commodity Management Officer serves as the principal manager of all operational and advisory functions of commodity procurement within a mission, region or cooperating country government.

This series covers the planning and implementation activities required for timely and effective AID-financed commodity procurement and related commodity management support, for project and non-project activities under capital, program and technical assistance. Program and project assistance procurement and commodity management work consists of direct involvement in the development and implementation of mission documentation and guidance on regulations governing procurement. It also includes indirect involvement in AID-financed import transactions through assistance and advice to the cooperating government, private importers and local banks in developing systems and controls for monitoring compliance with AID's requirements.

Also included in the series are trade development activities which promote the sale of U.S. technology, goods and services for development projects on a reimbursable basis.

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Excluded from the functional responsibilities described above are activities focusing on:

- 1) Procurement by a General Services Officer for mission administrative support; and
- 2) Procurement for the Food for Peace Program.

Position Titles Within Series

Commodity Management Officer	1140.06
Supervisory Trade Development Officer	1140.07
Trade Development Officer	1140.08
Supervisory Commodity Management Officer	1140.14
International Development Intern (Trade)	1140.09
International Development Intern (Commodity Management)	1140.13

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Position Title: COMMODITY MANAGEMENT OFFICER 1140.06

The Commodity Management Officer is responsible for all commodity management programs at the mission or regional office levels.

Nature and Scope Of Work

Economical and timely procurement and utilization of commodities is an essential element for the successful implementation of AID-financed projects and programs. The Commodity Management Officer is responsible for working with, and advising cooperating country officials and mission staff on cost-effective commodity procurement approaches which will provide the basis for implementing U.S. policy objectives in the host country.

The Commodity Management Officer is the principal officer and advisor responsible for all aspects of project and non-project commodity procurement. In this capacity, the Commodity Management Officer serves as the key planner, negotiator, manager and supervisor of all elements of commodity procurement. Functional responsibilities can be divided into six general areas, depending upon specific project and program demands in overseas posts. These major areas of responsibility can be categorized as follows:

- 1) Procurement Planning;
- 2) International Trade Negotiation;
- 3) Commodity Management;
- 4) International Finance;
- 5) Transportation; and
- 6) Liaison.

The Commodity Management Officer serves as the principal officer responsible for all advisory and managerial aspects of commodity management and procurement activities. These functions include oversight of statutory and regulatory requirements governing AID-financed procurement, management of AID-financed import transactions and assistance and advice to the cooperating government officials. They also include assistance to private importers, local banks and international banking institutions on developing systems and controls for compliance with AID's finance and procurement requirements.

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Representative Duties

1. Participates with cooperating country government officials and mission staff in the initial stages of development and design of projects and programs which require procurement of AID-financed commodities. All procurement planning activities are conducted within the U.S. policy framework and specifically address the overall AID country strategy. As a key contributor to project procurement plans, the Commodity Management Officer works with the mission's project, program and contract staff and host country personnel to ensure adherence to AID procurement policies and regulations. Guidance is also provided to mission personnel on the preparation of all planning documents for non-project assistance (e.g. Commodity Import and Sectoral Support programs).
2. Advises both the mission and the host-country government on procurement methods and requirements. Counsels as to the proper preparation of procurement documentation including source/origin, componentry, shipping, insurance and statutory considerations governing project and non-project procurement. Negotiates and assists in the preparation of the commodity elements of host-country project papers and Commodity Import Programs as required in individual missions.
3. Recommends systems to achieve coordination of all procurement activities related to commodity management including inventory analysis, purchasing mechanisms, international shipping, packing, warehousing and distribution. Assists in the development and establishment of required systems and procedures. Directs mission efforts in cost reduction through time substitution, consolidation of requirements, value analysis and other techniques used to improve commodity management systems. This commodity management function is targeted at both the mission and host government procurement agencies.
4. Advises borrowers/grantees, contractors, local banks, lending institutions and importers on procurement practices that facilitate the implementation of AID projects and programs in regards to AID commodity financing requirements. Works closely with financial analysts, controllers and audit managers to ensure procedures are consistent with commodity procurement transactions and are coordinated in a timely fashion.
5. Monitors the arrival, warehousing and transportation of commodities and recommends measures to prevent cost overruns. Assists both the mission and the host-country government in the development and establishment of commodity use-end checks and controls.

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6. Maintains liaison with AID/Washington including the geographic bureaus, management officials, international trade specialists, mission and cooperating government personnel, economic/commercial staff of the U.S. embassy, other U.S. government agencies, international financial institutions, private sector organizations and local business firms and Chambers of Commerce. Also conducts meetings with mission, embassy and cooperating government officials to coordinate related commodity management activities and ensure effective project and program implementation.

7. Supervises and trains mission staff in the procurement planning, commodity management, import/export documentation, international finance, transportation services, commodity end-use checks and controls.

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Position Title: TRADE DEVELOPMENT OFFICER

1140.08

The Trade Development Officer promotes the sale of U.S. technology and technical assistance to friendly countries.

Nature and Scope of Work

The Trade Development Officer provides advice and support in promoting and achieving the reimbursable development program objectives which are:

- a. To promote economic and social development of friendly countries based on their own needs and development priorities;
- b. To facilitate access to production capabilities and technology available in both the U.S. public and private sectors; and
- c. To expand the markets for U.S. goods and services.

The Trade Development Officer functions under the AID Reimbursable Development Program which by legislation authorizes entities of the U.S. Government to provide goods and services. This program encompasses a wide range of commodities and services in such areas as public works and transportation, communications, housing, public administration, agriculture, health, education, manpower training and mineral and water resources development.

The Office of the Assistant Director for Operations, Trade and Development Program, Washington, D.C., is organized geographically with Regional Desk Officers who backstop Trade Development Officers posted to key positions in each geographic region. The Trade Development Officer is generally accountable to the Ambassador and reports to the Assistant Director for Operations, Trade and Development Program.

Representative Duties

1. Develops contacts with cooperating country government officials, private institutions, international organizations and voluntary and non-profit relief agencies and their senior administrators in order to stimulate the purchase of U.S. services and commodities.

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2. Advises and assists the cooperating country and its institutions in identifying goods and services which can be purchased from the U.S.
3. Coordinates and works closely with U.S. Embassy personnel, particularly those in the Economic/Commercial section, on matters affecting the sale of goods and services from the U.S. public and private sectors.
4. Advises and assists institutions and agencies of the cooperating country in securing U.S. technical expert teams to define requirements or project specifications and to advise on the kinds and sources of U.S. technology applicable to the project in question.
5. Monitors on-going Reimbursable Development Programs in the cooperating country and advises the Embassy and the Assistant Director for Operations Trade and Development Program, on the status of activities. Prepares reports on special activities, market potential and recommendations for improving policies and procedures which affect the efficiency of the reimbursable development program.
6. Advises U.S. technical teams, contractors, and advisors implementing reimbursable development programs and in cooperation with Embassy, cooperating country personnel and the U.S. private sector, identifies major projects and export opportunities for the U.S. private sector. Proposes activities using section 661 funds such as feasibility studies invitational travel, etc., which will enhance the access of the U.S. private sector to such opportunities.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
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GENERAL PHYSICAL SCIENCES SERIES

The General Physical Science Series includes positions concerned with advising on, planning, administering and performing professional and scientific work in any of the fields of science dealing with matter, energy and related resources and technology management, physical space and the nature of physical environment.

Introduction

The work performed by the positions in the Physical Sciences Series involves the practical interpretation and application of a body of knowledge about the earth and its physical and chemical properties, its structure and its behavior in its spatial environment. Such knowledge has application to a variety of practical as well as theoretical problems. In the context of a developing country, the evaluation and interpretation of data gathered locally can be the basis for, or used in support of, recommendations for programs or projects designed to help achieve U.S. and cooperating country economic development objectives. Positions in this series are in specialized fields (e.g., energy and science/technological research and development) of physical science not generally identified with other existing series.

Assignment of direct hire AID employees in these specializations is generally directed toward advising on feasibility and need for undertaking studies in these fields, developing the nature and scope of work under the projects, providing general surveillance over contractor operations and evaluating contractor performance and accomplishments.

Position Titles Within Series

Energy Officer	1301.07
Supervisory Energy Officer	1301.10
Science and Technology Officer	1301.11

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Position Title: ENERGY OFFICER

1301.07

The Energy Officer is the principal advisor and provides staff support to the cooperating country government, mission or regional office concerning energy resources, management, conservation and technology as these relate to AID sponsored programs and projects.

Nature and Scope of Work

The Energy Officer provides professional and scientific expertise, advice and direction in the design, management, coordination and implementation of energy programs, projects and studies as these relate to:

- a. The development, management, conservation and utilization of current energy sources;
- b. Assessment of energy potential and establishment of priorities for energy development;
- c. Identification of alternative energy sources which can be exploited with existing technologies;
- d. Development of manpower to meet increasing demands for cooperating government personnel trained in the energy field; and
- e. Assistance to pilot programs/projects that will determine the feasibility of selected procedures or technologies.

The scope of the Energy Officer's function encompasses coordination with all mission programs and projects in which energy resources are involved. Coordination with such disciplines as economics, financial management, engineering, environmental sciences and project development is required.

Representative Duties

1. Advises the Mission Director and provides staff support in all energy matters relating to program and project planning, analysis, design, implementation and evaluation.

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2. Advises on and encourages the cooperating government to:
 - a. Develop and foster programs and institutions which assist in making and implementing better technological choices in such fields as waste utilization, solar energy, wind power and small hydro-power plants;
 - b. Develop programs to alleviate the effects of the energy constraints on food production, industry, transportation, health, population/family planning, education, and employment;
 - c. Examine development projects in light of higher energy costs;
 - d. Improve knowledge of potential energy resources, both conventional and unconventional;
 - e. Develop ways to conserve energy resources;
 - f. Assess energy potential and establish priorities for energy development;
 - g. Develop manpower to meet increasing demand for cooperating country experts in the energy field; and strengthen the cooperating country's capacity to protect and manage their environment and to consider environmental impact on energy resources.
3. Provides surveillance over PASA and contractor assistance projects and assures compliance with contractual agreements and AID policy. Provides advice to U.S. and non-U.S. mission personnel engaged in energy and energy related activities within the mission.
4. Cultivates and maintains professional contracts outside the cooperating country to secure cooperation of leading organizations and experts in the energy field, to develop personnel resources for energy projects, and to transfer technology and scientific knowledge.

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Position Title: SCIENCE AND TECHNOLOGY OFFICER 1301.11

The Science and Technology Officer serves as the mission or regional advisor on programs to strengthen science and technology capacity, and on appropriate technologies as they affect all sectors of socio-economic development.

Nature and Scope Of Work

It is AID policy to stress the importance of science and technology in support of development in its priority areas, e.g., agriculture and rural development; population and health; and education and human resources. The International Development Cooperation Agency (IDCA) has also been given responsibility to coordinate bilateral efforts to strengthen science and technology capacity in less developed countries, and AID will clearly continue to play an important role in this effort. Considerable progress has been made related to innovative adaptation of technological concepts applicable to these disciplines.

Further concentration is required by cooperating countries to increase their scientific competence and to help in the selection of appropriate technological choices in areas such as industry, the exploration and adaptation of natural resources, the utilization and training of their human resources, and in their policy and institutional development in these areas.

AID places strong emphasis on use and management of contractor expertise in policy and institutional development projects which involve AID financing of research.

It is also AID policy in all assistance activities to help developing countries avoid short term and long term damage to the environment and where feasible to improve it. The Agency is placing increasing emphasis on programs to improve tropical forests and other less developed country natural resources.

The Science and Technology Officer is responsible in all of these areas for advising and recommending to ministry and mission officials action and projects best suited to accomplish these program objectives.

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The Science and Technology Officer may be assigned responsibility for advising on energy development and natural resources utilization and for insuring that the AID environment protection requirements are incorporated in program/project approvals.

Representative Duties

1. Participates with ministry and mission staffs involved in development sector analysis on approaches to be used in applying current scientific and technological advances to socio-economic problems in the cooperating country. May have responsibility for leadership in the assessment of overall science and technology capacity. Advises on innovative science and technology approaches, technological transfers and science and technology institutional development efforts which may be employed in overcoming short and long term obstacles to development, particularly as these represent major impediments to the attainment of a self-sufficient economy and the health, welfare and employment of the rural and urban poor.
2. Advises on and assists AID mission and cooperating country officials in developing national policies and institutions that will permit better technological choices, particularly through the development of small, independently owned industries which in turn will create employment for a wider cross-section of the population. Advises on technologies for increasing cost effectiveness of cooperating government public expenditures so as to free public funds for other development needs.
3. Serves as the mission representative to the cooperating country's government, university and private sector scientific and research community and with international organizations and world renowned experts and scientists in assessing the potential application of specialized scientific and technological transfers to development problems faced by the cooperating country. Recommends approaches to be used by the country government and mission sector officials in the utilization of these findings.
4. Provides advice on contractor, private investment and institutional resources with the available scientific and technological expertise to assist the cooperating country government in implementing agreed upon programs/projects and in developing institutions for formulating national science and technology policies, priorities, and organizational responsibilities for implementing decisions in their fields.

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5. Advises on the country's natural resources assessment and management and participates with the cooperating ministries and mission officials on improving the country's capabilities to assess the location, nature and magnitude of its natural resources, both renewable and non-renewable. Advises on the most effective techniques for utilizing and conserving these resources which include minerals, forest products, energy, environmental considerations, marine sciences and resources.

6. Advises on faster, cheaper, and more effective techniques for identifying and appraising natural resources (including remote sensing), as well as techniques for natural resource development such as integrated land use planning, conservation of renewable resources, and pollution abatement and control.

7. Advises on innovative use of new technology and systems for energy producing sources including solar and wind energy and indigenous materials and natural extractive resources.

8. Works closely with the country ministries and the Development Training Officer in evaluating training needs, sources of training, and in the selection and evaluation of persons nominated for local, third country, or U.S. training.

9. Assists the mission and cooperating country government in the selection and development of scientific and technological information and in the establishment of available reference repositories for the government, private industry and educational institutions.

10. Participates in the analysis, planning, design, implementation and monitoring of agreed upon projects and may serve as project manager for one or more projects.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICES
HUMAN RESOURCES, EDUCATION, AND TRAINING SERIES

This series includes positions concerned with planning, developing and administering programs in the field of education, general and participant training, public administration and management education.

Position Titles Within Series

Supervisory Development Training Officer	1701.07
Development Training Officer	1701.20
Supervisory Human Resources Development Officer	1701.50
Human Resources Development Officer	1701.51
International Development Intern (Human Resources)	1701.52

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Position Title: DEVELOPMENT TRAINING OFFICER 1701.20

The Development Training Officer is responsible for planning and administering the participant training program in a country or on a regional basis.

Nature and Scope of Work

The development training program provides formal and informal training assignments for cooperating country nationals locally, in third countries or in the United States. These training programs are designed to upgrade skills and professional competence of a carefully selected group of nationals which will form a cadre of trained manpower and provide the cooperating country with the capacity to manage its own development program.

It is the AID policy that participants be trained in skills most essential to the accomplishment of sector, project or overall cooperating country development goals. This requires the full participation of the Development Training Officer in the planning and design of sector programs to ensure that full consideration is given to local manpower requirements and availabilities before final sector program/project approvals are granted.

Mission participant training programs and activities are basically concerned with:

- a. Assisting in determining training requirements in relevant sectors or projects;
- b. Analysis of training needs and the cooperating country's utilization of available manpower in economic and social development programs;
- c. Ensuring interpretation and application of policy in accordance with all applicable laws and regulations;
- d. Maintaining for cognizance of mission programs and objectives and AID policy requirements for inclusion of participant training to meet these objectives;

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- e. Implementing and managing participant training programs to achieve maximum effectiveness;
- f. Developing training budgets and establishing funding and training levels for projects having training components;
- g. Maintaining effective liaison with AID/Washington on participant training assistance programs/projects;
- h. Participation with mission and cooperating government officials in the selection of personnel for training;
- i. Administration of English language training programs;
- j. Establishing continuing follow-up and evaluation or utilization of returned participants; and
- k. Providing for pre-departure orientation.

Representative Duties

1. Keeps the mission and the cooperating government ministries fully informed on AID policies and regulations relating to the inclusion of participant training as a required component of sector programming in meeting development goals.
2. Participates with ministry and mission officials in evaluating manpower requirements for proposed sector program/projects, advises on the manpower training components, the availability of local training opportunities or the need to provide for third country or U.S. training or contractor administered participant training programs to accomplish program objectives.
3. Develops training proposals for individual programs/projects, prepares funding cost estimates and recommends training sites and training courses. Coordinates these training proposals with sector technical offices, advises on the number of participants required and the duration of training assignments and prepares necessary program/project documentation to support these proposals.

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4. Participates with the mission and cooperating government in the selection process, taking into consideration the participant's competence in the English language, educational background, work experience, growth potential and personal qualifications and attributes.

5. Reviews training plans developed by AID/Washington for U.S. or third country training programs. Following review of mission's training proposals, works with mission and cooperating government officials in resolving differences. Makes arrangements for pre-departure orientation and necessary administrative details for participants to begin training program in the United States or in the third country.

6. Manages and implements the participant training program by reviewing progress reports and maintaining records and documentation on the utilization of participants upon completion of their training assignments.

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Position Title: HUMAN RESOURCES DEVELOPMENT OFFICER 1701.51

The Human Resources Development Officer serves as the principal officer at the mission or regional level responsible for advising on and directing AID programs which involve learning, behavioral change and social growth as well as those which promote organizational and skills acquisition competencies relating to personal and institutional development.

Nature and Scope of Work

The principal goals of the human resources development program are to improve the economic, social and cultural life and expectations of people in less developed countries through program and project disciplines which include education, public and private institutional management, labor-resources, and the integration of women into the national economy. Although human resources development essentially involves these sectoral and cross-sectoral disciplines, it frequently interacts with other program areas such as agriculture, rural and urban development, population and health, development administration, research and innovation.

Human resources programs serve as the means for integrating other development assistance program activities and assisting countries in identifying development assistance problems which are impeding progress of the country to achieve economic and social development goals.

The Human Resources Development Officer participates actively with cooperating country and mission officials in broad sectoral analyses of human resource development needs and assists countries and other mission or regional office staffs in identifying and attacking problems which are impeding the progress of the country or countries to achieve these economic and social development goals. The Human Resources Development Officer works directly with senior level ministry and mission or regional office staffs in broad sectoral analyses and studies; advises on the allocation of available assistance funds and services among or between sectoral programs; and participates in the development, planning, design and evaluation of programs and projects which provide for and extend essential social institutions and services to the most needy poor, particularly through extending educational and training facilities by creating improved public and private institutional management and public administration programs at the national and local levels.

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The Human Resources Development Officer normally reports to the Mission Director and draws from other mission elements, regional offices and AID/Washington for technical and administration support and assistance. This officer maintains close contact with mission organizations for the purpose of coordinating programs exchanging information and identifying human resource needs and priorities for both self-help and external assistance and may be responsible for managing and directing the mission or regional education, public administration and behavioral science programs.

The Human Resources Development Officer provides expertise and leadership in the human resources field which may involve any of the following types of assistance projects:

1. Educational development and research; planning, analysis and design of formal and non-formal education projects; introduction of innovative techniques; identifying learning needs for all levels and types of people; cost effectiveness; education economics; curricula development; and integration of education and training programs with mission technical staffs;
2. Government administration, management analysis, planning and organization; financial analysis; analysis of cooperating government's development status and potential;
3. Research studies of economic, social and political conditions affecting human resources development;
4. Development of approaches to employment and income producing opportunities for the poor;
5. Improvement of local administrative and financial capacity to support essential services and development activities;
6. Improvement of labor relations, studies of labor unions, and labor legislation, particularly laws affecting women and children; and
7. Development of opportunities for the participation of women in the social, economic and political aspects of the country to enhance their industrial productivity and upward mobility.

Representative Duties

1. Participates with cooperating government officials in the planning, analysis, design, implementation, monitoring and evaluation of

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programs/projects for all of the diverse activities involved in human resources development. Based on cooperating country plans and identified needs and problems, collaborates with appropriate officials on detailed analysis of the overall sector, on policy formulation and on design of specific projects.

2. In consultation with cooperating government officials, recommends required amounts, types and timing of human, financial and material resources inputs for specific projects. Directs or advises on the preparation of project documentation and related agreements with the cooperating country government.

3. Advises the Mission Director and staff on all matters pertaining to policy, administration and operation of human resources development programs and administers mission assistance to such programs. Provides administrative and technical supervision to U.S. and non-U.S. mission personnel engaged in human resources development and social science research activities within the mission.

4. Maintains a constant awareness of relationships of human resources development as these interact with and depend upon the technical fields of agriculture, nutrition, health, population/family planning, rural and urban development and housing. Coordinates with and draws from other mission elements and regional offices for technical and administrative support and assistance.

5. Collaborates with other sectoral and cross-sectoral assistance programs in the integration of education programs which are designed to advance social and economic progress and extend and expand basic education and training opportunities to meet essential learning needs of the rural and urban population.

6. Provides expertise and leadership in human resources development support by working through intermediaries of the cooperating government, contractor groups, PASA and other project implementation personnel.

7. Monitors project implementation efforts of mission staff, cooperating country personnel and intermediaries and recommends action to resolve problems. Participates with cooperating government officials in replanning or modification of projects.

8. Collects and evaluates data on economic, social and political factors in the cooperating government relevant to long and short term planning and administration of development assistance.

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9. Designs, conducts, analyzes and reports studies for mission use in sector program planning with the cooperation and assistance of the cooperating country researchers and officials.

10. On the basis of such studies, evaluates effectiveness, efficiency and relevance of the U.S. assistance programs and components in terms of their economic, social and political impact and in relation to U.S. and cooperating government objectives in the area of human resources development.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
EDUCATION SERIES

The Educational Series includes positions which are responsible for planning and managing education programs and projects for developing countries.

Introduction

The principal work of this series is to provide professional assistance and support to the educational programs in developing countries. This assistance and support is directed toward helping the developing countries to expand specialized technical and basic education opportunities and training on as broad a base as possible.

Emphasis is placed on the development of educational programs to meet the learning needs of the school age and the adult population. Special attention is directed to the use of communications resources, educational technology, non-formal education as well as the formal or traditional educational systems.

Positions which are included under this series are those which are involved with the analysis, planning, design and development of regional and country-wide educational programs and those responsible for the management of educational projects.

Depending on the organizational structure of the mission or regional office, the education program may be assigned within the Human Resources Development Division or may be established as a separate Education Officer which reports directly to the Mission Director.

Position Titles Within Series

Supervisory Education Development Officer	1710.08
Education Development Officer	1710.11
International Development Intern (Education)	1710.15

1710.00.01

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Position Title: EDUCATION DEVELOPMENT OFFICER 1710.11

The Education Development Officer plans and administers the education development program of the mission or region.

Nature and Scope of Work

The AID education development program is designed to improve the economic, social and cultural life expectations of the poor in less developed countries. The thrust of the program is to improve the quality of life, increase the access of the poor to income producing opportunities and to promote greater participation of local groups and communities in development decision making and resource allocation.

Program designs will vary according to conditions and circumstances within the country or region, the size and program emphasis of the Agency's involvement, the extent of the loan and grant commitments and those of other donors, and the degree to which the cooperating government can analyze development problems and support and manage educational development projects.

To meet the educational needs of the poor, priority is given to: (1) basic educational programs for children which include functional literacy, numeracy and an elementary understanding of science and the environment and (2) basic life skills programs for adults to improve their performance of family work, business skills and acumen and societal roles.

To realize these needs and objectives, the Education Development Officer is concerned with activities which encompass the full range of non-formal education and training; formal academic education at the primary, secondary and university levels; and the development and application of innovative educational methods and technology.

The Education Development Officer works closely with the professional, scientific and educational community in evaluating the cooperating country's ability to utilize and adapt research; communications and mass media; economics as related to education; cost-effectiveness analyses; community resources; learning materials, including audiovisual techniques; curricula development; and teacher and staff training.

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The Education Development Officer provides expertise and leadership in educational development support, working through or with intermediaries of the cooperating government, contractor groups, PASA and other project implementation personnel in the development and monitoring of educational programs and projects; may also serve as the Project Manager of those educational projects for which personally responsible.

Representative Duties

1. Participates with cooperating country government and other AID officials in the analysis, planning, design, implementation, monitoring and evaluation of education programs and projects for rural and urban areas of less developed countries. Assists in identifying needs and priorities; advises on project design and development of mission generated education projects; and negotiates, coordinates and interprets educational program and policy issues across mission and cooperating country lines of authority.
2. Serves as advisor to the Mission Director and other senior staff in establishing priorities on development assistance resources for educational components of sectors and provides staff support on all aspects of education programs, projects and activities with respect to planning, design, implementation, evaluation, status and progress of projects. Participates in mission policy formulation, resource assessments, and sector analysis and studies.
3. Maintains a constant awareness of relationships of educational development activities as they interact with and depend on the technical fields of food and agriculture, rural development, nutrition, health, population/family planning, science and technology, and business and industry and ensures that training and education in sector planning is built into the program and project design of these development assistance sector specializations.
4. Serves as the mission representative for U.S. assistance in educational development with officials and representatives of the cooperating country, the United Nations, other donor countries, international and private foundations, voluntary agencies and institutions and contractual groups to:

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a. Stimulate interest, present plans and proposals, promote programs/projects, and coordinate other donor participation and commitment to prevent duplication of effort and ensure continued support for projects;

b. Develop an awareness of and competence by the cooperating country to identify self-help and external assistance needs, establish priorities, develop objectives, determine resource requirements, recognize and solve problems, present innovative programs in formal and non-formal education, conduct sector analyses and studies, and manage and evaluate assistance project implementation;

c. Provide consultation on, and examine and analyze the program policies and projects as they relate to the country's economy, development objectives, social and political aspirations of the rural and urban poor, and the constraints placed on these programs and policies by various levels of policy authority, local autonomy, resource inputs, cost/benefits, available technologies, management training and evaluation;

d. Reassess ongoing programs in light of current national economic and social needs, including the application of multidisciplinary approaches; expected work opportunities; training requirements, including facilities for training and wider participation through radio and other innovative techniques; utilization of private voluntary organizations and greater local community involvement.

5. In missions, where Development Training Officers are not regularly assigned, the Education Development Officer may plan, implement, administer and evaluate the participant training program and the related Language Training programs. Participates with appropriate mission staff and cooperating government officials in the development of training programs, the selection of participants and the evaluation of training activities.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
OCCUPATIONAL STANDARDS--FOREIGN SERVICE
CRIMINAL INVESTIGATING SERIES

The Criminal Investigating Series includes those positions engaged in the close examination of, or systematic inquiry into, acts of alleged or suspected violations of criminal statutes by persons or firms having business connections with AID.

Introduction

Criminal investigations are planned, systematic and thorough searches for facts concerned with possible violations of the law which involve inquiry into circumstances causing, affecting, surrounding, or growing out of acts of misfeasance or malfeasance. Particular attention is paid to details and the relationships of the events, people and physical circumstances involved.

Foreign Service investigation positions in AID are established in the Office of the Assistant Inspector General for Investigations to develop information required to prove or disprove possible criminal acts on the part of AID employees, contractors or outside firms having official business connections with AID. Duties may include participation in internal and external audits which appear to develop possible criminal violations of Agency regulations during the course of the audit.

Position Titles Within Series

Supervisory Inspector	1811.06
Inspector	1811.07
International Development Intern (Inspection)	1811.05

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Position Title: INSPECTOR

1811.07

The Inspector conducts inspections and investigations of suspected violations of AID Regulations and Federal Criminal and Civil Fraud Statutes by AID employees and contractors and their employees on AID-funded projects.

Under Section 239 (c) of the Foreign Assistance Act of 1961, as amended, the Office of the Assistant Inspector General for Investigations (IG/I), in addition to investigation and inspection of AID operations, conducts inspections and investigations for the Overseas Private Investment Corporation (OPIC). IG/I has the same responsibilities to OPIC as it has to AID.

Nature and Scope of Work

The Inspector is primarily responsible for planning, conducting, coordinating and supervising domestic and overseas criminal investigations and inspections affecting the integrity and efficiency of AID and OPIC-financed activities and agency personnel in an assigned regional area. The full range of investigative and inspection work performed includes: detailed review of criminal acts or civil fraud; research and analysis of sources of information following rules of criminal procedure, applying investigative techniques to develop confidential and other informational sources, conduct appropriate inquiry, and obtain depositions and signed, sworn statements; gathering and preserving legal evidence; maintaining contact and coordination with U.S. and cooperating government officials; and evaluating investigative data and correlating these with other available information.

IG/I investigation cases involving civil or criminal fraud are referred to the General Counsel, AID or the General Counsel, OPIC for legal review and further referral to the Department of Justice where determination is made as to whether or not the facts disclosed warrant criminal or civil prosecution.

Representative Duties

1. Conducts investigations related to violations of Title 18 or the U.S. Code, related Executive Orders, Code of Federal Regulations, and the Foreign Assistance Act, as amended, within the authorities and jurisdiction to perform law enforcement and investigative activities involving U.S. Government personnel or AID-financed activities.

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Upon assignment of case or specific leads, obtains information using a variety of investigative techniques to develop confidential and other information sources.

Gathers evidence and obtains documents legally sufficient for presentation in U.S. Court proceedings.

Maintains contact with senior Agency and mission officials, overseas Ambassadors, cooperating country representatives, and other law enforcement/investigative officials, including U.S. agencies, Interpol, and Foreign National law enforcement officials.

Contacts AID suppliers, shippers, contractors, importers, and exporters in the conduct of investigations to ascertain compliance with AID and other U.S. Government regulations and to ascertain if misfeasance or malfeasance action is involved.

2. Conducts inspections of Agency worldwide operations as required to determine extent of misfeasance or malfeasance such as fraud or related irregularities, including AID and OPIC-funded activities and USDA-funded distribution of Title II, P.L.480 Commodities.

3. In utilizing the services of technical experts and consultants, the Foreign Assistance Inspector establishes definitive scope of work to be preformed.

4. Is responsible for the preparation of written reports of cases investigated.

5. In consultation with the Mission Director or Deputy Mission Director, establishes and implements standards, policies and procedures for the office, including criminal investigations practice; case file management; application of statutory and regulatory constraints; administrative and management procedures including contracts, travel and correspondence; the IG/I criminal law enforcement record system; monthly and other required activity reports; training, evaluation and performance of personnel; and coordination of effort with other Auditor General, AID and OPIC activities.

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SPECIAL CASES

Although the majority of the location citations follow the pattern described previously, there are these exceptions:

- o In some of the Handbooks, a majority of the text is reprinted from the Foreign Affairs Manual (FAM). All FAM citations are marked by a '#' sign before the section number.
- o A major portion of Handbook 14 is composed of the Federal Acquisition Regulation (FAR). All citations to this publication are listed as 14:FAR(section number).
- o Three Handbook supplements that are basically separate volumes are cited as, 1B: (Procurement Policy), 3A: and 3B: (Project Managers Guidebook).
- o In Handbooks which contain both Parts as well as Chapters, the Roman numeral Part number is separated from the Arabic Chapter number by a dash (-). For example: 21:I-2A8, a citation to Chapter 2 of Part I of Handbook 21.

CROSS REFERENCES

These references provide direction for selection of index terms:-

A 'see' reference points from an unused term to the one that is used.

'x' is the reverse of see (do not bother to look) and provides a guide to terms that are not used in the index.

'see also' points to terms that are closely related.

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