

FRAMEWORK FOR RE-ENGINEERING

TASK FORCE REPORT

USAID/SENEGAL
JUNE 30, 1994

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TABLE OF CONTENTS

USAID RE-ENGINEERING: Definitions

- I. THE RETREAT AND ITS RESULTS
 - A. USAID/W's Re-engineering
 - B. Mission Director's Presentation
 - C. Incorporating the Team Concept
- II. THE TASK FORCE
 - A. Background and Formation
 - B. Strategy
 - C. Basic Principles
 - D. Team Functions
 - E. Focus Groups
- III. TEAM PRINCIPLES
- IV. THE MISSION STRUCTURE
 - A. Team structures
 - B. Satellite Staff
 - C. Scopes of Work for Key Functions
 - D. Diagrams of the Team Structure
- V. HUMAN RESOURCE ALLOCATION TO THE TEAMS
 - A. Strategic Objective Team #1
 - B. Strategic objective Team #2
 - C. Strategic Objective Team #4
 - D. Crosscutting and Target Team: The CAT Team
 - E. CORE Team
- VI. ACCESS TO INFORMATION
 - A. Requirements
 - B. Information Core Unit
- VII. EMPOWERMENT AND RE-ENGINEERING PROCESSES
 - A. Developing New Activities
 - B. Implementing Activities
 - C. Specific Processes
 - D. Empowerment of FSN Employees
 - E. Future Engineering Efforts
- VIII. STAFF APPRAISALS
 - A. Personnel Evaluations
 - B. Team Evaluations
 - C. Individual Evaluations

- D. Rating Cycle
- E. U.S. Direct Hire Employees
- F. Guidelines for an Appraisal System

IX. RECOMMENDATIONS

X. ANNEXES

- 1 - Re-Engineering the Financial Management Function in USAID/Senegal: The Financial Management CORE Unit
- 2 - Re-Engineering the Procurement and Contracting Function in USAID/Senegal: The Acquisition CORE Unit
- 3 - Program CORE Unit Functions
- 4 - Agriculture and Natural Resources (ANR) CORE Unit Functions
- 5 - Administration CORE Unit Functions
- 6 - Information Management (INFO) CORE Unit Functions
- 7 - Health, Population and Nutrition (HPN) Core Unit Functions

USAID/DAKAR RE-ENGINEERING DEFINITIONS

DREAM TEAM	Responsible for Mission strategy design and re-design, performance monitoring and reporting to USAID/W. Functions at the level of the Core, with participation of SOT members.
ACTIVITY	Project or any other self-contained service provision.
COACH	The individual responsible for managing a SOT team. The coach is ultimately responsible for the team's performance.
FACILITATOR:	The individual responsible for coordinating the Strategic Activity Implementation team.
DIFFICULTATEUR	Someone who's just trying to mess things up.
CORE TEAM OR CORE	The "skeleton" of the Mission which executes basic management, program support, liaison, technical, and administrative functions not included in the responsibilities of Strategic Objective Teams (SOTs). The Core is composed of functional units and ad hoc sub-teams. Members of these units may be assigned to SOTs as "satellite staff" on a permanent or part-time basis.
CORE- MANAGEMENT TEAM	Develops internal USAID/Senegal policy for the re-organization/re-engineering process and facilitates its implementation. (Includes resolving conflicts which cannot be resolved at SOT level). Composed of a senior member of each CORE functional unit.
STRATEGIC OBJECTIVE TEAM (SOT)	Responsible for all design, management, and evaluation/assessment activities aimed at achieving USAID/Senegal's approved Strategic Objectives. Composed of technical and support staff. Most staff are assigned to the SOT on a permanent, full-time basis, but additional staff from the Core or from USAID/W may be assigned part-time as needed.
CROSSCUTTING AND TARGETS TEAM: THE CAT TEAM	Same as the SOT definition but for activities that support more than one strategic objectives such as PVO/NGO, HRDA and TT projects and targets of opportunities in the area of decentralization and credits
STRATEGIC	Responsible for all implementation

ACTIVITY IMPLEMENTATION TEAM (SAIT) close-out of activities undertaken in support of a strategic objective. Some staff are assigned full-time and other staff part-time (from the SOT).

RE-ENGINEERING Developing new processes and systems for performing USAID/Senegal's work in order to empower staff increase and efficiency to reduce paper work.

EMPOWERMENT Providing responsibility and authority commensurate with staff capacity to carry out assigned tasks. Empowered staff become fully accountable for their performance.

SATELLITE STAFF Staff from a CORE functional unit that is detailed to a Strategic Objective Team or Activity Implementation Team on a permanent or part-time basis. Such staff may continue to receive technical guidance from the CORE -- e.g., on contracting, financial analysis, or economic analysis issues.

ACQUISITION SPECIALIST A satellite staff member of the Acquisition Core (former RCO) detailed to a SOT or the CAT who performs all contracting for services and commodities for his/her team, including writing specifications and scopes of work, issuing solicitations, negotiating, recommending selection and preparation of the award document for the contracting officer's signature at the SOT or CORE level. The Acquisition Specialist will coordinate with the Acquisition CORE Unit Coach for specialized contracting and procurement assistance when needed by the SOT.

FINANCIAL SPECIALIST Performs and coordinates all program accounting functions for an SOT. These functions include documentation review and clearance and entering the proper accounting transaction into MACS. Other accounting functions include assisting SAIT staff in developing annual expenditure plans, quarterly accrued expenditures and analyzing grantees'/participating organizations' requirements for cash advances and any other activities relating to financial management aspects of program management. The FMS is a satellite staffmember of the Financial Management Core. S/he will coordinate with the Financial Management CORE Unit Coach for specialized financial analysis assistance when needed by the SOT.

**STRATEGIC
OBJECTIVE
SPECIALIST
(SOS)**

This function is the former Project Development Specialist. This specialist is primarily responsible for coordinating the design/redesign efforts of the team; assuring quality control of the work of the SOT and SAIT team and facilitating team activities.

I. THE RETREAT AND ITS RESULTS

USAID/Senegal held a retreat on May 24-26, 1994. The participating staff members represented each office of the Mission.

The goals of the retreat were to:

- * Establish a set of mutually agreed upon values which will be guiding principles for all USAID/Senegal work.
- * Discuss ways of restructuring USAID/Senegal to operate more effectively and efficiently in its partnership with the Senegalese.

During the first day of the retreat, the participants developed a list of expectations for the retreat. The key concepts of effective management and achievement of results were discussed. The key concepts were as follows: (1) **Vision** (what is the mission of your organization?); (2) **Values** (what norms are important to achieve the mission?); and (3) **People** (core values need to be shared by the people in the organization to achieve the mission).

In order to move forward with a new vision for the future, the group decided that they needed to discuss why the Mission had been "dysfunctional" and/or "mean-spirited"; a view expressed by many who were interviewed by one of the facilitators.

A list was made by the group and they decided to keep it until the move to the new office building. Prior to the move, we would review it to ensure that the issues had been addressed and then to bury the list for all time. The group talked about the need to find ways to heal the organization by changing people's attitudes and relationships as well as looking at a structure which facilitates teamwork and communication. It was decided that it is each person's responsibility to make this happen.

On the second day of the retreat, we discussed (a) the concepts of USAID's new re-engineering plan and how they might apply to USAID/Senegal; (b) how the Mission could restructure itself to be more effective; and (c) ways to incorporate the team concept into the Mission's everyday work.

A. USAID/W's Re-Engineering

The concepts developed in USAID's proposed re-engineering plan and the many reforms being designed in order to streamline the Agency and make it more results oriented. The goal of the re-engineering plan is to help the Agency to obtain development results. To achieve this goal, there will be streamlined procedures and more delegation of authority to the field for decision making and more

empowerment of staff to make decisions. This will mean less paper, fewer clearances and more time to be out in the field working to achieve development results.

The group liked most of the concepts in the report but had some concerns about focusing too much on results, ways of ensuring accountability and too great a reliance on computer technology.

B. Mission Director's Presentation

The Mission Director, Anne Williams, distributed a staffing list, functional plan and two floor plans for the new office building. Participants were asked to look at the staffing list and to consider developing a new staffing list which would best use U.S. expertise in relation to Senegalese expertise. Which U.S. Direct Hire positions will USAID/Senegal need?

Next a proposed Functional Plan was presented which does away with the offices as they are now and reorganizes the Mission by Strategic Objectives under the CPSP.

It was suggested that staff be organized and physically situated in the new building around functional teams. It was also stated that Delegation of Authorities (DOAs) will be prepared by the RLA on all issues from the most complex to the most simple in order to further empower staff. As people began considering this proposal they were encouraged to consider how to involve everyone in the process - including staff not present at the retreat. Ms. Williams concluded her presentation by indicating that the current system of employee awards and incentives needs to be examined. She also stated that she was going to make it mandatory for every person to take a field trip at least once a year and that project managers must field trips at least once per quarter.

The Mission Director also explained that a cable had been sent to Missions requesting submission of nominations for reinvention labs. USAID/W is searching for Missions that represent different geographic regions; sizes; levels of program complexity and social structure and political philosophies. The cable indicated that it would be important to find matches between a mission's reinvention efforts and the proposed re-engineering systems. Missions would be asked to mobilize creative energies to test, develop and further refine principles, concepts and approaches that were discussed in the report. Becoming a Re-engineering Lab will mean being asked questions like "what's working?"; "What kind of hardware, software or training are you going to need", etc. It would be a partnership focusing on participation, teamwork and customer service. It is anticipated that by October 1995, a system for all USAID would be developed based on the lessons learned from the re-invention labs.

Whether or not USAID/Senegal would be a re-invention lab would be decided after the question had been posed to all of the Mission.

However, most present at the retreat wanted to move forward with a re-invention lab nomination of USAID/Senegal.

C. Incorporating the Team Concept

Participants at the retreat were then asked to form small groups to discuss Ms. Williams' proposal and decide whether they wanted to organize by function; what modifications were needed; and what were the important next steps. During the third day of the retreat, small groups reported on the questions posed from the previous day. Each group agreed that they would like to reorganize using functional teams. Many modifications were presented including the formation of other teams; creating "pools" to serve as back-up support, etc.

II. THE TASK FORCE

A. Background and Formation

As recommended by the participants at the Mission Retreat, a Task Force was formed to address the three issues:

- ◆Develop/recommend and defend overall organizational structure for USAID/Senegal Mission;
- ◆Consider various models and options organized around teams to achieve CPSP objectives; and
- ◆Identify processes and procedures that need to change/occur to put the new organizational structure in place.

The Task Force will include two full time facilitators and representatives from each of the current offices taking into consideration workload and planned leave. The Task Force will have a mix of male/female and FSN/USDH and include people who attended the retreat and others. A final report from the Task Force is due on June 30, 1994.

The Task Force consisted of the following members:

Lance Jepson, ANR facilitator; Olga Sedo, PPS co-facilitator; Wayne McKeel, OFM; Sophie Ndiaye, OFM; Francois Faye, ANR; Mawa Diop, ANR; Charles Debose, HPN; Fatimata Hane, HPNO; Mamadou Kane, PPS; Badara Ndiaye, EXO; Margaret Ndiaye, EXO; Sharon Cromer, RCO; and Colette Cowey, PPS. Souham Wehbe, ANR, and Mama Ndeye Ba, PPS, assisted with the report preparation.

The Task Force held its first meeting on June 3, 1994:

The Task Force drew upon Mission personnel to complete its assignment and created internal focus groups or sub-committees to complete its work. Also, the entire Mission was kept abreast of the Task Force's progress with periodic updates and a Mission wide-interim meeting.

B. Strategy

The Task Force undertook the following:

1. Restated and discussed the Mission's strategic objectives based on the CPSP. Each technical office explained its strategic objectives. The Mission has four Strategic Objectives which are: decrease in family size; increase in crop productivity; increase value of tree productivity; and increase liberalization of markets.
2. Each representative of the current Mission offices, including EXO, PRM, RCO, OFM identified all project activities that contributed to meeting the strategic objectives and described how the Mission's current project and non-project assistance portfolio

supported the four strategic objectives.

3. Identified the functions required to complete the activities and those support activities that each office is obligated to carry-out; namely reports to USAID/W, Congress, etc.
4. Grouped these functions into similar categories;
5. Determined the expertise required to carry out each of these functions;
6. Developed teams to undertake these functions; and
7. Determined the technical and coordinating/facilitating staff roles.

C. Basic Principles

The Mission reorganization will be based on the productivity team concept. This concept was accepted by 100% of those attending the retreat. The resulting teams will be interdisciplinary and organized around the strategic objectives contained in the CPSP. Based on experience there are four principles of organization of teams:

- ◆ the delegation of program decision-making to those who are directly responsible for those programs;
- ◆ the use of interdisciplinary teams where planning and implementation involve several offices;
- ◆ the inclusion on those teams of only those people who have a good functional reason for being included; and
- ◆ the assignment of clear and manageable roles and functions to those teams.

Adopting this team concept, the Task Force then agreed on the following basic working principles:

- ◆ Senegal and the Mission Development Program are the winners from this reorganization.
- ◆ The teams will be organized around the strategic objectives of the mission's CPSP.
- ◆ There will be no losers, everyone will have a role to play.
- ◆ The team concept requires giving up of some turf so that everybody is part of the system. This is a time to question but not a time to stall. The objective of the reorganization is not to sack personnel or to deflate the size of the mission. However, if people do not want to be a part of the team effort, then they should consider job opportunities outside of this Mission.
- ◆ An improved information flow and improved communication is a key element in the team concept: this includes a streamlined documentation system and less paper work and an efficient clearance process.

- ◆ Although the CPSP could be marginally revised, this is not part of the Task Force's assignment and, thus the current strategic objectives of the CPSP remain valid.
- ◆ Because the Mission is securing a new office building, reorganization must be completed on a timely basis. The Task Force will complete its work by the end of June.
- ◆ Each mission member will be well informed of the Task Force's progress. The Task Force will also report to the Mission on a periodic basis as it moves through the re-organization process.
- ◆ Participation, empowerment and transparency are the key principles that the Task Force will invoke as they develop the team concept.

D. Team Functions

The Task Force discussed and determined that the Mission's activities could be grouped into two basic functions: those functions that support the achievements of the Mission's Strategic Objective and those functions that accomplishment other tasks that must be done by the Mission. Teams have been developed for these two functions. They are the CORE Team and the Strategic Objective Teams. The basic models for the CORE Team and Strategic Objective Teams are discussed below.

1. The Strategic Objective Teams (SOT) and the Crosscutting and Targets Team, the CAT Team, will have the following basic work requirements:

i. Identification of Required Resources

- (a) Planning/design
- (b) Resources - labor, materials, and capitals
- (c) Concurrences/Approvals
- (d) Contracting
- (e) Budgeting/Financial
- (f) Technical

ii Implementation

- (a) Training
- (b) Procurement & Logistic management
- (c) Budgeting/Financial analysis
- (d) Data management
- (e) Contracting
- (f) Monitoring & Supervision
- (g) Coordination & Liaison
- (h) Technical

iii Research

iv Policy Advice/Expertise

v Program/Project Output
Performance and Evaluation Functions:

- (a) Assessment and Evaluation
- (b) Efforts
- (c) Process
- (d) Adequacy of performance
- (e) Impact

vi Closeout

2. The Task Force identified three Strategic Objective Teams (SOTs):

i. SOT #1 will work toward the achievement of the CPSP Strategic Objective to decrease family size. The major project in this SOT is the Senegal Child Survival/Family Planning (SCS/FP) project. Within SOT #1, the Task Force agreed that it would be appropriate to place the AIDS project which is a target of opportunity, because of ease of management, and the location of the technical experts.

ii. SOT #2 will work toward the achievement of the CPSP Strategic Objectives (2&3) to increase crop productivity and

increase value of tree production. The major projects in this SOT #2 include SZWM, NRBAR, KAED and CBNRM. Three of the four projects in these SO areas contain activities which contribute to both of the Strategic Objectives.

iii. SOT #4 will work toward the achievement of the CPSP Strategic Objective to increase liberalization of markets. The Rice Structural Adjustment (RSA) project directly contributes to the Strategic Objective. While the PL-480 program also contributes to increased private sector activity, it focuses on the decrease in government regulations in the natural resource management area which is target 2 of SO 4. Therefore, the PL-480 program has also been included in SOT #3.

iv. The CAT (i.e. the Crosscutting and Targets team) is the fourth team identified by the Task Force. The CAT Team will identify targets of opportunity in the CPSP target areas of democratization and credit; and implement the TOO activities and crosscutting activities. The task force has grouped together the following projects into the crosscutting category: PVO/NGO support project, the Transfer of Technology (TT) project and the Human Resource Development Assistance (HRDA) project.

There are a few current projects that do not fit into any of the SOTs or CAT teams because they are not aligned with the Mission's CPSP. These misfit projects will not be "coached" by the teams. Instead they will be managed by the current project officer until their closeouts. All the misfit projects will be closed no later than end of FY94.

E. FOCUS GROUPS

The Task Force has reached a point in mid-June where it had to have more detailed information in order to make additional progress towards meeting the goal of proposing a restructured Mission. The following focus groups were formed to assist in considering the various issues in organizing the Mission into teams to achieve the Strategic Objectives of the CPSP:

1. Empowerment/Delegation of Authority to strategic objective teams:
Chairperson: Sharon Cromer
2. Developing position descriptions for core team coach, strategic objective team and strategic implementing committee:
Chairperson: Colette Cowey
3. Data management/communications (including consideration of documentation center) and Evaluation & Monitoring.
Chairperson: Margaret Ndiaye

5. Organization & Responsibilities of satellite personnel:
Chairperson: Olga Sedo
6. Committee on EER's postponed until later date.
7. Number of staff required at SOT and SAIT level:
Chairperson: Francois Faye
8. PDO Role.
Chairperson: Mamadou Kane
9. Liaison.
Chairperson: Ousmane Sane

III. TEAM PRINCIPLES

The Task Force agreed to incorporate the following principles in developing the new Mission structure based on the team concept:

A. People should have a clear idea of what they are attempting to accomplish.

- What are the goals? The goals should clearly relate to Mission's Strategic Objectives.
- There should be a general agreement on the processes as used in meeting these objectives.

B. Each member should really feel that he/she is a part of the team. Everyone should feel respected and accepted as a member of the team.

There should be:

- Free and open exchange of ideas
- Participation in decision-making
- Access to relevant information (willingness to share)
- Recognition (the individual should feel needed)
- Each one should feel responsible for the quality of the team's work and its productivity

C. Each team member should make every effort to improve his/her human relations skills and get to know the other team members better.

D. There should be periodic evaluations of the team's accomplishments with everyone participating.

IV. THE MISSION TEAM STRUCTURE

A. TEAM STRUCTURE

1. Strategic Activity Implementation Team (SAIT)

The SAIT will be responsible for implementing an activity that has been designed and approved for funding under a Strategic Objective Team (see SOT under 2 below). The SAIT will be composed of both full-time and part-time staff, all of whom are assigned to the SOT. When the SAIT deems it necessary, it will draw on additional human resources available from the CORE as well as outside of the Mission (e.g., REDSO, AID/W and contract). One of the full-time staff members of the SAIT will be selected by the SAIT members to fulfill the role of SAIT facilitators.

Many SAITs may, and normally, will exist under an SOT.

2. Strategic Objective Team (SOT)

The SOT will be responsible for the conception and design of all approved new activities under a Strategic Objective. Each SOT is led by a Coach who, among other duties, monitors the performance and coordinates the work of the SAITs, modifies strategic performance indicators, develops, maintains and analyzes the strategic objective database and prepares performance reports, and feeds information to the CORE to enable it to carry-out CORE specific reporting functions. The Coach also determines the time allocation of members who work part-time on each SAIT (e.g. Acquisition Specialist, Financial Specialist, Translator, etc.) and assists in establishing priorities among the competing needs of SAITs when they arise. The SOT will have one full-time coach who will initially have redelegated contracting authority up to \$25,000.

3. Core Team

The *CORE Team* is the USAID group responsible for performing those functions (basic management, program support, policy formulation, research, liaison, technical, financial and administration) not strictly associated with the achievement of any particular Strategic Objective, but which are necessary to meeting the Mission's overall strategic objectives. The Core Team is also responsible for assigning *Satellite* staff to Strategic Objective Teams as needed and when so requested. The **CORE** Team is composed of the *functional* disciplines of 1) Agriculture and Natural Resources 2) Health, Population and Nutrition, 3) Program, 4) Acquisition (RCO) 5) RLA, 6) Administration, 7) Information Management and 8) Financial Management. The *Coach* of the *Core Team* is the Mission Director. The alternate or Deputy Coach may be the

Deputy Director or Coaches of Core Units.

Each CORE Unit Function is headed by a manager or Unit Coach who is responsible for assigning Satellite staff to SOTs and assuring that her group's basic mandate is properly executed at the CORE level. The CORE Unit's Coach is also responsible for monitoring the performance of technical staff assigned to SOTs. This is done through interaction with the SOT Coach, AID Facilitators and Satellite staff.

The CORE Management Team (CMT) is made up of the Mission Director (Coach) and/ or Deputy and Coaches from each of the CORE's Unit. The CMT formulates Mission-wide policy, continuously monitors Mission operations, performs liaison with the Government of Senegal and USAID/Washington, evaluates overall Mission performance in meeting objectives and such other functions as the Coach and Team members decide are necessary.

The Core Coach evaluates SOT performance in achieving its strategic objectives and those of the Mission by reviewing SOT evaluations, external and internal reports, and other data/research at her disposal; and through leading SOT implementation reviews. In general, SOTs determine their own strategies and behavioral style as long as satisfactory progress is made toward achieving strategic objectives.

The Core's Unit Coaches assure that their own particular functional discipline is understood not only by their Satellite Staff but by all members of SOTs/SAITs. Training of Satellite staff as well as SAIT Facilitators, SOT/CAT Coaches and other actors is seen by CORE Unit Coaches as essential to their performance and that of all the various teams of the Mission. These Core Unit Coaches will also be seized with the need for continuing coordination/liaison/communication with all members of SOTs to assure the highest standards of professional performance is attained by SOT members.

In addition to the above functions, there will be other tasks that arise unexpectedly or temporarily that are unrelated to a strategic objective: the CORE staff will complete these tasks as well by forming task forces or sub-teams. Within the CORE Team, numerous sub-teams may be formed to address specific issues. For example, from the CORE Team will be formed a Re-Engineering Team, composed of members selected from a cross-section of the CORE to monitor the Mission's re-engineering efforts and make recommendations to improve upon the system. This sub-team may be a group that meets periodically to review information and address issues. It will be dissolved when the re-engineering effort is deemed to be complete.

Finally, the Core Team may reproduce itself in many forms to suit different purposes- from design through evaluation. Its nature is

to preserve a permanent functional unit structure while giving birth and death to many temporary organization groups. As a group's purpose is served (through success, failure or disinterest), it the CORE sub-team dissolves itself. Except for the functional CORE Units, permanent structure is not an ideal for the Core Team's creations.

Core members may serve on the Mission Director's "Dream Team". The Dream Team is responsible for strategy design, overall performance monitoring, reporting to Washington and design of new activities. The Dream Team focuses on possibilities and alternatives.

The Dream Team is structured only so much as necessary to achieve objectives set by its Coach (Mission Director) and members. It imagines possibilities tempered with the realism of the existing Senegalese and Washington political, social and cultural environments.

B. Satellite Staff

1. Definition and Composition

Satellite staff personnel are analytical/technical employees who are assigned from the Core Team to serve as either full time or part time members of SOTs. Satellite personnel provide analytical and technical services to the Strategic Activity Implementation Team (SAIT) in their respective areas of expertise where the outcomes have important implications for the operations of the team toward achievement of impact.

Satellite personnel will be selected as part of a team on a permanent basis or on a part time basis depending on needs of SOTs.

2. Technical Specialties

Satellite personnel, selected for their special expertise, may include the following:

- financial specialist such as accountant or financial analyst;
- contracting/procurement specialist;
- social scientist;
- information management system specialist;
- translator;
- natural resource specialist.

The purpose is to have ready access to expertise to cover program management requirements such as financial analysis, audit management, project contracting and procurement management, information management, preparation of activity implementation documents, translation services, and gender coordination issues. These important but intermittent needs require specialized

technical assistance support. Once the Satellite specialists are assigned to a team, they, like others, will work as full team members in a multi-disciplinary setting.

3. Advantage of this Approach

Short term (or less than full time) assignment of specialized expertise will enable SAITs to respond quickly and effectively to implementation actions; and avoid duplication of effort, time and resources. Further, this approach should result in more efficient and less paper intensive processes.

Depending on the size and complexity and needs of the SAIT in the SOT, satellite personnel will be assigned on a full-time or part time basis. The guiding principles for forming a satellite personnel in an SAIT will be (1) the physical proximity and ready availability of the satellite member in the SOT; and (2) the agreement on and commitment to SOT objectives. The satellite employee will help SAITs deliver quality and timely implementation actions. The satellite employees should understand that they are selected as part of the team, and that they should be aware of the importance of the interrelationships within a team to the success of the effort.

The incorporation of satellite personnel in SAITs is considered a high priority in the reorganization plan. The criteria for selection will evolve over the implementation of reorganization plan. However, we should encourage selection of satellite employee on a voluntary basis. Staff should share and identify with the sustainable development objectives pursued by a SOT.

The satellite employee should know and know well the strategic objectives of his/her SOT. Perhaps an orientation session to familiarize "support teams" will be sufficient early after assigning satellite personnel to a SOTs.

C. Scopes of Work for Key Functions

1. The Strategic Activity Implementation Team (SAIT)

i. General: Responsible for all activity implementation (including evaluation) and closeout actions. Carries out its tasks under the guidance of the Strategic Objective Team.

a. Ensure a full understanding among relevant USAID, GOS, and contractor staff, as well as beneficiaries, of the goal and methods of the activity.

b. Identify and mobilize resources needed (USAID and other) to carry out the activity.

- c. Manage the selection process for contractors. (SOT design team prepares contractible S.O.W. or other project document and issues RFP).
- d. Plan, coordinate, and supervise (review) the work of technical assistance team(s). Coordinate contacts between the T.A. team and the GOS.
- e. Prepare technical documentation as needed during the implementation phase.
- f. Prepare and execute all procurement actions required for implementation.
- g. Issue financial management guidelines for contractors, arrange cash advances as needed, plan audit execution and review audit results.
- h. Maintain USAID financial/accounting information on the activity; verify availability of funds.
- i. Provide administrative services to contract teams and TDY personnel as needed.
- j. Monitor activity performance.
- k. Plan, contract for, and manage activity evaluations.
- l. Redesign activity as needed.
- m. Coordinate USAID access to data developed by contract team.

2. Strategic Objective Team (SOT)

- i. General: Develops and recommends to Mission Management the approach to take in achieving the S.O. Identifies and designs activities and provides guidance for their implementation. Takes full responsibility for achievement of performance targets.
 - a. Develop an appropriately focused research program (e.g., sector research, household surveys, KAP).
 - b. Identify, modify strategic performance indicators and monitor performance towards meeting the S.O.
 - c. Design activities and prepare all required documentation (e.g., from concept paper to contractible SOW as proposed by RCO).
 - d. Develop guidance for an coordinate the work of Activity Implementation Teams, as needed (e.g., ensuring compatible monitoring systems; collaboration in the same geographic area).

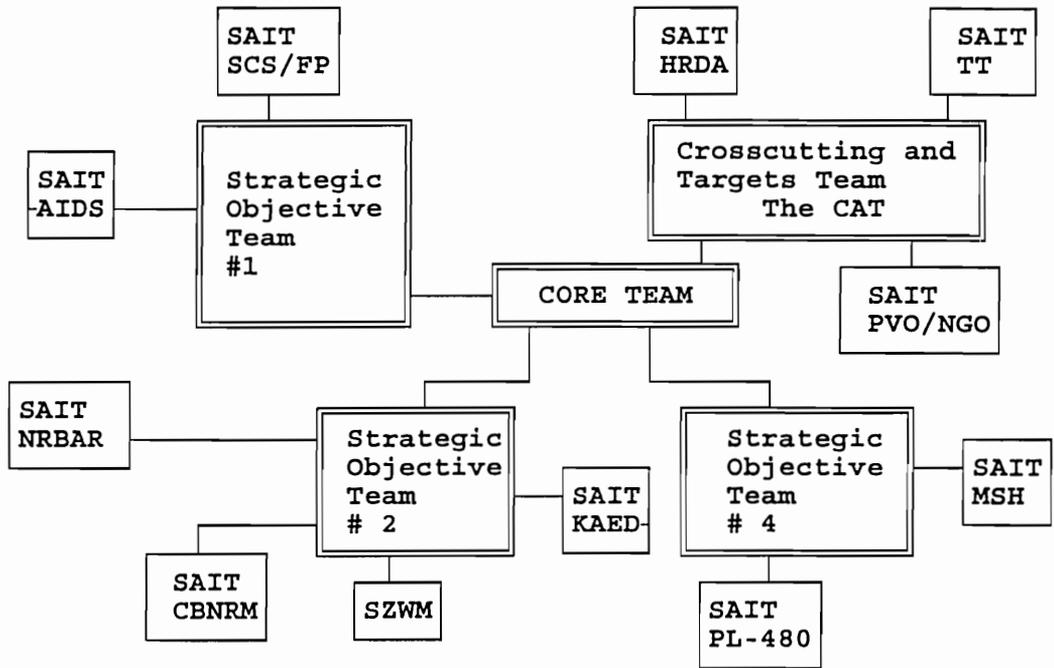
- e. Develop, maintain, analyze the S.O. database. Prepare S.O. performance reports.
- f. Review/approve activity evaluation reports.
- g. Coordinate with other donors in the S.O. "sector".

3. Coach

- a. Ensure that other units (S.O.Ts, CORE) of the Mission are fully informed of the work of the SOT.
- b. Flag cross-cutting issues (e.g., WID, NGOs, private sector, credit, decentralization) for the attention of other responsible units.
- c. Marshall Mission and USAID/W resources to achieve S.O. targets, and demonstrate progress towards meeting those targets.
- d. Develop workplans for S.O. team members, including the facilitators of the Activity Implementation Teams, supervise and evaluate full-time members, and participate in assessing the work of part-time members.

D. Diagrams of the Team Structure and Concept

1. Satellite Image of Mission Team Structure

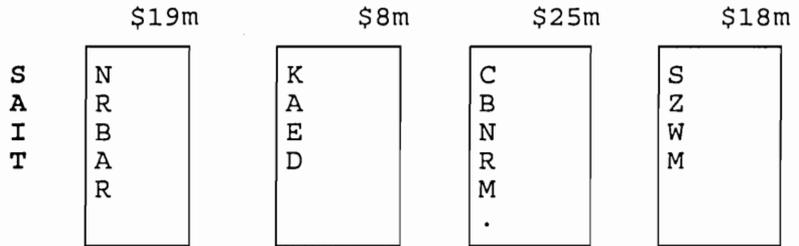


2. The Structure of the SOTs, the CAT and the SAITs

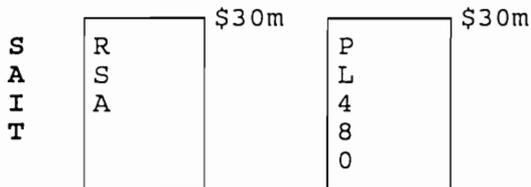
- SOT #1 **DECREASED FAMILY SIZE (SO#1)**
 1. Increased Use of Modern Contraceptives
 2. Increased Awareness of Mod. Con.



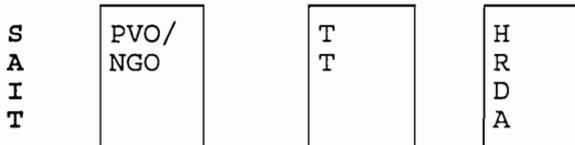
- SOT #2 **INCREASED CROP PRODUCTIVITY (SO#2)**
 1. Increased Soil Productivity
 2. Increased Use of Adapted Technology
INCREASED VALUE OF TREE PRODUCTION (SO#3)
 1. Plant more trees
 2. Increased Conservation of Trees



- SOT #4 **INCREASED LIBERALIZATION OF MARKETS (SO#4)**
 1. Increase Role of Private Sector
 2. Decrease Government's Regulations



**THE CAT TEAM DEMOCRATIZATION and CREDIT (Targets of Opportunity)
 CROSSCUTTING ACTIVITIES**



V. HUMAN RESOURCE ALLOCATION TO THE TEAMS

The teams cannot function without the right mixture of functional categories and a sufficient quantity of people to complete the team's goals. After many hours of discussion, the Task Force compiled a list of the functional categories of personnel needed to carry-out the purposes of the different teams. For example, it was envisioned that SOT#1 would need personnel that represent the following functions: Health Economist, Acquisition Specialist, Financial Specialist, Strategic Objective Specialist, Reproductive Health Specialist, Translator, Administrative Assistant, etc. Initially only the functions were identified and the percentages of time the team would need of that function. Later the Task Force assigned, where it is deemed feasible and on an indicative basis, the names of individuals to the various functions within each team. The following represents the composition of each team by percentage of time (full or part-time); function and individual names. It was not feasible to insert the names of everyone because the Task Force felt that some positions did not have an individual that is currently trained in the Mission to carry-out a certain function. Consequently, there would be a "pool" of positions or jobs and a pool of persons who could bid on those jobs and be re-trained. Also the Task Force envisions that there are a select number of positions that are so specialized that the Mission would be required to seek applications from outside sources rather than re-train current staff. These positions include a Reproductive Health Specialist, a Social Analyst and, perhaps, a Health Economist/Health, Financial & Sustainability Specialist.

The following is a list of the recommended assignments of Mission staff to various teams:

A. STRATEGIC OBJECTIVE TEAM #1: DECREASED FAMILY SIZE

Full-Time Team Members

- Linda Lankenau, COACH
- Fatimata Sy, Facilitator, SAIT - SCS/FP
- Massaer Gueye, Facilitator, SAIT-AIDS (Target of Opportunity)
- Mamadou Kane, Strategic Objective Specialist
- Marie Diouf, Acquisition Specialist
- Danielle Haddad, Financial Specialist
- Aline Correa, WID/Municipality/Traditional Healer Specialist
- Dieynaba Diallo, Social Marketing & Conceptive Logisitic Management Specialist
- Administrative Assistant (pool)
- Aminata Beye, Secretary

Part-Time Team Members

- Amadou Ly, PVO/NGO Management Specialist

- Christian Barrat, IDI, Data Management Specialist and AIDs
- Health Economist/Health, Financial & Sustainability Specialist (pool)
- Reproductive Health Specialist (pool)
- Training Specialist (pool)
- Alioune Gueye, Translator
- Madiodio Niasse, Social Analyst
- Haoussatou Keita, Secretary

B. STRATEGIC OBJECTIVE TEAM # 2: INCREASED CROP PRODUCTIVITY and INCREASE VALUE OF TREE PRODUCTION

Full-Time Team Members

- Mark Smith, COACH
- Mamadou Ba, Matching Grant Specialist
- David Diop, Facilitator CBNRM
- Ousmane Faye, Acquisition Specialist
- Alioune Ndiaye, Financial Specialist
- Anicet Dansou, Financial Specialist
- Mawa Diop, Facilitator, SAIT/NRBAR
- Abdoulaye Barro, Facilitator, SAIT/SZWM
- Mamadou Ndaw, Facilitator, SAIT/KAED
- Samba Khary Fall, Engineer/Environmental Specialist
- Data Base Specialist (pool)
- Administrative Assistant-TBD
- Administrative Assistant-TBD
- Secretary-TBD
- Secretary-TBD

Part-Time Team Members

- Francois Faye, Agriculture and Natural Resource Management (AG/NRM) Specialist
- Lamine Thiam, Agriculture Economist
- Madiodio Niasse, Social Analyst
- Mame Coumba Diop, NRM Policy Specialist
- Training Specialist
- Kemo Balajo, Engineer/Environmental Specialist
- Translator

C. STRATEGIC OBJECTIVE TEAM #4: INCREASED LIBERALIZATION OF MARKETS

Full-Time Team Members

- Olga Sedo, Facilitator, SAIT/PL-480
- Julienne Nunez, Food AID Assistant
- Administrative Assistant/Secretary, TBD

Part-Time Team Members

- Kifle Nagash, COACH
- Lamine Thiam, Agriculture Economist
- Madiodio Niasse, Sociologist
- Ousmane Sane, Macro economist
- Mamadou Niasse, Financial Specialist
- Babacar Thioune, Acquisition Specialist

D. CROSSCUTTING AND TARGETS (CAT) TEAM: PVO/NGO SUPPORT, TRANSFER OF TECHNOLOGY (TT), HUMAN RESOURCES DEVELOPMENT (HRDA) CROSSCUTTING ACTIVITIES and THE DEMOCRATIZATION AND CREDITS TARGETS OF OPPORTUNITY

Full-Time Team Members

- Lisa Franchett, Coach
- Ousmane Ndao, Facilitator, SAIT/HRDA
- Mamadou Diarra, Training Specialist
- Administrative Assistant (pool)
- Secretary (pool)
- Bintou Ka, Facilitator, SAIT/PVO/NGO
- Oumou Ba,
- Strategic Objective Specialist (pool)

Part-Time Team Members

- Issa Mbaye, Facilitator, SAIT/TT and Engineer/Environment Specialist
- Marie-Claire Sow, Acquisition Specialist
- Lamine Thiam, Agriculture Economist
- Ousseynou Dieng, Financial Specialist
- Sociologist (pool)
- Francois Faye, AG/NRM Specialist
- Charles DeBose, Health Specialist

E. CORE TEAM

- Anne Williams, Mission Director, Coach
- Douglas Sheldon, Deputy Mission Director, Deputy Coach
- Regional Legal Advisor-TBD
- Rosa Nelson, Secretary
- Minerva Arthur, Secretary
- All CORE Unit staff who are listed under the CORE Units below. (Core staff listed below can be re-grouped into other sub-units-- e.g. management team, program analysis/monitoring team, etc, as previously stated on page 11 of this report):

Financial Management CORE Unit

- John Katt, Controller, Coach
- Cameron Weber, IDI, B&A
- El Haj Sané, Chief Accountant
- Cesar Kouassi, Accountant (RIG)
- Sophie Ndiaye, OE Accountant
- Vincent Gomis, MACS
- Marie Claire Nahmé, Voucher Examiner
- Marame Mbaye, Voucher Examiner
- Augusta Dieng, Voucher Examiner
- Fatou Sy Fall, Voucher Examiner
- Nado DeSouza, Voucher Examiner
- Claudine Armstrong, Voucher Examiner
- Fatou Sall, Payroll Liaison
- Elizabeth Madi, Secretary*
- Abdou Mbaye, Cashier
- Bakary Nombri, Clerical
- Ousseynou Dieng, Financial Analyst
- Mamadou Niasse, Financial Analyst

* This individual has indicated that she would like to be assigned to an SOT. Efforts will be made to accommodate all staff in light of the Mission's requirements.

Program CORE Unit

- Jan VanderVeen, Coach
- Massar Beye, Portfolio Analyst
- Seydou Cissé, Program Analyst
- Madiodio Niasse, Social Analyst
- Kifle Negash, Program Economist
- Ousmane Sané, Macro/Sector/Financial Economist
- Sounka Ndiaye, Macro/Sector/Statistical Economist
- Private Sector Specialist-TBD
- Administrative Assistant-TBD
- Secretary-TBD

Acquisition CORE Unit

Sharon Cromer, Contracting Officer, Coach
 Aissatou Mbengue, Acquisition Assistant
 Bernadette Daluz, Administrative Assistant
 Marie Claire Sow, Acquisition Specialist
 Babacar Thioune, Acquisition Specialist
 * Acquisition Specialist - new position TBD based on increase in RCO client pool

Health, Nutrition and Population (HPN) CORE Unit

- Charles Debose, Health Specialist, Coach
- Strategic Objective Specialist (pool), Deputy Coach

- Pascaline Boissy, Administrative Assistant
- Massaer Gueye, Aids Management Specialist
- Health Economist/Health, Financial & Sustainability Specialist
- Ousseynou Dieng, Financial Specialist
- Christian Barrat, IDI/Data Management Specialist
- Amadou Ly, PVO/NGO Specialist

Agriculture and Natural Resources (ANR) CORE Unit

- Ernest Gibson, Coach
- Iqbal Qazi, Engineer
- Francois Faye, AG/NRM Specialist
- Moribadjan Keita,
- Mame Coumba Diop, NRM Specialist
- Administrative Assistant-TBD
- Social Analyst

Administrative Core Unit

- Tom Ray, Coach
- Margaret Ndiaye, Deputy Coach
- Aminata Dieme
- Lalla Fall*
- Yacouba Kallo
- Badara Ndiaye*
- Maria Teresa Roberto*
- Helen Napel*
- Pierre Nounez
- Bissenty Correa
- Moise Ehemba
- Ibrahima Ndiaye
- Oumy Dieng
- Ngone Gueye
- Marie Helene Ndiaye
- Baguilly Sy
- Keledia Diagne
- Adam Diop
- Babacar Diop
- Ibra Diop
- Maguette Diop
- Issa Diouf
- Doury Guisse
- El Hadj Lo
- Oumar Ndao
- Doudou Njie
- Diacaria Sane
- Fanyima Yabo
- CHAR Force

* These individuals have indicated that they would like to be transferred to the INFO CORE Unit. At this time it is difficult

for the Task Force to precisely identify the exact number of positions and functions for the INFO CORE Unit. Therefore, the Task Force recommends that an Information management Specialist be brought to the Mission for a period to undertake the task of analyzing the functional requirements in both the Administrative and INFO Core Units and make recommendations for positions and personnel levels. After this task is completed positions may be filled via assignment or the pool. Until this task is accomplished the Mission's immediate, interim needs are in the Administrative CORE Unit. Therefore, these astericked individuals will remain in the Administrative CORE Unit until the above issues are resolved.

Information Management (INFO) CORE Unit

- USDH, COACH -TBD
- Abdou Ndiaye
- Madeleine Diop
- Ibrahima Sene
- Souleymane Diakhate
- El H. Mbaye Badiane
- Etienne Bassene
- Louis Bassene
- Ndondo Diaw
- Fatou Traore
- Fatou Kadir
- Fatou Ndeye Sarr
- Janco Njie
- Issa Sow
- Ibrahima Fall
- Mouhamadou Ndiaye
- Ousmane Djiba

NOTE: If any names have been omitted from the above lists, consider it an error. It is not the intention of this Task Force to overlook or exclude any Mission employee.

VI. ACCESS TO INFORMATION

A. Requirements

In order for a team to optimally function, it requires all of the resources to be at its ready disposal. To have information available to all team members, the Mission's current information system will have to be overhauled. Upgrading equipment and making it accessible to the teams will be essential. To empower each team, particularly the SOTs and the CAT, the Task Force finds that the following minimal requirements must be satisfied:

1. Each SOT, the CAT and the CORE should be provided with their own fax machine and high capacity copier.
2. The telephone system must be decentralized so that each SOT and the CAT can have their own outside telephone line and number. Also each SOT, the CAT and each CORE Unit should have the capacity to make long distance telephone calls directly through IDT/MCI or some other service (centralized into the CORE Mitel system).
3. Each SOT, the CAT and each CORE Unit should have one centrally located filing system and a designated full-time Records Management Specialist.
4. Each member of a SOT and the CAT must have a desk top computer workstation.
5. Each Mission employee should have the ability to access the information necessary to accomplish his/her work at their desktop workstation, including both numeric and text data. Access should also mean having friendly tools to make ad-hoc queries, rather than relying on predefined report programs.
6. All SOT, CAT and CORE members should have access to current automated summary information in an easy-to-digest formats for monitoring, decision-making, and external reporting purposes. An example includes the procurement tracking which everyone should be able to access.
7. All Mission personnel should have reliable and secure communications links between AID/Dakar and AID/W, and between AID/Dakar and other Missions, for both voice and data.
8. All Mission personnel should be able to interchange data between the Mission and its contractors, other donors, other USG agencies and the general public in electronic form.
9. The design of a new suite of integrated corporate systems for the Mission should include the following features:

- a. The business transactions of the Mission should take place electronically, with data entered only once at the point of origin. Electronic approvals of transactions could be provided in most systems. Information essential for records management and audit purposes will be captured and preserved automatically.
- b. The Mission-developed corporate systems should conform to a standard "look and feel" in terms of screen layout, use of function keys, etc. This use of a "Common User Interface (CUI)" will reduce training requirements and make it easy for staff to adapt to new automated systems.
- c. Similar functions will be performed on the same standardized software, regardless of organization or location. Systems will be designed to provide an appropriate degree of flexibility, instead of building duplicative systems to satisfy the particular desires of individual users.
- d. Standard data definitions and data structures will be developed and enforced across all systems and organizations, in order to facilitate sharing of data.

In order to institute these ideas, computer training will be prioritized and designed to maximize every employee's awareness of all the available information that can enhance the team's as well as the individual's performance.

B. Information Management Core Unit

Because the Task Force recognizes the fundamental importance of having a system that gives everyone in USAID/Senegal ready access to information, it is recommended that an Information Management (INFO) Unit be established at the CORE Team level. The Task Force envisions the need for either a U.S. Direct Hire or a U.S. off-shore hire Personal Service Contractor who is an information management and communications expert to Coach this Core Team Unit at its initial stages of development, namely two to four years. This INFO Unit will be responsible for all the information needs of those inside as well as outside the Mission. This INFO Core Team will include the following functions:

Systems and Data Management
 Library
 Public Relations
 Translation
 Communications and Records Management
 Telephone Reception

A scope of work for the new Coach position will be developed by Task Force members with the assistance of other key Mission staff as well as individuals outside of the Mission.

VII. EMPOWERMENT OF THE TEAMS AND RE-ENGINEERING PROCESSES

A fundamental premise of the team concept is the empowerment of the team and the members on it. Empowerment means providing the team with not only the responsibility but the authority to accomplish its goals. The Task Force interprets empowerment in the USAID/Senegal context to mean providing the team with sufficient human resources; access to information; redelegated authorities from the Mission Director to individuals on a team; and a re-engineering processes in such a way as to create a working environment that maximizes efficiency and teamwork. This report has indicated that the teams will be provided with sufficient staff or human resources. The report has also outlined the minimal requirements for access to information. However, the Task Force believes that reorganization of the staff into teams and access to information alone will not significantly improve our working environment. The Task Force believes that teams must be empowered: its members must have the authority to make decisions and they must work with "user friendly" procedures. These procedures should be designed to provide accountability without creating a burdensome process. In this respect, the Task Force believes that the following new procedures will render an better working environment, particularly for the SOTs and the CAT. The description that follows is a re-engineered system that relies heavily on the principle of empowering the SOTs and the CAT through redelegations of the Mission Director's authority to individuals on those teams.

The processes are presented in three categories: (1) new activities that are clearly under an existing Strategic Objective or Target of Opportunity; (2) implementation of existing activities under the SOTs and the CAT; and (3) specific processes like earmarking, contracting, audits, monitoring and evaluation.

1. DEVELOPING NEW ACTIVITIES

a. Concept Paper

* Prepared (and conceived) by SOT with a basic description, budget, schedule, etc)

* Approved by Mission Director and Core

* Included (once approved) in Congressional Presentation and ABS

b. Allocation of Funds to SOTs

In accordance with approved concept papers and AID/W funding, the CORE allocates specific amount to the SOTs.

- c. Activity/Program Design (eliminates the PID)
 - * Designs are managed and completed by the SOTs drawing on skills/resources in Core Group.
 - * SOT approves design (\$30 million limit) and notifies the Mission Director who has the right to reject within an established timeframe.
 - d. Grant Agreement with GOS
 - * Prepared by SOT
 - * Cleared by RLA
 - * Signed by Mission Director
- 2. IMPLEMENTING ACTIVITIES**
- a. Notification to GOS of fulfillment of CPs via PIL
 - * RLA reviews evidence of CP fulfillment and clears PIL or recommends other action
 - * OFM Core - delegates authority to clear PIL and input data into system to the OFM satellite SOT member
 - * Mission Director, via waiver (AA/AFR) or DOA 551 implementing authority, redelegates PIL signing authority to SOT.
 - * SOT member with authority signs PIL notifying GOS of fulfillment of CPs.
 - b. Grant Agreement Amendments for CPs (including CP date extensions)
 - * Negotiated by SOT with GOS
 - * Prepared by SOT
 - * Cleared by RLA
 - * Transmitted by SOT to AID/W in accordance with current notification process
 - * Approved by SOT via waiver (AA/AFR) DOA 551 and sent to GOS
 - c. Routine PILs (eg. activity (i.e.project) budget revision, action plan approvals, participant trainee, etc.)
 - * Authority to issue will be delegated to SOTs with waiver (AA/AFR) of DOA 551 which currently limits the Mission Director's (in the re-engineered system there will be not Senior Division Chiefs).

3. SPECIFIC PROCESSES

a. Earmarking

- * AITs develop (or update) procurement plans and obtains counterpart/beneficiary concurrence.
- * SOT combines all SAIT procurement plans into a single SOT procurement plan.
- * The SOT procurement plan is sent to OFM core for earmarking funds for each procurement activity. The SOT/OFM satellite member is responsible for liaising with the OFM Core to obtain earmarks on his/her SOT's plan. Note: once a data system is established this function can be performed by the SOT OFM satellite member.
- * OFM Core sends all SOT procurement plans to RCO Core for purposes of combining them into a single Mission Procurement and Earmarking Plan (PEP).
- * Mission Director approves the Mission's Procurement and Earmarking Plan.
- * Components of the PEP that are related to AID/W procurement will be retrieved from the plan by the RCO Core and sent to M/OP in a report. Note: It is assumed that procurement requiring M/OP action will still require a PIO/T or PIO/C.
- * Once the requisition is earmarked on the PEP, SOTs can commence Mission procurement without preparing PIO/Ts, PIO/Cs, etc. The SOT Acquisition Specialists, Financial Analysts, and Technical Specialists prepare the SOWs, specifications, budgets, and determine logistic resources requirements.
- * If a requirement arises that is not on the PEP, the SOT must do a PIO/T or PIO/C and obtain the clearance of OFM, RCO and other core units.

b. Contracting/Procurement

- * Mission Director redelegates contracting authority to U.S. citizen employees on each SOT up to \$25,000.
- * Mission Director redelegates authority to award Cooperative Agreement up to \$100,000 and Grants up to \$1,000,000 to U.S. citizen employees on each SOT with waiver of Redelegation of Authority # 149.1.1.

- * Contracting Officer redelegates higher authority with waiver from procurement Executive and proper on the job training and formal contracting courses.
- * Acquisition Specialist on each SOT has authority to clear all work produced from by their SOT. The acquisition Specialist also solicits, negotiates, prepares awards for SOT Contracting Officer as well as RCO Core Contracting Officer.

c. Audits/Financial Reviews

- * OFM Core Coordinates the Mission's management and monitoring of all audits.
- * SOT is responsible for resolving Audit recommendations.
 - Acquisition Specialist negotiates settlements with Contractors.
 - Financial Analyst and the Facilitator resolves all other recommendations.
- * SOT Financial Analyst will conduct all financial reviews deemed necessary by the SOT.

d. Activity Evaluations

Each SOT will develop and approve an Evaluation Plan that is transmitted to the Core.

SAIT is responsible for:

- Scheduling the evaluation;
- Procurement of resources needed from outside the Mission to conduct the evaluation (via IQC delivery orders managed by RCO core);
- Monitoring the evaluation;
- Review and approval of the evaluation report;
- Follow-on actions with AID/W (Activity Evaluation Summary);
- Implementing recommendations of the approved evaluation report.

In accordance with AIDAR, Appendix J.4.(b) (3), FSN Personal Services Contractors (PSCs) cannot enter into any agreement on behalf of the U.S. Therefore contracting authority can only be redelegated to U.S. Direct and Resident Hires. Furthermore the AIDAR subpart 701.603-70 states that "[i]n order to insure proper accountability, and to preclude possible security, conflict of interest, or jurisdiction problems, it is AID policy that AID contracting officers must be U.S citizen employees of the U.S. Government". It is unlikely that this will be changed with re-engineering.

e. Activity Amendments

- * Mission Director approves all activity amendments that are over \$30 million or change original activity purpose. These Amendments must be sent to AID/W for approval.
- * SOT approves all others with waiver of DOA 551 to permit Mission Director to redelegate authority to SOT
- * PACD extension up to 10 years approved by SOT with waiver of DOA 551 to permit Mission Director to redelegate authority to SOT.

f. Activity Closeout

- * AIT prepares activity closeout plan, obtains counterpart/beneficiary concurrences and notifies Core/Mission Director of Plan.
- * SOT/OFM satellite member completes financial closeouts
- * SOT/Acquisition Specialist completes contract closeouts (RCO Core support will be available)
- * Activity Assistance Completion Report prepared by SAIT and approved by the Mission Director.

4. Empowerment of FSN Employees

The Task Force felt compelled to address the issue of empowerment of the Foreign Service National (FSN) Staff in particular. Unlike many Missions, USAID/Senegal was centrally organized to an extreme. U.S. Direct Hire staff and FSNs alike were given little authority to approve basic actions requirements for managing an office. At the present time, U.S. Direct Hires can approve telephone calls, photocopies and the like without additional clearances. However, our FSN staff have not been given this authority. The Task Force suggests that, at a minimum, appropriate members of the FSN staff be empowered to authorize the following actions, as approved by each SOT, CAT or CORE Unit Coach:

In accordance with AIDAR, Appendix J.4.(b) (3), FSN Personal Services Contractors (PSCs) cannot enter into any agreement on behalf of the U.S. Therefore contracting authority can only be redelegated to U.S. Direct and Resident Hires. Furthermore the AIDAR subpart 701.603-70 states that "[i]n order to insure proper accountability, and to preclude possible security, conflict of interest, or jurisdiction problems, it is AID policy that AID contracting officers must be U.S citizen employees of the U.S. Government". It is unlikely that this will be changed with re-engineering.

- Provide "Administrative Approval" of vouchers
- Certify vouchers
- Approve Travel Vouchers of other FSN staff
- Approve Leave of other FSN staff
- Sign letters containing general information that does not commit the U.S. Government
- Assume the role of Contracting Officer's Technical Representative (COTR)
- Approve faxes, telephone calls, photocopying, transportation, official travel.
- Administratively manage CORE Units, SOTs, SAITs, (redefine the current "secretarial" function in terms of administrative and data management support functions and provide ADP, english language and management training).

5. Future Re-Engineering

The Task Force envisions that re-engineering of the Mission's procedures and systems will be an on-going process that occurs over the next two years or more. As new data management systems are established, the Mission's re-engineered processes will become more sophisticated and efficient. At this time, however, the Mission has limited equipment and data management resources and skills. Therefore, the Task Force has considered the issue of empowerment in terms of actions that can be initiated immediately to re-engineer the systems and empower the teams given our limited resources. It will be the on-going goal of this Task Force to further identify procedures and systems that can be instituted to continue to improve upon this re-engineered system.

In accordance with AIDAR, Appendix J.4.(b) (3), FSN Personal Services Contractors (PSCs) cannot enter into any agreement on behalf of the U.S. Therefore contracting authority can only be redelegated to U.S. Direct and Resident Hires. Furthermore the AIDAR subpart 701.603-70 states that "[i]n order to insure proper accountability, and to preclude possible security, conflict of interest, or jurisdiction problems, it is AID policy that AID contracting officers must be U.S citizen employees of the U.S. Government". It is unlikely that this will be changed with re-engineering.

VI. STAFF APPRAISALS

A. Personnel Evaluation

Within the framework of the reorganization of USAID/Senegal, the Task Force expects that the evaluation of personnel, USDH and FSN alike, will be adjusted to reflect the team structure. Personnel evaluations should take into consideration the ratees individual effort as well as his or her team effort and accomplishments.

Give the limited time within which the Task Force had to complete this assignment, it was impossible to thoroughly analyze and recommend a definitive personnel appraisal system for the Mission. However, the Task Force provides, below, some basic principles upon which a new personnel appraisal system could be established. The Task Force also suggests that a Mission Appraisal Committee be established to analyze this matter further and recommend concrete changes to the current system based on the following guidelines.

B. Team Evaluation

Each team, including the SOTs, the CAT, SAITs, and the CORE, will establish a set of goals (i.e. specific objectives) for the rating period. At the end of the rating period, the team will be evaluated and measured against its objectives. A percentage of each team member's evaluation will include a rating of the team's performance. The percentage between team performance and individual performance shall be set at 60% - 40% for the first rating period during the team's operations. Inclusion of this team evaluation is to encourage teamwork and require that each team member share the success or the failure of the team in meeting its objectives.

C. Individual Evaluation

Even under the new team structure, the Task Force understands the need for recognition of individual effort. Although Mission personnel will work within a team, each member will need a set of individual specific objectives for the rating period which incorporates and supports the team's work plan. Each team member will agree and approve the individual specific objectives of all other team members to ensure that they are all consistent. In other words, each staff team member will know exactly what is expected from him or her and the other team members as well. At the end of the rating period, each team member will do a self-evaluation of how well s/he performed his/her specific individual objectives. These self-evaluations will be shared with and approved by the other team members. This would mean that the team will be responsible for evaluating its members.

D. Rating Cycle

All evaluations, whether for U.S. Direct or Resident Hires or FSN Employees, should occur in the same annual cycle. Also the same format and process should be used to rate all employees.

E. U.S. DIRECT HIRE EMPLOYEES

In light of the recommended team structure, it appears that the EER panel for USDH personnel as it operates now will no longer be suitable. With USDH personnel working in teams, their evaluations will take into account the inputs of all team members. However, unlike FSN personnel, the achievements of USDH personnel are also examined by USAID/W. Therefore, any system that is implemented will have to take into consideration the fact that USAID/W may measure USDH evaluations against other parameters. For example, USAID/W may not understand or accept the Mission's definition of COACH. Consequently, it may be necessary for purposes of USDH evaluations to retain USAID/W relevant jargon such as "Supervisory Executive Officer" instead of "COACH of the Administrative Core Unit". There are numerous other similar issues that will have to be examined with regard to USAID/W appraisals of USDHs.

F. GUIDELINES FOR AN APPRAISAL PROCESS

1. The evaluation process may be as follows:

- **SOT/AIT personnel:** The evaluation is written and reviewed at the team level. The SOT Coach (for SAIT and SOT members) then rates the individual accomplishments toward the SOT work plan/objectives.

- **Full-time satellite:** Same as any other permanent team member, i.e, the evaluation is written at SAIT/SOT level and reviewed by the CORE;

- **Part-time satellite:** The evaluation is written at CORE level, with inputs from SAIT/SOT.

- **CORE personnel:** The evaluation is written and reviewed at CORE level.

2. Raters for performance evaluation should be identified at the SOT and CORE levels.

3. The following are some of the criteria that could be used in evaluating a staff member:

- a. Good understanding of Mission Strategic Objectives
- b. Commitment to team success
- c. Team spirit
- d. Efficiency
- e. Exercise of judgment

- f. Responsiveness
- g. Productivity
- h. Interpersonal skills
- i. Dependability;

4. As stated previously, the Task Force recommends establishment of a Mission Appraisal Committee. The committee should be permanent and would be responsible for an Award System in cash (dollars/CFA francs). The awards can be categorized as follows:

- a. Team award for achievement by the team of its objectives
- b. Team spirit award
- c. Individual award

The Mission Appraisal Committee will replace the current Awards Committee. In case of disputes or litigation, the Mission Appraisal Committee would also act as an arbitration or grievance board. This committee would serve both USDH and FSN. Therefore the FSN Committee would be dissolved.

RECOMMENDATIONS

RECOMMENDATION #1

The Task Force recommends that a permanent Mission Appraisal Committee be appointed by the Director to immediately begin a revision of the EER and PER system. This committee should use the guidelines found in this report and STATE cable 149585 as a basis for its work. The Committee should continue to operate not only as an appraisal committee but as an employee arbitration and grievance committee.

RECOMMENDATION #2

The Task Force recommends the following calendar for implementing the framework proposed in this report:

A. **July 15, 1994** - Final approval of the Task Force report by the USAID Mission Director.

B. **August 1, 1994** - Begin a pilot strategic objective team (SOT). The Task Force recommends that this be SOT #2. Establishing the SOT will include assigning of all full-time and part-time staff to the SOT, moving staff to the SOT in as much as possible, re-working position descriptions and work requirements, establishing the AIT teams and establishing team objectives.

C. **August 1, 1994** - SOTS 1 and 3 and the CAT team will begin preparations for implementation which will commence on January 3, 1995. However, they will undertake the following actions immediately:

- (1) establish work requirements and positions descriptions for staff;
- (2) recruit staff for vacant positions;
- (3) establish a training plan for staff who are not yet qualified for their assigned position.

D. **November of 1994** - The Task Force will perform its first review of the pilot SOT #2.

e. **January of 1995** - The Mission moves to the new offices and establish SOTs 1 and 3, the CAT and CORE teams.

RECOMMENDATION #3

The Task Force recommends that beginning October 1, 1994 that the Mission Training Committee focuses: using available funds to all formal, on-the-job and short-term training on the necessary skills for the Mission re-organization. Target areas should include technical training, team building skills, management skills and information management skills. The Task Force encourages the Mission to identify additional funds for training during the 1995 fiscal year in order to support the reorganization efforts.

RECOMMENDATION #4

American staff: The Task Force team recommends that the project development officers should be dropped from the CORE team, if such a position is not a part of the requirements for this Mission to remain a category 1 Mission and or if this requirement cannot be waived by USAID/Washington.

The Task Force concluded that a PDO was not necessary for the following reasons:

- The work which traditionally devolves to the PDO will now be performed by a team;
- All the design/redesign and backstopping activities now take place at the SOT/SAIT levels;
- Local skills exist and/or can be created in the Mission to carry out the former PDO functions. The Mission can also draw in skills from the outside on an as-needed basis.

The Strategic Objective Specialists (SOS) can be drawn on an as-needed basis into the CORE team.

The justification for eliminating the position of a USDH PDO in the Core U.S. staff and an explanation of how this function would be carried out in the absence of a senior PDO is further detailed below.

The Traditional Role of the PDO

The traditional PDO function has been project design and redesign. In any given Mission where this function existed, the PDO was responsible for:

- coordinating schedule of design activities;
- coordinating the participation of the in-house and HC staff in the design process;
- obtaining specialized design services from REDSO, AID/W, PSCs, IQCs etc., as required;
- ensuring the participation of beneficiaries or target groups in design;
- supervising the work of outside design experts;
- leading the preparation of the PID and PP, PAIP and PAAD and managing their review and clearance process;
- serving as chairperson of the design project committees

In some Missions the PDO has also been responsible for the preparation of the Grant Agreement documentation. In addition, he/she is usually the quality control officer; clearing every major document for accuracy and conformity with the AID specific formatting and content requirements.

Some Missions also assign portfolio backstop function to the PDO. This is more than just helping that office prepare design, redesign activities, PIOs and PILs. This function entails working closely and collaboratively with project officers in a team fashion. Oftentimes the PDO is not only familiar with the activities but is able to fill in the absence of the incumbent project officer. As a result, the PDO backstop officer is considered as part of the office that he or she is servicing; preparing documents, training junior staff in USAID procedures and regulations, developing agendas for meetings, developing issues papers for PIRs and facilitating meetings with in-house and /or outside staff.

How Would The Function Continue To be Carried Out With The Elimination of the USDH PDO Position?

The Task Force strongly believes that the Mission can easily retain this function while doing away with the USDH PDO position because:

- **The Mission has pertinent PDO skills among the local staff.** In fact, from 1989 to early 1991, the Mission relied entirely on the senior FSN PDO to guide the entire design and redesign processes as well as providing quality control functions. This FSN staff has trained another FSN PDO who is now considered a fully functional PDO;

- **The Mission as a whole has relevant staff with design skills.** There are a number of people in this Mission who have experience in design and redesign. Recently, the design of the CBNRM and the RSA Program has given this Mission the opportunity to demonstrate that such skills exist.

- **The new concept of team work makes this option even more attractive.** The new structures under the re-engineering call for team work around strategic objectives. Teams will be constituted with all the relevant skills, ranging from technical staff, strategic objective specialists - new concept for PDO- to acquisition specialists. This will no doubt facilitate the design /redesign effort, because the work that traditionally was devolved to the PDO will now be shared between the various experts within the teams.

- **The reengineering concept as proposed by this Task Force emphasizes the role of the SOTs and SAITs.** We propose that these structures function autonomously and carry out their own design (SOT level) and redesign (SAIT level) relying on the associated expertise they contain.

- The Mission can also draw on skills from other sources as needed. We can all on REDSO, AID/W Global Bureau, IQCs Contractors to fill in areas where the Mission and GOS and local skills are weak or non-existent.

If the Mission must have a USDH PDO in order to be certified as a Mission Class 1 and the Mission is limited to 14 Direct-hire positions (13 FTE plus RLA), the Task Force team recommends that the Deputy Director's position be dropped in order to recruit either a USDH (if one exists) or Personal Service Contractor Information Service Officer. The Information Service Officer position is absolutely critical to the success of the framework for restructuring and re-engineering.

The Task Force team recommends that the following assignments for the CORE team and SOT coaches:

American Direct-hire Staff

CORE TEAM

COACH: ANNE WILLIAMS
 DEPUTY COACH: DOUGLAS SHELDON
 ANR: ERNEST GIBSON/IQBAL QAZI
 HPN: CHARLES DEBOSE
 PRM: JAN VANDERVEEN
 RLA: TO BE DETERMINED
 ACQUISITION: SHARON CROMER (RCO)
 FM: JOHN KATT/ CAMERON WEBBER, IDI
 ADM: TOM RAY
 INFO: TO BE RECRUITED

SOT COACHES

SOT #1: LINDA LANKENAU
 SOT #2: MARK SMITH
 SOT #4: KIFLE NAGASH
 CAT: LISA FRANCHETT

American Resident-Hire Staff*

ADM: MARGARET NDIAYE
 CORE: ROSA NELSON

NOTE: Liaison Officers - The Task Force believes that Liaison Officer's responsibilities should be handled by each SOT and SAIT in conjunction with their representative on a CORE team who will among other things, act as Liaison Coordinator. Therefore, the Task Force recommends that the Mission eliminate the position designated as Liaison Officer in the CORE team to coordinate these types of activities.

* The Mission Director should seek a waiver from USAID/W to retain two of the current three Resident Hire positions in the Mission.

RECOMMENDATION #5

Empowerment and Delegation of Authority: The Task Force recommends that the empowerment strategy and delegations of authority found in this report to the SOT level be implemented by the Mission as soon as feasible. In order to implement the pilot phase, we recommend that limited delegation be made to the SOT effective August 1, 1994. Waivers from DOA 551 and others will have to be sought and obtained from the AA/AFR.

RECOMMENDATION #6

The Task Force recommends that it remain as a functional oversight body for one year in order to continually review and recommend changes to the reorganization, re-engineering and team structures. These reviews will take place in a coordinated basis not less than every two months.

RECOMMENDATION #7

The Task Force recommends that the USAID seek approval from the USAID/Washington to permit the Mission to become detached from the FSN classification system monitored by the U.S. Embassy in order to facilitate the reclassification of each FSN position according to the organization recommended in this report.

RECOMMENDATION #8

The Task Force recommends that, upon moving to the new office facilities, the following guidelines be used in placing the staff within new office space:

- A. The Information Management CORE Unit be located on the lowest floor to allow the public easy access and other considerations;
- B. The SOT permanent members be together;
- C. The Acquisition CORE Unit be centrally located near SOT #1 and SOT #2 so that all acquisition specialists will have easy access to the CORE Units contract files;
- D. In as much as possible, the CORE Unit Coaches should be located together;
- E. There should be a team meeting room on each floor;
- F. In order to facilitate the purchase of new/modern office furniture, the Mission should request a waiver from USAID/W on the

moratorium on OE funded NXP procurements.

RECOMMENDATION #9

The Task Force recommends that the staffmembers identified in Article V entitled Human Resource Allocation to the Teams, be assigned as designated therein. Please note that these assignments have been made on the basis of the knowledge available to Task Force team members as of the date of this report.

RECOMMENDATION #10

The Task Force recommends that the following structure be adopted for training:

HRDA: One full time Training Specialist will be required and one full time assistant. This staff will be under the CAT team and will be in charge of the HRDA related activities.

PARTICIPANTS UNDER SOT ACTIVITIES: One Training Specialist will be assigned to SOT#1 full time. Another will be detached to SOT #2, SOT#4 and to the CAT (TT and PVO/NGO activities) for 50% his/her time. The remaining 50% will be to perform Administrative CORE Unit activities.

THIRD COUNTRY PARTICIPANT TRAINING IN SENEGAL: The Mission is currently planning to award an IQC for managing the regional Third Country Participant Training in Senegal. The Mission's involvement in third country training for the Sending Missions will be limited to monitoring the contract by the core regional procurement personnel. Therefore, management of the Third Country Training contract will be handled by the Regional Contracting Office with technical training support from the Training Administrative Core as needed.

IN-COUNTRY TRAINING, SEMINARS AND WORKSHOPS: SOTs will be responsible for planning and arranging all in-country training, seminars and workshops funded by activities outside institutional contracts. There will be an IQC for all activity funded in-country seminars, training, workshops in place on/about June 30, 1994. The SOT, particularly the Acquisition Specialist will negotiate delivery orders against the IQC administered by the Acquisition Core. All OE funded seminars and workshops will be managed by the Training Administrative Core.

USAID STAFF TRAINING: This function will be handled by the Administration Core Team. There will be a Training Specialist who devotes 50% of his/her time to the Administrative Core Team working under the guidance of a Training sub-team or committee to manage the entire process of identifying, enrolling, monitoring and evaluating the training of USAID's USDH and OE funded FSN staff.

COUNTRY TRAINING PLAN: This will be under the management of HRDA.

NETWORKING: This includes periodic conferences and colloquia of returning HRDA funded participant trainees. This will be handled under the HRDA.

ANNEXES

ANNEX 1

REENGINEERING THE FINANCIAL MANAGEMENT
FUNCTION IN USAID/SENEGAL

The following narrative sets forth the basic framework for reengineering the financial management function in USAID/Senegal.

A. Satellite

On each Strategic Objective team, the Controller will assign one Financial Management Specialist. The person occupying this position will perform both Accounting and Financial Analysis functions for each of the Implementation Teams attached to the Specific Objective Team (e.g. 1). In the event the workload under an SOT becomes too heavy for one individual or the specialist lacks the expertise needed for a specialized assignment, other Financial Management personnel would be assigned to the SOT/IT based on consultation between the Controller and the Coach of the SOT and/or Team Facilitator.

The functions of the Financial Management Specialist are as follows:

1. Accounting:

- a. maintains the accounting records for all activities in the portfolio of the SOT/IT (e.g. Obligations, Earmarks, Commitments and Expenditures);
- b. assists the Project Specialist(s) in developing quarterly accrued expenditures and develops specialized MACS reports as needed (this may require assistance from the MACS Coordinator);
- c. advises the Project Specialist/Team Facilitator on financial data required from contractors/grantees for development of quarterly accruals;
- d. assists the appropriate Project Specialist(s)/Team Facilitator in developing the project(s) annual expenditure plans;
- e. prepares in collaboration with project specialist initial contract/grant budgets;
- f. clears for availability of funds all appropriate funding documents prior to entry into MACS;
- g. provides MACS generated financial reports for the Project Specialist/Group Facilitator/SOT Coach as appropriate and as requested; develops special reports to meet activities/management specific needs;
- h. conducts semi-annual review of earmarks, commitments and obligations; following interaction with Project Specialist/Team Facilitator/Controller processes appropriate action to deobligate funds as appropriate;
- i. reviews and approves as appropriate or recommends more optimum level of cash advances to GOS/Contractors/grantees;

2. Financial Analysts

- a. prepares budgets and financial analysis/methods of financing sections of program approval documents;
- b. recommends appropriate methods of financing for program activities;
- c. participates in program design as appropriate;
- d. schedules in coordination with Project Specialist/Team Facilitator/Audit Management/Resolution Official audits of program activities; follows up on outstanding recommendations until closed;
- e. reviews and approves as appropriate procedures manuals for contractors/grantees;
- f. conducts where required or considered necessary financial reviews of GOS institutions, PVO/NGOs or other organizations programmed to receive USAID funding.

B. Core Responsibilities

1. manages and directs the Mission's automated accounting and administrative system of control for all funds allocated to the Mission;
2. develops and disseminates financial policy for the Mission;
3. prepares and distributes to Mission management MACS reports; prepares specialized reports as requested by management;
4. prepares and submits to USAID/W required financial reports;
5. prepares and forwards to USAID/W required statistical reports;
6. monitors Brooke and 620q violations (loan payment delinquencies);
7. coordinates OFM input to Mission ABS and SPR;
8. prepares, monitors and otherwise manages the Mission operating expense budget;
9. coordinates deobligation actions with PPS in connection with the annual deob/reob exercise;
10. leads OFM's Management Control Assessment (ICA) as well as Mission ICA; follows up on unsatisfactory actions;
11. performs special financial reviews as requested by the Director/Deputy Director;
12. assures Satellite financial specialists meet minimum requirements in performing basic OFM functions;
13. assigns staff to meet SOT requirements as required.

Training Needed

It is unlikely that any OFM professionals will be able to perform all those functions/tasks set forth above for the Financial Management Specialist. Training will be arranged through FM/Washington where courses on Project Accounting as well as Financial Analysis are offered. Considerable training may take the form of working with peers and senior OFM USDH and Senegalese staff. As necessary, other training will be provided. At present, there exists on the collective OFM staff expertise to perform almost any task required of a Financial Specialist.

ANNEX 2

RE-ENGINEERING THE PROCUREMENT
AND CONTRACTING FUNCTION IN USAID/SENEGAL

The following is the first draft of a basic outline of the re-engineering of the contracting and procurement function in USAID/Senegal.

A. The current RCO would be divided into two groups: Core and Satellite. The Core Group would provide service and support to the Satellite specialists who will be assigned to a Strategic Objective Team (SOT). The SOT would decide how the Specialists' time would be allocated among the various Strategic Activity Implementation Teams (SAIT). The functions of each group is further defined below.

Acquisition Core:

Function #1:

Personnel

Regional contracting service provided to USAID/Banjul Specialists USAID/Praia Additional USAIDs to be determined	2 Acquisition
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Function #2:

Administration, including administration of all Mission Indefinite Quantity Contracts (IQCs), conducting contract closeouts, preparing reports to CIMS, LEG, CBD (post award notices); contract audit management. Procurement planning and tracking for all USAID/Senegal SOTs and other client Missions in region	1 Acquisition Assistant 1 Administ. Assistant
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Function #3:

Monitoring and Awards (over \$25,000)	1 Contracting Officer
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USDH Contracting Officer signs commodity and service contract awards for amounts exceeding \$25,000. Awards of \$25,000 or less will be signed by USDH officers assigned to each of the Strategic Objective Teams. Conducts bi-annual procurement systems assessments of awards of \$25,000 or less made by SOT teams. Conduct annual internal assessment of contracting procurement operation.

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Acquisition Satellites:

1. Fully participate in project (re) designs, advising the SOT on contracting methods of implementing the project and preparing the project procurement plan.
 2. Prepare and track the Procurement Plan for the assigned Strategic Objective Team. Funds could be earmarked at this stage. Those procurements that are identified and earmarked in the SOT Procurement Plan would not require a PIO/T to earmark the funds. These procurements could proceed with specifications development, solicitation, negotiation, award. Procurement that are not identified in the SOT Procurement Plan must be earmarked through a PIO/T. The technical Officer and PDO would have primary responsibility for preparing the PIO/T documentation.
 3. Develop the specifications for commodities and statements of work for services that are identified and earmarked in the SOT Procurement Plan in coordination with the technical officer and PDO.
 4. Conduct all contract administration activities, including preparing funded and non-funded modifications for change orders, extensions, incremental funding, etc.; designate the COTR and coordinate contract monitoring efforts; assist the core staff with settlement of audit costs and contract closeout, etc.
 5. Prepare award (and modification) documents for the signature of the appropriate Contracting Officer. All awards of \$25,000 or less (aggregate transactions) will be prepared for the signature of the USDH SOT Team members who has been given a redelegated authority from the Mission Director. All awards over \$25,000 shall be prepared for the USDH Contracting Officer's signature. Redelegated authorities shall be reviewed annually by the Mission Director in coordination with the Regional Legal Advisor and Contracting Officer. Redelegated amounts of greater of up to \$250,000, which represents the Mission Director's delegated amount, may be authorized based on the results of these reviews.
 6. Attend periodic meetings of Core and Satellite staff, providing status reports on activities and SOT Procurement Plan tracking update.
 7. Assist in bi-annual procurement assessment reviews conducted by the CORE staff.
- * Note: The number of Acquisition Specialists depends on the number of Strategic Objectives Teams that are created and functioning in the Mission.
- B. The following is a list of inputs needed to implement this**

re-engineered structure:1. Training:

- a. Intensive On-the-job-training (OJT) will be provided by the Contracting Officer.
- b. Formal courses must also be taken by the Acquisition Specialists, Acquisition Assistant, Administrative Assistant and the SOT Contracting Officers:

Location - USAID/Senegal

Contracting by Negotiation (Contracting for services)
Sealed Bidding (commodities)

Contract Administration

SOW Writing*

Commodities specification development

Contracting Officer Technical Representative (COTR) function*

Small purchases (AID specific) *

*These courses are highly recommended for all USAID staff members

Location - AID/W

Federal and AID Acquisition Regulation (FAAR)

This course is scheduled to be given in September 1994. All Acquisition Specialists and the Acquisition Assistant should take this course before assuming his/her responsibilities.

2. Contracting Methods:

- a. USDH Contracting Officer should have authority from FA/OP to award delivery orders under AID/W Indefinite Quantity Contracts and buy-ins under AID/W centrally-funded contracts.
- b. Mission awards IQCs in the following areas:
 - i. Third-country training and workshop, seminar logistic support. The Mission will have such an IQC in place by June 30, 1994.
 - ii. Project Evaluations. The Mission could award an IQC to an U.S. contractor (perhaps a Gray Amendment firm) to conduct all project evaluations when the Mission chooses to use outside experience.
 - iii. Studies. There are numerous studies that each project conducts that can be grouped into one or more IQC. For example, the Mission could award a contract to a local firm to conduct all of the KAP studies.

The Mission IQCs should be available to all USAID's within RCO's

region. The delivery orders would be prepared by the Acquisition Specialists, assuming the activity has been earmarked on the SOT Procurement Plan, and prepared for the USDH Contracting Officer's signature. The IQCs would be managed by the Acquisition Core staff.

C. Issues

1. Location of the Acquisition Core Group: The official contract files must be maintained by a central area under the responsibility of the Administrative Assistant. The files should be located in close proximity to both the Administrative Core and Satellite Groups so that both can have easy access to the information contained herein. If possible, the Acquisition Core should be located near the SOTs #1 and #2.

2. Empowerment of the Acquisition Specialist: Depending on his/her level of training and experience, the Specialist should have authority to clear all documents and correspondence. However, the Specialist may not sign contracts. The limits of empowerment must be further clarified.

ANNEX 3

PROGRAM CORE UNIT FUNCTIONS

1. Strategic direction, planning and program documentation

- Inform the Core Team of USAID/W guidance/directives
- Coordinate Core Teams
- Advise to the Mission Director on USAID/W and GOS development policy approaches and recommend appropriate USAID/Dakar program management policy
- Lead Core Team CPSP design, performance assessment (API), redesign
- Lead Core Team in preparation of the Congressional Presentation
- Coordinate and prepare the Mission's Analytic Agenda
- Coordinate and prepare the annual Action Plan (new in 1994)
- Prepare the yearly USAID Program Summary (French and English)
- Lead the Core Team in preparation and updating of the Gender Action Plan and/or other documentation of an interdisciplinary/cross-cutting nature

2. Portfolio Management

- Coordinate the preparation of the program budget, prepare and process de-ob/re-ob actions
- Based on consultation with Core Team, justify resource needs (e.g., front-loaded obligations for PVO/NGO, micronutrient component for CS/FP)
- Prepare pipeline/mortgage analysis, track and report on OYB execution as requested by USAID/W
- Report on areas of special USAID/W or Congressional interest
- Coordinate preparation of CN/TNs and monitor their approval
- Coordinate Mission project implementation reviews (PIRs) and prepare the annual Portfolio Management Report for USAID/W
- Plan and manage the Mission's evaluation schedule and prepare Project Evaluation Summaries with team
- Analyze and resolve cross-cutting operational issues such as GOS local currency contribution to projects

3. Analysis and Reporting

- Undertake economic, social (including gender), beneficiary institutional analysis as needed by the SOTs for project activity development and monitoring and/or program reporting
- Prepare project economic analysis for activity design or evaluations as needed; review consultant's analyses
- Participate as requested in developing scopes of work for SOT sectoral or project surveys or analyses
- Update macroeconomic data regularly
- Participate in development of an integrated Mission database

- Manage the preparation of the Assessment of Program Impact
- Prepare analyses for the Embassy's annual Reporting Plan

ANNEX 4**ANR CORE UNIT FUNCTIONS**

1. Coordinate the development and administration of the Core policy reform package in agricultural development and natural resource management.
2. Provide technical analysis to the Core Team of agricultural production (including rainfall, crop estimates and inputs marketing), voluntary and private organizations' involvement, food need assessment and food prices.
3. Provide technical expertise to other functions in the Mission in conducting technical analysis, design, assessment, implementation and evaluation for agricultural economic and NRM research and development.
4. Coordinate technical analysis and management, within other core functions, with other donors; collaborate with other donors and IARCs; and engage dialogue with senior-level officials within various ministries.
5. Provide written reports to the Core Team and to AID/W on all agricultural and NRM-related programmatic documents, upon emergency issues, and upon progress of agricultural policy reform measures underway in Senegal; and assure the timely completion and accuracy of all these deliverables.

ANNEX 5

ADMINISTRATION CORE UNIT FUNCTIONS

The Administration Core Unit will be divided as follows:

1. Human Resources Management
(Staff Training/PSC Contracting/Career Counselling)
2. Travel
Expeditor/Motorpool
3. General Services
Building Maintenance
Security/Safety
Utilities
Procurement/O.E. Budget
Leasing
Housing

The EXO Task Force Representative interviewed each current EXO Staff. They were each given the new reorganization and asked which area would they like to work in. Out of 57 EXO FSN employees, only two wished to leave and move team.

<u>Function</u>	<u>Staffing Required</u>
Coach	1 USDH
Human Resources Management	1 Resident Hire/2-3 FSN
Travel Expeditor/Motorpool/Reservations	14 FSN
General Services	26-28 FSN
-Building Maintenance	
-Security/Safety	
-Utilities	
-Procurement/OE Budget	
-Leasing	
-Housing	

ANNEX 6

INFORMATION MANAGEMENT CORE UNIT FUNCTIONS

The Information Core Unit will include the following functions:

Systems
 Communications and Records
 Library
 Data Management
 Public Relations
 Translation

<u>Function</u>	<u>Staffing Required</u>
Coach	1 USDH
Systems/Data Management Support	3-5 FSN
Library	3 FSN
Public Relations	2-3 FSN
Translation	1-2 FSN

ANNEX 7

HPN CORE UNIT FUNCTIONS

1. Provide policy advice to the CORE Team and coordinate the policy development process in Health, Population, Nutrition (HPN) and HIV/AIDS.
2. Provide the technical leadership in HPN necessary for the CORE Team to assess and have impact on the principal health and fertility problems that impede development.
3. Provide technical leadership to the CORE Team for Agency-wide and regional program, in conducting technical analysis, design, assessment, implementation and evaluation for population, family planning, child survival and HIV/AIDS.
4. Coordinate the review process for regional and Agency-wide documents prepared by HPN for AID/W to assure compliance with Agency HPN guidance and requirements and quality control.
5. Provide assistance to other CORE functions in making resource allocation decisions related to funds and personnel for HPN.
6. Coordinate the reporting and collaboration between the CORE Team with USAID/W in support of regional and Agency-wide programs which are not directly related to the Mission's strategic objective in child survival and family and the target of opportunity in HIV/AIDS.
7. Coordinate within the CORE Team the collaboration with other agencies and donors and organizations concerned with sustainable development in HPN.

ANNEX 8
BRIEF SCOPES OF WORK FOR THE SATELLITE
STAFF

A. HPN DATA MANAGEMENT SPECIALIST

1. Responsible for overall design and implementation of the HPN strategic objective management data base.
2. Responsible for coordination of HPN strategic objective data base system with that of other teams in the mission and other donors.
3. Advises and assists with the analysis of demography, family planning, health and HIV/AIDS data as related to both HPN strategic objective and socio-economic development to assist the Mission in strengthening or modifying or changing its program priorities.
4. Responsible for providing data to guide the work of contractors and consultants associated with the HPN strategic objective.
5. Participates in the formulation, definition and implementation of progress and impact targets and indicators.

B. POPULATION/FAMILY PLANNING SPECIALIST

1. Manages or assists in managing the family planning (FP) components of the broad program.
2. Provides population/family planning technical advice and assistance in the planning and design of new FP activities, the redesign of existing FP activities, and the initiation of new FP activities.
3. Monitors the progress of project or activity implementation against targets and indicators described in mission documents and workplans.
4. Reviews, prepares and clears within the SOT responses to project or activity implementation plans, contractor reports, project/activity correspondence, audits and evaluation and other SO related documents.
5. Identifies technical, managerial, operational and financial constraints to project or activity implementation and

devises solutions. Coordinates with SOT and host country official to resolve constraints.

6. Participates in on-going assessments and evaluation of activities and prepares FP activity appraisal and recommends actions to resolve problems impeding progress to rescue or terminate failing activities.

C. HEALTH ECONOMIST

1. Provides expertise in health care financing to the SOT, and mission.
2. Conducts policy dialogue on cost recovery and health care financing with host country officers who are responsible for establishing health care cost recovery policies and programs.
3. Monitors progress and development in health care financing and health economics in Senegal.
4. Assess the basic economic content of the proposed strategic activities, including defining the demand for the services and service providers.
5. Defines the principal economic and financial constraints to the development of a cost recovery program.
6. Coordinate financial sustainability aspects of the strategic objective with the institutional contractor and cooperating agencies, other donors, and AID/W.
7. Assists the SOT to develop and monitor health care financing activities.

D. FINANCIAL MANAGEMENT SPECIALIST

1. Will perform accounting and financial analysis functions.

A) Accounting:

- (1) Maintains the accounting records for activities in the portfolio of the SOT/IT (e.g., obligations, earmarks, commitments and expenditures;
- (2) Assists the Team members in developing quarterly accrued expenditures and develops specialized MACS reports as needed (this may require assistance from the MACS coordinator);
- (3) Advises the Team members on Financial data required from contractors grantees for development of quarterly accruals;
- (4) Assists the appropriate Team members in developing the activity annual expenditure plans;
- (5) Prepares in collaboration with Project Specialist(s) initial Contract/grant budget;
- (6) Clears for availability of funds all appropriate funding documents prior to entry into MACS;
- (7) Provides MACS generated financial reports for appropriate Team members; develops special reports to meet activities/management specific needs;
- (8) Conducts semi-annual review of earmarks, commitments and obligations; processes appropriate action to deobligate funds as appropriate;
- (9) Reviews and approves as appropriate or recommends more optimum level of cash advances.

B) Financial Analysis:

- (1) Prepares budgets and financial analysis methods of financing sections of activity approval documents;
- (2) Recommends appropriate method of financing for activities;
- (3) Participates in design as appropriate;
- (4) Schedules in coordination with other team members and Audit Management Resolution official audits of activities; follows up on outstanding recommendations until closed.
- (5) Reviews and approves as appropriate procedures manuals for contractors/grantees;
- (6) Conducts where required or considered necessary in collaboration with other team members financial reviews of GOS institutions, PVO/NGOs or other organizations programmed to receive USAID funding.

E. ACQUISITION SPECIALIST

1. Fully participates in activity (re) design(s);
2. Prepares and tracks procurement plan for assigned SOT;
3. Develops specifications for commodities and statements of work for services in coordination with team members;
4. Conducts all contract administration activities, including preparing funded and non-funded modifications for change orders, extensions etc; notify the designated COTR and coordinates contract monitoring efforts; assists the core staff with settlement of audit costs and contract close-out etc;
5. Prepares award (and modification) documents for the signature of the appropriate Contracting Officer;
6. Attends periodic meetings with core staff, providing status reports on activities and SOT procurement plan tracking update;
7. Assists in bi-annual procurement assessment reviews conducted by the core staff.

F. AGRICULTURAL ECONOMIC ANALYST

1. Conducts micro and project economic analysis (cost/benefit) at the (re) design stage.
2. Conducts field surveys at the Activity and sector levels to establish baseline data for Activity monitoring and evaluation.
3. Carries out institutional analysis as required.
4. Established Activity/sector database for the API and writes analytical reports.

G. SOCIAL ANALYST

1. Conducts institutional, beneficiary, social soundness analysis for purpose design;
2. Carries out beneficiary analysis (including contributing to survey designs such as KAP, analyzing gender issues) during implementation/monitoring and evaluation or redesign;

H. STRATEGIC OBJECTIVE SPECIALIST (SOS)

1. Coordinates preparation of activity (re) design; prepares documentation as needed.
2. Ensures quality control of final products prepared by the team, with the exception of financial and procurement actions.
3. Plans and manages evaluation schedule and prepares project evaluation summaries; follows up on the recommendations of evaluation final report.
4. Prepares activity specific documentation as needed.

I. NRM POLICY SPECIALIST

1. Participates in development of policies; follows-up on the implementation of these policies; prepares reports as needed.
2. Participates in coordinating meetings with GOS, and other donors.
3. Ensures that policy related information circulate to all team members.

J. TRAINING SPECIALIST

1. Assists in developing participant training plan; follows up on the implementation of the plan; ensures PIO/Ps are well prepared.
2. Ensures Mission policies and procedures are implemented in accordance with Mission training policy and Handbook 10.
3. Follows up with returned participants.
4. Participants in the implementation of HRDA and third country training.

K. ADMINISTRATIVE

1. Provides adm. support as needed (logistics, staff management issues, guidance to STTA (for TDYers).

2. Briefs TA contractors and other visitors on USAID policies re: housing, hiring of personnel; etc.

L. MONITORING SPECIALIST (SZWM)

1. Provides consistent monitoring of activity, paying particular attention to problem areas.
2. Maintains continuing engineering supervision and control over contractor's performance through on-site inspections; prepares required reports on contract status and evaluation of work accomplishments, and performs provisional and final acceptance of works performed.
3. Provides engineering advice and guidance to TA contractors and GOS officials.
4. Tracks and monitors contractor's performance based on contract and/or annual workplans.
5. Works with Acquisition Specialist to assure appropriate and timely preparation and execution of contracts and contract amendments.
6. Reviews workplans submitted by the TA for USAID approval.

M. ENGINEERING SPECIALIST

1. Designs engineering activities as needed; undertakes conceptual design, develops construction programs, and performs or supervises development of plans, drawings and blueprints.
2. Reviews designs and plans developed by local contractors, architect/engineers; approves or requests modifications.
3. Writes performance evaluation reports of engineering activities.
4. Provides technical engineering advice and assistance to GOS project representatives and working level engineers and officials.

ANNEX 9

INFORMATION MANAGEMENT

The Task Force recommended the following to set in place an effective management information system in a result-oriented team approach. More specifically, how to reduce paper flow and paper trails, simplify procedures for processing information, and how to motivate personnel to take advantage of all the information generated within the Mission as well as information coming into the Mission.

I.

A. Function: Activity (i.e. Project) Accounting and Financial Analysis

This function deals with financial aspects of a activity/program during all the phases of its life cycle: design, implementation, evaluation and monitoring, closeout..., etc.

To serve this purpose, accountants and financial analysts gather, record, and analyze facts that present a financial impact for the activity (budget allocation, commitments, expenditures, etc). Those facts are later reported on in such a manner that they accurately reflect the status of the activity/program from a financial standpoint.

B. Level and future Vision

The new organization sought should eliminate all unnecessary formalized flow of information across divisions. Applied to the function being discussed, this means that accounting data should be captured and processed where it is "produced". Obviously, the AIT appears to be the place where that process should happen. However, to guarantee consistency and optimal use of resources, the coordination of data collection, recording and reporting should be done at the SOT level.

However, it is worth noting that both MACS and MACSTRAX deal with transactions that are in no manner related to projects or programs, e.g. O.E. budget and obligations. Also, compelling reporting deadlines still need to be met by the Mission. For these reasons, the responsibility for the control as well as consistency and accuracy check of MACS data should ultimately rest in the OFM core. This will remain true as long as today's system designs are not altered, which hopefully will be the case with the future advent of AWACS.

II.

A. Function: Information Management/Library Reference Service

This function deals with information processing: sorts, records, catalogs, indexes, marks and shelves documentation materials. It also provides Wash. D.C., PPC/CDIE with AID/Senegal generated documents.

B. Level and Future Vision

The Mission Documentation Center should work with the SOTs and AITs. However, it should be put under a completely new core (e.g. Data Bank Service Center, serving as an official USAID library). The Mission Documentation Center must always provide guidance and orientation for the strategic overall objectives of the Mission on information retrieval and gathering. One more librarian assistant would be needed. More space and additional equipment would be needed (photocopy machine, microfiche, printer reader, CD Rom drive to read CD Rom disks).

Presently, the PPS/Doc CTR works closely with all the Mission staff, NGOs, Government, AID Wash. We do not envision any drastic changes concerning our clients.

III.

A. Function: Social Scientist/WID officer
Social Scientist (SS)/WID officer (WID)

B. Level and Future Vision

The SS function and the WID officer function are needed on all strategic objective teams, and should also have a base located at the CORE level.

IV.

A. Function: Systems Management

The basic function of the Systems Management Office is to provide Automated Data Processing (ADP) services to Mission employees. This function can be divided into 3 categories:

1. Systems analysis and development
 - Analysis of work processes and function
 - Evaluation of hardware of software
 - Design and development of application programs
2. Installation, operation and maintenance
 - Installation and operation of computer equipment
 - Maintenance and Repair of Mission computer equipment
 - Coordination of computer security activities
3. Computer training & technical assistance
 - Training for users in applications and software
 - Technical assistance to all Mission users
 - Mission policy on the use of automated equipment

B. Future Vision

The Information Engineering (IE) approach stresses three key principles:

- Extensive involvement of users in defining the Mission's

needs and designing solutions to those needs;

- Shifting the focus of information management from technology per se to the business impact of using technology effectively; and,
- The concept of corporate data, using common structures, definitions and standards for data shared across systems and systems and organizations.

A future "vision" for information management systems in the Mission can be summarized in the following principles:

- Give to all Mission employees the ability to access the information necessary to do their work at their desktop workstation (to the extent technically feasible), including both numeric and text data. "Access" includes friendly tools for ad-hoc queries, rather than relying on predefined report programs. However, a more realistic focus should be given to what happens to the Mission's access to information when & if computerized systems go down.
- Provide systematically to Managers up-to-date summary information in an easy to digest form for monitoring, decision making and external reporting.
- Provide to all Mission personnel reliable and secure communications links between AID/Dakar and AID/W, and between AID/Dakar and other Missions, for both voice & data.
- To the extent feasible and appropriate in light of security and privacy concerns, interchange of data between the Mission and its contractors, other donors, other USG agencies, other outside groups, and the general public will be in electronic form.
- The design of a new suite of integrated corporate systems for the Mission will include the following features:
 - . The business transactions of the Mission will take place electronically, with data entered only once, at the point of origin. Electronic approvals of transactions will be provided in most systems. Information essential for records management and audit purposes will be captured and preserved automatically.
 - . All Mission-developed corporate systems will conform to a standard "look and feel" in terms of screen layout, use of function keys, etc. This use of a "Common User Interface(CUI)" will reduce training requirements and

make it easy for staff to adapt to new automated systems.

- . Similar functions will be performed on the same standardized software, regardless of organization or location. Systems will be designed to provide an appropriate degree of flexibility, instead of building duplicative systems to satisfy the particular desires of individual users.
- . Standard data definitions and data structures will be developed and enforced across all systems and organizations, in order to facilitate sharing of data.
- Training and documentation will be designed to maximize every employee's awareness of all available information that can help them do their job. Training, documentation, and support will be provided at a level sufficient to ensure that all employees can do their jobs comfortably using automated tools.

The Mission should consider adding 2 staff persons to the systems office. One to focus on application and database management system development and one to focus on equipment maintenance and repair.

The future vision for the Systems Division is that it be integrated into the core team and provide services and advice to all other Mission personnel. Depending on team needs, Systems staff can be assigned to a team to accomplish a specific task in a specific period of time then return to the CORE.

v.

<u>A. FUNCTION</u>	<u>PROCESS</u>	<u>LEVEL</u>
Agro-economic Analysis:		
1) Crop and Food Systems	*Food Needs Assessment (FNA) Model *Analytical reports (Sector level) *Situation monitoring reports (internal reports and reporting cables)	CORE and SOT's
2) Economic Analysis	*Statistical analysis and data management system (SPSS). *Reports presenting analysis results.	SOT's (OJT for each team member per SOT)

B. Future Vision

- *Establish a computer based database management system that would include e.g., NRM and socio-economic sub-sites of data.
- *Training in database management softwares (of team member of SOT who

performs the function).

VI.

A. Function: Information required for API

The Assessment of Program Impact (API) is an annual progress report to Washington. For the different Strategic Objectives (SO) and Targets of Opportunity (TO) defined by the Country Program Strategic Plan (CPSP) indicators were chosen.

- Special factors affecting the USAID/Senegal Program. They are both qualitative and quantitative data related to politics, society, weather, socio-economics policies, etc.

- Progress toward USAID/Senegal overall development goals. The measurement of this progress requires data collection on GDP, Natural Resources production, products' prices, and population. These data are either nationwide or related to "CPSP zone".

- Progress toward SO. The progress report consists of tracking indicators defined for the SO. Data are provided by the projects, GOS' offices, and studies such as KAP ones. These data are either nationwide or related to "CPSP zone".

- Other progress in priority areas. There are TO on which the API also reports through both qualitative and quantitative data.

C. Level & Future Vision

The API proves to be cross-cutting assignment. Thus it should be performed at the CORE level. But, pending further Mission's computerized data base, one team member per SO will participate in gathering input data.

VII.

A. Function: Information Management Services:

- 1) Communications
- 2) Records Management

B. Level and Future Vision

At the CORE, a central Processing Unit - CPU - replaces C&R but maintains similar function. ALL SOT's will be provided their own fax machine and copier (self-contained). The phone system will be more decentralized as far as SOTs are concerned, having their own phone number and the possibility to make their own long distance phone calls direct through IDT/MCI or some other service, yet centralized into the CORE Mitel system, whereby technical services could be provided when phone system did not work. Concerning official filing systems, each SOT and CORE will need to have one assigned function for files maintenance (Records Management Liaison Officer);

The vision of a "MIS" could enfold combining Systems, Doc CTR, and Team A of ASD. These 3 units, separated by space, but integrated as

far as team concept goes would become now USAID library, Automated Data Process (ADP) center, and CPU combined. The major task would be keeping USAID/Senegal informed and up to date. Ultimately, with further re-engineering, this service oriented System would evolve into an institutional memory for the Mission.

VIII.

EVALUATIONS

A. Function

This function is responsible for coordinating/managing the Mission's evaluation program.

B. Level/Vision

This coordination/management function should be located in the CORE. Furthermore, evaluation and monitoring functions should be integrated at the CORE level in a unit which should be reporting on overall program impact and advising on future development strategy directions.

IX. INFORMATION MANAGEMENT SYSTEM:

1. Categories of Information

The following categories of information are identified based on the Mission's willingness to be result-oriented.

1.1. Project-specific information

At this level, there are two sub-categories:

1.1.1. Input-related information, i.e. concerning issues such as financial expenses, logistics, procurement/contracts, administrative and management issues (including directives and guidance from USAID to field project managers. At this level the information flow is generally from USAID to field projects/NPAs.

1.1.2 Output-related information concerning issues pertaining to activity achievements. This type of information includes: activity reports, computerized data (from surveys), audits, financial assessments, special studies, etc. The information flow concerning this level is generally from the field to USAID.

Normally, inputs and outputs are clearly identified in activity/NPA logframes, but in some cases, there could be unplanned inputs, and unforeseen outputs.

1.2. Sector-specific information

There are three sub-categories:

1.2.1. Information influencing activity/NPA performance and generated by outside sources (e.g. a report of another project funded by another donor but intervening in the subsector or zone as the USAID project).

1.2.2. Information contributing to the achievement of the indicators defined for Mission's strategic objectives and targets, as stated in the CPSP.

1.2.3. Information related to one of the sectors covered by USAID (Health and population, ag/NRM, market liberalization) but not influencing indicators defined in strategic objectives and targets, e.g.: in the health and population sectors, information regarding immunization activities, diseases other than diarrhea and AIDS (onchocercosis, malaria, etc); in the ag/NRM sector, information regarding livestock production, or crops other than millet, sorghum, rice, maize, groundnut, etc.

1.3. Other Development-related information

1.3.1. Strategy-related information: This type of information concerns

all issues pertaining to the areas covered by the CPSP, including targets of opportunity, and information influencing more than one the sectors covered by USAID (e.g.: decentralization, WID issues)

1.3.2. General development issues: This concerns information related to sectors/activities not covered by the Mission's CPSP such as: education, mining, industry, etc.

1.4. General administrative issues: This type of information includes all routine correspondences (requests for employment, offers of services, etc.), and USAID general management issues (OEs, personnel management, office maintenance, logistics, etc.)

The AIT should deal with input and output-related information (1.1.) and info mentioned in 1.2.1

The SOTs should deal with information mentioned in 1.2. (1.2.1, 1.2.2. and 1.2.3). By doing so, the SOT will be in a position to give support to activities/NPA for the achievements of outputs, but also will focus on indicators defined for their strategic objectives and targets.

A "Monitoring and Prospective Analysis Unit" (located at the CORE) should deal with info. 1.3.1 (API reporting, Gender analyses, etc.), and 1.3.2 (Planning for future development strategies, increasing Mission's awareness of development trends in Senegal and in other countries).

The types of information grouped in category 1.4. should be dealt with at the CORE level, and within this level, in an administrative and logistics support unit.

2. Other Recommendations

a) Organize information flows in a ways that members of AITs, SOTs, and Monitoring and Prospective Analysis unit deal exclusively (or at least essentially) with development result-oriented information at their respective areas of intervention. This recommendation derives from the fact that in the current system most of the staff's time, at all levels, is devoted to routine activities that do not generate development results. This will imply that:

a1) The dispatching of incoming correspondences be done by persons knowing well the new structure, and being able to analyze incoming information at the standpoint of the USAID development strategy.

a2) Secretaries will be upgraded to work as administrative assistants. This means that they will have to do all routine administrative tasks that "technical" staff are currently doing: "polite No" responses to requests; country clearances, etc.

a3) Some Secretaries will be trained in data entry in order to build

the Mission data base. It does not make sense to have "technical" staff devote hours or weeks to entry data in Quattro Pro or Paradox.

b) The documentation Center's file on available documents should be put in the Network systems. It does not make sense to continue to print and diffuse "new acquisitions", or to call Doc. Center to asks for documents available in a given subject.

c) Data coming from the filed or from outside sources are received in different formats. SYSTEMS office should help convert all these data in a uniform format, and make these data available to all staff in the Network.

d) All development-related database managers (analyses and reporting at the programmatic level) should be grouped in one unit that could be part of the Monitoring and Prospective Analyses Unit.