



USAID Employee Focus Group Summary Results



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1. Executive Summary

PwC Consulting partnered with USAID to design and conduct four interactive focus group sessions with 61 USAID employees across various Bureaus and organizational levels. The sessions were conducted using PwC Consulting’s GroupSystems electronic meeting facilitation technology. The purpose of the key focus groups was to directly solicit employee feedback and ideas on how the Agency could improve overall perceptions, communications and knowledge sharing. The feedback from these focus groups provides only one valid and comprehensive source of data, and will be augmented by an organization-wide, Web-based survey to be distributed to all USAID employees. The results of both sources will be synthesized to improve internal and external communications and knowledge sharing.

There are five main themes of employee feedback that cut across all 23 questions. Each of these theme areas is described in more detail below and in *Section 2: Focus Group Findings and Analysis*.

Employees said . . .

USAID’s people are its #1 asset. Employees felt strongly that the Agency’s most valuable assets are its people and its field presence. Participants also indicated great concern that a current lack of workforce planning and proactive human capital management could jeopardize USAID’s core strengths in “its people” as skilled and knowledgeable staffs retire.

USAID needs to tell its story better. Employees frequently noted that USAID is doing good work – it just needs to tell everyone about it more effectively. Employee comments in the question areas of Priorities, Opportunities, Leadership in Development, and Improving Communications reflected the general need for clearer and more concise messages and success stories that can be easily shared with external stakeholders. Employees expressed concern that the American public as well as government decision makers do not know the importance of USAID’s work, or the impact it is making.

USAID is doing good work. There is a strong sense among employees that the Agency is performing well and doing the best job possible across all major program areas. Employees felt that stakeholders recognized the Agency’s good results, and that USAID does play a leadership role in the international development community. However, employees noted that the Agency is failing to make its successes known and claim credit for its good work.

USAID has too many priorities. Employees expressed concern that USAID is currently focusing on too many things. Participants felt that this was impacting

“Dedicated professionals who think strategically and act decisively.”



the Agency’s effectiveness and ability to maintain focus and sustain results in key program areas. Employees also noted a lack of clarity in USAID’s vision, or overall purpose. Their comments indicated that this lack of clarity is adversely impacting the Agency’s ability to create a strong sense of consistent awareness among external stakeholders, including Congress and the American Public.

Employees want more communication. Employees were generally satisfied with the few existing USAID communications vehicles. But, they requested more information, and more frequent and timely communications from leadership. Employees also recommended leveraging new technologies and automated tools to streamline delivery and support two-way communications.

“Encourage AAs to meet with their staffs more regularly both at the Director level and at large.”

2. Focus Group Findings and Analysis

The focus group findings and analysis are presented in the same framework as the original agenda; general questions first and specific questions last:

- USAID Purpose and Priorities
- Being a Leader in Development
- USAID Strengths, Weaknesses, Opportunities, and Threats
- Best and Worst Perceptions/External Communications
- External Communications
- Internal Communications
- Knowledge Management / Information Sharing

Sample comments, representative of all comments, are presented in descending order of frequency in the Employee Feedback section for each question. Each Analysis below details common trends, contrasts, or other findings that were found in the employee feedback data.

The findings and analysis reflect only the ideas and input generated directly by the 61 Washington-based USAID employees who attended the focus groups and do not represent the interpretation or opinion of PwC Consulting or the USAID leadership involved in the coordination of the focus group activities. In addition, these findings may not universally represent the opinions of all USAID employees across the Agency.



2.1 USAID Purpose and Priorities

Focus group participants were asked to consider why USAID exists and to define the overall purpose of the Agency. They were also asked to describe the Agency's top priorities today, as they understand them, as communicated by Agency leadership. Each group was asked to select USAID's top priorities and rate the Agency's performance against each. Lastly, participants were asked to discuss what the Agencies priorities *should be*, going forward.

2.1.1 Employee Feedback

Employee Responses to: "Reasons Why USAID Exists"

- Doing good and helping others
- Share our wealth and good fortune
- Make the world a better place
- Support U.S. foreign policy
- Provide development assistance
- Promote economic growth
- Provide humanitarian assistance and disaster relief
- Strengthen democracy
- Enhance geopolitical stability
- Eradicate poverty and improve the quality of life
- Train others to meet their own needs
- Provide medical assistance and advice

"Extend the reach of what is good about America."



“Fighting the HIV/AIDS pandemic as a member of the international community.”

“Working in partnership with emerging market nations to harmonize private sector interests in globalization and international standardization.”

**Employee Responses to:
“USAID Top Priorities Today”**

- Fighting HIV/AIDS pandemic
- Promoting free markets and trade readiness
- Representing U.S. foreign policy interests
- Conflict mitigation
- Democracy and governance
- Management reform and Agency reorganization
- Supporting sustainable development
- Humanitarian assistance / disaster relief
- Building constituencies and partnerships
- Ensuring public funds are wisely and responsibly spent

**Employee Responses to:
“What Future Priorities Should Be”**

- Promoting economic growth
- Sustainable governments that support the private sector
- Strengthening sustainable institutions in developing countries
- Supporting democracy and good governance
- Managing staff as a knowledge resource
- Eliminating HIV/AIDS
- Understanding conflict and its root causes
- Education – both children and adults
- Preserving the disappearing environment and watersheds
- Addressing global health challenges
- Getting out of lines of business that others do better
- Communicating successes to wide audiences
- Getting the reorganization behind us
- Humanitarian assistance

2.1.2 Analysis

In general, the feedback among the four focus groups was noticeably similar. In analysing the specific responses prior to categorizing the responses into major categories, the most commonly expressed reasons for USAID’s existence was in support of “American Values” such as “doing good” or “helping others” who are not as fortunate, and in support of U.S. foreign policy. Second to those reasons were concepts such as promoting development and economic growth, and to provide humanitarian assistance. Participants also mentioned reasons that were aligned with specific programs such as global health, disaster relief, conflict mitigation, democracy and governance and education.

When thinking about USAID’s priorities, participants commented on the sheer number and variety of Agency priorities. Each group generated between 50 and 70 responses when asked to identify USAID’s *top* priorities. During the facilitated



discussion, all groups commented that USAID has too many priorities and participants believe this hinders the Agencies' effectiveness. However, when asked to name what the Agencies' priorities should be in the future, participants had difficulty narrowing the list significantly. Again, participants named most existing program areas.

Feedback on current and future priorities most commonly included areas such as economic growth, development, HIV/AIDS, and conflict mitigation. Notable shifts include the fact that employees believed HIV/AIDS was one of the top priorities today (with 21 responses) and only 10 comments indicated it should be among the top priorities in the future. Foreign policy ranked third among current priorities (with 17 responses), yet was in the bottom quartile of future priorities, with only two responses. Only six responses expressed a current priority related to people, and 14 future priorities related to the internal management of USAID.

To further analyse the focus group participants' feedback on current and future priorities, individual response subcategories were grouped into major category areas. As a result of this grouping, some shifts occurred in both the current and future priorities. In the following table, the frequency of responses is ranked as high-frequency (top 25 percentile), medium-frequency (middle 50 percentile), and low-frequency (bottom 25 percentile) responses.

As illustrated in the following table, responses having to do with internal operations and management, such as management systems, people, and organizational structure, received the highest frequency of responses, with over 25 percent of the responses. Internal management and operations significantly overshadowed program and policy-related responses. The middle 50 percentile of responses, which were labelled medium frequency responses, were concentrated generally on program areas such as Global Health and Economic Growth and Trade.

For both current and future priorities, over half of the major priority categories received a low-frequency rating in the analysis. This indicates that, as discussed above, it was difficult for the group to gain consensus on priorities -- over 75 percent of the responses were relatively concentrated in nine major category areas (current and future).

"Reduce sources of conflict abroad."

"Demonstrate that we truly value our most important resource - our employees."



**Frequency of Employee Responses to
Current and Future Priorities, by Major Category**

Category	Current	Future	Increase (+), Decrease (-), or No Change (--)
Internal Operations & Management	High	High	--
Global Health	High	Med	--
Economic Growth and Trade	Med	Med	--
Foreign Policy	Med	Low	-1
Conflict Mitigation	Med	Med	--
Democracy and Governance	Med	Med	--
External Communications	Med	Med	--
Non-Governmental Dynamics	Med	Low	-1
Humanitarian Assistance	Med	Low	-1
Inter Governmental Dynamics	Low	Low	--
Development	Low	Med	+1
Funding	Low	Low	--
Agriculture	Low	Low	--
Region-specific Programs	Low	Low	--
Performance	Low	Low	--
Field Presence	Low	Low	--
Poverty Alleviation	Low	Low	--
Education	Low	Med	+1
Environment	Low	Low	--
American Values	Low	Low	--
Millennium Challenge Account	Low	Low	--
Other	Low	Low	--

“Revitalize, not reorganize the Agency.”

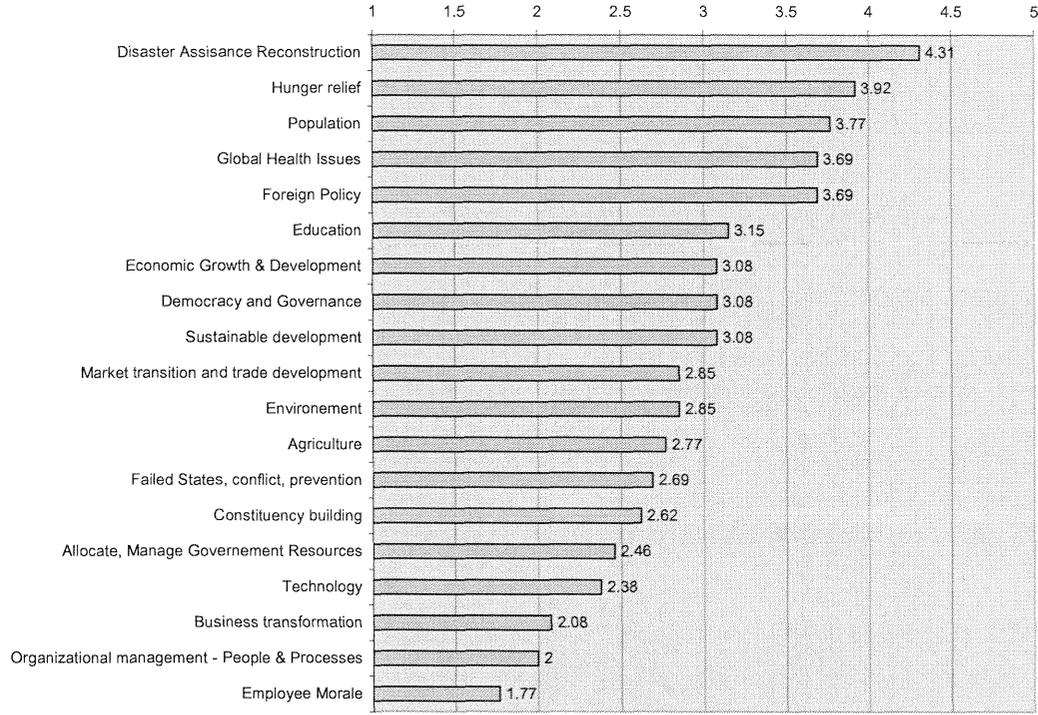
“Provide basic education for children and adults.”

When asked to select the top 10 current priorities against which to rate USAID’s performance today, groups again had difficulty narrowing the list, and all groups ended up voting on between 10 and 19 top priorities. The groups rated USAID’s current performance on a scale of 1 (poor) to 5 (excellent). The results of each group’s assessment appear below later.

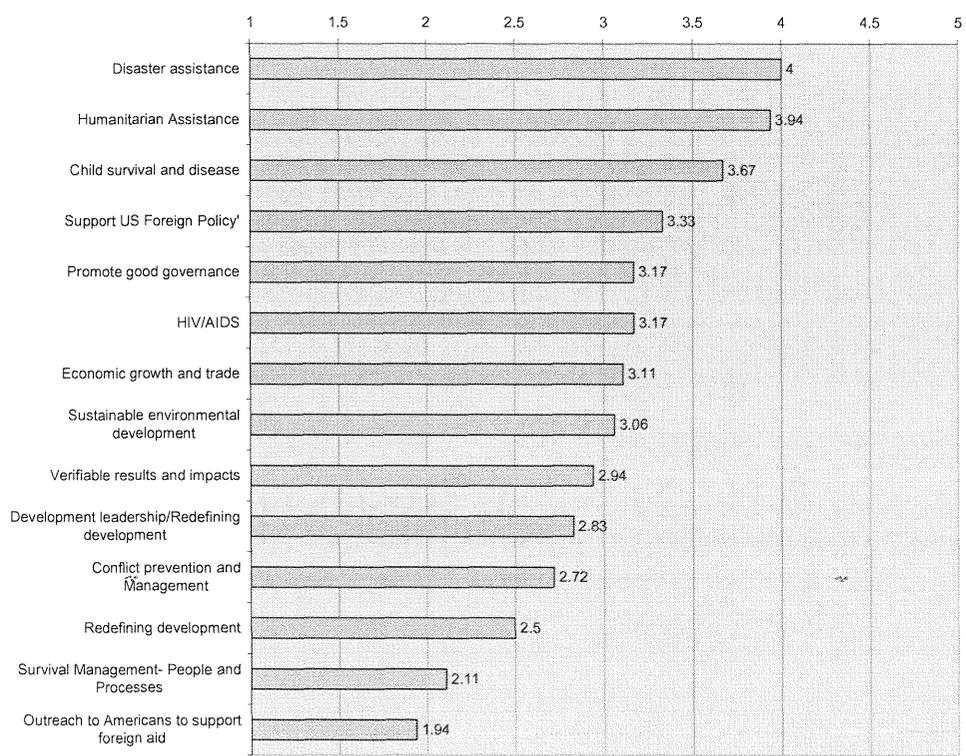
The groups consistently agreed that the Agency performs best in the areas of disaster relief and humanitarian assistance. During the discussion, employees noted that this is because the impact of these programs is easier to notice, and the results are more quickly realized, with more clearly defined objectives. In contrast, programs focused on development or economic growth are generally long term, and success is more difficult to measure. The groups also consistently agreed that USAID performs worst in the priority areas of internal management.



Employee Perceptions of USAID's Performance of Top Priorities. Focus Groups 1 and 2. (1 = Poor 5 = Excellent)



"To encourage others around the world to value democracy but to do so on their own."

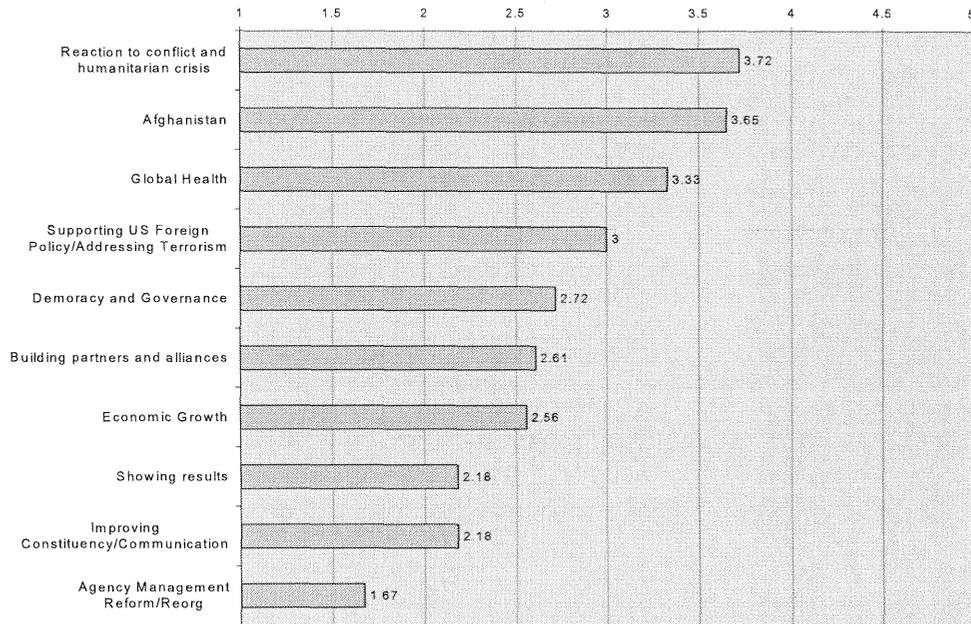


"Responding quickly to natural and man-made disasters."

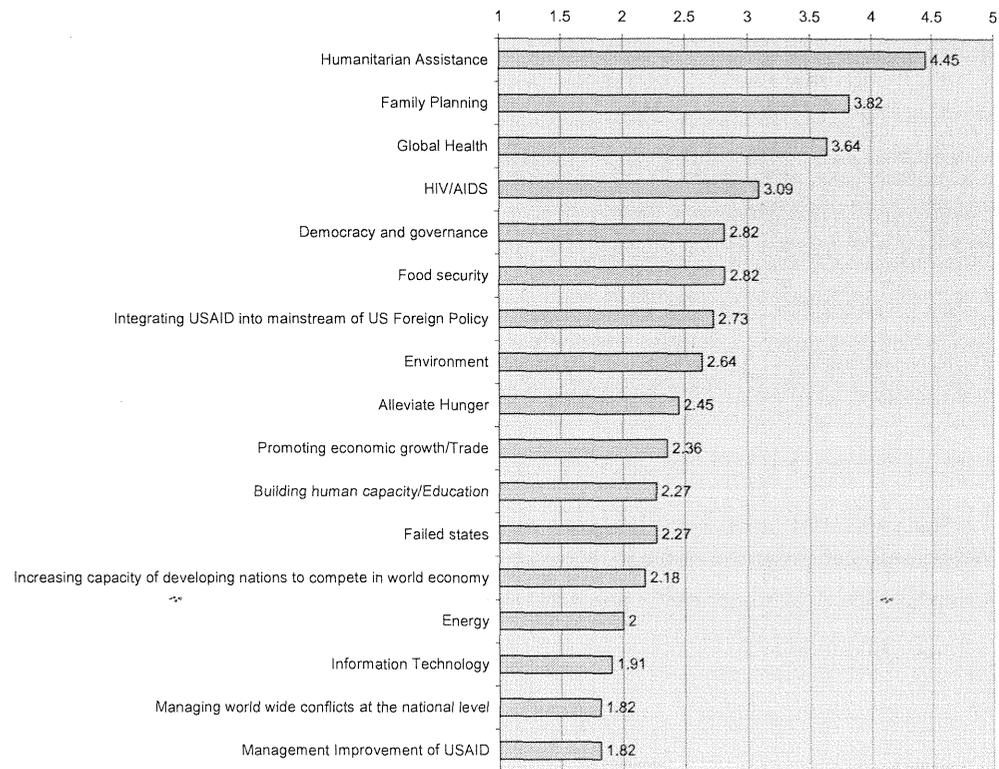


Employee Perceptions of USAID's Performance of Top Priorities. Focus Groups 3 and 4. (1 = Poor 5 = Excellent)

“Provide complementary development assistance to support the war vs. terrorism.”



“Assuring individuals have access to comprehensive and culturally appropriate health care so that they can become productive members of society.”





2.2 Being a Leader in Development

Focus group participants were asked to think about the word “development” and define what it means to them. They were next asked to describe how USAID could demonstrate *leadership* in development. Participants were then asked to suggest ways in which USAID could “revolutionize development.”

2.2.1 Employee Feedback

Employee Responses to: “Definition of Development”

- Capacity building
- Improving others’ standard of living
- Assisting people to improve their human and environmental condition
- Helping people help themselves
- Increasing life expectancy
- Enabling individuals, communities and nations to live up to their potential
- Fighting darkness
- It is NOT fund raising
- Improving quality of life
- Making this world a better place
- Means absolutely nothing to people outside RRB in the U.S.

Employee Responses to: “Demonstrating Leadership in Development”

- Seize the microphone and spotlight from our contractors
- Clearly explain our approach, value, and successes
- Prioritize and lead in those focused areas
- Pursue serious, well-bought into initiatives by the USG, and lead, lead, lead not follow
- Invest in maintaining a knowledgeable and skilled workforce
- We already are the leader
- Perform well, and demonstrate tangible results

“Sharing the best practices learned over time regarding helping a society to be self-sufficient.”

Revolutionizing Development

- Focus more, do less. Do fewer things better
- Have a backbone in articulating what we can and can’t do
- Find ways to jump start economic development through better use of technology and innovation
- Much more risk taking and innovation
- Do we want to revolutionize? We’ve been down that road before
- Revolution implies it’s not working now. Who says it’s not working?
- More flexibility in aid funding – no earmarks / directives
- Don’t waste time with governments that are fooling around
- MCA has the potential to revolutionize development

“We already are the leaders, but we don’t do a good job of taking the credit.”



2.2.2 Analysis

“Proving a nation’s people with the skills, capacity, and community will to improve their health, quality of life, education, and employment opportunities.”

There was some variance and inconsistency among participants when asked to define the meaning of the word development in the context of USAID’s work. No universal meaning came out within any of the focus groups. Most employees described development in terms of helping others to help themselves, building capacity or improving living standards. Some responses, however, were more ethereal and akin to a slogan or motto, such as “a rising tide that lifts all boats” or “fighting darkness.” Some responses aligned more closely with existing program areas such as education, democracy and governance, conflict mitigation, and disaster response. In general, participants commented that they knew what development was, but they would have trouble defining it concisely because of its all-inclusive implications.

When asked about what USAID could do to demonstrate being a leader in development, the most frequent responses related to communicating USAID’s success and importance more effectively. Several participant responses seemed to indicate that USAID already was a leader in development, and that all it needs to do is communicate that more broadly and more successfully with stakeholders and the public in general. The groups confirmed this sentiment during the facilitated discussions. The second most common theme, with 27 responses, related to forcing more prioritisation of USAID’s mission and vision.

“USAID is the Wizard of Oz of development – come out from behind the curtain.”

The third most common category of employee responses was related to better people management, and building leadership capacity within USAID’s workforce. Several participants indicated that the key to being recognized as a leader is in achieving measurable results and demonstrating USAID’s impact. The majority of responses related to creating a clearer message of success and purpose, and communicating it widely and consistently. Other comments related to developing stronger partnerships with other agencies and with the private sector, but taking credit where credit is due, and requiring NGOs and contractors to acknowledge to the American and foreign public, USAID funding and assistance for programs they execute.

When asked about revolutionizing development, a majority of responses indicated that USAID would have to focus and prioritize its mission and vision more clearly to achieve results. Other participants indicated that technology and innovation would be the key. Ideas included using technology to streamline funding and program management, as well as to jump start third-world economies and increase research. Several participants cautioned that USAID might not want to revolutionize development. Some employees equated the word revolutionize with reform, and indicated they thought the Agency has been down that path before, and that this just seemed like the latest buzzword. Six employees specifically mentioned that the MCA has potential to revolutionize development. Other common responses indicated that the most impact could come from creating more



innovative partnerships and leveraging the private sector in revolutionary ways. In general, there did not appear to be a noticeable trend of responses focused in any one area -- indicating either that the concept of revolutionizing development must be driven by multiple actions, or that participants did not have a clear concept of how to make this happen.

2.3 USAID Strengths, Weaknesses, Opportunities and Threats

A SWOT Analysis framework was used to identify employees' ideas of the Strengths, Weaknesses, Opportunities and Threats that USAID faces. Focus group participants were asked to provide their insight into USAID's:

- Competencies, talents, or advantages to leverage
- Internal or external / environmental challenges to overcome
- Opportunities or situations that should be seized
- Environmental factors or circumstances that will need to be managed

A SWOT Analysis is useful because it provides a frame of reference for discussion of key organizational issues, allowing participants to approach the current organizational situation in the same way. Once participants list their strengths, weaknesses, opportunities, and threats, the framework assists decision makers in thinking critically about their business by highlighting areas of immediate concern for further research. Participants can also uncover potential strategic options by finding the matches between an organization's environment (opportunities and threats) and its internal capabilities (strengths and weaknesses).



2.3.1 Employee Feedback

Strengths

- Dedicated, smart, experienced workforce
- Field presence
- Results orientation
- Commitment to “customers”
- Good disaster relief / humanitarian assistance
- Leadership in global health
- Large, stable funding source
- Ability to take a long-term view
- Ability to relate to the developing world’s perspectives and needs
- Strong reputation among donors
- Good linkages with NGOs
- Strong sense of helping others

Weaknesses

- Retaining the organization’s institutional memory
- Hiring new employees
- Insufficient funding
- Budgetary earmarks
- Mission is unclear - too many priorities
- Imbalance between taking action and accountability
- Reorganization
- Poor management systems (financial, procurement, human resources, and knowledge management in particular)
- Too much bureaucracy
- Poor morale
- Lack of political rank as an Agency
- Congressional interference
- Poor communication of successes

Opportunities

- Millennium Challenge Account
- Succession Planning
- Better recognition and communication of successes and results
- Engagement of U.S. and foreign citizens in what USAID does through awareness building
- Partnerships/alliances (especially with the private sector)
- Improved cooperation with State and other U.S. government organizations

Threats

- Agency fails to plan for succession as workforce nears retirement
- Poor management of financial resources leads to less credibility and resources
- OE Funding constraints lead to poor program management
- USAID’s mission remains diffused and other agencies encroach
- USAID technology continues to lag or worsen
- Employee morale worsens
- External stakeholders and the public continue to lack knowledge or awareness of USAID and its mission
- USAID is eliminated
- USAID is merged with State

“State-of-the-art knowledge in technical fields.”

“Make mentoring opportunities available to ALL staff.”



2.3.2 Strengths Analysis

The most common factor identified by participants as a USAID strength was USAID's people, their skills and dedication, and their genuine commitment to the programs USAID supports. The second most common factor was USAID's field presence and the fact that they are on the ground worldwide making a difference. Employees noted that this is a strength that few other organizations can claim. Some participants mentioned specific program areas as strengths, including disaster relief, global health and agriculture.

Employees' comments indicated that the nature of USAID's work –helping people and doing good– attracts well-intentioned, smart, motivated employees who dedicate themselves to their work. Employees emphasized in the facilitated discussion that this is a core strength that USAID could leverage, and should strive to maintain.

Participants indicated that USAID's field presence is a core strength because it provides a real-time, on the ground network that serves as a connection to international governments and a source of direct feedback. With USAID's assembly of experts in the field and host country staff, participants noted that USAID has the ability to relate to its clients' needs and develop best-fit solutions. Participants believe it is this international viewpoint and presence that differentiates USAID from other U.S. agencies.

Many of the program-specific comments centered on humanitarian assistance, which participants found to be the Agency's leading program. Reasons for this program's success include its: short-term goals, clarity of purpose, high profile nature, verifiable results, and well-defined response process and management. One participant referred to the disaster relief program as "a well-oiled machine."

2.3.3 Weaknesses Analysis

In analysing the participants' response to their perceptions of USAID's weaknesses, three natural groupings appeared:

- Operational effectiveness responses, including such categories as people, management practices, management systems, and organizational structure;
- Stakeholder management responses, including categories such as communications activities, Congress, and other agencies; and
- Vision and mission uncertainty responses, including such categories as priorities and goals, leadership and funding.

In the area of operational effectiveness, the responses on poor morale and people weaknesses contrasted sharply with the number and intensity of the people-related

"We possess a social conscience with a job description to do something about it."

"Poor internal management systems that diminish efficiencies and effectiveness of its limited staff base."



[USAID is] losing high quality candidates because we can't hire in a timely fashion."

strength comments (in fact, the people category had the most responses in each of the SWOT questions). The largest people concerns centered on planning for an aging workforce, hiring new employees, and training, while other operational effectiveness themes included: management system problems – especially in procurement – and leadership effectiveness. An unwanted reorganization appears to have further hurt morale by fortifying employees' opinions of having little input and feeling that leadership's focus is being diverted with little apparent gain to them or the organization.

The stakeholder management weaknesses include: lack of political rank as an Agency, congressional interference, communication of successes, and budgetary earmarks. Employees' largest concerns in this area were that the Agency does not have a voice and that its stakeholders are unaware of its successes.

Employees commented frequently in general about a lack of clarity around the organization's mission, vision, and goals. Specifically, they commented that: there is a lack of focus on goals, confusion about USAID's real customer, and confusion between whether to take action or be accountable.

2.3.4 Opportunities Analysis

"MCA – we need to plan how to get ready to seize this opportunity."

The Millennium Challenge Account (MCA) was the single most frequently commented opportunity. Some employees commented that gaining leadership responsibility on the MCA would demonstrate/validate USAID's leadership role in U.S. foreign assistance, and that the additional funding would also enable the organization to mend some of its internal systems and people weaknesses. Others, however, cautioned that MCA could present challenges because USAID does not have the resources or management infrastructure to support leading this critical program. In general, employees thought that "USAID cannot let this opportunity pass" and the Agency must "make it work."

Other frequently suggested opportunities included the identification and communication of successes and improved coordination with both public and private sector organizations. With regard to the communication of successes, employees specifically suggested to engage the American public, foreign citizens, President Bush, Secretary Powell and Congress. With regard to improved coordination, employees specifically suggested better coordination with donor foundations, the Peace Corps, the State Department, the Department of Defense, the Department of Justice, and private sector organizations that align with USAID's priorities.

Whereas employees frequently suggested many US-focused opportunities (i.e., winning the Millennium Challenge Account, improving communications,



improving coordination, and succession planning), there were very few participant recommendations on better coordination with foreign governments, improving existing programs, or developing or taking advantage of new means of fulfilling the organization’s many priorities.

2.3.5 Threats Analysis

Most of the internal threats that employees noted are continuations or consequences of current weaknesses. Examples of these internal weakness-related threats include: a failure to plan for succession as the workforce nears retirement, ineffective systems and poor management of financial resources leads to less credibility and resources, employee morale worsens, OE funding constraints lead to poor program management, and USAID’s mission remains diffused and enables other agencies to encroach.

Most of the participants’ responses about external threats to USAID described domestic threats rather than international ones. For instance, the most common external threats were that other agencies enter the development business and external stakeholders (especially Congress) and the public continue to lack knowledge or awareness of USAID and its mission.

2.4 Best and Worst Perceptions/External Communications

In preparation for the focus group sessions, PwC Consulting worked with LPA and PPC to develop a list of USAID stakeholder groups. During the focus group sessions, participants were asked to validate or modify the stakeholder listing and to consider the best and worst perceptions of all external stakeholders, in aggregate. Participants described what they believed stakeholders, as a whole, thought about the Agency. Feedback reflected the participants’ own sense of stakeholders’ best and worst perceptions of USAID, and was not solicited directly from external stakeholders.

“If we can’t account for our funds, Congress and OMB won’t approve increased funding no matter what our results are.”



2.4.1 Employee Feedback

“Our humanitarian assistance is not viewed as political, we are doing it because we care.”

- Employee Responses to: “Stakeholder Best Perceptions”**
- Responds quickly in an overseas crisis
 - The “primo” humanitarian assistance Agency
 - We are there when things are crummy in a country
 - Fast, innovative, targeted
 - We know how to get things done – innovative
 - Technically capable, experienced staff with heart
 - Can move our \$\$\$ faster than the Euros

- Employee Responses to: “Stakeholder Worst Perceptions”**
- Foreign aid is a "give-away" of U.S. tax \$
 - A great deal of foreign assistance dollars is misappropriated by corrupt governments
 - We pour it down rat holes
 - USAID is a second class Agency
 - We speak our own language
 - Arrogant and disrespectful
 - We can never declare a victory
 - It's pure self interest at every level
 - Who???

2.4.2 Analysis

In general, employees believe USAID is providing great services to its customers and is viewed as a leader in the development/humanitarian aid community. The most common best perceptions, as communicated by focus group participants, relate to USAID’s performance in the field and its ability to make a positive impact with its programs. With respect to specific programs, USAID’s performance in disaster relief and humanitarian assistance was cited as the most common reason behind some stakeholders’ best perceptions.

“We’ve been given millions of dollars and we have no idea what we did with the money.”

Employees included other best perceptions focused on the good people within the organization and the talents and sincere devotion they bring to their work. Several participants noted that some stakeholders think positively of USAID simply because they are a good source of funding for important programs.

Participants’ comments indicate they believe negative perceptions exist with some stakeholders primarily regarding the way in which USAID spends its funding, and the results that are achieved with those funds. According to a clear majority of comments, employees’ believe USAID’s worst perceptions are related to the Agency’s funding practices and the ways in which they allocate funds to overseas programs.



The majority of remaining worst perceptions focus on USAID’s role and brand within the international community. Participants felt that stakeholders are confused as to USAID’s role in foreign assistance and international development, that others do not understand what USAID does, and that they are perceived as a “second class Agency.” Several employees noted the worst perceptions are no perception at all, based on stakeholders’ lack of understanding of who USAID is, or what the Agency does. Other negative perceptions discussed by participants relate to USAID having “bureaucratic” processes and practices.

“Foreign aid is a ‘give-away’ of U.S. tax \$.”

In the following table, responses from the focus group participants’ worst and best perceptions of USAID are presented in a Force Field Analysis. The Force Field Analysis assists in determining the drivers that keep the worst perceptions from occurring and the barriers to achieving the best perceptions. Future analysis of external communications by LPA will fully develop the employee feedback into a Force Field Analysis.

Worst Perceptions	Drivers (Strengths)	Current Perception	Barriers (Weaknesses)	Best Perceptions
Supports corrupt governments	Dedicated, smart, workforce	A comprehensive stakeholder analysis would be needed to determine.	Retaining the organization’s experience	Makes a difference
Gives away U.S. tax \$	Results oriented		Insufficient funding	Saves lives
Doesn’t keep track of foreign spending	Commitment to “customers”		Budgetary earmarks	Is working to help those in need
Supports lousy programs and products	Leadership in global health		Mission is unclear – too many priorities	Is in it for the long haul
Is too slow, doesn’t show value for money spent	Ability to take a long-term view		Reorganization	Is a leader in international development
Is simply ineffective	Strong reputation among donors		Poor management systems	Openly shares development knowledge with others
Should forget about Foreign Policy	Strong sense of helping others		Too much bureaucracy	Responds well to disasters

“We make a real difference in people's lives.”



2.5 External Communications

Employees were asked to provide feedback on how to improve communications with external stakeholders in general. They were asked to identify specific ideas and recommendations that would benefit stakeholders and the Agency's relationship with them.

2.5.1 Employee Feedback

“Work to take the positive stories in developing countries to the media and disseminate.”

Employee Responses to: “Improving External Communications”

- Seek opportunities to speak in public forums
- Person-to-person contact with key interlocutors
- Talk in lay-people's terms in our congressional reports, press releases, country strategies
- Encourage greater interaction among USAID staff and with outside constituencies and interest groups
- Establish a robust extranet knowledge sharing program and environment with partners and stakeholders
- Ask for feedback when communication goes out
- Have a USAID goodwill spokesperson (celebrity)
- Provide concrete examples of how our investments improved people's lives/ get the story out simply and clearly
- Enhance press/media relations
- Explore ways to improve use of electronic media even more than being done
- Surely these focus groups will be done with stakeholders, including general public, so we can actually know what they think rather than suppose from talk shows, conversations with cab drivers

“Make it simple.”

Employee Responses to: “Improving www.USAID.gov”

- Have portal for staff and partners to interact
- Have more success stories on the Web site
- Add listserv component
- Offer more interactivity, video, etc. to enliven interest
- Place hot/current topics prominently on front page
- Absolutely needs to have good linkages to bureau and office Web sites
- Search features not very friendly or obvious
- More quotes from people we're serving
- Procurement info, technical publications
- Website could be done in several client languages Arabic, Spanish, Chinese, Hindi, Portuguese, and French or at least certain parts
- Photo archive of USAID development work



2.5.2 Analysis

Participants generated many excellent and actionable ideas about how to improve communication with external stakeholders. According to participants, external communications could be improved by getting the message out about USAID’s work and sharing success stories. They believe inter-agency collaboration, and better collaboration with the press, could promote USAID as an Agency that does great things and helps countries in need. Comments focused on sharing information in plain English, and describing things more in terms of publishable information, rather than results reporting.

Employees expressed ideas such as encouraging USAID specialists to participate in international forums and demonstrate thought leadership publicly. Several suggestions related to partnering more closely with key stakeholders, to develop and maintain closer ties of communication. Several participants also recommended using electronic media more effectively to engage external stakeholders on a regular basis.

Participants offered many helpful suggestions about how to improve the external Web site. Most ideas focused on developing and posting more helpful content, such as successes, photos, interactive videos, and maps related to specific USAID programs. Several participants offered ideas about how to improve the technology to make it more user-friendly and convenient, such as a better search engine or a portal.

“Many more pictures. Many more success stories. Show what we are doing and how it's helping..”

2.6 Internal Communications

Employees were asked to provide feedback on how to improve several specific existing communications vehicles, including Notes from Natsios, the All Hands Meeting, the internal and external Web sites, and the FrontLines publications. Participants were also asked to provide recommendations on how internal communications and communications from senior leadership could be improved in general. The groups were asked how frequently communications should occur and how the Agency could better connect with the field.

“The All-Hands Meeting needs to be coupled with opportunities for smaller, informal interaction with Natsios and other Agency leadership.”



2.6.1 Employee Feedback

"We need more information on what is happening Agency-wide and what is the thinking of the Agency's leadership."

Employee Responses to:
"Communication from the Administrator"

- Continue the dialogue with employees
- Practice MBWA -- management by Walking Around
- More listening....less directives
- Communicate recognition of work being done by the Agency
- Communicate more frequently but less formally

Employee Responses to:
"All Hands Meeting"

- Should include current issues/problems
- More frequent all hands meetings
- Have smaller less formal town meetings
- Allow more time for employee questions
- Have the Administrator meet with just the Bureau instead

"FrontLines should include success stories and articles from all Bureaus/Offices in the current issue."

Employee Responses to:
"Notes from Natsios"

- Should reinforce key Agency themes and messages and give updates and progress reports
- Accomplishments for the month
- Too general to be of much relevance to what employees are concerned about
- Keep them short and do them more frequently

Employee Responses to:
"FrontLines"

- Best part is what is happening to our colleagues
- Success stories and articles from all Bureaus/Offices in each issue
- Include recognition of employees
- Use more graphics, pictures, images

Employee Responses to:
"Improving Internal Communications"

- Better access to the right information -- can't communicate to the field if you don't have the information
- Missions should have an assigned media/publications person
- The lack of collaboration tools force us to misuse e-mail
- Over communicate, --too little now
- Bureaus send "notes to the field" each week
- Use "collaboration" tools to have the field provide input to internal policy
- More interactive resources available through Web site



2.6.2 Analysis

Based on an overwhelming response from employees, many of the current communications activities are well received. Specifically, staff felt that the Notes from Natsios were working well and they were excited to hear the FrontLines will be reinstated. Participants consistently expressed a desire to have increased personal contact with the Administrator through simple activities such as the Administrator walking around, shaking hands or having individual conversations on the elevator.

Focus group participants indicated that they felt future communications need to be inclusive to all employees at all levels of the organization; and that information should be clear, direct and to the point. They felt that the Agency should use an interactive approach for communication mediums such as video messages to the field from the Administrator, Web casts and/or interactive Q&A sessions on the Web. Participants indicated that better collaboration tools and technology could improve communications with the field.

“Clear and accurate communication on the importance that senior management places on every element of your job deliverables.”

2.7 Knowledge Management / Information Sharing

Focus group participants were asked a series of questions about information sharing; the types of information they need, where they look for it, and how it is used. Participants were asked to provide general feedback and suggestions on how USAID could improve information sharing across the Agency.

2.7.1 Employee Feedback

**Employee Responses to:
“What Information Do You Need?”**

- Economic reporting information for various countries
- Simple, clear policy and internal priority information
- Political developments
- Up-to-date information
- Recruitment information
- Lessons learned/best practices
- Current USAID events
- Technical information

**Employee Responses to:
“Where Do You Look for Information?”**

- Personal network
- Ask desk who has to ask the mission
- Internet
- Other government Web sites
- Bureau databases
- Check old emails
- Diverse and disorganized sources

“There is no specific repository on information -- it is ad hoc, which is very disruptive as personnel move on.”



For strategic planning and program design.”

Employee Responses to:

“What Do You Use Information For?”

- Prepare documents (briefing papers, letters, fact sheets)
- Prepare presentations and speeches
- Decisions about where to place resources and where to focus
- To establish guidelines and procedures
- Broad, general information to help public understand role and function of USAID
- Respond to questions from the Congress or Department of State, NSC, other agencies
- Stay abreast of current trends and themes in various sectors
- Respond to inquiries from public, staff, partners

Centralized, user-friendly database that works.”

Employee Responses to:

“Tools That Would Enable You to Perform Better”

- Basic financial information, how much USAID \$\$ is an organization getting
- E-based business processes, ability to submit proposals on-line, ability to submit vouchers on-line
- Videoconferencing with my mission
- Toolsets available on line
- Better use of existing technology -- we don't even have laptops
- Powerful, flexible databases that could be shared more widely
- Collaboration tools
- Consider using a personnel directory...bio...expertise...experience guide
- Accessibility to e-mail at home



2.7.2 Analysis

In general, a majority of the feedback among the four focus groups was noticeably similar for the information sharing questions. Some of the most common themes among employee responses were in reference to improving www.usaid.gov by creating a single location (portal) where information can be accessed and shared. Participants also noted the need to capture much of the information that is currently kept at employees' desks, on their computer or in their personal files. Employees recognized that if USAID does not consider options for capturing much of this data from a continually aging workforce, USAID would lose a considerable amount of valuable information for future workers due to natural attrition and retirement.

Based on the focus group feedback, most employees use their own network of contacts and the public Internet when they need to find information. Many of the common sources for obtaining information included the Library of Congress and USAID's internal Library. Many participants requested changes to www.usaid.gov in keeping the information up-to-date. In addition, employees expressed the need for one central source for obtaining and sharing information that they need to do their job effectively.

It was a common theme throughout the four focus groups that participants were worried about attrition of workers and knowledge. Most participants felt strongly that www.usaid.gov should also be used to recruit a younger workforce to ensure the future success of USAID. It was also noted throughout the discussions that there is a great need not just for technology and tools, but also for better processes and human-based knowledge sharing programs on a more formal basis.

3. Conclusion

PwC Consulting will continue to work in partnership with USAID to further refine the feedback and ideas generated during the four employee focus groups sessions. To further this analysis, USAID will distribute a Web-based survey to all employees to solicit additional feedback and recommendations, and those results will be analysed in conjunction with this focus group data.

As one of the first actions taken from this analysis, LPA will be incorporating focus group feedback into an internal and external Communications Strategy for the Agency and leveraging employee suggestions to revise existing communications vehicles. In addition, LPA and PwC Consulting are currently in the process of redesigning the external Web site and are using the focus group information, a survey of USAID.gov users, and the latest in Web site best

“Who does what in what bureau, i.e. who is the SME on specific subjects, who has the lead on certain initiatives.... may have heard something about it but don't know where to go to get more information.”



practices of government and private sector Web sites as the basis of the redesign effort.

PPC and PwC Consulting are currently developing a Knowledge and Information Sharing strategy and action plan for the organization, and have included focus group recommendations in that process, as well as leveraging the best practices of the government and private sectors.

LPA and the PwC Consulting team would like to thank all of the focus group participants for their time and dedication to this effort. If you have any additional feedback or comments, please feel free to contact Joanne Giordano, Deputy Assistant Administrator, Legislative and Public Affairs, JGiordano@usaid.gov, or Brian Murrow, PwC Consulting, Brian.D.Murrow@us.pwcglobal.com.



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A. Our Approach

A.1 Overview of Technology

Each focus group session was conducted with USAID employees using PwC Consulting's GroupSystems Technology and up to 20 laptop workstations. GroupSystems software offers a unique integration of group dynamics that enables organizations to generate ideas, organize information, narrow in on key issues, prioritize alternatives, build consensus and ready themselves for action. While all of the participants' responses are anonymous, group members simultaneously have the opportunity to also view each other's responses as they are submitted. This approach created a dynamic and interactive environment based on open and honest dialogue between USAID employees with a clear and accurate record of the raw data for review and analysis by PwC Consulting and USAID leadership.

A.2 Sample Group and Agenda Development

The focus group sessions included 14 to 20 participants per session, for a total of 61 USAID employees. The Bureau for Legislative and Public Affairs (LPA) sponsored this effort and worked closely with the Bureau for Policy and Program Coordination (PPC) to define the agenda and discussion questions. A representative sample of Washington, D.C. based employees was selected from across Bureaus and staff levels to participate in one of the four, half-day sessions. The agenda consisted of 23 questions in the areas of Employee Perceptions, Stakeholder Perceptions, Communication and Information Sharing. Nearly 3000 responses were received from focus group participants.

A.3 How The Groups Were Conducted

Each participant was assigned a laptop workstation and given a brief overview of the technology. They were asked a practice question to become comfortable with the technology. To ensure consistent data collection, participants were asked a series of questions and given an opportunity to respond electronically. When all responses were complete, there was a facilitated discussion for additional input and clarification. PwC Consulting facilitators took notes on flip charts to capture any discussions outside the scope of the predefined agenda questions. All data submitted by employees were stored on a server and then exported into a database for focused coding and analysis.

A.4 Assimilation and Categorization of the Data

Given that the 23 questions asked of more than 60 participants generated approximately 3000 responses, a front end coding structure was necessary to properly sort and code the data. The team first developed major categories and subcategories based on logical groupings of the raw data. The team then refined these category and subcategory definitions with USAID leadership. This procedure enabled the team to clearly understand the central themes around each topic area.



Once the categories and subcategories were final, all responses were downloaded into a database, reviewed one-by-one, and assigned a logical category and subcategory. The categorization of each response was based on the meaning and actual wording of the employee's quote.

A.5 Description of Appendix

This appendix contains the raw, verbatim data input into GroupSystems by the employee focus group participants. With the raw data, PwC Consulting summarized and sorted the data by category and subcategory. For responses that appeared more than once, the frequency of occurrence is presented in parentheses () after the most representative comment.

In addition to the categorized raw data, this document also includes a table defining each category and subcategory used in this analysis. These definitions were developed with USAID.

This appendix contains a graphical representation of the responses to each question. Each chart illustrates the distribution of the responses among subcategories. Those with the most frequent responses appear at the top, and those with the fewest, or none at all appear toward the bottom. These frequency distributions were used to determine the order of the comments that appear in *Section 2: Focus Group Findings and Analysis*.



B. Focus Group Response Category and Subcategory Descriptions

Categories and Subcategories		Criteria Description
Humanitarian Assistance		Short-term, quick response assistance.
	Food Security	Providing food or establishing food programs. Alleviating conditions of hunger, malnourishment, famine. Food security.
	Disaster Relief	Responding to emergency or shorter-term disaster situations resulting from inclement weather, political instability.
Poverty Alleviation		Reduce conditions contributing to, or symptomatic of, a low standard of living. This does not include education or health assistance specifically.
American Values		Promoting American values of "doing good", creating equity, helping the poor, being charitable.
Development		Helping lesser-developed nations achieve 1st world conditions of living. Teaching to fish instead of giving fish. Creating the ability to help oneself among lesser-developed countries. Capacity building.
Conflict Mitigation and Prevention		Assistance to failed and failing states, promoting restoration of civil stability, and peace.
Democracy and Governance		Helping governments become better administrators, rule of law, supporting elections, supporting civil society. Giving citizens greater control over their lives.
Foreign Policy		Anything related to USAID's support or execution of US government policy. Support of the US War on Terrorism, anti-terrorist programs or activities.
Economic Growth and Trade		Creating or contributing to sustainable economic self-sufficiency, and growth of local economies.
	Market Building	Supporting the development of capital markets and investment infrastructure in lesser developed countries
	Trade and Investment	Making targeted investments to create or boost international trade opportunities within disadvantaged economies.
Millennium Challenge Account		Current or potential activities relating to, or evolving from, the MCA.
Education		All aspects of teaching, training, providing infrastructure or materials to promote learning. Primary, elementary, higher education, technical training.
Agriculture		All agricultural programs including training and supplies, food safety, and research. Helping countries develop their own agricultural capabilities and production programs. This does not include programs related to disaster response or specific to trade
Global Health		Any health and wellness programs not specifically focused on HIV/AIDs, infectious diseases, or population growth
	HIV / AIDs	Anything having to do with reducing the spread of, or promoting the eradication of, the HIV/AIDs pandemic. Includes education, training, healthcare treatment, medicines, supplies, etc.
	Infectious Diseases	Anything having to do with reducing the spread of, or promoting the eradication of, fatal and debilitating contagious diseases, including tuberculosis and malaria. Includes education, training, healthcare treatment, medicines, supplies, etc.
	Family Planning	Education, training, or supplies to support family planning. Education and reproductive health.
Environment		Environmental stewardship, safety and access to clean water, clean air, and promoting environmental programs.
Internal Operations & Management		Everything internal to USAID, the way it is managed, the way it operates, its organizational performance.
	Leadership	Senior leadership practices (Administrator, AA's, policies, and manner of interaction, key decisions
	Priorities and Goals	Effectiveness and appropriateness of USAID's mission and vision; organizational purpose and strategies and they way in which they are defined.



USAID EMPLOYEE FOCUS GROUPS

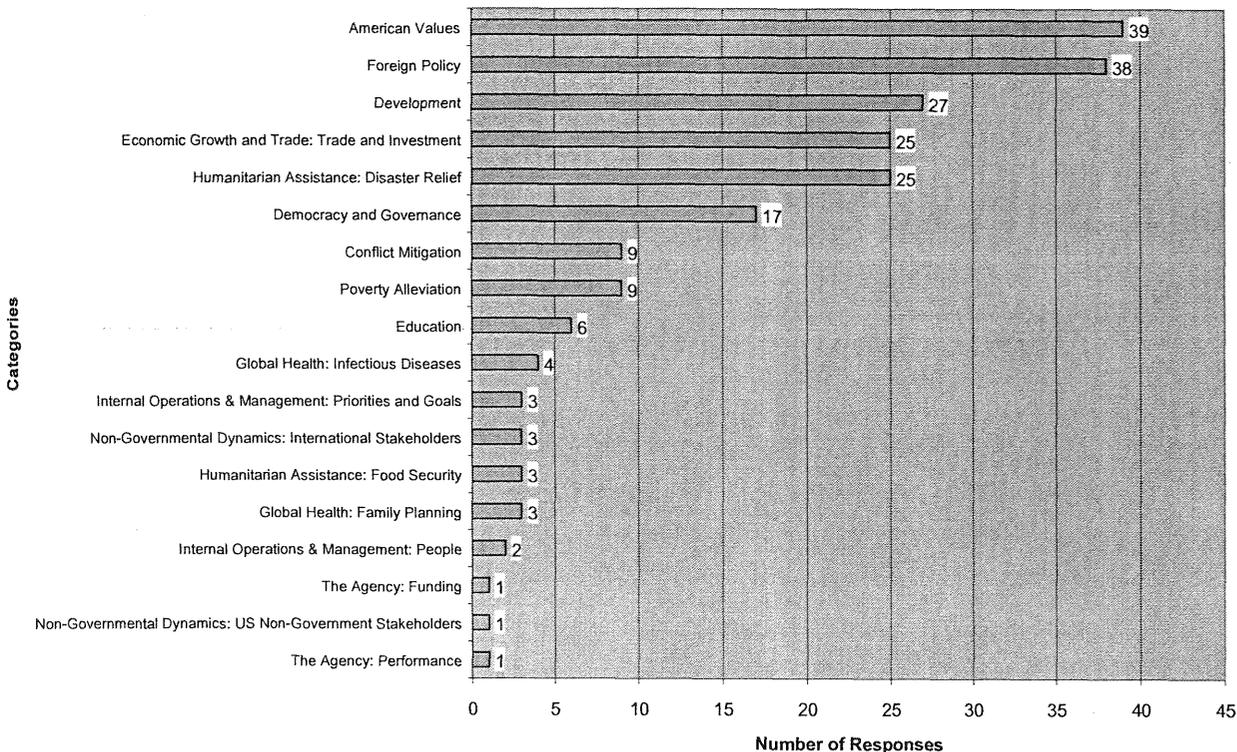
Categories and Subcategories		Criteria Description
	Culture and Morale	Core values and norms of USAID, including methods of interacting among peers. Including employee morale and work climate issues.
	Organizational Structure	Hierarchical or reporting relationships. Where individuals or groups sit within USAID. This includes issues related to USAID's current reorganization.
	Management Practices	The way in which USAID leaders and supervisors manage teams. Practices and policies of USAID managers.
	Management Systems	Business and management systems such as finance, procurement, HR. Improvement programs such as BTEC/Business Transformation and the Phoenix financial system implementation.
	New Technology & Innovation	Tools, systems, and technical infrastructure to support USAID work.
	People	The skills, knowledge, or characteristics of USAID's employees, including issues such as workforce planning and training.
	Infrastructure	All USAID support facilities including buildings, equipment (non-IT), supplies.
	Internal Communications	All aspects of communication and communications programs for USAID employees
The Agency		Inherent, fundamental standards of Agency operation. USAID "business model."
	Funding	Having funds that are available from USAID to partners or implementers in the field. The practice of distributing funds to specific programs or groups. How funds are earmarked for use.
	Field Presence	USAID reach and knowledge in the field through regions and pillars.
	Performance	USAID performance, results. Methods of managing for and measuring results. Making performance-based management decisions and measuring return on investment.
External Communications		Building awareness and positive perceptions of USAID among all stakeholder groups. Supporting strong external relationships.
	Message	What USAID is communicating with others outside the Agency, how it is conveyed, how it is received.
	Branding & Recognition	Focus, consistency, and impact of the USAID image among external stakeholders. Taking credit for good work, getting recognition and acknowledgement.
	External Communication Activity	How USAID communicates and shares information with external groups. Processes, practices and methods for communicating.
Inter Governmental Dynamics		
	State	Teaming or collaborating with other government agencies to support a common US purpose but never to congress. All relations and oversight by the executive branch.
	Congress	All relations and oversight by Congress, including earmarking of funds.
	White House	All relations and oversight by the executive branch.
	Other Agencies	Relationships with other governmental agencies, stakeholders.
Non-Governmental Dynamics		
	US Non-govt Stakeholders	Relations and interactions with other US organizations
	International Stakeholders	Relations and interactions with international groups and developing countries
Region-specific Programs		Programs or issues specific to one country or geographic region.



C. Focus Group Responses by Question

C.1 What words first come to mind when you think of the reason USAID exists?

What words first come to mind when you think of the reason USAID exists?



The Agency: Performance

- To achieve results "on the ground"

The Agency: Funding

- Separate funding authority

Non-Governmental Dynamics: US Non-Government Stakeholders

- To support the US PVO/NGO community

Non-Governmental Dynamics: International Stakeholders

- Co-opting (2)
- To create global partners



- Forge better relations with unequal partners

Internal Operations and Management: Priorities and Goals

- Romantic vs. hard
- Operational Agency for necessary government activities, such as food aid
- All of these reasons

Internal Operations and Management: People

- A place of employment
- Dedicated professional workforce with global understanding

Humanitarian Assistance: Food Security

- Eliminating hunger (3)

Humanitarian Assistance: Disaster Relief

- Coordinate global response to challenges with other persons/entities who want/need to help
- Take responsibility for global challenges where we have best means to respond
- Assist with recovery from disasters (6)
- Prevent global disasters
- Humanitarian assistance (12)
- To help people throughout the developing world
- Helpful to those in need (3)

Global Health: Family Planning

- Population control
- Child survival
- Sharing ideas about good nutrition, hygiene

Global Health: Infectious Diseases

- Disease
- Provide medical advice and assistance
- Improve health (2)

Foreign Policy

- US interests (7)
- Support US foreign policy (14)
- National security (3)
- Geopolitical Strategic Interests
- Cold war thinking
- International cooperation
- To maintain U.S. leadership in the world
- USAID is the foreign policy Agency responsible for managing U.S. foreign aid. In this century, foreign aid is the most potent foreign policy tool to assist developing countries to prosper and become well governed.



- Influence
- Follow-on to Marshall Plan
- Build trust with other countries (3)
- Reward our friends
- Counter communism historically, rebuild post-Soviet bloc countries
- Respond to war in Afghanistan now
- Keep people from emigrating from their own countries

Education

- Train others to meet their own needs
- Illiteracy
- Provide opportunities for US university TA
- Improve lives, health, and opportunities for women and their families
- Helping women become respected contributors
- Educate the uneducated

Economic Growth and Trade: Trade and Investment

- Encourage private investment flows
- Open markets (6)
- To provide sectoral assistance in areas such as the private sector
- Building livelihoods (2)
- To help provide markets for the US (5)
- To help emerging market nations to develop their institutions (5)
- Economic growth (3)
- Improve living standards overseas
- To link US interests and emerging market goals in joint ventures

Development

- Development (5)
- To help craft appropriate solutions to global development problems
- Bringing the best of US technology, caring, and experience to address global development challenges
- Rural development
- Meet development needs
- Sustainable institutions
- Capacity building
- Focus of U.S. response to development needs - brings order/vision to assistance
- Economic development
- Sustainable development
- Increase the well-being of lesser advantaged peoples (12)
- To accelerate development

Democracy and Governance

- Presence in foreign countries



- Broaden democracy (9)
- Provide assistance to governments
- Strengthen local institutions in developing countries (2)
- Promote stable and prosperous economies and democracies (2)
- Preserve individual freedoms (2)

Conflict Mitigation

- Stability (2)
- Create a more peaceful world (2)
- Cooperative problem-solving with other countries
- Promote peaceful resolution of conflict
- Avoid conflict
- Contribute to the resolution of the causes of failing and failed states
- Reduce trouble spots that could affect us

American Values

- Assuage our guilt
- Extend the reach of what is good about America (7)
- Help others (6)
- As a superpower and the only one, we must share our knowledge and wealth with other people to better their lives (2)
- Create better world
- Equity--evening out disparity in knowledge, know-how, resources between rich and poor societies (11)
- Good will (2)
- To reach beyond our borders to improve the world (3)
- Promote cultural understanding and tolerance (2)
- Create a more stable and prosperous world so we Americans can fulfill our dreams
- Compassion (3)

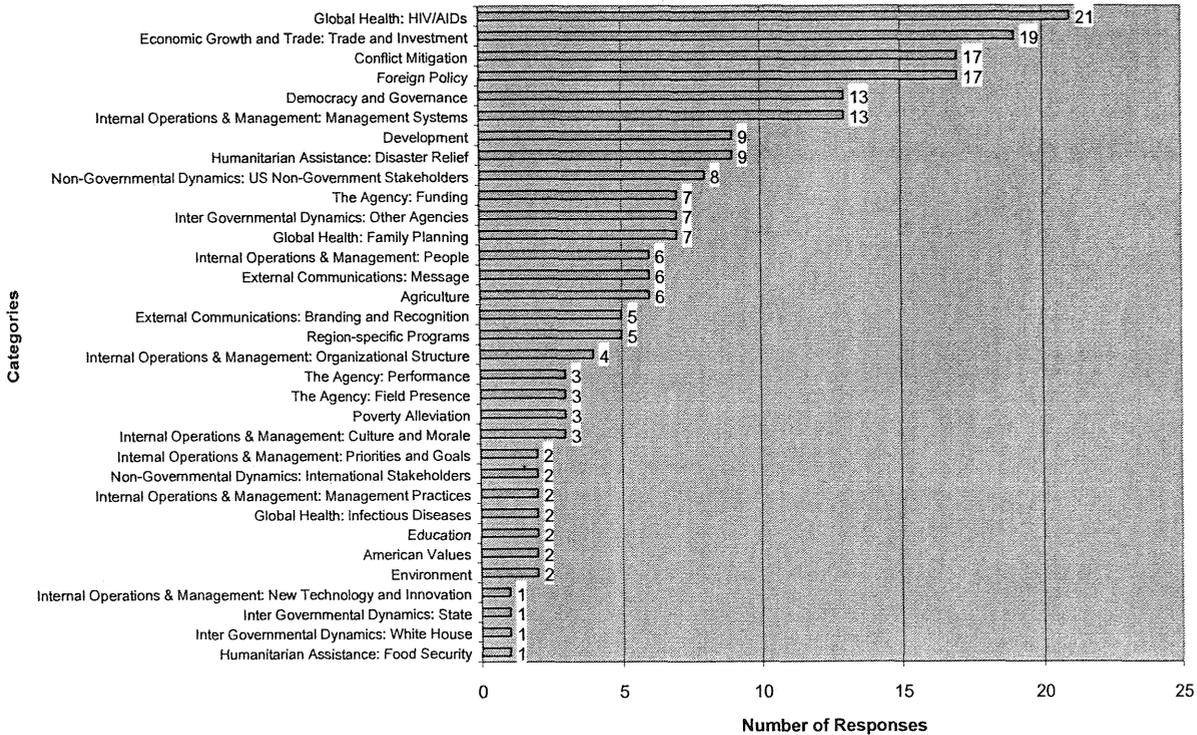
Poverty Alleviation

- Poverty (2)
- Sharing the knowledge learned in the third world with cities with similar poverty in the US
- To provide assistance to the world's poor (6)



C.2 When you think about USAID today, what do you think are our top priorities?

When you think about USAID today, what do you think are our top priorities?



The Agency: Performance

- Remove road blocks to completion of tasks
- Demonstrating verifiable results and impacts
- Documenting, demonstrating results

The Agency: Funding

- Managing resources (3)
- Ensuring that public funds entrusted to us are wisely and responsibly spent (4)

The Agency: Field Presence

- Increase US presence overseas
- Strengthening field programs (2)

Region-specific Programs

- Stabilizing Afghanistan (4)
- Giving money to Israel



Non-Governmental Dynamics: US Non-Government Stakeholders

- Growing development partners (4)
- Encouraging other donors to do more
- Work more closely with other development actors in achieving shared development objectives (private sector, mega-foundations, NGOs, PVOs)
- Universities and remittances
- Remain a leader in the international donor community

Non-Governmental Dynamics: International Stakeholders

- Building alliances for global development (2)

Internal Operations and Management: Priorities and Goals

- Fulfilling mandate it set for itself at its inception - we have yet to accomplish all we've set out to do in all sectors.
- Be realistic about what we can accomplish in the world.

Internal Operations and Management: People

- Training of new employees for foreign service
- To work closely together
- Deal with employee morale
- Maintain human resources and stop out-migration of talent
- To manage its diminishing human resources wisely (2)

Internal Operations and Management: Organizational Structure

- Effective and efficient foreign assistance through inter-pillar cooperation
- Organizational change
- Reorganizing to improve impact and effectiveness (2)

Internal Operations and Management: New Technology and Innovation

- New technology

Internal Operations and Management: Management System

- Streamlining processes and procedures
- Fixing our Agency so we can better focus on how we help others
- To carry out key internal, administrative reforms
- To address internal management problems
- Management reform (3)
- Changing some of our key business processes
- Systems management reform (5)

Internal Operations and Management: Management Practices

- Accountability



- Reporting

Internal Operations and Management: Culture and Morale

- Transforming the organization culture from "romantic" to "rational"
- Improve employee morale
- Keeping employees in the dark

Inter Governmental Dynamics: White House

- Representing White House interests

Inter Governmental Dynamics: State

- Following DOS orders

Inter Governmental Dynamics: Congress

- Relationship with Congress and OMB (2)
- It depends on constituency/stakeholders demands of particular aspects of Agency, e.g. contracts in congressperson's district
- Congressional support
- Survival and credibility as an institution (3)

Humanitarian Assistance: Food Security

- Food aid

Humanitarian Assistance: Disaster Relief

- Disaster and reconstruction assistance relating to humanitarian and food
- Responding quickly to natural and man made disasters (2)
- Provide a prompt, appropriate response to natural and man-made disasters
- Humanitarian assistance (5)

Global Health: Infectious Diseases

- Child Survival and Disease
- Prevent spread of disease

Global Health: HIV/AIDS

- Fighting the HIV/AIDS pandemic (19)
- Fighting global health pandemics such as HIV/AIDS, TB and Malaria
- Education to improve health, e.g., HIV/AIDS pandemic

Global Health: Family Planning

- Family planning and other Congressional priorities (2)
- Improving global health (3)
- Assuring individuals in LDCs have access to comprehensive and culturally appropriate health care so that they can become productive members of society.



- Promotion of international family health

Foreign Policy

- Support US foreign policy (5)
- 11-Sep
- Provide complementary development assistance to support the war vs. terrorism (4)
- Terrorist Attacks
- Make the Agency a player in the foreign policy realm
- Trying to promote a longer term agenda in foreign policy and public relations world focused on short term results
- Be effective partner in interagency process toward USG objectives
- To put USAID at the forefront of the foreign policy agenda
- Supporting the President's agenda in Afghanistan
- Maintaining a power position in the U.S. foreign affairs community

External Communications: Message

- To let the American people know what we do and why (3)
- Educating the American public on the true needs and challenges abroad (2)
- How to better get our message out to the general public about what USAID is doing here at home and abroad

External Communications: Branding and Recognition

- Making public more aware of who we are and what we do
- To develop an image that ensures AID a seat at the foreign affairs table. This includes ensuring measurable performance in what we do and how we do it.
- Tell our story better
- Ensuring that it is known that our activities reflect the generosity of the American people
- Outreach to Americans, to increase support for foreign aid

Environment

- Providing incentives models for preserving global environment
- Sustainable environment

Education

- Education (2)

Economic Growth and Trade: Trade and Investment

- Increase incomes
- Promoting international trade that enhances U.S. interests (4)
- Promoting trade readiness
- Promote free markets (2)
- To insure that Western interests are harmonized with emerging market globalization
- Economic growth (7)
- Economic stability in developing nations



- Providing workable models to others in income generation, economic growth
- Discourage immigration to the US because of economic and other conditions abroad

Development

- Improving development (2)
- Increase developing countries living standards
- Rebuilding societies after conflict
- Building local know how rather than building infrastructure
- Development leadership
- Economic development (3)

Democracy and Governance

- To encourage others around the world to value democracy but to do so on their own
- Anti-corruption
- To help countries in conflict transition to democracy (2)
- Women's participation in economies and social/civic systems
- Democracy and governance (5)
- Promote good governance (2)
- Civil society to build support from the bottom up for reforms so they will outlast us

Conflict Mitigation

- Responding to conflict (3)
- Preventing crisis situations that lead to military intervention (4)
- Reduce sources of conflict abroad (4)
- Dealing with failed and failing states (2)
- Conflict mitigation --Although this is a stated goal, the Agency has not operationalized this commitment (4)

American Values

- Give people hope in their futures
- Demonstrate American values

Poverty Alleviation

- Economic growth worldwide to reduce poverty
- Economic empowerment of the "poorest of the poor"
- Assisting in developing social safety nets in poorest countries

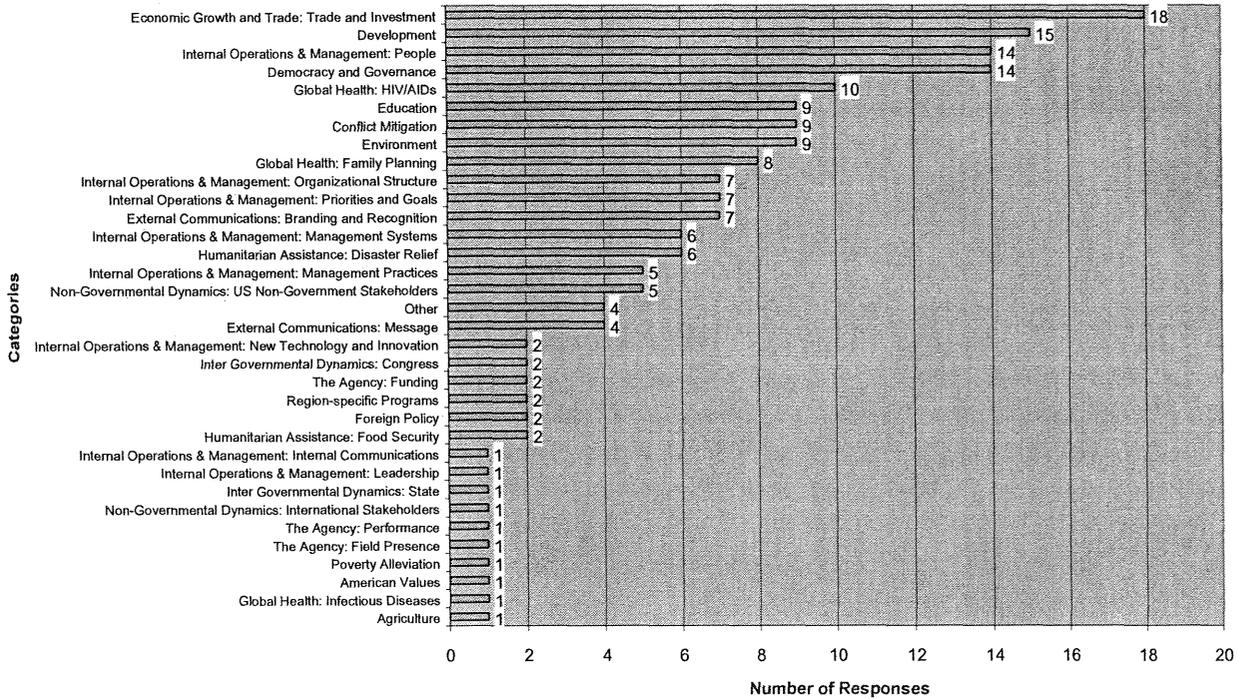
Agriculture

- Strengthen rural poor through improved agriculture
- Agriculture (2)
- Promote agricultural development (3)



C.3 Looking to the future, what should be USAID's priorities?

Looking to the future, what should be USAID's priorities?



The Agency: Performance

Improve return on investments-get more for every dollar spent

The Agency: Funding

- Debt reduction
- Increased resources – money and people

The Agency: Field Presence

- Empowering the field to do what they do well

Region-specific Programs

- Regional Cooperation and Integration
- Development assistance to Palestine

Poverty Alleviation

- Develop Leadership in Reducing Poverty
- Poverty reduction



Non-Governmental Dynamics: US Non-Government Stakeholders

- Strengthen relations with other development actors-private sector and others (2)
- Serious attention to donor cooperation/coordination
- Build partnerships/alliances with the private flows of aid
- Building constituency support

Non-Governmental Dynamics: International Stakeholders

- Improving U.S. global partnerships (treating other countries as our partners, not our children)

Internal Operations and Management: Priorities and Goals

- Clarifying who our "constituency" is once and for all -- domestic? Foreign?
- Focused on mission (3)
- Improve internal and external communication
- Become world class development Agency
- Getting out of lines of business others do better

Internal Operations and Management: People

- Investment in Agency staffing
- Manage staff as a knowledge resource
- Building and training staff (2)
- Investment in human capacity building
- Workforce Planning and additional staff
- Bring back the traditional IDI program for young professional intake
- Building team efforts
- Rewarding good performers, motivating poor performers to become good performers (3)
- Hire the best and the brightest technical experts to manage Agency programs
- Demonstrate that we truly value our most important resource - our employees
- Build internal systems that effectively manage money and people

Internal Operations and Management: Organizational Structure

- Get the reorganization behind us
- Achieving management systems REFORM
- Fix definitively admin support systems
- Roll back reengineering
- Study whether the reorganization in Washington makes sense
- Stop reorganizing!
- Revitalize, not reorganize the Agency

Internal Operations and Management: New Technology and Innovation

- Technology transfer
- Establish knowledge sharing as a valued function performed by staff and partners



Internal Operations and Management: Management Systems

- Improve management systems (3)
- Management improvement (3)

Internal Operations and Management: Management Practices

- Management succession planning
- Accountability and results
- Focusing management and "support" bureaus on Agency programmatic priorities
- Internal management
- Management improvements/decreasing procedures that do not add to the process

Internal Operations and Management: Leadership

- Development Leadership

Internal Operations and Management: Internal Communications

- Much more transparent and timely communication employees

Inter Governmental Dynamics: State

- Better working relationship with State

Inter Governmental Dynamics: Congress

- Go for legislative changes needed!
- Tell congress to get rid of the earmarks (re: chronic disease funding)

Humanitarian Assistance: Food Security

- Increasing capacity of countries to feed themselves
- Famine in Africa

Humanitarian Assistance: Disaster Relief

- The needs of victims of war and torture
- Responding to civil crisis and disasters;
- Child survival
- Humanitarian assistance (2)
- Migration and displaced people

Global Health: Infectious Diseases

- Chronic diseases

Global Health: HIV/AIDS

- Curbing HIV/AIDS pandemic (8)
- Eliminating or controlling the spread of HIV/aids in Africa (2)



Global Health: Family Planning

- Over population
- Reproductive Health
- Improved health and welfare of developing countries' people
- Addressing global health challenges (4)
- Health commodity security (to ensure sustainable health benefits)

Foreign Policy

- Serving U.S. national interests
- Becoming more relevant to foreign policy

External Communications: Message

- To gain more credibility and recognition for our work
- Improved communication w/ US public, Congress, other federal agencies, partners and people abroad
- Telling our stories
- Building the development message by using communication as a development tool in developing countries

External Communications: Branding and Recognition

- Outreach to Americans to build constituency for USAID
- Better PR (2)
- Focusing on a few key results that can be measured across countries over time
- Communicating successes to wide audience (3)

Environment

- Preserve disappearing environments and watersheds (3)
- Promoting conservation of the global environment (4)
- Better access to energy and clean water (2)

Education

- Education - both children and adults
- Basic education (6)
- Women's health and empowerment (2)

Economic Growth and Trade: Trade and Investment

- Reduce US protectionism
- Sustainable government systems that support the private sector
- Working in partnership with emerging market nations to harmonize
- Private sector interests in the globalization and int'l standardization
- Getting interests of US businesses in promoting economic development promoting economic growth (2)
- A real focus on economic growth (9)
- Economic competitiveness



- Economic Reform (2)

Development

- Middle East Economic Development
- Third world capacity-building
- Economic/income growth
- Sustainable development/stabilizing societies (3)
- Advancing partners as the development implementers
- Urban/Municipal Development (4)
- Building strong development partners
- Capacity Building across the board
- Political development
- Articulate and capably implement a redefined development vision

Democracy and Governance

- Promoting democracy and governance (4)
- Creating the political will in countries for good economic and democratic governance
- Promoting ruling justly
- To share the message of democracy with the world
- Good governance (3)
- Representative open democratic systems (4)

Conflict Mitigation

- Preventing Conflict (4)
- Managing/mitigate conflicts (2)
- Understanding conflict and its root causes
- Security for vulnerable populations
- Failed states, not just the good performers

American Values

- Ensuring that the children of the world have a chance at better lives and understand the virtues of our system

Agriculture

- Agriculture (2)
- Food security
- Walk the talk -- increase funds for agriculture

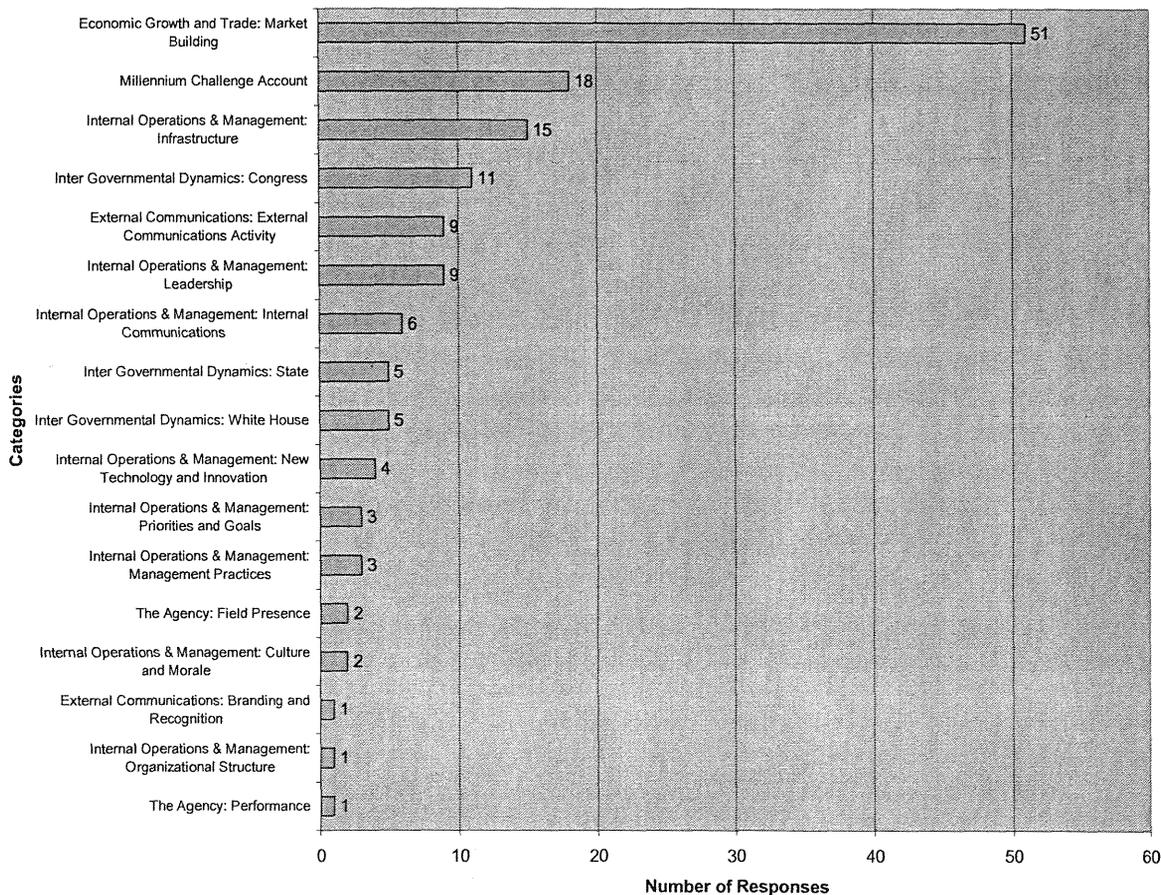
Other

- Transcend the political, address the reality
- Communicating
- Small producer assistance
- Transnational issues--water, communicable diseases, environmental degradation, economic governance



C.4 When thinking broadly about the term "development," what does that mean?

When thinking broadly about the term "development," what does that mean?



The Agency: Funding

- The channeling of resources and know how to assist in establishing the conditions in poor countries to begin to grow through private sector
- It is NOT fund raising.
- Giving US tax \$ away

Region-specific Programs

- Culturally appropriate solutions to other countries problems

Non-Governmental Dynamics: International Stakeholders

- International cooperation to solve global problems



- International bureaucracy

Internal Operations and Management: People

- Job security much more problematic

Humanitarian Assistance: Food Security

- World hunger is a thing of the past

Humanitarian Assistance: Disaster Relief

- Responding to humanitarian disasters (3)

Global Health: Infectious Diseases

- Eliminating preventable childhood diseases worldwide
- Human well-being
- It's assisting other people overseas in meeting health issues
- Longer life spans
- Increasing life expectancy in other countries to be equal to the US

Foreign Policy

- Containment (2)
- Foreign aid
- Supporting the interest of the U.S. community
- Chaotic conditions which allows terrorism to grow
- International assistance
- Helping address problems overseas before they become emergency issues for the U.S. to deal with
- Supporting the foreign policy objectives of the U.S. Government while working at creating international equity
- Pouring taxpayers money down foreign rat holes

Environment

- Managing finite global resources
- Building sewers and water ways

Education

- Educating the illiterate (2)
- Transfer of technology
- The development of critical reasoning and problem-solving skills
- Training of individuals and their teams

Economic Growth and Trade: Trade and Investment

- Economic sustainability
- Providing technical assistance to increase household incomes



- Modernize and raise living standards overseas
- Developing markets abroad for US goods
- Economic opportunity
- Increased wealth
- Economic challenges
- Equitable economic growth (3)
- Sustainable and broad-based economic growth

Development

- To ASSIST 3rd world countries in developing a better life for themselves (6)
- Sharing the best practices learned over time regarding helping a society to be self-sufficient
- Accept that outsiders can only do so much
- Enabling individuals, communities and nations to live up to their potential
- Economic and social growth that continues without donor support (7)
- Reform/improve sectors of society in transitional countries
- Providing relief, building capacity and/or helping create opportunities in poorer and transition countries (3)
- Bring others economies to economic level of Western worlds
- Broadest sense is nation building
- Ensuring that globalization means benefits to which all have access
- Improving and advancing the weakness
- Assisting countries raise their social and economic standards to international levels (2)
- Providing opportunities for countries and peoples
- Basic indicators (educational level, literacy, longevity) are increasing
- Strengthening economic systems in poor countries; expanding the middle class in those countries
- Making improvements in the lives of the world's poor
- Strengthen systems and institutions
- Increasing capacity of countries to take care of their people
- Capacity-building
- Technology transfer for better living
- Establishing something that did not exist
- Comprehensive, sustainable change that improves performance
- Providing nations' people with skills and capacity and community will to improve their health, quality of life, education, and employment opportunities.
- Sustainability
- Standards of living of poor country populations brought into parity with that of rich nations
- Sustainable dev. that allows peoples to improve their lot
- Today's issues require addressing "values" of societies
- Transformation
- Improved living conditions (4)
- Transfer of capacity. Improving economic and institutional capacity
- Opportunities and challenges for all
- Giving counterparts the ability to make informed decisions
- Decreased dependency on external assets



- Transformation of society/leadership of high importance

Democracy and Governance

- Grown to include political issues
- Strengthening institutions that promote democracy
- Insure public and private sector governance and ethical standards
- Transparent/democratic governance
- Providing opportunities for growth and democracy (2)
- Linking good governance to economic prosperity (2)
- Containment -- Containing failing states; not letting more states fail

Conflict Mitigation

- People acknowledge allegiances and interests broader than village, religion, country
- Conflicts at all national and societal levels are resolved peacefully
- Today MUCH broader than economic growth, security important
- Assisting countries to achieve peace and prosperity
- Making the world a safer and better place to live
- Ability to peacefully and equitably solve problems

American Values

- Making this world a better place (2)
- Helping people help themselves (3)
- Sharing our wealth with less fortunate countries
- Improvement of people's lives (5)
- American outreach to the world to create stable, prosperous partners in our own enlightened self-interest
- Partnering with people in working toward the achievement of their fondest dreams
- Sharing wealth and responsibility (2)

Poverty Alleviation

- To reduce a sense of hopelessness and desperation
- People worldwide living above the poverty level - ideally, developing a middle class (3)

Other

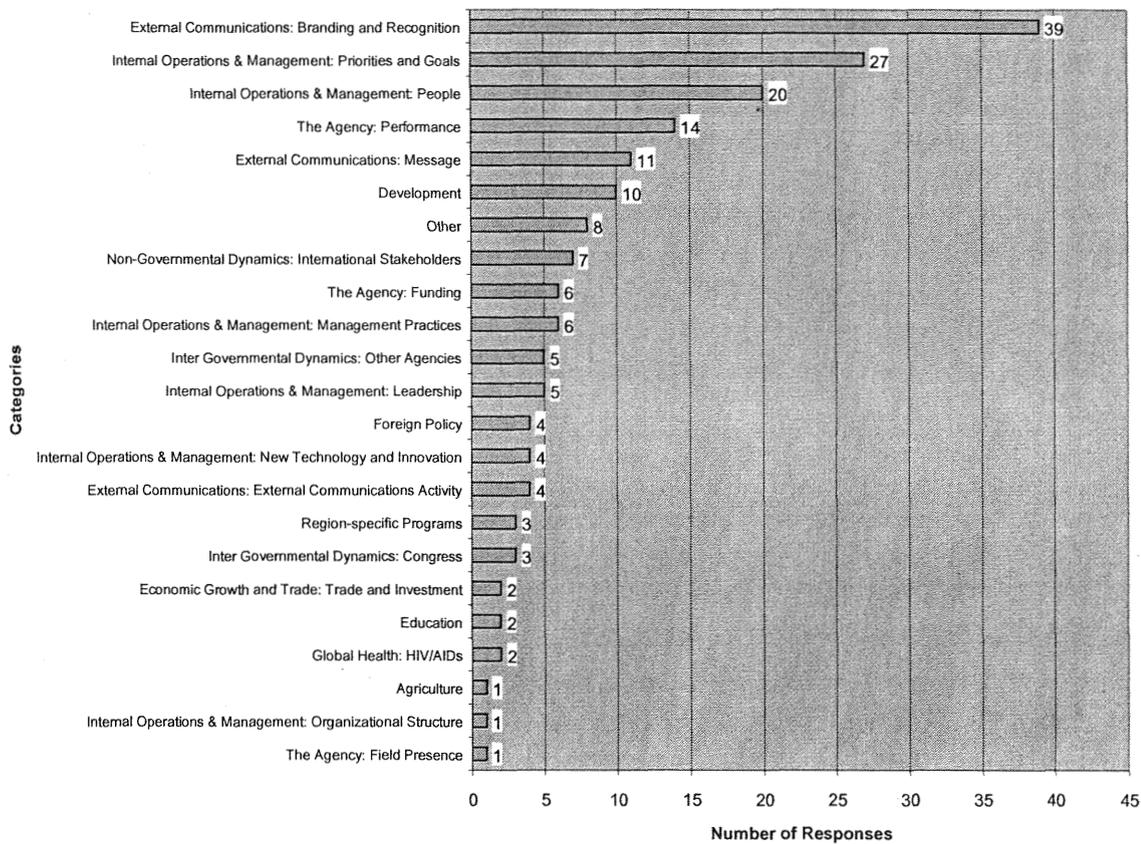
- Social engineering
- Bringing forward
- Improve
- Technical assistance
- It's a business!
- Charity cannibalism
- Normal people don't understand what the term development means. Is it fundraising?
- Slow/ponderous
- A rising tide that lifts all boats
- Long term



- Means absolutely nothing to most people outside RRB in the US. Not a helpful concept
- A risky business
- Choices
- Options
- Small planet
- Fighting darkness
- Changing cultural paradigms that inhibit progress
- Illuminating

C.5 How can USAID demonstrate leadership in development?

How can USAID demonstrate leadership in development?



The Agency: Performance

- Develop long-term measurable indicators (10-20 yrs.) as more accurate reflection of success (4)
- We can maintain our leadership by applying our resources to demonstrably effective programs in our areas of practice



- Showing good examples, models
- Keep up the good work
- Stories that show how USAID helps people improve their lives
- Achieve and demonstrate more tangible and sustainable results
- Be able to demonstrate verifiable results across countries, over time
- Consistent best practices
- Results!!!
- Responsiveness
- Results-oriented performance

The Agency: Funding

- Continue support (or increase support) for programs that demonstrate success!
- Reduced cost per unit of results
- Appropriate funding needed (2)
- We can maintain our leadership by supporting through money, know how and other resources the demonstrably effective programs of other development actors
- Make sure our funding matches our goals

The Agency: Field Presence

- Preserve commitment to a strong field presence

Region-specific Programs

- More participation in international global forums of interest to USAID
- Listening to others
- Increase responsiveness to country needs based on local demands and requirements, not on US view of what the world should be.

Non-Governmental Dynamics: International Stakeholders

- Do a better job of communicating economic impact of USAID participation as an international donor
- Find out what is best for a country within its cultural context, not our own share vision and build alliances with all partners
- Better coordination within the donor community
- Ability to motivate leaders in other countries
- Use international organizations more effectively to advance our goals. (2)
- Full Partnership with host nations

Internal Operations and Management: Priorities and Goals

- Be brave, knowledgeable, moral and effective in development programs
- Clear policies which implement effective development
- Lead with ideas
- Pursue serious - well bought into initiatives by the USG
- Demonstrate a consistent capacity for first recognition and response



- Put HIV/AIDS into context. While urgent, once cure or prevention is a reality, there will still be malaria, malnutrition, etc., there will still be families who want to determine when to start their families and how many children they want to have so they can feed, educate, and continue the cycle of progress. (2)
- Focus our efforts (7)
- Be leader of a team effort comprised of independent organizations
- Working together to achieve the same goal
- Emphasize the need for a long-term view, not short-term political responses to problems
- Say it, and behave as we mean it
- Less emphasis on small, measurable results, more on broad impact.
- Develop long-term perspective to success.
- Understanding our clients/customers
- Flexibility to take risks limit focus, but do it well and for the long-haul
- Lead with our smarts, not our bucks
- Play a leadership role in identifying problems before they become crises and getting better understanding and action early on success at piloting limited set of development efforts and facilitating replication by others
- Focus on what Agency does best, jettison the rest
- Allow our recipients to shine, that's what leaders do

Internal Operations and Management: People

- Recognized names and leaders in key areas
- Expertise in key areas
- Emphasis on maintaining a trained workforce
- Provide more incentives to current employees (esp. GS) to perform
- Making sure our own technical experts stay current in their fields, play leadership role among their peers (2)
- Use our human resources to their fullest and reward them
- Not just technical experts, but the "best and brightest" PR and policy advocates
- Making better use of its technical staff in articulating USAID's capabilities in a given field
- Allow employees to shine
- Demonstrate a true concern for employees (2)
- Hire enough people to get the job done. Everyone horribly overworked, divisions stretched thin.
- Restore technical competencies instead of generalists
- Investing in our workforce
- Reward the doers, not the cops
- Participant training
- By building on grass roots community aspirations and experience rather than imposing our own ideas of development from the top down
- Hire more people with the skills needed to make us a leader
- Thought leader--invest in continuing education for our folks, free them up from crap to allow them to lead.



Internal Operations and Management: Organizational Structure

- Rely less on contractors who have different agendas

Internal Operations and Management: New Technology and Innovation

- Increase our technical capacity so we stay on cutting edge of Innovativeness (4)

Internal Operations and Management: Management Practices

- By demonstrating administrative competence/accountability in delivering development assistance
- Instill discipline, focus on process, purpose, structure
- Cost-effective management, well managed organization
- Get it done faster, better and if possible cheaper (2)
- Cut out the unnecessary paper process that force everyone to be paper pushers not dev experts

Internal Operations and Management: Leadership

- Leaders speak out forcefully -- ASN does a good job of this; needs to do it more; needs to choose issues carefully
- PIONEER new initiatives and be willing to take risks
- The donor community is so broad-we can only provide strategic direction
- By showing courage and honesty, both on personal and organizational levels
- Be more proactive and less reactive

Inter Governmental Dynamics: Other Agencies

- By having an accepted high profile/respect among other USG agencies and donors
- Facilitating public private responses to problems that are too big for us
- Be more aggressive against power plays from other agencies (DHHS, State, Treasury) - Confidence Building Needed
- Better representation on a timely and sustained basis -- Be a player/seat/voice/point of view inter agency's issues
- Not bend to political pressures when we know what's right for

Inter Governmental Dynamics: Congress

- Educate congress, think-tanks, other agencies
- Stop relying on quick fixes for reports to Congress and communicate understanding that behavior change, which is at the root of successful, sustainable development, is a long-term process.
- Dialogue better with Congress and stand up to earmarks that water down our efforts/successes

Global Health: HIV/AIDs

- Ability to show reduction in HIV/AIDS
- Take the lead in global health



Foreign Policy

- Threaten to take out governments that don't serve their people.
- Take firm ownership of the USG development agenda
- Highlighting our foreign policy role
- Specialize, focus on key international targets and US support bases

External Communications: Message

- By actually producing results that can be easily seen through those we are attempting to help.
- Stop communicating in USAID-speak and become better versed in global international development speak
- Have a clear message of program purpose (3)
- Develop public support that provides for increased resources (taxes) for development
- Become more visible
- Clear materials that describe what we do
- Communicate our role to every little borough in the country (3)
- We are leaders but are constrained in telling our story

External Communications: External Communication Activity

- Perform and communicate
- Sponsor research and share results in a provocative way
- Broaden the base of who we are talking to
- Get Washington to reflect overseas zeal

External Communications: Branding and Recognition

- Press coverage of a project completed
- We are the wizard of Oz of development – come out from behind the curtain
- Develop a clear brand, have any 3 employees, stakeholders, legislators or whomever, be able to describe what we do and why
- Show ability to focus on a few key areas and demonstrate results
- Our brand position with regard to processes already is being emulated in terms of systems, approaches to problems, and problem identification.
- Stay with the tried and proven USAID logo; don't try to change it again!
- Aggressive marketing and pr
- Seize the spotlight and microphone from our contractors
- Advertise our success stories more widely (7)
- Enjoy the support of the American public
- Show importance of program to US constituency
- Get our story out in common words - start immediately with new CN by gaining the recognition of other donors for USAID's comparative advantage in the areas in which we work
- Data that show that we have an impact in the areas where we work
- Branding, branding, branding
- Keep on increasing our visibility
- Press stops covering international development issues without mentioning USAID



- Intellectual leadership through sharing info and marketing/informing re: successes in effective manner within US government and key donor partners
- Make a difference and show it
- Document and publicize RESULTS (3)
- Make the general public more aware of who we are and what we do
- Getting the message out of what we are doing and why it is important (2)
- We need to be proactive in taking credit for what we do (5)
- Get others to tell the stories in their own words
- Make public more aware (3)

Education

- Support diversity
- Understanding development and sharing knowledge

Economic Growth and Trade: Trade and Investment

- Participating in economic growth strategies through partnerships
- To insure that Western interests are harmonized with emerging market globalization

Development

- Focus on the poor
- Well, USAID is a leading development Agency, whether we can "prove it" or not. Our respective technical portfolios are--not all but mostly--reflective of "best practices" approaches
- Influence development thinking and program direction
- By influencing coherent strategies and policies for development
- Focusing on capacity building
- Demonstrable levels of investment in key areas of development work in China
- Focus on needs of developing countries, not domestic political interests
- Put more money into development
- Become the pre-eminent USG Agency for overseas development
- Be proactive to development problems

Agriculture

- I believe it was a serious mistake for us to get out of agricultural development and the education. I am pleased that we are now engaged again as other donors are not becoming more interested in our approaches.

Other

- We already are the leader.
- Research in key areas
- State Department and NSC has assumed that role Other agencies are throwing it to you; you are meant to execute; within the Federal Government there is disagreement about leadership
- Be more humble
- Risk taking



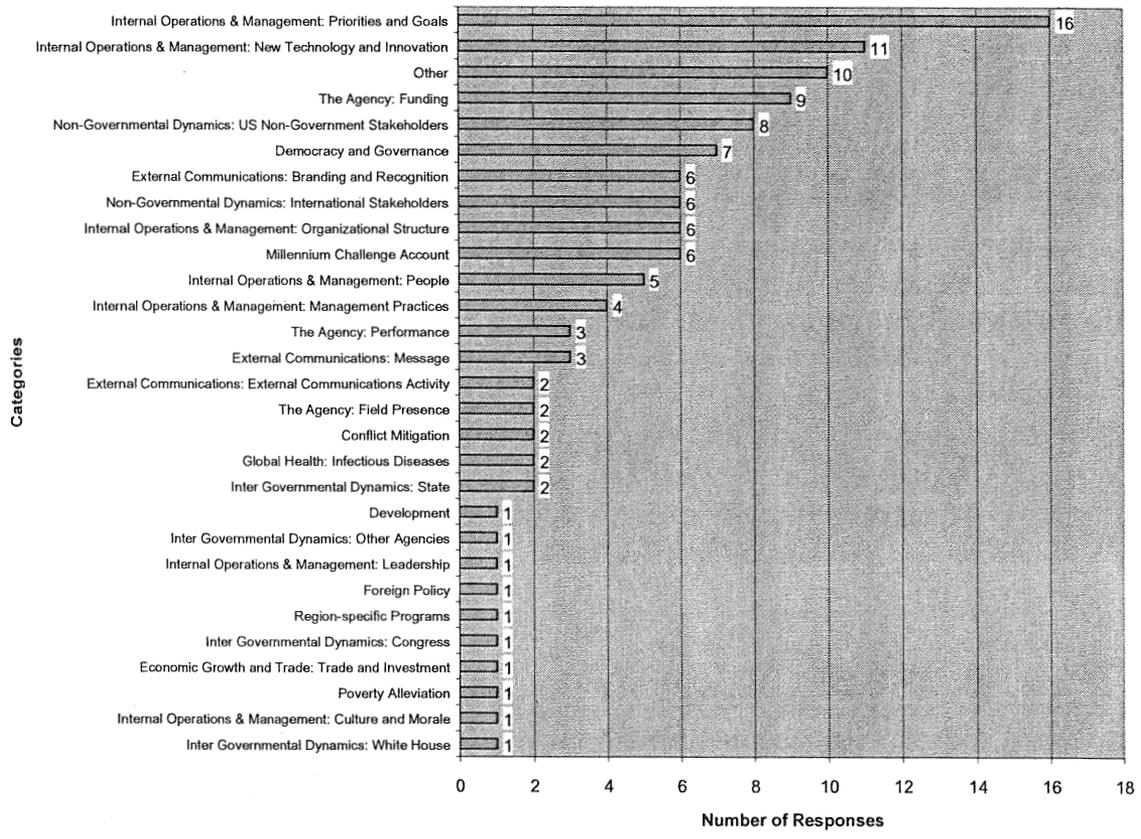
USAID Employee Focus Group Summary Results



- Respect others
- Take More Risk
- We are already the leaders in the development

C.6 What kinds of changes or actions could USAID undertake to "revolutionize" development?

What kinds of changes or actions could USAID undertake to "revolutionize" development?



The Agency: Performance

- Not be afraid to abandon a program that isn't working
 - Proportion to USAID Mission field presence and use conditionality to insure performance
- Narrow the gap between rhetoric and results

The Agency: Funding

- Pursuing more investment in human and institutional capabilities
- Move funding differently
- Funding mission specific primary research
- Obtain un-earmarked budgets and get more resources to implement programs (2)
- Really budget by need and conditionality, not waste time with governments that are fooling around



- Require the supported country to develop the support plan and milestones, give priority of funding to the best plan
- Set up pilot country programs - give them a no-walls budget (NO EARMARKS) and let them manage a fixed set of resources for five years
- More stick. -- Performance based funding.

The Agency: Field Presence

- Aid recipients manage assistance, continued flows depend on results
- Spend more time and efforts overseas and less in Washington

Region-specific Programs

- Be culturally sensitive to what stakeholders want and stop thinking everyone wants to be the United States

Non-Governmental Dynamics: US Non-Government Stakeholders

- Increase participation with partners
- Incorporate greater public-private partnerships (US and LDC private sector) into programs
- Focus on partnerships with private sector (2)
- Fully harmonize policies and implementation with other donors
- Dedicate more efforts to coherency in donor programming and agree with other donors to each focus on a sector or a country rather than all spread resources thinly across many sectors and countries
- Better understanding of pvo ngo relationships
- Work with other donors - we work alone all too often

Non-Governmental Dynamics: International Stakeholders

- Agency learning from developing country customers (local knowledge), rather than always pushing US technologies/methods on LDCs --
- Invest with others in programs to strengthen free market institutions in Africa and the Middle East-think tanks, political parties, and an independent media
- Provide aid directly to overseas recipients rather than to U.S. companies & institutions; including in small amounts where people have been giving empowerment training
- Development program defined by LDC beneficiaries
- Open the doors to bring all players into the solution -- honor the people we are helping
- "Client-focused" Agency

Millennium Challenge Account

- Hold developing countries equally responsible for their own advancement and reward them
- Focus significant amts of aid on countries w/ policies & potential to achieve vast improvements country-wide: i.e., really "develop" a country a la the MCA
- Advancing and implementing the President's Millennium Challenge
- Give a broader definition to MCA
- Implement the MCA in a transparent way and how it is truly intended w/o political considerations



- MCA has the potential to revolutionize development -- Question is, will we have the resources? -- Need focus now; have the models and the increase development budget tenfold, make a cabinet position and challenge private sector to match commitment

Internal Operations and Management: Priorities and Goals

- Understand that choices made are long last and life changing
- If it ain't broken, don't fix it
- Better understanding of foreign assistance
- Focus on countries, like a banker, that demonstrate most potential, inclination, energy for positive change, with minimum resources to the others
- Decide to focus our resources -- either poorest countries or most important countries
- To revolutionize development we need keep the focus on children and youth.
- Identify the two or three principle causes of under development, and focus on eradicating those mistakes
- Returning to a focus on people's lives
- Learning, adaptive organization but not reforming because we think what we're doing is wrong. Avoiding "reengineering" or latest buzzword and tackling issues.
- Have backbone in articulating what we can and can't do; don't bend to political pressures
- In the far off future, let's work ourselves out of a job
- Do fewer things better
- Go back to basics and start over again
- Pick a very few things to focus on and demonstrate significant results (2)
- Stop reinventing the wheel

Internal Operations and Management: People

- Outreach to all employees
- Involve more younger people into the organization
- More input from employees
- Upgrade and expand training and leadership development
- Respect and promote its technical human resources

Internal Operations and Management: Organizational Structure

- Revolutionary ideas to practical programs
- Reduce redundancies in Agency
- Stop tinkering and moving the boxes around and getting down to work.
- Disband Agency as such, --establish foundation-type funding sources
- Get the reorganization done.
- Eliminate some of the layers in the Agency

Internal Operations and Management: New Technology and Innovation

- Info tech
- Host country governments ARE able to use computer models for exploring more effective development approaches with the private sector, military and civil society.
- Much more risk taking and innovation



- To take the lead in technology use for innovative development. (2)
- Increased research
- Find a way to jump-start economic development through technology
- Use information technology and computer communications
- Implement leaner, more networked, faster responding delivery system for assistance
- Seriously explore use of information systems technology for simulations to address democratic behavior in third world.
- Implement a real team development process, enabled by technology

Internal Operations and Management: Management Practices

- Run USAID like a business: focus on value change, supply chain
- Find the appropriate balance between accountability and risk
- Focus on replicating success
- Remove the bureaucratic constraints

Internal Operations and Management: Leadership

- Figure out ways to develop key leadership capacity

Internal Operations and Management: Culture and Morale

- An organization that communicates frequently and openly

Inter Governmental Dynamics: White House

- Cease political appointments so USAID is not victim of political agendas of any stripe. Consistency and continuity would go far in creating a program that could be understood by Americans.

Inter Governmental Dynamics: State

- Consistency of approach and conditionality in the foreign aid community
- Revise the foreign service

Inter Governmental Dynamics: Other Agencies

- Absorb components of domestic agencies that want to do development

Inter Governmental Dynamics: Congress

- Perform so well that Congress does not feel it must earmark funds

Humanitarian Assistance: Food Security

- No one goes hungry

Global Health: Infectious Diseases

- USAID works closely with the President of _____ to eradicate health issues.
- Deepen our partnerships with actors to achieve health objectives-immunization and nutrition

Foreign Policy



- Improve coordination with USG foreign policy agencies

External Communications: Message

- Secure American public commitment to foreign aid, thereby shifting time and resources to effective development
- If public supports better, will immensely save our time.
- To view development as a "semiotic" (communications) exercise

External Communications: External Communication Activity

- Work more with the foreign press in Washington - use them as our agents. Send Andrew to Foreign Press Club
- Work more with domestic press - influencers e.g. Wash Post, New York Times, etc. need regular ed boards for understanding US development assistance.

External Communications: Branding and Recognition

- Need to "revolutionize" public perception.
- Get our story out and get better support from the U.S. public.
- Increased public support for foreign assistance on par with European citizens
- Capitalize on successes - for which USAID has many - and communicate
- Communicate
- Increase outreach to middle America

Economic Growth and Trade: Trade and Investment

- Expand trade and investment

Development

- Need to support interest groups who can work within political system to work to improve country

Democracy and Governance

- We have to support these countries to promote civil society
- Refuse to give aid to corrupt, poorly governed countries
- Support "revolutionary" civil society groups to push/prod/reform bad governments
- Get serious about foreign policy statement supporting democratization
- Public censure for governments that don't serve their people
- Limit assistance to countries until their systems are transparent, without corruption
- Act more quickly in stopping assistance as human rights begin to erode

Conflict Mitigation

- Focus on prevention and mitigation instead of fixing problems after they develop
- Better understanding of the new culture of "war" being mostly civil wars and focused within a countries borders



Poverty Alleviation

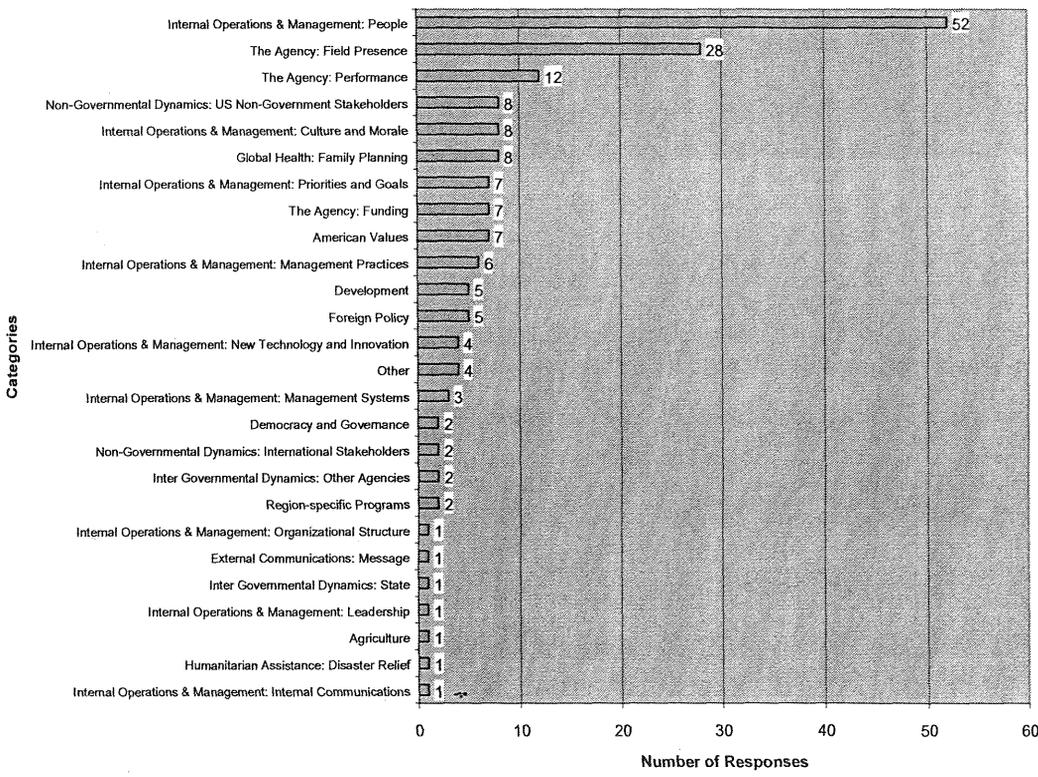
- Return to a focus on poverty alleviation

Other

- Do we want to revolutionize? We have been down that road before
- Some has been useful but most of it hasn't
- We shouldn't reform because it is the latest buzzword
- Revolutionize implies that current development practice is not working; who says it is not working (2)
- Do we really want to "revolutionize" development?
- Development can inform
- Accept and actively explore notion of "paradigm shift" so frequently
- More carrot. --More incentive.
- To view development experience as social "laboratory"
- There is a cost to changing paradigms.

C.7 What do you think are USAID's Strengths or core competencies?

What do you think are USAID's Strengths or core competencies?



The Agency: Performance

- Proven projects that can be replicated (sometimes)
- Ability to find solutions to difficult problems (2)



- Agency has achieved development goals
- Our focus on results (2)
- Producing tangible development results
- Some link between objectives and performance indicators
- We deliver on time
- Great customer service (2)
- Commitment to problem-solving that works in the long-run

The Agency: Funding

- Largest bilateral donor of overseas development assistance since 2001 (3)
- We give grants rather than loans
- Stable source of funding
- Federal tax resources available to us
- Partners see us POTENTIALLY! The largest donor/partner due to size of US budget

The Agency: Field Presence

- FSNs (2)
- Our overseas presence, including Paris, Tokyo, Brussels, Rome
- Working at the grassroots
- Field presence (12)
- Its multi-lingual, overseas-based, technically expert foreign service
- Being able to walk the corridors of ministries in host country
- Years of experience working in third world countries
- Field presence that gives our analysis and solutions reality
- Overseas missions closer to stakeholders
- On the ground presence
- Its overseas presence and its incorporation of its host country staff in planning, implementation and evaluation
- Ability to relate to developing world perspectives and needs (3)
- Field missions and the fact that they are valued by the organization
- International viewpoint

Region-specific Programs

- Eastern European transformation through SEED
- Afghanistan rebuilding efforts

Non-Governmental Dynamics: US Non-Government Stakeholders

- Partnering with local NGOs, PVOs, and governments (3)
- Ability to work with the private sector
- Reputation among other donors (2)
- Partner organization capabilities and resources
- Supportive advocacy groups

***Non-Governmental Dynamics: International Stakeholders***

- The fact that we are the government and have a relationship with HGs, regional and multilateral orgs, and some convening authority
- Get respect from overseas partners

Internal Operations and Management: Priorities and Goals

- Shared mind set among its employees focused on long-term, sustainable development
- Ability to look long-term (3)
- Commitment to great goals
- Long-term strategic planning in governance, economic growth, policy structures.
- Balanced program - democracy, economics, social programs

Internal Operations and Management: People

- Its experienced people but that's becoming a weakness
- Staff tacit knowledge about development experience
- Technical expertise (4)
- Our teams of US and FSN workers
- Its people (9)
- Dedication of workforce (15)
- High caliber, experienced people (9)
- We possess a social conscience with a job description to do something about it (2)
- We have the most dedicated and competent development managers in the business
- Ability to cope given very limited staff
- Workforce is pre-motivated
- Flexibility of employees despite changing priorities
- People who are valued as experts in all kinds of areas, including areas you've never heard of
- State-of-the-art knowledge in technical fields, i.e., health, disaster aid
- Lots of talented young people want to work for us
- Dedicated professionals who think strategically and act decisively
- Motivated employees
- Highly educated work force
- Commitment to foreign aid by the employees

Internal Operations and Management: Organizational Structure

- Decentralized Organization

Internal Operations and Management: New Technology and Innovation

- Better IT than State!!!
- Early warning systems
- Can be USG resident experts in use of information systems technology in foreign policy as well as development
- New technology



Internal Operations and Management: Management System

- Good admin support for people in field
- Procurement: in comparison to other dev agencies, not tainted by corruption, nepotism
- Technical capacity

Internal Operations and Management: Management Practices

- The interaction/synergy between the 'field' and USAID/W
- Ability to transfer knowledge and capacity
- Our ability to respond quickly and effectively
- Taking risks is not required
- Recognition that teamwork produces results and change
- Innovativeness in managing around the Agency's processes

Internal Operations and Management: Leadership

- The leadership

Internal Operations and Management: Internal Communications

- Knowledge about programs, successes and failures

Internal Operations and Management: Culture and Morale

- Worldliness understanding cultural relativism
- Tolerance by the Agency for diverse personalities and work styles
- Upbeat, positive atmosphere
- Great parties
- We're in it for the long haul
- Diversity of viewpoints
- The diversity of staff
- Culture: people have solid values

Inter Governmental Dynamics: State

- Grudging support of State department vis a vis rest of Washington political structure

Inter Governmental Dynamics: Other Agencies

- Our good long term reputation within development agencies and key Washington observers
- Expand concept of DART to interagency assessment teams in emergency response.

Inter Governmental Dynamics: Congress

- Some friends and support on the Hill
- Support from much of Congress
- Strong supporters on the Hill for some key programs

Humanitarian Assistance: Disaster Relief

- Crisis response
- Good systems in some areas, such as food aid and humanitarian



- Ability to mobilize and respond quickly and effectively to disasters (8)
- Commitment to providing disaster relief even if other countries are not doing their share
- Quick response capability
- Capacity to suggest long-term effects of immediate decisions in emergency responses.
- Humanitarian assistance leadership
- Delivering humanitarian assistance (4)

Global Health: Family Planning

- Family planning and reproductive health services
- Global health expertise (3)
- Health (2)
- Support of most Americans for work in global health
- Experience in getting health services to people

Foreign Policy

- Can propose USG policy recommendations for long-term objectives to balance short-term diplomatic objectives.
- Its leadership in the international community
- US Government foreign policy instrument (2)
- Ability to fuse assistance to foreign policy

External Communications: Message

- Goodwill of Americans - this can be built on to tell our story

Development

- Understanding of developing nations is solid
- International development
- We are the "how to" Agency, who know the nuts and bolts of development
- We know the science of development (2)

Democracy and Governance

- Ability and willingness to take on difficult issues like corruption
- Promoting democracy and economic growth

American Values

- Capitalistic outlook
- Commitment of helping others in LDCs
- Helping people help themselves (3)
- Common shared beliefs about helping others
- Philosophy -- "doing good by doing right"

Agriculture

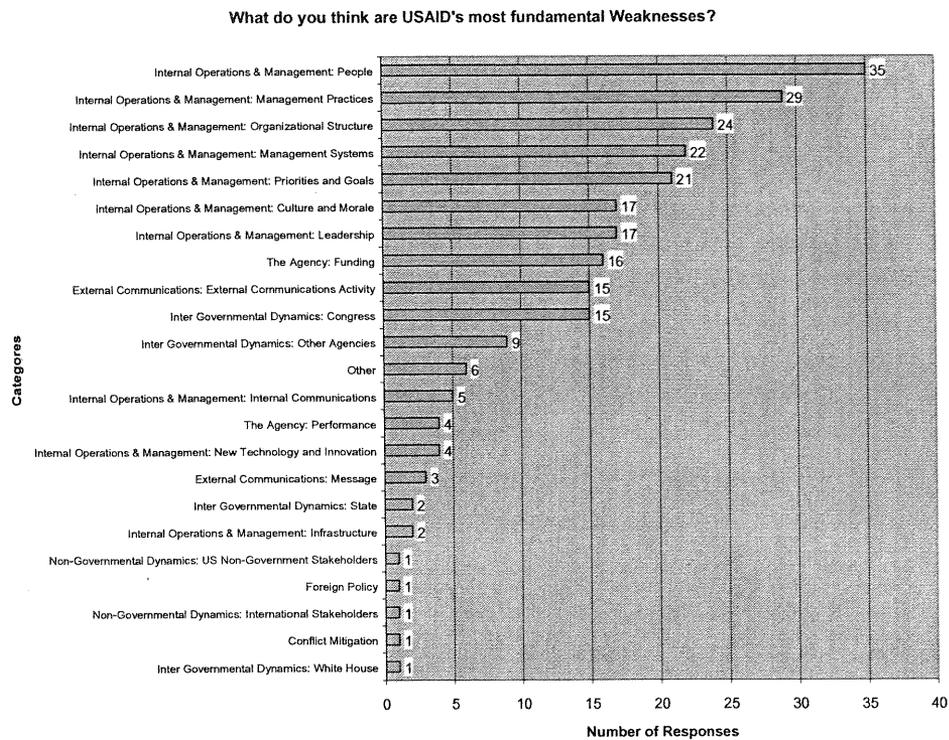
- Leader in agriculture



Other

- Provision of technical assistance
- Our ability to not be daunted by the lessons we have learned
- Branched thinking
- Specialization

C.8 What do you think are USAID's most fundamental Weaknesses?



The Agency: Performance

- Difficulty in defining success over past 50 years
- Inability to recognize good performance
- Making an effort to "hide" failure, rather than being transparent in our failures
- Not having a clear unit of work

The Agency: Funding

- Resources don't come close to needs
- Arriving budgets which are earmarked (2)
- The allocation of funds through the government budget process is too slow, cumbersome and bureaucratic
- Field is not sufficiently empowered to make decisions about use of resources levels don't give us leverage insufficient funding
- Poor distribution of resources in field



- Not enough money (5)
- Equity in providing for various categories of staff
- Poor contract monitoring on tooth to tail, overhead in contracts
- Inability to join other donor partners in multi-collaborative efforts due to a tendency to be cheap, to view ourselves as "second class citizens"
- The budgetary earmarks and their impact on planning and programming
- Annual year to year appropriation shifts makes sustainable focused assistance difficult

Non-Governmental Dynamics: US Non-Government Stakeholders

- Good old boy network of contractors/ngos

Non-Governmental Dynamics: International Stakeholders

- Lack of coordination with other governments

Internal Operations and Management: Priorities and Goals

- Lack of strategies to promote the Agency
- Lack of willingness to focus, thus perceived as too diffuse and ineffective
- Lack of agreement on who our constituents/audience are -- domestic or host country?
- Imbalance between focus on accountability versus willingness to take action
- Mission is unclear; too many objectives (6)
- Complex issues and problems to address
- Lack of agreement on focus and direction in our purpose
- There is a tendency to contract out to some expert to "fix" all of our problems.
- Forget that the U.S is the real customer
- Lack of focus on the mission & message
- Too much tunnel thinking
- Competing agendas
- Conflicting priorities
- Lack of clear focus about our goals and when we know we have done a good job
- Not staying the course long enough
- Diversity of priorities and sectors can make it hard to paint one coherent picture (Simply need to embrace this)

Internal Operations and Management: People

- Experience working with private sector and the due diligence requirements along with project feasibility requirements for work with lack of staff limits our ability to consider new, creative ideas
- Getting and retaining the experience
- Hiring unqualified persons
- Good performance not rewarded - weak HR management
- Elimination of participant training (2)
- Bifurcated personnel system
- Officers make it work (in the field)
- Waning or non-existent technical expertise in the new priority areas for broad professional approach



- No mid-level staff
- Too much work and not enough direct-hire staff resources to manage and get the work done
- Aging of the current workforce (2)
- Orientation and mentoring of new staff
- Workforce and succession planning badly needed (2)
- People --Being in this building one gets the sense of not being valued
- Employees performing too much clerical work because of staff shortages (3)
- As people retire daily, no long term memory and no built in redundancy/coverage (3)
- Losing high quality candidates because we can't hire in a timely fashion (4)
- Foreign service system that de-incentives employees staying in the aging work force, mismatch of skill sets for what is needed
- Lack of supervisory/management skills
- Personnel management
- Promotion of supervisors without training
- Brain drain
- Failure to value its employees and to reward them appropriately
- Its experience -- much is either not used or no longer relevant (4)
- Personnel poor
- Everyone is expected to be an expert in everything. Technical staff aren't budget and Congressional experts - and vice versa

Internal Operations and Management: Organizational Structure

- Too much territorialism within the Agency
- With every new administration, there is a commitment to reorganization
- Hierarchical structure impedes creativity, risk taking & empowerment
- Let's get on with it! Let's get past it!
- Outsourcing of critical components...payments to partners (HHS)(USDA)
- Longest reorganization ever.
- Reorganizations
- Difficulty to see what the difference is going to be. The disruption of it appears to be greater than its benefits (internally and externally)
- Becoming too centralized --suspect within DC
- Not as nimble as we should be --- e.g., Needed to create OTI
- Decentralized organization
- We need a long-term, institutional coaching contract whereby we can "work through" what's required--instead we always contract only those that promise shorter-term, linear, and error/pain-free approach to becoming an outstanding organization
- Top leadership that is completely unaware of the trust it has broken with employees through the poor implementation of the reorganization
- Too many bishops with their mitred staffs, turf
- Too many process people in DC
- Reorganizing every 2 years -- every administrator reorganizes. None can stay longer than 8 years. So no long-term thinking. (6)
- Silos rather than teams
- Too many layers of bureaucracy



- Too top heavy

Internal Operations and Management: New Technology and Innovation

- In-house tech. expertise outside of health is not wide or deep
- Windows 95 in the year 2002
- 10 year lag in technology advances and appearance at USAID
- Inadequate technology infrastructure

Internal Operations and Management: Management Systems

- Have the worst management systems
- Too many systems
- Lack of commitment to management reform
- We see the value of transformation but we do not see anything yet
- There are incremental improvements no transformation
- Hamstrung by personnel, procurement, resources
- Failure to invest in human resources
- Personnel system, which isn't flexible enough
- Procurement needs major overhaul (4)
- Inadequate information and knowledge management systems and not a continuing learning organization...rather knowledge as power
- CN system is BROKEN
- An overly time-consuming performance evaluation system
- Procurement is still next to impossible agency-wide
- Poor internal management systems that diminish efficiencies and effectiveness of its limited staff base (3)
- Our systems for managing money and people are still in profound state of failure (3)

Internal Operations and Management: Management Practices

- Too much analysis
- Rhetoric of employee empowerment does not match actions
- U.S. government Agency-not flexible
- Managers' reluctance to take risks
- Layers of clearance and decision-making
- Project management skills weak
- Lack of discipline, once decisions are made
- Processes (2)
- Overlays legislative requirements with our own bureaucratic red tape
- Bugged down in results-reporting (4)
- Innovative thinking that can't get "out of the box" of USAID internal policies and processes
- Requirements to seek approval for individual actions when an overall plans has already been approved
- Responsiveness
- Extremely bureaucratic, process laden operation w/o ways to change (11)



- Not enough delegation of authority

Internal Operations and Management: Leadership

- The transitions that occur when there is a change in leadership
- Top management not connected enough with rank & file staff
- Lack of leadership to say no when this is the best course of action (2)
- Inability or unwillingness to stand up to political pressure
- Revolving door of the Administrator
- Distrust of Agency leadership in our managing our program
- Continuity at the top would be far more in national interests than using USAID as a reward for presidential campaigning. Get real about development.
- Fear of leadership - too many think original thinking will be punished, not rewarded.
- The opposite of acting as a "winning" organization
- Too many chiefs
- Inaccessible chiefs
- Tendency to promote those who agree with leadership rather than those who perform but may question
- Leaders who are not managers, and vice versa
- Basic distrust of career officers by political
- The need for each incoming administration to appear to be doing
- Something different when what we need is constancy, continuity

Internal Operations and Management: Internal Communications

- Internal communication of achievements (2)
- Poor communication across the Agency on cross-cutting issues
- Communication within bureau
- Presumably a reduction in paperwork under this administration, but more memos written than ever before

Internal Operations and Management: Infrastructure

- Noisy food court. -- Slow elevators nasty cubes yadayada yada
- Working in Reagan's Revenge -- confine the body and stifle the spirit a "Kafka" environment grayness

Internal Operations and Management: Culture and Morale

- Lake Wobegon Effect: we think we are better than we are (2)
- Politics
- Morale
- Inadequate staff incentive system for encouraging a better cultural value system
- Dearth of promotions hurts morale (4)
- Lack of creativity, innovation
- The schism that exists between GS and FS (3)
- Organization timidity, false "puritanic" bureaucracy
- Staff turnover, due to retirements, low morale, etc.
- People --Environmental problems



- Doesn't model its core values with its own staff

Inter Governmental Dynamics: White House

- USAID not accorded enough status within USG structure: i.e., should be Cabinet Agency

Inter Governmental Dynamics: State

- Loss of identity -- Had an identity; was in government meetings; now we are being assumed under the state department
- State assumes the "policy" role and gives us "implementation" and the

Inter Governmental Dynamics: Other Agencies

- Our role within the US government foreign policy apparatus which is diminishing
- Difficult to demonstrate accomplishment to OMB
- Lack of political rank within Washington
- Lack of outward focus to see what other government agencies are doing to improve
- Too frequently we are not at the policy table - we're brought in much later to fix things
- Other USG agencies wanting pieces of the pie
- Willingness to work with other actors to embrace projects not invented within the Agency
- Interagency perception of USAID effectiveness at rock bottom
- Very diminished credibility within the USG

Inter Governmental Dynamics: Congress

- Congress - Oversight
- Hourly interference from the lowliest congressional staffers (3)
- Congressional notification system
- Dependent on Congress which doesn't fully understand, or, perhaps, accept our theory of development
- Congressional opposition to programs
- Congressional earmarks
- Second-guessing by Congressional staff and members
- Too many priorities/directions from Congress, WH, State, et al politics
- High level policymakers in the USG don't have direct experience of poverty and development efforts
- Torn b/w too many forces--congress, public, new administrations,
- Subject to political winds
- Difficult to demonstrate accomplishment to Congress
- Too many political exigencies linked to the Administration's and Congress's whims and fancies

Foreign Policy

- Too tied to foreign policy short term needs



External Communications: Message

- Perception that USAID is a fundamentally different government Agency
- Lack of education to our constituencies that "failures" in development are part of the experience
- Inability to tell our story.

External Communications: External Communication Activity

- Broad number of stakeholders
- Not getting our successes communicated to the American people (6)
- Have no voice (2)
- Continually having to justify its existence
- Building constituencies at home and abroad
- Knowledge of American Public about the Agency (2)
- What does the taxpayer get
- Lack of ability to effectively dialogue with our detractors

Conflict Mitigation

- New conflict management priority has significant implications for USAID not at all recognized internally.

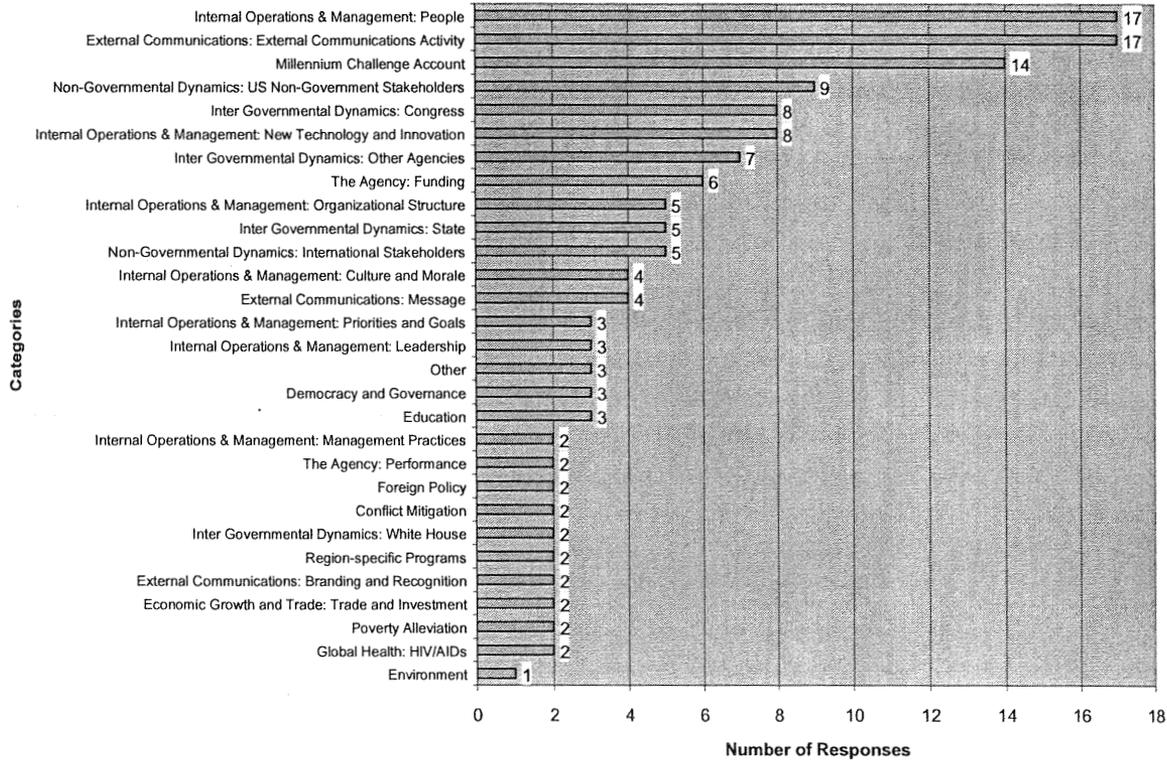
Other

- ADS substitute for intelligence, practicality
- Flexibility
- No autonomy
- Limited OE
- Foreign service modeled on 18th century instead of 21st century needs
- Lack of transparency



C.9 What do you think are the best Opportunities that USAID is not currently taking advantage of?

What do you think are the best Opportunities that USAID is not currently taking advantage of?



The Agency: Performance

- Develop a "cost model" -- how much is the overhead to manage a \$1,000,000
- Bad audit reports

The Agency: Funding

- Working to take advantage of the new resources that work towards development
- Reduce our investment in some sectors
- Having budgets in which we are able, as development professionals, to use flexibly.
- Giving more money to the missions so they can do the work they are in the country to do more efficiently.
- Have some program funding for communicating the story and not rely on limited OE resources
- Overspending

Region-specific Programs

- Help the Palestinians in a major and meaningful way



- We are not identifying and engaging potential "Afghanistan's"

Poverty Alleviation

- Water access to urban and rural poor
- Unleash the property of poor through better property rights a la Hernando De Soto

Non-Governmental Dynamics: US Non-Government Stakeholders

- Harness the wealth and imagination of Bill Gates-like foundations
- Private sector partnerships (7)
- Seconding to private sector

Non-Governmental Dynamics: International Stakeholders

- Leverage of USAID strengths in the broader international donor community
- Global development alliance.... get serious about the vision and communicating the vision of this initiative
- Use foundations as partners
- Align itself with different partners that reflect new priorities areas, e.g., private sector on some agriculture issues
- Recognizing where much of the development knowledge has shifted to (our partners) and building stronger networks and relationships to learn from and share their experience with others

Millennium Challenge Account

- MCA -- What are we going to stop doing?
- MCA -- Explanations are lacking; what are the criteria involved
- MCA -- How can forecast better resource needs
- MCA -- What do we need to get better new financial systems, procurement systems, lots of young people
- MCA -- Need to radically change our business systems (2)
- Millennium Challenge Account...cannot let this opportunity pass (2)
- MCA -- Business transformation - know it is happening, need to see results such as quick hits, good intentions
- Advance our ideas forcefully in interagency group on the MCA
- MCA -- Better FM system
- MCA -- Inter Agency discourse
- MCA -- we are set-up for it
- MCA --Once it turns to implementation, we will have a greater control; we need to plan now, how to get ready to seize this opportunity now
- MCA -- We need to think radically to staff-up
- If the MCA is enacted and USAID has a lead role, make it work!

Internal Operations and Management: Priorities and Goals

- Focusing on just three or less development challenges and doing them well
- Accepting that we are a diverse Agency and building on this as a strength



- This Agency does too much as it is

Internal Operations and Management: People

- Continue to use retired employees to mentor new employees
- Harnessing the experience, interest, passion and wealth of the post-boomer generations
- Leveraging the willingness of the workforce to refocus energies
- Focus on "quality of life" in our work experience
- Groom neps/pmris for succession (2)
- Make mentoring opportunities available to ALL staff (2)
- Training opportunities throughout one's career
- USAID LOST A LOT OF INSTITUTIONAL MEMORY DURING THE LAST REORG.
- EXIT INTERVIEWS
- Better use the employees we have
- We should be funding more U.S. training; short and long term (2)
- Training USAID staff in political issues to more effectively contribute to broad USG objectives.
- Workforce empowerment
- Entrusting more key policy and management work to FSNs

Internal Operations and Management: Organizational Structure

- Perform rapid assessment of the reorganization's impact on the performance of our field programs
- Move quickly to implement reorganization decisions
- Clarify who's responsible for what, decentralize, and let bureaus and offices run with it
- Transition PSCs to full class citizenship in the Agency
- Ask NSC to maintain a development issues director

Internal Operations and Management: New Technology and Innovation

- IT of all shapes and sizes
- Take leadership in info technology
- Identify new technologies that can facilitate development
- Using improved document, portal, collaborative and knowledge sharing methods and technologies to improve our work product to improve customer service both internally and externally
- Developing systems that bridge the divide between all classes of staff
- Merge technologies with a new, refocused USAID
- Actually act on innovative thinking rather than paying lip service
- Innovative ideas not systematically requested, encouraged nor processed now.

Internal Operations and Management: Management Practices

- Create new methodologies
- Stop re-inventing ourselves

Internal Operations and Management: Leadership

- Not enough top management attention to donor coordination; seizing opportunities



- Provide leadership, not leadership
- GDA - Not enough buy in from Agency's top leadership

Internal Operations and Management: Culture and Morale

- Using the NEP program as a real, strategic organizational change agent
- Act and behave as a "winning" organization
- Lack of openness to program ideas not our own.
- Work toward untying aid.

Inter Governmental Dynamics: White House

- President is not bringing focus on USAID at a time it should be seen as fighting basic conditions leading to terrorism

Inter Governmental Dynamics: State

- Work more closely with State to see if we can support each other more
- Move back in to State and take them over (2)
- Look for the advantages of merging with State, instead of just the disadvantages
- Colin Powell is very friendly to foreign assistance. We should capitalize on this.

Inter Governmental Dynamics: Other Agencies

- More direct dialogue with OMB
- AID staff in key US government agencies
- Partnership with DOJ on governance, including economic governance
- New allies--ally ourselves actively with DoD, bring them forward as advocates for our issues and resources
- Get bureaus and others to buy-in to communication and outreach by providing financial resources to accomplish it
- Reach out to other USG agencies and find ways to work with them and get them to work with us to the benefit of our host countries
- Make greater use of Peace Corps Volunteers

Inter Governmental Dynamics: Congress

- Get Congressional support for new approaches
- Stand up to Congress -- confidently tell the story we think needs to be told
- Helms retiring
- Long-term strategic planning is unique USAID mandate NOT effectively used in interagency process.
- As USAID demonstrates improvement, it will receive more from Congress and OMB
- Be prepared to lead in interagency policy discussions
- Help State and other USG agencies to better understand and appreciate need for long-term perspective, not just finger in the dike quick fixes
- Better relationship with Congress



Global Health: HIV/AIDS

- Let HHS take responsibility for HIV/AIDS; there is no way to realize success over the next several years
- New funding for HIV/AIDS, an area in which USAID is a leader

Foreign Policy

- Rewrite the Foreign Assistance Act and make AID Cabinet-level
- Positioning ourselves on the topic of why development assistance is important in counter-terrorism

External Communications: Message

- Clear message -- Focus on successes
- 9/11 gives us a chance to underscore the importance of long-term involvement in the world.
- Public awareness of importance of nation building
- Use 9/11 experience to justify much larger USAID role to publicize more effectively "development" as an antidote to desperation/hopelessness and terrorism

External Communications: External Communication Activity

- Post 9/11: first time AID has been out there not the president; Afghanistan helped put AID into the spotlight
- To publicize success to date
- Lack of focus on recognizing our successes and communicating them
- Make USAID as well-known in the U.S. as it is overseas (2)
- Make more USAID employees "ambassadors" to different constituencies
- USAID is not taking advantage of opportunities to publicize its successes in electronic and print media
- Engaging taxpayers as active stakeholders in what we do
- Public diplomacy
- Address more fora, including media, about our programs.
- Timing is good to tell our story
- Advertising and team building within the American people
- Outreach to youth in this country
- Telling our story to U.S. public
- Need to tell stories in countries where we are working
- Leverage the internet tools to help us educate our constituencies
- Other agencies are taking credit for our work

External Communications: Branding and Recognition

- Responding to the public recognition and acknowledgement by other donors as a leader in development
- Branding - mission and functions not well known to public

Environment

- New priority on water projects.

**Education**

- Support alliance building for public education, not only for public-private partnerships for developing countries
- Advancing the interests of women in LDC
- Return to emphasize participant training as tool of nation building and long-term relationship building with US

Economic Growth and Trade: Trade and Investment

- Helping countries participate in the global trade based economy
- Deepen micro credit schemes in developing world

Democracy and Governance

- Increase cooperation between developing countries
- Strengthen better governance in developed countries through
- Supporting indigenous think tanks and advocacy groups/local civil

Conflict Mitigation and Prevention

- Reducing weapons in developing countries
- Building into development programming conflict prevention/mitigation

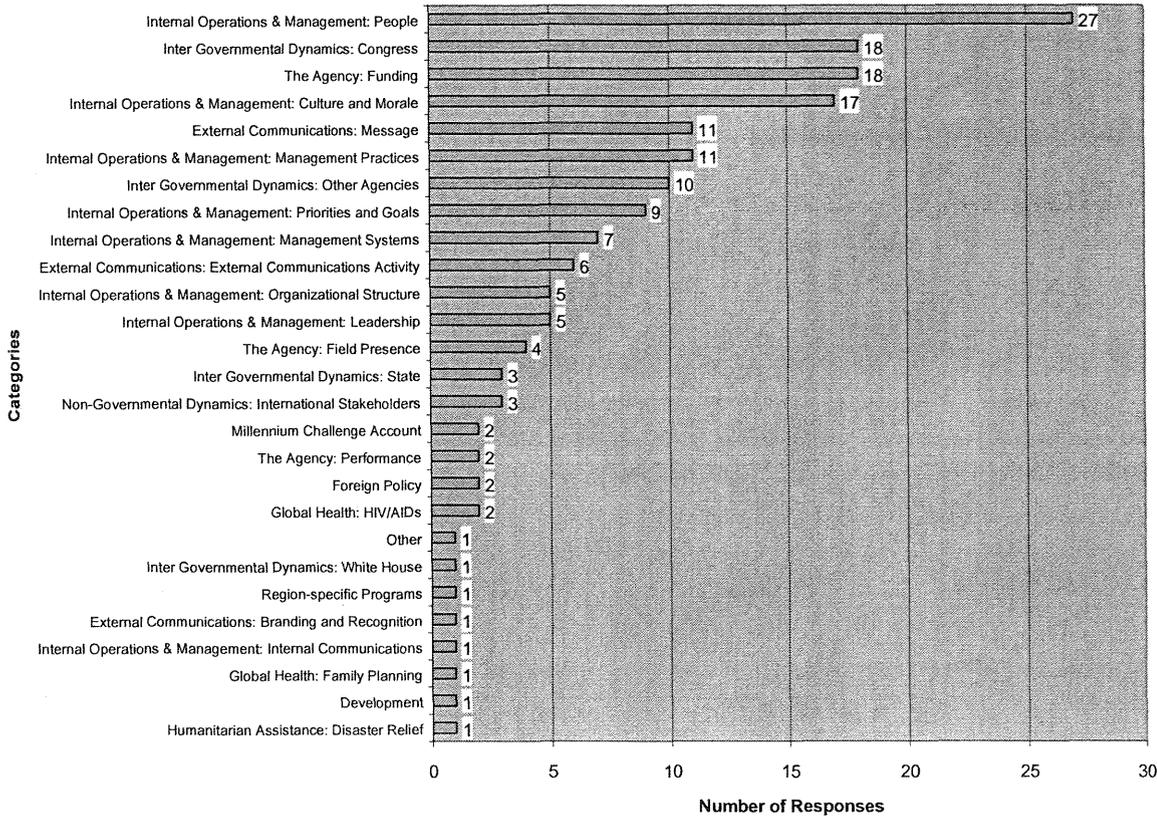
Other

- Invite Abe Pollin to help feed the hungry as he is in DC
- Education/health/agriculture/democracy specialization
- More on women, --using the untapped power of women and their investments in their children



C.10 What do you think are the most critical Threats to the Agency's future?

What do you think are the most critical Threats to the Agency's future?



The Agency: Performance

- More emphasis on results
- Not transforming our performance structure to better reflect exactly what we mean by success, including foreign policy relevance beyond development indicators

The Agency: Funding

- There is still a disconnect between our programs and our program funding so we had to rely on other agencies
- Limited OE to manage (3)
- High cost of doing business overseas
- If we can't account for our funds, Congress and OMB will not approve increased funding no matter what our results are - they won't believe our results.
- Falling economy -funds need to be redirected inward
- Flexibility in budget, human resources to meet new development (2)
- Need to spend \$ faster & more efficiently
- Funding and human resources
- Inadequate funding for tasks (3)



- Too much funding being managed by too few staff
- Failure to demonstrate need for OE
- Limited budget
- WE have money

The Agency: Field Presence

- Not enough presence in overseas countries
- So much concentration on security that we become isolated from the people in the host country
- We continue to lose presence overseas thus we are losing our eliminating Agency
- Security of our field staff and our partners

Region-specific Programs

- Botswana: every hero becomes a bore at last

Non-Governmental Dynamics: International Stakeholders

- European donor clique that promotes and sustains economic colonies (esp. in Africa)
- Need greater cooperation by other donors.
- Current political agenda to disperse foreign assistance to private

Millennium Challenge Account

- Other agencies "taking" leadership in MCA
- Other Agencies wanting to get into the "international" arena

Internal Operations and Management: Priorities and Goals

- Keeping our eye on the long-term mission of AID
- Mission will continue to be too diffuse, opening door for other agencies and also making it very hard for USAID to tell a coherent story
- Clouded vision
- Not prioritizing (4)
- Lack of focus on the ultimate customer, the American people
- Not enough consultation of staff from Administrator on priorities, management, HR issues

Internal Operations and Management: People

- We don't have the resources anymore; have less people but same amount of work or more
- Average age of the foreign services workforce is 48 year old...
- Retiring, graying of the workforce, attriting our talent (3)
- Failure to invest in our workforce
- Lack of staff and properly trained staff to meet new development
- Institutionalized incompetence
- Quickly diminishing technical capacity of staff
- Losing what makes us the best—experience (5)
- Reduced staff (3)
- Hiring contractors into jobs instead of advancing direct hires after reduction in force



- Losing 50% of USAID direct-hire staff and their knowledge in the next 5 Years
- Agency staff is over aged and unwilling to continue taking risks
- Too few senior experienced folks left
- Retirement of top levels of management
- THE BABY BOOMERS RETIRING IN THE NEXT FEW YEARS
- Lack of creativity in meeting needs of aging workforce
- Lack of minority recruitment
- Not understanding globalized threats
- Not actively seeking the best and brightest from all ethnic groups in the experienced staff are retiring

Internal Operations and Management: Organizational Structure

- Strategically building workforce to capitalize on the limited resources with expertise and contract out everything else
- Internal division between FS/GS staff
- Move quicker on management reform--could dilute MCA (2)
- We subcontract out all of our development work, and now sometimes our thinking
- Too much top-down management

Internal Operations and Management: Management System

- Establishing systems that keep us in the game
- We don't have a unified accounting system to meet congressional/public trust in funds they give us.
- Inability to fix our management systems (2)
- The management systems constrain our work so much as to make us almost irrelevant
- Poor information technology and management system solutions and the inexorable drive to integration of everything
- Are real people having input in B-Tech to identify and fix problems?

Internal Operations and Management: Management Practices

- We used to be swift, now we are increasingly hidebound
- Management succession
- Staff content with business as usual instead of "revolutionizing" aid
- Long bureaucratic paper laden processes which threaten our delivery of programs and demonstrate ineptitude (4)
- Lack of field empowerment
- Inability to get programs and projects underway more quickly
- Too much time spent "analyzing our navel"
- Lack of staff to manage programs-

Internal Operations and Management: Leadership

- Continuity in leadership so that priorities are set and continued long enough to have impact
- Arrogance of current USAID's leadership
- Myopic leadership



- Technology-averse leadership
- Internal leadership that's too afraid of political mandates

Internal Operations and Management: Internal Communications

- Not all employees know what the Agency does beyond their division

Internal Operations and Management: Culture and Morale

- It is not fun any more (2)
- Morale - more people as so many people with institutional memory is lost
- Morale - Andrew speak and listen more to people; act on what he hears from the people
- Morale - employee input to what happens to them during reorganization
- Morale - Senior management team
- Morale - change
- Morale - managers who are managers
- Ensuring employees are heard
- Morale - bonuses for lower ranked people
- Morale - Agency wide meeting
- Lack of professional challenges for career growth
- Morale - everyone wants to retire
- Current state of Agency morale
- Underestimating our capabilities, selling ourselves short
- Morale - There is no back up; single point failure
- Morale - stop being cheap

Inter Governmental Dynamics: White House

- White House "quick hit" mentality

Inter Governmental Dynamics: State

- State Department's insecurity over AID's increasing success with staying away from the State Department's management orbit
- State is going to supplant us
- Merging with DOS

Inter Governmental Dynamics: Other Agencies

- Other USG agencies entering the development business. HHS, HUD, Commerce, Agriculture, State, DRO, USDA, OMB (10)

Inter Governmental Dynamics: Congress

- Congressional earmarks
- Congressional resistance to AID becoming more engaged in foreign policy matters
- Congress doesn't understand how risky our enterprise is
- Congress and budget reductions
- Congressional perception that AID has failed in its mission
- Elimination of Agency by congress (2)



- Lack of understanding by Congress, even though many Americans seem to understand
- Congressional micromanagement
- Non congressional support (2)
- Politics
- There is not a clear mandate from the Government that we are the
- If we don't demonstrate success stories in a way that Congress and OMB grasp, we will continue to be threatened by them.
- Not changing the way Washington perceives the Agency
- While Congress funds our programs, no one defends USAID as an Institution
- Rolling over and playing dead when confronted by DOS or Congress
- Hostile congress and interagency attitude.

Humanitarian Assistance: Disaster Relief

- Having so many disasters that we can't handle all of them well

Global Health: Family Planning

- Lack of commitment/support for women's health and empowerment. Sense that women = abortion and the utter fear of the far right is eroding advances in this area.

Global Health: HIV/AIDs

- Other agencies "taking" leadership in HIV/AIDs (2)
- HIV/aids

Foreign Policy

- Terrorism and resulting threats to the US and our customers overseas
- USAID's diminishing parity within foreign policy apparatus

External Communications: Message

- If we don't reverse the American people's perception that aid goes to corrupt governments and is ineffective, our funding will not be assured
- Misunderstanding or lack of knowledge about what we do (3)
- Negative press coverage of inter-agency rivalry
- Inability to show congress and taxpayers that we can make a difference in achieving US foreign policy and development objectives
- Our message is too confusing. When someone asks "How much did we give X country or for Y cause" we have too many answers
- Failing at our mission -- or not being able to explain it
- Inability to articulate well who we are and what we do and what we do matters
- The major news outlets cannot say in a sentence what development is
- Negative publicity in electronic and print media

External Communications: External Communication Activity

- If we do not improve reporting to constituency, we will become ICASSED
- Establishing communications that keep us in the game



- Poor external communications--hometown news
- US public's shallow understanding and sustainable support for what we do
- Public doesn't understand how risky our enterprise is
- USAID staff have their pulse on what is happening in countries and good contacts

External Communications: Branding and Recognition

- Not getting credit for what we've done and are doing; and losing our leadership position in international development

Development

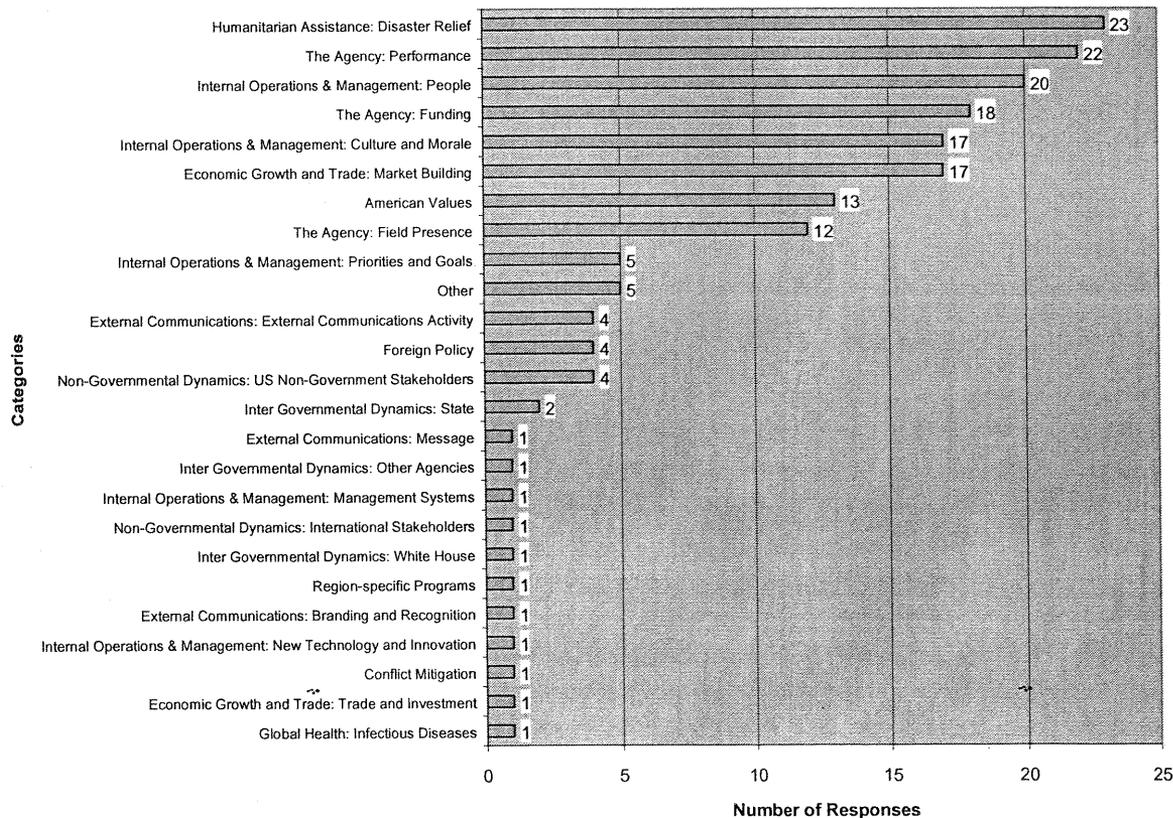
- Not working with these other development factors means we become a marginal and not effective player

Other

- Al Larson

C.11 What are the best perceptions our stakeholders have of USAID?

What are the best perceptions our stakeholders have of USAID?



**The Agency: Performance**

- Fast, innovative, targeted
- Proactive, figure out how to get things done
- Provider of quality T.A.
- Ideas, leads the charge on problems and gets groups together to fix problems we change people's lives
- Know relevant people, projects that working
- USAID has had excellent success in meeting the goals of its foreign assistance programs
- USAID reports excellent results (2)
- USAID is doing good work! (6)
- We have had significant impact
- Technical assistance is unmatched
- USAID works itself out of a job
- We did Afghanistan right
- They think we do well whatever it is they think we do
- Very effective in what we do
- We make a real difference in people's lives in LDCs (2)

The Agency: Funding

- US is most important funder for NGOs to help THEM
- Try hard to leverage our resources
- Can move our \$\$\$ faster than the Euros
- USAID pays the bills.
- USAID is the funding "cow" (12)
- Have money -- But over time we are seen as funders and not as partners of development
- Have Money -- People should think about us having the knowledge and expertise

The Agency: Field Presence

- Field staff are on the cutting edge (2)
- Appreciate our "on the ground" presence in most countries (3)
- We're the ones with the most knowledge of reality on the ground
- Field oriented (3)
- Good social events in the field build lasting friendships and good working relationships
- Long term relationships with countries
- USAID leaves in place trained and talented fsn personnel

Region Specific Programs

- Prevented famine in Afghanistan

Poverty Alleviation

- We are the go-to organization for improving the lives of the poor internationally

Non-Governmental Dynamics: US Non-Government Stakeholders

- We are unique in many ways--working with private and NGO sectors



- NGOs find USAID collaborative and helpful in getting mission
- DFID wants to emulate what we do with private sector. -- I have this in writing
- We work well with other donors, etc.

Non-Governmental Dynamics: International Stakeholders

- Access to foreign government officials

Internal Operations and Management: Priorities and Goals

- They think we are great
- Out there and doing the right thing
- USAID is a true partner
- That could contribute to defeating terrorism
- Aggressive in defending mission and foreign economic and development

Internal Operations and Management: People

- Technically capable, experienced staff with heart (3)
- Knowledgeable employees (3)
- Dedicated professionals
- Lots of intelligent and committed people in AID
- We have great technical in house technical abilities
- Fast and smart on our feet
- We are experts in the field (3)
- Swedish rep - great Agency with a lot of intelligent dedicated hard working employees
- Dedicated and talented staff (2)
- The individuals on the staff make a difference, are committed.
- Great people to work with
- We are problem-solvers
- The people who go into crises--feed people

Internal Operations and Management: New Technology and Innovation

- We know how to get things done innovative

Internal Operations and Management: Management Systems

- We have the best expertise in establishing systems that work, with the exception of financial systems

Internal Operations and Management: Culture and Morale

- Commitment of Agency employees to development
- People to people oriented (2)
- Work hard, take risks to help others
- USAID cares about its clients (3)
- Cooperative and collaborative (2)
- Our motivations are noble
- Helpful and responsive



- They want to work for the Agency (2)
- Honest
- USAID's open mindedness
- We listen and respond (2)

Inter Governmental Dynamics: White House

- White House, Hill, and others know where to get answers about global development issues

Inter Governmental Dynamics: State

- We are better than DOS
- Less buttoned down than State

Inter Governmental Dynamics: Other Agencies

- USAID is a powerful partner within the government

Humanitarian Assistance: Disaster Relief

- Helped the host country survive disaster and crisis (2)
- Provides assistance in disaster areas
- We respond overseas in a crisis quickly (2)
- Leaders in disaster response (5)
- Premier partner/provider of relief and development ideas and resources
- The primo humanitarian assistance Agency (6)
- Saved lives
- USAID is the front runner in foreign assistance
- We respond when no one else will.
- We are there when things are crummy in a country
- Humanitarian
- Our humanitarian assistance is not viewed as political, we are doing it because we care

Global Health

- We do health well

Foreign Policy

- We are willing to do the "right" thing in the face of foreign policy constraints.
- We have government policy behind us
- Effective foreign policy implementing Agency
- U.S. population desiring greater security WOULD support assistance

External Communications: Message

- I didn't know AID did that...

External Communications: External Communication Activity

- Openly share our development knowledge with others
- We are very responsive to requests for information (2)



- Our website is one of the best they've ever visited

External Communications: Branding and Recognition

- They think we do well whatever it is they think we do.

Economic Growth and Trade: Trade and Investment

- Private sector seeking markets in third world.

Development

- USAID is the penultimate leader in the development field (4)
- The one place we can depend on for development knowledge and
- Have cutting-edge innovative ideas about development
- Effective development Agency
- Extensive development knowledge and expertise (4)
- Committed to development
- Good understanding of developing country environment
- USAID is the technical, development arm of the USG
- Decisions made based on what's right for the people of the developing world
- Not really about development, just about funding US consultants and products
- We care about the needs of the poorest of the world

Conflict Mitigation and Prevention

- Private sector seeking security for investments desire USAID to succeed in conflict prevention

American Values

- USAID does great things for poor people in other countries (2)
- We do good. We save lives
- Committed to making the world a better place (3)
- We exemplify American generosity around the world (2)
- USAID is here to help (2)
- Carried the flag high
- Made a difference
- Foreign assistance should not be in competition to domestic needs.

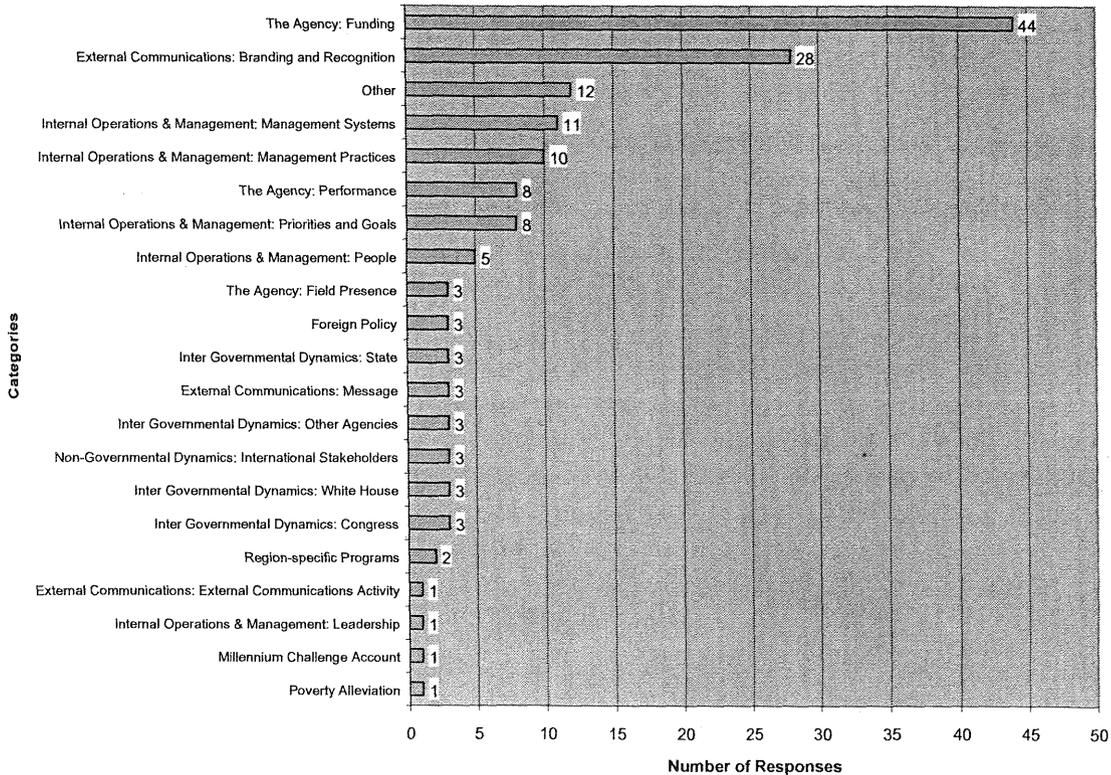
Other

- Handshake...diminishing presence of USAID when "marking" was not mandated
- In for the long haul
- Changed the dialogue
- When I spoke at Tufts, member of a Diaspora audience said "God bless you" to me afterwards
- Peace Corps with flush toilets



C.12 What are the worst perceptions our stakeholders have of USAID?

What are the worst perceptions our stakeholders have of USAID?



The Agency: Performance

- We are not affecting economic development change
- Lousy programs and products
- Incompetent
- They subscribe to the "good enough for government work" ethic
- Have no impact takes too long to respond can't get the job done Too bureaucratic, cold, heartless bureaucrats
- We don't deliver good value for money spent
- We're slow as molasses in getting off the mark on important new issues
- Same old same old

The Agency: Funding

- A great deal of foreign assistance dollars is misappropriated by corrupt governments (4)
- Foreign aid is a "give-away" of US tax \$ (11)
- USAID arrogantly only funds ideas that are its own, and doesn't entertain ideas from its partners (2)
- We have been given millions of dollars and have no idea what we did with the money (5)



- More money goes to US organizations than developing countries
- Money better spent on US defense/security, rather than foreign aid (3)
- You are funding the Taliban
- Americans need help before we "give it away" to foreign countries (6)
- Spend funds on make work efforts
- A friend called up to active duty in Haiti: USAID was worthless
- Stingy relative to assistance provided by other donors
- We poor it down rat holes (3)
- We may not know how to manage a meaningful increase
- USAID lacks sufficient management/oversight controls for the money it spends.
- We finance abortions and condoms waste of taxpayers' money not real partners
- Viewed only as "moneybags"
- Got to go thru us to get funding some employees are such development purists that they lose sight of U.S.

The Agency: Field Presence

- USAID field workers never really work in the field
- USAID is not in enough countries
- Staff spend too much time at Mission--do not get out

Region-Specific Programs

- Not being successful with alternative development in Latin America
- AMCHAM in some CIS countries: AID is poor

Poverty Alleviation

- Lords of poverty

Non-Governmental Dynamics: International Stakeholders

- USAID is dictating host country policies
- USAID operates only at whim of current government, is held hostage to far right politics
- USAID is in some countries as a tool of large American corporations, especially the Japanese

Millennium Challenge Account

- USAID is just simply ineffective; anyone (e.g., a new foundation) could do it better

Internal Operations and Management: Priorities and Goals

- Irrelevant --World has changed; companies e.g. Microsoft are spending money on development
- Forget about foreign policy - provide for the people of the U.S.
- Don't provide THAT country with food aid
- USAID has outlived its usefulness in its current incarnation (2)
- Globalization is creating a world where stakeholders don't want what we are offering
- Not in tune with country but pushes US priorities, like WID and family planning
- USAID only responds when it hits the newspapers



Internal Operations and Management: People

- Employees do not believe USAID cares about lower grades of personnel
- USAID doesn't do
- USAID is a bunch of former Peace Corps volunteers (hippies) who sold out and are hiding behind government jobs
- We hire only inside-the-beltway bandits who have hired retired AID staff
- Employees talk bad about management of Agency

Internal Operations and Management: Management System

- USAID is "BROKEN"
- Higher grades and personnel not restricted to 2% awards
- Takes one year to hire someone, --should I wait?
- Sclerotic processes
- Too many strings on projects.
- Our systems are no good
- Too bureaucratic (2)
- It has taken nearly one year to get grants written. This is not good
- Our financial systems suck!
- Root issues/needs

Internal Operations and Management: Management Practices

- Slow, bureaucratic, unresponsive (7)
- Dull, lengthy, unproductive meetings
- Not a good record of hiring minorities
- All process, Inefficient, too slow!!!

Internal Operations and Management: Leadership

- Agency not unified; doesn't speak with one voice.

Inter Governmental Dynamics: White House

- Perception among EU and other donors that White House pushes its agenda through USAID
- How can you work under the current administration? It's dead set on abolishing rights for others.
- President is creating perceptions

Inter Governmental Dynamics: State

- AID should be independent of State Dept!!!
- AID SHOULD GO UNDER STATE DEPARTMENT
- Pawns of State

Inter Governmental Dynamics: Other Agencies

- We're not a player at the big table
- We are not team players with other U.S. Government organizations.



- AID is part of the CIA

Inter Governmental Dynamics: Congress

- Irrelevant
- Don't stick up for ourselves vis-à-vis Hill and other players
- Congress views management skills as sorely lacking

Foreign Policy

- We support foreign dictators
- National interests
- Public opinion that we help third world countries into sustainable development while they are friendly to us and then when their political leadership changes they become our enemy. But we have funded the training of terrorist, or drug dealers

External Communications: Message

- What's in it for me? says Joe America
- People don't understand the constraints we face in the developing world
- We are not transparent

External Communications: External Communication Activity

- They can't get a simple, consistent answer from us

External Communications: Branding and Recognition

- How do you spell that? USA what?
- Who???(4)
- What have you accomplished?
- Oh, you're part of State now, right?
- Are you U.S. AIDS
- Foreign assistance is a sham
- We speak our own language
- You are a lousy Agency - you should be abolished
- Arrogant and disrespectful (4)
- What is development and what does that mean to Cleveland
- USAID lacks vision in its implementation of U.S. foreign policy
- Exists to fatten beltway bandits
- USAID is a second class Agency
- Screen for intelligence and/or military objectives
- I'll never do business with USAID again!
- FSOs spend most of their time at cocktail parties at the ambo's
- Other countries do a better job of supporting its private sector,
- The funding US
- Staff not trained consistently makes it very difficult
- Imposition of top down strategies/technologies, little relevant to grass
- Not third world any longer



- From Afghani cab driver - I was asked to translate for USAID, but I can't because they would think I'm a spy for the CIA. I would be killed. So I drive a cab in Washington.

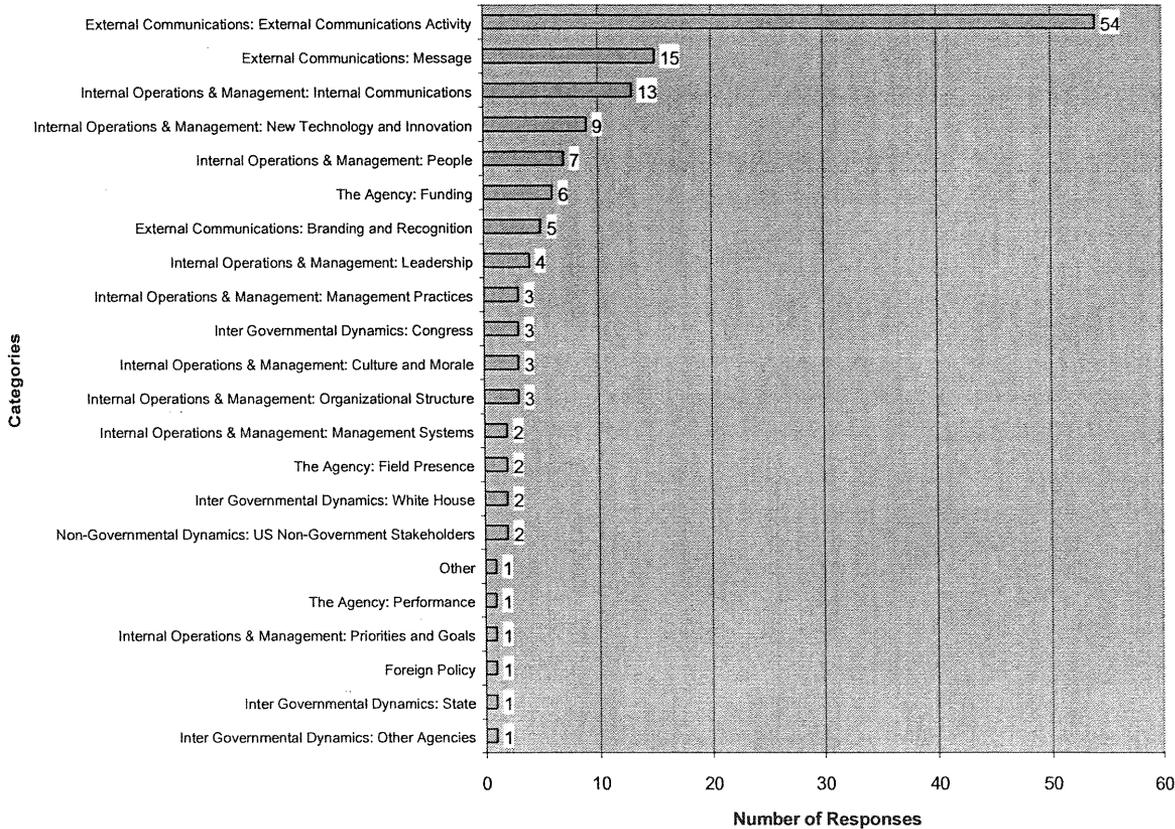
Other

- Outdated
- We've been doing this for 40 years and there's no end-game in sight
- Controlling
- We can never declare a victory
- Turf fighter
- It's pure self interest at every level
- Staff don't get out in the field; not willing to "live like the people."
- Too many contractors running around, as in Kosovo
- Not responsive
- Faceless bureaucrats perpetrating US unilaterism
- International development has no results because it has no purpose



C.13 How can USAID improve its communication and information sharing with our stakeholders?

How can USAID improve its communication and information sharing with our stakeholders?



The Agency: Performance

Provide the data that shows our impact

The Agency: Funding

- Travel money so people can talk to public (2)
- Encourage our NGO partners to fund television ads recognizing USAID patronage (the way defense contractors advertise for DOD)
- Secure more funds for Travel - with OE cuts most Washington staff don't get to meet/see first hand field activities/stakeholders --Program officers esp. need to get out to see first-hand what the Agency is funding--
- Lack of OE funding limits ability to "tell our story" must find way to use program funds for some of this
- Increase LPA's budget!

***The Agency: Field Presence***

- Senior official going out to their hometown and speaking about what USAID is doing at home and abroad
- Travel less, share knowledge more

Non-Government Dynamics: US Stakeholders

- Hire a partner relationship ombudsperson -- beyond the OP
- Hold frequent town meetings with partners on development issues
- Establish mechanisms and policies which encourage or require improved knowledge sharing with/among partners

Internal Operations and Management: Priorities and Goals

- Information and vision are centered in A/AID -- not in senior staff and down the line - limited buy-in

Internal Operations and Management: People

- Give media training to employees as part of their career development
- More training and honing of our message, then unleash more of us on the stakeholders with that consistent message
- Make more employees "ambassadors" to key constituencies
- More staff to do it
- Train all staff in responding to public inquiries (this sounds really stupid, but is critical)
- Bottom line recommendation: Have email ethics training program.
- AID artists associates

Internal Operations and Management: Organizational Structure

- Rotate staff with other agencies and corporations
- Transfer half of LPA staff to DCHA.
- Increased LPA staff - more writers and PR people to better get the message out to the general public

Internal Operations and Management: New Technology and Innovation

- Daily web-feeds
- Change the CN System to be like State's
- Effectively use the Internet.
- Explore ways to improve use of electronic media even more than being done.
- Use video conferencing as a new approach for communications with Missions and partners
- Website - are we doing enough?
- Put up Press Portal on the web
- Spanish website
- Getting a classified computer system linked to State and Defense

Internal Operations and Management: Management Systems

- Provide more transparency of our processes in terms of proposal review, selection, etc.



- Publicize reform efforts underway

Internal Operations and Management: Management Practices

- Improve project handling to the point IG has to write a glowing audit
- Listen positively and with open mind to others' ideas.
- Demonstrate effective management skills

Internal Operations and Management: Leadership

- Increase frequency; informal Notes from Natsios are Nice
- Ensure program experts are people managers, FIRST
- Daily message from the top (A/AID)
- Media views us as know-nothings with all decisions being made by president and State while Andrew reorganizes. What is he doing to get out and talk to the public?

Internal Operations and Management: Internal Communications

- Spokesman (Spanish)
- Include in planning process
- Ensure that all staff in LPA understand the true workings of the Agency - not just the big picture message
- Bring back FRONTLINES monthly
- Did you know that one issue had 23 (count them) photos of Natsios?
- Better communications with USAID employees about goals, directions,
- Organizational structure
- Improve Agency reporting
- More LPA town meetings, including co-sponsoring with other bureaus, to supplement Internet, newsletters.
- Ensure that constructive, effective communication is owned by all employees, especially within their own networks
- Ensure that all staff are aware of our accomplishments and have enough information to share it
- Improve accuracy and retrievability of internal/external information
- Less time communicating with us, more time communicating for us

Internal Operations and Management: Culture and Morale

- Admit to failures where they exist and explain why
- Start by "acting" as a winning organization stop acting as a "survivor"
- Act based on TRUST

Inter Government Dynamics: White House

- Ensure that the White House and Congress know what we are doing and achieving
- Keep Hill and WH informed

Inter Government Dynamics: State

- Get State to highlight us more in their regular reporting to Congress.

**Inter Government Dynamics: Other Agencies**

- Prepare substantive interagency workshops to explore USAID strengths

Inter Government Dynamics: Congress

- Allow us the time and resources to communicate our successes and needs to the Congress
- Give what Hill and others ask for
- Educate congress about the difference between quick fixes and sustainable development

Foreign Policy

- Sponsor more research that supports the benefits of foreign aid

External Communications: Message

- Get the message out there
- Consider having an official history of AID published to influence elite opinion leaders in the states
- Use plain language text on successes
- Engage our communities more to support our programs
- Communicate with like-minded organizations to spread the word.
- Find practical ways for the American public to participate in foreign assistance
- Get USAID messages into local schools
- Develop a simple message about development/humanitarian aid and REPEAT it often to American public, Congress, media, and abroad. (2)
- Stop trying to "widgetize" development. The story is much larger.
- Provide concrete examples of how our investments improved people's lives/ get the story out simply and clear (2)
- Better communicating its message to the public (3)

External Communications: External Communication Activity

- Surely these focus groups will be done with stakeholders, including general public, so we can actually know what they think rather than suppose from talk shows, conversations with cab drivers
- Use international institutional fora more effectively, e.g., OECD/DAC.
- Our Lessons Without Borders programs are good example. Should do more along this line.
- Figure out a way to reward the press for getting it
- More frequent "field-based" show-and-tells
- Daily press releases
- Seek opportunities to speak in public forums and value that
- PR POCs in each bureau
- Publicize intended program efforts to allow new stakeholders an opportunity to get involved
- Person-to-person contact with key interlocutors.
- More outreach to groups that have been on the margin
- Have a USAID goodwill spokes person (celebrity)
- Enhance press/media relations (2)



- Work to take the positive stories in developing countries translated/brought to us media and disseminated
- Use the press more and better; people are still skeptical about USAID
- Brochures and other self-promotion.
- Better story telling
- Send staff out to U.S. universities (students and faculty) to talk about U.S. aid
- Speak in plain English
- Start targeting information about economic development and foreign assistance to a younger audience
- Participate in out reach conferences (4)
- Handout material
- There should be outreach in the AEFs. Let's get serious about getting our message out.
- More op-ed pieces.
- We need to emphasize journalism more and results reporting less
- Get out of the office and talk to people
- Tell our stories
- Communicate with "editors" in TV news, papers
- Talk in lay people's terms in our congressional reports, press releases, country strategies
- We need to identify independent support for our work
- Reactivate Speakers Bureau - using FS on home leave and also retirees in their communities (5)
- Are there other stories like the information we shared about giving our expertise to the City of Baltimore when they need it? Share that.
- Go to universities and schools and tell our story
- Encourage greater interaction among USAID staff and with outside constituencies and interest groups
- Enhance missions' communications' capabilities not only for in-country media work but to send info back to US so we can use these stories
- Flat Stanley, children-to-children, etc. to engage schools and children in participating
- Encourage public TV to do more in-depth pieces on development and our role have more outreach to key public groups
- Educate elementary/high school children
- Ask for feed back when communication goes out
- Establish a robust extranet knowledge sharing program and environment with partners and stakeholders
- Get our advocacy groups to speak out more
- Educate public
- Take advantage of outside, private avenues to lobby on behalf of USAID - to the extent allowable by law.
- Media relations with small newspapers across the country - they are their communities' opinion leaders
- Use TV ads to market USAID, recruit new staff, link the work of USAID to countering terrorism



- Celebrity idea: US basketball stars are well known overseas (shaq and michael jordan), same with American movie stars (pamela anderson, tom cruise, chuck norris, clint eastwood), and musical stars (britney spears, eric clapton, yo yo ma)
- Train staff in understanding of the role of key partners

External Communications: Branding and Recognition

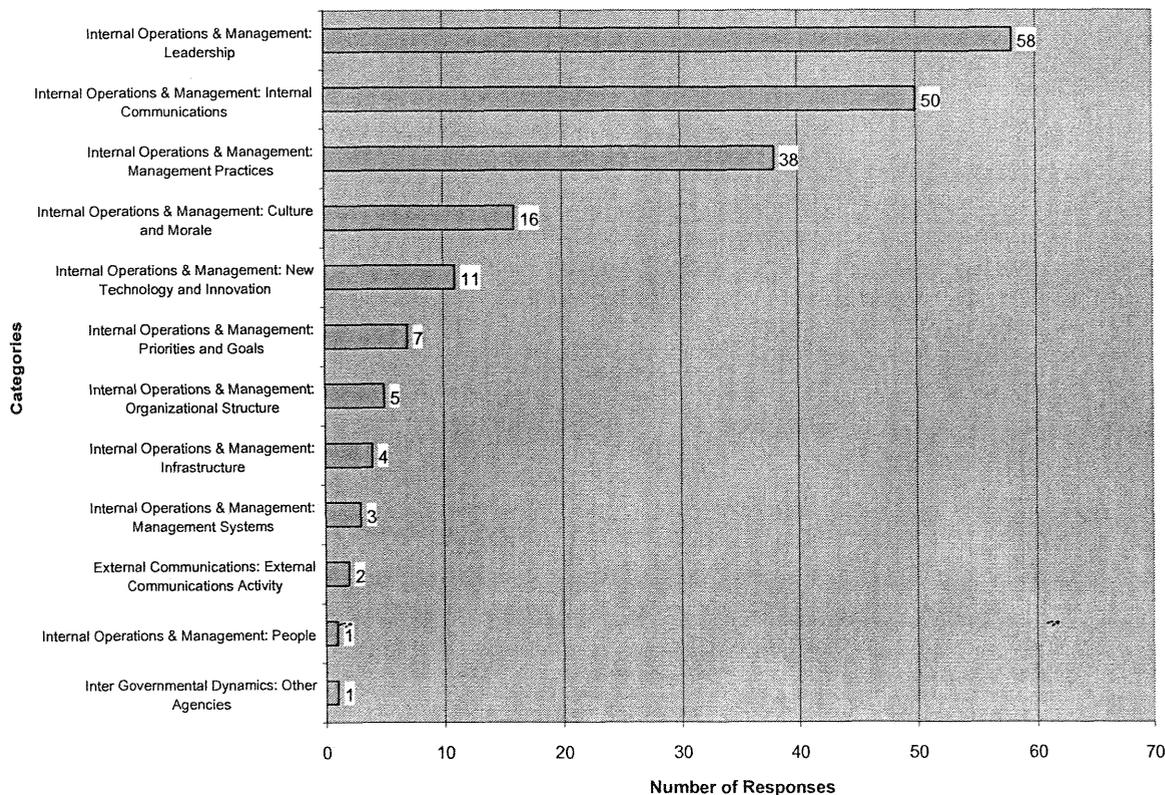
- Get our brand out there... when NGOs/PVOs do work for us, show our participation
- Find an overall theme to bind our diverse activities together
- Publish success stories
- Do a better job of taking credit for the programs we fund
- How often is economic development and aid discussed as part of American civics?

Other

- A/AID'FS should serve in LPA MORE TDYs

C.14 Thinking about communication that comes to you from USAID senior leadership, including the Administrator, what would you change?

Thinking about communication that comes to you from USAID senior leadership, including the Administrator, what would you change?





Internal Operations and Management: Priorities and Goals

- Some "revolutionary" ideas will need experimentation, and some will be costly. Need to address how to handle that.
- Senior staff needs to speak more about their vision
- Ensure handlers understand AN's vision/message
- Move Andrew's vision down to the desktop so that every employee knows where we are going (2)
- Communicate more on key issues, decisions Administrator and other top mgt grappling with
- Too much "big picture" and not enough clear ideas

Internal Operations and Management: People

- Spend less on contractors and more on direct hires

Internal Operations and Management: Organizational Structure

- Communicate more of the VISION and expected outcomes of the reorganization
- De-layer
- Empower Bureaus re staffing, etc.
- Be here more and take care of problems generated by reorganization, etc.
- Tell us what tangible benefits the reorganization will bring.

Internal Operations and Management: New Technology and Innovation

- Provide an opportunity for routine feedback through our desktop computers or a suggestion box
- A current, interesting in-house info affairs web page, a la World Bank
- Put streaming video of Andrew speaking on the website
- Be innovative and use digital technology to video his message and a broadcast it on our computers.
- Leverage our intranet. Use it to tell us every day what management is doing!!
- Use portal software so staff can get info automatically
- Provide greater flexibility in allowing internal internet sites and usage to disseminate information
- Use videoconferencing technology
- Should be able to see calendar of other people, including senior staff, to get a sense of what issues they are working on or concerned with.
- More information on the internal website
- Use of the internet and collaborative software to prompt users when new information about a particular subject matter is available

Internal Operations and Management: Management Systems

- Our BTEC rep does not communicate at all! AA should ask if bureau is getting information from staff
- Stop exaggerating the impact of the BTEC and just get on with incremental management improvements.



- BTEC newsletters are good

Internal Operations and Management: Management Practices

- The FEI brown bags are good
- Why are we only asked once a year for our thoughts, ideas and suggestions for improving the organization? (4)
- Trust that the Agency has the expertise it needs and don't micromanage
- Provide anonymous inbox for suggestions (3)
- Better access to the front office.
- PROVIDE FEEDBACK - not just what went wrong
- More transparency
- Two-way hands on meetings
- Too much process
- Senior management could be more open to employee suggestions.
- More opportunity for communication to flow up not just down
- Establish an anonymous mailbox for suggestions, bright ideas
- Ensure that we get classified cables and other communications in a more expeditious manner
- Better personal rather than written communication from senior management to employees
- Release communications/letters within a few days of drafting (2)
- Give voice to others--AAs, FSNs, host country folks
- Not enough empowerment
- More management by walking-around
- Speed-up response to correspondence with the Administrator's Office;
- ES bottleneck needs to be addressed
- Do MORE, MORE, MORE "in reach" (LPA should)
- New ideas are often rejected out of hand without listening to rationale.
- Good at stirring up the pot, but not at completing the tasks
- Encourage greater participation across the entire management spectrum
- More interactive approach
- Ask employee input
- Information always flows downward... information should also go back up the food chain
- Reinvent open door policy (2)
- Reduce time spent on AEFs
- Get rid of 90% of the clearance process
- Much is viewed as directives with little ability to discuss the positives and negatives of a decision

Internal Operations and Management: Leadership

- Do the rank and file perceive their AAs as leaders or as intermediaries for Andrew's directives?
- Their approach -- way too top-down and bureaucratic
- Encourage the AA level to meet regularly with staff; don't cancel those meetings
- Connie Newman is the management model - she deliberates, decides, communicates, doesn't change her mind
- Continue the dialogue with employees



- What keeps Andrew up at night?
- We should hear from time to time from the DA and the Counselor. What are they focusing on?
- Stop being so condescending
- Practice MBWA -- management by Walking Around (6)
- Inclusiveness
- Why have to wait 1.5 years before he comes to my floor of the Agency
- I think that managers need to walk the talk.
- The administrator should have bureau meetings
- Andrew's team is pretty good
- Unlock door to ASN office
- AAs meet with their staff quarterly
- Meet with more than just FEI grads (2)
- Too many demands -- not enough requests
- Administrator should just drop by when he can
- A/AID should act upon what is heard from employees by putting it into action
- Make an appearance at every internal training course
- IF can't act as though the staff has ideas to offer, work that is of benefit, and solutions that matter, at least pretend.
- Talk to us
- Even senior management is disempowered
- Separate the Chief of Staff and EXEC function because EXEC is too slow
- Better feedback from managers: staff develop briefing memos but never hear what happened at the meetings, events, etc
- Innovative ideas are not requested, thus not heard, among top leadership
- Ensuring we know the new leadership in the Agency
- Senior leadership MUST invest time in visiting field missions...not just as a media event, but to manage and learn
- Visit an office group for open discussion
- Surprise/spontaneous office walk throughs not prepped and then later cancelled
- Send a motivational message each week.
- Andrew should meet with select subsets of senior management regularly to explore policy issues...not just do a talking head thing at Thursday staff meetings
- No substitute for effective person-to-person communication
- More open staff meetings with AA and bureau senior staff
- More face-to-face contact with Agency employees.
- Do more of it. Andrew is a good speaker
- Quick decision on speaking engagements
- More listening.... less directives (3)
- Opportunities for informal contact with leadership
- Communicate recognition of work being done by the Agency
- On occasion have Andrew and/or Fred attend Bureau staff meetings - not just walk-arounds
- Encourage AAs to meet with their staffs more regularly both at the Director level and at large
- Listen more to the rank and file



- More opportunity for informal contact with leadership AAs from pillar bureaus need to do more travel. They need to have a first-hand appreciation for what the Agency does so that they can be more effective in their positions (2)
- Administrator needs to use "I" less, and "we" more. (3)
- Political leadership has to embrace ownership of AID and stop conveying and "us-them" mentality
- Sense that Andrew is defensive when asked tough questions, --hampers staff from asking (2)
- Our AA not at all visible with rank & file.
- A/AID speaking style is to talk "at" people -- needs to change that and listen more
- AAs are too important to deal with the staff

Internal Operations and Management: Internal Communications

- Frequent "administrator's office notes" - what are his priorities, what is he focused on, what has he achieved this week (3)
- Publications designed for internal audiences (staff)
- Increase frequency of communication on topics of greatest interest to the staff
- The bios of the senior staff distributed at the town hall meeting were very useful - we could use more of that kind of background
- Minutes from staff meetings sent out bureau-wide for those who cannot attend (2)
- Send out lessons learned more frequently and in smaller bytes
- Provide information about what major decisions are under consideration and then what was decided and what actions result. Provide opportunities for input.
- Why isn't there a regular status report (every month) on major issues being addressed by the Agency, e.g. Agency/Bureau reorganization from Andrew, our Bureau AA?
- We are swamped with electronic communication - invest more in print
- AID/W-success stories, we'd like to learn about
- Daily message from the top (2)
- Communicate more frequently but less formally (2)
- Regular but very time limited staff meetings - very few have agendas.
- Promote 5 minute daily stand up meetings just to share hot topics
- Suggestion box to the Administrator
- More frequent town halls, geared to meaningful, incremental change to talk about (3)
- In many ways BBS is sufficient for what it does. Need different mode, e.g., Frontlines
- Communication channels are icy cold
- Again, restore Front Lines. (2)
- Bi monthly frontlines
- I wish that we could have consistent communication at all levels with a higher degree of honesty
- Less theater (which seems to be present approach) to real discussion
- Notices written in plain English
- Broader distribution of positive media expressions, e.g., "exploded"
- Articles such as those on cube walls in LPA
- DO MORE OF IT
- More spotlight on specific program/project successes
- Address issues of importance before the ever present rumor mill gets it



- More substantive, but also informal info in Notes from Natsios
- Lessen the "political connections" references and expand on the technical contributions of USAID
- So many say they do not know what is going on
- Circulate information about who is doing what in the Agency, e.g., who is in charge of what USAID will be doing in the WSSD?
- Circulate Agency documents better
- Communication on topics identified as priorities by employees not just from top
- Bi annual town halls with broad cast to mission or one even hosted in a mission and broadcast back to headquarters
- More periodic use of notes from Natsios (monthly or bi weekly)
- Periodic newsletter/magazine
- Natsios notes weekly
- Definitely need more communication with the field (3)
- Don't disseminate partial information that create more questions than provides answers
- Not so much top-down info, because it often does not trickle down

Internal Operations and Management: Infrastructure

- Places to meet an informal way!!
- We need more spaces to have small meetings among employees
- We need an all-Agency bulletin board like we had at Dept. of State -- running around the galleys to put up signs is useless and time
- Facilitate employee interaction/communication through creating better workspace, coffee break room, etc

Internal Operations and Management: Culture and Morale

- USAID is about the work it does, not the people doing the work or the person heading the Agency.
- A simple, heartfelt thank you for a job well done is a great motivator.
- Senior managers, whether political or career, need to understand and appreciate USAID in its diversity and realize its many successes
- Say hello in the elevator
- Individual office directors call a walk around the building time for his/her staff. Generate fresh air and friendliness
- Tell the truth
- Break down the wall
- AA needs to show positive influence that changes the culture within his/her office.
- Give awards and circulate notice of awards given
- Encourage greater transparency
- Being transparent with us, we are big guys, we can take it!
- Ensure that management demonstrates it values its employees (2)
- More messages that boost morale; are there better ways to deliver the morale buster messages? (2)
- PPC disconnected from the Agency and how it works



Inter Governmental Dynamics: Other Agencies

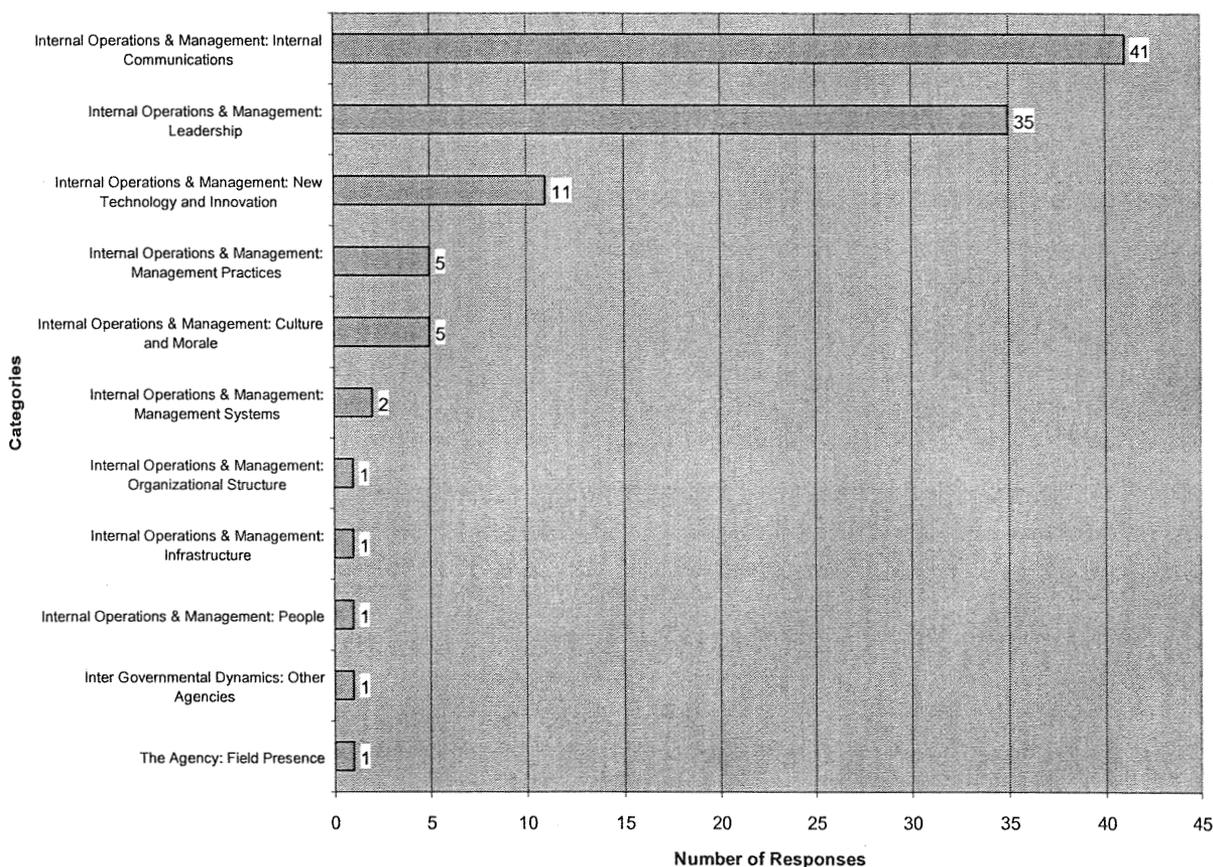
- Win the turf battle with HHS and Treasury.

External Communications: External Communication Activity

- Spend more time communicating for us and less with us
- Frontlines designed for external audiences

C.15 How would you change All Hands meetings?

How would you change All Hands meetings?



The Agency: Field Presence

- How to better serve the field missions

Internal Operations and Management: People

- Had to work during the All Hands--this is b/c I'm in a totally understaffed office



Internal Operations and Management: Organizational Structure

- Not communicating what is happening with the reorganization

Internal Operations and Management: New Technology and Innovation

- Continue videotaping the meetings and providing them on the web site (3)
- Use technology such as video-conferencing to get missions involved
- Several other agencies have TV screens on each floor and in several spaces, which tell what is happening.
- Experiment with a real and virtual town hall, have several Missions send in feedback real time via Web
- We should have internal cable TV like State!!
- Publish highlights of all-hands meetings on the web.
- Teleconferencing with one mission per meeting (or conference call)
- Would like to be able to have virtual attendance vs. spending so much time getting to and from the all hands meeting
- Emails and videos don't appeal to me

Internal Operations and Management: Management Systems

- Develop a system to accept, vet, and include agenda items from the general Agency population
- Ideas and dialogues from others?

Internal Operations and Management: Management Practices

- Have an HR all hands meeting with open discussion
- At the last one, it seems that people were afraid to speak or ask should be held at least every four months. Does the field ever watch the videos made of the all-hands meetings?
- How can we promote a dialogue
- Allow the employees to submit questions in advance (2)

Internal Operations and Management: Leadership

- Natsios notes informative (2)
- We need more information on what is happening Agency-wide and what is the thinking of the Agency's leadership
- Notes-too self-serving
- Have Andrew share the podium with some others
- Notes from Natsios not very substantive in terms of real progress (6)
- Have the Administrator meet with just the Bureau instead
- Notes from Natsios are good but have had little to do with reorganization and other items that are on people's minds (2)
- Spread the wealth among senior managers to speak on diverse subjects: reorganization (Natsios), State/USAID relationship (w/State speaker), business transformation (Marshall), public outreach (LPA), legislation status (LPA), etc.
- Administrator ought to do an all hands meeting overseas and broadcast back to dc
- Key management/program messages reinforced



- Last one, Mr. Natsios did great
- Give précis of Andrew's speaking so people can think about relevant questions should be both A/AID and his team
- Have each AA have an all hands meeting w/ staff setting a one topic agenda for each meeting (open discussion)
- A/AID should praise work that is being done by specific units
- Other speakers including HR -- & OP -- and they need to be subjected to questions
- Do these more frequently with Andrew as large meeting, the All Hands Meeting needs to be coupled with opportunities for smaller, informal interaction with Natsios and other Agency leadership
- Have a town meeting led by John Marshall to review M goals and all the AAs ought to participate so we know who is who in what office
- I would rather see a weekly broadcast of a senior manager talking about changes in their own organization than an all staff meeting every 3
- Andrew needs to reach down to the lowest on the totem pole
- Viewed as a monologue
- Notes from Natsios have the unfortunate effect of validating the perception that he's self-centered
- Avoid ONE-hand meeting
- Stop being so condescending - again. This should be an opportunity to learn as well as to teach.
- All Hands (on Deck) sounds like an order -- not an especially inviting command performance
- All Hands but not All Ears
- Less talking heads/more interaction
- The Administrator's message is "I, ME", not "us, we". This comes out at all Hands

Internal Operations and Management: Internal Communications

- Use all hand meeting to announce a specific change in the Agency that effects all
- Should include issues/problems currently dealing with
- Use all hands meeting only for major and important matters affecting all employees (3)
- It is very useful.
- More frequent all hands meetings (6)
- All hands meetings are very good to communicate with employees where the Agency is headed.
- Have regularly scheduled town meetings, with themes, so folks can plan ahead
- Hold as frequently as necessary
- I delete them
- Request top priority issues are formulated by bureaus prior to meeting. --of course, the "bigger" Agency issues should be addressed regularly at staff meetings in bureaus, but today there is a disconnect as to what is discussed by AN and what the topics are at bureau meetings.
- I don't read attachments--maybe if I knew what the topic of a specific Notes from Natsios was, I might open it
- Allow more time for employee questions (2)
- Success story-telling by LDC beneficiaries of our foreign aid



- Have smaller less formal town meetings
- Maybe we should have essay and photo contests
- Solicit from staff what's important to them and make sure those topics covered, perhaps even first
- Personal histories of projects that were handed off from one project officer to another would be really neat
- Some of the best articles are from people talking about their personal work experiences
- Provide several open mikes, --have the whole thing open mike
- Include queries, ideas, etc. that were raised from previous meetings.
- Should have these at the Bureau level to encourage more interaction and idea input
- Town hall meetings should be held every two months
- Too large, meetings with different smaller groups preferable
- Meeting agenda should be sent out prior to meeting
- Reorganization/management reform: achievements, road blocks
- I don't think Town Hall meetings are a forum for dialogue. Invest the All Hands time into smaller, more manageable sessions that are theme or issue oriented (3)
- Meet with regular frequency -- once every quarter
- Make a transcript of the town meeting for people who could not attend
- Don't have it all hands.
- Too large for meaningful participation
- News of the Absurd

Internal Operations and Management: Infrastructure

- The amphitheater is an intimidating place to ask a question.

Internal Operations and Management: Culture and Morale

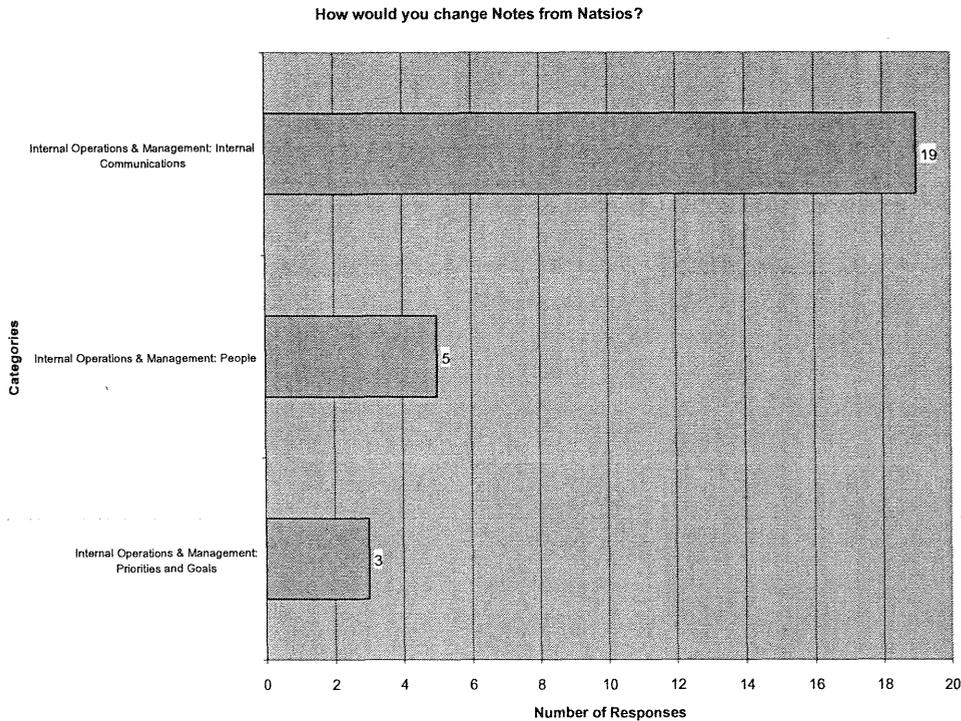
- Thought it was a shame that we didn't celebrate the 40th anniversary--was really sad how subdued the mood was at that recognize individual employees who made major contributions
- What can the Agency do to boost employee morale and productivity
- Annual all hands off site/ picnic
- Happy hours in a common space on a biweekly basis
- Encourage innovation and creativity

Inter Governmental Dynamics: Other Agencies

- Invite interagency panel discussions on development topics



C.16 How would you change Notes from Natsios?



Internal Operations and Management: Priorities and Goals

- Should have used to EXPLAIN vision, rationale and expected outcomes of the reorganization
- Priorities, achievements, constraints
- One topic per Notes is good, but how about including regular status on ongoing strategic items

Internal Operations and Management: People

- Need to solicit from staff what topics they're interested in and concerned about, and make sure these get covered at some point
- Have a question each month and ask for employee solutions. Asking for new ways to do an old task.
- Use notes from Natsios to praise career and fs folks when they succeed
- Pick out an employee each issue for some praise
- Outstanding office achievements

Internal Operations and Management: Internal Communications

- I like its upbeat approach. In addition we need systematic communication on decisions under consideration, maybe minutes of the Administrator is really making an excellent to promote communications. We could benefit from hearing more about his thinking about future approaches for USAID.



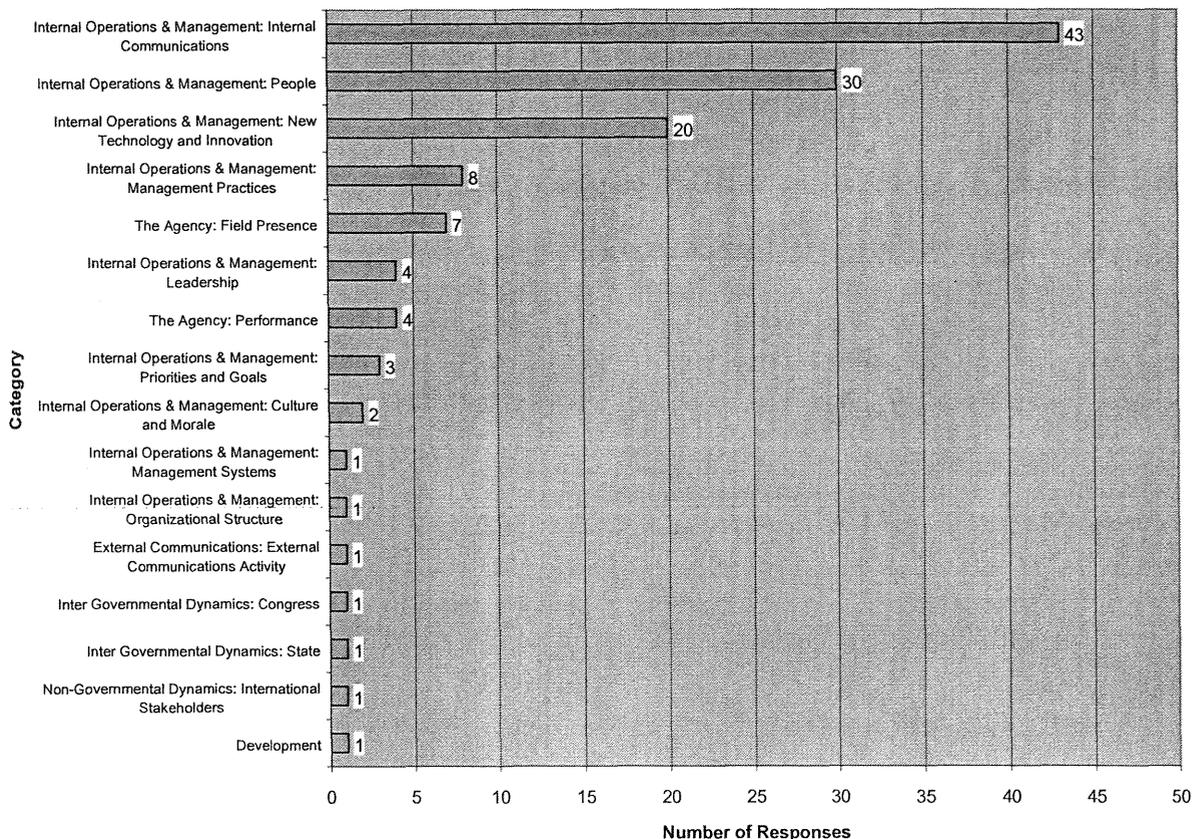
USAID EMPLOYEE FOCUS GROUPS

- Should reinforce key Agency themes and messages and give updates and progress reports
- Good, congrats, short, sweet, informal -- keep it up
- Do the Notes for Natsios have impact?
- Less rhetoric, more real content
- Accomplishments for the month
- Keep them short and do them more frequently
- Area of focus for the month or long term
- Would like to see notes from Natsios at least once a month
- Notes from Natsios every other month
- Notes from Natsios should be part of Frontlines (quarterly publication) cover a few topics, not only one. (2)
- Should come out twice monthly
- Like this is
- Have Notes focus not just on what is new, but what is still good, ongoing, and important
- The Notes, unfortunately, are self-serving; why not highlight some notable success in each one instead of the directive of the moment (2)
- Too general to be of much relevance to what employees are concerned about
- I would do away with this concept. Too focused on the Administrator.



C.17 How would you change FrontLines?

How would you change FrontLines?



The Agency: Performance

- Should focus on learning from failures as well as success stories
- Use frontlines to share success stories and use it as a refresher guide for aid practitioners in AID/W and AID/missions
- Absolutely essential to inform about what certain bureaus are up to so that everyone can speak intelligently about what USAID is doing in
- Publish more articles that discuss program impact (3)

The Agency: Field Presence

- Provides useful information about field activities
- Focus on one mission every other month- tell us what is going on
- Will it contain regional sections as well as global Agency achievements in all issues
- Articles about posts/countries so we learn about places we may not have served
- Less about the administration (and the Administrator), more about what we're doing in the field (2)
- Conduct more interviews with assistance beneficiaries



Non-Governmental Dynamics: International Stakeholders

- Should include stories from our development beneficiaries

Internal Operations and Management: Priorities and Goals

- Front Lines was a great tool to let employees know of our successes as well as current priorities.
- Information on all new USAID initiatives and programs
- Themes should reinforce priorities of Agency.

Internal Operations and Management: People

- Obituaries are very important
- Best part is what is happening to our colleagues (8)
- Most interesting was where staff have gone (4)
- Tell people/human interest stories on development...how USAID is making a difference
- Overseas - very useful for staff in Washington
- Where are they now pictures - very entertaining and morale booster - we need to have some not as serious stuff in here
- Profiles of people, including senior managers (many employees have never seen them) and regular employees (5)
- Ombudsman column, definitely (2)
- Employees of the Month (one FSN, one GS, one FSO) should be highlighted
- Get USAID AFSA Union rep to write a column -- Great idea.
- Who's who in the missions is a must!!!! (2)
- Include recognition of employees in Washington and the field for not able achievements.
- Front lines is about staff people. Not an "official" voice of management...there are there channels for that Front Lines should cover personnel events, new initiatives, not the Administrator's picture four times.
- Eliminate USAID employee PROMOT

Internal Operations and Management: Organizational Structure

- Each mission and each organization should have an "internal communications" officer.it may rotate

Internal Operations and Management: New Technology and Innovation

- Don't go electronic
- Print media for sure (2)
- Bulleted list with links to a website for more detailed information
- Don't have it on paper. It should be in an electronic format. We are in 2002! (4)
- Have a what's new section but provide web links to the information--not the actual information. Saves time and gets people into the electronic do surveys via e-Front-Lines
- Making it easy for USAID staff to electronically submit and share their stories for publication in front lines



- Peace Corps has very good publication that tells people what's going on - programmatically, in the field, among the people. Good color. Good photos. Act like it's a "real" magazine and treat the subject matter accordingly. Hire very good freelance writers. More like a Smithsonian, so we can share with outside world. Create a USA Today type pub. for staff news and views - this could be delivered electronically.
- Should have links to other information, people, organization, knowledge resources
- Include links to interesting pieces in other newsletters
- Photographs should be in color (3)
- Use IT to spread the word
- We need a "live", on line front lines
- Don't waste money on paper printing... smaller print runs supported by web (and don't waste bandwidth sending it as an e-mail attachment
- E-view is enough (GPEA would apply)

Internal Operations and Management: Management Systems

- Highlight management improvement, but very briefly

Internal Operations and Management: Management Practices

- Timeliness is a must
- Remind people that they can contribute (4)
- Bureaus should contribute, Mission of the Month should be highlighted
- Should be published before the information is outdated, i.e. promotions,
- Promote innovative ideas from missions, programs

Internal Operations and Management: Leadership

- Publish pictures of who the new leadership is and from where they come
- It used to be very personal
- Do not have a column from the administrator - or from each bureau - previous reader surveys showed that no one read these - human interest articles/project stories are what interest people - we get enough "policy" etc.
- Keep pictures of the Administrator to a minimum

Internal Operations and Management: Internal Communications

- Sort out the audience and speak to them (us)
- Decide whether it is a PR tool or a serious development publication. If it is a feel good, just do the human interest stuff and don't pretend to have serious articles on anything
- Don't know what it is.
- Needs a sense of humor (2)
- Decide whether it is an internal newsletter or something more.
- Number of pages- not to exceed 8 pages
- Check the IBRD's experience with in house web news info service...very practical info, which many read
- Haven't read one in last 18 mo., thus can't comment.
- Should be published quarterly



- The format is good - good information
- Should have sections on each bureau accomplishments / people profiles, etc.
- Make it interesting - not just taunting "success"
- OK as is.
- Miss the front lines. Kept us in the know. Every other month would be good.
- Format should not be changed
- The frontline should come out every month
- Best part was "where are they now"
- Keep it interesting and informative to all. The previous Front Lines was great. Bring it back!!!!!!
- It's a house organ and thus should address things of interest to employees, including successful programs, new directions, policy information about Agency progress on issues that matter to staff
- Yes, more often, regular, timely info
- Tell our own story to ourselves
- Leave it hard copy not electronic.
- Should include information on what's new in the Agency
- Liked it after each issue concentrated on one issue or region and then include employee moves, stories on new leadership, etc
- Bring it back largely as it was. I liked knowing what to expect. (2)
- More important than what it should look like is that it should BE (2)
- Model on PHN newsletter
- Monthly theme based on geographic region, subject area, topic [e.g., Barcelona HVI/AIDS Conference]
- Advice column.
- Use more graphics/pictures/images
- A crossword puzzle might be nice
- Need to make an effort to get provocative and compelling stories a broader audience in more mainstream media
- Horoscopes.
- FrontLines should include success stories and articles from all Bureaus/Offices in the current issue. (4)
- In the Loop
- Should allow employees to do op-eds
- Waste of paper
- Became HIGHLY predictable and boring
- Leave it alone.
- Sporadic and therefore unreliable

Internal Operations and Management: Culture and Morale

- Frontlines isn't a good venue for development discussions...use it for human interest stories and other morale-uplifting purposes
- Employees should know what s happening in other bureaus. This should help morale, What are others doing



Inter Governmental Dynamics: State

- Not like State magazine

Inter Governmental Dynamics: Congress

- Include legislative highlights and developments that affect USAID.

External Communications: External Communication Activity

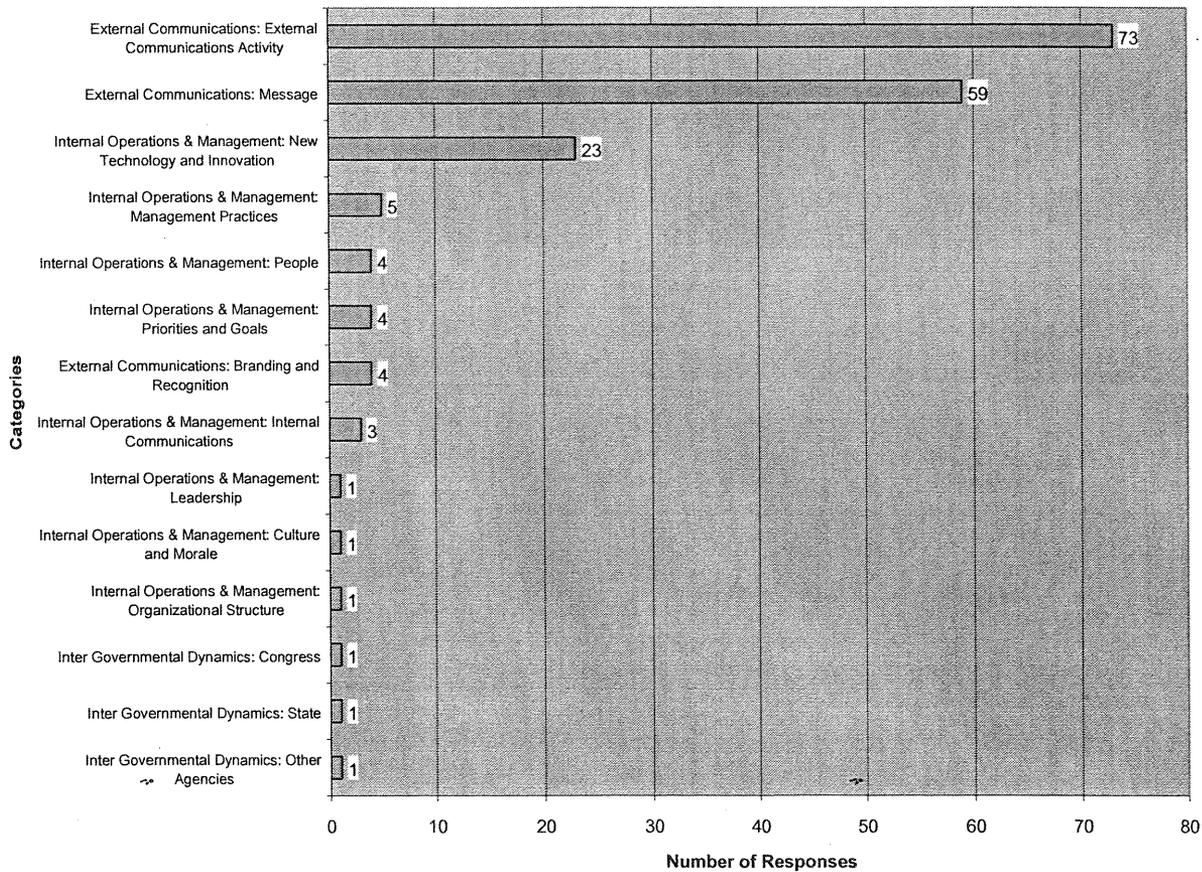
- Need a Front Lines-type publication for external audiences too

Development

- Real issues in development

C.18 How would you change the www.USAID.gov website?

How would you change the www.USAID.gov website?





Internal Operations and Management: Priorities and Goals

- Put our goals on the Masthead of the website.
- Should tell our message re: what Agency eventually decides its priorities
- Place program plans for next FY activities on system when approved so stakeholders can have advance information. Also include contact persons name.
- Needs to update all on new Agency priorities and implementation details, e.g., office objectives, where and when to find RFA's, etc.

Internal Operations and Management: People

- Staff list
- I would like to see pictures of our staff ...more so we have new staff!!
- Use as a recruiting tool to attract college students.
- Bios for AAs and DAAs

Internal Operations and Management: Organizational Structure

- More information about the reorganization

Internal Operations and Management: New Technology and Innovation

- Internal website more of use to me, esp. formats
- Internal - has ADS and forms... which we need in daily work
- Use the external website to support e-gov!!!!
- Develop a USAID extranet partner portal website to serve that audience for knowledge sharing and use Internet site for external public audience if we are to be an Agency that is in a leadership role we have to present our information in a more user friendly manner (2)
- Offer more interactivity, video, etc. to enliven interest
- Internal site should use external site as an example
- Have portal for staff and partners to interact
- Internal website is a major source of info for employees.
- Any way to provide "hit" information as part of the assessment of value of web site(s). (2)
- Our external website is pretty good, it is the Intranet that needs
- We need an Extranet to deal with "trusted partners"!!
- Research on how our website stacks up to others using the "development" and "foreign aid" keywords. The results are interesting!
- For internal website, the ADS chapters are difficult to find unless you know the chapter number
- Provide better internal statistics about what is working on the web
- Add listserv component
- Do Alerts to stakeholders
- Absolutely needs to have good linkages to bureau and office web sites.
- Hotlinks
- Need a better search engine
- Search features not very friendly or obvious.
- Add an interactive component to site - electronic discussion, chat.



Internal Operations and Management: Management Practices

- Accelerate review/approval process for posting new items
- Provide incentives for encouraging content sharing
- SEC should read articles before it goes out
- Let the offices have more ownership on their portion of the site
- Make assistance available to bureaus to improve their respective

Internal Operations and Management: Leadership

- Don't need Andrew's travelogue. He's not the point.

Internal Operations and Management: Internal Communications

- I don't use the website -- I'm glued to the computer screen for 8 solid hours just trying to keep up with the e-mail
- The fact that lots of our documents--country strategies, congressional reports, etc--end up on the web should give us good motivation to write in layman's terms and improve writing generally
- Do not delete content of website on day after Administration change without giving heads up to contributing bureaus

Internal Operations and Management: Culture and Morale

- Create an incentive fund or prize for best bureau website/enhancement

Inter Governmental Dynamics: State

- State puts info on their website that is USAID specific (e.g. budget levels) long before USAID does - need to cross check

Inter Governmental Dynamics: Other Agencies

- Hyperlink to other orgs

Inter Governmental Dynamics: Congress

- The legislative reports are very helpful.

External Communications: Message

- Have more success stories on the website
- Use to get our story out
- People use external for accessing AID documents necessary for their work, e.g., RFP forms, guidance
- More quotes from people we're serving.
- People use the external website to find vacancy announcements
- Procurement info, technical publications
- Link to Mission sites (some are really good) (2)
- English
- Include animations of Andrew Natsios.
- Many more pictures. Many more success stories. Show what we are doing and how it's helping.



- More maps about where we work. Interactive map that tells what we focus on in each country (2)
- Would like to see more about AID/W
- Put information in context with what's going on in the world. Not just we're not only bombing Afghanistan but also sending food. But explain why this is important - at a general level and, with a click, at a more
- When AID appears in the press, perhaps provide more background, in-depth reporting in visible format so that people can do follow up (press stories are often shallow, don't really explain)
- MUST have more/better/up-to-date info on bilateral programs!!!
- Add section on how USAID works, how it responds to American needs.
- Website could be done in several client languages Arabic, Spanish, Chinese, Hindi, Portuguese and French or at least certain parts (2)
- Consider organizing by communities of interest
- Place hot/current topics prominently on front page (2)
- Hyperlink to every one of the hundreds of issue-specific websites that exist within AID
- Archive materials like some newspapers do, e.g. look at the Guardian or look at BBC's Website
- Publicize guidance on who can land on what piece of 'real estate' on the pages
- Should have daily press releases on administrator and major Agency programs
- Post PPC's synthesis of other significant donor and think tank studies/docs and their availability
- Are we linked to the Peace Corps website? How about DOD?
- Current issues or important issues of the day should be displayed prominently.
- Organize by subject matter for easier access - it doesn't really matter what bureau the information is from for the general public.
- Internet search should be improved. Cannot find simple instruction I used to find in the handbooks
- Need a better taxonomy
- Organize logically for outsiders, e.g., geographically
- Factoids on how basic development indicators have improved over time
- Staff profiles?
- Better management policy process for defining website purpose, use, taxonomy, structure
- Photo archive of USAID development work (2)
- More info on research and best practices from USAID
- Develop a schedule to rotate the front page among the bureaus or
- Sector areas, i.e., health so they can "tell their story"
- Remember that general public accesses this, not just NGOs - provide clear, concise definitions of each area in which we work. That probably should be on the splash page with photos - treat that like the exhibit.
- Each click will then take reader into more technical information- PhDs can click 5 times (for example) for the latest paper on yaddayadda but general public only gets the sound bite info
- Should say something upfront about who we are and what we do
- Focus more on what the results are, not just on what we do but what we're achieving and how well (or not) we're doing it



- Deal less with the Administrator and more with what the Agency does
- Main page is too busy
- Don't base the navigation on USAID internal organization (2)
- Drive the site content from USAID staff desktop, not through current very centralized content approach
- Business opportunities should be highlighted; they are buried in OP site.
- Weekly report on the reorganization
- Should be thematic and not structured according to our bureaucratic structure
- Think of Joe-public and telling our story and get rid of some aid-speak and technical jargon
- Get the dotcom ad off the front page; it has been there for a year. What is newsy about that?
- Too much difference between external and internal
- Organization is too tied to what we call ourselves internally, and less on themes

External Communications: External Communication Activity

- I think it's pretty good -- tinker rather than overhaul
- Keep current
- Make sure it is accurate and up-to-date. We get a lot of public inquiries and I suggest that people look at the website.
- It works fine, should not be changed
- Employee phone list very useful to access from outside office (2)
- Will it be updated more frequently (9)
- Maintain websites current
- I don't use it much so am not sure about how to improve it
- Excellent tool for quick information about USAID and its programs
- External website is major source of info to our partners and the public.
- It's amazing what we have on the external site
- In dealing with the public, website referral is a major tool. They love it. (2)
- A lot of USAID staff don't use the external site - only the internal the public thinks it is a great site
- Who is the audience for the external website? American public, development society, Congress? (4)
- Most important use is helping Partners navigate it to obtain information.
- Technical references or hyperlinks to them
- Standardize websites
- Use as a "users guide" for the public to communicate with USAID
- Anticipate key questions and address
- List organizations first to get a better feel for what is there
- Rename links to clearly identify material contained therein
- Should allow a user to get general info, and then get into greater depth (2)
- Centralize and standardize web development
- Make it simple
- Something useful for university students, those doing research
- More content
- Centralize publications offered by USAID
- Some country missions have great sites, some are really lousy



- Consolidate websites
- Easier access
- More USAID publications
- Have a key announcement on the home page. The accomplishment of the month.
- Website should be more attractive/eye-catching (2)
- Want to win over a new audience? Make it useful for kids - do a kid's version, similar to that of Washington Post page - that helps explain it to youthful audiences. (2)
- Review current search engine against others (2)
- LPA should improve its external site
- Allow for the building of interested parties list for procurement/assistance solicitations through this website
- Foreign language access
- Link to offices and Bureau sites
- Make it more user-friendly
- Section on development and its importance to us
- Better content management technology
- Allow stakeholders to submit reports through the internet
- Use the Internet not just to our public in general but personalize it!!!
- Use a Portal
- Very useful, but not always easy to find stuff (4)
- Impossible to navigate and about as ugly as anything that's on the web today.
- Offers very little creativity and, therefore, very little interest from individual offices to actively update and change their pages.
- Wish there were more congruity between internal and external sites (i.e., put more on external web; some info on internal should be able to be shared with the public, esp. partners)
- External web is not user friendly; should review Peace Corps website which recently won an award
- Less control by the czar
- Get out of the web development business, focus on web content
- Use external site a lot

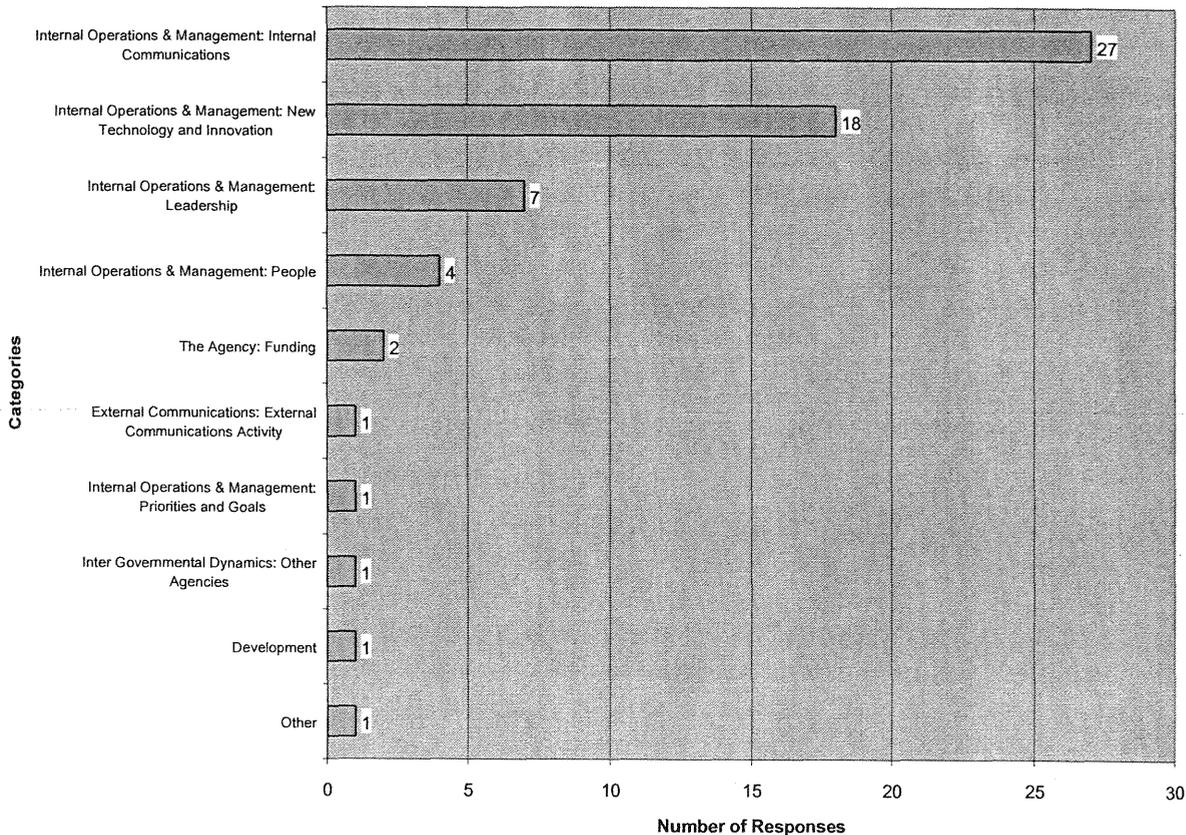
External Communications: Branding and Recognition

- Use to trumpet our successes
- Publicize USAID success stories.
- Have a prominent " WWW.USAID.GOV" in every publication, logo, background, and podium. SELL USAID.GOV
- Aggressively promote website



C.19 If anything were possible, what would you do to enhance or improve communications?

If anything were possible, what would you do to enhance or improve communications?



The Agency: Funding

- Begin to utilize the new authorities to use program funds for direct-hire
- Travel for specific programs

Internal Operations and Management: Priorities and Goals

- Correct the perception that we are in the know

Internal Operations and Management: People

- Without adequate secretarial support, we are drowning in electronic communications
- Need ethics training on using email.
- Upgrade staff public speaking skills by Toastmasters Club membership support, etc.
- Each employee should be able to create an "information profile" and click on those topics they want to be kept informed of media training mandatory for senior staff.



Internal Operations and Management: New Technology and Innovation

- The lack of collaboration tools force us to misuse e-mail, if I knew what happens in a meeting I don't need to be cc
- Web-based meetings and collaboration based on various topics. These topics could include things like the Millennium Challenge Account and include external audiences as well as internal USAID discussions Institutionalizing when to, and use of, video-conferencing
- Use video-teleconferencing to communicate regularly and frequently with the field
- Teleconferencing
- More interactive resources available through web site
- A current, professional, online internal "newspaper", like IBRD uses
- Today's complexities suggest use of IT simulations in training like done in the military, in U.S. and in third world.
- Virtual library for field
- More multimedia available online
- More collaboration tools
- Use "collaboration" tools to have the field provide input to internal policy
- Install web cams on some computers
- Making the internal website user friendly would be lovely (2)
- Completing robust telecommunications infrastructure to support
- Web-based applications such as document management solutions
- Examining technology evolution, develop schedule over next 10 years for communications systems improvements.
- INSTALL A SECURE TELECONFERENCING CAPACITY
- Limit number of e-mails per day

Internal Operations and Management: Leadership

- More video messages from Natsios to the field
- Keep mission directors in the know and have them continue
- Joanne should send out a monthly "Note from Joanne" about what is going on and what more is needed
- Take Washington to the field
- Require office directors to report out from senior staff meetings' with Andrew
- More e-mails from the administrator telling us what's going on--really
- Send out notes on senior staff meetings on non-sensitive (foreign policy) matters

Internal Operations and Management: Internal Communications

- Limit the size of the message and the number of attachments
- Communications in the field
- More flexible core hours to make contact with distant locations
- Create communities of practice with the field (two way communication) need ptd programs
- Exchange videos with the fields/missions re success stories
- Missions should have an assigned media/publications person to increase flow of information/stories/pictures between Missions and
- One piece of interesting info about USAID each day - daily note/thought.
- Messages from the missions to



- Reviving Front Lines will help if we can have photos of their colleagues in the field and in DC - will help them field more connected worldwide
- Get host partners and host govts to participate in teleconferences with high echelon wash. staff
- Good example: several mission directors and ambassadors I've heard talk lately, had no idea what MCA is. This shows that white house and upper mgmt priorities are not being shared with their top people in the
- Standardize communications
- Make Washington-based people aware of mission web-sites and improve communications there
- Better access to the right information -> can't communicate to the field if you don't have the information
- Let the missions know of he changes in staff changes
- Field town hall meetings
- Insider notes from key meetings that can go regularly to the field
- More PBS broadcasts
- Technology to limit e-mail and use other media to communicate information that people need to know
- The housing people bring their officers together, in Washington, once or twice a year--this is a very effective way to share lessons learned and catch people up with what's happen
- Missions should be required to let us know of changes in staff
- Pick up the phone and call
- Bureaus send "notes to the field" each week
- Greater frequency in communication - regardless of methods
- Over communicate, --too little now
- Make it policy to forbid e-mail messages that exceed one screen
- Eliminate SPAM messages from outside the Agency

Inter Government Dynamics: Other Agencies

- Get a more effective email linkup (both classified and non) with State, NSC, DOD, Treasury, etc.

External Communications: External Communication Activity

- Make connections with local press in host countries to be sure host country population knows what we do -- Very important to getting our make more connections to local papers around the U.S. -- e.g., through employee profiles (local boy makes good...) -- to get out the word on what we do

Development

- Put a human face on development (and not Andrew's, but those we serve) so people can see whom their taxpayer dollar is benefiting. Also, remember that we aren't just in Africa - but in many diverse nations, where people also are blonde, don't have flies in their eyes. Etc.

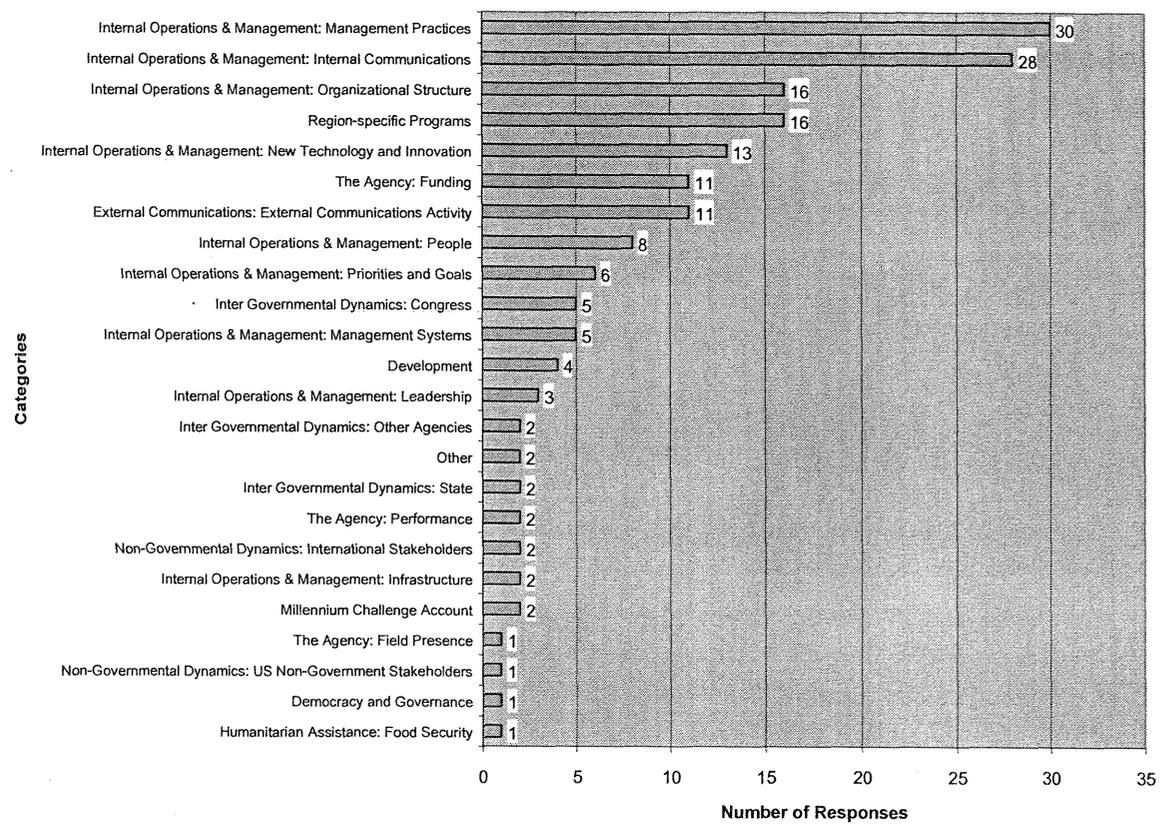


Other

- Create a "policy paper" section on the internal web where all policies are organized thematically

C.20 What type of information do you need to perform your job effectively?

What type of information do you need to perform your job effectively?



The Agency: Performance

- Clearly stated and defined performance requirements
- Important to double-check info to ensure accuracy before passing on.

The Agency: Funding

- Data and funding information
- An OE budget that allows for sufficient staffing
- Need budget info; proportions of budget/obligations that go to different categories of partners (6)
- Budget tables for 1990-02
- Financial data system that tells me: how much money has a given contractor or grantee received from aid in X fiscal year; how much money does USAID spend in agriculture



- I need corporate agreed to consistent budget data - and if it isn't there, I decree what the correct numbers are

The Agency: Field Presence

- Photos from the field, with success stories included

Region-specific Programs

- Back up on our outreach strategy to get the program well-known and recognized
- Economic reporting on my region
- Country strategies
- Accurate info on country programs
- Internal strategies for different sectors or offices
- Country overviews in every country we work in and every kind of project we're engaged in.
- Who (partners) is working in a particular field or region (companies, consultants, etc.)?
- Need up to date fact sheets on projects and countries
- Inventory of ongoing AID projects in any given development sector (to avoid reinventing the wheel)
- Press reports on current events in my region (though I get this myself on the internet) (3)
- What is in the legislation for a country?
- Single locations listing all the programs that are being conducted by need information about economic conditions for the countries in which we work
- Concise up-to-date information on USAID bi-lateral programs
- Need information about country compensation plans

Non-Governmental Dynamics: US Non-Government Stakeholders

- What other donors are funding in my area

Non-Governmental Dynamics: International Stakeholders

- Foreign government officials' travel to Washington
- Info on which partners are doing what and where implementing organizations currently under contract in country

Millennium Challenge Account

- MCA criteria
- What are examples of innovation that can be easily expanded to support MCA program requirements?

Internal Operations and Management: Priorities and Goals

- Better understanding of USAID's role within the government
- Information on Agency programs
- What changes in priorities will we need to respond to in the near term
- Major new initiatives
- Andrew's new and emerging priorities



- More clarity on office priorities

Internal Operations and Management: People

- My boss' Myers-Briggs score
- When I need info, I usually call someone I know who has the answer
- A Promotion
- Good resource information
- Oral histories would be really neat training tool and public affairs approach
- Who are the knowledge experts in a given sector, region, cross-cutting issue, etc. and how do I get in touch with them
- Personnel
- Database of retired USAID officers and where they worked, when, and current contact information--get institutional history

Internal Operations and Management: Organizational Structure

- Who is responsible for what under the reorganization
- Current personnel by function in a mission
- Who's who in the bureau (2)
- A better on line Agency organization/ phone directory, to locate the exact person responsible for your inquiry
- Better, up to date, information on Bureau and office organizational structures and who fits where. Right now, we have to ask around, use the phone list to find the responsible person
- Up to date position description
- The blue directory of USAID employees is not up to date and drives me NUTS
- Info on which Agency staff are doing what (2)
- Know who to contact for what situation (2)
- I need to know who is at what decision point in the command - who will make the decisions (and confirmation that someone will!)
- Who does what in what bureau, i.e. who is the SME on specific subjects who has the lead on certain initiatives.... may have heard something about it but don't know where to go to get more information (2)
- Changes in appointments to certain positions.

Internal Operations and Management: New Technology and Innovation

- Filing is a forgotten art/science. No one has time to do it.
- Classified computer system on each employee's desk with access to the classified cables
- Why isn't the phone directory linked with the email directory with an expert directory?
- Workflow tools
- Collaboration tools
- Easy access through desktop computer to info
- With new systems everyone working with the system should know how their input interact with other transactions



- I ask people for data that they should be able to send me to the computer for but it isn't computerized because the cost is exorbitant
- Use web services as intermediary so that people do not have to go from one systems, warehouse, to another (e.g. J2EE)
- Where to find info
- I need technical information (3)

Internal Operations and Management: Management Systems

- What does HR need to get the recruit actions completed faster and better
- Need accurate estimate of how long a personnel action will take
- Need accurate estimate of how long a procurement action will take
- Current, accurate financial data, which is user friendly (2)

Internal Operations and Management: Management Practices

- Need summary information on new program initiatives
- Decision support system
- Quick response to inquiry
- Ready access to major indices (i.e., Economic Freedom Index, TI transparency rankings, etc.
- Q&A data banks
- Need to know planned program activities for next FY to guide stakeholders that want to do business with USAID
- The latest approved strategies in every sector
- Lessons learned
- Clearance procedures that are sensible - knowing how many paper clips
- Attach the cover of an approval folder and how many on the right side
- Do a Studs Terkel on departing/rotating members of mission/unit
- Good explanation of what is required
- Need to know what policies and practice changes are "in the works" so I'm not investing time in something that will be "undone"
- The crux of the matter. That is, boil it down (data, program description, policy orientation) to its essence.
- A precise description on what my duties really are!
- What actions are already ongoing on this topic
- Clear and accurate communication on the importance that senior management places on every element of your job deliverables
- Does USAID have a policy on the topic
- Need to know what benchmarks and/or standards are applied to performance, i.e., how much time do I need to allow to get this memo cleared?
- Updates on what is going on in terms of projects, new awards, etc. so we'll know what is going on outside of our own sector/office/division.
- Need accurate info on how resources are allocated
- Clear taskings
- Status reports on internal USAID policy and strategy development on new priorities.
- What mistakes have been made?



- A simple, user-friendly operations manual (unlike the ADS) showing "how policies and procedures
- PPC needs to carry out its mandate of developing policy guidance.
- Administration policy decisions, including tasking.
- Current policies and procedures
- State of the art of conflict prevention theory, practice and best practices from around world.
- I want to know 1) who needs it; 2) why; 3) timeline; 4) clearance process/sensitiveness; 5) necessary political spin

Internal Operations and Management: Leadership

- What is being discussed in senior staff meetings
- Get the Natsios report out already
- Senior management thinking about a whole range of things

Internal Operations and Management: Internal Communications

- We need a hard copy telephone book (2)
- WHAT DID I MISS IN A MEETING...WHAT WAS SAID
- Knowing who knows what...trying to find the "KNOWLEDGE" SOURCE
- Clear, definitive
- Historian's office: often get questions that go way back.
- Visitors arrival on TDY, or from outside, in the Bureau: info re who, when, where and why..and how contact
- Agency policy changes
- What has been done previously?
- Creative ideas from other missions/offices
- When and where something will take place
- Up-to-date information on latest info in my field of expertise (4)
- Weaknesses and strengths up front
- Need to know what is really important vs. what's lip service and won't be needed/used
- What the rest of the bureau is working on - so we don't duplicate
- Shared donor & MDB studies, evaluations, reports
- Updated telephone numbers (2)
- Upcoming meetings/conferences
- Where is someone today? etc
- Inventory of doings
- Need everyone's commitment to effective and concise communication when setting tasks
- Current events in USAID
- Transparent info on Bureau project portfolios
- A simple thing, really. If people would put on their voice mail messages that they are not in the office that day or that week, I won't be waiting for an answer to my voice mail message and I can ask someone else.

Internal Operations and Management: Infrastructure

- An office



- Up to date publications

Inter Governmental Dynamics: State

- Being able to patch into the State Department's unclassified and classified systems
- Better access to State's classified email system to more effectively communicate with State.

Inter Governmental Dynamics: Other Agencies

- Again, link us up to knowledge being generated by our co-decision makers (i.e., better connection to interagency groups)
- Need to know who is in another government office who would be useful as a link

Inter Governmental Dynamics: Congress

- What's happening on the hill that affects my work?
- Names and titles of key players on key Congressional committees.
- Know laws and strictures related to USAID
- Status of Congressional notifications
- Need sense of the Congress on post-9/11 views of foreign assistance.

Global Health

- News about what's going on in global health - it's crucial to what everyone is doing (can't do if you're sick) - needs to be communicated rather than blocked because of fears that there will be political implications. Stand up for health interventions.

External Communications: External Communication Activity

- Basic brochure on USAID (2)
- Video on what USAID is doing, --up-to-date (2)
- All of us need to provide information in a way tailored to the use by the targeted consumer. We need to manipulate our knowledge to speak to others in terms they find relevant.
- Need info on successes, can not get it without asking folks and writing it myself (3)
- Need to know specific POINT OF CONTACT for program areas to direct potential stakeholders to for information about USAID programs.
- Agency experience in sectors with examples
- Prior USAID experiences and results

Development

- Where are the development facts and statistics for the Agency's programs and activities?
- Where can I get a hold of scopes of work for similar development activities?
- What is our development experience in a country, sector, methodology, technology
- Development philosophy of this administration

Democracy and Governance

- Early warning system on failing and failed states

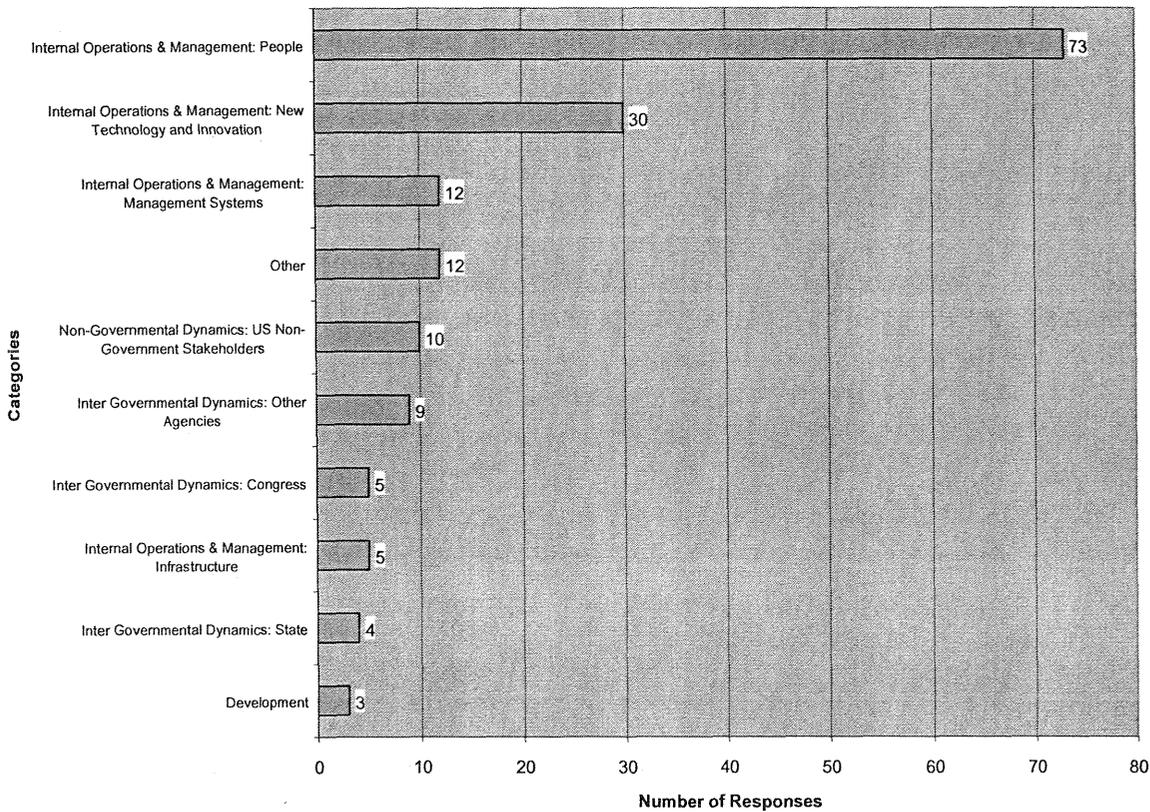


Other

- Analyses of current events.
- Fact sheets

C.21 When you need information, where do you get it?

When you need information, where do you get it?



Non-Governmental Dynamics: US Non-Government Stakeholders

- Bureau contractors
- US universities, NGO network, other donor network
- Advocacy groups
- International and domestic media
- Professional conferences, e.g., USIP, Wilson Ctr., CSIS/AUSA RAMP project.
- Newspaper organizations (2)
- Subscribe to NY Times and Post. (2)
- Economist Intelligence Unit (EIU)

Internal Operations and Management: People

- Individual research



- Say I don't
- We maintain a list of contacts in each mission and bureau who we regularly fish data from (2)
- Personal network -- I have two rolodexes full of names (14)
- Hallway gossip (3)
- Ask staff in our overseas missions (4)
- Sr. staff (5)
- Agency budget allocation which I get when I walk in the hallway and catch someone who has that information
- Asking smart folks
- Procurement Ombudsman
- Legal opinions on what is appropriate to fund--what is the fine line--my lawyers
- Mission periodic reports, evaluations
- Justify new initiatives
- Ask desk who has to ask the mission (4)
- Situational reporting from a disaster site---from disaster assessment teams or USG officials on the ground
- Office staff meeting
- PHN Users Guide
- Information center (2)
- USAID clearinghouse
- Colleagues, e-mails, phone calls to and from the field, ask around the bureau
- USAID budget office
- Policy guidance for the Agency (ADS, FAM and old Handbooks)
- People that know more than I do about programs
- Meetings
- Geographic desks
- Within the office
- Call the bureaus (2)
- Joe Fredericks
- The USAID operators
- My colleagues (3)
- Personal networks -- Speaking as a NEP, while I'm supposed to have a coach and supervisor, and they are "fine", I still psychologically feel pretty lost and alone...I wonder how widespread such a feeling might be among other NEPs, or others still?
- AAs
- Conflict Core Group representatives in bureaus.
- Bureau program planning documents
- Daily SEC report on security
- Phone more effective sometime than email
- Informal systems relying on personal relationships with people in other parts of USAID
- Telephone directory
- Relevant offices (2)
- Diverse and disorganized sources: colleagues, posters in the hall, etc.
- AID Org. Chart



- There is no specific repository on information -- it is ad hoc which is very disruptive as personnel move on

Internal Operations and Management: Management Systems

- USAID website (3)
- Intranet
- Both internal and external web sites
- Any shared databases that the bureau might have
- Our own database
- We publish all of our control tables for everyone to see on the Bureau
- Check old emails (2)
- Bureau databases (2)

Internal Operations and Management: New Technology and Innovation

- I research laws, regulations, and policies through the Internet.
- Congressional web site
- State and white house web pages
- Westlaw
- Internet news subscriptions, e.g., Pearson Peacekeeping Centre, INEE, War Report, ICG.
- Websites of collaborating organizations (2)
- Development Gateway Aida database
- Websites/Internet (8)
- Other agencies' web sites
- Internal and external search engines (6)
- Internal office-developed information databases
- UN, WHO, World Bank web sites
- Pal Tech
- Section of the Agency's internal web
- Commercial online databases
- The internet for data about other government agencies

Internal Operations and Management: Infrastructure

- USAID Library (5)

Inter Governmental Dynamics: State

- Contacting State Department (4)

Inter Governmental Dynamics: Other Agencies

- Partner Resources (2)
- When stuck for an answer, I will call colleagues in other agencies. (4)
- I want a more effective way to reach State, Treasury, DOD electronically
- OMB



- We need info from other agencies on how they are handling government-wide issues that affect us

Inter Governmental Dynamics: Congress

- Congressional Budget Justification for details on numbers and programs
- Congress's budget reporting on annual budget allocation which I get from LPA
- Legislative report
- The Hill, LPA liaison
- Roll Call, Hill Rag

Development

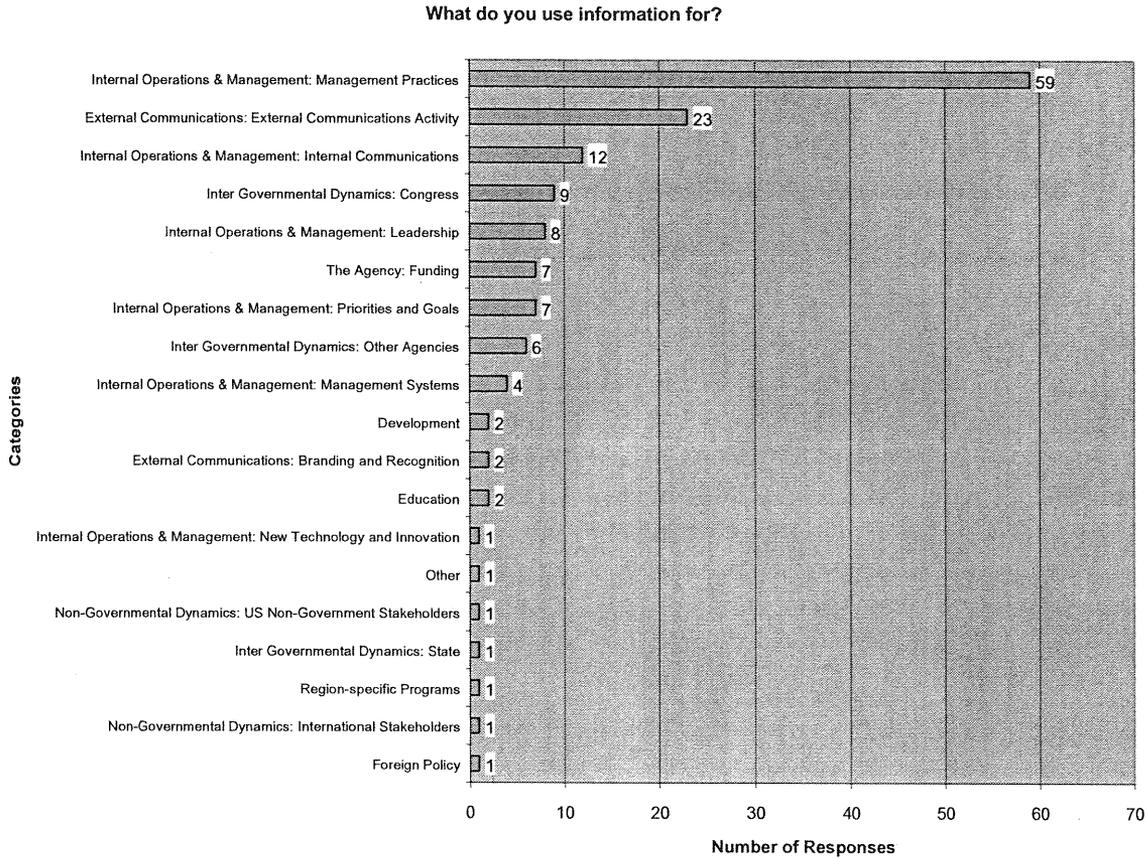
- Development Experience Clearinghouse
- Development Forums, One world
- Development Information Service

Other

- My very poor files (2)
- CBJ
- The yellow pages and the white pages
- 712-0000
- Rarely cdie
- My own records
- Those wit
- Not PPC
- GC
- ADS
- Rarely LPA/IC



C.22 What do you use information for?



The Agency: Funding

- To influence donor policies and programs
- To make budget allocation decisions (5)
- Request additional resources

Region-specific Programs

- Follow political trends in "my" country.

Non-Governmental Dynamics: US Non-Government Stakeholders

- I need info on priorities at the country level to share with private partners assist NGOs to navigate the Agency

Non-Governmental Dynamics: International Stakeholders

- To respond to questions from foreign embassies in Washington

Internal Operations and Management: Priorities and Goals

- Establishing work objectives and priorities (2)



- For strategic planning and program design (2)
- To stay knowledgeable and up to date on what the Agency is doing
- Validate internal focus and defend course of action
- Understanding the direction of our efforts as an Agency and internally

Internal Operations and Management: New Technology and Innovation

- To understand user needs, and thus better design useful IT systems

Internal Operations and Management: Management Systems

- To find out about a contractor's performance
- Evaluating proposals
- To prepare scopes of work (2)

Internal Operations and Management: Management Practices

- Information IS our job... and we have to use it smartly for a wide variety of purposes: make policy, tailor policy statements, understand programming efforts and results, strategically allocate resources...but the biggest challenge is tailoring for the right audience
- To learn new facts about my field
- Find out more about laws that may affect the Agency (especially our web site)
- Stay abreast of current trends and themes in various sectors and reflect this in programming
- Determine the most appropriate course of action that will best serve the beneficiaries
- To establish guidelines and procedures for our team and to determine how to represent ourselves and those guidelines to other offices
- Prepare presentations and speeches (3)
- To prepare written or oral briefers (3)
- As input to decisions (2)
- I need info quickly and concisely which I can use with lay audiences
- Give feed back to staff if draft talking points were useful
- Briefing memos and books, preparation of matrixes.
- To abandon unsuccessful approaches
- To learn better about the Agency
- Writing work product
- To find the "right" person
- To inform new project designs
- Prepare analyses
- Prepare documents (briefing papers, letters, fact sheets) (4)
- To put fires down
- Ad-hoc queries from OMB, senior management
- For generating tables
- Creating "mirrors"
- Providing input for different models of reality (2)
- Provides advice to personal network
- GIVE INFORMATION TO MY BOSSESS
- Fact checking --for publications (2)
- To respond to supervisor's questions



- To feed the corporate data base because much data collection is still
- To manage my projects
- For research in developing position papers (3)
- To develop performance measures and performance monitoring plans to allocate resources
- To assess how effective our work is going.
- To develop country strategies
- To inform the discussion at an upcoming meeting
- To guide future planning
- FIND OUT ANSWERS THAT NEITHER ME NOR MY BOSSES KNOW
- Making sure programs are on the right track, that we're working on the same page across bureaus/offices
- Intellectual posturing
- Store in organized electronic files for reference.
- Justify a course of action
- Immediate action needs
- As input to the deliverable
- Planning
- To respond to Diaspora requests re: our programs
- Ensure that we are ahead of the curve on issues
- To stimulate my mind

Internal Operations and Management: Leadership

- Keep AA informed - before State's Asst Sec calls
- To provide information for decision-making (6)
- To assist with internal Agency decision-making at higher levels than my to help internal colleagues find information

Internal Operations and Management: Internal Communications

- To keep Missions informed on Washington take on things
- Restructure our portfolio to respond to field needs and technical
- To help Mission staff understand what we're doing, why, and what's going on in the rest of the Agency, not just Washington but also in other countries. We forget it would be useful of Kenya to see best practices in, say, Philippines. as well as to be able to point to successes in that (2)
- Use information for memos, letters, publications, bios, obituaries
- Keep my staff informed
- Tell my front office what's going on in my region so they don't get provide to USAID employees
- To inform myself so that I may articulate Agency policies and programs to others.
- To redesign our programs for the field, --make them more relevant and on the "cutting edge"
- To meet field needs for services and support (3)

**Inter Governmental Dynamics: State**

- To respond to State inquiries

Inter Governmental Dynamics: Other Agencies

- Answer questions from bureau management, general public, other
- To generate partnerships with outside organizations
- Technical reports and correspondence
- To catch up to the ideas being spun by State, OMB and NSC ...and our own 6th floor...all often out ahead of the facts
- Responding to requests from OMB, DOS, the public
- To respond to outside inquiries
- To answer questions from colleagues in other agencies when they call me for help

Inter Governmental Dynamics: Congress

- To answer telephone requests from the public and the hill
- Justify new initiatives; draft decision documents; entertain congressional staffers
- To meet legislative mandates on reporting
- Respond to questions from the Congress or Dept of State, NSC, other agencies (6)

Foreign Policy

- To develop a policy position or USAID development leadership position at an IAG

External Communications: External Communication Activity

- Communicate with others within and outside AID using the information
- To disseminate to partners/public (2)
- Respond to inquiries from public, staff, partners (4)
- Provide info to businesses and organizations
- Broad, general information to help public understand role and function of USAID. (9)
- To fill requests from outside organizations - advocacy groups, media, and other - for information about USAID, its work, and its positions.
- To make decisions about content for USAID publications
- Answer press inquiries as well as other people who know I'm good at finding the person who will know
- Responding to public and stakeholder inquiries
- Really good press kit and easy access to it online -- YES
- Need to provide institutional progress to partners, both external and interagency, in new priorities, e.g., conflict management.

External Communications: Branding and Recognition

- To gather information for exhibits
- Write papers and presentations for external conferences.

Education

- Provide to school children - elementary and high school



- Provide info to college students

Development

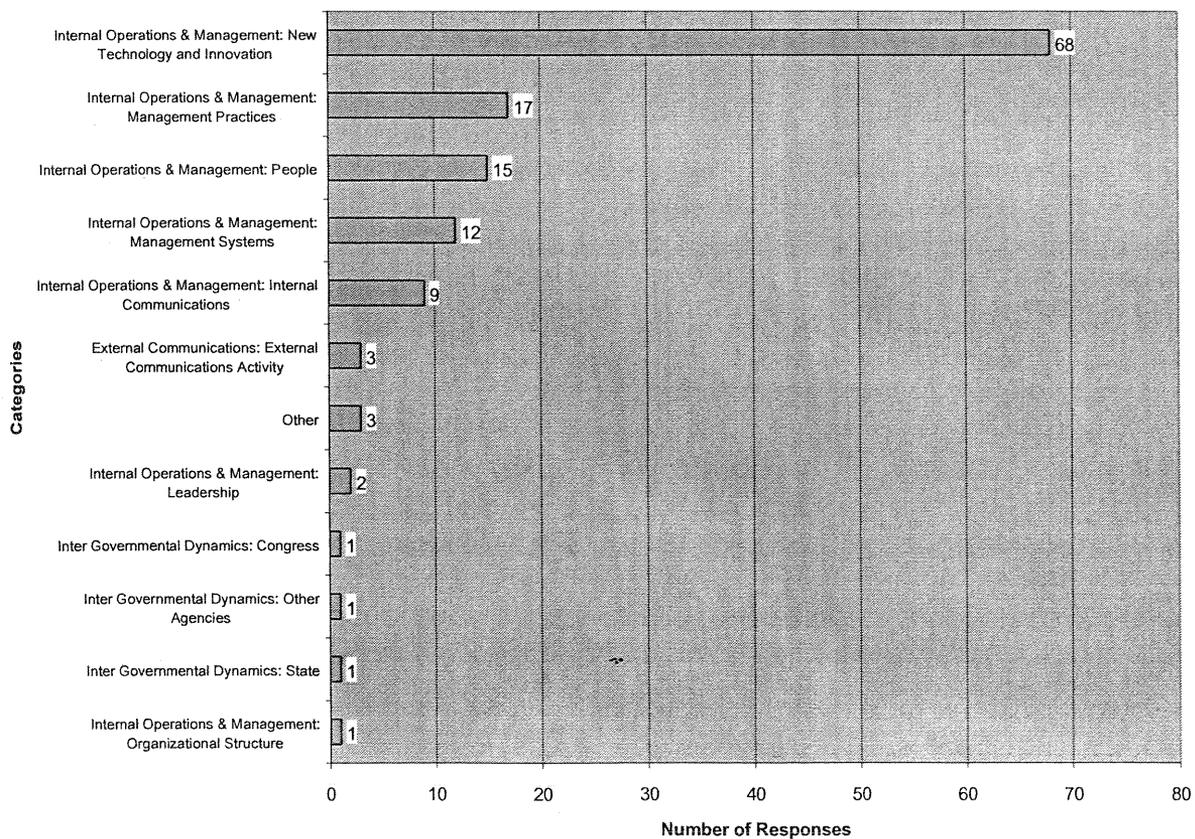
- To perform development research and learn from experience to direct future development work
- To evaluate development activities -- Remember, and as a POLICY, we don't formally evaluate programs anymore.... (taken out of the ADS). So, as a report on this subject said, we have not only outsourced development implementation, we have also outsourced evaluation and institutional learning...this needs to be revisited...Program Officers do not even have to know how to design an evaluation anymore...

Other

- To do my job

C.23 What tools would help you perform your job more effectively?

What tools would help you perform your job more effectively?



**Internal Operations and Management: People**

- Distance learning
- Telecommuting
- Training in how to use the software we currently have (3)
- Other agencies emphasize telecommuting more than USAID. It would help us get work done without the interruptions and noise of our cubicles. It would help productivity. -- Telecommuting is the WAY TO GO!
- Not only need tools but also training (3)
- Economic analysis for my country.
- Pay select retiring staff on a retainer basis so that when they retire they are on call for specific projects/requests
- A mentoring system established

Internal Operations and Management: Organizational Structure

- Consolidate PPC & M -- Looking at bouncing of budget office it appears that this is an indicator that both groups could be consolidated -- Should look at consolidation within M -- PPC provides intellectual leadership needs to be linked to the resources -- Better synergy to identify gaps and overlaps -- Need to make sure we have checks and balances merge PPC & M

Internal Operations and Management: New Technology and Innovation

- More accessible video conferencing
- More informative employee directory
- We have excellent tools already: web site access, personal TVs to view C-Span and soaps; beepers & cell phones for instant access; e-mail to field and others; fax machines; etc.
- Better means for sharing files within a bureau & people to help set up systems
- The information mgmt. system needs to have more storage capacity to allow for more efficient access to and manipulation of information better system for sharing experiences and results across bureau lines
- Accessibility to e-mail at home (4)
- 75
- Portals!!
- E-mail blocks for junk mail
- Easy Access to State's classified e-mails. Now they have to go to the State Ops Center to send us a Wash Fax -
- Videoconferencing with my mission. (3)
- IT support for accounting and OP processes that would really work
- Computers for every employee at home with access to the network bureaus need advice on improving their websites.
- Powerful, flexible databases that could be shared more widely. Often times, I see many people re-creating the same information in different formats, and only saving it on their own computer when many in the office could use/be interested in the same information.
- While recognizing need for information security, make data more accessible so we don't have to answer so many inquiries, people could get their own information instead of calling us
- Mandate publication of all internal reports to internal web



- Include a "Users Guide" in the internal/external website--showing who does what
- Change over from Microsoft outlook to lotus notes as email system (2)
- POEMS-principal officers electronic management system for classified documents.
- Enable us to easily access current year legislation on internal website or elsewhere. Including search by key words.
- Make all divisional information uniform (each web page)
- Standardize & centralize www development & management
- Access through desk top computer to data bases (2)
- More up-to-date communication systems
- Better access to ADS, more useful functions within the ADS
- Need a classified system
- Database that provides information on what USAID is doing in crosscutting issues such as trade, environment, etc
- Toolsets available on line
- Consider creating an alumni association to take advantage of former colleagues...track them...facilitate meetings
- Better use of existing technology -- we don't even have laptops
- Consider using a personnel directory...bio...expertise...experience guide.... so search on Malawi and five people who used to work and Malawi and who presently do show up
- Ensure capturing senior staff speeches and post on web
- Ability to hot synch to my PDA
- A way to identify someone who is responsible for certain information
- Access to classified cables on line.
- Powerful content analysis and retrieval software
- Use pki to be able to access intranet from anywhere
- Less cumbersome and more user-friendly electronic tools
- Invest in technology. Are we a real cutting edge Agency or a cottage industry?
- New generation of project management tools
- Have acronym directory.
- A bigger monitor screen for my aging eyes and a faster processor -- like all the USDA people have in my office!
- Collaboration tools!!!!
- Hot key access to USAID legislation and conference reports
- Data mining tools
- Procurement tracking data base
- Extranet
- Train on IT, improve IRM!
- Use thematic email filtering systems that can send automatic responses to inquiries based on pre-defined themes.
- AID telephone directory - dos based... not user friendly
- Collaboration/Community of Practice and Interest toolset
- Access to a good intranet
- Inadequate access to classified cables from State
- Need chat rooms on specific issues.
- Document/content management toolset



- Use pda (wireless for USA)
- Portal toolset
- Easy access to classified cables on line
- Secure teleconferencing
- Collaboration zones, email chat rooms, web-based meeting technology
- More information in the electronic telephone directory.
- Instant messaging

Internal Operations and Management: Management Systems

- Agency does not have database allowing for amount of funds obligated to a given org.
- World wide data - currently all of our data bases require cut and pasting of Washington and overseas data
- Basic financial information--is an organization getting USAID \$\$, how much, which mission or bureau (2)
- Access to accurate budget information
- Procurement tracking information
- Establish a financial system that is easy to access and is available for all
- A working unified worldwide accounting system
- A working unified worldwide results tracking system (not necessarily standard indicators)
- Easier search through ADS - cumbersome now
- Have central files of briefers, Q&As
- E-based business processes, ability to submit proposals on-line, ability to submit vouchers on-line

Internal Operations and Management: Management Practices

- If weekly reports are useful to Andrew, why aren't they shared with Bureaus – amen -- circulate Powell report to all AAs
- Existing capabilities are not utilized because we do not have the time to learn it
- ES does not work. Folks always complain that their letters are not answered.
- AFTA is a good model
- Should look at the models on the inside not only the outside; we have good models within the Agency
- People want answers fast; if we can get them to them it will make us look good and we raise the bar
- OFDA and OTA - Disasters are us - know what the problem is, know what to do first etc. we do not have that across the board
- Regular briefs on the application of ads policies and guidelines
- At other agencies, their performance bonuses are distributed when all of the appraisals in the bureau are received. If managers are late with
- Appraisals, their own employees are delayed in getting bonuses.
- There is cost attached to collecting data; is it cost beneficial?
- Project histories that are concise and easy to find charts/graphs
- Better tools & processes and people
- Make cable traffic more accessible electronically and give more control to individual users to develop a profile



- Hard copy telephone book
- Create a format for a standard set if frequently requested info by mission, i.e. strategy, key [personnel, key contractors//grantees
- An operations manual/Delegation of Authority -- step by step how to certify/sundown reports by forcing them through ADS renewal process

Internal Operations and Management: Leadership

- Admit we are an Agency in crisis -> don't pretend we are not
- Not at all clear that Andrew sees, reads the weekly reports. Why do we have to spend our time writing them? No feedback.

Internal Operations and Management: Internal Communications

- More frequent info from front office
- Television monitors to share information would help.
- Weekly reports should be shared, at least within the originating Bureau or office
- A better outline as to where information is filed
- Add who is doing what to the web, but it would have to be updated continually
- More current, accurate web info
- What is being discussed in senior staff meetings
- Share video tapes of public event so staff can see what happened to their input
- Let staff know what works

Inter Governmental Dynamics: State

- Classified e-mail system between USAID and state

Inter Governmental Dynamics: Other Agencies

- Look at state department (web, all agencies come in when a crisis happens; immediate access to all these agencies) - Inter agency collaboration

Inter Governmental Dynamics: Congress

- Some way to share ideas and thoughts with State and Congress informally without being taken to task for exposing internal issues.

External Communications: External Communication Activity

- Create web page on "Ask myusaid" so that the webmaster can direct that question to subject area specialist
- Extranet to collaborate with trusted partners
- Have access to state's employee telephone book (updated)

Other

- Ferris wheel.
- Ask Lee Howell
- Access to Sipernet



USAID Employee Focus Group Summary Results