

UNITED STATES OPERATIONS MISSION TO HAITI

STATEMENT OF

PRIMARY RESPONSIBILITIES, FUNCTIONS,  
ORGANIZATION AND MANAGEMENT STRUCTURE

AUGUST 25, 1960



UNITED STATES OPERATIONS MISSION TO HAITI

STATEMENT OF

PRIMARY RESPONSIBILITIES, FUNCTIONS

ORGANIZATION AND MANAGEMENT STRUCTURE

AUGUST 25, 1960

TO : Latin America Area Officer  
Communications Media Staff  
International Cooperation Administration  
Washington 25, D.C.

FROM : Communications Media Branch, USOM/Haiti

SUBJECT : Exchange of Communications Media & Technical Materials

The following material is being sent to you:

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RESPONSIBILITIES, FUNCTIONS,  
ORGANIZATION AND MANAGEMENT  
STRUCTURE

AUTHORITY:

## UNITED STATES OPERATIONS MISSION TO HAITI

RESPONSIBILITIES, FUNCTIONS, ORGANIZATION  
AND MANAGEMENT STRUCTURE

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UNITED STATES OF AMERICA OPERATIONS MISSION TO HAITI  
(Institute of Inter American Affairs)  
Port-au-Prince, Haiti

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August 10, 1960

MEMORANDUM

To : Caspar D. Green, Acting Director, USOM/Haiti  
From : David J. Keogh, Acting Deputy Director, USOM/Haiti  
Subject : Transmission of Document

There is enclosed a document setting forth the primary responsibilities, functions, organization and management structure of the United States Operations Mission (USOM) to Haiti. This document was developed as a result of the USOM management review initiated, on June 10, 1960. USOM staff and technical division chiefs, area operations officers, and various USOM technical advisors contributed basic material and suggestions for its preparation during the course of the past two months.

A separate report on communications media activities was submitted under date of July 30, 1960 and appropriate portions thereof have been incorporated into this document. A comprehensive statement pertaining to the integrated area operations in the Department of the North (Pote Cole) is included. The Artibonite area operation is not included in view of the study currently being made in that area by the Public Administration Division. This segment will be submitted at a later date.

A memorandum relating to USOM activities revealed by this review as requiring special attention will be submitted in the immediate future.

The document is submitted in Manual Order form with a view to facilitating its issuance as an order of the USOM. It is recommended that, after due consideration, the proposed Manual Order be issued and that the following implementing action be taken:

Using the functional statements in the Manual Order and the program statements in the Country Program Book as background, conduct a detailed organization and methods study of selected components of the USOM, with the twofold purpose of: (1) verifying the adequacy of the functional statements as they relate to the operating arrangements and practices now in being; and (2) in cooperation with responsible chiefs, prepare and assist in installing improvements revealed as necessary by such an examination. In view of their present availability, this action could be accomplished by staff members of the Public Administration Division under general direction of the Acting Deputy Director, USOM.

Enclosures:

1. Memorandum, Subject: USOM/Haiti Management Review
2. Draft USOM Manual Order No. 230.

## UNITED STATES OPERATIONS MISSION TO HAITI

### INTRODUCTION

#### I. PURPOSE

The purpose of this document is to set forth the general policy, responsibilities, principal functions, and the organization and management structure of USOM to Haiti.

#### II. POLICY

The primary objective of the United States Operations Mission (USOM) to Haiti is the complete and timely accomplishment of the planned and approved cooperative technical assistance program and the economic aid program designed to assist Haiti to achieve economic development. The successful achievement of this objective requires an effective operational system capable of coordinated planning and accomplishment of the many activities undertaken to achieve program goals.

Realistic planning and productive accomplishment require skilled technical and administrative management capable of making the most effective use of all available resources to secure the desired end-product. It is to be anticipated that crises of varying magnitudes will arise from time to time; however, management which functions according to plan through an effective operating system readily places crisis in proper perspective. Responsibility for good technical management as well as good administrative management rests upon personnel at all levels of operations; thus, the USOM technical advisor who becomes a supervisor of USOM program operations must acquire and exercise the necessary management skills to make the right things happen at the right time through the efforts of others in order to accomplish the program successfully.

#### III. PROCEDURE

To insure that USOM to Haiti is provided with an operational system and organizational framework most effectively geared to the accomplishment of approved programs, the responsibilities, the organization and management structure, functions and operations of USOM to Haiti are defined herein, with a view to assuring the common basis for the systematic operation of all elements of USOM to Haiti in the achievement of program objectives. This order does not presume to solve all the problems extant in the USOM. It does, however, provide that which did not previously exist; a

written delineation of the responsibilities, functions, organization and management structure of USOM to Haiti, its component agencies and area operations, as presently arranged for accomplishment of the USOM program. Specifically this order:

1. Establishes the lines of authority and herewith provides for the delegation of authority and assignment of defined responsibilities to designated officers.
2. Defines the role of each USOM component organization and assigns this role in the form of functional responsibilities.
3. Sets forth the organizational, management and staffing arrangements of the USOM for the achievement of planned programs.
4. Requires the preparation of work plans and operating procedures bases on the functions as defined, as the basis of systematic operation and evaluation of work accomplishment.
5. Provides the guidelines as to personal conduct, work planning and techniques of project execution for USOM technical advisors, with a view to assuring maximum effectiveness within their respective fields of interest in accordance with joint project agreements and project work plans.

This entire document should be studied by all USOM personnel with a view to general familiarization with the functions of all components of the USOM.

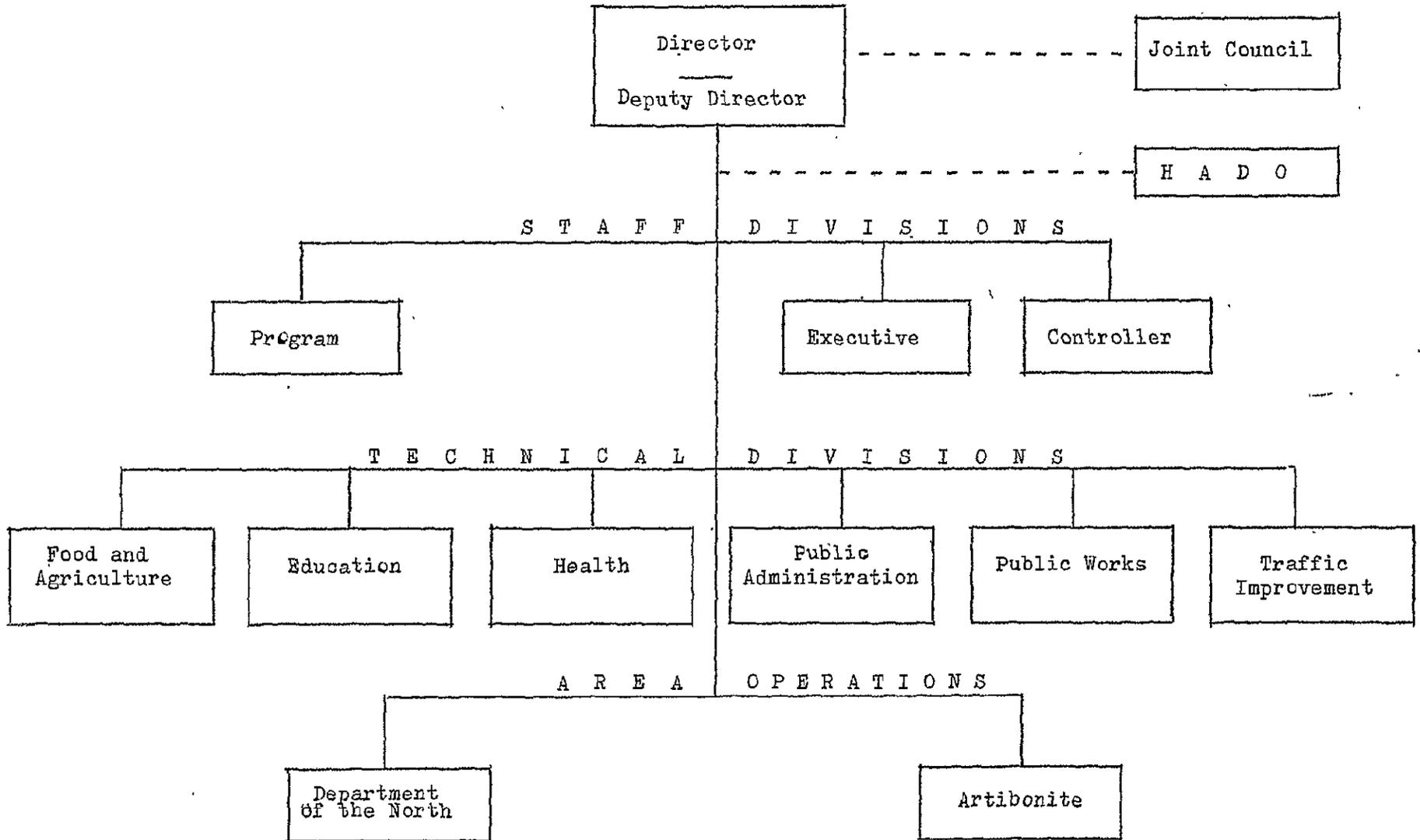
#### IV. REQUIREMENT FOR CONTINUING REVIEW BY OPERATING OFFICERS

Since changes in program emphasis occur from time to time, it is essential that there be conducted a continuing orderly review of USOM operations to insure periodic constructive attention to problems as they arise, to meet program changes, and, above all, to assure that all components of the USOM establishment are geared to accomplish the approved program. Chiefs of USOM Divisions and Area Operations Officers must give continuous attention to this requirement. Initially there is need for each division chief and area operations officer to review this document with his staff and assure that the statements relating to his activity reflect accurately the functional requirements for accomplishment of the division's assigned program.

Should program changes develop which necessitate substantial modification of the statements contained herein, it is the

U S O M T O H A I T I

ORGANIZATION CHART



USOM TO HAITI  
OFFICE OF THE DIRECTOR

I. RESPONSIBILITY OF THE DIRECTOR

1. Under the policy guidance of the American Ambassador, the Director, USOM/Haiti, is responsible for the development and accomplishment of the cooperative assistance programs in Haiti, effective cooperation in the economic aid program, implementation of the applicable titles of the Mutual Security Act and the Development Loan Fund Act (insofar as responsibilities are assigned by DLF), to accomplish U. S. Country objectives.
2. In exercising his responsibilities, the Director assures that:
  - a. USOM program plans and operations are consistent with and advance U. S. policies and program objectives.
  - b. Programs and projects are consistent with technical and economic feasibility.
  - c. Programs and projects are implemented in a manner consistent with objectives and priorities.

II. ORGANIZATION

The Office of the Director, USOM, consists of the Director, the Deputy Director, and immediate administrative assistance.

III. DUTIES

The duties performed by the Director are of three principal types including:

- A. Development and Accomplishment of Cooperative Assistance Programs and Economic Aid Programs
  1. Direct the total operation of USOM/Haiti to effect complete and timely achievement of program objectives.
  2. In coordination with the U. S. Embassy maintain continuing review of economy of the country.
  3. Coordinate the economic, political, and social aspects of the cooperative assistance and economic aid programs with appropriate Embassy staff and local U. S. agencies, and where appropriate with international agencies.

4. Constantly evaluate program implementation to insure accord with program plans.
5. Insure proper accountability for all authorized expenditures in accordance with U. S. public laws and applicable U. S. regulations.

B. Country Team Responsibilities

1. Coordinate all phases of the cooperative assistance and economic aid programs and related operations for the Ambassador's approval.
2. Inform and advise the U. S. Ambassador within his competence as Director USOM.
3. Inform members of program status and the effect of host country behavior trends in the USOM programs.
4. Assist members to carry out their programs with the host government.

C. Responsibilities as Related to USOM Direct Hire and Contact Personnel

1. Define responsibilities of American personnel working in a foreign country.
2. Assure personnel of all rights, privileges, benefits, and security.
3. Assist in developing coordinated plans for the safety of personnel within limits of the facilities available.

USOM TO HAITI  
OFFICE OF THE DIRECTOR

I. RESPONSIBILITY OF THE DEPUTY DIRECTOR

The Deputy Director assists the Director in exercising the responsibilities of the Office of the Director and acts for the Director in his absence from USOM.

II. DUTIES

As authorized by the Director, the Deputy Director performs these duties:

1. Advises and assists the Director in the development of policy guidelines for USOM program planning, development, execution and evaluation.
2. Coordinates and gives direction to the activities of the senior staff, including the Program Officer, the Controller, the Executive Officer, the Technical Division Chiefs and the Operations Officers, area, to assure the effective functioning of an integrated USOM operation.
3. Reviews status of program progress with the program officer and operating division chiefs and recommends adjustment in program execution to the concerned division chiefs and the Director, USOM.
4. Evaluates effectiveness and adequacy of Mission organization, management and operation for the accomplishment of approved programs, and proposes improvements or adjustments to the Director.
5. Supervises the program office in the analysis of the effect of technical assistance and economic aid with respect to achievement of USOM objectives in existing fields of activity, the need and potential for technical assistance in other fields; recommends changes in emphasis where change is indicated.

USOM TO HAITI  
EXECUTIVE OFFICE

I. RESPONSIBILITY

The office of the Executive Officer is responsible to the Director, USOM, for the performance of administrative management, services, and support operations designed to facilitate the accomplishment of USOM programs. ICA/W Manual Order 232.2 entitled: "Functions of the USOM Executive Officer," outlines the standard responsibilities of the office of the Executive Officer, as Chief of this USOM Staff Division. In addition to the standard functions enumerated in the Manual Order, the Executive Office has responsibility for:

1. Administrative and program procurement and supply functions of the Mission.
2. Security responsibilities.
3. As Title III Officer, the coordination of the Title III, P. L. 480 Programs of the various voluntary agencies operating within Haiti.
4. Communications Media activities of the Mission.
5. Providing administrative management guidance to the co-presidents of the Haitian-American Development Organization (HADO).
6. As stated in Section V of the above cited Manual Order, providing administrative management guidance to Joint Fund activities; further advisory responsibility as stated in M.O. 235.2, Section II, Functions of Cooperative Service Business Manager in Administration and Financial Management, and other miscellaneous duties of a management nature.

II. ORGANIZATION

The Executive Office, USOM/Haiti consists of the office of the Executive Officer, the Assistant Executive Officer, and six branches: Secretariat Services; Personnel; Communications and Record; General Services; Maintenance Building Services and Motor Transportation; and Communications Media. See Organization Chart in Section VI.

III. FUNCTIONS

The functions performed by the several branches are as follows:

A. Secretariat Services

The Secretariat Services Branch is responsible for providing translation and stenographic services for the Mission and performs the following functions:

1. Stenographic services section provides:
  - a. Secretarial typing services as a pool operation, to relieve excessive work loads in those divisions or offices staffed with permanent secretarial employees.
  - b. Receptionist services directing visitors to appropriate offices or individuals within the Mission.
  - c. Telephone switchboard services.
2. The translation services section provides:

Services in the translation of official correspondence, agreements, reports, local press articles and technical articles from French to English and English to French.

B. Personnel

The Personnel Branch is responsible for developing and maintaining an effective and comprehensive personnel management program and personal records control system for the Mission. This includes, but is not limited to:

1. Establishment and maintenance of individual employee personal files.
2. Recruitment processing clearance and employment of local employees.
3. Processing nominations and country clearances of U. S. employees, administration of Mission staffing patterns reflecting manpower requirements and the preparation and submission of SPAR's (Staffing Pattern Action Requests) in accordance with Manual Orders 333.2 and 333.4
4. Establishment of necessary internal controls and records for the submission of reports and administering programs related to Completion of Assignment Reports for American Employees (Manual Order 433.1), Performance Measurement - Overseas Personnel, (Manual Order 454.2), Monthly Employment Reports as required by ICA/W, recurring monthly and quarterly personnel reports as required by the Embassy, USOM, and ICA/W.

5. Administering employee programs related Group Life Insurance, Group Health Insurance, Incentive Awards, Educational, Quarters, Post and other applicable allowance programs and the submission recurring reports as required for the authorization of such allowances.
6. Preparation and processing of International Travel Orders on completion of assignments of American personnel and international temporary duty (TDY) travel of all employees.
7. Counselling services for employees and technical guidance to Mission supervisory personnel and the administration in the areas of appointments, promotions, transfers, disciplinary actions, separation actions, grievances, personal conduct, allowances, and career development problems. Section 400 of the ICA Manual Order contains orders pertinent to functions inherent in USOM Personnel operations.
8. Planning and conducting a mission orientation program for newly arrived USOM employees.

C. Communications and Records

The Communications and Records Branch is responsible for the receipt, distribution (internal and external), collection, processing and dispatch and control of all correspondence, mail, cables, documents and classified and unclassified pouches. In carrying these responsibilities the Communication and Records Branch:

1. Determines distribution of correspondence, action responsibility and follows-up for timely replies to meet any required deadlines.
2. Establishes and maintains an efficient central file operation and determines files appropriate for centralized or decentralized operations, the processing of records, classification, indexing and filing thereof.
3. Safeguards and maintains all classified material and the operational control of the Restricted Vault Area.
4. Administers and is responsible for the Records Management Program and the related Records Disposition Program as outlines in Manual Order 520.1, and 522.3 respectively.
5. Supervises and operates messenger system within the Mission and the operation and maintenance of mail, pouch and messenger service with joint program activities, other U. S. Government Agencies in Haiti and sub-post operations in the Artibonite Valley and Cap-Haitien.

6. Maintains and operates a radio communications service and schedule with sub-post locations and joint program activities in Port-au-Prince.
7. Conducts training program for all secretarial and clerical employees in the proper preparation and processing of correspondence, letters, airgrams and other official mail. Renders technical assistance and advisory services to Joint Fund Business Managers in the development of communications and records programs, operations and procedures within their respective organizations.

D. General Services

The General Services Branch, consisting of the Procurement and Supply Section, Shipping, Receiving and Customs Clearance Section, Property Control Section and the Travel and Transportation Section, performs the following functions:

1. The Procurement and Supply Section, in accordance with agency policies, procures the administrative and program supply equipment and commodity requirements of the Mission through direct, negotiated or bid procedures and renders advisory services to joint program activities relating to Procurement and Supply activities.
2. The Shipping, Receiving and Customs Clearance Section receives all commodities, supplies and equipment consigned to the Mission and personal property and household effects of American employees of the Mission, processes custom declaration and papers and otherwise receives, warehouses and issues all property, supplies, equipment, official and personal.
3. Arranges for the exportation and movement of all official and personal shipments of the Mission and of the American employees, including packing, crating, customs inspection and documentation covering air and sea shipment.
4. The Property Control Section maintains property records on all non-expendable and certain expendable type property acquired by the Mission, conducts periodic property physical inventories of such property, prepares reports and recommendations covering lost or damaged property and prepares and maintains pertinent records and documentary evidence of all property transactions of the Mission.
5. Standardization of supply items by keeping number of types, grades and variations to a minimum.

6. The Travel and Transportation Section provides services in obtaining entry and exit visas, processes Government Transportation Requests for International travel and purchases order for local travel, processes and procures air and ship travel reservations, tickets, and accommodations.
7. Miscellaneous services provided are documentation and processing of applications for drivers' licenses and license plates and the receipt and distribution thereof

E. Maintenance, Building Services and Motor Transportation

The Maintenance, Building Services and Motor Transportation Branch consisting of the Property-Equipment Maintenance Section, Building Services Section and the Motor Transportation Section performs the following functions:

1. The Property and Equipment Maintenance Section is responsible for the care, use and maintenance of all Mission real and personal property including office and residential furniture, appliance including stand-by power equipment, air conditioning units, refrigerators, ranges, office machines and equipment and motor vehicles.
2. The Motor Transportation Section is responsible for the operation of a central motor pool providing vehicular transportation services to the Mission.
3. This includes transporting employees to and from work and transportation for official purposes in connection with Mission program activities.
4. The Building Services Section is responsible for the operation and maintenance of all U. S. Government leased property for which maintenance responsibilities rest with the Mission.
5. This includes custodial, watchman and maintenance services of the property and electric, telephone, water, grounds and other utility services.

F. Communications Media

1. Policy

a. Definition of Communication Media

Communications media is a term applied to the methods by which technical and educational information can be effectively disseminated to the general public or to a selected group. In the ICA programs to assist underdeveloped countries the term is used to mean the

application of the arts, skills and crafts of communication to technical and often complicated masses of factual data, or to philosophical concepts of social development, to the end that information can be more readily projected to and absorbed by the population of the host country. It includes the use of all the visual and aural means of communication including the graphic arts, photography, sound recordings, theatre, radio and television.

- b. USOM/Haiti desires to assure optimum utilization of the communication processes in achieving the objectives of the USOM program, to enhance the efforts of all technicians by the proper application of the materials and techniques of communications media, under the technical staff guidance of the Communications Media Officer.

According to the definition given above, it is the policy of USOM/Haiti to:

- (1) Support the entire USOM program by judicious utilization of communications media skills and equipment established as a result of careful consideration of the entire program.
- (2) Give priority to training within the limits of staff and facilities, of USOM technical advisors and Haitian technicians, including employees of the Government of Haiti, in both basic and advanced techniques of communications media. This policy will be considered during the planning of the program and the Coordinating Committee will take due cognizance of its importance when scheduling work load.
- (3) Allocate a part of USOM resources to communications media activities and to determine the level of the allocation by careful review of the needs of the entire program based upon recommendations of the major program directors, through the medium of a Coordinating Committee.
- (4) Engage in communications media projects requiring long periods of time to complete, only when such projects have been determined by the Director, USOM, to be clearly of major importance to the program.
- (5) Encourage the GOH through the major USOM program activities to establish its own institutions for the production of mass communications media and to develop the capacity of the government to utilize these media in the general effort to educate the population and contribute to the economic growth of Haiti. For the most part, fulfillment of this aspect of communications

media policy is a function of the technical divisions responsible for the joint program in which certain aspects of communications media assistance, including facilities and advisory personnel, have been provided as an integral part of such programs. It is the policy of USOM that the communications media officer will furnish supplementary technical service to these programs, upon request of USOM technical divisions concerned, subject to approval of the Director.

## 2. Responsibility

The Communications Media Branch, Executive Office, USOM/Haiti, is assigned responsibility for providing communications media services to the Director and the several substantive fields, within USOM policy stated above, within the capacity of staff, facilities and program priorities as set forth herein:

- a. Planning the communication elements in all USOM programs.
- b. Providing the technical expertise in the field of communications media, as requested by USOM components in accordance with established procedures.
- c. Conducting training programs for USOM technical advisors, and Haitian technicians including GOH employees within the policy stated in Section I a (2) above.
- c. Review all proposed communications media equipment and materials and advise with respect to suitability, feasibility, cost, and operational problems, including coordination of major items (such as mobile units) that may have multi-purpose use to meet the needs of more than one subject matter field.
- d. Providing special knowledge of communications media characteristics and needs of the audience to be reached.
- e. Coordination of plans to use the multi-use channels of communications, such as films or radio.
- f. Providing technical advice and assistance in the local production of training and technical aids or other communications media materials to meet program needs.
- g. Development, testing and evaluation of new communications techniques.

### 3. Organization

In USOM headquarters, communications media operations are organized as a branch of the USOM Executive Office. Presently, it consists of the communication media officer and eleven local employees. Its planned program of operations is formulated by a coordinating committee consisting of the Chiefs of the USOM Divisions, the Executive Officer and the Communications Media Officer. The latter provides expert technical advice for all committee deliberations.

### 4. Functions

a. The Communications Media Branch, Executive Office, USOM performs the following functions:

- (1) Prepares communications media support program for USOM/Haiti, in accordance with prescribed programming procedures.
- (2) Prepares technical and administrative procedures involving communications media operations, for clearance by appropriate USOM officers and issuance by USOM.
- (3) Conducts training program for USOM technical advisors and Haitian technicians including GOH employees.
- (4) Coordinates the exchange of communications media with other ICA Missions.
- (5) Produces the media appropriately required to publicize the Mission program both in Haiti and abroad.
- (6) Operates the reproduction and communication arts facility for USOM/Haiti, as authorized by the approved program, and as instructed by the Director, USOM, as follows:
  - (a) Reproduces by appropriate means such as offset of stencil processes administrative orders, reports, and documents, including required collating and binding service, until such time as equipment is available at USOM headquarters.
  - (b) Renders commercial art service including illustration, lettering and silk screen posters. Prepares film strips, flannelgraphs, flipcharts, etc. Help to plan, design and arrange exhibits.

- (c) Renders photographic art services, including the film exposure, developing, printing and mounting of still pictures, slides, film strips, etc., for official purposes.
- (d) Produces moving pictures on a limited scale, including the writing of scenarios, filming, editing and titling of the film and the addition of audio narrations and background in desired languages. Moving pictures will be limited to those of approximately 15 minutes (450 feet sound speed) duration with no lip synchronization until such time as professional equipment is obtained.
- (e) Teaches the manufacture of puppets for educational programs and provides training in the technique of script writing and manipulation, as required.
- (f) Performs first and second echelon maintenance on equipment required to operate the communications media facility of USOM/Haiti.
- (g) Provides basic and advanced training to American and local technicians, including GOH employees in the techniques of communications media.
- (h) Coordinates with USIS and other US agencies in planning and execution of the communications media activities to assure harmony of interests and to avoid duplication of effort.
- (i) Maintains a technical reference library and bibliographic lists.

1. Technical Divisions Communications Media Activities

In fulfillment of the USOM policy stated on page 2 of this document, there has been established in each of the joint agriculture and education program activities the basic communications media operation described below:

- a. The communication media activities in the Ministry of Agriculture are concerned with agriculture information, under guidance of a U. S. specialist assigned as advisor to this activity. In the USOM Education Division, communications media activities are primarily in the field of instructional materials preparation. A U. S. specialist in this field has been assigned to provide appropriate advice and supervision. The USOM communication media officer provides technical advice upon request of these two entities, to the extent

authorized by approved programs and USOM policy, with respect to propriety of techniques to be employed to improve communications media programs. He may provide supplementary services only when authorized by SUOM Executive Officer.

b. Food and Agriculture Division (CAP) - Communications Media Program

The Bureau of Agricultural Information was established by the Minister of Agriculture in 1958 and placed under the supervision of the Director of Extension. Its objectives are to assist the technical staff of the Department of Agriculture in the preparation of informational and education materials, and to disseminate these materials and news about activities of the Department throughout the country. The communications media functions performed to achieve these objectives are:

(1) Information Materials:

- (a) Preparation and distribution to the rural population of brief, well illustrated leaflets in collaboration with the subject matter specialists. (Present runs of 5,000 copies will be increased as the need indicates.)
- (b) Preparation and use of tape recorded radio programs on agricultural subjects. (Programs are now being broadcast on three Port-au-Prince stations and one Cayes station for a total of seven transmissions weekly.)
- (c) Operation of mobile motion picture unit at full mechanical potential, upon request of District Agents.
- (d) Assist specialists in designing and producing visual aids to improve presentation of subject matter material to farmers.
- (e) Use of silkscreen equipment to assist extension agents in the production of posters and other visual aids for motivation or reminder purposes.

(2) Publicity:

- (a) Preparation and distribution of articles for the press and radio are issued at least once a week on subjects related to activities of the Agricultural Program.
- (b) Preparation of exhibits and parade floats for special occasions upon request of the various departments and specialists.

(3) Reporting:

Special and periodic reports of progress are prepared and reproduced for official purpose.

(4) Support:

- (a) Provide original photography and photo-finishing service for extension specialists. (Laboratory work is conducted in CEP Photo Lab. To date, practically all work has been black and white still photography, but a color film processing service will be offered in the near future.)
- (b) Provide original art work for illustrating leaflets and posters.
- (c) Provide mimeograph reproduction service for entire agricultural division of the Ministry.

(5) Staffing Pattern:

The staffing pattern of the Bureau of Information, Ministry of Agriculture includes Haitian Chief, Bureau of Information, four local employees and the USOM Agricultural Information Advisor.

c. Education Division (CEP) - Communication Media Program

(1) Functions:

CEP is cooperating with the GOH Ministry of Agriculture, Division of Rural Development to improve instruction in rural schools. Good instruction requires the use of many teaching devices and materials among them being textbooks, teacher guides, charts, pictures, models and manipulative materials. To prepare these devices and materials for experimentation and use CEP has established a materials production section having the following functions:

- (a) To cooperate and advise with the Division of Rural Development on all activities pertaining to the preparation, editing and production of instructional aids and materials for use in rural elementary schools, rural normal schools and prevocational or higher elementary schools.
- (b) To provide services to the Division of Rural Development in the preparation and production of forms, pamphlets, office records and other materials requiring duplication.

- (c) To collaborate with other sections of CEP in the writing, (or translating and adapting), editing, producing and distributing instructional materials and aids for in-service training program for professors of normal schools and inspectors and directors of rural elementary schools.
- (d) To establish training programs for promising primary textbook writers and to guide and supervise their writing of textbook series in areas such as reading, arithmetic, social studies, science, health, agriculture.
- (e) To produce in quantity audio-visual aids (other than written materials) for training programs. These aids include experience charts, graphs, manipulative materials, pictures, flannelboards, models, film strips and others.
- (f) To budget for and purchase all materials and supplies required to perform assigned functions.
- (g) To conduct training programs that demonstrate the preparation and use of locally available materials as teaching and learning aids.

(2) Staffing Pattern:

The Instructional Materials Section staffing pattern includes:

- (a) Instructional materials advisor--US (arrival pending)
- (b) Haitian associate in charge and eight local employees.

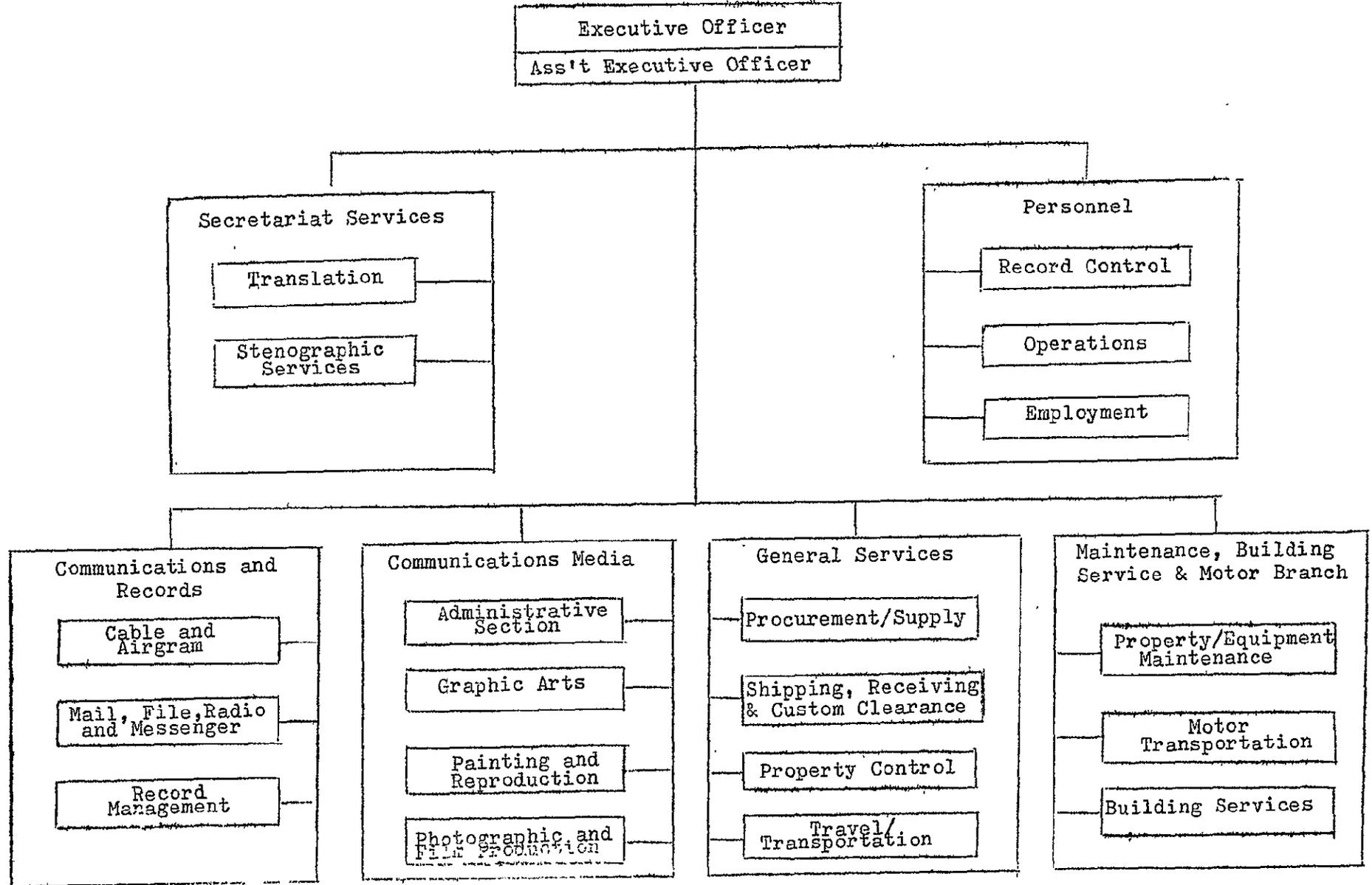
V. STAFFING PATTERN

The staff of the USOM Executive Office includes :

The Executive Officer  
The Assistant Executive Officer  
Communications and Records Supervisor  
Personnel Officer  
Communications Media Officer  
General Services Officer for Property and Customs  
General Services Officer for Building Services,  
Maintenance and Motor Trans. Services

U S O M T O H A I T I

VI. EXECUTIVE OFFICE  
ORGANIZATION CHART



USOM TO HAITI

PROGRAM OFFICE

I. RESPONSIBILITY

The primary responsibility of the Program Office is, in terms of U. S. policies and of the broad aspects of the country situation, to advise and assist the Mission Director in the planning, formulation, presentation, and evaluation of the country program. This includes preparation (or supervision of the preparation) of all obligating documents and formal agreements between USOM and the host government. The Program Office assists the Director in evaluating project activities in terms of accomplishment of general program objectives.

II. ORGANIZATION AND STAFF

The Program Office includes the Program Officer, Program Economist, Community Analyst, Program Assistant, a Haitian liaison employee, a training assistant, and secretarial and translation staff.

III. FUNCTIONS

A. General

1. Assist the Director in the forward planning of USOM programs.
2. Prepare program documentation and USOM-GOH program agreements.
3. Coordinate USOM programming with other agencies of the Country Team, agencies of the GOH, and international agencies.
4. Provide the Director with a continuing review and analysis of the economic and political factors in the country which have bearing on the Mission's program.
5. Assist the Director in evaluation of program results and in identification of problems confronting the program.

B. Economic Analysis Section

1. Provide the program officer with a continuing analysis of major economic situations, problems and trends affecting the country.
2. Prepare the economic sections of the Country Program Book.
3. Accomplish the program officer's responsibilities in regard to DLF Loan and Investment Guarantee applications.

4. Prepare special economic reports as directed by the Program Officer or requested by any of the various technical divisions.

C. Community Analysis Section

1. Provide USOM personnel in general with advice concerning the cultural context within which their activities are performed.
  - a. Part of this function is performed as a member of the orientation committee and consists of giving and planning talks, preparing and disseminating appropriate reading material.
  - b. Most of this role is performed informally through conversation with individuals, relating their specific problems to the culture of the host country.
2. Field study and analysis of specific social or cultural problems as presented by the several divisions of individual technicians.
3. Evaluation of program effectiveness in terms of the culture of the country, when and if requested.
4. Preparation of reports on social and cultural matters related to USOM activities.

D. Participant Training Section

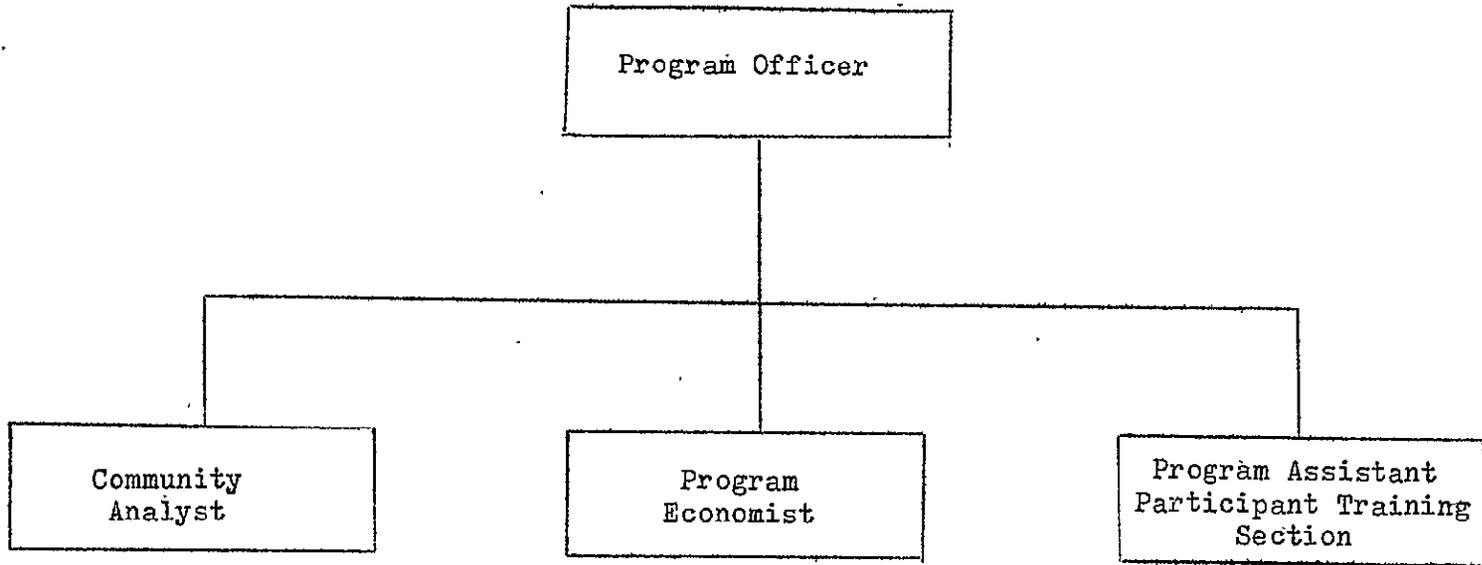
1. Prepare final documentation, reports, and correspondence on participant trainees.
2. Advise and assist the technical divisions in their recruitment of participants and in the preliminary processing of prospective participants to insure that ICA regulations are met.
3. Conduct liaison for the Program Office with the Embassy, Haitian-American Instituté, and other agencies involved in participant processing.
4. Advise and assist the program officer in making a continuing evaluation of the program effectiveness of participant training.

IV. SYSTEM OF OPERATIONS

The work of the Program Office is geared to the timely accomplishment of the ICA programming cycle, and the deposit, programming and release of Special Assistance funds.

U S O M T O H A I T I

PROGRAM OFFICE



USOM TO HAITI

OFFICE OF THE CONTROLLER

I. RESPONSIBILITY

The USOM Controller is a principal staff advisor to the USOM Director and is responsible for advising and assisting the Director in discharging the latter's responsibilities for financial management aspects of all Mutual Security Programs in Haiti.

The exercise of this responsibility includes advice on program planning and administration as they are affected by specific accounting requirements and good financial management. The USOM Controller is also charged with responsibility for technical guidance (1) to other staff officers redocumentation of project plans, approval and implementation and (2) to Haitian government agencies in planning for and procuring ICA financed project and non-project commodities.

II. ORGANIZATION

A. Organization and Management Structure

1. Chart showing organization structure is attached.
2. The Office of the USOM Controller comprises the Controller, Deputy Controller, secretarial assistance, and component sections including: Accounts Section, Voucher Section, Audit and End-Use Section, Disbursement Section and Payroll Section. The Controller staff includes eight Haitian employees.

III. FUNCTIONS

A. Controller's Office

1. Controller

Under the general direction of the USOM Director and the technical guidance and assistance of the ICA/W Controller, serves as Controller of the USOM/Haiti and in such capacity performs his duties and responsibilities in accordance with the pertinent provisions of M.O. 232.1. Serves as Co-Treasurer of Haitian American Development Organization (HADO).

## 2. Deputy Controller

The Deputy Controller has responsibility for day-to-day operations of Controller's office, supervision of entire staff; acts for the Controller in his absence; in Principal Assistant Disbursing Officer, and alternate Co-Treasurer of HADO.

### B. Voucher Section

This section is responsible for receiving all invoices, checking same to prior obligating documents, performing pre-audit for compliance with regulations, etc. as well as preparation of Schedule of Payment.

### C. Accounts Section

Generally, the duties and responsibilities of the section are to maintain the accounting records required by Manual Orders as well as such supplementary records as are necessary to reflect complete accountability for all funds made available to USOM from whatever source; to prepare all accounting reports required by Manual Orders as well as such supplemental reports as are required by the USOM.

### D. Disbursing Section

The functions of this section are to: (1) Make all disbursements of USOM funds on presentation of properly certified Schedule of payment, (2) Maintenance of Petty Cash Fund, (3) Effect collections and deposits, (4) Preparation of all required reports in accordance with instructions contained in Manual of Procedures, (5) Accomplish disbursing activities in foreign countries as prescribed by the US Treasury Department.

### E. Audit and End-Use Section

The Audit and End-Use Section has responsibility for all Audit functions of USOM, other than voucher audits. The audits required to be made may be listed by the following principal types:

- Audit of Cooperative Services
- Reviews and Audit of Project Implementation
- Non-Project (End-Use) Audits
- Counterpart Audits
- Internal Audits (USOM Self-Audits)
- Audits of Contracts

The responsibilities for audits, and the procedural guidelines

to be followed are spelled out in Manual Orders of the 704, 783, and 790 Series. USOM-issued Audit Manuals are the following:

- (1) Manual for Reviews and Audit of Project Type Assistance and
- (2) Manual of Procedures for Audits of Cooperative Services.

F. Payroll Section

Functions of this section, carried out by the Payroll clerk include:

1. Preparation and typing payroll change slips.
2. Preparation and typing the payroll vouchers for both the U. S. payroll and the local employees payroll.
3. Preparation of forms 8-15, pay and allowance cards.
4. Posting of payrolls from vouchers to pay cards, forms 7-15.
5. Preparation of quarterly and annual reports and Saving Bonds schedules.
6. Verification of time and leave records.

IV. SYSTEM OF OPERATION

Operations are carried out pursuant to ICA/W Manual Orders and USOM Controller Instructions and manuals, as follows:

A. Manual Orders

M.O. 232.1 - USOM Controller Function has been revised and expanded but not yet reissued, has been in clearance process for over a year.

700 Series of M.O.'s Budget and Fiscal, Audit and End-Use.

Instructions issued by USOM Controller. Partial list

- |          |   |
|----------|---|
| 12/20/58 | To Staff of Controller's Office<br>Subj. Reorganization of the Office of Controller |
| 12/7/58  | Travel within Haiti Under Blanket Authorizations.                                   |
| 11/7/58  | Request and approval of Official Representation                                     |

11/20/58 Check Cashing.

6/2/59 Obligation Documents and Payments.

Manuals Issued For Audit and End-Use Section

5/23/60 Manual for Review and Audit of Project Type Assistance

5/23/60 Manual of Procedures for Audits of Cooperative Services.

Program of Audits

A detailed program, or schedule, of audits to be made during the fiscal year is prepared and used as the work plan for the Audit and End-Use Section.

B. Evaluation of Work Performed, Reports and Inspection

The review and evaluation responsibilities of the office of the Controller are principally those covered in the 704 Series of Manual Orders. The evaluation of program execution, however, is not entirely the responsibility of the Controller, but requires the cooperation and assistance of the entire USOM staff. In this regard Manual Order 704.1, Section II A provides as follows:

"The Manual Orders in the 704 series provide the missions with ICA/W guidance with respect to the discharge of the financial aspects of mission responsibility for reviewing and observing the utilization of ICA-financed assistance. Although the greater part of the activities set forth in this series will normally be exercised by the USOM Controller, it is anticipated that the entire mission staff, subject to the direction of the Mission Director, will assist and cooperate in the discharge of this responsibility."

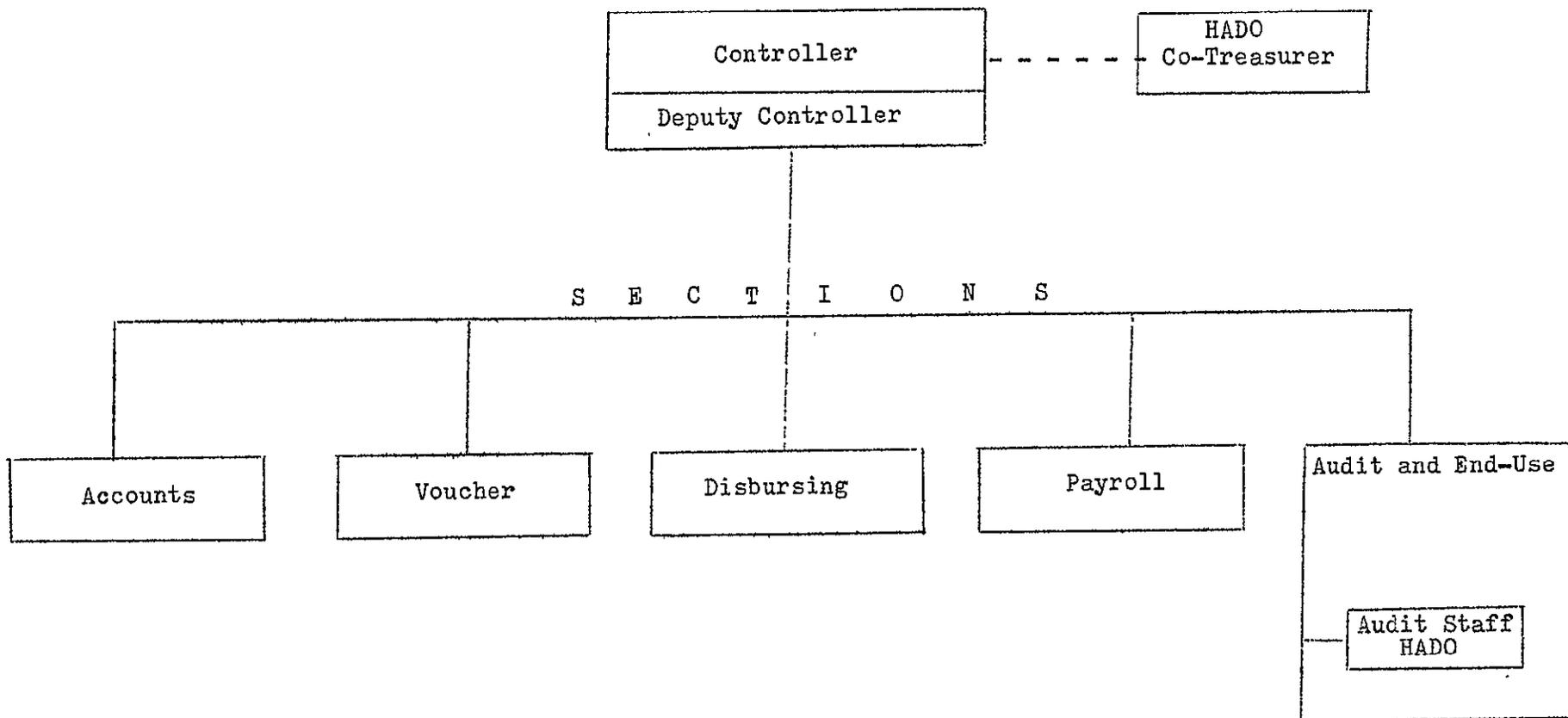
Other evaluation functions of the Controller are in the category of Internal Audits, or USOM Self-Audits, as prescribed in the M.O. 783 series.

V. STAFFING PATTERN (As of August, 1960)

<u>Titles</u>	<u>Incumbent</u>
Controller	Appointee on Home Leave
Deputy Controller	Michael J. Carroll
Chief Auditor	James I. Bowling
End-Use Officer	George P. Newton

U S O M T O H A I T I

VI. OFFICE OF THE CONTROLLER  
ORGANIZATION CHART



USOM TO HAITI

TECHNICAL DIVISION CHIEFS

1. The office of the Chief of a Division, USOM/Haiti, normally includes the Chief, the Deputy Chief, the Business Manager, and secretarial assistance.
  - a. The following responsibilities and duties are applicable to all Technical Division Chiefs, USOM/Haiti, and are performed within the context of each division's field of interest. The Division Chief:
    - (1) Serves as the chief advisor to the Director, USOM, and as advisor to senior officials of the Government of Haiti within the Division's technical competence.
    - (2) Provides leadership, coordination and direction of technical and special assistance projects under the Division's responsibility.
    - (3) Assures that technicians serving under his direction are properly supported, informed and supervised in a manner which brings forth their best efforts in the accomplishment of objectives.
    - (4) Advises and assists the concerned Minister and other GOH officials of comparable level on policy formulation program planning and project development, and on execution, financial management, and evaluation of joint assistance project within his field of competence.
    - (5) Maintains liaison with other USOM divisions and offices, UN agencies and private organizations concerned with related improvement activities.
    - (6) Under delegation from the USOM Director, supervises the performance of contractors.
    - (7) Within HADO, the Technical Division Chief serves as a member of the HADO Advisory Board where he participates as set forth in Section 235 of this order.
    - (8) With technical and coordination guidance from the USOM Program Office he supervises the preparation of all program approval documents by his staff, giving particular attention to insure that they are so written so as to:

- (a) Contain positive guidance for the program execution phase and equip the program with all instruments, and authority essential for its successful accomplishment.
- (b) Give necessary protection to the project by assuring that all legislative requirements and ICA policies and regulations have been met, and also that the program is not subject to pressures which might prevent its accomplishment or destruct its purposes.
- (c) Contain sound and adequate justification for forward budget requests to the Congress.

b. The Deputy Division Chief:

Where a Deputy Division Chief is assigned he will:

- (1) Assists the Division Chief as directed, and in the absence of the Chief assumes responsibility for direction of the Division.
- (2) Within the discretion of the Chief he performs these duties:
  - (a) Prepares or coordinates preparation of detailed programs and project documentation.
  - (b) Establishes criteria for program evaluation by direct field contact.
  - (c) Reviews technicians' progress reports and assembles data necessary to enable the Division Chief to assess the rate of project progress toward objectives.
  - (d) Assists the Division Chief in evaluation of project progress.
  - (e) Coordinates participants programs.

c. Where there is no assigned Deputy, the Division Chief will designate a USOM member of his Division to act for the Chief in absence and report in writing this designation to the Director, USOM.

d. Business Manager:

The Business Manager's primary responsibilities include supervision, execution and advice in financial and administrative aspects of the technical cooperation and economic development activities under the Division to which he is assigned. In exercising these responsibilities the Business Manager:

- (1) Reports to the Chief of the Division. He receives technical guidance from the USOM Executive Officer and Controller respectively.
- (2) Renders administrative guidance and assistance to division technicians when required, e.g., in budget preparation and status of program funds.
- (3) Is jointly responsible with his administrative counterpart for control of the expenditure of program funds in conformity with approved project plans and agreements, within allotments.
- (4) Serves as Management Advisor to the Ministry and as co-Administrator, in cooperation with his Haitian administrative counterpart, including financial management, i.e., budgeting accounting, auditing, disbursing, property management and procurement; training administrative personnel, developing administrative policies, procedures, organization and services to implement cooperative activities.
- (5) Maintains appropriate records of all activities, prepares and submits necessary reports.

USOM TO HAITI

FOOD AND AGRICULTURE DIVISION  
(COOPERATIVE AGRICULTURE PROGRAM--CAP)

I. RESPONSIBILITY

The USOM Food and Agriculture Division extends cooperative technical assistance to the Haitian government in fields of activity related to agriculture. The Division functions as a unit. In exercising their responsibilities, the individual staff members work closely with their counterparts in the Haitian agencies concerned with Agriculture.

II. ORGANIZATION AND MANAGEMENT STRUCTURE

The Food and Agriculture Division consists of the office of the Food and Agriculture Officer, the two senior Area Agriculturists for the Artibonite Valley and Pote Cole Operations; and four branches: Administration, Agricultural Extension, Agricultural Research, and Conservation. See Organization Chart in Section VI.

III. FUNCTIONS

A. Office of the Food and Agriculture Officer

The office of the Food and Agriculture Officer includes the Deputy Chief and immediate assistants. A Business Manager serves the Cooperative Education Program (CEP) as well as the Cooperative Agriculture Program (CAP).

1. The Food and Agriculture Officer (Chief of Division performs these duties:

- a. General Duties of Division Chief set forth in Section 233 of this order.
- b. Supervises all phases of technical and economic assistance furnished by USOM in the field of agriculture.
- c. Jointly with the Haitian Minister of Agriculture, supervises planning of the agriculture program.

2. The Deputy Food and Agriculture Officer:

- a. Performs general duties of Deputy Chief as set forth in Section 233.
- b. Assists in management of Division, and act as Food and Agriculture Officer in the latter's absence.
- c. As counterpart to the Director General of the Ministry, advises on the planning and execution of the cooperative agriculture program.
- d. Consults with and advises Ministry officials up to the Ministry Division Director level on technical matters, including resolution of difficulties that decrease the effectiveness of American Technicians.
- e. Aids Technicians to broaden their fields of operations and interests and recommend what training, including language instruction, technicians require for their further development as ICA employees.
- f. Co-signs with proper Ministry officials financial planning, programming and reporting documents.

B. Senior Area Agriculturist for Artibonite Valley Operations and Senior Area Agriculturist for Pote Cole Operations

The senior Area Agriculturist for the Artibonite Valley and the Pote Cole projects are responsible to the Food and Agriculture Division for technical agricultural affairs and responsible to the respective Area Operations Officers on administrative matters. Senior Area Agriculturists supervise all USOM technicians specifically assigned to their areas. In addition to the technical work in their particular specialties, they:

- a. Advise the principal Haitian agricultural technician on activities in the area.
- b. Train research personnel.
- c. Support Extension Specialists.
- d. Require reports from Technicians on which Activity Reports to the Division may be based.
- e. As rating officers, prepare Performance Evaluation Reports on Technicians.

- f. Direct the activities of USOM agricultural technicians, whether permanently assigned or transient basis.
- g. Inspect work of American technicians in the area to ascertain whether established plans are being implemented, report progress to the Division and to the Area Operations Officer.
- h. Recommend to senior Activity Technicians rating for the preparation of Performance Evaluation Reports on Technicians.
- i. Report quarterly to the Division and to the Area Operations Officer on the progress of overall agricultural activities in the area.

C. The four branches of the Division perform these principal functions:

1. Administration

- a. Assist Haitian Ministry of Agriculture in improvement of administrative procedures;
- b. Co-supervise administration of cooperative agriculture activities.
- c. Perform administrative support function for division personnel.

2. Agricultural Extension

- a. Plan and review extension operations including those related to home economics and rural youth.
- b. Train extension agents.
- c. Perform demonstrations.
- d. Manage Rural Credit Program.

3. Agricultural Research

Advise and assist the Ministry to:

- a. Plan and review agricultural research activities.
- b. Train research personnel, support Extension as research specialists, plan improvement of the Agriculture College.

4. Conservation

Advise and assist the Ministry to:

- a. Manage cooperative Watershed Protection Projects;
- b. Manage national forest resources.
- c. Plan and develop irrigation projects.

5. Additional Duties of Senior Activity Technicians

Senior Activity Technicians, in addition to their technical advisory work in their particular specialties, have the following supervisory responsibilities:

- a. Prepare work plans based on project agreements including where appropriate, a list of tasks for the technicians assigned to the activity. This list shall form the basis of plans of each technician's work plan.
- b. Give guidance to USOM advisors who, in turn, shall assist Haitian counterparts in preparing written work plans in —their particular fields.
- c. Supervise technicians' activities to assure proper aid to the Haitian agricultural improvement program.
- d. Consult with technicians and visit operations sufficiently to inform themselves of technicians' effectiveness.

IV. SYSTEM OF OPERATION

The Division personnel function under the counterpart system with the host government.

The Minister and the USOM Food and Agriculture Officer, guided by U. S. objectives, requirements of Haitian agriculture, and Haitian government policies, initiate planning of the Cooperative Agriculture Activities by directing what shall be done. The directive is the policy statement for the joint program.

The Food and Agriculture Division is organized in parallel with the Ministry so that American technical assistance may be effective. The task now is to establish these arrangements and to put them into effect.

The Director of Agriculture of the Ministry, with the concurrence of his USOM Advisor (The USOM Deputy Food and Agriculture Officer), implements the program and supervises the planning of how the work shall be done.

Directly under the Director General and his Advisor is the Administrative Services Activity, jointly managed by the Ministry Administrative Division and the American Business Manager, who functions jointly for Food and Agriculture Division and the Education Division. The American Business Manager accomplishes on a coordinated basis both CEP and CAP needs with respect to personnel, transportation, purchasing, warehousing, auditing and voucher control, financial management, secretarial service and reporting and any other administrative duties pertinent to the business managers position as set forth in Section 233. The Administrative Services Activity provides administrative services for the Cooperative Agriculture Activities, following HADO procedures except as authorized by the Director General and his USOM Advisor. Such exceptions are reported in the regular quarterly report to HADO.

Responsible to the Director General and his Advisor are the technical activities, each supervised by an Activity Leader who has a USOM counterpart. An Activity consists of one or more units managed by Haitian Supervisors, assisted by USOM Advisors in the implementation of work plans.

#### V. STAFFING PATTERN

The staffing pattern of the Food and Agriculture Division includes twenty nine U. S. personnel as follows:

Food and Agriculture Officer	Richard L. Winters (A) <sup>1/</sup>
Senior Area Agriculturist for Artibonite Valley	Merriam A. Jones (A)
Operations and Farm Machinery Specialist	Andrew H. Peyton (C)
Senior Area Agriculturist For Pote Cole	
Operations and Entomologist	Arthur S. Kidwell (B)

#### Administration

Business Manager	Marshall D. Green (A)
Machinery Specialist (O & M)	Daniel F. Stewart (A)
Secretary (local employee)	

<sup>1/</sup> Letters refer to post:

- (A) Port-au-Prince
- (B) Cap-Haitien
- (C) Artibonite Valley

Agricultural Extension

Extension Specialist (Senior Activity Tech.)	Paul H. Allen	(A)
Home Economics Specialist	Ella M. Crosby	(A)
Home Economics Specialist	Helen C. Keaveny	(B)
Rural Youth Activities Specialist	Robert L. McDill	(A)
Information Specialist	Robert Wesselman	(A)
Area Extension Specialist	Thomas J. Moon	(A)
Area Extension Specialist	Henry Alsmeyer	(C)

Agricultural Research

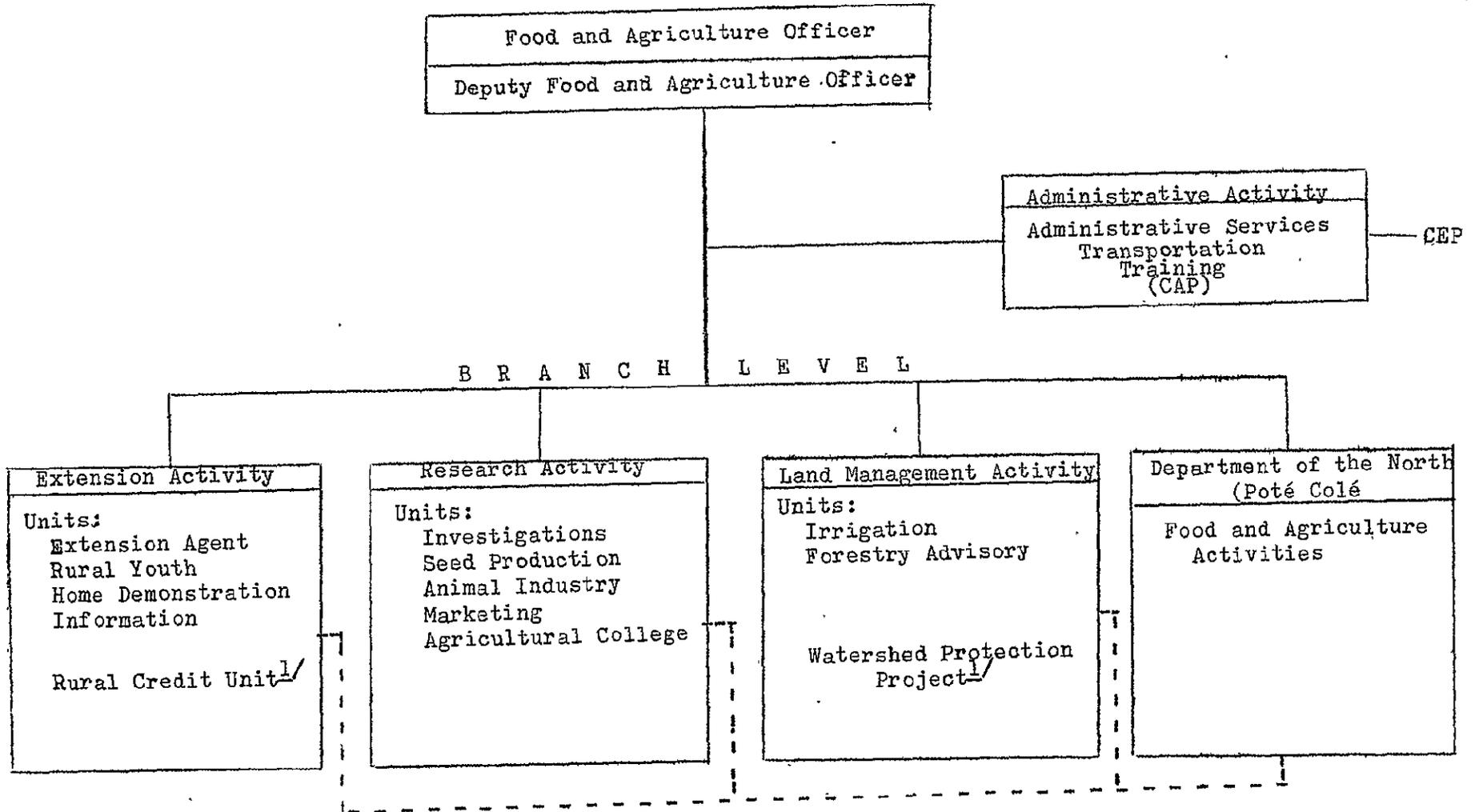
Cacao Specialist (Senior Activity Tech.)	J. J. McLaughlin	(A)
Agricultural Economist	Harold D. Bauman	(A)
Credit & Marketing Specialist	Leonard D. Brooks	(C)
Crops Specialist	Staley L. Pitts	(A)
Coffee and Vegetable Specialist	George Hagiwara	(C)(A)
Veterinarian and Livestock Advisor	John Hayward	(A)
Livestock Specialist and Farm Manager	Paul J. Brown	(B)
Research Agronomist	Walton P. Sellers	(C)
Research Agronomist	-	(B)
Vegetable Specialist	Leonard H. Otto	(C)
Assistant Technician (local employce)		

Conservation

Forester (Senior Activity Technician)	Jay J. Hardee	(A)
Conservation Specialist	Harlan N. Tulley	(A)
Conservation and Irrigation Specialist	Warren J. Leatham	(A)
Conservation Specialist	Clarence Sittel	(A)
Irrigation O & N Specialist	Jack Sparks	(A)

U S O M T O H A I T I

VI-A. FOOD AND AGRICULTURE DIVISION  
 ORGANIZATION CHART  
 As of July, 1960



<sup>1/</sup> These HADO activities are not under CAP except for Administrative Service.

USOM TO HAITI

EDUCATION DIVISION  
(COOPERATIVE EDUCATION PROGRAM--CEP)

I. RESPONSIBILITY

The Education Division has primary responsibility within the technical cooperative program for assisting the Haitian Government in the improvement of education in Haiti. The program objectives are: To improve and develop pre-service teacher training through professional up grading of the curriculum and to improve in-service teacher training through better supervision.

To develop, produce and disseminate varieties of instructional materials for use in elementary school normal schools and adult literacy projects.

To stimulate and assist rural villagers to establish self-help school construction and school improvement projects.

II. ORGANIZATION AND MANAGEMENT STRUCTURE

The Education Division consists of the office of the Chief and the Technical Advisory Services.

There is a Technical Branch and an Administrative Branch. Within the Technical Branch there are three sections. These are: Teacher Training, Instructional Materials and Community Schools. Within the Administrative Branch there are these sections: Personnel, Accounting, Secretarial, Auditing, Disbursing, Warehousing and Real Property, Purchasing, and Motor Pool. Most of the administrative sections are integrated with similar sections in Agriculture and serve the needs of both Education and Agriculture Cooperative Programs. See Organization Chart in Section VI. One American Business Manager serves both Education and Food and Agriculture Divisions.

III. FUNCTIONS

A. Office of the Chief

The office of the Division Chief includes the Chief, Education Division, Deputy Chief, and assistants. The Chief and Deputy Chief perform these duties:

1. General Duties of Division Chiefs set forth in Section 233.
  2. Direct the Cooperative Education Program in accord with the intent and conditions set forth in the basic agreements between the governments of the United States and Haiti.
  3. Evaluate school programs in cooperation with the Minister of Agriculture and the Director of the Rural Development Division in that Ministry.
  4. Negotiate and carry through to completion with the Minister of Agriculture and the Director of Rural Development project agreements which govern the technical activities of all the personnel in the Cooperative Education Program.
  5. Direct and coordinate the activities of the U. S. Advisors in the various fields of education so as to integrate the work of each of these specialists with that of others on the staff and to assure integration of these activities with the Division of Rural Development and the Ministry of Agriculture, Natural Resources and Rural Development.
  6. Recommend amount of budget allotments for the Cooperative Education Program.
  7. Prepare monthly, quarterly and special reports as needed and required by the USOM Director, ICA/W and the Ministry of Agriculture.
  8. Evaluate, control and follow progress of CEP and report to USOM Director on effectiveness of CEP in Haiti.
  9. Recommend more effective technical methods of operation and administration within CEP.
  10. Improve communications and set realistic levels of achievement within CEP, and set up the means and facilities for high level performance by all members of the organization.
  11. Supervise and control Division Participant Training Program.
- B. Technical Advisory Services

The technical advisory services perform the following functions:

1. Technical Branch is established:

- a. To review and approve and evaluate section operations providing whatever services are required to facilitate accomplishment of program objectives including supervision.
- b. To resolve problems with reference to Haitian personnel and to approve their selection, promotion and dismissal.
- c. To process those selected for participant out-of-country training from the point of their approval and preparation for leaving the country to the point of their return and placement in jobs.
- d. To coordinate division program with the Education sub-project within Poté Colé.

2. The Sections

a. Teacher Education is established:

- (1) To plan, organize and operate all in-service training programs undertaken cooperatively by the Co-operative Education Program and the Division of Rural Development.
- (2) To strengthen the programs of rural normal schools and to establish new schools.
- (3) To establish demonstration rural elementary community schools for use as experimental schools in order to demonstrate improved curriculum practices, new instructional materials, and practical procedures of school organization.
- (4) To establish improved curriculum practices for all rural elementary schools but limited to the preparation of curriculum guides, courses of study, supervision and evaluation manuals for use by school personnel.
- (5) To raise the grade level of existing rural schools in order to provide greater educational opportunity for children in rural areas.

- (6) To train essential personnel to carry out the functions of the Teacher Education Section.

b. Instructional Materials Section is established:

- (1) To prepare and produce instructional materials required for in-service training programs and other programs organized and operated in cooperation with the Division of Rural Development.
- (2) To prepare and produce experimental textual materials for use in rural elementary schools.
- (3) To train writers and other personnel engaged in the preparation, editing and producing of instructional materials.
- (4) Additional statement of functions in greater detail appears in USOM/CMO statement under Education Division (CEP)-- Communications Media Program 232.1

c. Community School Development Section is established:

- (1) To cooperate and advise with counterpart sections of the Division of Rural Development on mutually planned programs involving facility improvement of normal and elementary schools.
- (2) To devise methods of securing community participation in self-help construction of rural schools.
- (3) To prepare standard building designs for schools and related structures such as teachers and students residences, and sanitary facilities.
- (4) To prepare standard school furniture and equipment designs.
- (5) To supervise self-help and other construction projects.
- (6) To train personnel involved in the improvement of rural schools.

#### IV. SYSTEM OF OPERATION

##### A. General

In the Education Division hierarchy, the lines of responsibility and authority run upward and downward through several levels with a broad professional functional base at the bottom and a single executive head, Chief, USOM Education Division at the apex. The chief of this apex in turn fits into the USOM hierarchy as a staff officer who reports to the Director USOM, Haiti. The Chief of the Education Division is also the USOM Education Advisor to the Minister of Agriculture, Natural Resources and Rural Development.

Every unit and person in the Education Division without exception is answerable to the Chief of the Division through the established hierarchy.

The principal subdivisions on the level immediately under the Office of the Chief are two. One, The Technical Branch, is technical and professional in the field of education, the other, The Administrative Branch, is administrative in the sense of management control.

Provision are made through both branches for staff services, both general and auxiliary in nature, thus facilitating overall management and the coordination of the component sections in the Division. These services also involve coordinated activities with CAP, and the mutual planning, communication and efforts to effect integration with the Ministry.

The Administrative Branch renders CEP personnel and fiscal services and advisory services to the Chief Administrative Division.

The distinction between staff and line activities and personnel management is recognized as an operation principle. This particular distinction is most clearly apparent and understood in the CEP activities being carried out in the Department of the North.

Under the Technical Branch there are three line sections, Teacher Training, Instructional Materials and Community School Development. The functions of these sections appear in another part of this statement. The procedures, work plans and methods of evaluation are stated in various documents and agreements which are on file.

## B. Planning and Coordination

### 1. Planning

Planning begins with directives and broad guidelines from the office of the Chief. Then the Technical Branch supplies more specific details, directives and budget figures to the various section heads. These, in turn, develop specific plans with their Haitian Counterparts and their opposite numbers in the Ministry. At this stage the plans are reviewed, edited, drafted and presented to Ministry officials and USOM. When cleared by both the Ministry and USOM they are incorporated into official documents of agreement. Some agreements are signed by the Chief of the Division and the Minister, others by the Minister and the Director USOM. When signed they become policy and operational guides to be implemented by the people who originated the plans.

### 2. Coordination

The coordination of CEP and CAP management functions, services, supervision and evaluation is established. One American business manager has been assigned to accomplish on a coordinated basis both CEP and CAP needs with respect to personnel, transportation, purchasing, warehousing, auditing and voucher control, financial management, secretarial service and reporting and any other administrative duties pertinent to the business managers position as set forth in Section 233.

There is in CEP a Haitian Chief Administrative Officer who is liaison officer for the Chief Education Advisor as well as senior administrator. A Haitian Business Manager is responsible to the Administrative Officer for CEP matters, and to the American CEP-CAP Business Manager on coordinated CEP-CAP management control matters.

CEP and CAP also have coordinated, combined and integrated their audio-visual and instructional material production activities.

CEP is coordinating its school construction and renovation program with the Cooperative Public Works program. CEP coordinates its functions with Cooperative Health Program (CHP) on all water and sewage surveys and installations at new or renovated sites. It is also planned to incorporate

certain limited and specific health services into some of CEP demonstration schools through CHP staff and facilities. Of special note is an agreement between CHP and CEP on the use of Milot facilities.

C. Work Plans and Evaluation of Work Performed

Evaluation is both supervisory and semi-automatic in nature. The supervision is constant through staff meetings, individual conferences and other forms of communication from the Chief's office to all concerned and from them to him. The semi-automatic evaluation is produced by the nature of the planning document which set tasks, place responsibility for action and state deadlines to be met. All concerned know of requirements because the responsible parties themselves set the tasks, placed the responsibility for action and stated the time for completion. The entire program and work plan is contained in a document known as the Education Division Annual Work Plan.

V. STAFFING PATTERN (as of July 1960)

The existing Staffing Pattern of the Education Division includes:

- (A) Port-au-Prince
- (B) Cap-Haitien
- (C) Artibonite Valley

Education Division

Chief, Education Advisor	Thomas A. Hart	(A)
Deputy Chief, Education Advisor	Charles C. Briggs	(A)

Administration

Business Manager (This employee serves as Business Manager for both CAP and CEP) (Mr. Leslie B. Newhouse ex-CEP Business Manager is transferred to Poté Colé, Cap-Haitien)	Marshall D. Green	(A)
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Technical Branch -(Port-au-Prince and Area)

Deputy Chief Education Advisor	Charles C. Briggs	(A)
	(Senior Coordinator)	
Teacher Education Advisor	Joe R. Thompson	(B)

Teacher Education Section

	(Section Coordinator)	
Teacher Education Advisor	Hubert Reeves	(A)
	James C. Cole	(B)
	Bernice W. King	(A)
	George N. Wakefield	(A)

Instructional Materials Section

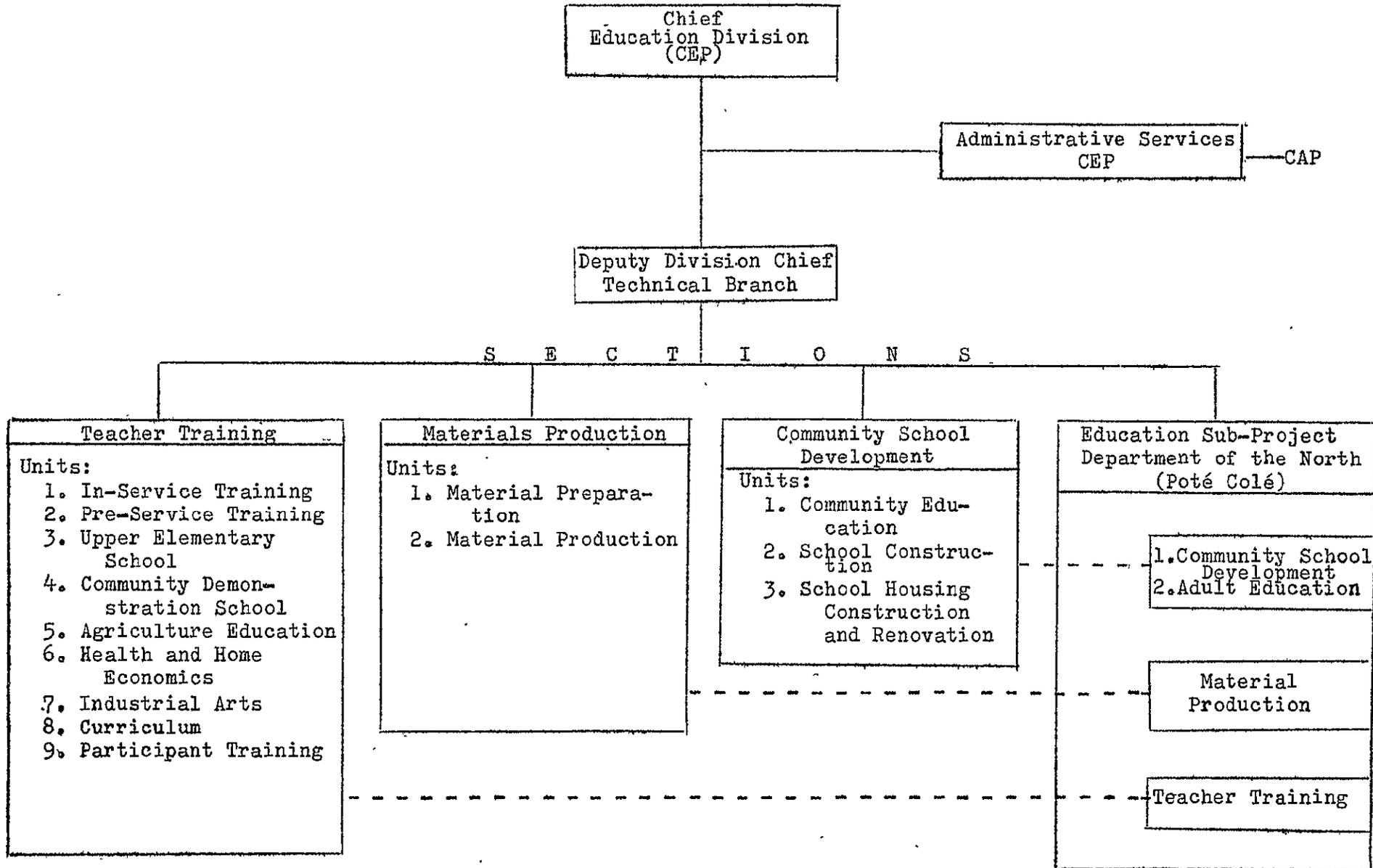
	(Section Coordinator)	
Ed. Advisor Instructional Materials	Sherwin Landfield	(A)

Community School Development Section

	(Section Coordinator)	
Trade and Industrial Ed. Advisor	Edward A. Kincaid	(A)
	(Technicians)	
Community Education Advisor	Noble B. Armstrong	(A)
Adult Education Advisor (Area)	Patricia C. Hertert	(B)
Trade and Indust. Ed. Advisor (Area)	Jasper J. Walker	(B)

U S O M T O H A I T I

VI. EDUCATION DIVISION  
ORGANIZATION CHART



USOM TO HAITI  
DIVISION OF PUBLIC HEALTH

I. RESPONSIBILITY

A. Program Objective

The overall objective of the Division of Public Health is to assist the Haitian Government in raising the level of health of the people of Haiti through the application of proven public health methods and procedures. Since the Ministry of Public Health and Population is the Haitian government organization responsible for the health of the Haitian people, the USOM Division of Public Health works within this framework. Essential to achievement of the objective is strengthening the Ministry of Health through advice and assistance on technical and administrative matters.

II. ORGANIZATION

The USOM Public Health Division includes the Chief, Public Health Division, the Business Manager, and secretarial assistance. There are four branches in the Division: Medical, Nursing, Sanitation and Rural Medicine. See Organization Chart in Section V. The present advisory staff includes a Sanitary Engineer, Sanitarian, Public Health Nurse Chief, Public Health Nurse, Malaria Advisor (vacant), and the Business Manager.

III. FUNCTIONS

The principal functions performed to achieve the Public Health objective in Haiti are:

1. Assist the Ministry of Health in its efforts to develop more precise and comprehensive administrative methods and practices in order to become more capable of giving leadership to the program of prevention and treatment of disease throughout the nation.
2. Assist the Ministry of Health in its program of rural medicine (local health services) in the Poté Colé and Artibonite Areas, and provide the public health portion of the USOM overall program to improve the economic level of these two key areas.

3. Train nursing auxiliaries and sanitation personnel as required by the Ministry.
4. Assist communities in the provision of sanitary facilities (potable water supplies, pit privies, market places, abattoirs).
5. Assist the Ministry of Health in the control and elimination of preventable diseases.

#### IV. SYSTEM OF OPERATION

The program has been operating under HADO only since July 1st, 1960. Many administrative changes have yet to be made.

The program is currently operating at a minimum and consists of the following:

##### A. Training

###### 1. Sanitation Training Center at Milot

A training center has been established at Milot. A comprehensive educational plan has been partially completed. One class of sanitary officers and one class of sanitary inspectors have been graduated and placed in positions in the GOH Ministry of Health in the North. Partial supervision is being given to these employees. The future of the school has not yet been determined and future classes will depend upon the ability of the Ministry to absorb the graduates.

###### 2. Nurse Auxiliary Training

A training center has been established at Cap-Haitien in rented facilities. One class has been graduated and the auxiliaries have been employed by the Ministry. They are receiving supervision and follow-up from SCISP and the Ministry nursing supervisors. Future classes depend upon the ability of the Ministry to absorb the graduates.

##### B. Rural Health Activities

###### 1. Department of the North - (Poté Colé)

The development of a program of rural medicine in the Department of the North has been undertaken; however, little has been achieved to date except the training

described above. The hospital at Grande Rivière du Nord has been reconditioned and equipped, St. Justinien Hospital at Cap-Haitien will receive some equipment and repairs and the La Fossette health center at Cap-Haitien has been increased in size with the addition of a laboratory and nursing staff rooms. Plans call for the reorganization of the local health services structure and for providing, in cooperation with the Ministry, the trained personnel, facilities and equipment required to carry on rural public health program.

The cooperative health program will assist in the Public Health aspects of the construction, design, and operation of small potable water supplies.

2. Artibonite

Plans are being developed for the establishment of a public health program to be operated and supported by SCISP, Ministry and ODVA. Currently SCISP is operating a public health clinic at Pont de l'Estère and a limited general sanitation program.

3. Sanitation Activities in Conjunction with Rural Education Program (CEP)

Sanitary Officers are located at Damien and Laborde working in conjunction with Education program (CEP) schools. These activities will be reviewed by the new Public Health Division engineer.

4. Malaria

Plans have been made for the reactivation of the malaria eradication program. Due to circumstances beyond Public Health Division control, further development and execution of these plans has been delayed. However, since malaria is the leading preventable disease in the country, efforts will continue to find some means or methods of attacking the problem.

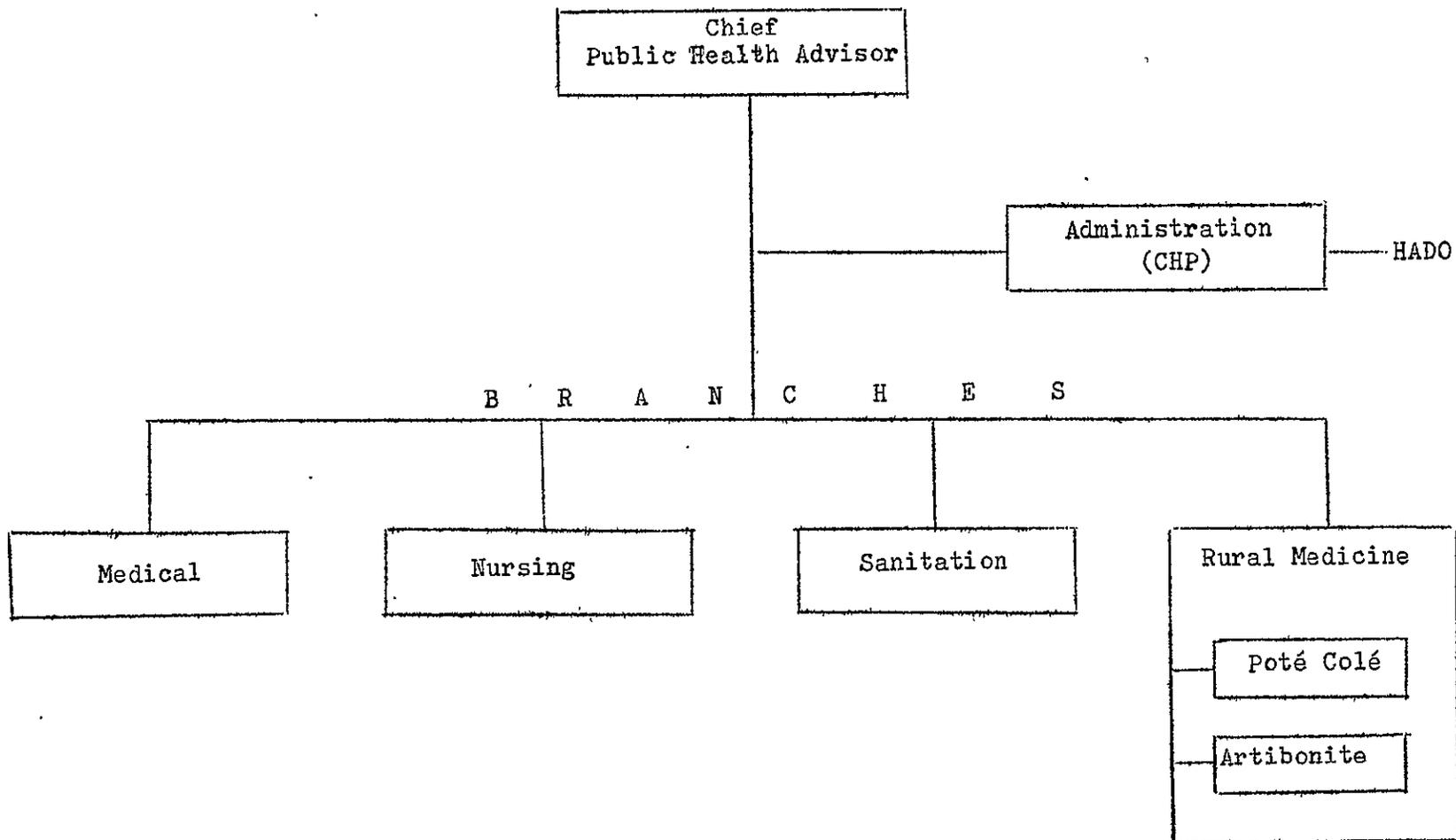
C. Administrative Consultation to the Ministry of Health

This has been limited to discussions with Ministry officials by personnel of the Public Health Division. However, with the

incorporation of SCISP into HADO it is anticipated that the public health and administrative functions of the Ministry will be physically transferred to the SCISP building where closer association will allow a more effective relationship between Ministry and SCISP personnel with the U.S. Advisors having a much greater influence on Ministry operations.

U S O M T O H A I T I

V. DIVISION OF PUBLIC HEALTH  
ORGANIZATION CHART



USOM TO HAITI  
PUBLIC WORKS DIVISION

I. RESPONSIBILITY

The primary responsibilities of the USOM Public Works Division are the following:

1. Assist the Ministry of Public Works in the development of the Haitian economy by providing technical assistance in planning, engineering and construction of joint Public Works activities and to train Haitian technicians and management personnel in these activities.
2. Improve farm to market transportation facilities; facilitate agricultural productivity by developing irrigation and drainage projects; improve health, social and economic standards by developing domestic water supplies; reduce loss of life and property and increase agricultural productivity by flood control programs.
3. Provide engineering and construction assistance and supervision to other government divisions and agencies.

II. ORGANIZATION AND MANAGEMENT STRUCTURE

The Public Works Division consists of: the Office of the Chief, the Technical Engineering Advisory Service and Administrative Services. Within the Technical Branch, there are four Sections: Roads and Buildings, Geology and Ground Water, Water Resources and Heavy Equipment Maintenance.

III. FUNCTIONS

A. Office of the Chief

The Office of Public Works Division includes the Chief, Technical Assistants and Business Manager. The Chief with the aid of his Technical Assistants is responsible to the Mission Director for the efficient performance of the following:

1. General Duties of Division Chief in M.O. Section 233.

2. Direct the Cooperative Public Works Program in accord with the intent and conditions set forth in the basic agreements between the Government of the United States and the Government of Haiti.
3. Evaluate Public Works Programs in cooperation with the Minister of Public Works and USOM Officials.
4. Direct and coordinate the activities of the U.S. Advisors in the various fields of engineering and construction in conjunction with other technical Divisions.
5. Recommend more effective technical methods of operation and administration within the organization.
6. Activate the Division's Participant Training Program.
7. Prepare or supervise preparation of monthly, quarterly and special reports required by Director USOM, ICA/W and the Ministry of Public Works.
8. Recommend budget allotment for the cooperative Public Works Program and assure the effective expenditure of approved amounts.

B. Technical Advisory Services

The Technical Advisory Services perform the following functions:

1. Technical Branch

- a. Plan and design the USOM Public Works Program in cooperation with the Ministry of Public Works and in accordance with USOM objectives.
- b. Review, evaluate and approve section operations providing whatever services are required to facilitate accomplishment of program objectives.
- c. Resolve problems with reference to Haitian personnel and approve their selection, promotion and dismissal.
- d. Process those selected for participant out-of-country training from the point of their approval and preparation for leaving the country to the point of their return and placement in job.

- e. Assist in the planning and supervising of the repair and maintenance of heavy construction equipment and passenger vehicles.
- f. Coordinate division program with the Public Works integrated sub-project within Poté Colé through efforts of full time resident Public Works Engineer representative.

2. The Sections

a. Roads and Buildings Constructions:

Responsible to USOM Division Chief for plans, specifications and construction of road highways and buildings. Recommends the assignment of personnel, equipment and materials to the various projects and maintain liaison among project activities.

b. Geology and Ground Water:

Responsible to Division Chief for carrying out geologic and ground water investigations, studies and preparation of related reports.

c. Water Resources:

Responsible to Division Chief for studies, plans, designs and reports for all irrigation, drainage, flood control, domestic water supply and sewerage system projects, and advises on construction matters in the connection thereof.

d. Equipment Specialist:

Responsible to Division Chief for maintenance and repair of all SCTRH and Public Works Division Equipment, setting up field garages and furnishing specifications for new equipment.

C. Administrative Services:

The administrative services are headed by a Business Manager who works in close cooperation with the USOM Controller and Executive Officer. He is responsible for all administrative details in connection with the following functions: Secretarial,

Auditing, Disbursing, Warehousing, Property, Personnel, procurement and motor pool. The Business Manager performs the general duties set forth in Section 233 of this order.

#### IV. SYSTEM OF OPERATION

##### A. General

The Public Works Division is headed by a senior engineer whose designation is Chief, who directs the operations of the Public Works Division, reports to, and advises the Mission Director and represents USOM/Haiti as advisor to the Minister of Public Works. Authority is delegated and responsibilities are assigned to the various members of the staff by the Chief. The Business Manager is responsible to the Chief for administrative details. The USOM technical advisors prepare and furnish engineering and construction data on Public Works projects in accomplishment of the primary function of the division.

##### B. Planning

Planning begins with a directive containing broad guidelines from the Office of the Chief, then the Technical Branch supplies more specific details. These, in turn, are developed into specific plans by Division technicians with their Haitian counterparts. At this stage, the plans are reviewed, edited, drafted and presented to Ministry officials and USOM. When cleared by both the Ministry and USOM, they are incorporated into official documents of agreement. When signed, they become policy and operational guides to be implemented by the people who originated the plans.

##### C. Objective and Evaluation of Work Performed

This program is designed to bring about a closer coordination between the Department of Public Works, the Department of Agriculture, Education, Public Health and other agencies having responsibility for the development of Haiti's natural resources. Once the joint program prepared for the annual Country Program Book Submission has been approved, detailed works, plans and schedules are then formulated. These plans are based on the necessary engineering studies, designs and surveys. Implementation of the projects is then begun with the assignment of the required personnel.

Work accomplishments are evaluated by timely inspection tours, and up-to-date progress charts. This in turn is weighed against cost involved, such as salary, maintenance, equipment and supplies.

V. STAFFING PATTERN (As of July 1960)

Chief	Harold H. Weiland
Deputy Chief	George H. Salling

Administration

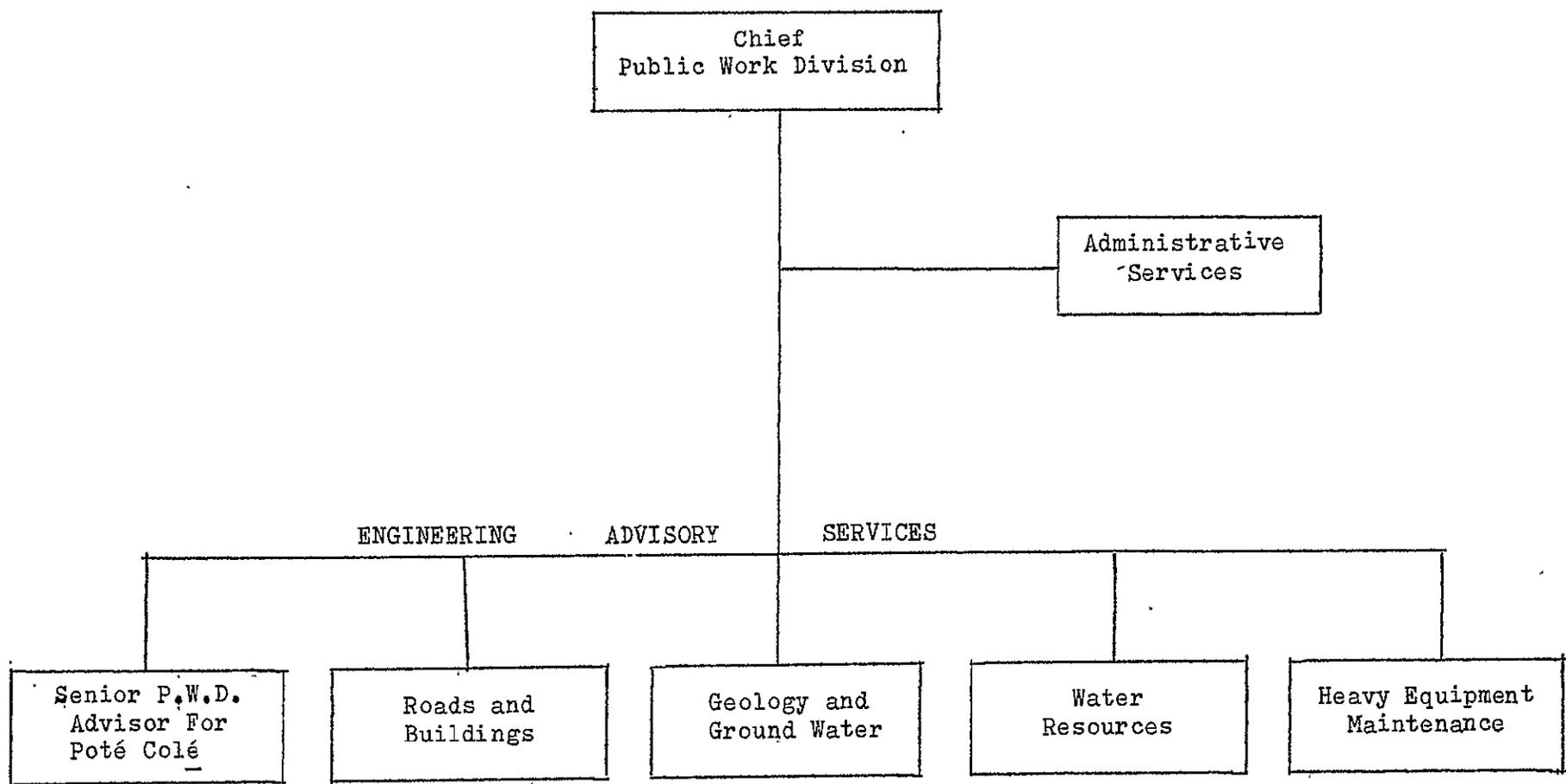
Business Manager	James C. Butler
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Technical Branch

Civil Engineer (Designs & Estimates)	Earll D. Dudley
Hydraulic Engineer (Village Water Sup.)	Laurence F. Wiler
Equipment Specialist	Clifford V. Alvis
Water Resources Engineer (Poté Colé Senior Technical)	Thomas J. Ostliff
Ground Water Geologist (Not yet arrived)	John A. Logan

U S O M T O H A I T I

VI. PUBLIC WORKS DIVISION  
ORGANIZATION CHART



USOM TO HAITI

PUBLIC ADMINISTRATION DIVISION

I. RESPONSIBILITY

The primary responsibility of the Public Administration Division is to provide advice and assistance to the Government of Haiti in the planning and implementation of activities designed to improve the administrative management and organization of ministries and agencies of the Government of Haiti. Emphasis has been placed upon financial management, particularly budgeting and taxation, and on organization and personnel management. A collateral responsibility of the Division is the supervision of the work of a consultant firm, the Public Administration Service, which is engaged in a study of selected GOH operations and to recommend changes designed to improve effectiveness of those operations. The objectives of the Public Administration program in exercising the responsibility assigned above are:

1. To improve the administrative management, operations and organization of the GOH.
2. In so doing to:
  - a. Support the various technical cooperation and special assistance activities being carried on to promote the economic growth of the country.
  - b. Improve efficiency of the public services of GOH thereby increasing the respect and confidence of the people in the Government.
  - c. Enable the GOH to obtain greater services from funds expended.
3. Foster the development of attitudes of cooperation and coordination and a teamwork approach in the officers and employees of the GOH employed in the cooperative assistance program.

II. ORGANIZATION

The Public Administration Division presently consists of the Division Chief, a Budget and Finance Advisor, a Taxation Advisor and clerical assistance.

### III. FUNCTIONS

As of August 1960, a project agreement between USOM and GOH for public administration had not been executed.

The principal functions of the Public Administration Division include:

1. Public Administration Program Development

Analysis of requests of the GOH for public administration assistance and formulation of the USOM public administration program in keeping with USOM objectives and GOH needs and capacity to utilize effectively.

2. The Chief, Public Administration Division

- a. Performs the general duties of Division chief as set forth in Section 233 of this USOM Order.
- b. Serves as Financial Advisor to the Minister of Finance.
- c. Assures accomplishment of special studies, evaluations, recommendations, and report in connection with public administration activities and as required to facilitate acceptance and utilization of recommendations by the GOH.

3. Budget and Finance Advisor

- a. Advises and assists in the planning, development coordination, and implementation of an efficient financial management program for the Government of Haiti.
- b. Advises and assists the Government of Haiti in the design, installation and adaptation of public administration plans, definition of objectives, functions, organization and management structure, staffing and operating procedures.
- c. Assists in the development of an in-service training program designed to equip qualified personnel for the assumption of increased responsibilities, particularly in financial management through the organization of and participation in seminars and conferences.

4. Taxation Advisor

- a. Advises the Minister of Finance and other Government of Haiti officials as to the adequacy and equity of proposed tax legislation and decrees.
- b. Reviews and appraises the adequacy and equity of existing tax laws.
- c. Devises and recommends changes designed to provide more efficient and effective documentation and enforcement.
- d. Appraises the duties and responsibilities of administrative and enforcement personnel and makes recommendations designed to obtain their more effective utilization.
- e. Conducts seminars and in-service training courses for the improvement in the knowledge and efficiency of incumbents, and to qualify them for positions of greater responsibility.

5. Contractual Services

At present contractual services of the Public Administration Service are limited to one individual who is engaged in making studies of the organization structure and operations of several GOH Ministries and in preparing recommendations for administrative improvement, in the area examined.

IV. SYSTEM OF OPERATION

There is no formal project agreement extant. The Public Administration Program has been developed through discussions with Haitian Government officials and requests from USOM officials. Problem areas are identified, selected, analyzed and solutions proposed. The solution may take the form of a proposed new organization, a personnel system, a budget system, a policy statement, a revenue producing idea or a draft of required legislation, or other appropriate proposals.

Recommendations are reviewed jointly by the entire PAD Staff and transmitted to the concerned official for installation. Usually an offer is made to assist in installation. Matters involving USOM policy are cleared with the office of the Director, USOM/Haiti.

Evaluation at this stage of this relatively new program consists mainly of noting the general appropriateness of proposals, and the degree of acceptance by the GOH operating officials concerned.

V. STAFFING PATTERN

<u>Title</u>	<u>Incumbent</u>
Chief, Public Administration Advisor	Nolle R. Smith
Public Adm. Advisor (Finance)	J. Carl Fuller
Public Adm. Advisor (Taxation)	Cecil Morgan

USOM TO HAITI  
TRAFFIC IMPROVEMENT

I. RESPONSIBILITY

It is the responsibility of the Traffic Control Advisor to advise the appropriate GOH officials with respect to:

1. Development of a traffic department that will be able to administer and control effectively the motor vehicle transportation system of Port-au-Prince, in order to create a favorable climate for the expanded use of the motor vehicle by local citizens and tourists.
2. Training and advising upon the equipping of the traffic department to carry out an accident prevention program that will decrease the loss of life and property from traffic accidents.

II. ORGANIZATION AND STAFF

The Traffic Control Officer constitutes the only USOM staff in the traffic improvement activity.

III. FUNCTIONS

The principal functions of the Traffic Improvement activity are to:

1. Organize the traffic division of the police department into an efficient, workable division with clearly defined lines of authority and responsibility.
2. Develop a training program for traffic personnel.
3. Develop a modern and efficient traffic flow and control plan.
4. Develop a traffic safety program with public support.
5. Develop a safety education program that will reach all vehicle drivers, pedestrians, and school children.

IV. SYSTEM OF OPERATION

The method of operation followed by the Traffic Control Advisor is to:

1. Work with the Chief of Police and the Chief of traffic to bring to their attention the various traffic problems and their effect on the transportation problem in Port-au-Prince. An itemized list of the problems is prepared showing their effects and proposing methods of solution. The Chief of traffic then selects the problems for immediate action, those for short range action and for long range action, and eliminates items in which there is no interest.
2. Meetings are held on the first of the month with the chief of traffic and his staff at which time the advisor makes suggestions for work projects for the month. The chief of traffic and staff members are asked to make any suggestions they may have, either for their respective divisions or the department as a whole.

Discussions include ways and means of accomplishing objectives, consultation on equipment needs and methods of obtaining equipment. Toward the end of the month, a meeting is held to discuss progress or lack of progress. This results in an evaluation of accomplishments as well as obstacles that may be holding up the successful completion of any phase of the program. After each such meeting cards listing the problems are filed with mention of progress or lack of progress, assuring an up-to-date inventory on all phases of the program.

USOM TO HAITI  
DEPARTEMENT DU NORD (POTE COLE)  
INTEGRATED AREA OPERATIONS

I. PROGRAM OBJECTIVE

In the Department of the North there was activated in February, 1959 an integrated area project known as Operation Poté Colé. The general objective of the Poté Colé program is to develop the economic potential of the Department of the North to bring into existence an expanding economy in the area. The economic development of the Department of the North depends largely on the land, thus improvement in all aspects of agriculture is the key factor in the development program. Agricultural production must be increased, quality of produce improved, processing and marketing facilities developed in order to achieve sustained economic growth. Better use of the land for crop production for both domestic consumption and for export is essential to achievement of the general objective.

At present, economic development is deterred by: (a) improper and inadequate farm practices and land use; (b) inadequate marketing and processing facilities for food and export crops; (c) lack of credit sources for farm development.

The conditions prevailing at the time "Operation Poté Colé" was conceived, led to the development of a program plan centered on significantly increased agricultural activity with related supporting projects in the fields of public works, public health and education. The primary targets are centered on long range steadily increasing production, marketing and processing of those agricultural products best suited to the area and which will yield the highest return. Amplified rural credit is among instruments required to accomplish the primary aims. Construction of selected primary market access roads, better irrigation and drainage, training and placement of sanitarian and nursing personnel to carry out public health measures in the rural areas, improvement in educational facilities to provide the basis for mass rural education for both children and adults are significant related actions necessary to achieve the development objective.

To the degree feasible and appropriate, the establishment of small manufacturing activities and improvement of tourist facilities will be encouraged.

## II. ORGANIZATION

For the accomplishment of area functions, the Area Operations Officer and the USOM Technical Division personnel are organized parallel to host government officials; that is to say, the Area Operations Officer advises the Area Coordinator, and USOM Technical Advisors assist and advise their area counterparts. Coordination is effected at the national level to set the stage for coordination within the area program.

The office of the Area Operations Officer includes the senior USOM representative (Area Operations Officer), the Business Manager, Assistant Business Manager, and Equipment Maintenance Specialist. The technical staff presently assigned includes 12 USOM advisors: Four in Food and Agriculture; two in Public Health; five in Education, and one in Public Works. See Organization Chart attached.

## III. FUNCTIONS

### A. Technical Division Advisors in the Poté Colé Project

#### I. Agriculture

The senior USOM agriculture advisor receives technical direction from the USOM Food and Agriculture Office and is jointly responsible with the senior Haitian agriculture technician in the planning and execution of a program to achieve approved agriculture objectives. The several USOM agriculture advisors in the area report to the area senior agriculture advisor on all technical matters. However, they are individually responsible for the accomplishment of the projects or sub-projects to which assigned.

Functions performed to achieve objectives include:

- (a) Establishment and operation of an extension program in the major zones of the Department with allied amplified credit operations.
- (b) Activation of a demonstration farm and training facilities to provide training for rural youth, home economists and farmers in suitable agricultural techniques including livestock.

- (c) Establishment of coffee and cacao nurseries contributing to expanded production of these specialty crops.
- (d) Experimental activity in marketing and processing of vegetables and fruits to indicate potential to warrant installation of a canning factory and a cooling plant to further these efforts on an expanded scale.

This program is under the direction of the 68 extension and home demonstration agents now assigned to the Department of the North by the Haitian Ministry of Agriculture, under the advisory guidance of the USOM senior agriculture advisor and other agriculture advisors in the area.

## 2. Education

The senior U.S. education advisor, is jointly responsible with the senior Haitian education technician for the orderly execution and operation of approved project plans. He receives technical direction from the Chief, Education Division, USOM/Haiti. In the performance of his duties, the senior education advisor is responsible for the education activity and in support of basic overall program objectives for economic development of the area. He jointly plans, implements and supervises activities in the field of education carried out under program agreements. Present activity embraces establishment of a rural normal school, in-service training of teachers through workshops, adult education, industrial arts and community self-help school construction and rehabilitation. The several education advisors report to the senior education advisor for technical matters and are individually responsible for the execution of their respective projects.

## 3. Public Health

The senior health advisor, is jointly responsible with the designated senior Haitian public health representative for the operation of approved plans. He receives technical direction from the Chief, Public Health Division, USOM/Haiti. His duties involve the joint planning, implementation and execution of approved plans in the public health field which will support overall program objectives for economic development of the area. This support embraces training of nursing and sanitarian personnel already in the field, developing

community self-help activities to improve sanitary conditions, including installation of village water supplies; construction and operation of a training center for sanitarians, and rehabilitation work in hospital and health centers in the area. Public health advisors in the area report to the senior public health advisor and are responsible for the accomplishment of projects to which assigned.

4. Public Works

The senior public works advisor, is jointly responsible with the designated senior haitian public works representative to Poté Colé for the operation of the public works activity in the program. He receives technical direction from the Chief, Public Works Division, USOM, Haiti. This function necessarily involves close coordination with all other program elements, to provide maximum support in public works activity as well as rendering engineering service where required. This activity includes construction and rehabilitation of farm to market roads, studies in village water supplies, irrigation and drainage systems, and in addition renders planning, design and supervision for all construction work approved for Poté Colé program elements.

5. USOM Technical Division Chiefs

In the Poté Colé program USOM Technical Division Chiefs are responsible for:

- a. Development and accomplishment of the substantive technical program of their respective fields of interest, in coordination with USOM program office and the Area Operations Officer.
- b. Technical direction in the implementation of the Division activities in the area in accordance with the planned program.
- c. Assures that USOM technical advisors under his supervision prepare detailed project work plans for the execution of their projects.
- d. Evaluation of project accomplishment during progress of the work as well as appraisal of results achieved upon completion.

6. USOM Technical Advisors

Each USOM technical advisor working in an area operation, whether permanently assigned or on a temporary basis, has the following responsibilities and duties:

- a. Cooperate with his counterpart in the timely and successful accomplishment of the project or activity to which assigned, in accordance with the project agreement and related work plan.
- b. Report, in accordance with established criteria, to his respective division chief, through the senior U.S. division representative resident in the area on all technical program matters, furnishing a copy of written reports to the Area Operations Officer.
- c. Prepare jointly with the Haitian counterpart technicians, work plans for execution of the project or sub-project for consideration by the concerned division chiefs and the area operations officer.
- d. Accomplish, within his competence, the provisions of Section 236 pertaining to guidelines for USOM technical advisors.

B. Responsibilities for Implementation of USOM Programs in Area Operations

I. Responsibilities and Duties of the Area Operations Officer

The Area Operations Officer is appointed by the Director, USOM and is in charge of USOM activities in the area to which assigned. The reporting channel for the Area Operations Officer is the USOM Director, or, in his non-availability, the Deputy Director, USOM/Haiti. As representative of the Director, USOM/Haiti, the Area Operations Officer has the following responsibilities:

a. General Duties

- (1) Planning, coordination and effective administration including financial management of the joint USOM-GOH program in the accomplishment of USOM program objectives.

- (2) Counselling with GOH officials in the area with respect to joint program development, coordination, execution, appraisal and adjustment.
- (3) Assuring the provision of essential services, facilities and support necessary for the health, comfort and safety of all U.S. personnel stationed in the area, to enable them to carry on their duties in the most effective manner.
- (4) As instructed by the U.S. Ambassador to Haiti, represent the U.S. on specified occasions.

b. The Area Operations Officer's Relationship to USOM Technical Advisors

- (1) The Area Operations Officer assesses the overall effect of total USOM activities in the area as related to the planned area program, and based upon reporting criteria established at USOM headquarters, provides information to USOM Technical Division Chiefs on program progress and conditions within the area.
- (2) With respect to USOM advisors, the Area Operations officer:
  - (a) Exercises executive, non-technical leadership and coordination of USOM/Haiti activities within the area, with the objective of assuring that technical advisors accomplish their respective projects and work together toward the achievement of the USOM program in the area.
  - (b) Assists advisors in overcoming obstacles to the implementation of projects with special reference to transportation, communication, requisitions, equipment, materials and supplies to efficiently carry out project objectives.
  - (c) Observes performance of technical functions as related to project work plans and reports status of program progress to the Director USOM.

- (d) Reports upon conduct and activities of U.S. direct hire technicians assigned to his area in the form of a recommendation with respect to the efficiency of performance and conduct of each technician.
- (e) Assures the adherence by all U.S. technical advisors to applicable policies, regulations, directives and orders as well as to GOH laws and regulations, local customs and traditions in conformance with good taste and judgment.

c. The Area Operations Officer's Functions with Respect to GOH Coordinator

The Area Operations Officer performs certain operating functions jointly with the Haitian Coordinator including but not limited to the following:

- (1) Consideration and selection of development projects within program objectives.
- (2) The allocation of funds by field of activity after appropriate consultation with Haitian and American technicians concerned with the program. Clearing changes in allocations with advisors and technicians concerned prior to effecting change.
- (3) Assumes with the Haitian Coordinator joint responsibility for expenditure and accountability of all funds which have been jointly allocated to the Coordinator and Area Operations Officer.
- (4) Development and enforcement of mutually agreed upon personnel policies, procedures and practices in all positions below that of Area Coordinator.

IV. SYSTEM OF OPERATION

A. Program Planning Process

In an integrated area program, project elements are planned on a coordinated basis and fitted together into a composite inter-related whole. A basic concept in integrated area planning is that each major activity, e.g., Health, Education, Agriculture, and Public Works, plans its portion of the program so that it fits into the activities of the others, thus there will be

something of the education program throughout the health, public works and agriculture programs; something of the health program throughout the other three, etc. Coordination is carried on at all technical levels. The program development process by which this is achieved is substantially as follows:

General program guidance originate in USOM and in the GOH. D/USOM guidance is passed to USOM technical divisions who discuss with their respective U.S. Technical advisors in the field operations. GOH passes its guidance to concerned ministries who in turn discuss with their field technicians. USOM advisors and Haitian counterparts technicians consider and apply the amplified guidance received from these separate sources in the light of local requirements, priorities, and capacities, thus personnel on both sides who will carry out the work participate in this part of the planning effort.

Out of this "on the ground" consideration initial project elements are developed and submitted to the senior USOM advisors and senior Haitian technicians on duty in the area. These in turn proceed with the development of draft project proposals. The USOM Area Operations Officer participates with the Area Coordinator in the consideration and selection of development projects within program objectives and together with area representatives of various USOM divisions, a draft program is prepared comprising an interrelated set of project proposals. This draft program is reviewed by USOM technical division chiefs, who confer with their respective Ministries and the Area Operations Officer. When agreed upon, at this level, the program proposals are processed by the USOM program office. Finally, they are submitted to the Joint Council over the signatures of the Area Operations Officer and the Haitian Coordinator.

Upon receipt of Fiscal Year planning amount of funds for the area program the Area Operation Officer determines jointly with the Coordinator the allocation of funds by field of activity, after appropriate consultation with Haitian technicians and American advisors concerned with the program. If funds are reduced or in any way changed from original sums allocated to a field activity, these changes are cleared by appropriate consultation with Haitian technicians and USOM advisors concerned before the change is effected.

When the program has been approved by the Joint Council, funds are allocated jointly to the Coordinator and the Area Operations Officer through the offices of the co-Treasurers of HADO. The Area Operations Officer assumes with the Coordinator joint responsibility

for expenditure and accountability of all funds which have been jointly allocated to the Coordinator and Area Operations Officer.

B. Project Execution, Inspection and Reporting

I. Project Execution

Project execution is the responsibility of the Chief Haitian technician and his USOM advisor assigned to the respective project or sub-project. The USOM advisor is under the technical guidance of the USOM division he represents in the area for execution of the project. The Area Operations Officer and the Coordinator furnish administrative guidance and support. Implementation planning, i.e., preparation of actual work plans is accomplished by the USOM advisor and the Haitian counterpart technician responsible for the project or sub-project, in consultation with personnel who do the actual work. Any action with respect to program modification whether originated locally or directed by higher authority, is taken by the concerned technical division through assigned division representatives after consultation with the Area Operations Officer.

The Area Operations Officer and the Coordinator assure that projects are implemented according to approved plans. They make personal inspections, review progress reports, carefully observe the expenditure of funds, and meet with responsible personnel to assure that proper implementation takes place.

2. Reporting

The reporting function is accomplished as follows:

Joint progress reports are prepared by the USOM advisor and the Haitian counterpart responsible for the project and are submitted to the Area Operations Officer and the Haitian Coordinator, who forward the reports to USOM and the GOH Ministries. These reports are summarized, highlighted and summaries are forwarded to the members of the Joint Council.

C. Business Manager in Poté Colé

The Business Manager is primarily concerned with providing services to Area Operation program activities. He receives technical guidance from the USOM Executive Officer and the USOM Controller respectively. His responsibilities include

general management and support services; staffing, training and supervision of local personnel; financial management functions including budgeting, accounting, auditing, disbursing, property management and procurement.

These responsibilities require the maintenance of appropriate records of fiscal activity and the preparation and timely submission of necessary reports. The Business Manager renders administrative guidance and assistance to the technical divisions as required, in matters such as budget preparation and status of program funds, supervision and training of project administrative personnel. The expenditure of program funds in conformity with approved project plans and agreements within allotments is controlled by the Business Manager.

D. Operating Procedures--USOM and Area Operations Office

USOM Technical Advisors to be provided and assigned positions established shall be justified on the basis of responsibilities to program activities in the area. The assignment and transfer of USOM technicians to and from an area shall be coordinated by the technical division concerned, with the area operations officer and the USOM Executive Office.

Technical Divisions' Advisors representing USOM, residing in the Poté Colé area give technical direction and coordination to their respective professional activities. These advisors are provided support services and administrative guidance by the Coordinator's office. This includes office space, transportation, materials and equipments, records, communications, housing and such other administrative services as may be necessary. Should there arise a difference of view with respect to administrative control versus professional program operations and functions, such difference shall be resolved by the technical division chief or chiefs concerned and the Area Operations Officer in the presence of the disputants.

All USOM direct hire and USOM-financed contractor personnel travelling from USOM on official business must comply with applicable US Embassy and USOM regulations concerning travel. In addition, travel to an area office should be made with the concurrence of the Area Operations Officer. When possible, radio notification of intent to travel should be given at least two days before travel occurs. Such notification should include:

- a. Name and title of person or persons traveling,
- b. Estimated time to be spent in the area,

- c. Method of travel, date and estimated time of arrival,
- d. Conferences to be arranged and who should attend,
- e. Hotel accommodations required.

Travelers described above shall report to the office of the Area Operations Officer before proceeding with any official assignment or other travel within the area.

V. STAFFING PATTERN (As of August, 1960)

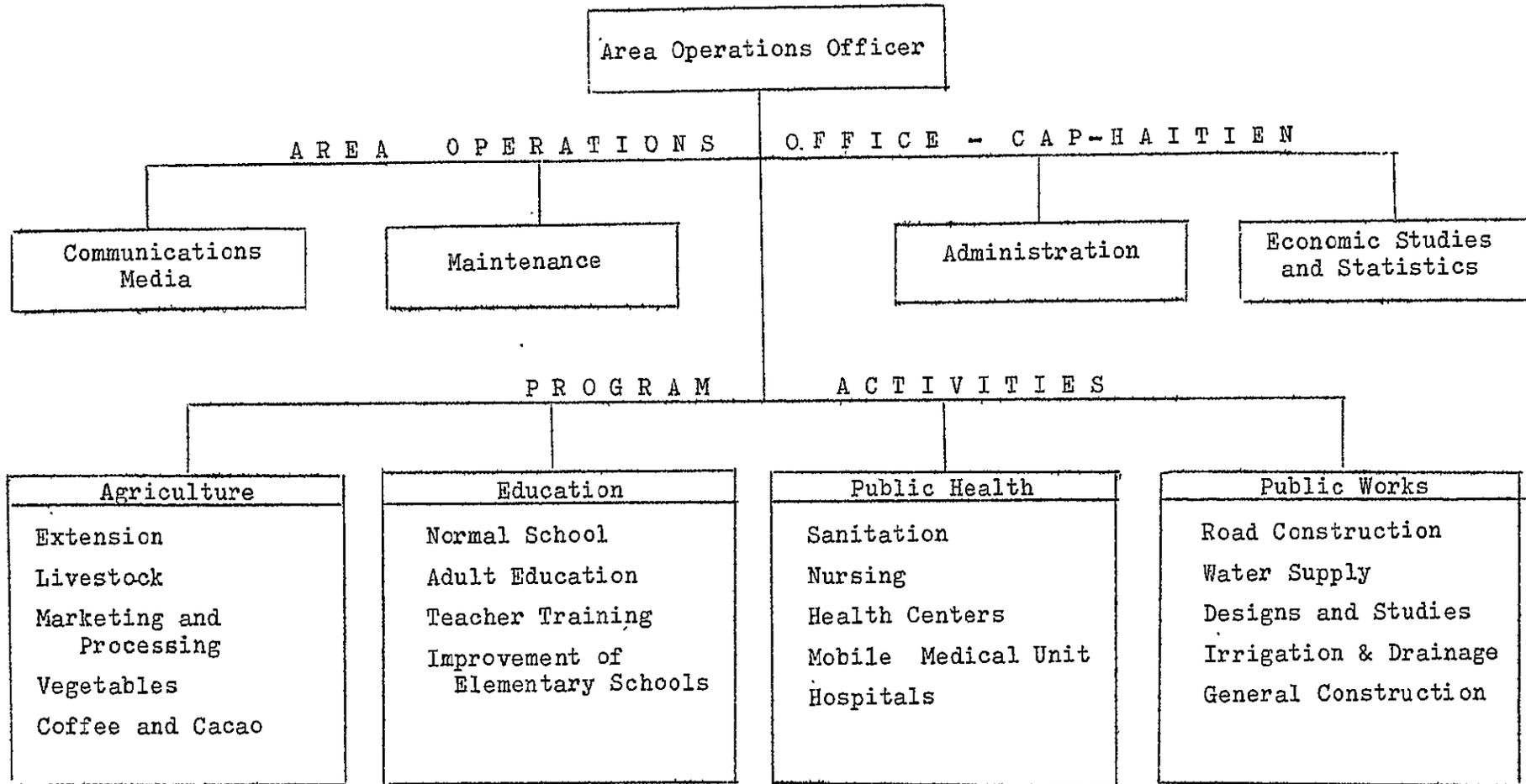
The staffing pattern of USOM personnel in Poté Colé is as follows:

<u>USOM Staff</u>	<u>Official Title</u>	<u>Working Title</u>
Albert Slaughter	Area Operation Officer (Senior US Representative)	Advisor to Coordinator
John H. McNamara	Business Manager	Business Manager
Leslie B. Newhouse	Asst. Business Manager	Asst. Business Manager
Landon W. Holman	Equipment Operation, Maintenance Specialist	Chief, Maintenance Advisor
<u>Agriculture</u>		
Arthur S. Kidwell	Entomology Advisor	Chief Agriculture Advisor
Helen C. Keaveny	Home Economics Advisor	Home Economics Advisor
Paul J. Brown	Livestock Advisor	Livestock Advisor
Vacancy	Extension Advisor	Extension Advisor
<u>Health</u>		
Eugene J. Kelly	Sanitarian	Sanitarian Advisor
Claire Martineau	Public Health Nurse	Public Health Advisor
<u>Education</u>		
Joe R. Thompson	Tech. Ed. Advisor (Area)	Chief Education Advisor
Patricia C. Hertert	Adult Ed. Advisor (Area)	Adult Education Advisor
Jame C. Cole	Ed. Ad. Method (Area)	Education Method Advisor
Jasper J. Walker	Trade Ind. Ed. Adv. (Area)	Trade Ind. Ed. Advisor
Annie Laurie	Ed. Materials Adv. (Area)	Ed. Materials Advisor
<u>Public Works</u>		
Thomas Ostliff	Water Resources Engineer	Chief Public Works Advisor

U S O M T O H A I T I

VI. DEPARTMENT OF THE NORTH  
"POTE COLE"

ORGANIZATION CHART



USOM TO HAITI

RESPONSIBILITY, ORGANIZATION AND FUNCTIONS  
OF THE HAITIAN AMERICAN DEVELOPMENT ORGANIZATION (HADO)

A. A DEVICE FOR FOREIGN AID MANAGEMENT  
AT THE COUNTRY LEVEL

1. Establishment and Responsibility

The Haitian-American Development Organization (HADO) was established by bilateral agreement signed by the Minister of Finance, GOH, and the Director, USOM, on April 9, 1959. HADO is a new management and regulatory device through which much of the United States assistance to Haiti is channeled. The primary responsibility of HADO is to integrate all joint projects into the ministries and in so doing to strengthen the ministries by promoting lasting improvements in Ministry planning, administrative and operating practices. HADO is designed to provide greater uniformity of operating procedures and to put these procedures into action where they can have most influence in the host government. While HADO allows a variety and flexibility of project structures, it locates all cooperative activities within the framework of the Ministries and provides a mechanism for more effective cooperation.

2. Organization

HADO is organized as follows:

- a. There is an advisory board, called the Board of Directors, and such additional administrative officers and employees as are required to perform HADO functions. The Board includes the Minister of Finance and D/USOM as co-Chairmen, the USOM Technical Division chiefs (but not the Controller, the Program Officer, or the Executive Officer), Haitian Ministers in whose Ministries there exist major cooperative projects. Periodic reviews by this board provides an opportunity for its members to contribute to coordination and standardization of HADO administrative and financial practices within the various cooperative activities.

- b. The HADO officers are the co-Presidents who are the Minister of Finance and D/USOM or their designees, and the co-Treasurers who are the Minister of Finance and the USOM Controller or their designees. These officers report periodically to the Board of Directors, furnish guidance in a substantive sense to Board members, and act on authority granted to them by Policy statements issued by the Joint Haitian American Council.

There is a management control office and an accounting office whose functions are described herein. The total staff, numbering about twenty, include a minimum corps of accountants, auditors, administrative assistants, messenger, chauffeur and janitor.

## B. FUNCTIONS

### 1. General

- a. HADO's primary functions are:

- (1) Providing regulatory controls and setting standards for financial, administrative and personnel practices;
- (2) The accomplishment of efficient financial management services;
- (3) Some on-the-job training of administrative personnel servicing the various HADO entities.

- b. HADO does not assume any of the operating functions of cooperative program agencies. Actual program operations carried out under the regulatory control measures are performed by the agencies directly concerned with the execution of the cooperative programs. HADO does not plan, operate, or implement projects, in either the technical or administrative sense, apart from the Ministry concerned. However, HADO could temporarily operate a project directly if there is no organization in host government to undertake it, or if the project involved a highly specialized activity or pioneer effort.

### 2. Programming

The HADO co-presidents have no responsibility and no authority in the planning and approval of projects. Their responsibility and authority are confined to the overall application and evaluation

of the HADO financial, administrative, and personnel procedures, and management controls under which the projects assigned to HADO are carried out.

Programs are planned by the Ministries with the advice of the USOM Technical Divisions and processed through appropriate GOH channels on the one hand and USOM channels on the other hand to the Joint Haitian-American Council. Upon approval by the Joint Council, projects are assigned to HADO. Such projects are organized, implemented, supervised and evaluated jointly by the appropriate Ministry in cooperation with the appropriate Cooperative Program, under the prescribed HADO procedures. With respect to funds or cooperative operations, HADO is the channel and regulatory agency. Work assignments, training, records and reporting, inspection and other management functions are performed within the Ministries with advisory aid and concurrence from the USOM Technical Division and under the regulatory controls and standards established by HADO. Please see attached functional flow-chart.

### 3. Financial Management

The financial management functions of HADO are performed under the direction of the co-treasurers, who are the Minister of Finance (Haitian) and the USOM Controller (American) or their designees. The co-treasurers office is responsible for the effective control of funds in accordance with financial management procedures prepared jointly by the Minister of Finance and the USOM Controller within the policy guidelines set by the Joint Council. The responsibility for the proper financial management of all joint funds, allotments and other funds made available for the approved programs is vested jointly in the chief of each Ministry administrative division (a GOH official) and the USOM Administrative Advisor (Business Manager). The financial management practices to be used in the various Joint Programs are issued by the co-treasurers, with the concurrence of the co-Presidents.

The Chief Accountant is recommended by the co-Treasurers to the co-Presidents of HADO. HADO financial management arrangements are based upon modern accounting principles governing the administration of public funds. The system of budgeting, accounting, control of expenditure of funds, and the rendering of fiscal reports is designed to serve as a model of financial management as well as an in-service training device for ministry personnel.

The system also provides current fiscal information to enable operations and management periodically to review, analyze and evaluate the overall financial aspects of technical assistance and economic aid funds. Eventually, this system (and the cooperative projects) can be turned over to the host Government, provided the Government of Haiti approves legislation authorizing the system.

4. Management Control

- a. The Office of Management Control consists of the Management Control Officer, the Personnel Officer, and assistants. These officers are named by the co-presidents and perform their duties in accordance with HADO policies, procedures, organizational arrangements, and position descriptions promulgated by the co-Presidents. The principal functions of the Management Control Office include:
- (1) With administrative technical guidance from the USOM Executive Office, prepare draft regulations relating to HADO administrative policies, procedures and practices, in consultation with the co-treasurers and concerned business managers, for approval of the co-presidents.
  - (2) Establish and maintain the prescribed method of staffing and compensation of personnel, based on comprehensive position descriptions in HADO projects.
  - (3) Establish and maintain a system of review and control to guarantee observance of prescribed policies, procedures, and practices by all concerned. Present established practices, not in conflict with these procedures, will continue.
  - (4) In cooperation with agencies concerned, maintain continuous evaluation of effectiveness of organization and staffing for execution of HADO programs.
  - (5) Operation and maintenance of a system of administrative issuances including HADO instructions for implementation of decisions of the co-presidents, e.g., regulations, orders, memoranda, notices of meetings and other communications.

- b. The Management Control Officer is directly responsible to the co-presidents for all functions of the office. He receives technical guidance from the office of the USOM Executive Officer. His duties are to:
- (1) Act as principal liaison officer of the HADO co-presidents in all aspects of administrative management and assure accomplishment of functions of the management control office.
  - (2) Act as recording secretary for all HADO meetings.
  - (3) Assure the HADO co-presidents that instructions received from them are reviewed promptly to determine their effect upon HADO. When policies are created or changed or there is a shift in emphasis of the organization, determine the effect and, where necessary, recommend to the co-presidents modification of the organization and functions to meet new requirements.
  - (4) Evaluate effectiveness of HADO administrative policies, procedures, and practices and report his evaluation to the co-presidents in writing.

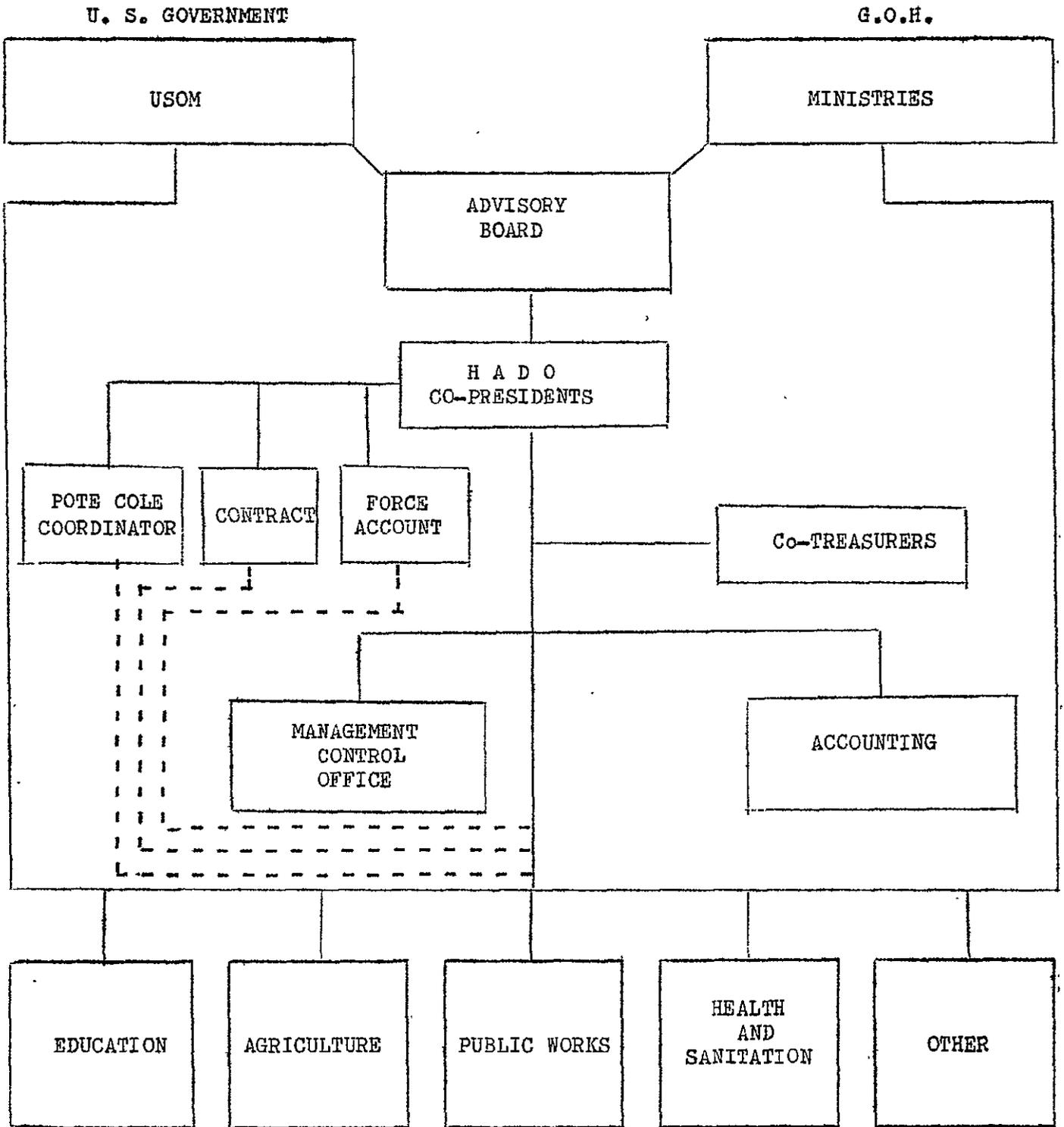
5. Implementation - Responsibility

Responsibility for implementation of HADO administrative policies, procedures and practices is vested jointly in the Chief of each Ministry Administrative Division (a GOH official) and the USOM administrative advisor (Business Manager), as is the case in financial management.

6. Training

Through its services in both management control and in financial operations, HADO provides guidance as to required procedures and on the job training in practices designed to carry out these procedures.

HAITIAN AMERICAN DEVELOPMENT ORGANIZATION CHART



----- Tech. Guidance  
 \_\_\_\_\_ Adm. Controls

HAITIAN-U.S. COOPERATIVE PROJECT PLANNING, APPROVAL AND IMPLEMENTATION

FUNCTIONAL FLOW CHART

ACTIONS	I Original Mutual Planning	II Clearances	III Bilateral Approval	IV Assignment by Joint Council to HADO	V Operation	VI Application of HADO Standards and Procedures
OFFICERS AND ORGANIZATIONS RESPONSIBLE FOR ACTIONS	Minister	G.O.H.	→ Joint Council	HADO	Cooperative Project	HADO Officers
	USOM Division Chief	USOM		Co-Presidents Co-Treasurers	Minister USOM Division Chief	

USOM TO HAITI

USOM ADVISORS

A. Duty Guidelines

The following are general guidelines for USOM Advisors:

- (1) Advise host government counterpart and officials within his technical field of activity, give attention to improving existing institutions or creating new institutions within the structure of the host country agency to which assigned.
- (2) Give attention to the management aspects of technical activities inasmuch as he often serves as advisor to a ministry official whose primary task is management of a technical program.
- (3) Exert best efforts toward the timely and successful accomplishment of the project, sub-project or activity to which assigned, in accordance with the project agreement and related work plans.
- (4) Prepare work plans jointly with host country counterpart in accordance with the project agreement and USOM requirements.
- (5) Prepare progress reports reflecting status of work accomplishment.
- (6) Report to his respective division chief on technical program matters, in accordance with established criteria. When assigned to an area program, report to the senior representative of his Division on duty in the area. Submit written reports through this channel, furnishing a copy to the area operations officer.
- (7) Serve as staff advisor to Division Chief and upon request to the USOM Director on matters pertaining to technical specialty.
- (8) With respect to host country counterparts:
  - (a) Create mutually with host country counterpart, ideas, techniques, and methods which are adaptable to project execution and of future value to the country.
  - (b) Utilize resourcefulness of counterparts in development of mutual plans and objectives and assure their participation in all phases of the project.

- (c) Enlist counterpart involvement, appreciation, understanding and support in mutual activities taking into consideration host country customs and habits in the application of technical knowledge and development of skills for mutual fulfillment of work plans.

(9) Perform other duties as assigned.

## B. Project Work Plans

### 1. The Purpose of a Work Plan

A joint project is usually described in a jointly prepared project agreement; however, such agreements scarcely contain all the details pertinent to project or sub-project accomplishment.

A detailed work plan serves as the guide for execution of a project or sub-project. When properly constructed a work plan also provides criteria for measuring work as it is performed as well as evaluating the results achieved. A good work plan is really a "blueprint" for project execution.

### 2. Elements of a Project Work Plan

A work plan should contain these minimum elements:

- a. Title.
- b. A full description of the work to be performed, setting forth what is to be done in volume and space including a statement of specific objectives to be achieved.
- c. A background statement setting forth the conditions giving rise to the project.
- d. Intended use of the results of the project.
- e. A plan of action for work accomplishment including:
  - (1) The planned sequence of events to accomplish the work described (where appropriate, task lists and work distribution, charts are often used as the basis of work execution and these can provide the basis for subsequent progress reporting).

- (2) The resources available for the work and the rate at which they will be applied including:
  - (a) financing
  - (b) manpower--skilled and unskilled labor requirements
  - (c) equipment and material on hand as well as new requirements.
- (3) The bulk of the written work plan containing the necessary details on what shall be done and where, who shall do it, the timing of action, materials needed and who shall provide them, problems that may be encountered and how the plan may be changed to meet them, the organization of the unit that will implement the work plan, a budget of the funds required and source of funds understood to be available, the relationship, if any of this work plan to regional arrangements.
- (4) After the work plan is in effect, any changes that become necessary shall be properly drafted and routed to all holders of copies of the original plan.

### 3. Concurrence and Distribution

The work plan should show:

- a. The names of persons who were consulted on the details of the work plan including supervisory personnel the responsible host country official and his USOM Advisor, as well as those who are to cooperate in implementing the work plan.
- b. The names of those to whom the plan will be distributed should be given including those who are concerned only with evaluation of effectiveness of work.
- c. The names of the persons who prepared the work plan.

### 4. Who Prepare Work Plans

Work plans are prepared by joint project or sub-project supervisors and their USOM advisors for all segments of the Cooperative program. Branch or Activity Chiefs in technical divisions should summarize the work plans for the various activities for the Minister and the USOM Division Chief.

## C. Evaluation, Inspection and Reports

### 1. Evaluation

Evaluation in its simplest form is the determination of how well or how poorly a project is performed. There should be established a systematic method of inspection, review and evaluation of work progress based on an examination of actual performance as it compares with the work plans. Evaluation serves a threefold purpose, i.e., it appraises the progress on a project when it is underway, thereby enabling prompt attention to the solution of problems as they arise; it appraises final results; and it crystallizes the experience gained, for use in planning of future projects. Effective program management requires precise and current knowledge of what is going on in all activities, as the basis of current operating decisions. Without such knowledge, developing problems may pass undetected until they reach major proportions, e.g., available resources have been unwisely used. A system of inspection and progress reporting on project performance is required.

### 2. Progress Reports

Reports must be made to assure that work plans are being implemented. Progress reports should be designed in relationship to project work plans, so that elements of the work plan become the basis for inspection of work and the report of progress as revealed by inspection. Reports must be clear, accurate, and concise and should include the following elements:

- a. Volume of work scheduled for a specified period,
- b. How much work is actually initiated (per cent of total scheduled).
- c. Percentage of work actually accomplished.
- d. How near to schedule is work accomplishment.
- e. Appraisal of efficiency and effectiveness in doing work.
- f. Where there is deviation from the plan of work, state the cause, make recommendation for remedial action, and indicate action taken locally.

- g. Report final completion of the project, subproject, or activity, as appropriate.

3. Use of Information Received

Based on information reported, the responsible official is required to:

- a. Make a judgment as to status of each project.
- d. Determine whether the work performed during the reporting period is in balance with the overall planned program.
- c. Make the adjustments necessary and appraise results achieved upon completion.

Responsible officials must also assure that there is adequate communication downward to technicians to assure that decisions and guidance are adequately received, understood and acted upon.