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MANAGEMENT ASSESSMENT

OFFICE OF PROJECT DEVELOPMENT/ASIA-NEAR EAST BUREAU
(ANE/PD)

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David Cohen
Chester Bell
Ronald Levin

EXECUTIVE SUMMARY

The Asia/Near East Bureau's Project Development Office (ANE/PD) is the Bureau's principal staff office for the management of the project development, review and implementation process. The office is also responsible for the provision of engineering and environmental services, as well as the support of private enterprise and minority contracting activities. The responsibilities of the PD office are essential to the attainment of the program objectives of the Bureau.

Despite the broad geographic area of responsibility of the Bureau and the heterogeneity of its programming requirements, ANE/PD is highly regarded by its varied clientele for the reliability and quality of the work that it produces. Its workload requirements are well-managed, a critical aspect in the obligation of the large Asia/Near East program budget.

PD has close contact with ANE field missions. Its staff travels frequently to assist in project design and other matters. Missions are pleased with the positive, supportive attitude of PD.

By and large, there appear to be no significant problems in either the nature of the functions of ANE/PD or in the way they are conducted. Occasional questions raised by field missions and AID/W geographic offices about the appropriateness of PD's role in discussing project-related policy issues are minimal and not considered a major concern. The limited role and resources of PD's Private Sector unit probably have had an impact on private sector development activities in the Bureau; this problem has been recognized and alternative corrective measures have been proposed to the ANE Assistant Administrator.

ANE MANAGEMENT ASSESSMENT

I. Purpose/Role of the Office

A. Description of the Role and Purpose

The ANE/PD (Asia-Near East Bureau Project Development) Office is the principal staff office to the ANE Assistant Administrator (AA/ANE) for the management of the Bureau's project development, review and implementation process. The office also provides the principal Bureau backstop for capital infrastructure projects, environmental and engineering issues, private sector development and minority business opportunity programs.

The geographic regions covered by the office include: the Middle East, Mediterranean/Near East, South and East Asia, and Europe. In this area, there are programs in thirty-one countries and two regional programs.

ANE/PD has within it the office of the Director, four geographic divisions (Middle East, Mediterranean/Near East, South Asia and East Asia) and five support staff functions (Environment, Engineering, Private Sector, Minority Business, and Project Support). The primary responsibility of the Director's office is to supervise the overall operation of ANE/PD and to serve as the principal advisor to the AA/ANE on policies and actions concerning the design and implementation of projects within the Bureau. The PD geographic divisions are staffed by project development officers who backstop and aid project development and implementation (including the provision of TDY assistance). The Environment division provides support to field missions on the environmental aspects of project design and related policy matters, as well as takes responsibility for bio-diversity activities in the ANE region. The Engineering division backstops engineering activities in the design and implementation of projects in ANE and assists with similar activities elsewhere in the Agency. The Private Sector division promotes and provides support for private sector development activities in the Bureau. The Minority Business function helps promote the participation of minority and small business enterprises in the execution of ANE projects. Finally, the Project Coordination Support unit provides data, document control and coordination, and records control as well as schedules meetings to facilitate the Bureau's project development and implementation activities.

There is relatively good consistency between the descriptions of the role of PD and its subcomponents given in AID Handbook 17, a handout developed by PD, and the verbal explanations provided by PD and other Bureau and Agency staff. An exception is that the Handbook does not include a description of the Private Sector or Minority Business functions, which, at present, do not have the same organizational status as the other larger elements of the office. There is a significant dialogue now taking place within ANE to determine the future role and structure of the Private Sector function (see below).

B. Description of the Principal Outputs of the Office

ANE/PD is, for the most part, a provider of services. Its most important objective is to facilitate the design, approval and implementation of (while maintaining quality control over) the Bureau's project portfolio. In this regard, PD helps to achieve the Agency's strategic objectives in the ANE region through the promotion of the development of effective project instruments. PD's most significant products tend to be processes that result in a) approved new projects, b) successfully implemented projects which achieve their objectives and c) obligated and disbursed budget resources. At present, the ANE Bureau manages a portfolio of 344 projects valued at approximately \$11.9 billion, an amount substantially greater than that of any other AID bureau.

-Project Review Committees (PRC): PRCs, which are planned and chaired by PD and attended by other ANE and agency offices, provide the fora for review of nearly all ANE Project Identification Documents (PIDs) and a much smaller number of Washington-approved Project Papers (PPs). The most significant exceptions to this are USAID/Egypt PIDs totalling less than \$20 million and all of that Mission's PPs. PRCs identify any technical or policy issues to be addressed or assistance that the preparing Mission may need in the completion of the project design. PRC guidance cables reporting the findings of the meetings are sent to the field missions. Projects which present special issues of concern or imply significant new innovations for the Bureau are forwarded for AA or DAA-chaired Asia/Near East Project Advisory Committee (ANPAC) consideration. The PRC/ANPAC process is considered by PD management to be where Agency/Bureau policies and Mission programs are harmonized.

-Project Implementation Reviews (PIR): PIRs, also chaired by PD, are held twice yearly for each of the ANE field missions and the regional project portfolio. These meetings, which take place in Washington and may include field participation, review each mission's project portfolio to ascertain the status of implementation. Any specific problems which may exist are assessed as well as overall pipeline or mortgage issues. Guidance cables are then sent to the missions concerned.

-Project Data Reports: The Project Coordination Support (PCS) unit, among its other responsibilities, issues nine periodic reports covering various aspects of the substance and status of the ANE project portfolio and other matters of program management interest (e.g. status of obligations, status of program and project documentation, redelegations, project responsibilities, meeting schedules). These reports are used by the PD management and project development officers, as well as others in the Bureau and the Agency, to coordinate management and provide oversight to their areas of responsibility.

-Projects for Non-Mission Countries: There are currently eight ANE program countries where AID does not have resident U.S. citizen direct hire staff (e.g. Israel, Poland, West Bank/Gaza, Ireland, Spain, Cyprus, Turkey). For these countries, PD (working with the cognizant ANE geographic office and, to a lesser extent, the ANE Office of Technical Resources), provides full project design and implementation backstop services. Similar services are provided for the seven countries which have only a resident AID Representative (i.e. not a full mission) and for the ASEAN program.

C. Description of the Principal Clientele of ANE/PD and Their Need/Use for the Service

-AID Field Programs: There are three distinct categories of ANE field operations which comprise PD's principal category of clientele. First are full USAID missions of which there are 16. These missions generally have adequate staff to conceptualize, design, and implement project portfolios which respond to specific country objectives. To varying degrees (Egypt being the most extensive), these field missions have been given substantial redelegations of authority from AA/ANE in areas such as project approval and contracting and waiver authorities. For these missions, PD provides a) TDY support assistance (when requested) for program design and evaluation, b) scheduling and coordination of PRC (and, when necessary, ANPAC) and PIR meetings, c) assistance in identifying and

contracting required technical services, d) facilitation of responses to Congressional and other program inquiries, e) processing of Congressional Notifications, and f) assistance in the recruitment and initial training of direct hire staff.

The second category of field operations is where there is only a very small (e.g. one or two) direct hire USAID staff located in the program country. For most purposes, the PD role with these programs is similar to that of the third category, which is program countries where there is no AID direct hire presence (i.e. non-mission countries). For such programs, PD, working with the cognizant country desks, provides full mission program services in addition to those described in the paragraph above.

-AA/ANE: PD is the primary source for project and non-project (e.g. sectoral and cash transfer programs) information provided to AA/ANE. The AA relies on PD to ensure that the project review process is undertaken expeditiously, quality standards are upheld, and that Bureau and Agency policies and regulations are followed. PD is also the office where program related policy is formulated and recommendations drafted for consideration by the AA. In addition, PD is generally given the responsibility for resolving important project issues when they arise (e.g. recent decisions on cash transfer programs and local currency management).

-Other ANE Bureau Offices: PD works closely with all the other major offices of the ANE Bureau. It has a particularly close working relationship with the Bureau Technical Resources Office (TR). TR provides important technical input (e.g. agriculture, health) to Bureau design and implementation tasks. PD also works with the Bureau Geographic Offices in meeting the project development and implementation needs of their constituent field programs. The Geographic Offices concentrate much of their effort on actions concerning country-specific policy and strategy issues. In those instances where there is no USAID field mission, PD is more intensively involved in project conceptualization and design, and must coordinate in even more detail with the Geographic Offices. PD collaborates with the Office of Development Programs (DP) in the obligation of funds (as regards project design and implementation issues) and the conduct of Action Plan reviews. In this context, several of the reports provided by the PD Project Coordination Support unit are of particular importance to the ANE Controller, who is located in the DP Office. Finally, the ANE General Counsel and PD collaborate closely to ensure that Bureau programs comply with the relevant Foreign Assistance laws and Bureau and Agency policies.

-Other AID/Washington Offices: PD also has ongoing working relationships with other elements of AID/W, although none of these relationships could be described as primary. The two most significant non-ANE offices that work with PD are the Program and Policy Coordination Bureau's Office of Planning and Budget (PPC/PB) and the Office of Legislative Affairs (LEG). PPC/PB, through its ANE Regional Coordinator, provides policy guidance and receives input for budgetary allocation decisions for the ANE Bureau. The Coordinator attends project and portfolio reviews organized and chaired by PD. PD works with LEG to provide necessary information and responses to the Congress on subjects concerning the ANE project portfolio.

-The U.S. Congress: PD and other estimates indicate that 30%-40% of office staff time is engaged in directly or indirectly responding to Congressional inquiries, attending to specific Congressionally mandated programs (e.g. printing presses for groups in Poland), the GAO, oversight of new Congressional requirements (e.g. the Bumpers and Lautenberg Amendments), lobbyists and other interest groups. In the past three years, the ANE Bureau has responded to 163 formal Congressional inquiries, most of which involved the direct participation of PD.

-Contractors: PD helps to locate contractors to meet project design and implementation needs. It provides information to contractor inquiries on a wide variety of subjects and occasionally helps to resolve contractor disputes. Through its Minority Business unit, PD seeks to expand the involvement of small and minority owned businesses in the implementation of the ANE program.

II. Assessment of the Office's Fulfillment of its Purpose/Role

A. Qualitative Assessment of the Office's Services

In general, PD appears to do an outstanding job of providing services to its clientele, both in the field and in AID/W. All elements interviewed indicated that PD was very supportive and helpful in expediting the project development process, had a "can do" problem solving orientation, and did not let things "fall through the cracks."

-Project Design: When requested, PD officers provide assistance to field missions to aid in the design of projects. Demand for such services appears to be quite high, as indicated by the number of mission-financed TDY's by PD officers. Mission and Geographic Office staff consulted generally had

high praise for such services. Such participation was also felt to be useful in enhancing PD understanding of field programs, which also is of important use in providing backstop services from Washington.

A special category of design assistance is for non-Mission programs. For PD, this type of service tends to be much more labor-intensive and time-consuming and may, on occasion, detract from time available to other, more routine, responsibilities. Illustrative of such activities in the recent past were the design of the Israel Cash Transfer Program and the agricultural assistance program for Poland. At times, responsibilities for non-mission programs between PD and the Geographic Offices, particularly on policy issues, may be unclear. However, in practice, those issues that have arisen appear to have been resolved collegially and to the satisfaction of the parties involved.

-Project Review and Approval: Project approval decentralization was initiated in the Asia Bureau, before its merger with the Near East Bureau. Full service ANE field missions now approve all but those projects with special issues or innovative program aspects. All PIDs (with the exception of those of less than \$20 million from USAID/Egypt) are reviewed in Project Review Committees (PRCs) chaired by PD. Those interviewed by the assessment team felt that the review process was carried out smoothly; the issues identified at the meetings were the relevant ones to be considered; and the meetings were conducted in an efficient manner. Following a PRC (or, if required (see above), an ANPAC), PD prepares reporting cables to the submitting missions reporting the findings of the meetings and offering suggestions for consideration/incorporation in the completion of the design process. These cables were considered by both Missions and the Geographic Offices to be timely and constructive. The result of the ANE project approval system (in combination with the periodic portfolio reviews -- see below) is considered to be a well-designed Bureau project portfolio that is responsive to policy considerations.

-Tracking, Data, and File Systems: The Project Coordination and Support (PCS) unit provides a variety of useful reports. Nine are issued on a regular basis (see the illustrative listing in Section I, above). These reports are very important in the management and coordination of the Bureau workload, ensure the timely obligation of funds, track the processing of project approval and implementation documentation, clarify project design and implementation responsibilities, etc. Users of these reports found them to be quite useful (although AA/ANE commented that the information provided was sometimes too detailed for her needs and time limitations). Comments both within and outside of ANE observed that PD's information/

tracking systems were probably the best in the Agency and would be a very useful general practice. The principal obstacles to broader application elsewhere would be staffing and computer limitations. The existence of such a system in ANE/PD is particularly essential because of the exceptionally large geographic area of responsibility that it has. These systems make such responsibilities much more easily managed. A concern noted about PD's reports is that not all of the potential users are aware of exactly what is available, thus limiting the potential applications of their utility. The Coordination and Support unit also is the repository for the official ANE project files. Both within PD and elsewhere in the Bureau, incomplete files, lost documents, and a problematic microfiche system were considered to be major and chronic concerns. This has resulted in a certain amount of "emergency backup" file redundancy around the Bureau.

-Environmental Services: The Environmental Division in PD assists in the management of the environmental aspects of the design of ANE projects. It also has a primary role in the establishment of Bureau environmental policies. Most project environmental certification responsibilities have been redelegated to field officers, most of whom have received training from the Bureau Environmental Officer. The work of the Environment Division was considered excellent by all parties interviewed. The division gets involved early in design and therefore rarely is put in the role of after the fact "policeman." Much of the success of this office was attributed to the person assigned as division chief. In this regard, there is substantial concern as this person (a GS employee) recently resigned from AID to work for the World Bank. The officer and others commented that Obey Amendment limitations resulted in relatively low grades and career limitations for GS employees. This severely limits the recruitment of quality new employees and the retention of existing staff.

-Private Sector: The Private Sector unit is not a fully established sub-division of ANE/PD. The unit currently has an acting chief and a part-time secretary. Its role is to promote and backstop private sector and trade and investment activities in the ANE region. The small size and limited status of the unit are attributed to a previous Bureau philosophy that private sector activities were a field mission responsibility that required little Washington support. The current structure and staff of the office have significantly limited the extent and quality of the role it has been able to perform. The evolution of the ANE private sector project portfolio, to date, has been somewhat slow. ANE management now believes that more Bureau attention to private sector development is essential to the achievement of the policy objective. Accordingly, several

options for restructuring the Bureau's private sector function have been presented recently to the AA for her decision. In addition, a first-ever Bureau-wide private sector/trade and investment conference was being held in the field during March 1988.

-Engineering: The PD Engineering Division has become the de facto engineering backstop entity for the Agency, as most remaining capital construction projects are in the ANE Bureau. This division provides frequent TDY to requesting field missions. That missions finance such travel out of their own budgets reflects their positive valuation of the services received, an observation made by nearly all the persons interviewed. This office also participates in the selection and training of new Agency engineers as well as in engineering contractor selection and backstopping. While some people raised the question of the validity of the location of the Engineering Division in PD (as opposed to placing it, for example, in TR), the consensus was that the present arrangement is appropriate as such services are more a part of basic design than they are of broader sectoral project objectives. Moreover, the engineering function is integrally involved with capital infrastructure development, a core area of ANE/PD responsibility.

-Minority Business Participation: Over the past several years, the ANE Bureau has fallen significantly short of its established goals for minority business participation in contracting opportunities in the region. A dynamic, interactive effort by the PD Minority Business unit reversed this situation in FY 87, when the established goal was exceeded by 31%, an increase of 153% over the previous year. The Minority Business unit participates in meetings which are held several times yearly with interested potential contractors. In addition, a contracting opportunity report (prepared by PCS) is distributed to potentially interested contractors. Field missions are provided with information on minority contracting policy and are given suggestions on possibilities for using minority contractors in their programs. As a consequence of the recent reversal of the Bureau's poor record on minority contracting, the view of, and support for, the Minority Business function within PD, from the office of the AA, the country desks and the USAIDs is quite positive.

B. Decentralization and the Role of ANE/PD

Decentralization of responsibilities to field missions through increased redelegations of authority to Mission Directors began in 1983 in the Asia Bureau before its 1985 merger with the Near East Bureau. Decentralization in ANE means that most

responsibility for approval of Project Papers (PP), contracting and procurement waivers, and environmental certifications was placed with USAID Mission Directors. Previously, much of this work (approvals, authorizations, justifications, etc.) was done in PD and its Asia and Near East Bureau predecessor entities. In theory, this significant change in operating style should have resulted in a reduced workload for PD, and, accordingly, a smaller staffing requirement. In fact, the combination of bureaus which resulted in ANE brought about an overall staff reduction of nine positions in the newly combined PD Office. No one interviewed in ANE believed that PD was overstaffed; in fact, many indicated that a vulnerability of the office was that serious problems occurred when staff travelled or when there were recruitment hiatuses. (Note: Persons interviewed in other AID/W bureaus did express opinions that ANE/PD was relatively overstaffed compared to their project development operations. The scope of this report does not include cross-bureau comparisons; nor, given obvious role differences between seemingly, but not actually, alike organizations in the other bureaus, would the assessment team feel sufficiently informed to comment on this subject.)

PD asserts, rather persuasively, that, while decentralization clearly has changed their role, increased or new responsibilities have absorbed any excess staff capacity that might have been expected. 1) There are now more programs in ANE countries that have no U.S. direct hire AID staff (see above). Project development and implementation in these non-mission countries is very demanding on PD staff. In the past three years, fifteen new projects have been developed for the non-mission countries. 2) The increase in policy-based programming requires more sophisticated analysis and design than that required for more traditional development assistance projects. 3) Redelegations of authority to the field do not free Washington from its oversight responsibilities; thus, PD officers still must remain very familiar with field authorized programs. 4) Congressional requirements have increased substantially (see Section I, C). In addition to new regulations and reporting requirements, the political nature of many of the ANE programs (e.g. Egypt, the Philippines) results in a particularly high volume of formal and informal Congressional or Congressionally-generated (e.g. contractor and lobby group constituents) inquiries. 5) The expansion of the size and the nature of the role of the Agency Inspector General's Office (IG) has created a notable amount of additional work for PD. This is the result, in part, of the increased need to work with, and provide information to, the IG staff. Moreover, there is an additional workload related to the perceived need to create a detailed record or paper trail for anticipated future IG inquiries.

The assessment team believes that decentralization has not necessarily resulted in a substantial reduction of workload for ANE/PD. With the possible exception of the Private Sector function, current office staffing levels appear to be appropriate.

C. General Assessment of the Office

As noted in the previous section, PD clientele are almost universally positive in their praise of the conduct of what they consider to be a critical operational element of the Bureau. While the breadth and depth of the area of responsibilities of the Office are considered to represent an imposing workload, all acknowledge that PD gets its job done very well. The assessment team was impressed with the near unanimity of praise and respect for the quantity and quality of the work done by PD.

The assessment team frequently raised the issue of whether PD's responsibilities truly could be well-managed considering the size of the combined geographic area of the old Asia and Near East Bureaus, the cultural and language differences between the highly diverse countries served (e.g. Ireland, Egypt, Burma, Poland, Yemen), and the complexity and the force of the political interests involved in many of the programs (e.g. Israel, Ireland, the Philippines). In fact, this broad scope of responsibility is seen and seems to be very well managed in PD. In large part, this is done by geographic segmentation of the project development officers, whose responsibilities are quite well-defined and are, therefore, manageable. The only area in PD where management of all the countries comes together in a significant way is in the Office of the Director. The PD Director and his Deputy manage to keep themselves very well-informed on their full area of responsibility and seem to provide good supervision to their office staff. In short, at least in the case of PD, the large span of responsibility of the ANE Bureau has not resulted in any readily apparent serious problems.

Particularly impressive was the fact that, for an organization of the size and role of PD, there is almost no evidence of any significant "turf" issues between this office and others in the ANE Bureau. This may be attributable to: a) a relatively clear definition of responsibilities/division of labor within ANE, b) strong management at all levels in PD, and c) a fortuitous coincidence (perhaps aided by good recruitment) of collaborative personalities within PD and the Bureau at large. Responsibilities in PD seem to be quite well-defined. As a

result, there is little evident slippage in getting things done (i.e. relatively few things seem to get lost in the system), and people outside the Office have a clear idea of where responsibilities lie so that it is easy for them to work productively with PD.

ANE field missions appear to get the quality and quantity of services they need when required from PD. PD officers seem to have frequent contact with field-based colleagues. This occurs through travel (in both directions) and telephone conversations. Illustrative of this is that in the last three years, nearly 70 field trips per year have been taken by PD officers. In what could be considered fertile ground for home office/branch office adversarial relationships, PD by and large is considered to be a constructive ally -- one that can be relied upon for assistance when asked. Nevertheless, some USAIDs and ANE Geographic Divisions felt that PD, on occasion, has overstepped its project development role and become too involved in policy issues not considered within their area of responsibility.

Despite a large, demanding workload, secretarial and computer problems (see below) and other less generalized concerns, staff morale in PD appears to be relatively good (and is felt to be so by the staff itself). People have a strong sense of commitment to doing a good job and feel strongly associated with project/program accomplishments in the field.

In the above significantly positive context, several issues were raised which may merit attention. These are summarized below:

-As noted, the PD Private Sector function is undergoing review to enhance its effectiveness and, therefore, its impact on the expansion of private enterprise and investment programs in ANE.

-A number of the people interviewed expressed the opinion that too many project decisions were referred from the PD-chaired Project Review Committee (PRC) to the AA or DAA-chaired Asia/Near East Advisory Committee (ANPAC) for decision. ANPACs, which in theory are only to be convened in exceptional circumstances, many believe, are being held too routinely. Much time and some redundancy could be saved if more approval authority were vested in the PD Office Director.

-There is an occasional policy vs. program issue between PD and the ANE Geographic Offices in the development of the non-mission programs. While this may be more based on personality rather than organizational issues, full Geographic Office involvement in the elaboration of these programs could serve to reduce the workload of one of the most labor-intensive responsibilities of PD.

-Some persons interviewed believed the Minority Business program might be more effective if it were given the prestige of being located within the office of the Assistant Administrator. (However, most people felt that the function operated best in its present organizational context.)

-As noted, many field and Bureau people are not aware of all the reports and information produced in the Project Coordination Support unit. Better publicity regarding the availability of such material could enhance management in the PD Office and in the Bureau as a whole.

-PD official files are considered too unreliable and incomplete. This results in inefficiencies and redundancies.

-Secretarial and clerical services in PD constitute a major problem cited by those within and outside the office. Turnover is high; many vacancies go unfilled for long periods; and some of the people that are recruited are poor performers. This situation is widely attributed to undergrading (i.e. poor pay), a heavy workload, and poor working conditions (e.g. crowded offices). While this problem is not considered unique to ANE/PD (most AID/W offices seem to experience the same difficulty), it does have a seriously negative effect on the Office's ability to meet its work requirements. As a result, (more expensive) officer time is often spent on such tasks as typing and photocopying.

-Exacerbating the secretarial problem, many believe, is the inadequate availability of word processing terminals in PD. Such terminals offer officers the most effective way of drafting reports and cables that ultimately will not necessitate a secretarial-related delay. Computerization of the office has lagged behind plans because of budgetary shortfalls.

-Professional GS staff, because of grading limitations and Obey Amendment restrictions, are difficult to recruit and retain because of what are perceived to be uncompetitive salaries and limited career horizons. A number of non-PD ANE staff observed that PD has several particularly good GS officers who provide useful longitudinal perspectives based on their long experience with the Bureau portfolio. They felt that the Office could be strengthened by adding to the GS professional staff.

III. Conclusions on the Principal Issues of the Assessment

-Does the Organization Meet its Stated Objectives?

It was quite clear from the interviews conducted by the assessment team and the documentation reviewed that ANE/PD fully meets its stated objectives as manager of the Bureau's project development and implementation process. This process is executed quite effectively; documentation is produced on a timely basis; the necessary meetings are held and are considered constructive and to the point; and approval authorities are clearly established and effectively exercised. Through these processes, PD establishes and maintains high standards of quality. Problems in meeting areas of Office responsibility (e.g. the operation of the Private Sector function) are readily identified and given attention.

-Would Alternative Organizational Structures be More Efficient in Achieving the Objectives?

One could debate whether the private sector, environmental, engineering and minority business functions should be situated in PD or in some other element of the Bureau. The fact is (with the noted caveats) that these responsibilities are generally well-managed within PD; they fit better in PD than they would anywhere else; and there is no strong opinion that they should be moved to another office. In short, the present arrangement/organization works well, and there is no reason to change it.

The other issue that could be raised regarding the organizational structure of ANE/PD is the broad geographic area of responsibility of the Office. As noted in the body of this report, PD seems to handle its complex and diverse responsibilities with no apparent serious problems. Breaking apart the unit along geographic lines would not appear to result in any apparent benefit, but would almost certainly require a larger amount of staff, space and equipment overhead.

-Do the Objectives of the Office Remain Valid in the Light of Funding and Personnel Limitations?

The economic, social and political objectives of A.I.D. are, for the most part, met through the implementation of its bilateral assistance programs. This requires the timely development and implementation of effective, responsive assistance projects. Historic Agency practice, reenforced by increased decentralization of approval authorities, places most

of the responsibility for project design and implementation in USAID field missions. However, Washington continues to have an oversight responsibility for field programs, and the missions require backstop assistance from Washington to be able to accomplish their objectives. In this regard, a Washington-based Project Development Office is vital. The role of PD is not only valid, it is essential.

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GLOSSARY OF ACRONYMS

AA/ANE - Assistant Administrator/Asia-Near East Bureau
AID/W - Agency for International Development/Washington
ANE - Asia-Near East Bureau
ANPAC - ANE Project Advisory Committee
ASEAN - Association of Southeast Asian Nations
DAA/ANE - Deputy Assistant Administrator/ANE
DP - Office of Development Programs
GAO - General Accounting Office
GS - General Service (descriptive of Civil Service employees)
IG - Office of the Inspector General
PD - Office of Project Development
PID - Project Identification Document
PIR - Project Implementation Review
PP - Project Paper
PPC/PB - Bureau for Program and Policy Coordination/Office of Planning and Budget
PRC - Project Review Committee
TDY - Temporary Duty
TR - Office of Technical Resources
USAID - AID field mission