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Office of  
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Secretariat

**INFORMATION MEMORANDUM FOR SENIOR STAFF**

FROM: ES, Aaron Williams *ASW*

SUBJECT: USAID Action Agenda

The Executive Secretariat, in coordination with M, PPC, LPA, Regional Bureaus, the NSC and Department of State, developed the USAID Action Agenda. It is a tool for Agency managers to use to review the status of actions in six operational areas: Policy, Procurement Reform, Human Resources, Financial Management, Information Systems and General Management.

The Action Agenda has been revised and updated to incorporate changing demands and new agency initiatives. The agenda is recording the Agency's "re-invention" and references the "National Performance Review". Please share this with your staff.

For comments and questions, please contact Joseph Nassif of the Executive Secretariat at x64878.

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# USAID Action Agenda

| Action Description  | NPR References     | Responsible Office | Status   | Approximate Completion |
|---|--------------------|--------------------|--|------------------------|
| <b>I. Policy</b>  |                    |                    |  |                        |
| (A) USAID Strategy papers   | 1.03, 1.04         | PPC, LPA           | Completed  | 2/15/94                |
| (A.1) * Guidelines for Strategic Plans (formerly Implementation Guidance) |                    | PPC, Bureaus       | * In final drafting stage; distributed for comments  | 10/94                  |
| (B) Foreign Assistance Legislation  | 1.02, 2, 2.01-2.04 | GC, LPA            |  |                        |
| (B.1) * Submit to Hill  |                    |                    | * Completed (Submit to Hill)   |                        |
| (B.2) * Hearings  |                    |                    | * Completed (Hearings)   |                        |
| (B.3) * Mark-ups  |                    |                    | * Pending (Mark-ups)   |                        |
| (B.4) * Floor Action/Enactment  |                    |                    |  |                        |
| (C) FY 1995 Appropriations  |                    | LPA, M             |  |                        |
| (C.1) * Submit to Hill  |                    |                    | * Completed (Submit to Hill)   | 2/94                   |
| (C.2) * Hearings  |                    |                    | * Completed (Hearings)   | 5/94                   |
| (C.3) * Mark-ups  |                    |                    | * Completed (Mark-ups)   | 8/94                   |
| (C.4) * Floor Action/Enactment  |                    |                    | * Awaiting the U.S. President's signature  | 8/94                   |
| (D) FY 1996 Budget Planning Process                                       | 1.04, 6.06         | PPC, M             |  |                        |
| (D.1) * Programming Guidance for Budget Submission                        |                    |                    | * Completed; Cable sent on budget process on 4/10/94; Cable sent on planning priorities in 7/94  | 7/94                   |
| (D.2) * Budget Submission   |                    |                    | * Completed  | 8/94                   |
| (D.3) * Agency FY 1996 Budget Request                                     |                    |                    | * Submitted to OMB   | 9/94                   |
| (E) Re-Authorization of the Agriculture Act                               |                    | GC, LPA            | Draft Food Aid Policy Paper in discussion  | 8/94                   |
| (F) Cable Guidance on Mission Close-outs                                  |                    | PPC, M             | Completed  | 1/94                   |
| (F.1) * Policy in Programming in Non-Presence Countries                   | 7.02               | PPC                | *Completed   | 6/94                   |
| (G) Presidential Review Directives (PRDs) Participation                   |                    | PPC, Reg. Bureaus  | Under review with State & NSC  |                        |
| (G.1) * PRD 2, 6, 10, 14, 17, 18, 20, 22, 26, 30, 32, 35 and 36           |                    |                    | * Completed  |                        |
| (G.2) * PRD 12 U.S. Policy Toward Global Env. Affairs                     |                    |                    | * PRD 12 in Review; Half of 12 parts are completed   |                        |
| (G.3) * PRD 13 Multilateral Peacekeeping Operations                       |                    |                    | * PRD 13 Suspended   |                        |
| (G.4) * PRD 21 U.S. Policy Toward LAC Region                              |                    |                    | * PRD 21 is in White House but not signed  |                        |
| (G.5) * PRD 23 Extraterritorial Application of NEPA                       |                    |                    | * PRD 23 in Review   |                        |
| (G.6) * PRD 32 U.S. Policy Toward Peru                                    |                    |                    | * PRD 32 Suspended   |                        |
| (G.7) * PRD 42 U.S. Policy Toward Heroin                                  |                    |                    | * PRD 42 in Review   |                        |
| (H) Policy Guidance on 599  |                    | PPC, Bureaus       | Completed  | 1/5/94                 |
| (I) Participation Initiative  | 1.04               | PPC, Bureaus       | Working group monthly meetings, beginning 2/94   | Continuing             |
| (J) Revise PL 480, Title III (Food Aid) Guidance                          |                    | PPC, BHR           | Completed  |                        |
| (K) Define New Partnership with PVOs                                      |                    | PPC, BHR           |  | Continuing             |
| (K.1) * Respond to reforms recommended by USAID/PVO Joint Task Force      |                    |                    | * Cost sharing Policy Determination under review; Procurement reform underway (refer to Item "F" on page 2); Simplification of PVO registration requirements underway. |                        |
| (K.2) * Respond to ACVFA Quarterly Report and recommendations             |                    |                    | * Draft in preparation   | 9/94                   |

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|---|----------------|--------------------|--|------------------------|
| <b>II. Procurement Reform</b>   |                |                    |  |                        |
| (A) Major recruitment underway to fully staff contracting complement  |                | M                  | Completed  | 8/94                   |
| (B) Develop mandatory training and certification programs for all contracting and project officers  |                | M                  | Completed  | 10/93                  |
| (C) Clarify add-ons to grants and cooperative agreements  |                | M                  | Completed  | 8/94                   |
| (D) Implement performance-based contracting   |                | M                  | Completed  | 7/94                   |
| (E) Acquire contract-writing software   |                | M                  | Completed  | 9/93                   |
| (F) Analyze procurement process to streamline and simplify  |                | M                  | Business Area Analysis Completed; Supplemental streamlining activities ongoing | 10/94                  |
| (G) Eliminate potential for organizational conflicts of interest and contractors  |                | M                  | Completed  | 1/94                   |
| (H) Clarify and strengthen enforcement of procurement integrity statutes and regulations  |                | M                  | Organizational responsibility to be determined                                 | 9/94                   |
| (I) Reassess use of buy-in contracts and replace them with umbrella/genetic contracts   |                | M                  | Coordinating with OPERATIONS Business Area Analysis; Efforts Ongoing.          | Continuing             |
| (J) Explore expanding competitive grant programs  |                | M                  | Analysis completed; necessary Handbook changes to be made.                     | 10/94                  |
| (K) Renew emphasis on contract administration and enforcement; F.g. 10 percent participation of minority firms as subcontractors, strengthening debarment proceedings |                | M                  | Completed  | 8/94                   |
| (L) Consider past performance of contractors as an evaluation criterion and building a database on contractor performance   |                | M                  | Completed  | 6/94                   |
| (M) Establish external customers resource group   |                | M                  | Completed  | 2/94                   |
| (N) Strengthen suspension and debarment procedures  |                | M                  | Completed  | 4/94                   |

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| Action Description  | NPR References                  | Responsible Office | Status  | Approximate Completion |
|---|---------------------------------|--------------------|---|------------------------|
| <b>III. Human Resources</b>   |                                 |                    |   |                        |
| (A) Develop a unified personnel system  | 3.01, 3.02, 3.08, 3.09, 3.10, 4 | M/HR               | Proposal to Congress 3/94. Six teams working on systems & proposals for legislation. Agency review begins 9/94. Changes not requiring legislation in process.   | 01/96                  |
| (B) Reinvigorate the International Development Intern (IDI) Program/Implement active recruitment program                      | 3.02                            | M/HR               | IDI Program restructured to reduce age/grade of new interns and expand training period to 4 years. Active recruitment underway. FY 94 IDI class 85% women and minorities; PMI class 72% women and minorities.                 | 9/94                   |
| (C) Ensure that lengths of overseas assignments are logically related to the nature of work                                   | 3.03                            | M/HR               | Handbook revision has been drafted and is under negotiation w/AFSA.   | 12/94                  |
| (D) Implement a Staff Development Strategy/Ensure that junior officers develop management and administrative skills           | 3.04                            | M/HR               | Strategy being formulated. Major reform of FS Assignments System proposed to AFSA. SMG Assignments System Reform being implemented.   | 12/94                  |
| (E) Restructure training program/Develop new training methods using multimedia  | 3.04                            | M/HR               | Overall review and restructuring of Training Program in process. New Project Management Course being delivered to junior officers. Development Studies Training by CD ROM and computer skills training in self-learning labs. | 9/94                   |
| (F) Invest in more training in project implementation, contract administration, and foreign language proficiency              | 3.05                            | M/HR               | Skill needs of workforce being evaluated. Funding provided for "re-training" in support of rightsizing. Language training program to be reviewed in FY 95.  | Continuing             |
| (G) Rotations in/out of OIG   | 3.06                            | M/HR               | Awaiting arrival of new IG leadership.  | 12/94                  |
| (H) Revise both Foreign Service and Civil Service Performance Appraisal Systems   | 3.07                            | M/HR               | New FS System field tested. Plans underway to extend system to GS (4/95--or sooner--target for full implementation)   | 4/95                   |
| (I) Enforce up or out policy/Limit approval of LCEs and begin reducing excess senior management at USAID                      | 3.08                            | M/HR               | Completed (6 of 52 LCE requests approved in '93); Limited career extensions based on Agency need only. Size of Senior FS continues to contract.   | Continuing             |
| (J) Integrate qualified spouses into the assignments process  | 3.09                            | M/HR               | One of the 6 Personnel Systems Teams discussed in (A) focusing exclusively on spousal employment.   | 01/96                  |
| (K) Initiate interagency review of FS benefits  | 3.10                            | M/HR               | 8-A firm is conducting full-scale review.   | 12/94                  |
| (L) Form a partnership council with AFGE/AFSA   | 5.58 (Main Report)              | M/HR               | Completed   | 01/94                  |
| (M) Analyze personnel processes to streamline and simplify procedures   | 3                               | M/HR               | Office of HR rightsized/reorganized in 12/93. BAA planned to begin in 4th Quarter '94.  | Continuing             |
| (N) Renew emphasis on workplace diversity in all personnel practices, including: recruitment, promotion, awards, and training | 4.54 (Main Report)              | M/HR               | Plan approved (01/94), cleared with unions, and distributed to all employees (04/94). DAA Committee charged with implementing Plan.   | Continuing             |
| (O) Institutionalize rapid response to customers/Quality customer service   | 2.6 (Main Report)               | M/HR               | Pilot testing cross-functional teams to improve customer service to bureaus/missions. HR Suggestion Box established to improve communications. FSN policy unit established to improve support to missions.                    | Continuing             |
| (P) Develop Recruitment Strategy  | GAO Report                      | M/HR               | First draft circulated for comments.  | 12/94                  |
| (Q) Apply workforce management principles to budget process   | GAO Report                      | M/HR               | Bi-weekly meetings among HR, Budget and Management underway. Mission Staffing Pattern System implemented. First report expected 10/94.  | Continuing             |
| (R) Remove staffing restrictions/allocate operating resources to individual managers  | 4.01                            | M/B                | Currently being evaluated for feasibility   | 11/94                  |
| (S) Monitor employee work years   | 4.02                            | M/B                | Development of mechanism is currently underway  | 11/94                  |

## USAID Action Agenda

| Action Description | NPR References | Responsible Office | Status | Approximate Completion |
|--------------------|----------------|--------------------|--------|------------------------|
|--------------------|----------------|--------------------|--------|------------------------|

### IV. Financial Management

|   |  |     |                                  |       |
|---|--|-----|----------------------------------|-------|
| (A) Design new accounting system (AWACS) to replace 12+ disparate systems |  | M   | Development of system in process | 10/95 |
| (B) Analyze Budget process to streamline and simplify operations          |  | M/B | Business Area Analysis Completed | 7/94  |
| (C) Complete Installation of Automated Travel Voucher System              |  | M   | Completed                        | 7/94  |

### V. Information Systems

|   |           |                     |   |       |
|---|-----------|---------------------|---|-------|
| (A) Reengineer processes and information systems to streamline, integrate and simplify operations |           | M                   | Completed business process reengineering for Procurement, Financial Mgt, and Budget; Operations underway      | 1/95  |
| (B) "Reinvent" Executive Correspondence Management Process  |           | ES, M/IRM           | Develop Executive Reference Guide (12/93); Executive letters and memos macros (4/94); Background Study (4/94) | 4/94  |
| (B.1) * Develop Executive Correspondence Management System  |           |                     | * Staged implementation beginning 9/94  | 11/94 |
| (C) Establish Innovation fund   | 5.01-5.05 | M                   | Completed   | 10/93 |
| (D) Provide EIS to Congress   |           | ES, LPA, PPC, M/IRM | Under discussion/review   |       |
| (E) Agency-wide access to the Internet  |           | M/IRM               | Completed   | 8/94  |
| (E.1) * Placement of USAID Information on Internet  |           |                     | * Completed   | 4/94  |

### VI. General Management

|  |                                      |        |   |                     |
|--|--------------------------------------|--------|---|---------------------|
| (A) Close 21 missions  | 7.01, 7.02                           | M      | Missions identified; Program and Operational Plans under review   | Phased through 1996 |
| (B) Rightsizing 20 USAID/W offices to determine proper staffing, eliminate redundancies, eliminate unnecessary supervisory layers, identify process improvements, and recommend organizational structure | 7.03                                 | M      | Completed   | 3/94                |
| (C) Identify 20 percent PSC reductions   | 4.03                                 | M      | Completed   | 2/94                |
| (D) Review internal regulations to reduce by 50 percent by 1996  | 1.04                                 | M, PPC | Established internal regulations subcommittee of QC (4/94); Solicited employee suggestions (2/94); Draft of Directive Control System (3/94); Baseline for comparison completed (5/94); Memo sent 7/15/94 asking for progress report to QC by 8/31/94. | 8/94                |
| (E) Reengineer approach to project design and development  | 1.01, 1.04, 2.05, 2.06, 6, 6.01-6.05 | M, PPC | Draft proposal submitted to JBA (3/94); Final BAA for Operations report due 9/30/94   | 9/94                |
| (F) Develop performance agreement between President and Administrator  |                                      | M      | Awaiting M discussion with JBA  | 9/94                |
| (G) Revise and expand Quality Council  |                                      | M      | Completed   | 12/93               |
| (H) Complete Headquarters Reorganization   |                                      | M      | Completed   | 10/93               |
| (I) Customer Service Survey and Plan   |                                      | QC     | Report submitted to OMB (3/08/94); Implementing plan  | 10/95               |
| (J) Providing Common Services  | 7.04                                 | M/AS   | Underway as part of reinvention effort with other foreign affairs agencies  | 9/95                |

# National Performance Review

## Action Descriptions

**AID01      Redefine focus USAID's mission and priorities**

- AID01.01    Conduct a zero-based review of programs to eliminate redundancy*
- AID01.02    Replace Foreign Assistance Act of 1961, as amended*
- AID01.03    Develop a strategic vision for the 21st century*
- AID01.04    Review directives and publications to ensure conformity with agency mission*

**AID02      Reduce funding, spending and reporting micromanagement**

- AID02.01    Set 2-year or multiyear funding commitments*
- AID02.02    Appropriate development assistance as part of a single account*
- AID02.03    Eliminate or reduce earmarks*
- AID02.04    Reduce statutory reporting and notification requirements*
- AID02.05    Review and eliminate out-dated, non-value added internal requirements*
- AID02.06    Develop results-driven performance management system*

**AID03      Overhaul the USAID personnel systems**

- AID03.01    Operationally unify personnel systems*
- AID03.02    Reinvigorate development intern programs*
- AID03.03    Lengthen overseas rotational assignments*
- AID03.04    Develop managerial skills of junior officers*
- AID03.05    Invest in more specific training*
- AID03.06    Encourage rotations in/our of OIG*
- AID03.07    Restructure performance appraisal system*
- AID03.08    Enforce up-or-out regulations and downsize senior management*
- AID03.09    Integrate qualified spouses as part of overseas workforce*
- AID03.10    Review benefits policies*

**AID04      Manage USAID employees and consultants as a unified work force**

- AID04.01    Remove staffing restrictions - allocate operating resources to individual managers*
- AID04.02    Monitor employee work years*
- AID04.03    Review the use of personnel service contractors*

**AID05      Establish an USAID innovation capital fund**

- AID05.01    Establish revolving capital investment fund*
- AID05.02    Fund sound information systems plan project*
- AID05.03    Conduct cost-benefit analysis on proposed capital expenditure*
- AID05.04    Solicit customer feedback on information systems*
- AID05.05    Expedite CEFMS implementation*

**AID06      Reengineer management of USAID projects and programs**

- AID06.01    Reengineer the project and program management processes*
- AID06.02    Designate selected missions as pilots for reinvention*
- AID06.03    Link reward and incentive systems to performance results*
- AID06.04    Establish system for continuous review of projects*
- AID06.05    Strengthen and integrate evaluations with planning*
- AID06.06    Improve donor coordination*

**AID07      Consolidate or close USAID overseas missions**

- AID07.01    Concentrate field presence*
- AID07.02    Include "graduation" plans for foreign assistance*
- AID07.03    Consolidate staff regionally*
- AID07.04    Ensure cost-effectiveness of administrative functions overseas*