AGENCY FOR INTERNATIONAL DEVELOPMENT

HANDBOOK TRANSMITTAL MEMORANDUM	DATE November 22, 1991	TRANS. MEMO NO. 17:424

MATERIAL TRANSMITTED:

Handbook 17 - AID Organization Handbook

The Information Management Committee Charter has been revised.

SUPERSEDES:

Pages 17-85 and 17-86. (TM 17:423)

FILING INSTRUCTIONS:

1. Remove superseded material as indicated under SUPERSEDES.
2. File the attached in their appropriate places.
3. Initial the Transmittal Memorandum Checksheet (in the back of the Handbook binder) beside TM 17:424.

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KEEP THIS TRANSMITTAL MEMORANDUM, which has an up-to-date Checklist for this Handbook on the back. File this TM 17:424 in the front of the handbook binder; discard TM sheet 17:423.

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Address questions about this Handbook to FA/HRDM/PPM/PCM (202) 663-1430.

For additional copies of this Transmittal contact FA/AS/ISS.

CHECKLIST FOR HANDBOOK 17
AID-ORGANIZATION HANDBOOK

AUTHOR OFFICE: FA/HRDM/PPM/PCM

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11-22-91	Pages A6-85 thru A6-88 of Appendix 6	17:424

N O T E

Throughout this Handbook, masculine pronouns are to be interpreted as including both men and women, unless the context specifically excludes this interpretation. Future revisions will take into account the AID directive (HB 18, Part I, 2E) of 12/30/75 on the avoidance of sex-biased language.

HANDBOOK 17

AID ORGANIZATION

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CHAPTER 1

AID STATEMENT OF ORGANIZATION FUNCTIONS AND PROCEDURES

CHAPTER 1

AID STATEMENT OF ORGANIZATION, FUNCTION, AND PROCEDURES

1A. Purpose

This Chapter provides a general description of the basic authorities and legislative programs of AID; a summary statement of the Agency's organization, functions, and methods of operation; and certain other general information regarding AID policies, rules, and procedures which must be provided to the public under the provisions of the Freedom of Information Act (5 U.S.C. 552). More detailed information regarding the functions of AID/W Offices, Bureaus and AID overseas organizations is shown in Parts II and III, respectively, of this Handbook.

1B. Publication Information

The text of this Chapter was published as AID Public Notice No. 1, Revised, effective June 30, 1987 per publication in the Federal Register of August 26, 1987 (Vol. 52, No. 165). It is reprinted on the following pages exactly as published and, therefore, follows the format and style required for Federal Register items. Any further revision or amendment of this statement will also be published in the Federal Register.

INTERNATIONAL DEVELOPMENT COOPERATION AGENCY (IDCA)
AGENCY FOR INTERNATIONAL DEVELOPMENT (AID)

STATEMENT OF ORGANIZATION, FUNCTIONS, AND PROCEDURES
(PUBLIC NOTICE NO. 1, REVISED)
INFORMATION GUIDANCE

In compliance with the Freedom of Information Act (5 U.S.C. 552), this notice provides information and guidance to the public regarding: the basic authorities and programs of AID; the organization and functions of the Agency's central and field organizations; the Agency's methods of operation; statements of policy, rules, and procedures; and the process by which the public may obtain information, make submittals or requests, or obtain decisions.

This notice is a revision of "AID's Public Notice No. 1," published in the Federal Register on October 4, 1985. It reflects the organization, basic functions, and methods of operations of AID as of June 30, 1987. Subsequent revisions of this statement will also be published in the Federal Register, as appropriate.

I. Creation and Authority of the Agency

The Agency for International Development (AID) carries out economic assistance programs designed to help the people of developing countries develop their human and economic resources, increase their productive capacities, and improve the quality of human life as well as promote economic and political stability in friendly countries.

The Foreign Assistance Act of 1961 (75 Stat. 424; 22 U.S.C. 2151, et seq), as amended, authorizes the President to exercise functions under that act through such agency or officer of the U.S. Government as he/she may direct. Executive Order 12163 of September 29, 1979, delegates to the Director of the International Development Cooperation Agency (IDCA) the authorities set forth in the Foreign Assistance Act of 1961, as amended, and in certain other acts, with certain limited exceptions. The Executive Order also directs that the Director of IDCA continue within that Agency AID.

IDCA Delegation of Authority No. 1 of October 1, 1979 (44 FR 57521), continued AID in existence as an agency within IDCA and delegates to the Administrator of AID the functions conferred upon the Director of IDCA by Executive Order 12163 and certain related Executive Orders, except as otherwise reserved or delegated.

AID functions under an Administrator, who also currently serves as the Acting Director of IDCA. The Administrator directs U.S. foreign and economic assistance operations in more than 60 countries.

II. Programs of the Agency

The Foreign Assistance Act of 1961, as amended (75 Stat. 424; 22 U.S.C. 2151 note), authorizes AID to administer--normally on a bilateral basis--two kinds of foreign assistance: development assistance and economic support funds.

In addition, AID, in cooperation with the Departments of Agriculture and State, also carries out Public Law 480, the Agriculture Trade Development and Assistance Act of 1954, as amended (68 Stat. 454; 7 U.S.C. 1691 et seq.), which includes the sale of agricultural commodities on concessional terms (Title I), the donation of agricultural commodities (Title II), and the provision of food under the Food for Development Program (Title III).

AID also conducts humanitarian relief activities in support of those who suffer from natural calamities such as earthquake, famine, flood, and drought. Programs are conducted, often in conjunction with those of other nations and private, charitable organizations, to quickly alleviate the effects of disaster and reduce human suffering.

AID emphasizes four major thrusts to achieve successful economic development: (1) use of market forces to stimulate growth of market economies in developing countries and to interest U.S. companies' investment in those countries; (2) policy dialogue to encourage those countries that receive U.S. assistance to adopt rational economic policies that foster economic growth; (3) institution building that supports establishment and growth of institutions such as schools, colleges, training organizations, and supportive government ministries necessary for economic growth in developing countries; and (4) practical technology transfer to enable countries to produce their own resources.

AID's main objective is to help developing countries help themselves.

Specifically, AID administers programs under the Foreign Assistance Act within the following major categories of assistance:

A. Development Assistance

AID focuses its development assistance programs on critical problem areas in those functional sectors which affect the majority of the people in the developing countries. The areas of concentration are:

1. Agriculture, Rural Development and Nutrition

To increase the incomes of the poor majority and to expand the availability and consumption of food while maintaining and enhancing the natural resource base.

2. Health

To lower infant and child mortality rates through child survival programs and improve community and family health in general through primary health care programs; reduce the incidence of serious communicable diseases; and assist developing countries to effectively manage the allocation of financial and human resources so that preventative and curative health services are sustained and more equitably distributed.

3. Population Planning

To extend voluntary family planning services to the village level through programs that provide or promote safe, effective, affordable, acceptable family planning services.

4. Education and Human Resource Development

To expand access to basic education, particularly for the rural poor, through programs which improve the education system's management, the quality of primary education and the cost-effectiveness of resources used; to encourage the use of mass media and communication technology and the development of informal education and training approaches for rural families and workers in agriculture; nutrition; health and family planning; and to provide advanced training needed for technicians, scientists and managers at all levels.

5. Energy, Private and Voluntary Organizations, and Selected Development Activities

To support selected development activities that deal with a wide range of development concerns which do not fall within the above functional sectors; e.g., projects directed toward assisting developing countries with their national energy and natural resource problems and projects which provide for the transfer and adaptation of appropriate technology and lessen the problems of rapid urbanization, including employment and income problems. These activities place high priority on greater involvement of the private sector of both the United States and less-developed countries, in development, including greater reliance on private and voluntary organizations.

6. Private Enterprise

Private enterprise is integrated into each of the functional program areas to assist, both directly and in collaboration with the U.S. private sector, those developing countries that want to support a private sector, market-oriented, developmental strategy. U.S. and developing country private sector resources can be an important supplement and complement to existing bilateral and multilateral aid programs; and private investment can make a vital contribution to development through job creation, increased productivity, transferred technology and management know-how and the generation of additional and diversified products to meet internal demand and expand export capacity.

B. Economic Support Fund

The primary objective of The Economic Support Fund (ESF) is to support U.S. economic, political and security interests and to advance U.S. foreign policy objectives. ESF provides resources that stem the spread of economic and political disruption and to help friends and allies in dealing with threats to their security and independence.

ESF is flexible economic assistance provided on a grant or loan basis, and may be used, for example, to sustain economic activity and restore equilibrium, to address basic development needs, or to improve infrastructure. In administering ESF, consideration is given to policy guidance which underlies the provision of development assistance. This would include, for example, assisting developing countries in building and maintaining social and economic institutions necessary for self-sustaining and equitable growth, providing opportunities to improve the quality of life of their people, and meeting basic human needs.

C. Specific Programs

1. Sahel Development

AID participates in a long-term program for the development of the Sahelian region of West Africa. The objectives of the Sahel Development Program are to promote regional food self-reliance and self-sustaining economic growth. The program is coordinated, planned, and designed by the Club du Sahel, comprised of nine Sahel states: Mali, Chad, Niger, Burkina Faso, Senegal, Mauritania, Cape Verde, the Gambia, and Guinea-Bissau; the United States; and over 20 participating governments and international organizations.

2. American Schools and Hospitals Abroad

The American Schools and Hospitals Abroad program provides grants to private U.S. nonprofit organizations sponsoring American schools and hospitals abroad. The purpose is to demonstrate American ideas and practices in education and medicine.

3. International Disaster Assistance

The Office of U.S. Foreign Disaster Assistance administers AID'S overseas disaster assistance program. The Office draws upon other U.S. Government agencies, voluntary and international organizations and the U.S. private sector to meet the demands of disaster relief, rehabilitation, preparedness, early warning and mitigation in countries stricken or threatened by natural or man-made disasters, including earthquakes, floods, cyclones, volcanic eruption, accidents and civil strife. OFDA provides technical assistance and training for the development of host government disaster assistance programs, technology transfer for improved prediction and warning systems and material and personnel resources for emergency relief and rehabilitation. The AID Administrator serves as the President's Special Coordinator for International Disaster Assistance.

4. Housing Guaranty Program

AID's Housing Guaranty Program facilitates private financing for shelter for lower income families in developing countries by guaranteeing repayment to U.S. lenders for projects requested by these countries. AID seeks to finance innovative programs such as squatter upgrading through the provisions of sewerage, potable water, electricity, and credit for home improvements; sites and services by the provision of a basic urbanized lot, with the family constructing its own dwelling unit; and low-cost, expandable core housing units.

These projects are designed to promote affordable homeownership for lower-income households, increase the participation of the private sector in the financing and development of low-cost shelter, support improved housing finance policies, and strengthen local delivery of essential urban services to poorer neighborhoods.

The Office of Housing and Urban Programs also supports a program of research and technical assistance in urban development. Key areas of emphasis are the development and application of new tools for analyzing urban issues and urban investment strategies and assistance in strengthening urban investment strategies and assistance in strengthening urban and financial management policies and practices.

5. Food for Peace

In cooperation with the Department of Agriculture, AID participates in the sale of agricultural commodities on concessional terms under Title I of Public Law 480 to encourage economic development, assist in combating hunger and malnutrition, and for other purposes. Under Title II, AID administers the donation of agricultural commodities to meet famine or other urgent or extraordinary relief requirements, to combat malnutrition, to promote economic and community development, and for needy persons and nonprofit school lunch and preschool feeding programs outside the United States. AID also administers Title III, which provides that a portion of funds accruing from Title I sales be used for Food for Development Programs to improve the production, protection, and utilization of food to increase the well-being of the poor in the rural sector of the recipient country, and that funds so used are applied against that government's Title I repayment obligation (Public Law 480, Agricultural Trade Development and Assistance Act of 1954, as amended). AID supports the use of food aid in ways that promote rather than hinder the growth of food production and associated policy and program initiatives in the host government.

Additionally, AID administers on behalf of USDA the Sector 416 surplus agricultural commodity program. These commodities can be utilized on a grant basis for time-limited humanitarian and developmental purposes.

6. Science and Technology

In recognition of the higher priority that developing countries are placing on science and technology, AID is focusing on more innovative and collaborative approaches to the problems and processes of development research and technology transfer. This program includes both support of research to explore the potential uses of emerging technologies for development, and innovative approaches to strengthen the capacity of less developed countries to take advantage of these new technologies.

D. Special Provisions

1. Capital Technology

AID supports projects with the specific objective of broadening the range of technologies in use. This is accomplished by increasing local research and the flow of information on appropriate technologies; promoting local development, adaptation, and utilization of technologies appropriate to developing countries; and providing assistance which encourages the formulation of policies that broaden the range of technological options.

2. Women in Development

In recognition of the fact that women in developing countries play a significant role in economic production, family support, and the overall development process of the national economies of such countries, Congress requires that U.S. bilateral aid be administered so as to give particular attention to the programs, projects, and activities which tend to integrate women into the national economies of developing countries, thus improving their status and assisting the total development effort. AID implements this congressional mandate with leadership by the Office of Women in Development.

III. Organization, Functions, and Methods of Operations

A. General

AID consists of a central headquarters staff in the Washington metropolitan area (AID/W) and a number of overseas missions and offices. The structure of the Agency headquarters includes: The Office of the Administrator which is supported by the Office of the Executive Secretary; a Board for International Food and Agricultural Development Support Staff; eight staff offices; six functional bureaus; and three geographic bureaus.

B. The Office of the Administrator (A/AID)

The Administrator plans, directs, and coordinates the operations of the Agency and is responsible, subject to the approval of the President, for the formulation and execution of U.S. foreign economic assistance policies and programs. The Administrator supervises and directs the activities of all personnel of the Agency in the United States and overseas. In addition, the Administrator of AID serves as the President's Special Coordinator for International Disaster Assistance.

The Office of the Executive Secretary (ES) facilitates and expedites the decision-making process of AID. It serves as a channel of communication and coordination between the Office of the Administrator and the Agency's Senior Staff.

C. Staff Offices

The following staff offices report to the Office of the Administrator:

1. The Office of the Inspector General (IG) is the Agency's focal point for assuring the integrity of AID's operations. It is the central authority concerned with the quality, coverage, and coordination of the audit,

support for the transportation element of all Agency programs and for programs financed by Title II, Pub. L. 480, and the world food programs.

5. The Bureau for Private Enterprise (PRE) has responsibility for developing a closer and more effective partnership between the Agency and the U.S. Private sector and for facilitating the participation of the U.S. Private sector not only in A.I.D.-finaced transactions, but in privately financed projects and activities which can accelerate the development process overseas.

The Bureau also adminsters the Agency's Housing Guaranty Program and serves as Agency liaison with IDCA's Trade and Development Program (TDP) and Overseas Private Investment Cooperation (OPIC).

6. The Bureau for External Affairs (XA) has broad responsibility for the Agency's diverse external programs for communicating with the American public, private U.S. communities, other donor nations, and the developing economies concerning the purpose and role of the U.S. economic assistance program and its place in international efforts to foster stability and economic grwoth and development.

E. Geographic Bureaus

There are three Geographic Bureaus: Africa, Latin America and the Caribbean, and Asia and Near East.

These Bureaus are the principal A.I.D. line offices with responsibility for the planning, formulation, and management, of U.S. economic development and/or supporting assistance programs in their respective areas overseas. Their programs are administered within delegated authorities and in accordance with policies and standards established by the Administrator.

Each Geographic Bureau is headed by an Assistant Administrator who:

1. Directs and supervises the activities of the Bureau and its overseas missions and offices.

2. Directs the formulation of U.S. economic assistance programs; approves programs and projects within the limits of authorities delegated from the Administrator; and authorizes the execution of economic assistance agreements with Bureau countries and regional organizations.

3. Execises policy control within the region over the housing guaranty programs which are administered by the Office of Housing and Urban Programs within the Bureau for Private Enterprise.

4. Submits, through the Bureau for Program and Policy Coordination for the Administrator's approval, an annual budget of proposed Bureau activities and assists in presenting the Bureau's program and budget to the Congress.

5. Approves and directs the allocation of available resources among bureau offices and overseas missions.

6. Assures necessary liaison with other Agency offices, the Department of State, other U.S. bilateral, and multilateral agencies and officials of recipient countries; and represents the agency at country consortia or consultative group meetings.

7. Oversees the implementation of Bureau programs and projects; monitors performance under loan and grant agreements contracts, and other operating agreements; and takes or recommends any required remedial action.

8. Represents the Agency before the press and the public, as required.

F. Overseas Missions and Offices

1. A.I.D.'s country organizations are located in countries where the Agency is carrying out bilateral economic assistance programs. Such organizations report to the Geographic Bureau, and include the following:

a. *Missions* are currently located in 43 countries for which the the Agency's program is major, continuing, and usually involves multiple types of aid in several sectors. Each mission is headed by a Mission Director who has been delegated program planning, implementaion, and representation authorities.

b. Offices are currently located in 25 countries for which the Agency's program is moderate, declining, or has limited objectives. Each office is usually headed by an Agency Representative who has been delegated program planning, implementation, and representation authorities.

c. Sections of Embassy are currently located in four countries for which the Agency program is small or is being phased out. The Agency program planning and implementation authorities are delegated to the chief U.S. diplomatic representative in the country.

2. Offices for Multicountry Programs (seven offices) administer the Agency's overseas program activities which involve more than one country. These offices may also perform "country organization" reponsibilities for assigned countries and report directly to the Geographic Bureaus.

3. Offices for Multicountry Services (three offices) provide services to other overseas organizaitons, primarily the Agency's country organizations and Multicountry Program Offices and report to the Geographic Bureaus.

4. Development Assistance Coordination and Representation offices

(four offices) maintain liaison with various international organizations and represent U.S. and the Agency's interest in development assistance matters. Such offices may be only partically staffed by Agency personnel and may be headed by employees of other U.S. Government agencies.

5. Audit and Investigations Offices (six offices) are maintained by the Office of the Inspector General at overseas locations to carry out a comprehensive program of selected audits, investigations, inspections, surveys, reviews, and security services for the Agency.

IV. Statements of General Policy, Rules, and Procedures

The Statements of A.I.D. policy and the nature and requirements of formal and informal procedures, which are currently available to the public, are contained in published regulations and other publications of the Agency as listed below. To the extent applicable, these also contain descriptions of forms available or specify the places at which forms may be obtained, and give instructions as to the scope and content of papers, reports, or examinations involved in the transaction of business with A.I.D.

A. Code of Federal Regulations

1. A.I.D.'s general regulations are codified in Chapter II of Title 22 of the Code of Federal Regulations.

2. The procurement regulations for A.I.D. are codified in Chapter 7 of Title 48 (A.I.D.AR) and Chapter 7 of Title 41 (A.I.D. FPR) of the Code of Federal Regulations.

B. A.I.D. Handbooks

There are 33 A.I.D. Handbooks containing Agency policy, regulations, procedures and guidance on all aspects of the Agency's operation.

C. In addition, the following A.I.D. publications contain information for those transacting business with A.I.D.:

1. A.I.D.'s Country Contracting Procedures, including:

a. A.I.D.'s Handbook 11—Country Contracting (formerly Capital Projects Guidelines).

b. Environmental Assessments Guidelines Manual.

c. Information Packet for Architect-Engineer Firms.

2. A.I.D.-Financed Export Opportunities.

3. A.I.D.'s Procurement Information Bulletins.

4. A.I.D.'s Small Business Memos.

5. A.I.D.'s Importer Lists.

Copies of the above listed Agency regulations and other publications are available for public inspection and copying through the Bureau for External Affair's Office of Public Inquiries, A.I.D., Washington, DC 20523. In addition, publications listed under No. 2 through No. 5 above are available from the Office of Small and Disadvantaged Business Utilization, A.I.D., Washington, DC 20523, and at Department of Commerce field offices located in principal cities of the United States. The Agency's procurement regulations are also for sale by the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402.

V. Information, Submittals, and Requests for Decisions

A. Information

A.I.D. Regulations Nos. 12, 14, and 15 (22 CFR Parts 212, 214, and 215, respectively) specify the Agency's policy and procedures for public access to Agency records.

B. Submittals, Requests, or Decisions

Members of the public doing business, or wishing to do business, with A.I.D. may make their submittals or requests, or obtain decisions at the cognizant bureau of office described in section III above, in accordance with provisions of A.I.D. regulation or other publication which govern the action or process.

In case of uncertainty by a member of the public as to the appropriate bureau of office, or as to the methods of applying for or obtaining A.I.D. action, application should be made to the Director, Office of Public Inquiries, Bureau for External Affairs, A.I.D., Room 4889, 21st Street and Virginia Avenue, NW., Washington, DC 20523.

C. Effective Date

This notice shall be effective June 30, 1987.

Date: August 18, 1987.

R.T. Rollis, Jr.,

Assistant to the Administrator for Management.

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C. Effective Date

This notice shall be effective June 30, 1987.

Date: August 18, 1987.

R.T. Rollis, Jr.,

Assistant to the Administrator for Management.

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inspection and investigation services of the Agency. In directing, monitoring, and reviewing these activities, the Inspector General emphasizes both the protective and constructive aspects of these services as a tool of management within a comprehensive Agency effort to attain improved management effectiveness. The Inspector General has full access to all phases of the Agency's operations in order to carry out a comprehensive plan of selected audits, investigations and inspections, surveys and reviews to provide reasonable protection and constructive advice for Agency management. The IG serves as Agency liaison with the Department of State to assure that adequate security services are performed for AID by that Department.

2. The Office of Legislative Affairs (LEG) has responsibility for the Agency's relations with the Congress, and is the central point of contact between the Agency and the Congress, including Congressional members and committees. The Office coordinates the preparation of AID's legislative program, including the preparation and submission of information relating to legislative authority and appropriations requests. The Office is also responsible for advising the Administrator and the Agency on the status of pending legislation of interest and on the history of pending legislation, including the concerns and views of members of the Congress on pending legislation and other matters of interest to AID.

3. The Office of the General Counsel (GC) provides all legal advice, counsel, and services to the Agency and its officials both in the United States and abroad, and ensures that AID Programs are administered in accordance with legislative authorities. The Office maintains legal staffs both at headquarters and at regional or country organizations overseas.

4. The Office of U.S. Foreign Disaster Assistance (OFDA) plans and implements overseas disaster preparedness, relief, and rehabilitation programs. It formulates U.S. foreign disaster assistance policy and coordinates disaster assistance activities of the Agency, the Department of State, and other elements of the U.S. Government. The Office maintains contingency planning and preparedness for foreign disasters, mobilizes U. S. Government resources with those of voluntary agencies, international organizations and other donors. It promotes and supports, in conjunction with U.S. Missions abroad, preparedness programs in disaster prone countries. The Office maintains disaster relief stockpiles overseas and directs a disaster coordination center in Washington, D.C.

5. The Office of Equal Opportunity Programs (EOP) is the central Agency office responsible for formulating the policy and administering, monitoring, and evaluating the implementation of all government laws, policies, regulations and executive orders relating to the provision of equal

opportunity in employment and personnel administration for all employees and applicants for employment with AID and activities financed by it without regard to race, color, religion, national origin, physical or mental handicap, sex, or age.

6. The Office of the Science Advisor (SCI) serves as the focal point for coordinating the more innovative and collaborative approaches to the problems and processes of development research, technology transfer and related capacity-building programs and activities. The Office has a major responsibility for identifying scientific and technological needs and opportunities in developing countries and resources to meet those needs from U.S. and foreign public and private sources; for establishing effective mechanisms for involving foreign public and private sector sources in working with developing countries to realize these opportunities; for enhancing relationships of IDCA and AID with other U.S. public and private sector resources; and for ensuring effective linkage between U.S. scientific and technological capacities and the development programs in which the U.S. Government participates.

7. The Office of Small and Disadvantaged Business Utilization (SDB) administers the Agency's small and disadvantaged business utilization programs in accordance with governing legislation, including the Gray Amendment, the Small Business Act, as amended (Public Law 95-507); Section 123 of the International Development Cooperation Act of 1979 and Section 602 of the Foreign Assistance Act of 1961, as amended.

8. The BIFAD Support Staff (BIFAD/S), in compliance with AID's statutory obligation, provides staff support to the Board for International Food and Agricultural Development (BIFAD) and its subcommittee as authorized by Section 298 of Title XII of the Foreign Assistance Act, as amended.

9. The Office of Private Sector Coordination (PSC) has responsibility for assisting, coordinating, and advising on the involvement of the U.S. business community with AID to achieve Agency objectives. The Office undertakes activities or sponsors initiatives to stimulate cooperative projects between AID and the U.S. business community which are within the Agency's mandate.

PSC has responsibility for coordinating AID's efforts to promote greater U.S. private sector involvement in developing countries with U.S. business promotion efforts of other U.S. agencies, including the Overseas Private Investment Corporation (OPIC), U.S. Trade and Development Program (TDP), the Department of Agriculture, the Department of Commerce, the Department of Treasury, and financing programs of the multilateral development banks, including the International Bank for Reconstruction and Development (IBRD), International Finance Corporation (IFC), Inter-American Development Bank (IDB), Asian Development Bank (ADB), and African Development Bank (AFDB).

D. Functional Bureaus

1. The Bureau for Program and Policy Coordination (PPC) is responsible for the Agency's overall program policy formulation, planning, coordination, resource allocation, evaluation and development information utilization activities, and the program management information systems which support them. The Bureau develops economic assistance policies, provides guidance on long-range program planning, economic analysis, sector assistance strategies, and project analysis and design. It coordinates the formulation and revision of the Agency's program and budget, and participates in the presentation of the Agency's program to the Congress. The Bureau reviews and monitors all country program strategies and project proposals and selectively reviews project papers from other bureaus and offices to ensure compliance with Agency policy guidance. It provides in-depth analyses of development problems and related issues and formulates the Agency's position on major U.S. development policies affecting the Agency's assistance programs in the developing countries.

The Bureau assures implementation of Title IX of the Foreign Assistance Act (FAA), which emphasizes the encouragement of democratic institutions and seeks to develop an Agency policy for the furtherance of human rights in the developing countries. In accordance with Sections 116 and 502B, implements Sections 113 and 305 of the FAA relating to women in development. The Bureau provides leadership in the development of Agency policies and procedures for the integrated use of capital, technical, Public Law 480, and other assistance and for evaluation of progress toward program goals; incorporates these policies and procedures into Agency directives; reviews the policy aspects of all types of Agency projects to assure consistency with Agency objectives; develops and coordinates Agency environmental policies; and serves as Secretariat for the Bilateral Assistance Subcommittee (BAS) of the Development Coordination Committee (DCC).

The Bureau carries out significant evaluations of Agency-supported projects which can introduce improved ideas and valuable experience into the Agency's program at key points. The Bureau exercises systems management responsibilities for the policy, planning, and program management systems, both automated and nonautomated assigned to the Bureau; and provides central Agency statistical services.

The Bureau is also responsible for Agency policy and program coordination with other bilateral assistance donors, United Nations development organizations, and Multilateral Development Banks. In close collaboration with State, Treasury and other interested USG agencies, the Bureau reviews programs, budgets and staffing of the international development organizations, makes recommendations on the USG position regarding these matters, and provides guidance to the U.S. representatives to these organizations. Lastly, the Bureau is responsible for carrying out the USG lead agency responsibility for coordination and preparation of the U.S. position brought before the Development Assistance Committee, including the calculation of official development assistance and other measures of development cooperation.

2. The Bureau for Science and Technology (S&T) has primary responsibility for enhancing the Agency's capabilities to use science and technology to further economic and social progress in developing countries. To accomplish this, the Bureau provides professional leadership and technical support to Agency activities in the sectors of agriculture, nutrition, forestry, environment and natural resources, energy, rural and urban development, development administration, employment generation, education, health and family planning. It also administers the Agency's International Training program. Within each of the above sectors, the Bureau:

a. Serves as the Agency's primary liaison with the scientific and technical communities of the United States and the developing and more developed countries.

b. Serves as the Agency's focal point for the development of those sectoral strategies which require significant science and technology inputs. The Bureau develops appropriate methodology to ensure that these strategies are responsive to the needs of developing countries.

c. Identifies, in collaboration with the geographic bureaus, field service needs which can be met more effectively and efficiently from a central source and arranges for these needs to be met.

d. Mobilizes resources to provide assistance needed and requested by the field offices and Less Developed Countries (LDCs), building upon the Bureau's liaison with U.S. universities, government agencies and professional organizations.

e. Supplies the scientific and technical dimensions to the Agency's overall development assistance policy and to those sector assistance policies and strategies which govern the Agency.

The Bureau administers the Agency's central research and development program and coordinates centrally funded, regional and country research and development activities. The Bureau ensures that new knowledge and methods are disseminated within the Agency and are utilized in the Agency's field projects.

The Bureau serves as the Agency's focal point for technical coordination with the United Nations (U.N.), specialized agencies, and other international organizations. The Bureau also coordinates the Agency's operational relationships with: (a) the Board for International Food and Agricultural Development (BIFAD) and its subcommittee in the management and implementation of programs/activities authorized under Section 298 of Title XII of the Foreign Assistance Act, as amended, and (b) the U.S. university community generally.

3. The Bureau for Food for Peace and Voluntary Assistance (FVA) has central Agency responsibility for encouraging and strengthening the effective participation of nongovernmental organizations in support of AID's developmental and humanitarian objectives; performs designated Agency responsibilities for the Food for Peace Program; and administers the American Schools and Hospitals Abroad Program.

In the area of private and voluntary cooperation, the Bureau creates and explores approaches to enlarge the role of volunteerism in the development process; maintains liaison with the American Council on Foreign Aid, the Advisory Committee on Overseas Cooperative Development and the U.S. cooperatives engaged in overseas cooperative development, and with the community of voluntary agencies generally; and provides staff support to the Advisory Committee on Voluntary Foreign Aid.

4. The Bureau for Management (M) provides centralized services in the areas of financial management, personnel management, information resources management, management operations, and contract and commodity management. It establishes and monitors Agency policies, regulations, and procedures in all of these areas.

The Bureau provides advice and assistance to Agency management on the financial implications of legislation, plans, programs, policies, procedures, operating activities, and audit and evaluation findings. It administers and coordinates such financial management activities as accounting, operating expense and work force budgets, internal financial management control, advice and assistance to overseas missions regarding financial policies, practices and procedures, and preparation and interpretation of financial and related statistical reports. The Bureau also administers the Agency's work force resources management program.

The Bureau has central responsibility for personnel administration. It develops policies, standards, and guidelines for operation of overseas and domestic personnel systems; operates centralized personnel recruitment, assignment, evaluation, and employee training programs; and conducts a full range of personnel operations for the Agency. Additionally, the Bureau is responsible for the administration of the Agency's labor relations program (Executive Orders 11491 and 11636).

The Bureau assists Agency management in the development, implementation, and evaluation of management policies and practices; provides or arranges for management consulting services to the headquarters and overseas organizations; and oversees administration of the programs for organization and functional alignment, directives, committee management (Public Law 92-463), management improvement, and systems coordination.

The Bureau provides leadership and coordination to the development and administration of the Agency's automated data information systems; provides leadership and guidance on all phases of the use of automatic data processing technology; reviews, recommends, and monitors the Agency-wide use of management consulting firms, contracts, or Participating Agency Service Agreements (PASAs) for automated data information systems; and provides leadership and policy guidance to the Agency's data management systems.

The Bureau develops policies, standards, and guidelines for, and oversees the development, operation, and management of worldwide administrative and logistical support systems; counsels and assists senior Agency personnel on all phases of administrative and logistical support services; acts as the Agency coordinator for overseas combined administrative support services for all aspects of foreign affairs administrative support (FAAS) and joint nonappropriated fund activities; and provides a wide range of administrative and logistical services for AID.

The Bureau directs the development and maintenance of policies, procedures, standards, and regulations governing direct contracting and AID-financed borrower/grantee contracting; directs centralized contracting services; encourages the participation of U.S. small business in services, contracting, and export supply activities of the Agency; and develops and maintains the Agency's procurement regulations.

The Bureau provides leadership and coordination to the development and administration of the Agency's policies and procedures for commodity management; serves as the principal advisor on the commodity management aspects of the economic assistance programs; administers commodity import programs and provides support for the implementation of the commodity

and transportation elements of other programs financed by the Agency; implements requirements for commodity marking and labeling; and provides support for the transportation element of all Agency programs and for programs financed by Title II, Public Law 480, and the world food programs.

5. The Bureau for Private Enterprise (PRE) has responsibility for developing a closer and more effective partnership between the Agency and the U.S. private sector and for facilitating the participation of the U.S. private sector not only in AID-financed transactions, but in privately financed projects and activities which can accelerate the development process overseas.

The Bureau also administers the Agency's Housing Guaranty Program and serves as Agency liaison with IDCA's Trade and Development Program (TDP) and Overseas Private Investment Cooperation (OPIC).

6. The Bureau for External Affairs (XA) has broad responsibility for the Agency's diverse external programs for communicating with the American public, private U.S. communities, other donor nations, and the developing economies concerning the purpose and role of the U.S. economic assistance program and its place in international efforts to foster stability and economic growth and development.

E. Geographic Bureaus. There are three Geographic Bureaus: Africa, Latin America and the Caribbean, and Asia and Near East.

These Bureaus are the principal AID line offices with responsibility for the planning, formulation, and management of U.S. economic development and/or supporting assistance programs in their respective areas overseas. Their programs are administered within delegated authorities and in accordance with policies and standards established by the Administrator.

Each Geographic Bureau is headed by an Assistant Administrator who:

1. Directs and supervises the activities of the Bureau and its overseas missions and offices.

2. Directs the formulation of U.S. economic assistance programs; approves programs and projects within the limits of authorities delegated from the Administrator; and authorizes the execution of economic assistance agreements with Bureau countries and regional organizations.

3. Exercises policy control within the region over the housing guaranty programs which are administered by the Office of Housing and Urban Programs within the Bureau for Private Enterprise.

4. Submits, through the Bureau for Program and Policy Coordination for the Administrator's approval, an annual budget of proposed Bureau activities and assists in presenting the Bureau's program and budget to the Congress.

5. Approves and directs the allocation of available resources among bureau offices and overseas missions.

6. Assures necessary liaison with other Agency offices, the Department of State, other U.S. bilateral, and multilateral agencies and officials of recipient countries; and represents the Agency at country consortia or consultative group meetings.

7. Oversees the implementation of Bureau programs and projects; monitors performance under loan and grant agreements, contracts, and other operating agreements; and takes or recommends any required remedial action.

8. Represents the Agency before the press and the public, as required.

F. Overseas Missions and Offices

1. AID's country organizations are located in countries where the Agency is carrying out bilateral economic assistance programs. Such organizations report to the Geographic Bureau, and include the following:

a. Missions are currently located in 43 countries for which the Agency's program is major, continuing, and usually involves multiple types of aid in several sectors. Each mission is headed by a Mission Director who has been delegated program planning, implementation, and representation authorities.

b. Offices are currently located in 25 countries for which the Agency's program is moderate, declining, or has limited objectives. Each office is usually headed by an Agency Representative who has been delegated program planning, implementation, and representation authorities.

c. Sections of Embassy are currently located in four countries for which the Agency program is small or is being phased out. The Agency program planning and implementation authorities are delegated to the chief U.S. diplomatic representative in the country.

2. Offices for Multicountry Programs (seven offices) administer the Agency's overseas program activities which involve more than one country. These offices may also perform "country organization" responsibilities for assigned countries and report directly to the Geographic Bureaus.

3. Offices for Multicountry Services (three offices) provide services to other overseas organizations, primarily the Agency's country organizations and Multicountry Program Offices and report to the Geographic Bureaus.

4. Development Assistance Coordination and Representation Offices (four offices) maintain liaison with various international organizations and represent U.S. and the Agency's interest in development assistance matters. Such offices may be only partially staffed by Agency personnel and may be headed by employees of other U.S. Government agencies.

5. Audit and Investigations/Inspections Offices (six offices) are maintained by the Office of the Inspector General at overseas locations to carry out a comprehensive program of selected audits, investigations, inspections, surveys, reviews, and security services for the Agency.

IV. Statements of General Policy, Rules, and Procedures.

The statements of AID policy and the nature and requirements of formal and informal procedures, which are currently available to the public, are contained in published regulations and other publications of the Agency as listed below. To the extent applicable, these also contain descriptions of forms available or specify the places at which forms may be obtained, and give instructions as to the scope and content of papers, reports, or examinations involved in the transaction of business with AID.

A. Code of Federal Regulations

1. AID's general regulations are codified in Chapter II of Title 22 of the Code of Federal Regulations.

2. The procurement regulations for AID are codified in Chapter 7 of Title 48 (AIDAR) and Chapter 7 of Title 41 (AID FPR) of the Code of Federal Regulations.

B. AID Handbooks

There are 33 AID Handbooks containing Agency policy, regulations, procedures and guidance on all aspects of the Agency's operation.

C. In addition, the following AID publications contain information for those transacting business with AID:

1. AID's Country Contracting Procedures, including:

a. AID's Handbook 11 - Country Contracting (formerly Capital Projects Guidelines).

b. Environmental Assessments Guidelines Manual.

c. Information Packet for Architect-Engineer Firms.

2. AID-Financed Export Opportunities.

3. AID's Procurement Information Bulletins.

4. AID's Small Business Memos.

5. AID's Importer Lists.

Copies of the above listed Agency regulations and other publications are available for public inspection and copying through the Bureau for External Affair's Office of Public Inquiries, AID, Washington, D.C. 20523. In addition, publications listed under No. 2 through No. 5 above are available from the Office of Small and Disadvantaged Business Utilization, AID, Washington, D.C. 20523, and at Department of Commerce field offices located in principal cities of the United States. The Agency's procurement regulations are also for sale by the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

V. Information, Submittals, and Requests for Decisions

A. Information. AID Regulations Nos. 12, 14, and 15 (22 CFR Parts 212, 214, and 215, respectively) specify the Agency's policy and procedures for public access to Agency records.

B. Submittals, Requests, or Decisions. Members of the public doing business, or wishing to do business, with AID may make their submittals or requests, or obtain decisions at the cognizant bureau or office described in Section III above, in accordance with provisions of AID regulation or other publication which govern the action or process.

In case of uncertainty by a member of the public as to the appropriate bureau or office, or as to the methods of applying for or obtaining AID action, application should be made to the Director, Office of Public Inquiries, Bureau for External Affairs, AID, Room 4889, 21st Street and Virginia Avenue, N.W., Washington, D.C. 20523.

C. Effective date: This notice shall be effective June 30, 1987.

Date: August 18, 1987

R.T. Rollis, Jr.,

Assistant to the Adminstrator for Management

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CHAPTER 2

AID/WASHINGTON ORGANIZATIONS CHARTS

CHAPTER 1

A.I.D. STATEMENT OF ORGANIZATION, FUNCTIONS, AND PROCEDURES

1A. Purpose

This chapter provides a general description of the basic authorities and legislative programs of A.I.D; a summary statement of the Agency's organization, functions, and methods of operation; and certain other general information regarding A.I.D. policies, rules, and procedures which must be provided to the public under the provisions of the Freedom of Information Act (5 U.S.C. 552). More detailed information regarding the functions of A.I.D./W Offices, Bureaus and A.I.D. overseas organizations is shown in Parts II and III, respectively, of this Handbook.

1B. Publication Information

The text of this chapter was published as A.I.D. Public Notice No. 1, Revised, effective June 30, 1987 per publication in the Federal Register of August 26, 1987 (Vol. 52, No. 165). It is reprinted on the following pages exactly as published and, therefore, follows the format and style required for Federal Register items. Any further revision or amendment of this statement will also be published in the Federal Register.

INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Agency for International Development

Statement of Organization, Functions, and Procedures, (Public Notice No. 1, Revised); Information Guidance

In compliance with the Freedom of Information Act (5 U.S.C. 552), this notice provides information and guidance to the public regarding: The basic authorities and programs of A.I.D.; the organization and functions of the Agency's central and field organizations; the Agency's methods of operation; statements of policy, rules, and procedures; and the process by which the public may obtain information, make submittals or requests, or obtain decisions.

This notice is a revision of "A.I.D.'s Public Notice No. 1," published in the **Federal Register** on October 4, 1985. It reflects the organization, basic functions, and methods of operations of A.I.D. as of June 30, 1987. Subsequent revisions of this statement will also be published in the **Federal Register**, as appropriate.

I. Creation and Authority of the Agency

The Agency for International Development (A.I.D.) carries out economic assistance programs designed to help the people of developing countries develop their human and economic resources, increase their productive capacities, and improve the quality of human life as well as promote economic and political stability in friendly countries.

The Foreign Assistance Act of 1961 (75 Stat. 424; 22 U.S.C. 2151, *et seq.*), as amended, authorizes the President to exercise functions under that act through such agency or officer of the U.S. Government as he/she may direct. Executive Order 12163 of September 29, 1979, delegates to the Director of the International Development Cooperation Agency (IDCA) the authorities set forth in the Foreign Assistance Act of 1961, as amended, and in certain other acts, with certain limited exceptions. The Executive Order also directs that the Director of IDCA continue within that Agency A.I.D.

IDCA Delegation of Authority No. 1 of October 1, 1979 (44 FR 57521), continued A.I.D. in existence as an agency within IDCA and delegates to the Administrator of A.I.D. the functions conferred upon the Director of IDCA by Executive Order 12163 and certain related Executive Orders, except as otherwise reserved or delegated.

A.I.D. functions under an Administrator, who also currently serves as the Acting Director of IDCA. The Administrator directs U.S. foreign and economic assistance operations in more than 60 countries.

II. Programs of the Agency

The Foreign Assistance Act of 1961, as amended (75 Stat. 424; 22 U.S.C. 2151 note), authorizes A.I.D. to administer—normally on a bilateral basis—two kinds of foreign assistance: Development assistance and economic support funds.

In addition, A.I.D., in cooperation with the Department of Agriculture and State, also carries out Pub. L. 480, the Agriculture Trade Development and Assistance Act of 1954, as amended (68 Stat. 454; 7 U.S.C. 1691 *et seq.*), which includes the sale of agricultural commodities on concessional terms (Title I), the donation of agricultural commodities (Title II), and the provision of food under the Food for Development Program (Title III).

A.I.D. also conducts humanitarian relief activities in support of those who suffer from natural calamities such as earthquake, famine, flood, and drought. Programs are conducted, often in conjunction with those of other nations and private, charitable organizations, to quickly alleviate the effects of disaster and reduce human suffering.

A.I.D. emphasizes four major thrusts to achieve successful economic development: (1) Use of market forces to stimulate growth of market economies in developing countries and to interest U.S. companies' investment in those countries; (2) policy dialogue to encourage those countries that receive U.S. assistance to adopt rational economic policies that foster economic growth; (3) institution building that supports establishment and growth of institutions such as schools, colleges, training organizations, and supportive government ministries necessary for economic growth in developing countries; and (4) practical technology transfer to enable countries to produce their own resources.

A.I.D.'s main objective is to help developing countries help themselves.

Specifically, A.I.D. administers programs under the Foreign Assistance Act within the following major categories of assistance:

A. Development Assistance

A.I.D. focuses its development assistance programs on critical problem areas in those functional sectors which affect the majority of the people in the developing countries. The areas of concentration are:

1. Agriculture, Rural Development and Nutrition

To increase the incomes of the poor majority and to expand the availability and consumption of food—while maintaining and enhancing the natural resource base.

2. Health

To lower infant and child mortality rates through child survival programs and improve community and family health in general through primary health care programs; reduce the incidence of serious communicable diseases; and assist developing countries to effectively manage the allocation of financial and human resources so that preventitive and curative health services are sustained and more equitably distributed.

3. Population Planning

To extend voluntary family planning services to the village level through programs that provide or promote safe, effective, affordable, acceptable family planning services.

4. Education and Human Resource Development

To expand access to basic education, particularly for the rural poor, through programs which improve the education system's management, the quality of primary education and the cost-effectiveness of resources used; to encourage the use of mass media and communication technology and the development of informal education and training approaches for rural families and workers in agriculture; nutrition; health and family planning; and to provide advanced training needed for technicians, scientists and managers at all levels.

5. Energy, Private and Voluntary Organizations, and Selected Development Activities

To support selected development activities that deal with a wide range of development concerns which do not fall within the above functional sectors; e.g., projects directed toward assisting developing countries with their national energy and natural resource problems and projects which provide for the transfer and adaptation of appropriate technology and lessen the problems of rapid urbanization, including employment and income problems. These activities place high priority on greater involvement of the private sector of both the United States and less-developed countries, in development, including greater reliance on private and voluntary organizations.

6. Private Enterprise

Private enterprise is integrated into each of the functional program areas to assist, both directly and in collaboration with the U.S. private sector, those developing countries that want to support a private sector, market-oriented, developmental strategy. U.S. and developing country private sector resources can be an important supplement and complement to existing bilateral and multilateral aid programs; and private investment can make a vital contribution to development through job creation, increased productivity, transferred technology and management know-how and the generation of additional and diversified products to meet internal demand and expand export capacity.

B. Economic Support Fund

The primary objective of The Economic Support Fund (ESF) is to support U.S. economic, political and security interests and to advance U.S. foreign policy objectives. ESF provides resources that stem the spread of economic and political disruption and to help friends and allies in dealing with threats to their security and independence.

ESF is flexible economic assistance provided on a grant or loan basis, and may be used, for example, to sustain economic activity and restore equilibrium, to address basic development needs, or to improve infrastructure. In administering ESF, consideration is given to policy guidance which underlies the provision of development assistance. This would include, for example, assisting developing countries in building and maintaining social and economic institutions necessary for self-sustaining and equitable growth, providing opportunities to improve the quality of life of their people, and meeting basic human needs.

C. Specific Programs

1. Sahel Development

A.I.D. participates in a long-term program for the development of the Sahelian region of West Africa. The objectives of the Sahel Development Program are to promote regional food self-reliance and self-sustaining

economic growth. The program is coordinated, planned, and designed by the Club du Sahel, comprised of nine Sahel states: Mali, Chad, Niger, Burkina Fasco, Senegal, Mauritania, Cape Verde, the Gambia, and Guinea-Bissau; the United States; and over 20 participating governments and international organizations.

2. American School and Hospitals Abroad

The American Schools and Hospitals Abroad program provides grants to private U.S. nonprofit organizations sponsoring American schools and hospitals abroad. The purpose is to demonstration American ideas and practices in education and medicine.

3. International Disaster Assistance

The Office of U.S. Foreign Disaster Assistance administers A.I.D.'s overseas disaster assistance program. The Office draws upon other U.S. Government agencies, voluntary and international organizations and the U.S. private sector to meet the demands of disaster relief, rehabilitation, preparedness, early warning and mitigation in countries stricken or threatened by natural or man-made disasters, including earthquakes, floods, cyclones, volcanic eruption, accidents and civil strife. OFDA provides technical assistance and training for the development of host government disaster assistance programs, technology transfer for improved prediction and warning systems and material and personnel resources for emergency relief and rehabilitation. The A.I.D. Administrator serves as the President's Special Coordinator for International Disaster Assistance.

4. Housing Guaranty Program

A.I.D.'s Housing Guaranty Program facilitates private financing for shelter for lower income families in developing countries by guaranteeing repayment to U.S. lenders for projects requested by these countries. A.I.D. seeks to finance innovative programs such as squatter upgrading through the provisions of sewerage, potable water, electricity, and credit for home improvements; sites and services by the provision of a basic urbanized lot, with the family constructing its own dwelling unit; and low-cost, expandable core housing units.

These projects are designed to promote affordable homeownership for lower-income households, increase the participation of the private sector in the financing and development of low-cost shelter, support improved housing finance policies, and strengthen local delivery of essential urban services to poorer neighborhoods.

The Office of Housing and Urban Programs also supports a program of research and technical assistance in urban development. Key areas of emphasis are the development and application of new tools for analyzing urban issues and urban investment strategies and assistance in strengthening urban investment strategies and assistance in strengthening urban and financial management policies and practices.

5. Food for Peace

In cooperation with the Department of Agriculture, A.I.D. participates in the sale of agricultural commodities on concessional terms under Title I of Public Law 480 to encourage economic development, assist in combating hunger and malnutrition, and for other purposes. Under Title II, A.I.D. administers the donation of agricultural commodities to meet famine or other urgent or extraordinary relief requirements, to combat malnutrition, to promote economic and community development, and for needy persons and nonprofit school lunch and preschool feeding programs outside the United States. A.I.D. also administers Title III, which provides that a portion of funds accruing from Title I sales be used for Food for Development Programs to improve the production, protection, and utilization of food to increase the well-being of the poor in the rural sector of the recipient country, and that funds so used are applied against that government's Title I repayment obligation (Pub. L. 480, Agricultural Trade Development and Assistance Act of 1954, as amended). A.I.D. supports the use of food aid in ways that promote rather than hinder the growth of food production and associated policy and program initiatives in the host government.

Additionally, A.I.D. administers on behalf of USDA the Sector 416 surplus agricultural commodity program. These commodities can be utilized on a grant basis for time-limited humanitarian and developmental purposes.

6. Science and Technology

In recognition of the higher priority that developing countries are placing on science and technology, A.I.D. is focusing on more innovative and collaborative approaches to the problems and processes of development research and technology transfer. This program includes both support of the research to explore the potential uses of emerging technologies for development,

and innovative approaches to strengthen the capacity of less developed countries to take advantage of these new technologies.

D. Special Provisions

1. Capital Technology

A.I.D. supports projects with the specific objective of broadening the range of technologies in use. This is accomplished by increasing local research and the flow of information on appropriate technologies; promoting local development, adaptation, and utilization of technologies appropriate to developing countries; and providing assistance which encourages the formulation of policies that broaden the range of technological options.

2. Women in development

In recognition of the fact that women in developing countries play a signficant role in economic production, family support, and the overall development process of the national economies of such countries, Congress requires that U.S. bilateral aid be administered so as to give particular attention to the programs, projects, and activities which tend to integrate women into the national economies of developing countries, thus improving their status and assisting the total development effort. A.I.D. implements this congressional mandate with leadership by the Office of Women in Development.

III. Organization, Functions, and Methods of Operations

A. General

A.I.D. consists of a central headquarters staff in the Washington metropolitan area (A.I.D./W) and a number of overseas missions and offices. The structure of the Agency headquarters includes: The Office of the Administrator which is supported by the Office of the Executive Secretary; a Board for International Food and Agricultural Development Support Staff; eight staff offices; six functional bureaus; and three geographic bureaus.

B. The Office of the Administrator (A/A.I.D.)

The Administrator plans, directs, and coordinates the operations of the Agency and is responsible, subject to the approval of the President, for the formulation and execution of U.S. foreign economic assistance policies and programs. The Administrator supervises and directs the activities of all personnel of the Agency in the United States and overseas. In addition, the Administrator of A.I.D. serves as the President's Special Coordinator for International Disaster Assistance.

The Office of the Executive Secretary (ES) facilitates and expedites the decision-making process of A.I.D. It serves as a channel of communication and coordination between the Office of the Administrator and the Agency's Senior Staff.

C. Staff Offices

The following staff offices report to the Office of the Administrator:

1. The Office of the Inspector General (IG) is the Agency's focal point for assuring the integrity of A.I.D.'s operations. It is the central authority concerned with the quality, coverage, and coordination of the audit, and investigation services of the Agency. In directing, monitoring, and reviewing these activities, the Inspector General emphasizes both the protective and constructive aspects of these services as a tool of management within a comprehensive Agency effort to attain improved management effectivenss. The Inspector General has full access to all phases of the Agency's operations in order to carry out a comprehensive plan of selected audits, investigations, surveys and reviews to provide reasonable protection and constructive advice for Agency management. The IG serves as Agency liaison with the Department of State to assure that adequate security services are performed for A.I.D. by that Department.

2. The Office of Legislative Affairs (LEG) has responsibility for the Agency's relations with the Congress, and is the central point of contact between the Agency and the Congress, including Congressional members and committees. The Office coordinates the preparation of A.I.D.'s legislative program, including the preparation and submission of information relating to legislative authority and appropriations requests. The Office is also responsible for advising the Administrator and the Agency on the status of pending legislation of interest and on the history of pending legislation, including the concerns and views of members of the Congress on pending legislation and other matters of interest to A.I.D.

3. The Office of the General Counsel (GC) provides all legal advice, counsel, and services to the Agency and its officials both in the United States and abroad, and ensures that A.I.D. Programs are administered in accordance with legislative authorities. The Office maintains legal staffs both at headquarters and at regional or country organizations overseas.

4. The Office of U.S. Foreign Disaster Assistance (OFDA) plans and implements overseas disaster preparedness, relief, and rehabilitation programs. It formulates U.S. foreign disaster assistance policy and coordinates disaster assistance activities of the Agency, the Department of State, and other elements of the U.S. Government. The Office maintains contingency planning and preparedness for foreign disasters, mobilizes U.S. Government resources with those of voluntary agencies, international organizations and other donors. It promotes and supports, in conjunction with U.S. Missions abroad, preparedness programs in disaster prone countries. The Office maintains disaster relief stockpiles overseas and directs a disaster coordination center in Washington, DC.

5. The Office of Equal Opportunity Programs (EOP) is the central Agency office responsible for formulating the policy and administering, monitoring, and evaluating the implementation of all government laws, policies, regulations and executive orders relating to the provision of equal opportunity in employment and personnel administration for all employees and applicants for employment with A.I.D. and activities financed by it without regard to race, color, religion, national origin, physical or mental handicap, sex, or age.

6. The Office of the Science Advisor (SCI) serves as the focal point for coordinating the more innovative and collaborative approaches to the problems and processes of development research, technology transfer and related capacity-building programs and activities. The Office has a major responsibility for identifying scientific and technological needs and opportunities in developing countries and resources to meet those needs from U.S. and foreign public and private sources; for establishing effective mechanisms for involving foreign public and private sector sources in working with developing countries to realize these opportunities; for enhancing relationships of IDCA and A.I.D. with other U.S. public and private sector resources; and for ensuring effective linkage between U.S. scientific and technological capacities and the development programs in which the U.S. Government participates.

7. The Office of Small and Disadvantaged Business Utilization (SDB) administers the Agency's small and disadvantaged business utilization programs in accordance with governing legislation, including the Gray Amendment, the Small Business Act, as amended (Pub. L. 95-507); section 123 of the International Development Cooperation Act of 1979 and section 602 of the Foreign Assistance Act of 1961, as amended.

8. The BIFAD Support Staff (BIFAD/S), in compliance with A.I.D.'s statutory obligation, provides staff support to the Board for International Food and Agricultural Development (BIFAD) and its subcommittee as authorized by section 298 of Title XII of the Foreign Assistance Act, as amended.

9. The Office of Private Sector Coordination (PSC) has responsibility for assisting, coordinating, and advising on the involvement of the U.S. business community with A.I.D. to achieve Agency objectives. The Office undertakes activities or sponsors initiatives to stimulate cooperative projects between A.I.D. and the U.S. business community which are within the Agency's mandate.

PSC has responsibility for coordinating A.I.D.'s efforts to promote greater U.S. private sector involvement in developing countries with U.S. business promotion efforts of other U.S. agencies, including the Overseas Private Investment Corporation (OPIC), U.S. Trade and Development Program (TDP), the Department of Agriculture, the Department of Commerce, the Department of Treasury, and financing programs of the multilateral development banks, including the International Bank for Reconstruction and Development (IBRD), International Finance Corporation (IFC), Inter-American Development Bank (IDB), Asian Development Bank (ADB), and African Development Bank (AFDB).

D. Functional Bureaus

1. The Bureau for Program and Policy Coordination (PPC) is responsible for the Agency's overall program policy formulation, planning, coordination, resource allocation, evaluation and development information utilization activities, and the program management information utilization activities, and the program management information systems which support them. The Bureau develops economic assistance policies, provides guidance on long-range program planning, economic analysis, sector assistance strategies, and project analysis and design. It coordinates the formulation and revision of the Agency's program and budget, and participates in the presentation of the Agency's program to the Congress. The Bureau reviews and monitors all country program strategies and project proposals and selectively reviews project papers from other bureaus and

offices to ensure compliance with Agency policy guidance. It provides in-depth analyses of development problems and related issues and formulates the Agency's position on major U.S. development policies affecting the Agency's assistance programs in the developing countries.

The Bureau assures implementation of Title IX of the Foreign Assistance Act (FAA), which emphasizes the encouragement of democratic institutions and seeks to develop an Agency policy for the furtherance of human rights in the developing countries. In accordance with sections 116 and 502B, implements sections 113 and 305 of the FAA relating to women in development. The Bureau provides leadership in the development of Agency policies and procedures for the integrated use of capital, technical, Pub. L. 480, and other assistance and for evaluation of progress toward program goals; incorporates these policies and procedures into Agency directives; reviews the policy aspects of all types of Agency projects to assure consistency with Agency objectives; develops and coordinates Agency environmental policies; and serves as Secretariat for the Bilateral Assistance Subcommittee (BAS) of the Development Coordination Committee (DCC).

The Bureau carries out significant evaluations of Agency-supported projects which can introduce improved ideas and valuable experience into the Agency's program at key points. The Bureau exercises systems management responsibilities for the policy, planning, and program management systems, both automated and nonautomated assigned to the Bureau; and provides central Agency statistical services.

The Bureau is also responsible for Agency policy and program coordination with other bilateral assistance donors, United Nations development organizations, and Multilateral Development Banks. In close collaboration with State, Treasury and other interested USG agencies, the Bureau reviews programs, budgets and staffing of the international development organizations, makes recommendations on the USG position regarding these matters, and provides guidance to the U.S. representatives to these organizations. Lastly, the Bureau is responsible for carrying out the USG lead agency responsibility for coordination and preparation of the U.S. position brought before the Development Assistance Committee, including the calculation of official development assistance and other measures of development cooperation.

2. The Bureau for Science and Technology (S&T) has primary responsibility for enhancing the Agency's capabilities to use science and technology to further economic and social progress in developing countries. To accomplish this, the Bureau provides professional leadership and technical support to Agency activities in the sectors of agriculture, nutrition, forestry, environment and natural resources, energy, rural and urban development, development administration, employment generation, education, health and family planning. It also administers the Agency's International Training program. Within each of the above sectors, the Bureau:

a. Serves as the Agency's primary liaison with the scientific and technical communities of the United States and the developing and more developed countries.

b. Serves as the Agency's focal point for the development of those sectoral strategies which require significant science and technology inputs. The Bureau develops appropriate methodology to ensure that these strategies are responsive to the needs of developing countries.

c. Identifies, in collaboration with the geographic bureaus, field service needs which can be met more effectively and efficiently from a central source and arranges for these needs to be met.

d. Mobilizes resources to provide assistance needed and requested by the field officies and Less Developed Countries (LDCs), building upon the Bureau's liaison with U.S. universities, government agencies and professional organizations.

e. Supplies the scientific and technical dimensions to the Agency's overall development assistance policy and to those sector assistance policies and strategies which govern the Agency.

The Bureau administers the Agency's central research and development program and coordinates centrally funded, regional and country research and development activities. The Bureau ensures that new knowledge and methods are disseminated within the Agency and are utilized in the Agency's field projects.

The Bureau serves as the Agency's focal point for technical coordination with the United nations (U.N.), specialized agencies, and other international organizations. The Bureau also coordinates the Agency's operational relationships with: (a) The Board for International Food and Agricultural Development (BIFAD) and its subcommittee in the management and implementation of programs/

activities authorized under section 298 of Title XII of the Foreign Assistance Act, as amended, and (b) the U.S. university community generally.

3. The Bureau for Food for Peace and Voluntary Assistance (FVA) has central Agency responsibility for encouraging and strengthening the effective participation of nongovernmental organizations in support of A.I.D.'s developmental and humanitarian objectives; performs designated Agency responsibilities for the Food for Peace Program; and administers the American Schools and Hospitals Abroad Program.

In the area of private and voluntary cooperation, the Bureau creates and explores approaches to enlarge the role of volunteerism in the development process; maintain liaison with the American Council on Foreign Aid, the Advisory Committee on Overseas Cooperative Development and the U.S. cooperatives engaged in overseas cooperative development, and with the community of voluntary agencies generally; and provides staff support to the Advisory Committee on Voluntary Foreign Aid.

4. The Bureau for Management (M) provides centralized services in the areas of financial management, personnel management, information resources management, management operations, and contract and commodity management. It establishes and monitors Agency policies, regulations, and procedures in all of these areas.

The Bureau provides advice and assistance to Agency management on the financial implications of legislation, plans, programs, policies, procedures, operating activities, and audit and evaluation findings. It administers and coordinates such financial management activities as accounting, operating expense and workforce budgets, internal financial management control, advice and assistance to overseas missions regarding financial policies, practices and procedures, and preparation and interpretation of financial and related statistical reports. The Bureau also administers the Agency's workforce resources management program.

The Bureau has central responsibility for personnel administration. It develops policies, standards, and guidelines for operation of overseas and domestic personnel systems; operates centralized personnel recruitment, assignment, evaluation, and employee training programs; and conducts a full range of personnel operations for the Agency. Additionally, the Bureau is responsible for the administration of the Agency's labor relations program (Executive Orders 11491 and 11636).

The Bureau assists Agency management in the development, implementation, and evaluation of management policies and practices; provides or arranges for management consulting services to the headquarters and overseas organizations; and oversees administration of the programs for organizaton and functional alignment, directives, committee management (Pub. L. 92-463), management improvement, and systems coordination.

The Bureau provides leadership and coordination to the development and administration of the Agency's automated data information systems; provides leadership and guidance on all phases of the use of automatic data processing technology; reviews, recommends, and monitors the Agency-wide use of management consulting firms, contracts, or Participating Agency Service Agreements (PASAs) for automated data information systems; and provides leadership and policy guidance to the Agency's data management systems.

The Bureau develops policies, standards, and guidelines for, and oversees the development, operation, and management of worldwide administrative and logistical support systems; counsels and assists senior Agency personnel on all phases of administrative and logistical support services; acts as the Agency coordinator for overseas combined administrative support services for all aspects of foreign affairs administrative support (FAAS) and joint nonappropriated fund activities; and provides a wide range of administrative and logistical services for A.I.D.

The Bureau directs the development and maintenance of policies, procedures, standards, and regulations governing direct contracting and A.I.D.-financed borrower/grantee contracting; directs centralized contracting services; encourages the participation of U.S. small business in services, contracting, and export supply activities of the Agency; and develops and maintains the Agency's procurement regulations.

The Bureau provides leadership and coordination to the development and administration of the Agency's policies and procedures for commodity management; serves as the principal advisor on the commodity management aspects of the economic assistance programs; administers commodity import programs and provides support for the implementation of the commodity and transportation elements of other programs financed by the Agency; implements requirements for commodity marking and labeling; and provides

CHAPTER 2

AID/WASHINGTON

ORGANIZATION CHARTS

This chapter contains the official organization charts for AID/Washington and the official organization titles and abbreviations for each organization that reports directly to the Administrator. Individual organization charts for these units are also included. However, more detailed charts for the larger organizations can be found in Part II of this Handbook entitled Organization and Functions of AID/W Offices and Bureaus.

ORGANIZATIONAL CHART LOCATOR

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AID Overall Organization Chart 2-5

Office of the Administrator 2-6

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Bureau for Legislative Affairs 2-9

Office of Equal Opportunity Programs 2-10

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Office of the Inspector General 2-12

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Office of Small and Disadvantaged Business Utilization 2-15

Bureau for Science and Technology 2-17

Bureau for Program and Policy Coordination 2-18

Bureau for Food for Peace and Voluntary Assistance 2-19

Bureau for Asia and Private Enterprise 2-20

Office for External Affairs 2-21

Bureau for Management Services 2-22

Bureau for Africa 2-23

Bureau for Europe and Near East 2-24

Bureau for Latin America and the Caribbean 2-25

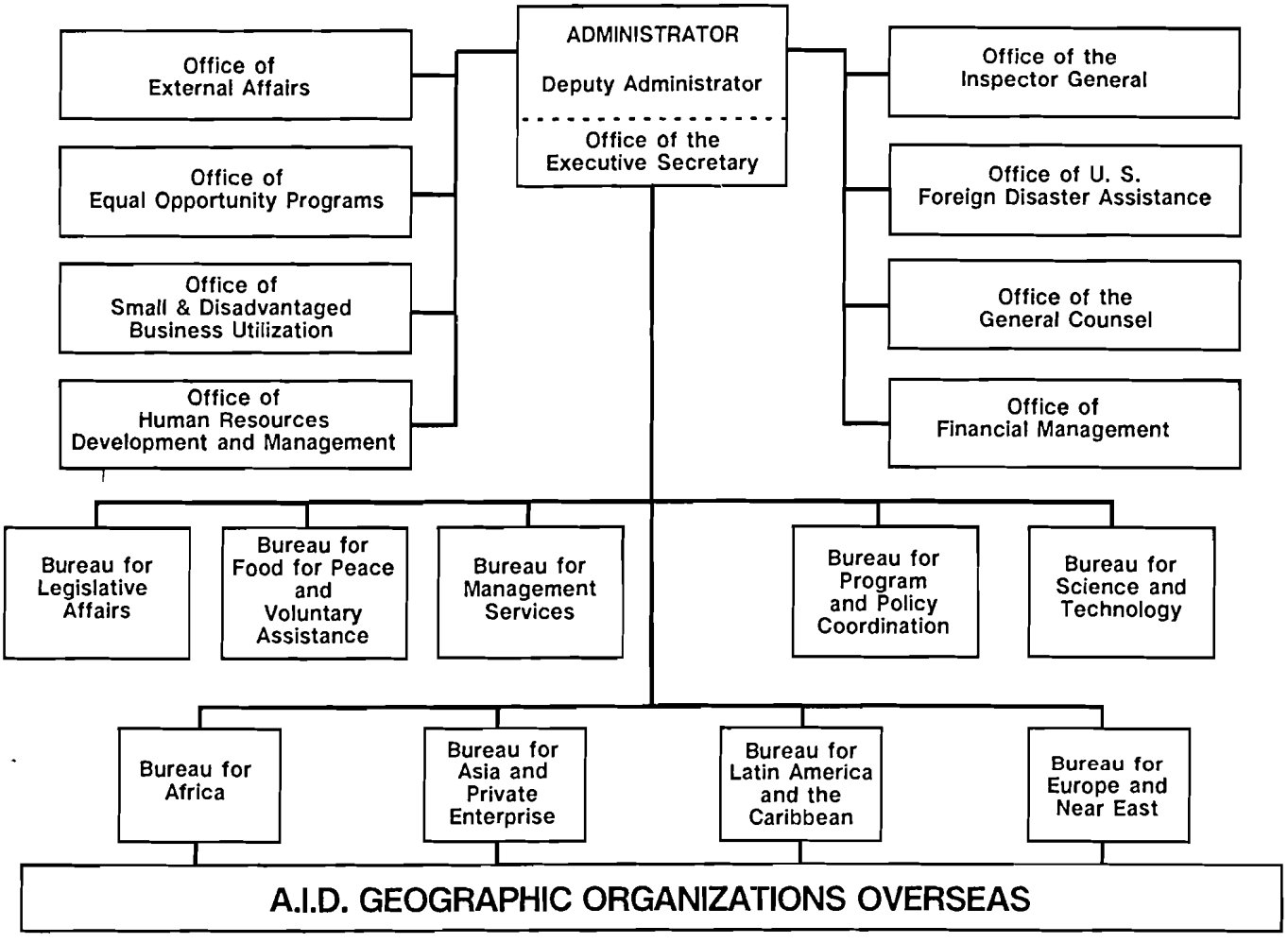
Office of Human Resources Development and Management 2-26

Office of Financial Management 2-27

AID/WASHINGTON ORGANIZATION TITLES AND ABBREVIATIONS

Office of the Administrator	A/AID
Office of the Executive Secretary	ES
Office of Equal Opportunity Programs	EOP
Office of the General Counsel	GC
Office of the Inspector General	IG
Office of U.S. Foreign Disaster Assistance	OFDA
Office of Small and Disadvantaged Business Utilization	SDB
Office of Human Resources Development and Management	HRDM
Office of Financial Management	FM
Bureau for Legislative Affairs	LEG
Bureau for Science and Technology	S&T
Bureau for Program and Policy Coordination	PPC
Bureau for Food for Peace and Voluntary Assistance	FVA
Bureau for Asia and Private Enterprise	APRE
Office of External Affairs	XA
Bureau for Management Services	MS
Bureau for Africa	AFR
Bureau for Europe and Near East	ENE
Bureau for Latin America and the Caribbean	LAC
Bureau for Personnel and Financial Management	PFM

Agency for International Development *

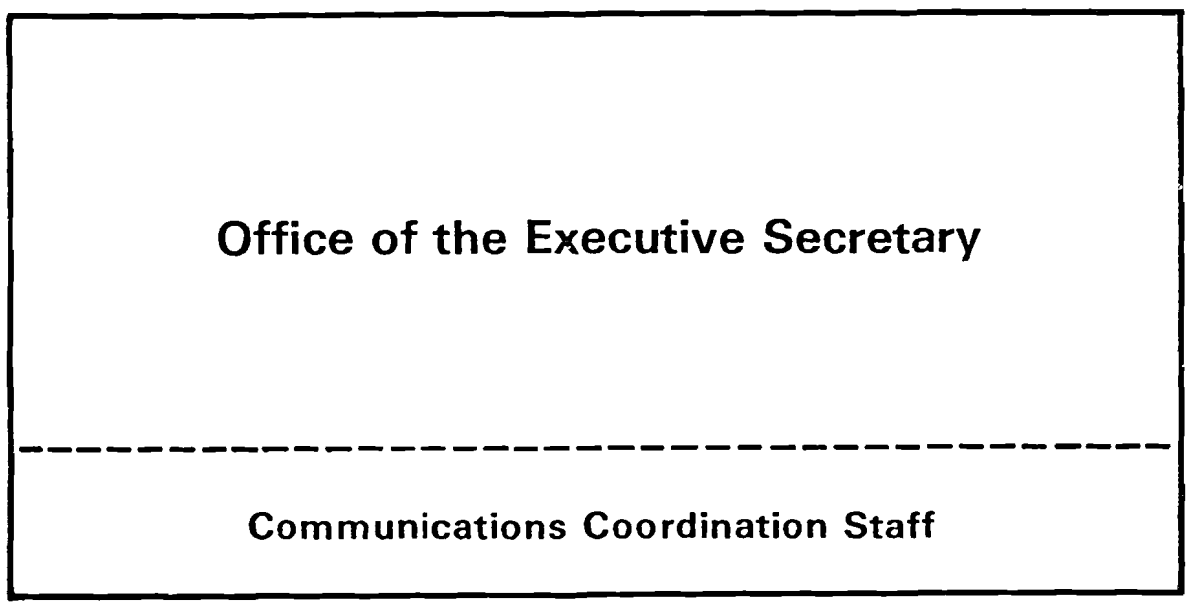


*This Overall Agency Organization chart reflects organizational changes as of 4-15-91. Separate functional statements reflecting updated changes are forthcoming.

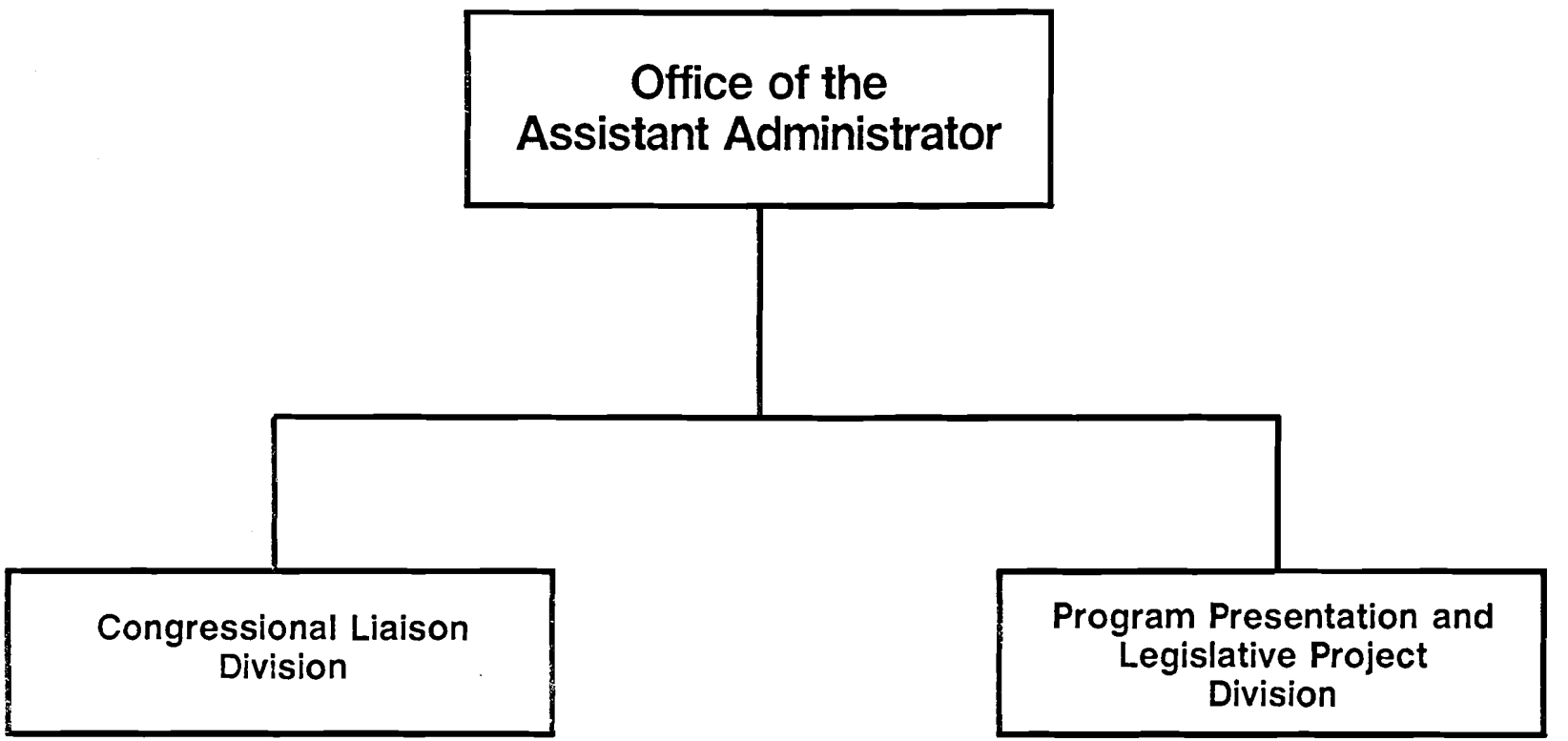
Office of the Administrator

Office of the Administrator

Office of the Executive Secretary



Bureau for Legislative Affairs



OFFICE OF EQUAL OPPORTUNITY PROGRAMS

OFFICE OF EQUAL OPPORTUNITY PROGRAMS

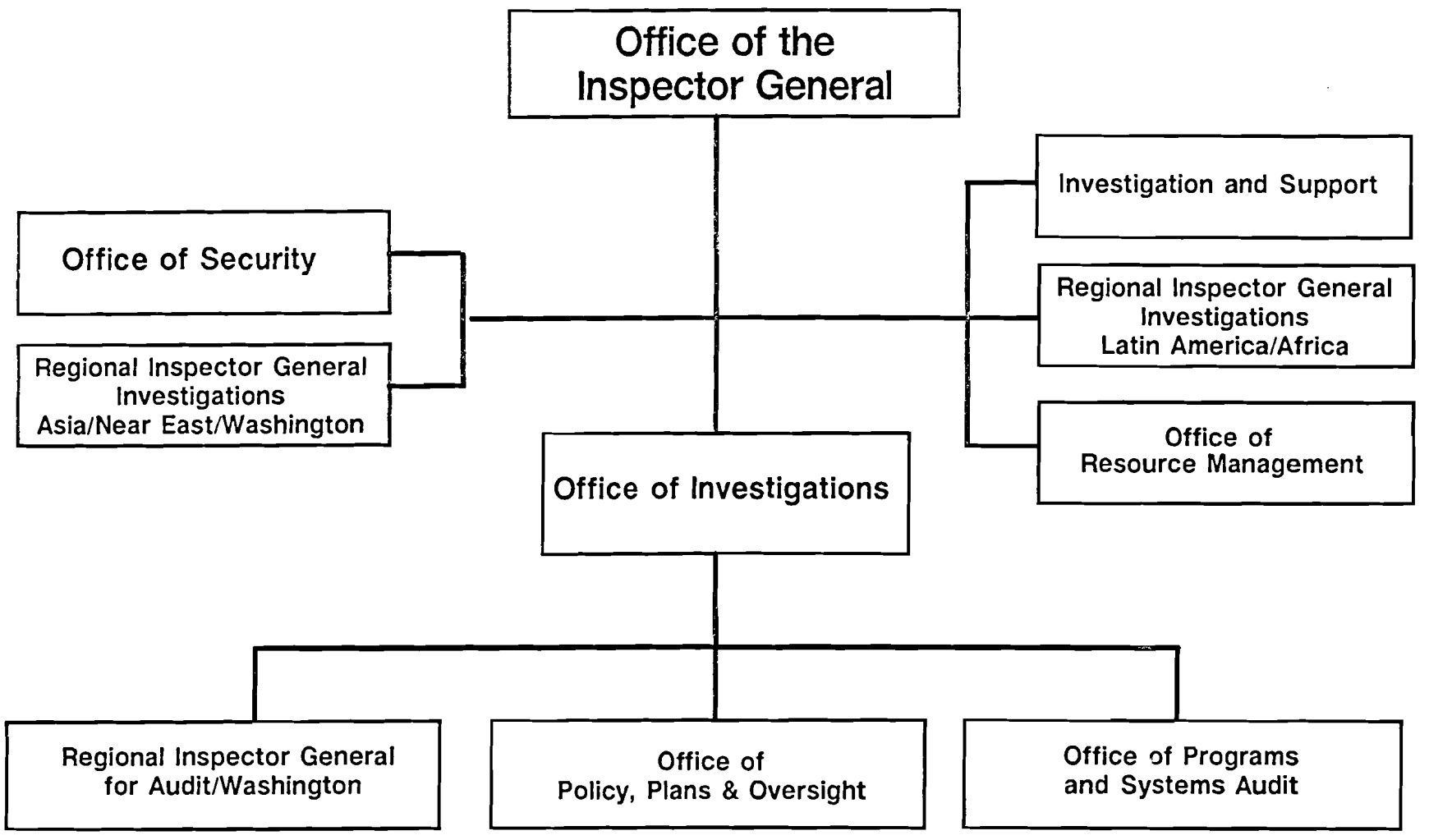
Office of the General Counsel

Office of the General Counsel

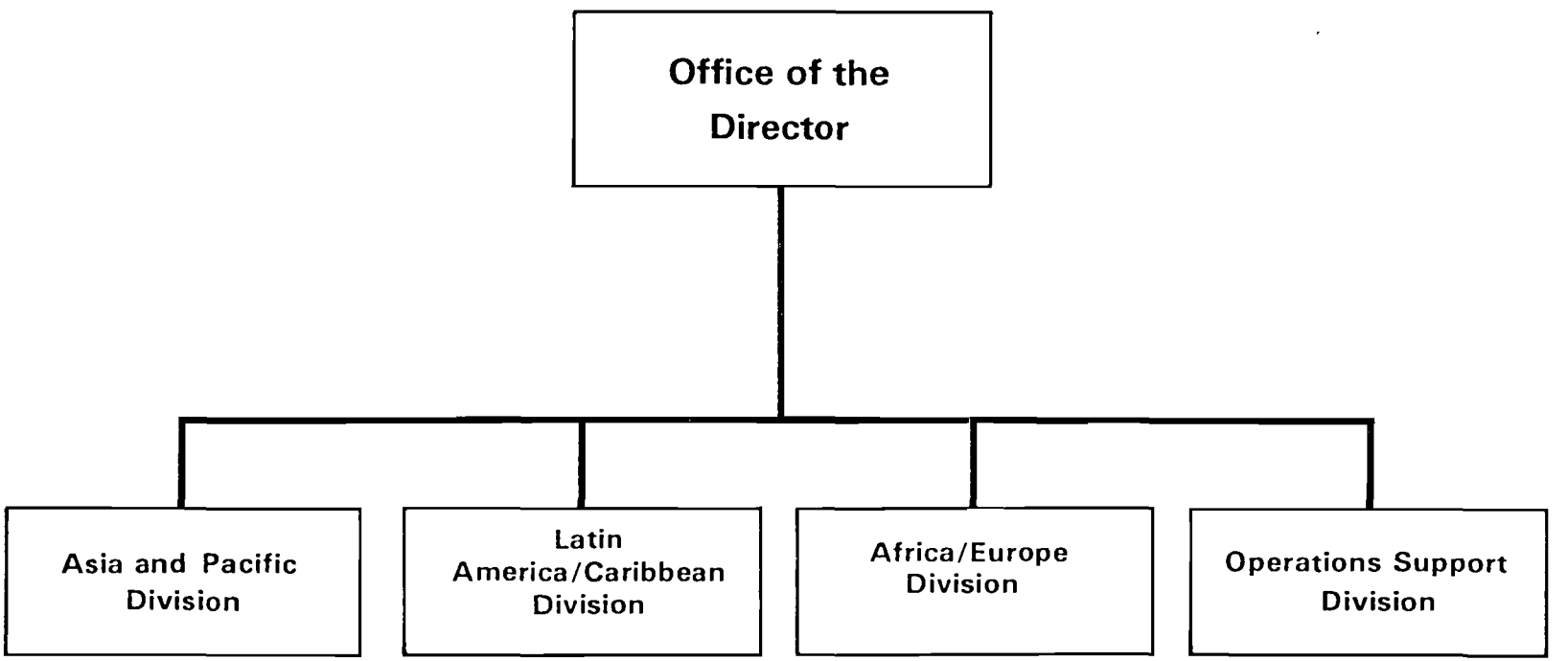
Including Assistant General Counsels for:

- Africa
- Asia
- Latin America and the Caribbean
- Near East
- Legislation and Policy
- Employee and Public Affairs
- Central Programs
- Litigation and Enforcement
- Contract and Commodity Management
- Housing
- Private Enterprise

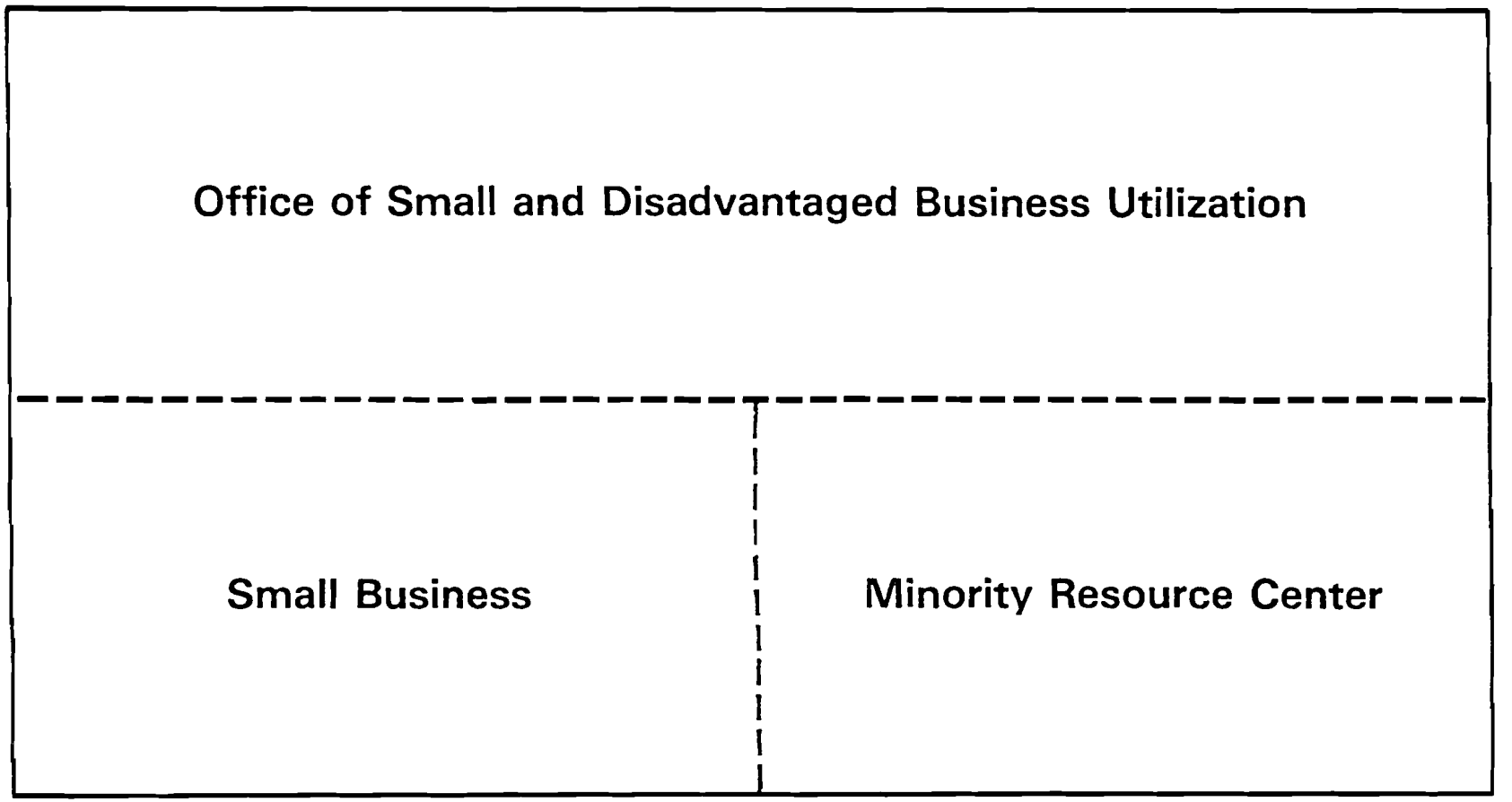
Office of the Inspector General



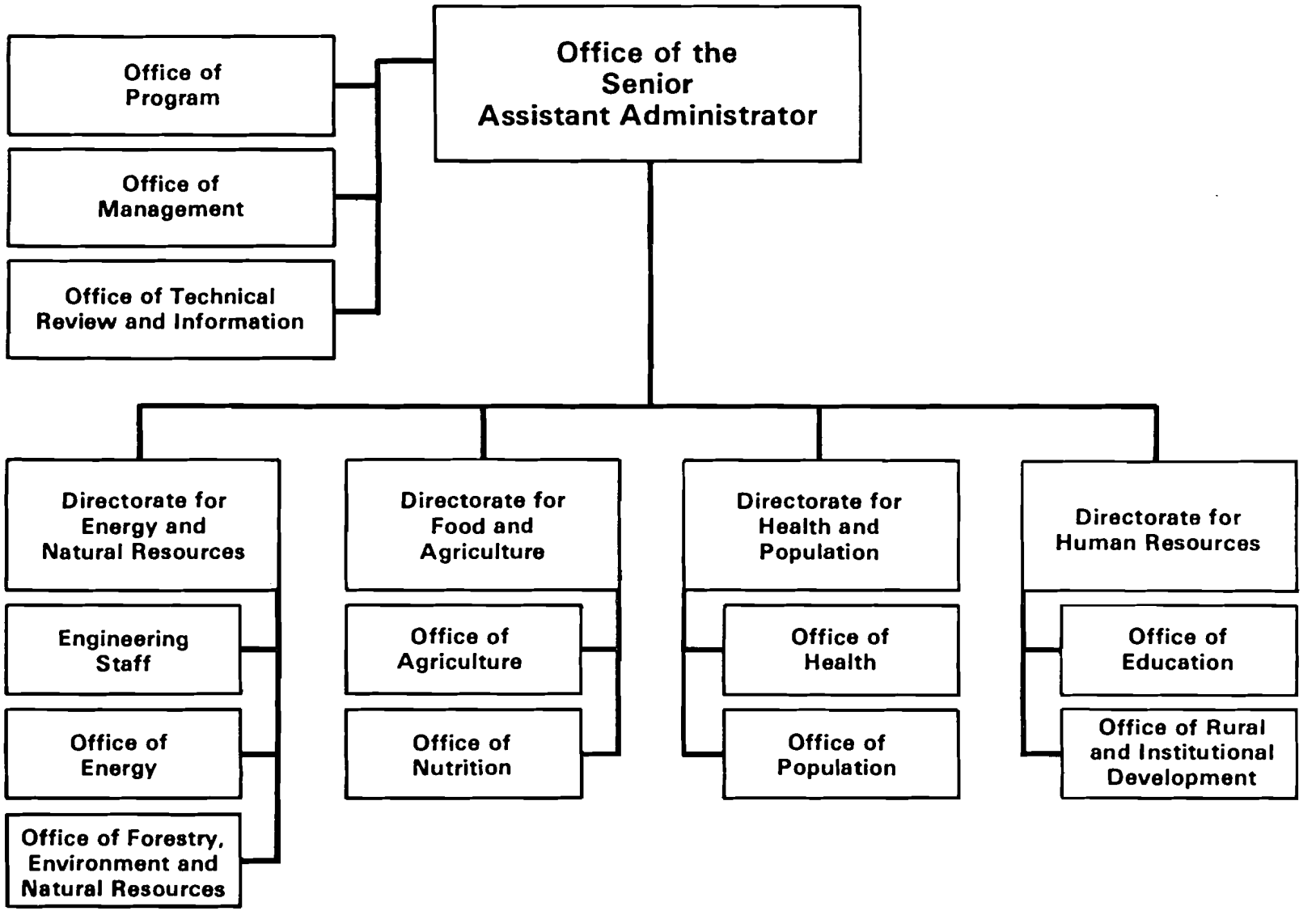
Office of U.S. Foreign Disaster Assistance



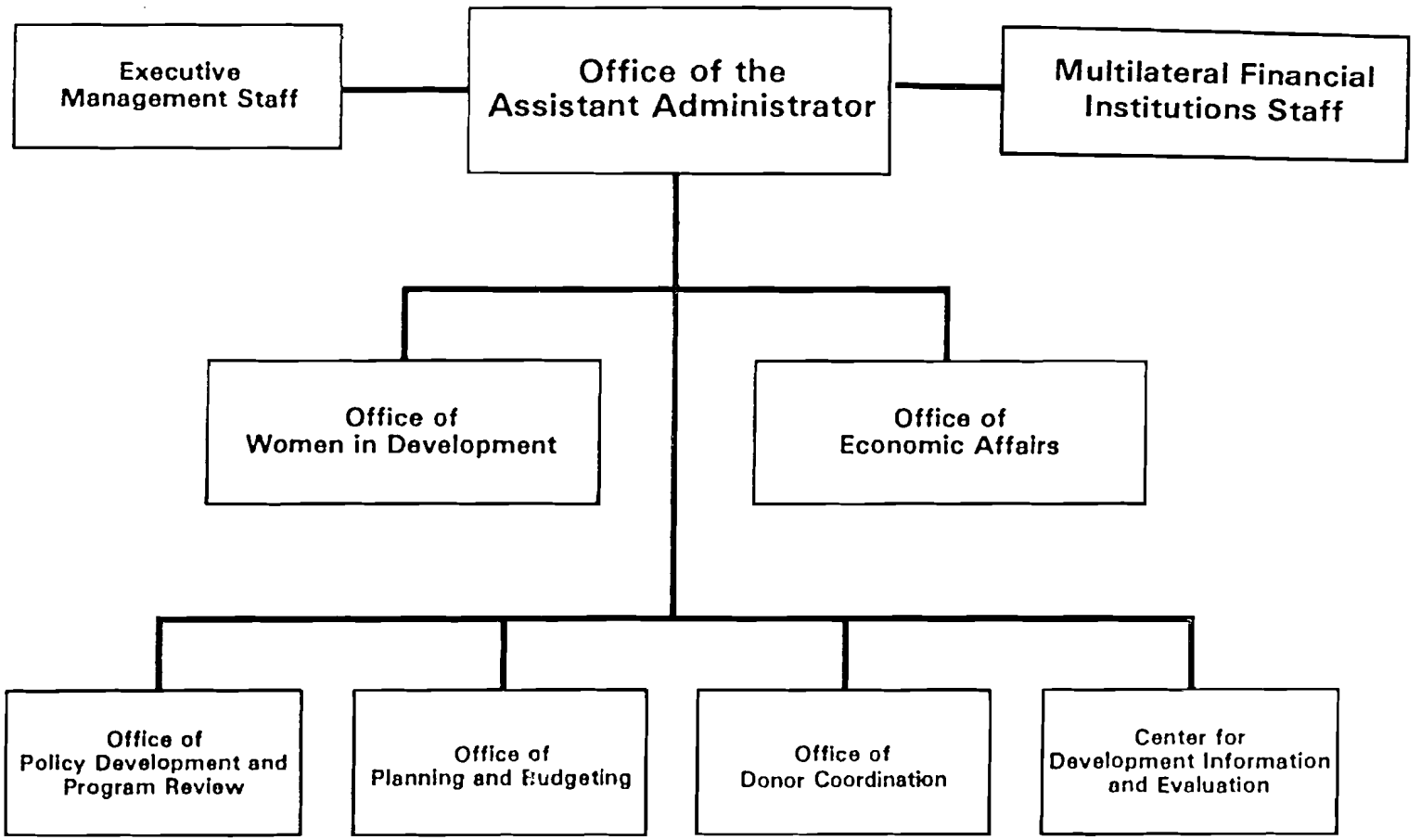
Office of Small and Disadvantaged Business Utilization



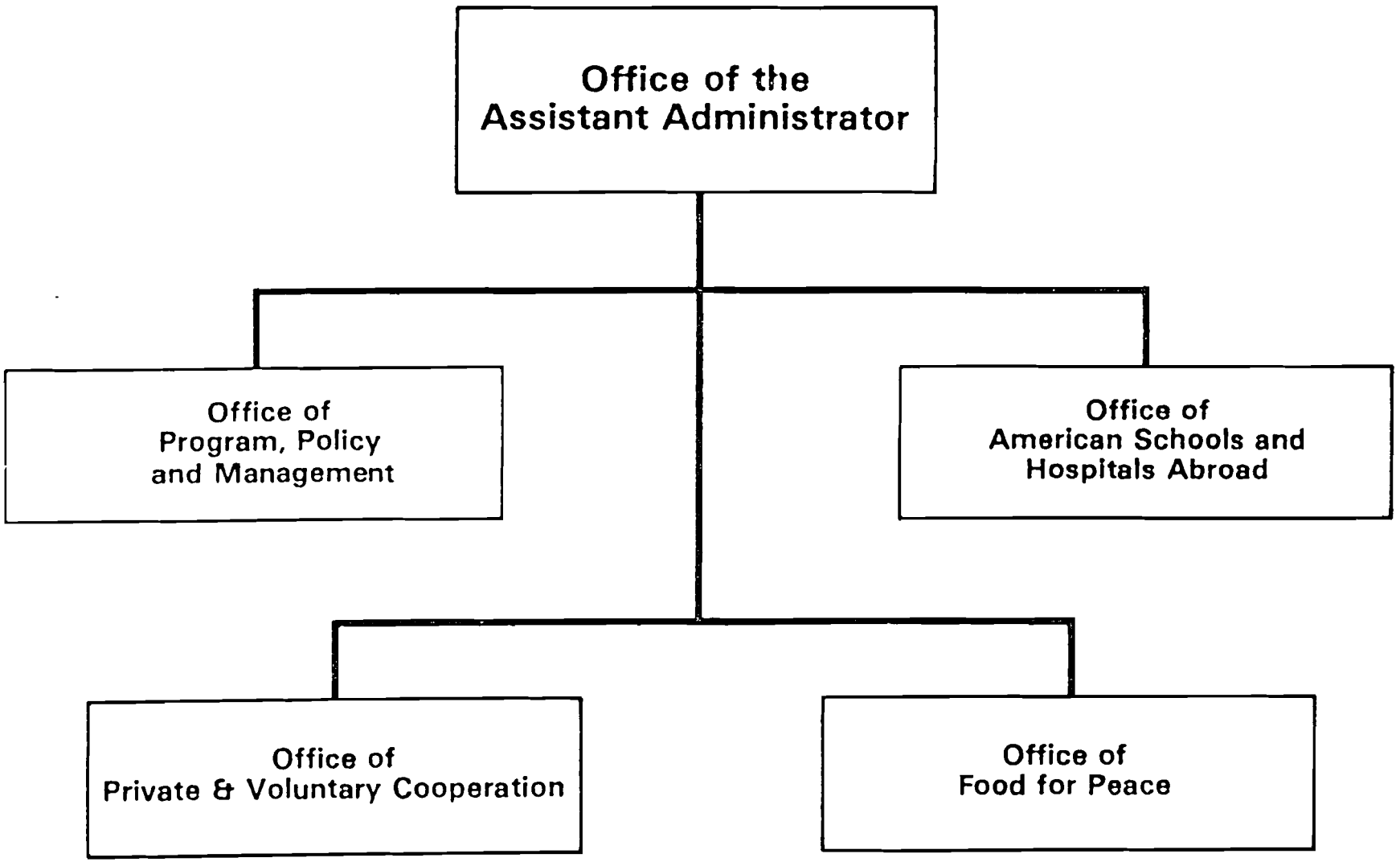
Bureau for Science and Technology



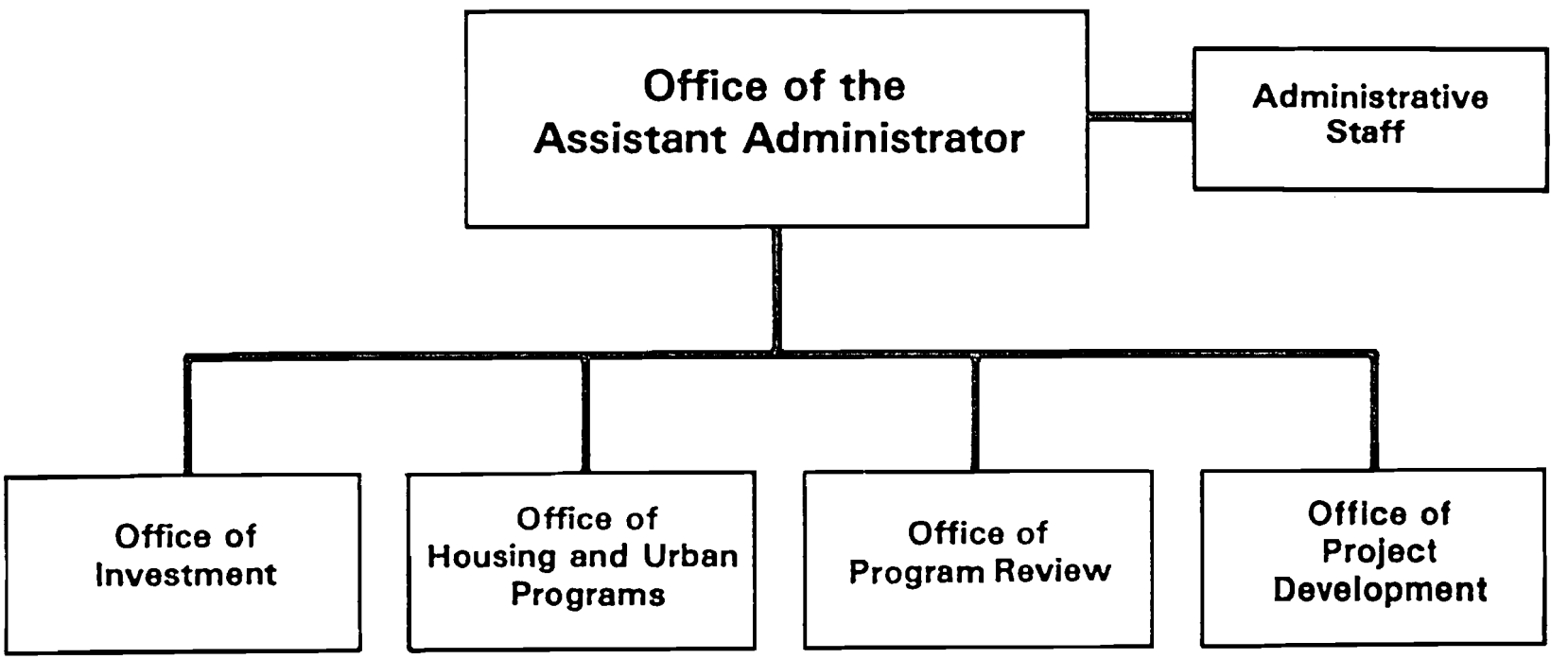
Bureau for Program and Policy Coordination



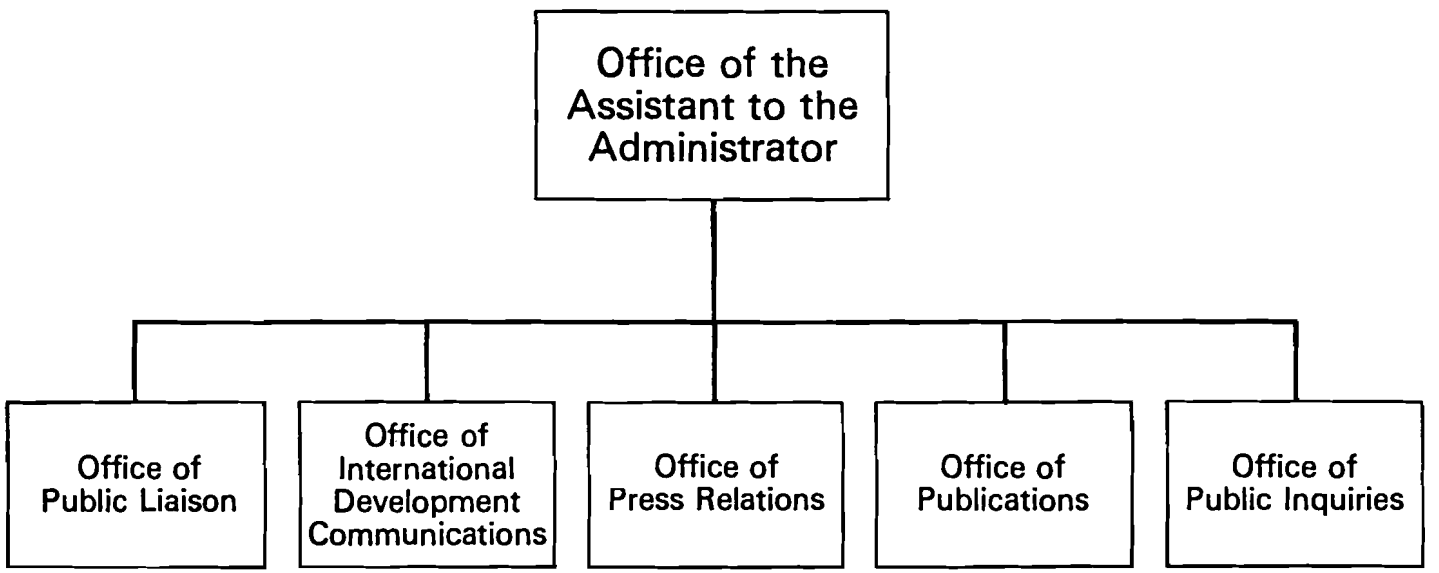
Bureau for Food for Peace and Voluntary Assistance



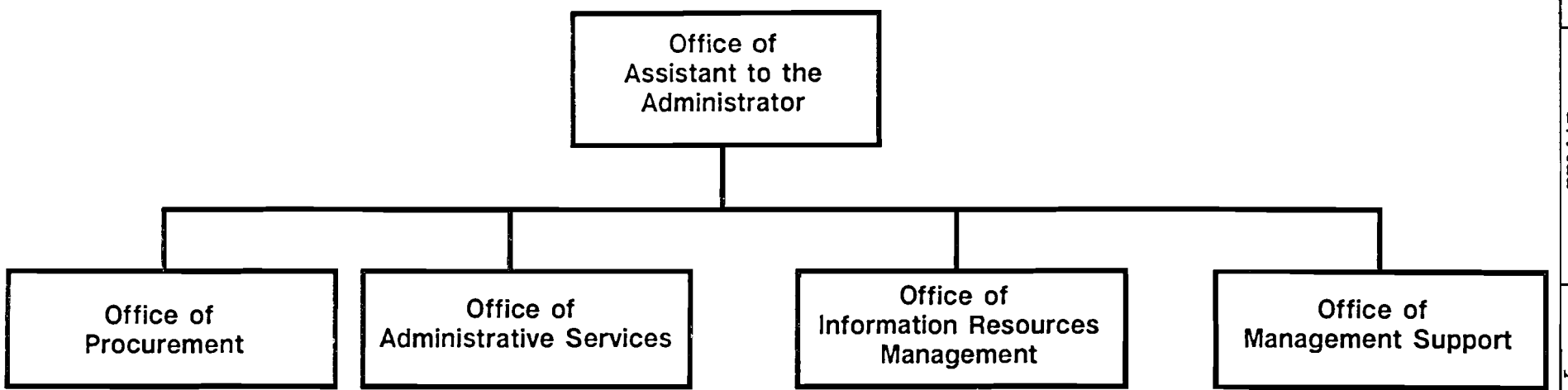
Bureau for Private Enterprise



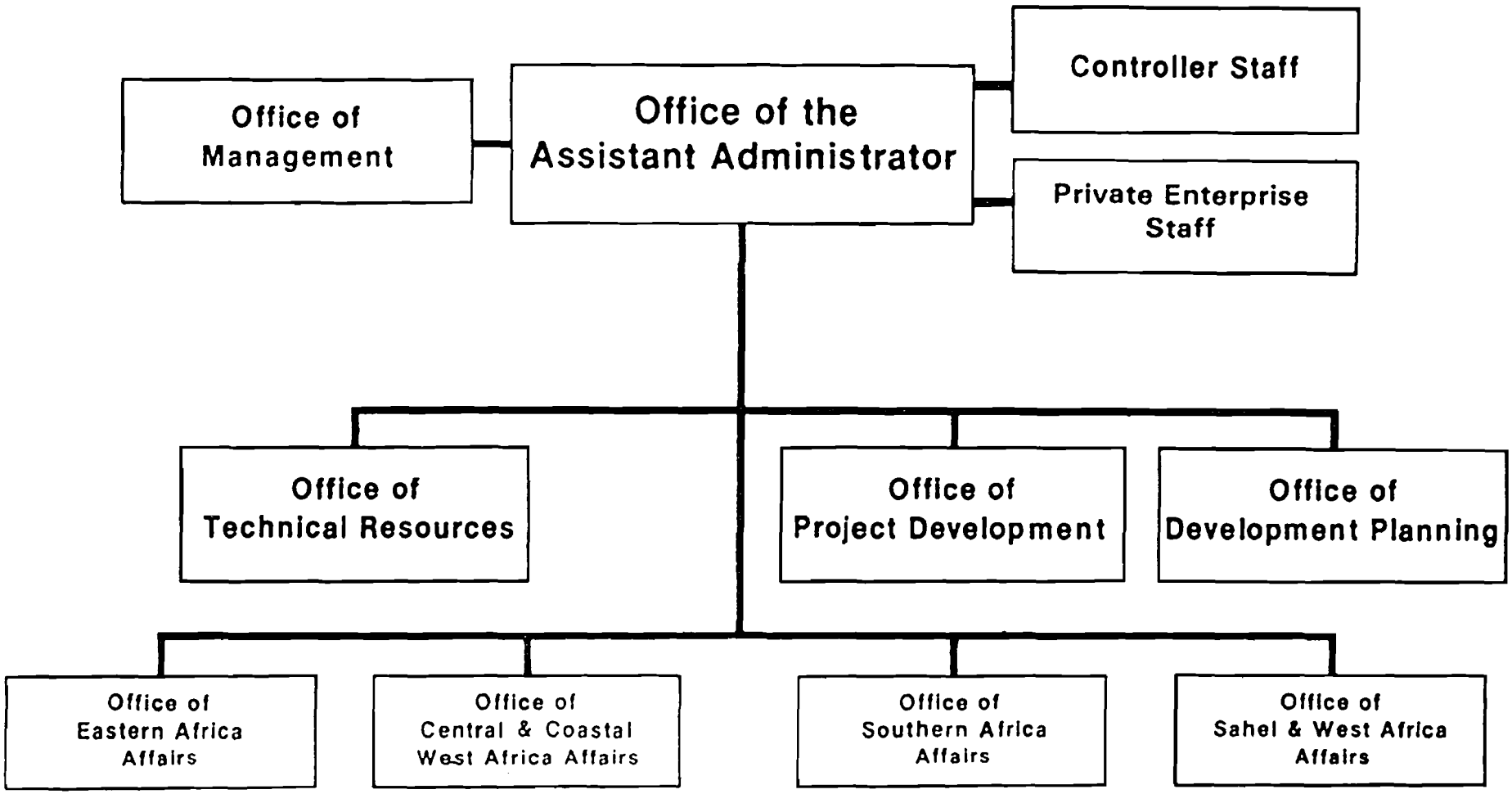
Bureau for External Affairs



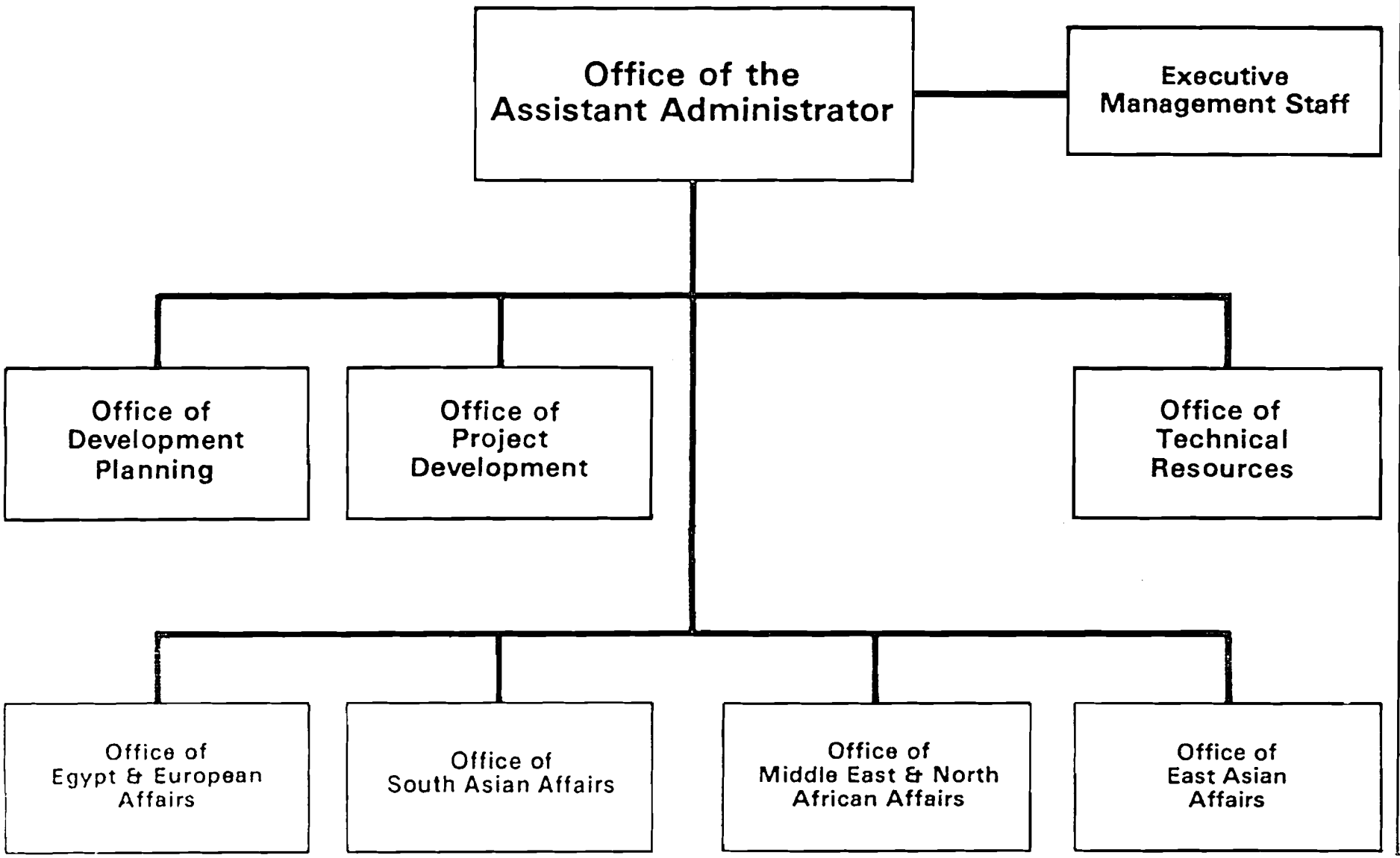
Bureau for Management Services



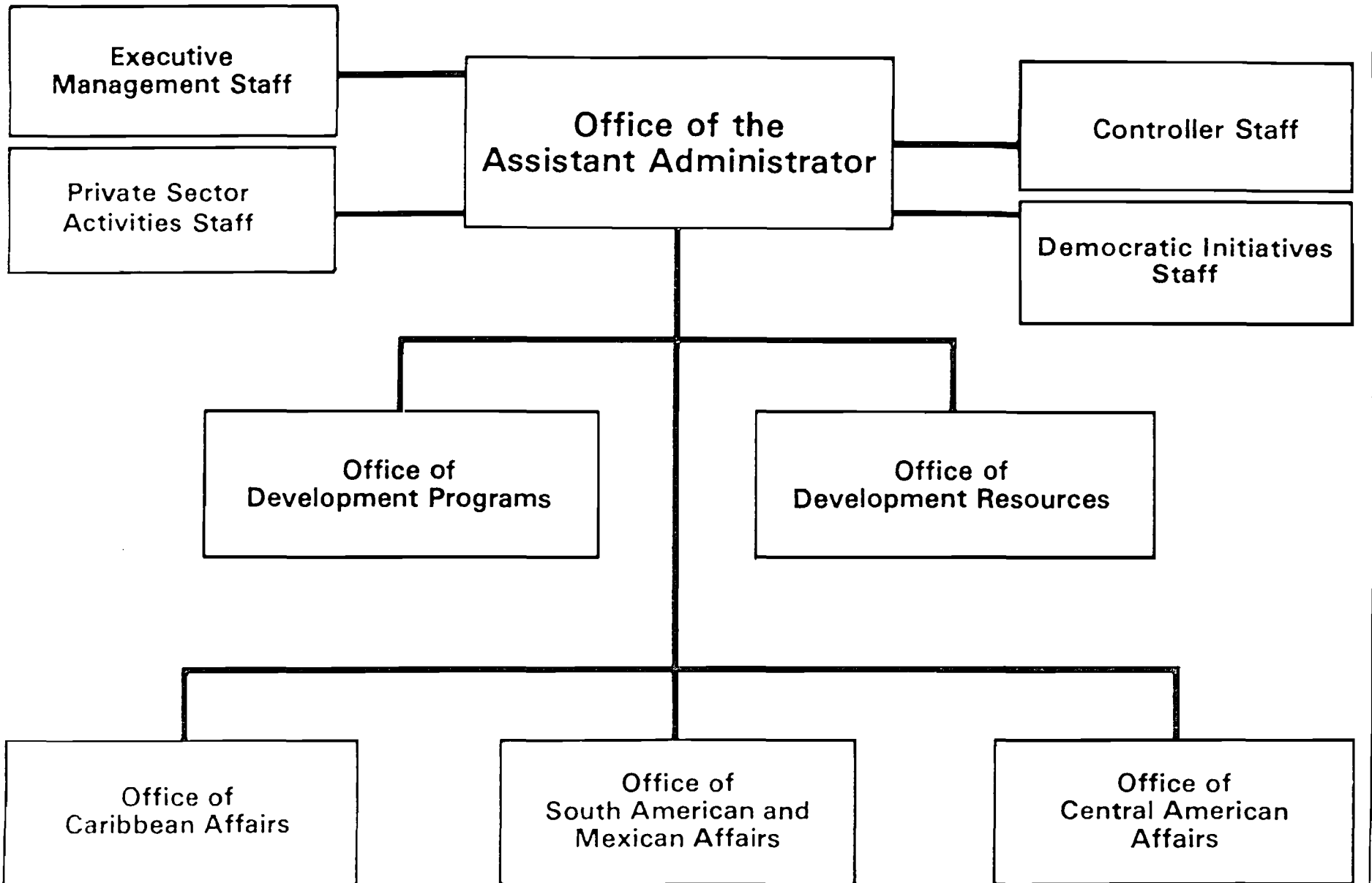
Bureau for Africa



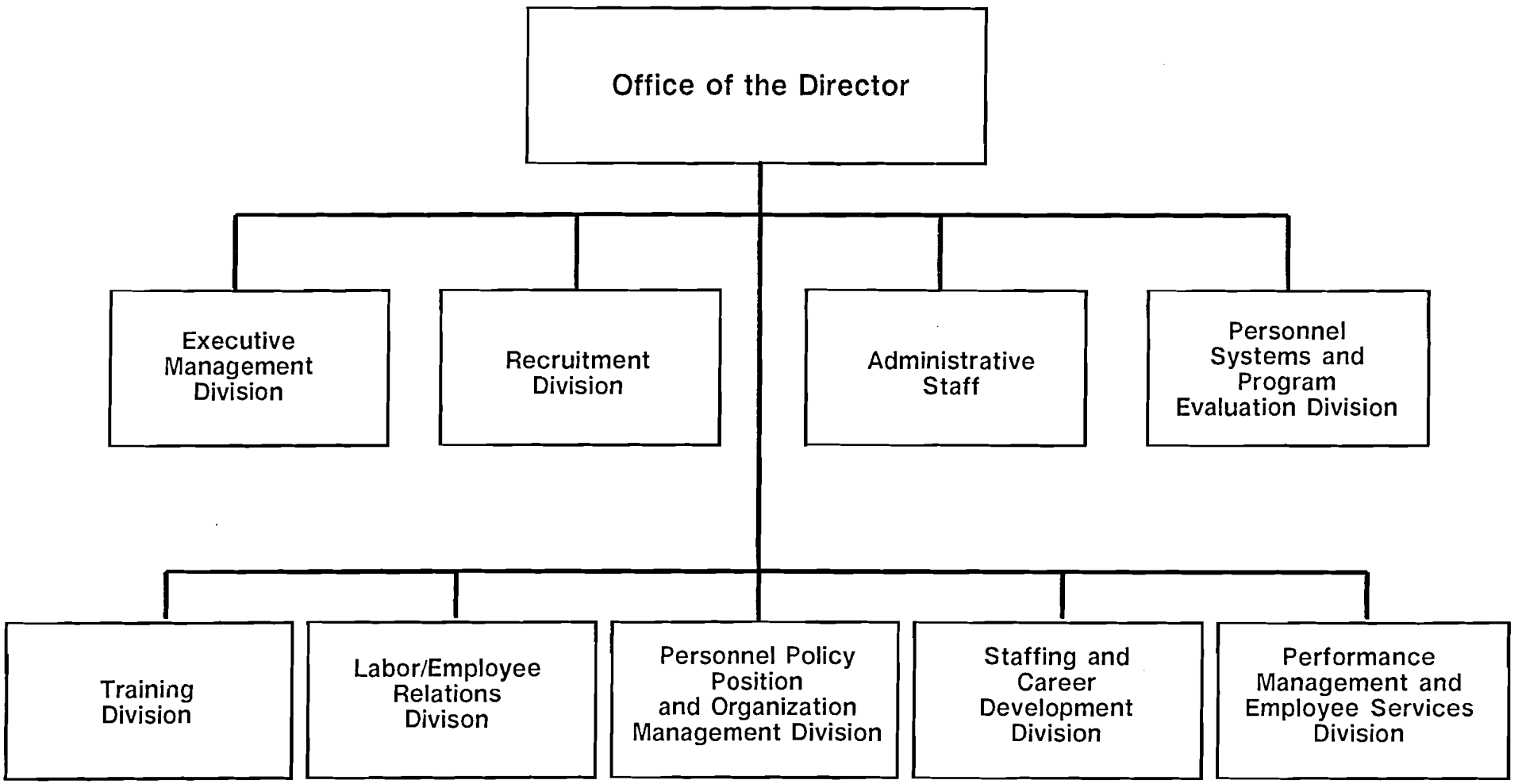
Bureau for Asia and Near East



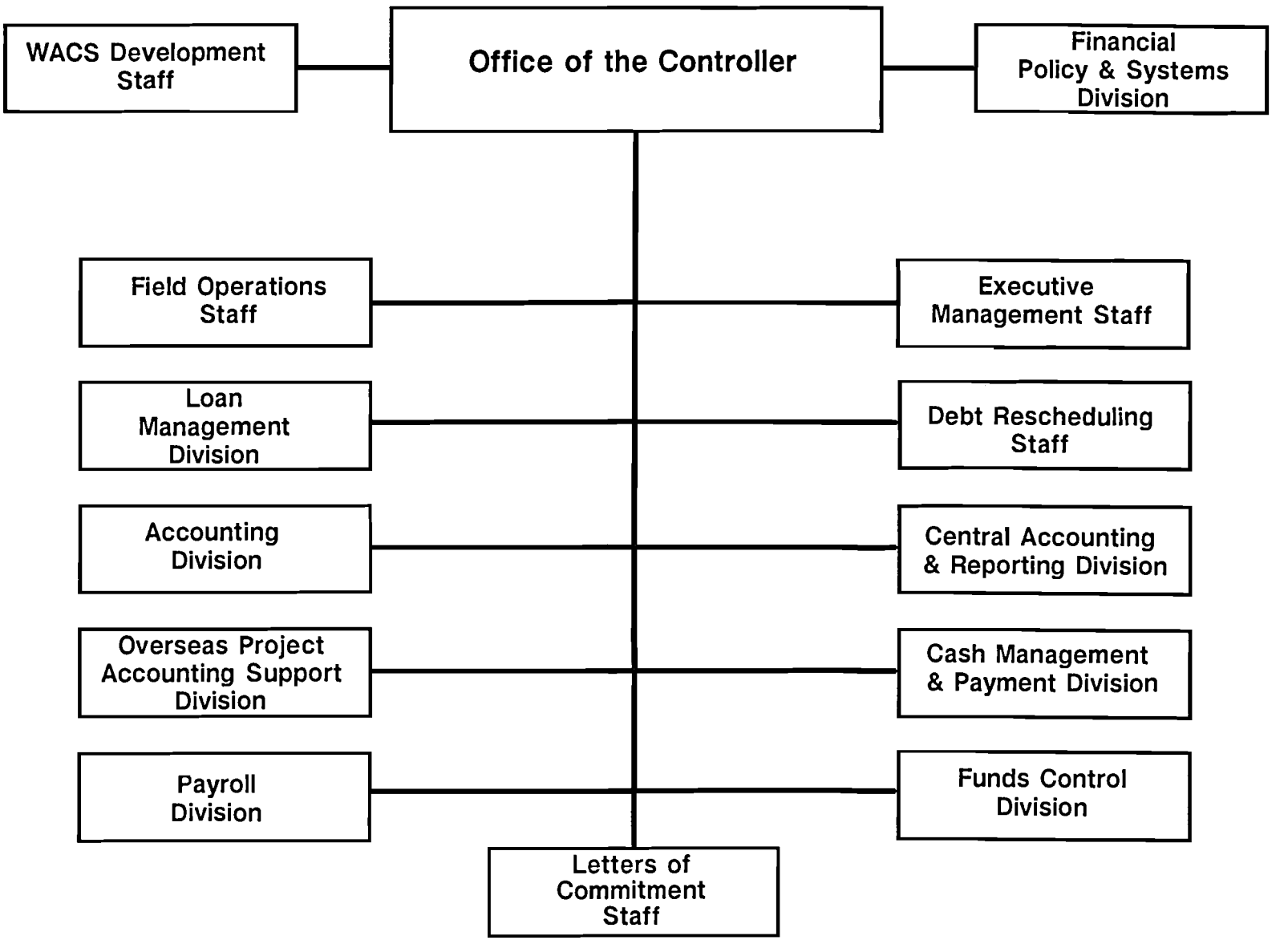
Bureau for Latin America and the Caribbean



Office of Human Resources Development and Management



Office of Financial Management



CHAPTER 3

AID/WASHINGTON ORGANIZATION: GUIDELINES AND CHANGE PROCEDURES

CHAPTER 3

AID/WASHINGTON ORGANIZATION

GUIDELINES AND CHANGE PROCEDURES

3A. Purpose

This Chapter describes some basic organization principles which govern the AID/Washington organization structure; defines the nomenclature used to identify the various levels of AID/W organization; prescribes procedures for establishing, changing, and abolishing AID/W organization units; and describes AID's organization coding and abbreviation systems.

3B. AID Organization Principles

1. The AID organization structure reflects U.S. development assistance policies as announced under the AID Reform Program of 1972 and which have continued with minimal changes since adopted. A principle feature of the Reform Program was to broaden the Agency's reliance upon private sector channels to carry out its bilateral resource-transfer and larger-scale infrastructure programs. The AID role largely is to plan development programs, to help fund private organizations to design and execute development activities in collaboration with experts and institutions in the developing country and AID, then to monitor the progress and results. Thus, the Agency organization structure reflects:

a. A more collaborative style of assistance which recognizes that the people of the developing countries are at the center of development cooperation programs.

b. The importance of broader participation by American private groups in the practical work of development as a means to facilitate the transfer of American experience and other resources to people who need and want our help.

c. A development assistance program reshaped to achieve greater responsiveness to the priorities of less developed countries with concentration in certain major priority sectors.

d. The increasing competence, experience, and skills of private U.S. groups in development work with a minimum of direct U.S. Government supervision.

3B1

e. The attempt to direct efforts toward finding solutions to problems common to many countries.

2. The structure of an AID organization not only reflects these U.S. development assistance policies but also the specific program or service functions of an individual unit.

3. There are general principles of organization which are to be considered by those responsible for organization matters. Organization is basically a line responsibility.

a. In considering an organization structure, the extent to which it is conducive to effective accomplishment of the mission is the primary factor. The internal structure, delegation of authorities, and allocation of resources within AID organizations should provide a climate in which people working together can best accomplish AID missions.

b. Organization structure and relationships should consistently promote and channel performance toward program goals and avoid arrangements or assignments which distract or divert effort from program accomplishment.

c. Simplicity and economy of structure are prerequisite to the attainment of this objective. Simple organization structure provides direct and concentrated channeling of effort to program needs. The simple, economical structure should characterize all AID organizations.

4. The Agency observes the following guidelines for planning and evaluating structure appropriate to Agency goals:

a. Every function essential to program accomplishment should be identified and assigned to a component within the organization.

b. Functions should be grouped on the basis of their similarity and interdependence and each group assigned to a single component within the organization.

c. The functions of each organization component should be clearly and completely defined in a manner which can be readily understood by personnel outside the organization as well as those within it.

d. Responsibility should be assigned to the lowest organization level at which it can be effectively discharged, and authority delegated consistent with assigned responsibility.

3B4

e. Organization lines of authority and assignments of responsibility should be clearly delineated.

f. The allocation of available resources should be based upon program priorities. Workloads should be equitably distributed to ensure full utilization of resources and to avoid overburdening any one segment of the organization.

g. Functions, responsibilities, and resources should be combined to form the fewest number of components practicable. But when operating requirements and staffing levels justify dividing an organization element into subelements, the minimum number of subelements is two. If, for example, a Division is to be subdivided at all, it must have at least two Branches.

h. The determination of the most effective size of each organization component should be based on these considerations:

(1) The size of organization components should be extended to the limits which are consistent with effective management of the unit and unit performance.

(2) An organization component should normally have no fewer than three full-time professional subordinate positions in support of its chief. Exceptions to this criteria are granted only with sufficient justification.

(3) Each organization component should be a manageable unit employing the most effective supervisor-worker ratio.

(4) The most effective supervisor-worker ratio in any given situation is based upon the effort required to direct and channel the work of the unit and to coordinate and align this work with other units and individuals, taking into account such factors as

the nature of the tasks to be performed;

the interrelationships of positions within the component;

the interrelationships of the unit with individuals outside the organization;

the competence of the personnel within the unit, and

the physical environment.

3B3h(4)

Since these factors may vary considerably, there is latitude for the exercise of administrative judgment in determining what is the most effective size of a component and the best supervisory-worker ratio in any given situation.

3C. Organization Designations and Guidelines for their Use

1. The following standard nomenclature is used within AID except when it is in conflict with designations prescribed by legislation or other directive. (See table below.) The table also shows the title of the principal officer in the organization. For ease of reference in the subsequent discussion of the organization change process and related approval authority, each of the organization titles have been assigned a level, ranging from Level I through VI. This standardization is not intended to imply comparability with respect to size, scope, or importance of components among the different Bureaus and Offices; titles have relative meaning only within one Bureau or Office.

Organization Title	Corresponding Title of Principal Officer	Level: Bureau	Level: Independent
Bureau	Assistant Administrator	I	-
Office	Director/Assistant Administrator	II	I
Division	Chief	III	II
Branch	Chief	IV	III
Section	Chief	V	IV
Unit	Chief	VI	V
Other Approved Designations			
Staff b/	Director/Chief	II and Below	II and Below

a/ This column applies only to Offices which report to the Administrator. Offices within a Bureau are covered within the Bureau column.

b/ A Staff may be at Level I only when it reports directly to the Administrator. The corresponding position title depends upon the level of the Staff.

3C

2. Definitions for the major organization categories are as follows:

a. A Bureau is a major organization element (Level I) of the Agency and is responsible directly to the Office of the AID Administrator. A Bureau may have responsibility for administering complex and diverse AID programs involving, for example, a designated geographical area; major Agency-wide policy, program and technical advisory services; or management and program support functions.

b. An Independent Office (Level I) is responsible to the Office of the AID Administrator. Independent Offices are usually responsible for significant Agency-wide program or staff functions.

c. The standard nomenclature and the sequence of its use in either a Bureau or Independent Office are portrayed in the table and may be established when justified by the nature and scope of assigned functions, workload and proposed level of staffing.

d. A Staff is distinguished from the other standard organizations by its functions and size. It is usually a relatively small group of people who perform a single function or a limited group of functions essential to the efficient operation of a larger organization and materially contributes to the primary mission of that organization. "Staff" may be used as an organization designation at any level. However, it is preferable that a Staff be established at Level II and below. Where justified by the nature of the function performed, workload and the level of staffing, the subordinate structure of a Staff will follow the standard sequence of nomenclature, i.e., a Staff which is more nearly equivalent to an Office will have Divisions as its major component units; a Staff which is more nearly equivalent to a Division will have Branches as its major component units.

3. As noted in 3Bg above, when operating requirements and staffing levels justify dividing an organization into subelements, a minimum of two subelements is required. If, for example, a Division is to be divided at all, it must have at least two subelements.

3D. Organization Change Procedures

1. Definition of an Organization Change

An organization change is any action which establishes or abolishes an organizational unit or in any way alters the scope, structure, title, and/or purpose of an existing organization. Such changes may be

influenced by a variety of factors. Some examples include establishment of a new capability for carrying out legislative or other mandates; gradual or sudden shifts in the manner in which existing responsibilities are conducted; the transfer or elimination of a function within an organization, etc. Any such action constitutes an organization change and is therefore subject to AID's organization change procedures.

2. Procedures for the Development, Review, and Approval of Organization Changes in AID/Washington

a. Development and Review

Organization changes within AID may be initiated by the Administrator (and Deputy Administrator); Heads of Bureaus and Independent Offices reporting to the Office of the Administrator; and other senior managers through their Bureau/Office heads. The Assistant to the Administrator for Management (AA/M), the Associate Assistant to the Administrator for Management (M/AAA/SER) or the Office of Information Resources Management (M/SER/IRM), may also initiate changes in carrying out their Agency-wide organization management responsibilities.

It is the responsibility of the organization (or officer) originating a change to initiate consultation with M/SER/IRM regarding the proposed change. Managers may also find it useful to consult with the AID Office of Personnel Management (M/PM) regarding personnel considerations and with the Office of Financial Management (M/FM) if the proposed change requires approval of additional position/employment ceilings.

An organization change is submitted by the originating office in an Action Memorandum directed to the appropriate approval authority specified in 3D2b below.

The Action Memorandum should contain the following:

(1) A description of the proposed action along with supporting justification;

(2) A description of outstanding issues and, where applicable, of the differing views of offices concerned; and

3D2a

(3) Attachments which specifically include:

- A proposed statement of functions for the reorganized (new) unit and for any other units affected by the change. The functional statement should address all significant responsibilities, relationships, functions, activities, etc., within the purview of each subordinate unit. To the extent possible, the mandate for each of these responsibilities should be identified, e.g., public law, executive order, internal directive. Similarly, other significant considerations which influence the proposed reorganization should be highlighted.

- New or revised Position Descriptions (PDs) documented on Optional Form 8 (Cover Sheet) for the reorganized unit and any other units affected by the change. PDs should be prepared in accordance with the "Narrative Format" or where applicable the newer "Factor Evaluation System Format" (FES). Guidelines for their preparation are contained in Chapter 1 of Handbook 26, Position Classification, Pay and Allowances.

Position Descriptions should be complete with all Staffing Pattern Action Requests (SPARs) on Form AID 4-512 (1-83) for position review by the Office of Personnel Management's Position Management and Classification Division (M/PM/PMC). Guidelines for preparing SPARs are contained in RAMPS Employing Office Handbook, Appendix A of Handbook 32, Personnel Actions, Records and Reports.

- Current and proposed staffing patterns, showing for each organization unit the position titles, grade levels, and position classi fication titles. In the context of developing the proposed staffing patterns, and to ensure a comprehensive focus on the implications of the proposed change, managers are encouraged to describe the specific responsibility of those positions which are new or would be substantially altered by the reorganization.

- Organization chart(s) depicting the proposed organizational arrangement to the lowest level requested.

b. Application of OMB Circular A-76

OMB Circular A-76 is the Executive Branch's policy and procedural guidance to be used to determine whether needed commercial activities or functions should be done by contract or performed in-house using Government facilities and personnel. Commercial activities are defined broadly to encompass any product or services available from the private sector which is not an inherently governmental function. Detailed

guidance on Circular A-76 is at Chapter 45 of this Handbook. Particular reference is made to Section 45A, Introduction and Summary, which outlines the Circular's policy and procedures as they apply to AID, to Section 45C, Definitions, and to Sections 45H2d and 45H2f on, respectively, expansions and new requirements.

The Heads of Bureaus, Offices and overseas posts are responsible, when considering the establishment of a new requirement for a commercial activity or the expansion of an existing commercial activity, to assess the application of Circular A-76 on such plans. Specifically, any proposal for an organization change, including the addition of new responsibilities to the functional statement, must include a statement indicating whether or not such change would establish new or expanded commercial activities subject to Circular A-76 procedures and, hence, whether or not such procedures should be initiated. MS/IRM analysts, in reviewing proposed organizational/functional changes, will assess the implications of Circular A-76 on the proposal and comment as appropriate to the approving officer.

c. Approval Authority

The Assistant to the Administrator for Management (AA/M), Bureau for Management (M) is authorized to approve all AID/W organization changes. Certain changes, however, may be referred for the Administrator's or the Deputy Administrator's consideration and/or decision, e.g., major functional transfer between Bureaus, particularly where the Directorate for Program and Management Services (M/SER) is involved; or any change which establishes or eliminates an organization reporting directly to the Office of the AID Administrator.

AA/M has redelegated to the Director, Office of Information Resource Management (MS/IRM) authority to approve changes at Level III and below.

d. The MS/IRM Role

As appropriate to the circumstances of each proposed change, the Office of Information Resources Management (MS/IRM) has Agency-wide responsibility to:

(1) Review each proposed organization change to ensure adherence to Agency standards and other applicable guidelines from such entities as the Office of Management and Budget, the Office of Personnel Management, Congressional or other directives, etc.

3D2d

(2) Consider the proposed change in terms of effectiveness and economy.

(3) Assess the effect of the proposed change on other AID Offices and facilitate resolution of issues. (This may be achieved by requesting comments on or clearance of the proposed change from other AID offices.)

(4) Assure early involvement by the AID Office of Personnel Management (M/PM) in the review of proposed changes and, where applicable, that the originating office consults with the Office of Financial Management (M/FM).

(5) Recommend AA/M (or other) approval/disapproval of changes at Level II and above.

(6) Approve (or disapprove) reorganizations at Level III and below.

(7) Provide approved decision documents to M/PM for their review and action.

(8) Upon notification that the Agency has met its obligations to the certified employee bargaining units, carry out appropriate implementation actions including assisting in the preparation of AID Notices, incorporation of the change in Handbook 17, etc.

To ensure that the Agency properly discharges its responsibilities in full compliance with Federal Labor Relations policies, it is essential that no office take action to effect a reorganization, even on a preliminary basis, until (a) a formal request has been submitted to MS/IRM for review and approval; and (b) upon approval of the change, formal notification is received from M/PM/LR (Labor Relations Staff) that the Agency has met its obligations to the certified employee bargaining units.

3E. Organization Codes

1. Each AID/W organization element is assigned an organization code (ORGNO). MS/IRM develops and assigns organization codes, as necessary, to reflect approved changes in AID/W organization in cooperation with M/PM. M/FM assures that proposed codes are appropriate for the payroll, budget, accounting, and other segments of the financial management system.

3E

2. The AID/W ORGNO is a nine-digit number composed of four major segments: a location code (first digit); a major organization code (second and third digits); subordinate element identification codes (fourth through seventh digits); and a sequence designator (eighth and ninth digits).

a. The location code for AID/W is "1."

b. The second and third digits of the ORGNO identify the major organization (Bureau or Independent Office) and correspond to the "allottee code" of the official having allotment responsibility for the related organization. See Handbook 18 for detailed listing.

c. The fourth through seventh digits of the ORGNO identify the subordinate element level, as follows:

(1) For Bureaus

Fourth Digit - Offices and Staffs
Fifth Digit - Divisions/Desks
Sixth Digit - Branches
Seventh Digit - Sections

(2) For Offices

Fourth Digit - Divisions and Staffs
Fifth Digit - Branches
Sixth Digit - Sections
Seventh Digit - Units

d. The eighth and ninth digits of the ORGNO are the sequence designation. "01" is reserved for all parent organization headers and "02" for all subordinate headers.

e. Position Sequence Numbers (POSNO's) are used to sequence positions within the appropriate organization unit. POSNO's are composed of the first seven digits of the ORGNO plus a two-digit sequence designator, "03" to "99." POSNO's are the responsibility of M/PM.

3F. Organization Abbreviations and Titles

1. AID/W uses standardized and controlled organization abbreviations (Office symbols) as a shorthand reference to organization elements. In coordination with the affected Office or Bureau, MS/IRM develops an organization abbreviation for each level.

2. The following general guidelines apply to the construction of organization abbreviations:

a. The abbreviation is limited to 15 characters including spaces and punctuation marks.

b. The first segment identifies the major organization, whether Independent Office or Bureau. The preliminary initials AA are used only to indicate the immediate Office of an Assistant Administrator.

c. Subsequent segments are used, as necessary, to identify subordinate organizations, with each segment separated by slant marks.

d. Normally, abbreviations below Branch level are not assigned. Sections and Units usually carry the abbreviation of their Branch. Where this abbreviation is inadequate, MS/IRM develops an appropriate symbol.

3. Organization titles and standard abbreviations are entered into RAMPS in full unless the total number of letters and spaces exceeds 50. If the full title exceeds 50 characters, MS/IRM develops a short title in which echelon abbreviations such as DIV for Division or BR for Branch are used in combination with abbreviated descriptive words.

4. The "official" Agency title of an organization is its full title as it appears in the functional statement.

CHAPTER 4

OVERSEAS ORGANIZATION

GUIDELINES AND CHANGE PROCEDURES

CHAPTER 4

OVERSEAS ORGANIZATION

GUIDELINES AND CHANGE PROCEDURES

4A. Purpose

This Chapter establishes organization principles governing AID overseas organization structures; defines the nomenclature used to identify the various levels of overseas organizations; describes procedures for establishing, changing, and abolishing overseas organization units; and describes AID's overseas organization and abbreviation coding system.

4B. AID Organization Guidelines

The guidelines in Chapter 3, paragraph 3B "Aid Organization Principles", also apply to AID overseas organizations. See also Handbook 23 (especially Chapter 2, "Opening a Mission", Chapter 12, "Emergencies at Missions" and Chapter 13, "Closing a Mission") for related descriptions of administrative and logistical support requirements.

4C. Overseas Organization Categories

1. Category 1 - AID Bilateral Country Organizations are located in countries in which AID is implementing a bilateral program. Such organizations are:

   AID Missions (also referred to as USAID Missions, USAID's, or Missions)

   AID Offices (also referred to as Offices of the AID Representative, or AID Reps.)

   AID Sections of Embassy (also referred to as AID Affairs Offices or Delegated Posts)

   Other AID bilateral organizations (e.g. Joint Commissions)

See Chapter 30 of this Handbook for more detailed descriptions of AID country organizations and their functions.

4C

2. Category 2 - Offices for Multicountry Programs are established to administer AID activities involving several countries. See Chapter 31 of this Handbook for more detailed descriptions of these offices and their functions.

3. Category 3 - Offices for Multicountry Services are established to provide services to other AID overseas organizations. See Chapter 32 of this Handbook for more detailed descriptions of these offices and their functions.

4. Category 4 - Development Assistance Coordination and Representation Offices are established to provide liaison between AID and other economic assistance donors, countries, or multilateral institutions. See Chapter 33 of this Handbook for more detailed descriptions of these offices and their functions.

5. Category 5 - Audit and Inspections Offices are established to conduct audits, inspections, and investigations of AID overseas organizations. See Chapter 34 of this Handbook for more detailed descriptions of these offices and their functions.

6. A list of current overseas organizations by category is shown in Appendix 2 and by location in Appendix 3 to this Handbook.

4D. Organization Nomenclature

1. The following standard nomenclature is used within AID except when it is in conflict with designations prescribed by legislation or other directive. (See table below.) The table also shows the title of the principal officer in the organization.

ORGANIZATION TITLE	CORRESPONDING TITLE OF PRINCIPAL OFFICER
Category 1 Organizations	
AID Mission	Mission Director
Office of the AID Representative	AID Representative
AID Section of Embassy	AID Affairs Officer

4D

ORGANIZATION TITLE	CORRESPONDING TITLE OF PRINCIPAL OFFICER
Category 5 Organizations	
Audit Office	Regional Inspector General for Audit
Investigations Office	Regional Inspector General for Investigations

Organization titles and corresponding titles for principal officers for categories 2, 3 and 4 vary as appropriate.

2. The nomenclature used below to identify the various levels within an overseas organization is standardized to facilitate a description of the relative position of an echelon within a given organization. This standardization is not intended to imply comparability with respect to size, scope, or importance of components among the different Missions and 4D Offices; titles have relative meaning only within one Mission or Office.

3. The first level subdivision of an AID Mission is an Office.

4. The first level subdivision of an AID Office is a Division.

5. Usually there are no subdivisions within an AID Section of Embassy.

6. Overseas organizations normally are not subdivided below the Division level. However, when justified by workload and staffing, other subdivisions are Branches and Sections as follows:

a. A Branch performs a separate and distinct function or group of functions within a Division.

b. A Section performs a separate and distinct function or group of functions within a Branch.

7. A Staff is distinguished from the other organization designations by the size of its staffing and functions. It is usually a relatively small group of people who perform a single function or limited group of functions essential to the efficient operation of an organization, but

4D7

not one of the primary missions of that organization. "Staff" may be used as an organization designation at any level. Organization units subordinate to a Staff have designations appropriate to the level of the Staff; i.e., a Staff which is equivalent to an Office has Divisions as component units; a Staff which is equivalent to a Division has Branches as components.

4E. Organization Changes

1. An organization change is any change which establishes or abolishes organizations, or alters the structure, scope, or purpose of an existing organization regardless of the level of that organization or subdivision therein.

2. Procedure for Approving Requests for Changes in Overseas Organizations

a. Approval Authority

(1) Requests for organization changes in Categories 1, 2 and 4 as described in 4C above are approved by the AID Administrator (A/AID) upon the recommendation of the Assistant to the Administrator for Management (AA/M).

(2) Requests for organization changes in Categories 3 and 5 are approved by the AA/M upon the recommendation resulting from the review and analysis conducted by MS/IRM.

(3) Requests for changes in subdivisions of overseas organizations are approved by the Director, Office of Information Resources Management (MS/IRM), upon the recommendation resulting from the review and analysis of the Director's staff.

b. Initiation of Request

(1) All requests for changes in overseas organizations are sent to the approving authority (as set forth in 4E2a above) through the Office of Information Resources Management (MS/IRM) and are submitted by the management/administrative office of the respective AID/W Bureau or Office.

4E2b

(2) To establish, abolish or otherwise change an overseas organization in Categories 1, 2 and 4, the AID/W Bureau or Office which will backstop the organization prepares an Action Memorandum to the AID Administrator requesting approval of the change. The memorandum is submitted by the AID/W Bureau's or Office's management/administrative office to MS/IRM.

(3) To establish, abolish or otherwise change an overseas organization, in Categories 3 and 5, the AID/W Bureau or Office which will backstop the organization prepares an Action Memorandum to the Assistant to the Administrator for Management (AA/M) for approval through the Office of Information Resources Management (MS/IRM).

(4) To establish, abolish or otherwise change a subdivision(s) within an overseas organization, the AID/W Bureau or Office which backstops or will backstop the subdivision prepares a memorandum to the Director, Office of Information Resources Management (MS/IRM), requesting approval of the change.

As noted in 4B above, Chapter 2 of Handbook 23 outlines various guidelines for personnel engaged in opening bilateral organizations and covers administrative duties incident to establishment of a Mission following negotiation of necessary bilateral agreements, determination of the types of programs to be implemented, and written approval by the AID Administrator.

As also noted in 4B above, Chapter 12 is designed to augment procedures developed at post and addresses the occurrence of emergencies and evacuations of Missions and provides guidelines tailored to the uniqueness of AID operations overseas.

Handbook 23, Chapter 13 outlines the general conditions, procedures and responsibilities for closing a Mission as an operating entity. Written approval by the AID Administrator is required to either close-out AID bilateral organizations, suspend program activities and/or American presence at a given post, or resume program operations as appropriate.

(5) The request memorandum to the approving authority sets forth the reason for establishment, modification, or abolishment of the organization. Depending upon the nature and extent of the organization change, when appropriate, the following supporting documentation should accompany the organization change proposal or request memorandum:

4E2b

-- current and proposed staffing patterns for all affected units

-- drafts of proposed delegations/redelegations of AID authorities to the U. S. Ambassador or other official to act on AID matters. (See Handbook 5, Delegations of Authorities.)

-- new/revised position description(s) including SPAR(s) (Staffing Pattern Action Request - AID Form 4-512)

-- organization header SPAR(s) (Staffing Pattern Action Request - AID Form 4-512) (provided by MS/IRM)

-- proposed AID Notice to notify Agency employees of significant change (Provided by MS/IRM)

All significant considerations should also be discussed in the request memorandum. These may include programmatic, political, economic, cultural, staffing (including MODE*) or budgetary factors.

c. MS/IFM Role

(1) On the basis of each request memorandum and MS/IRM review and analysis of the organization change proposal (including attachments), MS/IRM prepares the required supplementary documentation. In addition, it coordinates the response of other offices within the Bureau for Management, assures that necessary clearances are obtained and forwards the request memorandum and supplementary documentation to the appropriate approving authority under a cover memorandum containing MS/IRM's recommendations on the proposed change.

(2) MS/IRM, as an essential part of the review process, assures that all issues are identified by consulting with the Office of Executive and Overseas Management Services (MS/EOMS) with regard to administrative and logistical implications, the Office of Personnel Management (M/PM) with regard to personnel/staffing considerations; and the Office of Financial Management with regard to position/employment ceiling, funding, budgetary and MODE* implications in carrying out the proposal, and to determine the most feasible and economical means to support such action.

*Monitoring Overseas Direct Employment

4E2

d. Clearances Required

(1) For Categories 1, 2, and 4 organizations, clearances are obtained from the Bureau for Program and Policy Coordination (PPC), the Office of the General Counsel (GC), the Department of State, and, if the requesting office is not a Geographic Bureau, from the appropriate AID Geographic Bureau.

(2) For Category 3 organizations, clearances are obtained from the appropriate Geographic Bureau if the requesting office is not that Geographic Bureau and from the Department of State through the Geographic Bureau if a country in which AID does not have staff is involved.

(3) For Category 5 organizations, clearances are obtained from the appropriate Geographic Bureau and, in a country where AID staff is not involved, from the Department of State through the Geographic Bureau.

(4) Requests for changes in subdivisions of overseas organizations are cleared with the appropriate Geographic Bureau.

(5) The Offices of Personnel Management (M/PM), Financial Management (M/FM) and Executive and Overseas Management Services (MS/EOMS) should be consulted with regard to personnel/staffing ceiling/funding and administrative/logistical considerations, respectively.

4F. Post-approval Actions

1. After approval, all documentation is returned to MS/IRM to:

(a) distribute necessary copies to all parties

(b) approve the organization header (SPARs) prior to forwarding them to M/PM.

(c) retain the official copy of the approval memorandum and accompanying documentation for MS/IRM files

(d) revise the appropriate chapters and appendices to Handbook 17.

*Monitoring Overseas Direct Employment

4F

2. Upon approval, the functional statements, organization titles, codes & abbreviations become the official structure and statement of responsibilities for the organization and are published in Handbook 17. (See Part III and Appendices 2, 3 and 4.) They may be changed and published only after clearances are obtained in accordance with the above procedures.

3. MS/IRM approves Organization Codes as discussed in 4G below.

4. MS/IRM also assures issuance of the AID Notice to notify the Agency of the organizational change.

4G. Organization Codes

1. Each AID overseas organization element is assigned an organization code (ORGNO). MS/IRM develops and assigns organization codes, as necessary, to reflect approved changes in AID overseas organizations in collaboration with M/PM and M/FM. M/FM assures that proposed codes are appropriate for the payroll, budget, accounting, and other segments of the financial management system; and M/PM assures that proposed codes are consistent with the personnel management system.

2. The AID Overseas ORGNO is a nine-digit number composed of five major elements: a location code (first digit); a code which identifies the backstop Bureau (second digit); an overseas organization identification code (third, fourth and fifth digits); subordinate element identification codes (sixth and seventh digits); and a sequence designator (eighth and ninth digits) as follows:

a. The first digit for all overseas organizations is "2."

b. The second digit identifies the backstop Bureau. The code for:

(1) The Bureau for Africa is "1."

(2) The Bureau for Near East is "3."

(3) The Bureau for Latin America and the Caribbean is "5."

(4) The Bureau for Asia is "7."

(5) all other Bureaus and Offices is "9."

4G2

c. The third through fifth digits identify the overseas organization, i.e., "the country code." See Handbook 18 for detailed listing.

d. The sixth digit identifies the first level subdivision of the overseas organization.

e. The seventh digit identifies the second level subdivision of the overseas organization.

f. The eighth and ninth digits of the ORGNO are the sequence designator. "01" is reserved for all parent organization headers and "02" for all subordinate headers.

g. The first two digits (constructed as in a and b above) with zeros in the third through eighth positions and "1" in the ninth digit identify the parent ORGNO of the backstop Bureau for its overseas organizations, e.g., the parent ORGNO for all overseas organizations in the Bureau for Asia is 270000001.

h. The first five digits (constructed as in a, b, and c above) with zeros in the sixth through eighth positions and "2" in the ninth position identify the ORGNO of the overseas organization, e.g., the ORGNO for the AID Mission in India is 273860002.

3. Position Sequence Numbers (POSNO's) are used to sequence positions within the appropriate organization unit. POSNO's are composed of the first seven digits of the ORGNO plus a two-digit sequence designator, "03" to "99", e.g., if the ORGNO for the Office of the Mission Director in India is 273861002, then the POSNO for the Mission Director may be 273861013. MS/IRM does not assign POSNO's.

CHAPTER 5

OFFICE OF THE ADMINISTRATOR (A/AID)

CHAPTER 5

OFFICE OF THE ADMINISTRATOR

STATEMENT OF FUNCTIONS

5A. Summary of Office Functions

The Office of the Administrator is responsible for overall direction of U.S. economic assistance programs and for administering the appropriations made available for such purposes under the Foreign Assistance Act of 1961, as amended.

5B. Office of the Administrator (A/AID)

1. The Administrator of AID reports to the Director of the International Development Cooperation Agency (IDCA) and the President. He plans, directs, and coordinates the operations of the Agency and is responsible, subject to the approval of the Director, IDCA, for the formulation and execution of U.S. foreign economic assistance policies and programs. The AID Administrator supervises and directs the activities of all personnel of the Agency in the United States and overseas. In addition, he serves as the President's Special Coordinator for International Disaster Assistance.

2. The Deputy Administrator assists the Administrator in all aspects of his responsibilities and acts as Administrator in the latter's absence.

5C. Advisor to the AID Administrator for Labor Affairs

The Special Assistant to the Secretary of State and Coordinator of International Labor affairs (S/IL) is also designated as the Advisor to the AID Administrator for Labor Affairs (AID/LAB). In this capacity, he/she:

1. Serves as the Agency's principal advisor in the labor and work force fields and provides policy guidance on labor matters.

2. Chairs the Committee on Operations with Labor Institutes, and in other ways serves in a coordinating role with the Geographic Bureaus to ensure that the Institute programs as well as AID's programs achieve policy objectives.

5C

3. Serves as coordination point for liaison with the U.S. labor movement and other nongovernment organizations in the labor and work force fields. Maintains liaison with the American Federation of Labor and the Congress of Industrial Organizations (AFL-CIO) Labor Institutes, the international free trade union organizations, the Department of Labor and agencies involved in the labor field.

OFFICE OF THE ADMINISTRATOR

OFFICE OF THE ADMINISTRATOR

CHAPTER 6

OFFICE OF THE EXECUTIVE SECRETARY (ES)

CHAPTER 6

OFFICE OF THE EXECUTIVE SECRETARY

STATEMENT OF FUNCTIONS

6A. Summary of Functions

1. The Office of the Executive Secretary (ES) facilitates and expedites the decision-making process for AID. It serves as a channel of communication and coordination between the Office of the Administrator and the Agency's Senior Staff.

2. ES is responsible for providing staff assistance to the Office of the Administrator, and for ensuring proper coordination, analysis, and preparation of all documents directed to the Administrator or Deputy Administrator.

3. ES works closely with the Special Assistants to the Administrator, Deputy Administrator, and other Senior Staff to ensure that all Executive communications, which require consideration, resolution or decision-making by the Office of the Administrator, incorporate the information necessary for the best course of action by the Administrator or the Deputy Administrator.

4. ES follows up on actions assigned by the Office of the Administrator and maintains several monitoring systems.

5. The Executive Secretary and the Deputy Executive Secretary serve as the designated AID officials authorized to accept service of process in legal actions against AID or any AID officer in his/her official capacity.

6. ES serves as a member of the AID Communications Review Board (CRB) and provides secretariat services for the Board.

7. ES manages the AID duty system for ensuring round-the-clock response to emergency and urgent requirements related to AID programs and personnel.

8. In carrying out its responsibilities, ES draws on other AID Bureaus and Offices as appropriate. Similarly, other AID Bureaus and Offices look to ES as required to fulfill their assigned responsibilities.

6B. Immediate Office of the Executive Secretary

The Executive Secretary/Special Assistant to the Administrator and the Executive Secretariat Staff provide staff assistance to the Administrator and Deputy Administrator by:

1. Serving as a focal point on all matters requiring consideration, resolution, or decision at the Administrator's level.

2. Reviewing all documents going to the Administrator and Deputy Administrator to ensure that the information supplied is sufficient for decision-making or briefing purposes; that where appropriate, the views of other Bureaus and Offices have been incorporated; and that the documents are appropriately structured for the Administrator's and Deputy Administrator's use.

3. Providing a central, senior-level channel for ensuring Agency response to the administrator and Deputy Administrator.

4. Taking the initiative in identifying matters or problems which need the Administrator's or Deputy Administrator's attention, sensing upcoming problems, initiating action, and alerting them to potential problems.

5. Preparing daily and periodic reports on actions taken by, and actions pending for the Administrator and Deputy Administrator for distribution to and follow-up by the Agency Bureaus and Offices.

6. Coordinating official travel and foreign visits--including review and planning of briefing materials--for the Administrator and Deputy Administrator.

7. Screening, distributing, and retrieving of sensitive telegrams and other sensitive communications for the Administrator, Deputy Administrator and Senior Staff.

8. Maintaining liaison with the Department of State's Executive Secretariat and Policy Planning Staff to ensure coordination of activities which relate to AID.

9. Serving as the official channel for the Administrator and Deputy Administrator for the transmission of information and recommendations from AID to the White House, State Department, and other government departments and agencies.

10. Providing for administrative and management support services for A/AID and ES.

6C. Communications Coordination Staff

1. Assigns action responsibility to the appropriate bureau or office on all incoming communications addressed to the Administrator and Deputy Administrator and specifies due dates for replies or other action; ensures that other Bureaus and Offices receive information on action assignments which affect their areas of responsibility.

2. Maintains a system of follow-through on action assignments to ensure that deadlines are met; reviews all documents to and from the Administrator and Deputy Administrator to assure that AID standards and guidelines for preparation of executive communications are followed.

3. Maintains an executive communications center; receives and despatches all written communications to and from the Administrator and Deputy Administrator and maintains a system for identifying, locating and controlling such communications.

4. Establishes standards and issues instruction throughout AID governing the preparation and handling of communications for the signature of the Administrator and Deputy Administrator. Performs ES's authorship, maintenance, and monitoring responsibilities in connection with Supplement A, AID Handbook 21, Executive Communications.

5. Serves as the AID contact point with the Department of State's Executive Secretariat on communications matters.

6. Provides correspondence suspense/alert list to Agency Bureaus and Offices on a weekly basis.

Office of the Executive Secretary

Office of the Executive Secretary

Communications Coordination Staff

CHAPTER 7

BOARD FOR INTERNATIONAL FOOD AND AGRICULTURAL DEVELOPMENT SUPPORT STAFF (BIFAD/S)

CHAPTER 7

BOARD FOR INTERNATIONAL FOOD AND AGRICULTURAL DEVELOPMENT SUPPORT STAFF STATEMENT OF FUNCTIONS*

7A. Summary of Functions

1. The Board for International Food and Agricultural Development Support Staff (BIFAD/S) is the organizational entity established by AID to provide staff support to the Board for International Food and Agricultural Development (hereafter referred to as "the Board") and its subordinate committee.** Pursuant to Sections 298 of Title XII of the Foreign Assistance Act, as amended, the principal purpose of the Board is to increase the involvement of qualified universities and related institutions in agricultural institutional development and research programs for developing countries, working collaboratively with AID. A detailed description of the functions of the Board and its subcommittee are shown in the Board Charter at Appendix 5 of Handbook 17.

2. Establishment of the BIFAD/S is responsive to the provisions of the authorizing legislation and of the Federal Advisory Committee Act, which authorized AID to provide staff support to the Board. BIFAD/S personnel include both direct hire staff appointed under the Agency's personnel employment authority and staff detailed to AID by other employing entities for Title XII-related work. As such, all BIFAD/S personnel are subject to the general supervision of the AID Administrator. At the same time, control over the operations of the BIFAD Support Staff is vested with the Chairman of the Board.

3. BIFAD/S provides direct assistance to the Board in developing program and policy recommendations regarding the Title XII Program and interfaces with AID and the university community in conducting joint responsibilities for administering the Title XII Program. The Staff is headed by an Executive Director who reports to the Board Chairman, who, in turn, advises the AID Administrator on matters pertaining to the Program.

*BIFAD is now included within the Bureau for Science and Technology.
**The Joint Committee on Agricultural Research and Development (JCARD). Work of the committee is facilitated through four regional work groups.

7A

4. BIFAD/S obtains support from Bureaus and Offices throughout the Agency. Its activities are administered in accordance with policies and standards established by the Board and AID.

7B. Office of the Executive Director (BIFAD/S/ED)

1. Directs the activities of the BIFAD Support Staff to ensure compliance with directives established by the Board.

2. Provides direct staff assistance and/or facilitates AID support to the Board and its subordinate committee, including assignment/appointment of Board staff, logistical and management support, drawing directly upon other AID units as necessary.

3. Periodically assesses the overall effectiveness of programs carried out jointly by AID and the Board and recommends ways in which program effectiveness might be enhanced.

4. Develops in collaboration with other AID offices the relevant operating expense budget for the Title XII Program.

5. Participates in various Agency fora to ensure that Title XII concerns are appropriately reflected in Agency programs and policies.

6. Represents the Board before the press, the public, the Congress, and the university community; monitors for the Board and its sub-committee all matters pertinent to the Board's responsibilities and activities, vis-a-vis AID and the community of participating universities and other institutions.

7C. Country Programs Division (BIFAD/S/CP)

1. Provides primary assistance to the Joint Committee on Agricultural Research and Development (JCARD) in support of meetings convened by that body, including, for example, development of meeting agendas, preparation of relevant background materials, preparation and dissemination of minutes, undertaking special analyses of problems and issues associated with the work of the committee, etc.

2. Provides direct assistance to the four regional work groups through which work of the JCARD is conducted by, among other things, reviewing all field proposed Food and Nutrition project identification documents. On the basis of such reviews, recommends which projects should be designated as Title XII projects and advises on the appropriate contracting/grant procedure to be employed.

7C

3. Serves on panels established for Title XII projects, particularly those involving the collaborative assistance method of contracting; participates in the development of a source list of institutions which might undertake a given project and in the establishment of selection criteria.

4. Reviews the Annual Budget Submissions of the Geographic Bureaus; participates in the Agency-wide discussion of them as a basis for advising on and/or preparing BIFAD's recommendations to AID regarding the apportionment of funds and other programming and policy issues.

5. Identifies, on behalf of the Board, those developing countries which might benefit from the establishment or strengthening of agricultural institutions to engage in agricultural teaching, research and extension activities.

6. Participates, on behalf of the Board, in the evaluation of country programs carried out by AID designed to address agricultural problems.

7. Maintains liaison with a variety of AID Bureaus and Offices, other U.S. Government agencies and institutions, the Congress, etc., on matters affecting the management of Title XII country programs.

7D. Research Division (BIFAD/S/R)

1. Provides support to the Joint Committee on Agricultural Research and Development (JCARD), in preparation for and during Committee meetings and between the regular meetings, including preparation of meeting agendas, preparation of background materials, preparation and dissemination of minutes, and preparation of special analyses of problems and issues associated with the work of the Committee.

2. Participates, either as a member or in a support capacity, in informal problem-oriented task forces or work groups established by JCARD to address issues in the Title XII research area.

3. Participates with the JCARD in the development of the Collaborative Research Support Program (CRSP) including the setting of priorities, and monitoring, on behalf of the Committee and the Board, the planning and implementation of these research programs.

4. Participates in the Central AID Bureaus and Agency-wide functional and Annual Budget Submission (ABS) reviews, and on the basis of which, provides input to the preparation of the BIFAD's recommendations to AID on the apportionment of funds and other BIFAD recommendations on programmatic and policy issues.

5. On behalf of the Board, and in collaboration with the JCARD, maintains familiarity with organizations, operations and capabilities of the agricultural and related research components of Title XII institutions, the United States Department of Agriculture (USDA), international agricultural research centers, the private agricultural sector, etc.; assures that these resources are effectively matched with the agricultural research needs of developing countries to expand food production to improve human nutrition, and to promote broader participatory agricultural development in these nations.

6. Participates in the evaluation of research programs conducted by AID under the Title XII program and advises on how such programs might be enhanced.

7. Maintains liaison with a variety of AID Bureaus and Offices, other U.S. Government Agencies and institutions, various university associations, the Congress, etc., on matters relating to Title XII research programs.

7E. Institutional and Human Resources Division (BIFAD/S/IHR)

1. Develops and maintains a Registry of Institutional Resources, in the form of a current data bank on Title XII institutions, which includes information about the interests, resources, and Less Developed Countries (LDC) experience of these institutions.

2. Develops and maintains a "Roster" of eligible universities that have specific capabilities to participate in the Title XII programs. This involves collecting and maintaining documentation on the depth and breadth of institutional capabilities and matching these capabilities to AID program needs.

3. Participates in the development and implementation of conceptual and empirical models for Baseline Studies of agricultural research, extension, and education in the developing countries.

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4. Participates in the development, implementation, and evaluation of the Title XII Matching Formula Strengthening Grant program and the Minority Institution Strengthening program, as prescribed by the Title XII legislation.

5. Identifies, on behalf of the Board, other programs/projects which might be undertaken to strengthen the capacity of eligible U.S. agricultural universities to participate in Title XII-related activities.

6. Working with the JCARD, stimulates, and participates in the development and implementation of programs designed to build and strengthen the institutional capacities and human resources skills of the developing countries for introducing, adapting, and extending, agricultural technology to farmers.

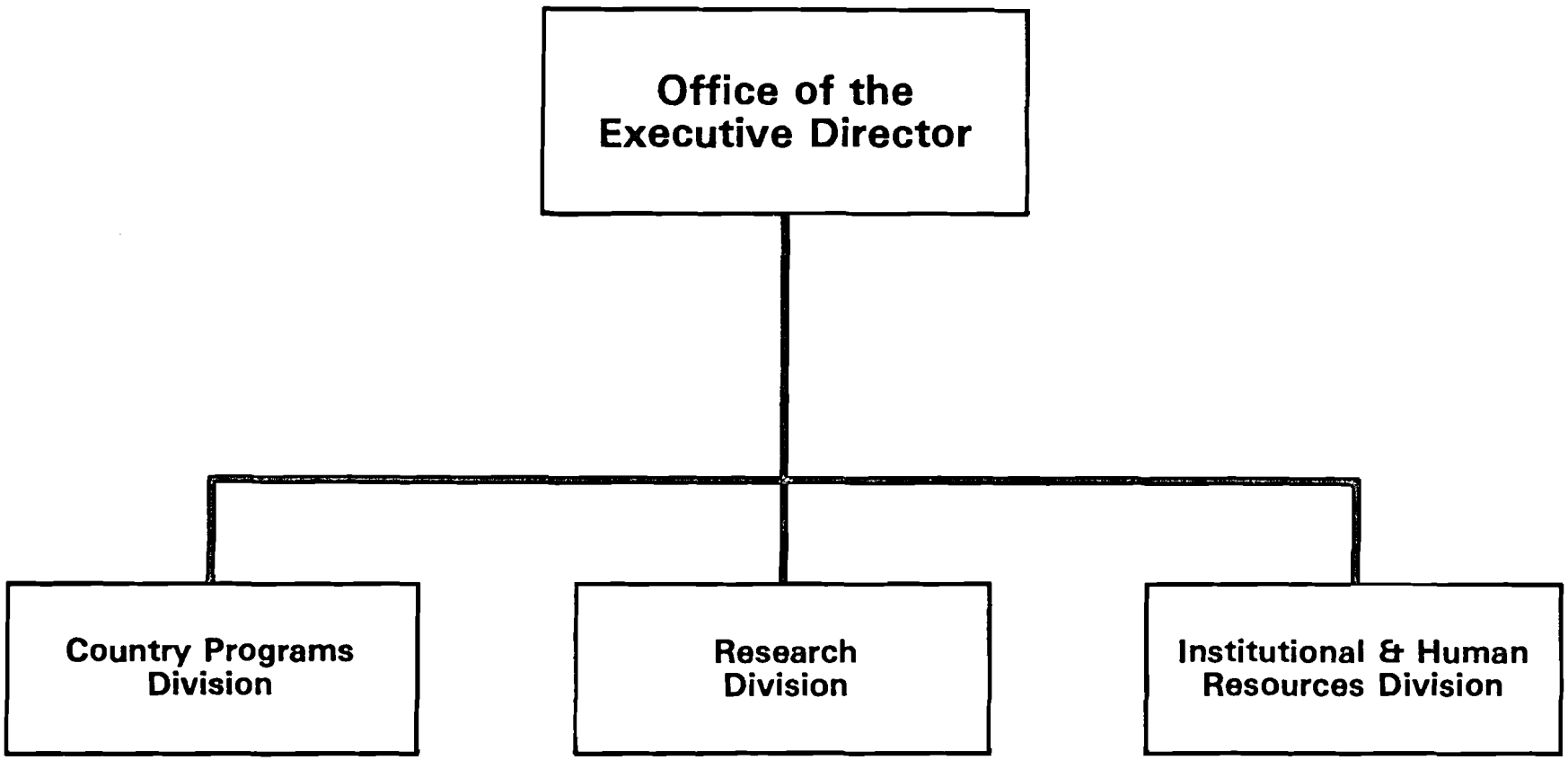
7. Reviews and evaluates memoranda of understanding or other documents that detail the terms and conditions between the Agency and the universities participating in programs under Title XII.

8. Reviews and evaluates agreements and activities authorized by Title XII, and undertaken by universities, to assure compliance with the purposes of Title XII.

9. Develops, as appropriate, and maintains formal communication processes between the BIFAD and the university community, AID, other Government agencies and other BIFAD and Title XII clientele, including the monthly publication of the BIFAD BRIEFS. This newsletter is made available on a monthly basis to over 130 U.S. universities, AID Offices and Missions, Congressional committees and staff, other Executive Branch agencies, international organizations, such as the Foundations, United Nations Development Programme (UNDP), CGIAR, and the International Agricultural Research Centers. This staff is fully responsible for the preparation of all articles, editing, composition, publication, and distribution.

10. Works directly with the university associations, such as the National Association of State Universities and Land Grant Colleges (NASULGC), American Association of State Colleges and Universities (AASCU), and Association of U.S. University Director of International Agricultural Programs (AUSUDIAP) on matters pertaining to proposed Executive/Legislative Branch actions on international agricultural development, on university performance under Title XII programs, and other matters relating to AID and university collaboration under Title XII.

BIFAD Support Staff



CHAPTER 8

OFFICE OF THE INSPECTOR GENERAL (IG)

CHAPTER 8

OFFICE OF THE INSPECTOR GENERAL

STATEMENT OF FUNCTIONS

8A. Summary of Office Functions

1. The Office of the Inspector General (IG) is the focal point for assuring the integrity of AID operations. The International Security Development Cooperation Act of 1981 amended the Inspector General Act of 1978 and brought the AID Inspector General under its jurisdiction. Federal IGs are appointed by the President, with the advice and consent of the Senate. Each IG reports to and functions under the general supervision of his/her Agency head. However, IGs cannot be prevented or prohibited from initiating, carrying out, or completing any audit or investigation, or from issuing any subpoena during the course of any audit or investigation. In general, Federal IGs direct independent and objective offices whose purpose is to (a) conduct and supervise audits and investigations relating to the programs and operations of their Agencies; (b) provide leadership and coordination and recommend policies for activities designed to promote economy, efficiency, and effectiveness; and to prevent and detect fraud and abuse in those programs and operations; and, (c) provide a means for keeping the head of the Agency and the Congress fully and currently informed about problems and deficiencies and the need for and progress of corrective action thereon. In AID, the IG has been designated by law to supervise, direct, and control all security activities relating to Agency programs and operations. The AID IG, upon request, also provides these services to other components of the International Development Cooperation Agency (IDCA). Finally, the AID IG provides audit and investigative services to the Overseas Private Investment Corporation (OPIC) on a reimbursable basis.

Under general guidelines provided by the IG Act of 1978, IG audit activities are governed by OMB Circular A-73 and the Standards for Audit of Governmental Organizations, Programs, Activities, and Functions issued by the Comptroller General of the United States. In addition, the handling of and follow-up on IG audit recommendations are governed by OMB Circular A-50. Policies and procedures for each of the AID IG's major functional areas have also been detailed and organized into handbooks issued to all IG professional employees, and periodically reviewed and brought up to date. The IG also establishes guidelines for determining when it shall be appropriate to use non-Federal auditors and for ensuring that their work complies with the U.S. Comptroller General's standards. The IG serves as liaison for AID with the Department of State to ensure that adequate security services are provided to AID by that department.

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In carrying out these activities, the IG utilizes both the protective and constructive aspects of AID's audit, investigative, and security functions as tools for improving management effectiveness. The IG has full access to all AID records, reports, papers, and documents and authority to request such information and assistance as necessary from any Federal, state, or local governmental agency, or unit, as well as from any AID contractors, grantees, and loan recipients in order to carry out a comprehensive plan of selected audits, investigations, inspections, and surveys to provide advice to AID management.

2. In carrying out his/her duties and responsibilities, the IG may call upon the resources of other Federal, state, and/or local government agencies; certified public accounting firms; and consultants. The IG utilizes its own internal resources for provision of personnel, financial,and management support services but may rely upon other AID entities for certain services in the areas of contracting, financial management, management operations, and information resources management, as required.

8B. Immediate Office of the Inspector General (IG)

1. Serves as principal advisor to senior AID management on all matters affecting the integrity of Agency operations and stimulates Agency-wide attempts to identify significant problem areas with a view toward bringing to bear maximum AID resources to overcome such difficulties.

2. Provides policy direction for, supervises, and coordinates the activities of, IG offices located both in Washington and overseas; and oversees the development and adoption of comprehensive annual work plans.

3. Develops and maintains working relationships and cooperation with audit, investigation, inspection, and security forces outside of AID and serves as a member of the President's Council on Integrity and Efficiency.

4. Monitors replies to, and actions taken, by AID management in response to all types of audit, inspection, investigation, security, and related reports, both internal and external. Advises management on its response to IG recommendations and on correcting deficiencies.

5. Reviews existing and proposed legislation and regulations, proposes policy determinations, regulatory issuances, or legislation to establish standards for compliance, integrity of operations, and management effectiveness.

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6. Receives, conducts, supervises, and coordinates investigations of complaints or information from employees of the Agency or others concerning the possible existence of any activity constituting a violation of law, rules, or regulations, or mismanagement, gross waste of funds, abuse of authority, or a substantial and specific danger to the public health and safety.

7. In consultation with the Office of the General Counsel (GC), reports expeditiously to the Attorney General whenever he/she has reasonable grounds to believe there has been a violation of Federal criminal law.

8. Requires by subpoena the production of all information, documents, reports, answers, records, accounts, papers, and other data and documentary evidence necessary in the performance of the functions which subpoena, in the case of contumacy or refusal to obey, shall be enforceable by order of an appropriate Unites States district court. Procedures other than subpoenas shall be used by the IG to obtain documents and information from Federal agencies.

9. Selects, appoints, and employs such officers and employees as may be necessary for carrying out the functions, powers, and duties of the IG subject to the provisions of Title 5, United States Code, governing appointments in the competitive service, and the provisions of Chapter 51 and subchapter III of Chapter 53 of such title relating to classification and General Schedule pay rates.

10. Keeps the Administrator and the Congress fully and currently informed, by means of statutorily required reports and otherwise, concerning fraud and other serious problems, abuses, and deficiencies relating to the administration of programs and operations administered or financed by the Agency; recommends corrective action concerning such problems, abuses, and deficiencies; and, monitors the progress made in implementing such corrective action.

8C. Legal Counsel to the Inspector General (IG/L)

1. Provides direct and independent legal and advisory services to the Inspector General and to the operational components of the Office of the Inspector General (IG) in fulfilling the statutory responsibilities imposed by the Inspector General Act of 1978, as amended. In carrying out these responsibilities, the Office of the Inspector General has a major impact on all programs, operations, and activities of the Agency.

2. Provides advice and guidance on proposed legislation, statutes, judicial precedent, regulations, and policies for the purpose of evaluating their impact on the economy and efficiency of Agency programs, operations, and activities and the prevention of fraud, waste, abuse, and mismanagement.

3. Assists in preparing Congressional and other testimony to be given by the Inspector General. Assists in preparing and coordinating IG reports and other correspondence with the Administrator, Congress, the Office of Management and Budget, General Accounting Office, other governmental and non-governmental entities, and the public.

4. Represents or assists in the representation of the interests of the Office of the Inspector General in civil, criminal, and administrative proceedings before federal and state courts and administrative tribunals. Participates with or assists U.S. Attorneys and the Department of Justice in preparing and conducting legal proceedings relevant to or arising out of IG programs and operations.

5. Represents the IG and coordinates IG activities with the Administrator, the AID General Counsel, senior Agency officials, OMB, GAO, Congressional Committees, the Department of Justice, and other Federal, State, and International Agencies and Organizations.

6. Represents the IG in the enforcement or defense of subpoenas issued by the Inspector General pursuant to the Inspector General Act of 1978.

7. Presents AID cases, in coordination with the AID GC, under the program Fraud Civil Remedies Act of 1986.

8. Coordinates and performs legal sufficiency reviews of response to Freedom of Information Act and Privacy Act requests for IG reports and documents.

8D. Office of Resource Management (IG/RM)

1. Assistant IG for Resource Management (AIG/RM)

Reporting directly to the Inspector General with respect to management effectiveness and resources, AIG/RM provides for the following:

a. Manages all aspects of the Foreign Service Personnel Program. Provides Employee Development Services (EDS) and position classification for the world-wide IG workforce. EDS includes training, career counseling, employee orientation, and the development of career training programs. Uses delegated classification authority to classify all positions in the world-wide IG organization. Position management services are also provided on a world-wide basis to assist managers organize their workforce in the most cost-effective manner.

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b. Complete budget and financial management services are provided for the world-wide IG operation. The Assistant Inspector General is responsible for all facets of the IG financial management program, from budget formulation, through obligations, to proper control and accountability for monies spent.

c. Contract and procurement services are provided directly for the Office of the IG in Washington, D.C. Contract support services are available, as needed, to the IG world-wide. Exercises delegated authority to award contracts up to an established maximum amount within the framework of the Federal Acquisition Regulations (FAR) and Agency Acquisition Authority (AIFAR).

d. Information Resources Management (IRM) is provided for world-wide IG operations. IRM functions and responsibilities include surveying and analyzing the requirements of the IG as it develops and manages information, implementing paper work and cost reduction laws, and for implementing management improvement programs which require the application of state of the art concepts and equipment such as ADP, telecommunications, and office automation equipment to maximize the efficiency of the world-wide IG operation.

2. Personnel and Financial Management Division (IG/RM/PFM)

a. Provides a full range of Foreign Service employee staffing services, such as appointments, assignments, promotions, separation, maintenance of official personnel folders, and processing all personnel actions.

b. Provides employee development services and executes position classification responsibilities and accomplishes a limited range of civil service staffing activities.

c. Formulates the IG budget, prepares the budget submissions, develops allocations, including obligations, de-obligations, and providing IG managers world-wide with reports to insure correct and efficient use of their financial resources.

3. General Support Division (IG/RM/GS)

a. Performs studies and analyzes the handling of information within the world-wide IG organization. Develops plans, proposals, and budget projections to more efficiently manage the creation, storage, retrieval, and use of information and the application of equipment (ADP, telecommunications, etc.) within the world-wide IG functions.

b. Review, plan, and procure ADP equipment for the IG.

c. Process and manage all contracting and procurement services for IG's Washington, D.C. area offices, including liaison with AID financial and contracting offices on all contract matters that are not performed or managed directly by IG.

d. Manage the requirements of various administrative support programs for IG at the Washington Headquarters that include records management, reports control, files, records, and library maintenance, mail, space management, impress funds, property management, and responding to congressional inquiries.

e. Perform other significant administrative services, including monitoring, managing, and processing all IG activities related to parking permits and fees, employee time and attendance and payroll checks, the Incentive Awards Program, implementation of the IG EEO plan, overtime, charitable drives, IG intra-office security matters, office duty rosters, notices, telephone directories, swearing-in ceremonies, and confidential statements.

8E. Deputy Inspector General/Assistant Inspector General for Audit (DIG/IG/A)

1. Office of Audit (IG/A)

a. Reports to the Inspector General with respect to the functional development and implementation of the Agency's audit activities, direction and coordination of operational work planning, implementation of the work plan, quality control of operations, review and appraisal of reports, coordination and review of responses to GAO reports, and follow-up actions, as necessary, both in AID/Washington and overseas.

b. Assures that the audit program is conducted in accordance with Comptroller General audit standards, OMB directives, and the guidelines of the Inspector General Act of 1978.

c. Determines audit goals and develops long and short-range plans to attain these goals, determines resources needed, and sets policy for the audit organization, including determination of audit program emphasis and operating guidelines.

d. Reviews existing and proposed legislation and regulations of the Agency concerning the impact of such legislation or regulations on the economy and efficiency of operations of the Agency and the prevention and detection of fraud and abuse in such programs and operations.

e. Maintains liaison and acts for the Inspector General when requested in cooperation with other government agencies on all audit matters.

f. Reviews sensitive audit reports and related correspondence, and determines the need for briefing the Administrator. Assigns responsibility and reviews proposed responses to GAO and other task force reports.

2. Policy, Plans, and Oversight (IG/A/PPO)

a. Develops and coordinates IG Audit policy and procedures, planning, and operational oversight activities.

b. Advises the Assistant Inspector General for Audit on policies and procedures affecting IG audit operations worldwide. Prepares and publishes written guidance in the form of policy memoranda and operating handbooks for audit offices.

c. Develops the IG Audit Strategy and reviews and coordinates the IG audit plans to assure comprehensive oversight coverage within available resources.

d. Evaluates activities of all audit operating elements to assure that professional standards are maintained and operations are conducted efficiently and effectively. Reviews audit and other related reports to assess their value, appropriateness, and compliance with IG instructions.

e. Coordinates communications relating to audit operations with the Bureaus, staff offices, Regional Inspector General for Audit Offices (RIG/As), and Programs and Systems Audits Division (PSA).

f. Provides guidance to other IG audit offices to assure implementation of audit policies and decisions. Reviews Regional Inspector General Operating Reports (RIGORs) and other reports to assess progress and management action required. Maintains all aspects of IG Management Information Systems and distributes reports to IG management.

g. Prepares semiannual report on audit findings for submission by the Inspector General to the Congress as required by statute.

h. Maintains liaison with the GAO and other external audit agencies. Assigns action responsibility for the review of, and reply to, GAO and other external draft and final reports; coordinates Agency replies to these reports; and, as appropriate, arranges and participates in meetings with external groups and AID representatives to initiate reviews or to resolve factual differences and to clarify the position of AID on findings in external reports.

i. Interprets the impact of internal and external audit findings in relation to AID's mission, its program targets, and its management effectiveness goals. Advises the Assistant Inspector General for Audit and, through him/her, AID management on AID's response to significant deficiencies.

j. Maintains a system of follow-up on outstanding replies to IG and GAO reports, inspection reports, reviews, etc., and prepares reports on their status. Assures appropriate implementation of recommendations.

k. Develops and coordinates, in concert with HRDM/TD, a training program to maintain full professional competence of audit personnel and to introduce needed skills as appropriate.

3. Programs and Systems Audits (IG/A/PSA)

a. Develops and implements a comprehensive audit program of AID systems and programs on a broad Agency-wide basis.

b. Develops program and system audit priorities and recommends short and long-range audit plans for review and approval at IG planning conferences; solicits areas of audit from AID management for consideration in the audit plans.

c. Schedules and directs the performance of all centrally directed audits of AID programs and systems to review the efficiency and effectiveness of the systems used to administer foreign assistance dollars, and the effectiveness or results obtained from Agency foreign assistance programs. Audits measure the efficiency and effectiveness of management systems established to administer Development Assistance, Economic Support Fund, PL-480, Commodity Import Program, and Financial Management activities. Audits assess the results obtained from AID's agriculture, food, health, education, and population programs/expenditures and measure the progress/success of these functional assistance categories in assisting the economic development and recovery goals of host countries.

d. Administers the various operational aspects of the automated data processing (ADP) program, including: performing audits of ADP systems and operations; providing ADP technical support to other IG audit staffs; and, performing mandated audits of ADP activities such as OMB Circular A-71 security reviews and ADP system design requirements as set forth in the GAO audit standards.

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e. Ensures implementation and compliance with professional audit standards, procedures, and guidelines, consistent with the standards established by the Comptroller General of the United States, on all audits performed within the Office of Programs and Systems Audits.

f. Submits reports to AID management on the results of audits and makes recommendations to strengthen and increase the efficiency and effectiveness of Agency programs and systems; determines adequacy and appropriateness of corrective actions taken by AID management by maintaining a system for tracking and closing audit recommendations.

g. Provides direction and guidance to Regional Offices when requesting their assistance on centrally directed program and system audit efforts.

h. Participates with the Investigative Operations Division in joint audit/investigative efforts, resulting from either audit or investigative activities.

i. Provides official liaison for the Office of the Inspector General, as requested, on auditing matters with AID management, other agencies, such as the Department of State and GAO, and foreign government officials.

j. Recommends new or changes to audit policy consistent with the overall policy guidance of the Inspector General.

k. Provides information and data for the preparation of reports on Office of Programs and Systems Audits operations to the Administrator or Congress, or as otherwise required, to keep Agency officials fully informed of fraud or program abuses affecting the administration of programs and operations within the assigned office.

8F. Regional Inspector General for Audit/Washington (IG/RIG/A/W)

1. Develops and implements an audit program and related functions within an assigned region or area of responsibility.

2. Develops audit priorities and recommends short and long-range audit plans for review and approval at IG planning conferences; solicits areas for audit from AID management for consideration in the audit plans.

3. Schedules and directs internal/external examinations, surveys, and audits of assigned AID activities.

4. Schedules and directs/oversees financial compliance, economy and efficiency, and program results audits of AID activities, contractors, and grantees.

5. Ensures implementation and compliance with professional audit standards, procedures, and guidelines, consistent with the standards established by the Comptroller General of the United States, on all audits performed within the assigned region.

6. Submits reports to AID management on the results of audits and makes recommendations to strengthen and increase the efficiency of operational and financial management in an assigned area; determines adequacy and appropriateness of corrective actions taken by AID management by maintaining a system for tracking and closing audit recommendations.

7. Administers the various operational aspects of the non-federal audit program, including: Determining appropriateness of the audit; assisting in the preparation of the project implementation order/technical service (PIO/T); overviewing the quality of the audit report; transmitting the audit report; and, following-up on report recommendations.

8. Administers the audit requirements of the Office of Management and Budget (OMB) Circular A-110, including enforcing compliance, making desk and quality control reviews, issuing reports, and following-up on audit recommendations.

9. Participates with the Office of Programs and Systems Audits on centrally directed joint audit efforts and the Office of Investigations in joint audit/investigative effort, resulting from either audit or investigative activities.

10. Provides official liaison for the Office of the Inspector General, as requested, on auditing matters with AID management, other agencies, such as the Department of State and GAO, and foreign government officials.

11. Recommends new, or changes to, audit policy consistent with the overall policy guidance of the Inspector General.

12. Provides information and data for the preparation of reports on Regional Office operations to the Administrator or Congress, or as otherwise required, to keep Agency officials fully informed of fraud or program abuses affecting the administration of programs and operations within the assigned region.

8G. Office of Investigations (IG/I)

1. Assistant Inspector General For Investigations (AIG/I)

a. Reports to the Inspector General with respect to the management and effectiveness of investigations related to the integrity of AID and Overseas Private Investment Corporation (OPIC) financed activities and personnel.

b. Maintains a Criminal Law Enforcement Records System within the meaning of the Privacy Act of 1974.

c. Through the Regional Inspector General for Investigations, Latin America/Africa in Washington and the Regional Inspector General for Investigations, Asia/Near East in Washington, plans and conducts investigations with respect to activities and personnel directly or indirectly financed by AID or OPIC involving:

(1) Possible violations of Title 18 and/or other criminal or civil matters affecting the United States;

(2) Possible violations of regulations of AID; and,

(3) Other matters needed to respond to the requirements of AID management, the Executive Branch, the Congress, and the Judicial System.

2. Regional Inspector General for Investigations, Latin America/Africa/Washington (RIG/I/LAA/W)

a. The Regional Inspector General for Investigations for Latin America and Africa in Washington is an operational investigative unit. It is charged with investigating fraud, criminal, and administrative violations within its assigned areas at Washington, D.C., and with investigative oversight of and support for Regional Inspectors General (RIG/I/Dakar, RIG/I/Nairobi, and RIG/I/Tegucigalpa) in designated overseas geographical areas.

b. The RIG/I/LAA/W will:

(1) Maintain a rapid response capability to conduct investigative initiatives and to assist the Regional Inspectors General in their investigative operations;

(2) Maintain appropriate liaison with AID/Washington and federal, state, local, and international investigative/law enforcement agencies;

(3) Supervise and conduct appropriate Joint Task Force operations; and,

(4) Maintain the IG Hotline and Integrity Awareness Program.

3. Regional Inspector General for Investigations, Asia/Near East/Washington (RIG/I/ANE/W)

a. The Regional Inspector General for Investigations for Asia and the Near East in Washington is an operational investigative unit. It is charged with the investigative over-sight of fraud, criminal, and administrative violations at Washington, D.C., and with investigative oversight of and support for Regional Inspectors General (RIG/I/Cairo, RIG/I/Manila, and RIG/I/Singapore) in designated overseas geographical areas.

b. The RIG/I/ANE/W will:

(1) Maintain a rapid response capability to conduct investigative initiatives and to assist the Regional Inspectors General in their investigative operations;

(2) Maintain appropriate liaison with AID/Washington and federal, state, local, and international investigative/law enforcement agencies;

(3) Supervise and conduct appropriate Joint Task Force operations; and,

(4) Maintain the IG Hotline and Integrity Awareness Program.

4. Investigation and Support Staff (IG/I/IS)

a. Assists the Assistant Inspector General for Investigations in the collection of documents and data as required for the preparation of administrative and investigative matters.

b. Plans, evaluates, and conducts program inspections with AID

c. Plans and conducts internal evaluations of AIG/I as appropriate.

d. Reviews and evaluates case opening and/or closing documents including the closing case summary.

e. Prepares letters of referral for the AIG/I to appropriate AID and outside offices and/or organizations.

f. Responsible for the maintenance of the AIG/I records, index, and ADP tracking system to record the status of cases and those procedures required for essential and proper functioning.

g. Responds to Freedom of Information and Privacy Act requests for investigative data.

h. Maintains the Inspector General Hotline.

i. Participates in special projects and investigative duties as assigned.

8H. Office of Security (IG/SEC)

1. Assistant Inspector General for Security (AIG/SEC)

a. On behalf of the Inspector General, advises the Administrator and AID senior staff, as well as the President, OPIC, under an interagency support arrangement, on all security matters.

b. Advises the Inspector General on the development and implementation of comprehensive AID security programs.

c. Serves as the AID focal point on security matters in dealing with heads of all security, intelligence, and law enforcement agencies and offices throughout the Federal Government, including the negotiation of operating agreements with intelligence, law enforcement, investigative, and security agencies for the performance of security-oriented investigative services for AID

2. Personnel Security Division (IG/SEC/PSI)

a. Develops policies, criteria, and procedures for AID and OPIC regarding the scope and conduct of personnel security investigations as prescribed by applicable statutes and regulations.

b. Conducts, controls, and directs:

(1) World-wide personnel security investigations, periodic reinvestigations, and evaluations of the suitability, integrity, and loyalty of AID and OPIC employees, prospective employees, and contractors and their employees.

(2) The investigation of complaints of personal misconduct of significance to the continuation of employment and retention of security clearance. Excluded are potential Title 18, U.S.C., violations which are handled by the AIG/I and coordinated with IG/SEC.

(3) A continuing security program abroad to ensure the suitability of foreign national employees and applicants.

c. Provides counterintelligence support services including briefings, debriefings, coordination of Technical Surveillance Countermeasures (TSCM) requirements at AID facilities, and investigations involving AID direct-hire employees and AID contractors and their employees.

d. Provides the Director, AID Office of Human Resources Development and Management (HRDM), which has primary responsibility for decisions as to appropriate action in suitability cases, with information on significant suitability and employability factors developed during investigations and provides pertinent recommendations. Advises senior management officials, as appropriate, in the event of major differences of opinion.

e. Provides the Director of Security with significant security issues which are developed during investigations and makes appropriate recommendations. Advises other senior management officials when appropriate.

f. Develops and maintains effective liaison with counterpart officers in the U.S. Office of Personnel Management, the Federal Bureau of Investigation, the Department of State Bureau of Diplomatic Security and other appropriate Government agencies.

g. Develops policies, criteria, and procedures for AID and OPIC governing the preparation, handling, and protection of National Security Information as prescribed by statute, Executive Order (EO) 12356, other regulations, and/or AID policy. Conducts all operations of the Agency's Classified Document Center (CDC).

h. Satisfies all reporting responsibilities to the Information Security Oversight Office (ISOO) under the appropriate Executive Order. In this connection, develops and implements an AID inspection program to detect and report security classification abuses.

i. Administers the AID security violation program, and provides recommendations to the Director, HRDM, concerning appropriate disciplinary action.

j. Coordinates Freedom of Information and Privacy Act (FOIA and PA) requests with other IG elements and appropriate AID offices.

k. Administers the AID employee and contractor identification card program. Coordinates with the Department of State Bureau of Diplomatic Security concerning matters involving AID employee and contractor access to the Department of State facilities.

l. Provides Special Security Officer (SSO) support services for the Agency.

m. Develops and conducts security orientation training for all AID and Participating Agency Service Agreement (PASA) employees and AID contractors pertaining to National Security Information requirements.

n. Develops policies, criteria, and procedures for AID and OPIC regarding the protection of classified material from compromise, and the provision of physical safeguards for information, personnel, and facilities as prescribed by statute, regulation, or Agency policy.

o. Coordinates all aspects of any proposed technical and electronic counter-measures at AID facilities.

p. In conjunction with the General Services Administration (GSA), controls and supervises the guard system in AID controlled buildings in Washington and exercises oversight and control of contract guard services established for OPIC building security.

3. Physical Security Division (IG/SEC/PS)

a. Exercises primary responsibility within AID for determining and assuring the adequacy of security measures to counter potential terrorist attacks against AID facilities and personnel overseas.

b. Maintains an effective emergency radio communications program to support AID operations overseas.

c. Conducts security inspections of AID facilities overseas to insure compliance with STATE/AID/USIA Joint Security Regulations. Acts to correct deficiencies noted in physical security survey reports submitted by Department of State security officers on AID missions.

d. Arranges for appropriate security coverage for Agency conferences overseas and in the United States and arranges and/or provides appropriate security for the Administrator's travel abroad. Also, develops and assures necessary and appropriate physical security measures attendant to the Administrator's work environs, residence, and domestic travels.

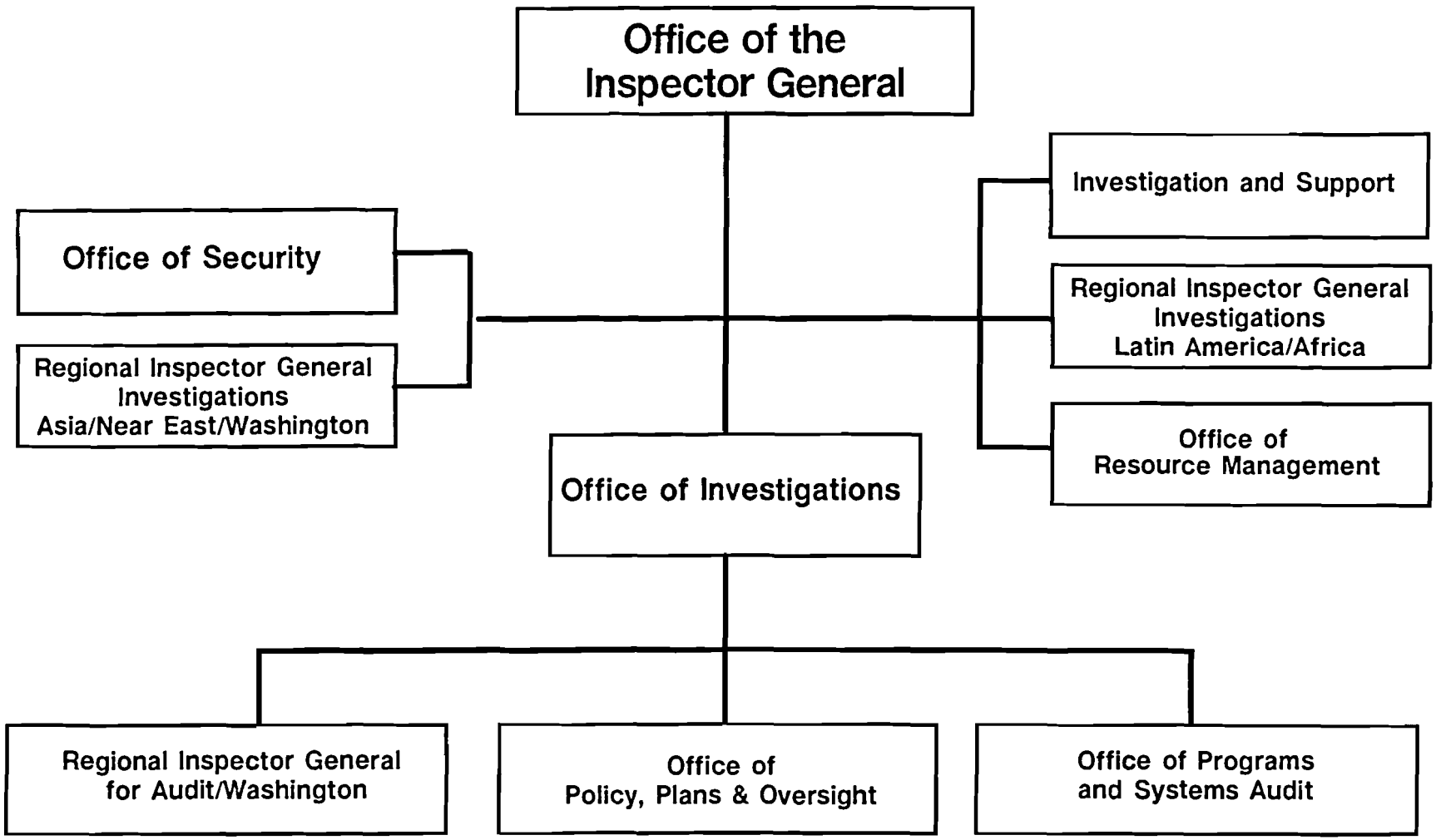
e. Debriefs domestic personnel and employees returning from overseas assignments regarding the security aspects of their assignments.

f. Develops and conducts continuing security training programs for all AID direct-hire, Participating Agency Service Agreement (PASA), and contract employees in all matters pertaining to personnel, physical, and document security. This includes International Development Intern (IDI) training and specialized training for key personnel at overseas facilities.

g. Develops policy promulgating physical security standards in accordance with the Omnibus Anti-terrorism and Diplomatic Security Act of 1986. Provides Unit Security Officer (USO) Manuals containing specific guidelines on major Physical Security programs, including office space standards and waiver requirements, armored vehicle usage, residential security standards, and procedural security at overseas facilities.

h. Develops and maintains liaison with counterpart security and intelligence agencies to ensure acquisition of threat and activity information necessary to support Agency decisions regarding overseas activities. Conducts appropriate briefings for Agency personnel to support decision making.

Office of the Inspector General



CHAPTER 9

OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION (SDB)

CHAPTER 9

OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION

STATEMENT OF FUNCTIONS

9A. Summary of Bureau Functions

Administers the Agency's small and disadvantaged business utilization programs in accordance with governing legislation, including the recently approved Gray Amendment; the Small Business Act, as amended (Public Law 95-507); Section 123 of the International Development Cooperation Act of 1979; and Section 602 of the Foreign Assistance Act of 1961, as amended.

9B. Office of Small and Disadvantaged Business Utilization (SDB)

The Office of Small and Disadvantaged Business Utilization (SDB) is concerned with American business participation in AID-financed programs, specifically small businesses.

SDB, while a unitary structure, contains two separately identified entities in reflection of statutory requirements, the Minority Resource Center and the Small Business. The Director of SDB serves concurrently as the Director of the Minority Resource Center and as Special Assistant for Small Business.

1. Office of the Director (or Deputy) (SDB/OD)

a. Serves as the Agency's principal Small and Disadvantaged Business Utilization Officer. In that capacity, the Director reports directly to the Office of the Administrator as statutorily prescribed by the provisions of Public Law 95-507.

b. Advises the Administrator and the Executive Staff on all aspects of small, disadvantaged, minority and women-owned business utilization relating to AID-financed activities.

c. Assists in handling queries from a broad range of businesses and institutions, in coordination with other responsible Agency Offices and Bureaus.

d. Oversees the formulation, implementation and administration of Agency programs and activities relating to small, disadvantaged, minority and women-owned businesses, in accordance with governing

9B1

legislation, particularly the Small Business Act, as amended (Public Law 95-507); Section 123 of the International Development Cooperation Act of 1979; and Section 602 of the Foreign Assistance Act of 1961, as amended. As such, is recognized as the Director of the Minority Resource Center and the Administrator's Special Assistant for Small Business.

e. Oversees the development and implementation of an Agency plan and recommends goals designed to systematically increase the utilization of small, disadvantaged, minority and women-owned businesses in AID-financed activities.

f. Oversees the formulation of AID policy and the development of systematic procedures for ensuring the effective implementation of the statutory provisions as cited in 9B1d above.

g. Represents SDB or AID, in coordination with the Bureau for External Affairs (XA), before the press, the public, and the Congress, on small, disadvantaged, minority and women-owned business utilization matters and other assigned areas, as required.

h. Supervises the daily activities of the office.

i. Assures necessary liaison with AID Bureaus and Offices, other Federal agencies and the private sector, as appropriate.

j. Small Business Objectives:

(1) Screens AID Project Implementation Orders (PIOs) for technical and professional services, recommends set-asides for exclusive participation by small and disadvantaged businesses or for award to the Small Business Administration for subcontracting with a minority enterprise under Section 8(a) of the Small Business Act.

(2) Publishes notices of projected procurement opportunities from information acquired from foreign importers, foreign governments, AID Bureaus, Missions and contractors. Administers the Contractors' Index, the AID debarred, suspended, and ineligible bidders' list, and the Dunn and Bradstreet services. Upon request, assures the provision of detailed information regarding any contract to be let by AID or other AID-financed activity in accordance with Section 223(a) of P. L. 95-507.

9B1

k. Minority Resource Center objectives:

(1) Pursuant to Section 123 of the International Development Cooperation Act of 1979, administers the responsibilities specifically described therein as it relates to the Minority Resource Center.

(2) Oversees the administration of the Women's Business Program in accordance with E.O. 12138 and related initiatives either by direct-hire staff or by contracted resources.

2. The Office (SDB)

a. Formulates AID policy and develops systematic procedures designed to encourage the effective participation of small, disadvantaged, minority and women-owned businesses in AID-financed programs and activities within the guidelines of governing legislation and regulations, including AID and Federal procurement regulations. Participates in the formulation of other AID policies and procedures which may directly or indirectly affect opportunities for assigned functional areas in AID programs and activities.

b. Develops and maintains an Agency plan which maximizes the utilization of small, disadvantaged, and minority businesses in the full range of Agency activities. Monitors and reports on AID conformance to stated goals. In this regard, designs and maintains an automated statistical reporting system in cooperation with the Office of Information Resources Management (M/SER/IRM) and affected AID Bureaus.

c. Advises and counsels primarily small, disadvantaged, minority and women-owned businesses on those areas related to establishing and/or expanding their participation in AID-financed activities; facilitates the entry of these businesses into AID programs and activities by providing oral and written guidance in areas such as the identification and interpretation of governing laws, regulations, and procedures.

d. Establishes and maintains liaison with AID Bureaus/Offices and overseas organizations in order to encourage and advise on an Agency-wide approach to more effectively integrate small, disadvantaged, minority and women-owned businesses and other selected minority institutions and organizations into the Agency's programming system. In this regard, assists in the early identification of alternative methods of designing AID projects which will help create increased opportunities for involvement of small, disadvantaged, minority and women-owned businesses.

9B2

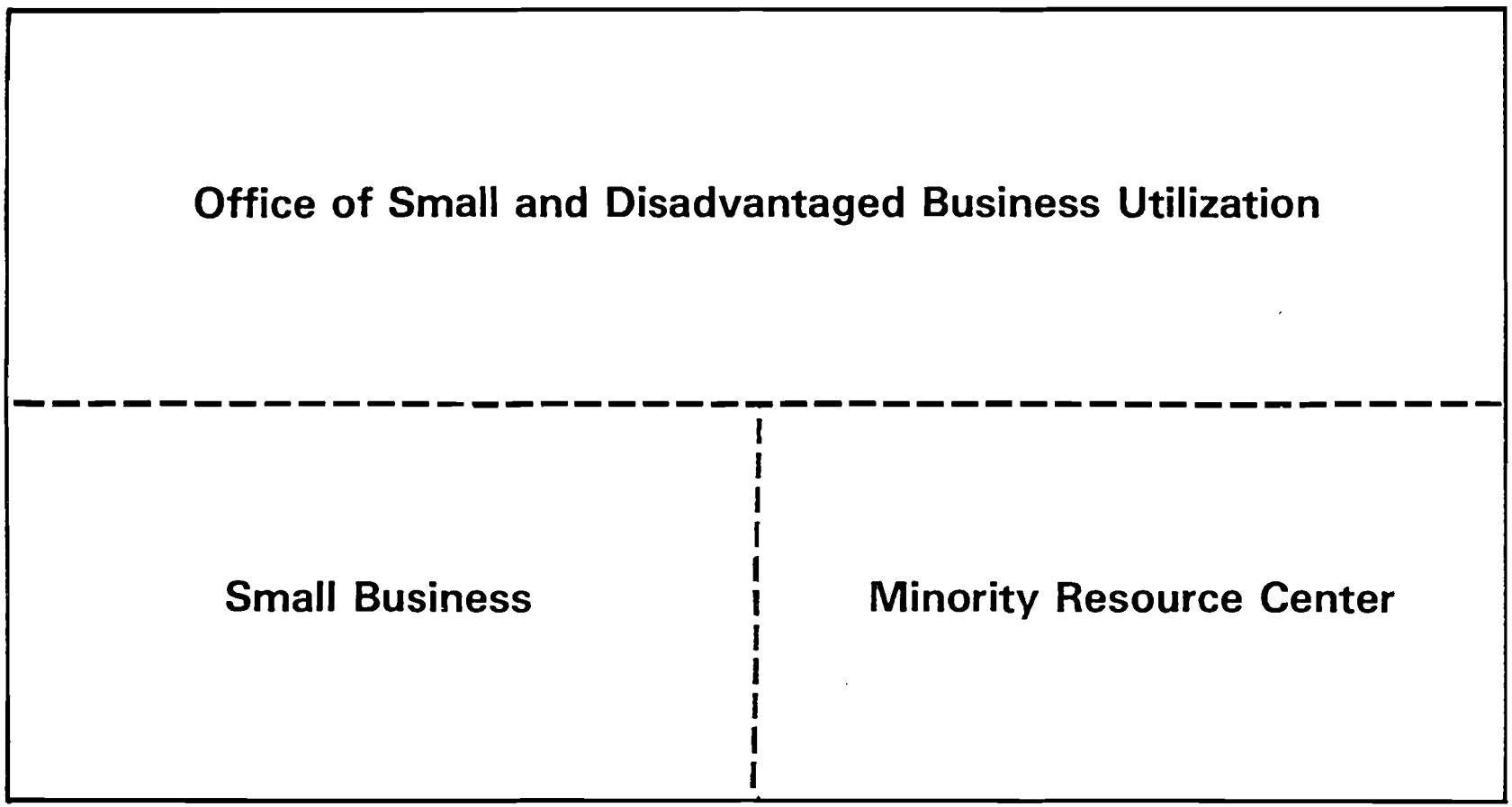
e. Maintains liaison with the Department of Commerce, the Small Business Administration, other Federal agencies and the private sector in carrying out its responsibilities.

f. Represents AID at Congressionally sponsored Federal procurement conferences, on interagency committees on procurement, and at industry trade conferences.

g. Maintains liaison with the private sector including individual firms, trade and banking associations, groups and organizations with special emphasis on those enterprises within the scope of the Office's responsibilities.

h. Serves as the Agency's point of contact for initial inquires and for receipt of subsequent submission of formal unsolicited nonresearch proposals.

Office of Small and Disadvantaged Business Utilization



CHAPTER 10

OFFICE OF THE GENERAL COUNSEL (GC)

CHAPTER 10

OFFICE OF THE GENERAL COUNSEL

STATEMENT OF FUNCTIONS

10A. Summary of Office Functions

1. The Office of the General Counsel (GC) provides all legal advice, counsel, and services to the Agency and its officials both in the United States and abroad, and ensures that AID programs are administered in accordance with legislative authorities.

2. In carrying out its responsibilities, GC maintains legal staffs both in AID/W and at regional or country organizations overseas.

3. In carrying out its responsibilities, GC draws on other AID Bureaus and Offices as appropriate. Similarly, other AID Bureaus and Offices look to GC as required to fulfill their assigned responsibilities. Additionally, GC uses the professional and technical resources available in other Federal agencies and private organizations.

10B. Immediate Office of the General Counsel (GC)

1. The General Counsel (or the Deputy):

a. Serves as chief legal officer of the Agency and, as a member of the Administrator's Executive Staff, advises the Administrator on Agency-wide policy matters.

b. Advises the Administrator, the Deputy Administrator, and other principal officers of AID in the United States and in overseas Missions on all legal matters arising in the operation and administration of AID programs, and on matters relating to legislation or proposed legislation affecting AID.

c. Provides advice and guidance on congressional investigations and determines what legal courses of action are appropriate for the Agency.

d. Maintains liaison with the Executive Office of the President, the Office of Management and Budget (OMB), the Executive Branch agencies, the General Accounting Office (GAO), and congressional

10B1d

committees to provide advice or assistance in interpreting or applying the legal authorities of the Agency; represents AID before such agencies in connection with legal matters affecting AID.

e. Assures that all AID documents having public application are published in the Federal Register.

f. Develops, in coordination with client Bureaus and Offices and their overseas organizations, projections for required legal staffing, both in AID/W and overseas.

g. Recruits, selects, and evaluates legal staff personnel for AID/W, and, with the advice of the Geographic Bureaus, recruits and selects legal advisors for AID Missions and other overseas organizations.

h. Reviews internal GC office operations to assure adequate management, administrative, personnel, and logistic support; and facilitates the resolution of management and operating problems, using the resources of the Bureau for Management (M) as required.

i. Plans, directs, and supervises the activities of the Office of the General Counsel, and provides guidance and professional backstopping to legal advisors in the field.

10C. Legal Staffs (GC/LS)

1. The Legal Staffs of GC in AID/W are the Assistant General Counsels and staffs assigned to each of the four Geographic Bureaus and to the following functional areas: Legislation and Policy (GC/LP); Employee and Public Affairs (GC/EPA); Central Programs (GC/CP); Litigation and Enforcement (GC/LE); Contract and Commodity Management (GC/CCM), Housing (GC/H) and Private Enterprise (GC/PRE).

2. Within assigned areas of responsibilities, the Assistant General Counsels and their staff:

a. Interpret and advise Agency officials on the application of the Foreign Assistance Act, the Foreign Assistance and Related Agencies Appropriations Act, Public Law 480 and other pertinent legislation, Executive Orders, regulations (both internal and external), and judicial determinations to Agency programs.

10C2

b. Provide legal guidance and assistance to Legal Advisors overseas.

c. Perform other specific functions as outlined below.

(1) Assistant General Counsels for Africa (GC/AFR), Asia (GC/ASIA), Latin America and the Caribbean (GC/LAC), and Near East (GC/NE)

(a) Advise the Assistant Administrators and other principal officers of the Geographic Bureaus in the United States and AID overseas organizations on all legal matters arising in the operation and administration of the programs carried out by their respective Geographic Bureaus.

(b) Draft, provide legal interpretation of, and assist in negotiating bilateral and multilateral agreements.

(c) For projects or activities within the authority of the respective Geographic Bureau Assistant Administrators, assist in negotiating, drafting, and reviewing program and project implementation documents including authorizations, agreements, and AID borrower/grantee contracts; provide legal interpretations of such documents.

(d) Review Geographic Bureau activities with respect to U.S. legislation, U.S., international, and foreign law issues going beyond statutory questions, and applicable AID regulations and handbooks; prepare legal opinions on questions arising from this review.

(e) Review Geographic Bureau activities with respect to General Accounting Office and other audit reports, with particular focus on legal questions raised, and assist in preparing Agency responses.

(f) Review Geographic Bureau working relationships with other U.S. Government agencies and international institutions, such as the U.S. Department of Defense (DOD), Department of State, the United Nations (UN), and the International Bank for Reconstruction and Development (IBRD); prepare or advise on agreements reflecting those relationships.

(g) Render opinions and provide advice on a broad variety of agreements and questions under Public Law 480 programs and AID-related military assistance issues.

10C2c(2)

(h) Backstop and supervise Regional Legal Advisors overseas in their respective geographic areas.

(i) Recommend or advise on new legislation, executive orders, and regulations as they relate to Geographic Bureau programs.

(j) Advise on the legal implications of self-help, reform measures, and human rights positions undertaken by aid-recipient countries.

(k) Review or assist in preparing Agency response to inquiries from the Congress and the public with respect to Geographic Bureau programs.

(2) Assistant General Counsel for Legislation and Policy (GC/LP)

(a) Drafts all proposals for foreign assistance legislation originating in AID, including accompanying legislative history, and assists in the preparation of such legislation.

(b) Reviews and comments on legislation proposed by members of the Congress and by other agencies; prepares and reviews AID position papers on such legislation; obtains, on behalf of the General Counsel, approval of the Office of Management and Budget (OMB) as necessary; and works with the staff of congressional committees on the preparation of legislation and legislative history.

(c) Drafts or reviews required Executive Orders and primary delegations of authority which implement foreign assistance legislation, and interprets and provides guidance relating to them.

(d) Advises the Office of Legislative Affairs (LEG) on all matters relating to AID legislation and legislative strategy, including responses to congressional inquiries and preparation of Executive Branch position papers on amendments to foreign assistance legislation.

(e) Provides legal advice to the Office of Financial Management (M/FM) on budgetary, fiscal, and obligational problems.

10C2c(2)

(f) Provides legal advice to the Bureau for Program and Policy Coordination (PPC) on all its activities including Agency implementation of Sections 116 and 502B of the Foreign Assistance Act, as amended, relating to human rights.

(g) Provides legal advice regarding U.S. participation in the multilateral effort regarding International Food and Agricultural Development (IFAD).

(3) Assistant General Counsel for Employee and Public Affairs (GC/EPA)

(a) Provides legal advice to the Assistant to the Administrator for Management and the Director of Personnel regarding all personnel and administrative matters.

(b) Drafts, reviews, and provides legal interpretation of delegations of authority, regulations, directives, and other issuances of the Agency relating to management and administration.

(c) Provides legal guidance and services regarding administrative appeal procedures in personnel matters.

(d) Collaborates in the review, evaluation, recommendation, and hearing processes concerning employees who are suspended, terminated, or disciplined for any reason.

(e) Provides legal guidance in connection with possible violations of Federal law by AID employees and makes recommendations for referral of cases involving such violations to the Department of Justice.

(f) Provides legal advice to the Labor Relations Staff of the Office of Personnel Management (M/PM/LR) with respect to labor-management and employee union activities.

(g) Represents AID in administrative hearings on personnel matters.

(h) Provides legal advice and assistance to the Office of Equal Opportunity Programs (EOP).

(i) Provides legal advice and assistance to the Bureau for External Affairs (XA) particularly with respect to that Bureau's responsibilities for implementing the Freedom of Information and Privacy Acts.

10C2c(6)

(j) Provides legal advice and assistance to the AID Committee Management Officer, Office of Information Resources Management (M/SER/IRM), on all matters relating to the Agency's use and management of advisory committees, including interpretation of pertinent laws and regulations.

(4) Assistant General Counsel for Central Programs (GC/CP)

(a) With respect to legislation, presidential and other directives, and Agency guidelines:

1. Provides legal advice to the Bureau for Science and Technology (S&T) on matters in the areas of agriculture, health, nutrition, population, education, rural development, urban development, forestry and natural resources, energy, environment, development administration, and international training.

2. Provides legal advice to the Bureau for Food for Peace and Voluntary Assistance (FVA), in the areas of Food for Peace, and AID's relationships with private and voluntary organizations.

3. Provides legal advice to the Board for International Food and Agricultural Development (BIFAD).

4. Provides legal advice to the Office of U.S. Foreign Disaster Assistance (OFDA).

5. Provides legal advice and assistance to the American Schools and Hospitals Abroad (ASHA) and Italian Disaster Relief programs.

(5) Assistant General Counsel for Litigation and Enforcement (GC/LE)

(a) Represents AID in contract dispute cases appealed to the Armed Services Board of Contract Appeals. Assists the Department of Justice in AID contract dispute cases which reach U.S. or foreign courts.

(b) Represents AID in administrative hearings on personnel matters. Assists the Department of Justice in personnel cases which reach the U.S. courts.

(c) Acting for the General Counsel, represents AID before the Comptroller General of the United States with respect to contract appeal matters.

10C5

(d) Provides legal advice on the enforcement of all Agency claims against nongovernmental entities, except for those claims arising from commodity-related and housing guarantee transactions.

(e) As appropriate, makes recommendations for referral of claims to the Department of Justice and assists that Department in the civil or criminal litigation of such claims.

(f) Furnishes guidance to the Office of Inspections and Investigations (IG/II) in the conduct of its investigations, and makes legal determinations or recommendations for the ultimate disposition of such cases.

(6) Assistant General Counsel for Contract and Commodity Management (GC/CCM)

(a) Provides legal advice to the Assistant to the Administrator for Management (AA/M) and other interested AID offices on all aspects of procurement of services, contracting, grant activities, commodity procurement, transportation, and maritime affairs.

(b) Reviews and comments on proposed legislation and Congressional inquiries regarding contracting, procurement, trade, export promotion, and maritime affairs.

(c) Provides legal services for all projects or activities within the authority of the Office of Contract Management (M/SER/CM), including regional contract operations, and the Office of Commodity Management (M/SER/COM).

(d) Provides legal advice on matters involving application of Federal laws and regulations to AID-financed contractors and grantees in such areas as equal employment opportunity, wage and price controls, etc.

(e) Prepares orders and justifications for suspending or debarring suppliers and contractors under AID Regulation 8 (Suppliers of Commodities and Commodity-Related Services Ineligible for AID-Financing) and the Federal Procurement Regulations, and represents the Agency in administrative hearings in connection with such orders.

(f) Provides legal services for all projects or activities within the authority of the Engineering Staff (S&T/ENGR).

10C2c(6)

(g) Provides legal services to the Office of Financial Management (M/FM) with respect to their responsibilities relating to procurement of services, contracting, commodity procurement, and transportation.

(h) Provides legal advice on the enforcement of Agency claims and claims against the Agency arising from commodity-related transactions (including transportation claims).

(i) Provides legal advice to interested offices on transportation issues associated with Public Law 480.

(j) Provides legal interpretations of "Cargo Preference," "Fly America," and similar legislation affecting commodity import programs.

(k) Provides legal advice on matters affecting excess property.

(7) Assistant General Counsel for Housing (GC/H)

(a) Provides legal advice on all matters relating to the Housing Investment Guaranty program, including legal services for all housing projects and activities.

(b) Provides advice and assistance on claims arising from housing guaranty transactions, including claims against AID by private investors and AID claims against other parties or foreign governments.

(8) Assistant General Counsel for Private Enterprise (GC/PRE)

(a) Provides legal advice relating to the programs of the Private Enterprise Bureau. Legal services for PRE's Office of Housing and Urban Programs (PRE/H) are provided by GC/H.

(b) For projects or activities within the authority of PRE, provides legal interpretation of and assists in negotiating, drafting and reviewing program and project implementation documents, including authorizations, agreements and contracts.

10C2c(8)

(c) Reviews PRE activities with respect to U.S. legislation, American, international and foreign law issues (going beyond statutory questions), and applicable AID regulations and handbooks; prepares legal opinions on questions arising from this review.

(d) Reviews PRE activities with respect to General Accounting Office and other audit reports, with particular focus on legal questions raised, and assists in preparing Agency responses.

(e) Reviews PRE working relationships with other U.S. Government agencies and international organizations, such as the U.S. Department of the Treasury, Overseas Private Investment Corporation (OPIC), the Export-Import Bank (EXIM), International Bank for Reconstruction and Development (IBRD), and others.

(f) Recommends or advises on new legislation, executive orders and regulations as they relate to PRE programs.

(g) Reviews or assists in preparing Agency responses to inquiries from the Congress and the public with respect to PRE programs.

Office of the General Counsel

Office of the General Counsel

Including Assistant General Counsels for:

- Africa
- Asia
- Latin America and the Caribbean
- Near East
- Legislation and Policy
- Employee and Public Affairs
- Central Programs
- Litigation and Enforcement
- Contract and Commodity Management
- Housing
- Private Enterprise

CHAPTER 11

BUREAU FOR EXTERNAL AFFAIRS (XA)

CHAPTER 11

BUREAU OF EXTERNAL AFFAIRS

STATEMENT OF FUNCTIONS

11A. Summary of Bureau Functions

1. The Bureau for External Affairs (XA) has broad responsibility for developing and coordinating the Agency's international development communications resources and for communicating the Agency's information for diverse foreign assistance programs with the American public, private U.S. communities, state and local governments, international non-government and intergovernmental organizations, other donor nations, and key contacts and target audiences in developing countries. XA's principal public affairs task is to voice the purpose and role of the Foreign Assistance stability through economic growth and development. In exercising this communications role, the Bureau works and coordinates closely with other bureaus and offices of the Agency as well as its federal advisory committees, other U.S. Government agencies, U.S. and international public media organizations and individual U.S. and foreign opinion leaders.

2. Dissemination of information is accomplished by concurrent public affairs programs conducted both in the United States and abroad. Public Affairs programs include the following: production and distribution to targeted communications outlets of informational and educational materials (e.g., an Agency magazine, newsletter, press releases, speech texts, topical brochures, visual displays, films and audio/video-tapes); scheduling press conferences, media interviews, speaking and conference engagements for senior USAID officers. Information is also made available in response to public inquiries and to requests for information filed under the Freedom of Information Act and Privacy Act; and through the release of declassified USAID documents. Within the Agency, the Bureau for External Affairs prepares and distributes certain informational materials such as a monthly newspaper, special videotape programs, public opinion analyses, press highlights and summaries.

3. In carrying out its responsibilities, XA draws on other Agency bureaus/offices and missions overseas as required. Similarly, these Agency elements are directed to look to XA for advice and guidance on public affairs issues, media relations questions and support and other general informational assistance in handling their assigned responsibilities.

11B. Office of the Assistant Administrator (AA/XA)

1. Represents the Agency and delegates responsibility, directs and supervises the operations of the other offices within the Bureau. At the direction of the AA/XA, the Deputy Assistant Administrator (DAA/XA) manages the programs and operations of the Bureau and acts as the Assistant Administrator in his or her absence.

2. Serves as the principal advisor for public affairs, including liaison with the White House Press Secretary, the Assistant Secretary of State for Public Affairs, and all other comparable Executive Branch officials.

3. Communicates the information aspects of USAIDs policies, programs and operations, and their impact on public opinion in the U.S. and abroad. Analyses and interprets surveys, polls, etc. to determine the climate of U.S. public opinion about USAID programs, policies and objectives. Ensures public opinion information is up-to-date.

4. Directs and manages planning and implementation of XA's overall public affairs program. This includes; developing channels for identifying and providing for the information requirements of the American public, establishing communication links with private and public organizations, acting as liaison/spokesperson for the Bureau, coordinating public affairs programs within the United States and abroad, and disseminating information to national/international press-media-public affairs outlets pertaining to USAIDs policies, programs and operations.

5. Serves as USAID Privacy Officer and is responsible for: a) overseeing all administrative actions, policy decisions and operations required for effective implementation of the Privacy Act in USAID; b) issuing USAID directives and procedures to apprise employees of their responsibilities under that Act and to train them in procedures established by USAID to implement the Act; and c) reviewing all decisions of refusal to amend records (only the AA/XA or his/her designee may deny any request for records or requests to amend records).

6. Submits, through the Bureau of Program and Policy Coordination (PPC) for the Administrator's approval, an annual budget proposed for XA activities, and assists in presenting the XA program and budget to the Congress. Also, determines the allocation of available bureau resources among its offices and various activities.

11B

7. Arranges media interviews and press conferences for the Administrator and senior USAID officers. Oversees the preparation of special speech texts and other public statements for use during these public appearances.

8. Oversees the Agency's responsibilities to inform the American public and, within the limits of the Dworkshak Amendment, plans, manages, coordinates and administers public affairs (internal and external) programs to gather and disseminate information to the public about USAID and its development assistance operations through targeted and mass media techniques.

9. Addresses the public affairs implications of all papers, articles, manuscripts, etc., written by Agency personnel and recommends clearance of such documents before they are submitted to literary agents or publishers for publication. This assessment is made following the required review of such employee writing by the concerned Agency bureau or office.

10. Serves as the Executive Director of the Communications Review Board.

11C. Office of International Development Communications (XA/IDC)

1. Provides initiative and guidance in the design of public affairs programs and in the application of communication techniques necessary for forming and implementing an Agency international development communications strategy.

2. Advises senior USAID managers on communications methods and public affairs actions to address major international or country-specific public issues that impact on the image and effectiveness of U.S. assistance programs.

3. Acts as Agency liaison and coordinating office with the U.S. Information Agency in the field of joint public diplomacy interests and programs abroad.

4. Pursuant to the June 1954 and the January 1984 USAID-USIA Cooperative Working Agreement, promotes and supports USAID and USIS joint public affairs programs in the field.

5. Provides guidance and assistance to USAID missions to deal with country-specific public affairs problems and to develop country-specific communications strategies.

11C

6. Forwards periodic cable alerts to USAID missions on public and media issues that will effect foreign assistance programs and policies.

7. Maintains contact with USAID missions active in public affairs, providing guidance and support to growing number of field contract hire development communications/public affairs specialists.

8. Develops standards for USAID missions for development communications specialists' contracts (position descriptions), program action plans and media products.

9. Acts on specific media product and public affairs support requests to XA by USAID missions. Provides necessary follow up and coordination with other U.S. government and private sector public affairs resources.

10. Promotes the flow of XA-produced articles on worldwide and country-specific USAID programs for use by USIA's Voice of America, regional wireless files and publications and by U.S. and foreign media outlets.

11. Cooperates with USAID/USIA training divisions and other public affairs resource elements to develop media relations and development communications training for middle- and senior-level USAID managers.

12. Develops an information-public affairs dialogue with other donor nations' international development agencies and promotes an exchange of development and technical information among donor nations.

13. Liaisons with the Agency's regional and functional bureaus on matters concerning the development and conduct of overseas public information and media relations programs.

14. Maintains a basic audiovisual technical equipment capability to support press liaison and other XA multi-media program needs.

11D. <u>Office of Publications (XA/P)</u>

1. Originates, writes, edits, designs, produces and disseminates Agency newspaper, fact sheets, newsletters, brochures, pamphlets, leaflets, article reprints, reports and other special publications illustrating USAID programs, policies and operations.

11D

2. Collaborates with XA's Office of International Development Communications and Office of Press Relations by providing editorial and publication layout support and by producing narrative materials for films, video features, graphics and photo layouts, slide presentations, etc. These support services are used in briefings, displays, public educational programs and photo feature stories disseminated to wire services, periodicals and newspapers, both domestically and abroad.

3. Provides technical and editorial assistance to supplement the Bureau's Communications Review Board responsibilities.

4. Produces two major Agency publications, Highlights and Front Lines, as well as other special public affairs support pamphlets, etc.

5. Coordinates closely with other USAID bureaus in the preparation, editing and dissemination of other relevant development assistance materials.

6. Acquires and maintains the Agency's photographic collection.

7. Under the direction of the AA/XA, acts as liaison with U.S. government agencies, magazines and technical or professional journals in the economic development field to assure that consistent and adequate coverage of USAID policies is provided. Initiates other outreach programs in regard to publications.

11E. Office of Public Inquiries (XA/PI)

1. Receives, views, researches, coordinates and oversees the preparation of timely responses to public inquiries under: (a) the Freedom of Information Act, (b) the Federal Privacy Act, and (c) Executive Order 12356, concerning the declassification of USAID documents and records. Prepares annual reports on activities under the Freedom of Information Act and the Federal Privacy Act for submission to the Congress and the Office of Management and Budget as required by these two acts.

2. Researches and prepares timely responses to mail inquiries received from the American public and/or from Congress about the foreign assistance program and Agency history, operations and objective.

11F. Office Public Liaison (XA/PL)

1. Promotes and coordinates communication among USAID bureaus/offices and between USAID and U.S. domestic organizations (excepting the Congress and the media) concerning the purpose and role of the U.S. economic assistance program and its place in international development.

2. At the direction of the AA/XA, provides specific public affairs information support and liaison to governmental and non-governmental organizations, including private voluntary and business organizations.

3. Advises the AA/XA on matters relating to how the Agency's foreign assistance programs impact on and are perceived by private sector organizations. Also, analyzes private sector trends that affect Agency policies.

4. Identifies and coordinates the development of various agency-specific information support systems that facilitate interaction among USAID and the public and private sectors.

5. Develops an agency-wide strategy plan designed to build on and further strengthen collaborative linkages among USAID and the public and private sectors.

6. Identifies the need for and oversees the development of various automated and non-automated information systems that directly support the Agency's external affairs activities.

7. In response to invitations, makes public speaking, seminar and conference arrangements for senior USAID officers; provides background materials as appropriate; coordinates the overall Agency speakers program with counterparts in the Department of State and other government agencies and departments.

8. Plans monthly Administrator's seminars invites guest speakers and coordinates Agency and relevant USAID constituency group participation.

9. Produces special speech texts and other public statements for use by senior Agency officers.

11G. Office of Press Relations (XA/PR)

1. Prepares news releases, op-ed pieces, feature stories, fact sheets, background information and public statements about USAID policies, programs and operations for dissemination to local, national and U.S.-based foreign media outlets.

11G

2. Responds to inquiries from local, national and international news, radio and television correspondents.

3. Provides liaison with the news media, and, as directed with the White House Press Office, the State Department Office of Press Relations and other comparable Government press offices.

4. Provides briefing material and arranges press conferences and media interviews for the Agency Administrator and other senior USAID officers.

5. Produces and distributes daily/weekly press summaries and analyses of press commentary and public opinion polls about USAID and the foreign assistance program.

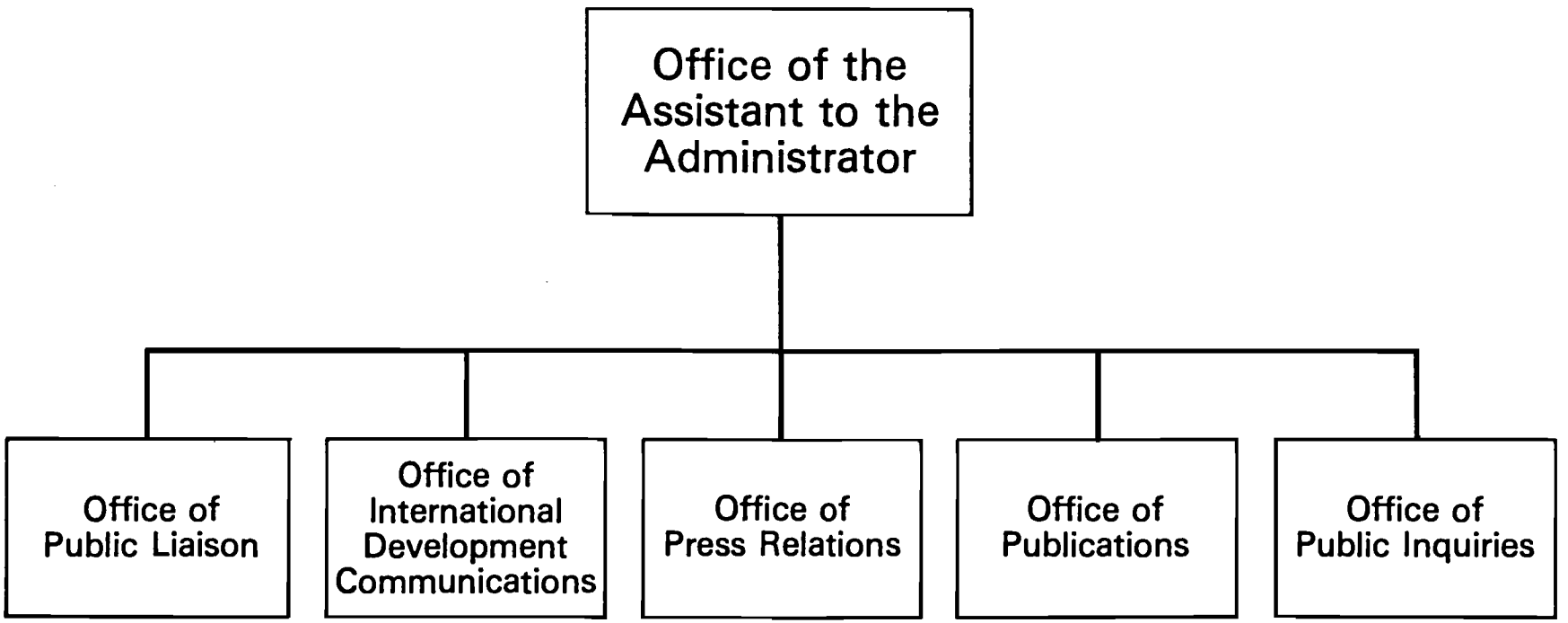
6. Prepares special feature stories for dissemination to wire services, periodicals and newspapers.

7. As assigned by the AA/XA, disseminates information through production and distribution to mass communications outlets and other private and public organizations of specific Agency information materials (e.g., press releases, press highlights and summaries films, video tapes and other multi-media products).

8. As assigned by the AA/XA, acts as the Agency press voice, coordinating the Agency's response to questions from the media on U.S. economic assistance programs and operations as well as other development-related issues.

9. Serves as USAID working liaison with national and local press, radio, television editors, publishers and correspondents.

Bureau for External Affairs



CHAPTER 12

BUREAU FOR LEGISLATIVE AFFAIRS (LEG)

CHAPTER 12

BUREAU FOR LEGISLATIVE AFFAIRS

STATEMENT OF FUNCTIONS

12A. Summary of Bureau Functions

1. The Bureau for Legislative Affairs (LEG) has responsibility for Agency relations with the Congress, and is the central point of contact between the Agency and the Congress, including Congressional members and Committees. The Bureau coordinates the preparation of the AID legislative program, including the preparation and submission of information relating to legislative authority and appropriations requests.

2. LEG is also responsible for advising the Administrator and the Agency on the status of pending legislation of interest to AID, on the history of pending legislation, including the concerns and views of members of the Congress on such legislation, and on other matters of interest to AID

3. In carrying out its responsibilities, LEG receives policy guidance from the Administrator and draws on other AID Bureaus and Offices as appropriate. Similarly, other AID Bureaus and Offices look to LEG as required to fulfill their assigned responsibilities.

12B. Office of the Assistant Administrator (AA/LEG)

1. Advises the Administrator and members of the Executive Staff on presentation of Agency legislative programs to the Congress, the status of pending legislation, the views of members of the Congress on legislation, and congressional matters of interest to AID

2. Attends meeting of directors of congressional liaison staffs at the White House and the Administrator's Executive Staff, and handles special congressional liaison activities.

3. Assigns Congressional Liaison Officers to provide continuous advice to the various elements of AID and liaison with all members of Congress, congressional staffs, and the appropriate Committees.

4. The Deputy Assistant Administrator for LEG participates fully with and assists the Assistant Administrator in the foregoing and provides day-to-day guidance and direction to the Program Presentation and Legislative Projects Division and the Congressional Liaison Division.

5. Provides overall management support to LEG.

6. Secures, reviews, and distributes congressional documents and processes and controls congressional correspondence.

7. During the legislative cycle, maintains and issues weekly status reports to the Agency and provides summaries of hearings and markup sessions the same day as the sessions.

12C. Program Presentation & Legislative Projects Division (LEG/PPLP)

1. Coordinates, organizes, and plans, with the AA/LEG, the legislative strategy to ensure that Agency views are considered by congressional committees on legislation affecting AID; provides issues and option papers on legislative strategy for decision by appropriate elements of AID

2. Guides and advises representatives of appropriate AID Bureaus and Offices concerning identification of issues, development of format, and preparation of supporting documents and background information for inclusion in the Congressional Presentation and use in congressional testimony.

3. Plans, organizes, coordinates, and assigns deadlines on all phases of preparation for congressional hearings, including briefing materials for the Administrator and Deputy Administrator, testimony of witnesses, hearing schedules, preparation of inserts for transcripts of congressional hearings, and other materials relating to the AID program.

4. Provides information to AID/Washington and overseas organizations on the status of pending legislation affecting the AID program.

5. Assigns responsibilities to appropriate Bureaus and Offices for preparation of background materials upon request of congressional committees for use in committee meetings on authorization and appropriations requests and for use during general debate of these bills in each House of Congress.

6. Coordinates the preparation of materials required by the authorization and appropriations committee staffs, obtains cleared Executive Branch position papers for markup and conferences, and coordinates Agency response to all requests for information from committee staffs.

7. Effects AID liaison with the House Foreign Affairs Committee (HFAC), Senate Foreign Relations Committee (SFRC), House Appropriations Committee (HAC), Senate Appropriations Committee (SAC), House Budget Committee, and the Senate Budget Committee and briefs congressional witnesses, as appropriate, on concerns of committee members.

8. Assigns action responsibility for, and reviews Agency responses to, questions about the AID program presentation and legislation.

9. Reviews and analyzes the Congressional Record, congressional reports and hearings, and other records of each bill of interest to AID, its legislative status, and its legislative history; maintains files of these for use by AID staff. On the basis of these analyses, and in coordination with the Congressional Liaison Staff, identifies the concerns of members of Congress of interest to AID for the attention of the Administrator, Deputy Administrator, and concerned Bureaus and Offices.

10. Coordinates with LEG/CL in following legislation affecting AID which is under the jurisdiction of AID oversight committees and other committees.

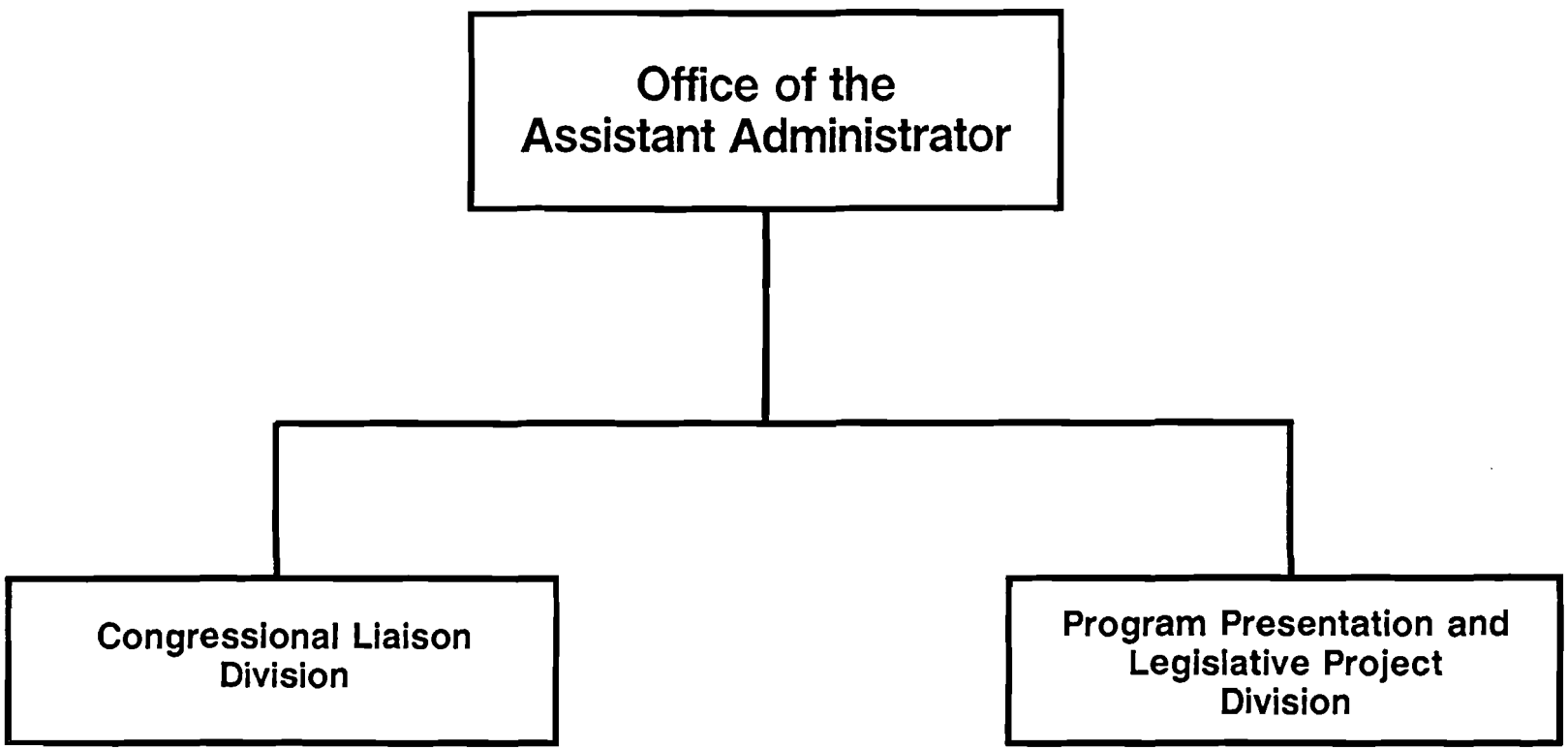
12D. Congressional Liaison Division (LEG/CL)

1. Maintains continuous liaison with all members of the Congress, congressional staffs, and Committees for the purpose of informing them about Agency programs and legislative policy and to obtain their views.

2. Negotiates AID legislative issues with members of the Congress and their staffs.

3. Serves as congressional advisor to, and maintains close liaison with, assigned AID Bureaus and Offices; makes recommendations for congressional consultation as issues arise, participating with appropriate AID officials in the consultation process and in the resolution of issues involved.

Bureau for Legislative Affairs



CHAPTER 13

OFFICE OF INTERNATIONAL TRAINING (OIT)

CHAPTER 13

OFFICE OF INTERNATIONAL TRAINING (OIT)

STATEMENT OF FUNCTION*

13A. Summary of Functions

1. The Office of International Training (OIT) has primary responsibility for formulating policy and administering the Agency's worldwide participant training program.

2. The Office consists of the following organizational units:

- -- Office of the Director
- -- Policy, Evaluation and Technical Assistance Division
- -- Participant Programming Division
- -- Resources and Support Division
- -- Reimbursable Training Division
- -- Statistical and Information Management Staff

3. In carrying out its responsibilities, OIT draws on other Agency Bureaus and Offices and overseas organizations of AID, and other Government organizations as appropriate. Similarly, these organizations look to OIT for advice and assistance as required to fulfill their assigned responsibilities with respect to the Agency's participant training policy and program.

13B. Specific Responsibilities

1. Office of the Director (OIT/OD)

The Office of the Director provides leadership and coordination for the Agency's worldwide Participant Training Program, including policy formulation, evaluation, and management information and statistics, maintains contract and interagency arrangements for the placement and management of participants on behalf of Bureaus and Missions; implements a variety of services and supplemental programs for all participants however managed; and manages a reimbursable training program fully funded by foreign governments.

2. Policy, Evaluation and Technical Assistance Division (OIT/PETA)

Develops Agency-wide policy, plans and strategies for the Participant Training Program; directs the development, implementation and requirements for participant evaluation and implementation, and requirements for participant evaluation and follow-up activities, provides direct technical assistance to AID Missions, Bureaus and

*OIT is now included within the Bureau for Science & Technology

3. Participant Programming Division (OIT/PP)

Manages OIT's programming agents who program one-third of all AID participants; develops allowance policy and rates for all AID participants, manages Entrepreneurs International, a private sector training program; and manages a Labor Leaders project for Third World labor, government and business leaders.

4. Resources and Support Division (OIT/RS)

Provides the full range of administrative, management and program support to the Director, OIT, and various participant services and supplemental programs such as participant orientation, health and accident medical coverage, home and community hospitality, visa extensions and waivers, specialized seminar programs and liaison with academic community elements which work with AID participants.

5. Reimbursable Training Division (OIT/RT)

Develops and administers training programs funded by other governments and international organizations, under authority of F.A.A., Section 607. The Division carries out the full range of functions necessary to engage and manage a staff of personal services contractors who are responsible for arranging or providing services such as: development of program guidelines, candidate screening, placement, orientation, special seminars, program monitoring, counseling, internships, health and accident coverage, travel and residency services, financial management and project reporting.

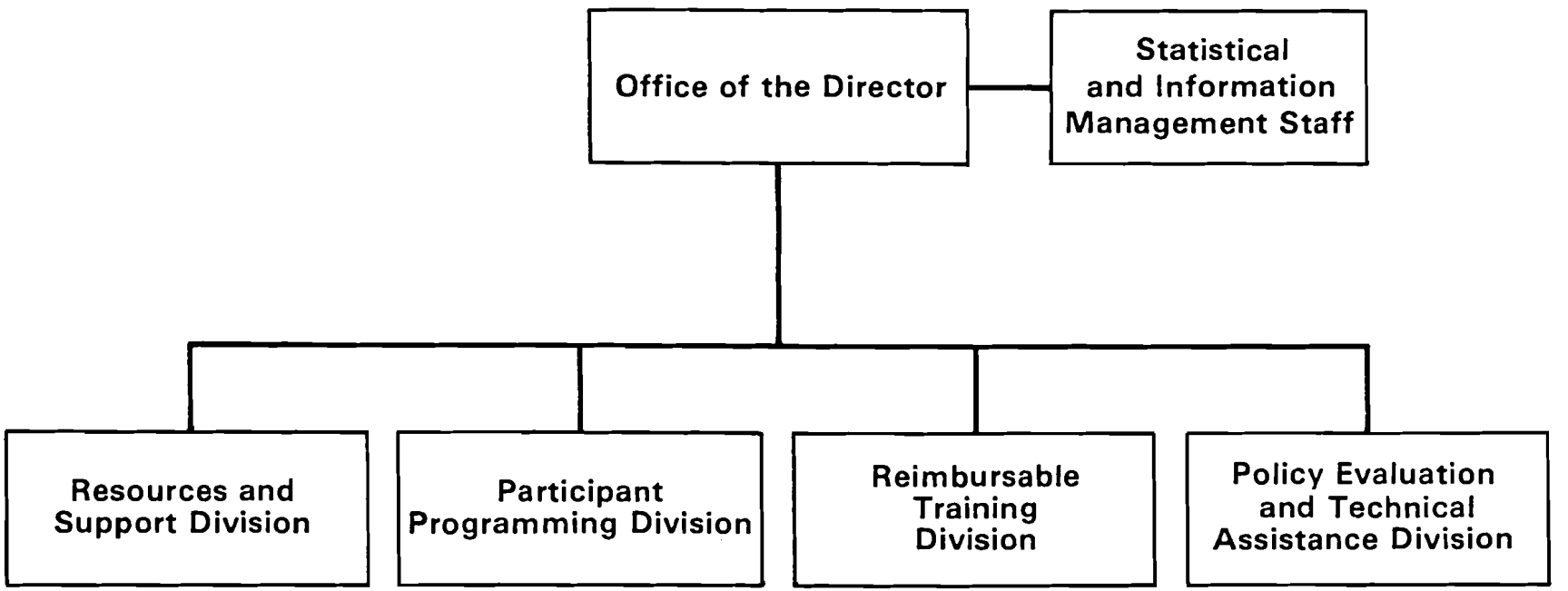
6. Statistical and Information Management Staff (OIT/SIM)

Plans and implements information systems in the Agency's Participant Training Program, providing data and statistical analysis to Agency components and the Congress. Serves as primary liaison between the OIT and Agency and host country contractors responsible for participant placement and management.

13C. Delegation of Authority

OIT programs are administered within delegated authorities and in accordance with policies and standards established by the Administrator (A/AID). Refer to AID Handbook 5 for specific delegations of authority for the OIT.

Office of International Training



CHAPTER 14

OFFICE OF EQUAL OPPORTUNITY PROGRAMS (EOP)

CHAPTER 14

OFFICE OF EQUAL OPPORTUNITY PROGRAMS

STATEMENT OF FUNCTIONS

14A. Summary of Office Functions

1. The Office of Equal Opportunity Programs (EOP) is the central Agency office responsible for formulating the policy and administering, monitoring, and evaluating the implementation of all government laws, policies, regulations and executive orders relating to the provision of equal opportunity in employment and personnel administration for all employees and applicants for employment with AID and activities financed by it without regard to race, color, religion, national origin, physical or mental handicap, sex, or age.

2. In carrying out its responsibilities, EOP draws on other Agency Bureaus and Offices as appropriate. Similarly, other Bureaus and Offices look to EOP for advice and assistance as required to fulfill their assigned responsibilities with respect to the Agency's equal employment opportunity and affirmative action policy and programs.

3. EOP programs are administered within delegated authorities and in accordance with policies and standards established by the Administrator (A/AID). (For Agency policies, regulations and procedures governing its affirmative program for equal opportunity in employment and personnel operations, see Handbook 24, General Personnel Policy, Chapter 2, The AID Equal Opportunity Program).

14B. The Director (or Deputy)

1. Serves as the Agency's principal Equal Employment Opportunity Officer.

2. Advises the Administrator (A/AID) and the Executive Staff on all aspects of equal opportunity, including the development, administration, evaluation, and monitoring of an affirmative action program plan designed to promote the full realization of equal opportunity in employment throughout AID.

3. Directs the policy and supervises the administration of equal opportunity programs and activities, including the periodic review and evaluation of the total agency program for equal employment opportunity to assess the effectiveness of Agency efforts in its implementation.

14B3

Recommends to the Administrator any improvement or correction needed, including remedial or disciplinary action with respect to managerial or supervisory employees who have failed in their responsibilities.

4. In coordination with OPA and LEG, represents EOP or the Agency before the press, the public, the Congress and other Government agencies on equal opportunity matters, as required.

5. Assures necessary liaison with AID Bureaus and Offices, other Federal agencies and the private sector, as appropriate.

6. In coordination with M/PM/LR, informs employees and recognized employee organizations of the Agency's affirmative equal employment opportunity policy and program and enlists their cooperation.

7. Provides orientation and training to Agency managers and supervisors to assure understanding and support of their specific responsibilities in the accomplishment of the Agency's affirmative action goals and objectives.

8. Plans, directs, and supervises the operations of the Office of Equal Opportunity Programs.

14C. <u>The Office (EOP)</u>

1. Conducts a continuing affirmative action program designed to promote equal opportunity in every aspect of Agency personnel policy and practice in the employment, development, advancement, and treatment of employees and applicants consistent with merit principles and without regard to race, color, religion, sex, national origin, physical or mental handicap, or age in accordance with the procedures described in Chapter 2, Handbook 24.

2. Provides for counseling by an Equal Employment Opportunity Counselor of aggrieved employees or applicants for employment who believe that they have been discriminated against and for attempting to resolve on an informal basis the matter(s) raised by them before a complaint of discrimination may be filed.

3. Provides for the prompt, fair and impartial consideration, investigation and disposition of complaints involving issues of discrimination filed against the Agency by individuals which cannot informally be resolved.

14C

4. Ensures equal opportunity to compete in Agency programs involving recruitment, hiring, training, upward mobility, career counseling, equal pay, and promotion for all employees and applicants for employment. Monitors the implementation of the special emphasis programs within the overall EEO program which include those for:

-- Women
-- Americans of Hispanic origin
-- Handicapped persons
-- Disabled and Vietnam era veterans
-- Persons 40 to 70 years of age, and
-- Underrepresented groups of all races and national origins.

Provides leadership and guidance to Agency managers and supervisors in carrying out these EEO responsibilities, and, as required, submits reports on affirmative action program plans and accomplishments to the Equal Employment Opportunity Commission for review and approval.

5. Coordinates with the Office of Personnel Management (M/PM) the planning, development, submission, and issuance of Agency annual affirmative action program plans and accomplishment reports for review and approval by the EEOC. Monitors progress in achieving the goals and objectives outlined in the plans within specified timetables. Assesses and evaluates results. Identifies barriers to goals achievement and develops viable solutions to impediments identified.

6. Establishes and maintains a system which provides statistical employment information by race, national origin, sex, handicap, age and veterans preference.

7. Monitors Agency compliance with:

a. Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, or national origin in Federally assisted programs.

b. Section 504 of the Rehabilitation Act of 1973 which prohibits discrimination against qualified handicapped persons in any program or activity receiving or benefiting from Federal financial assistance.

c. Title IX of the Education Amendments of 1972 (amending the Higher Education Act of 1965), which prohibits sex discrimination in education programs or activities that receive Federal financial assistance.

14C7

d. Age Discrimination Act of 1975, which prohibits discrimination on the basis of age by recipients of Federal assistance.

8. Submits annual reports on Agency activities relating to Title VI covered programs and the aged to those Federal organizations designated as lead agencies for the collection of such information (i.e., the Office of Management and Budget and the Department of Justice, respectively).

Office of Equal Opportunity Programs

Office of Equal Opportunity Programs

CHAPTER 15

OFFICE OF U.S. FOREIGN DISASTER ASSISTANCE (OFDA)

CHAPTER 15

OFFICE OF THE U.S. FOREIGN DISASTER ASSISTANCE

STATEMENT OF FUNCTIONS

15A. Summary of Functions

1. The Office of U.S. Foreign Disaster Assistance (OFDA), plans and implements overseas disaster preparedness, relief, and rehabilitation programs. It formulates U.S. foreign disaster assistance policy, under the direction of the President's Special Coordinator for International Disaster Assistance (the AID Administrator) and coordinates disaster assistance activities of the Department of State, AID, and other elements of the U.S. Government. The Office of U.S. Foreign Disaster Assistance maintains contingency planning and preparedness for foreign disasters, mobilizes USG resources when appropriate and coordinates USG responses with those of voluntary agencies, international organizations and other donors. It promotes and supports, in conjunction with U.S. Missions abroad, preparedness programs in disaster prone countries. OFDA assists other AID Bureaus, Offices and overseas organizations as required in the design, review and implementation of programs and projects to assure that the products of development are not destroyed by natural hazards and to assure that development itself does not lead to the creation of new hazards. The Office maintains disaster relief stockpiles overseas and directs a disaster coordination center in Washington, D.C.

2. Programs of the OFDA are administered within delegated authorities and in accordance with policies and standards established by the Administrator.

3. In carrying out its responsibilities, OFDA draws on other Bureaus and Offices and overseas organizations of AID, the Department of State and other Government organizations as required. Similarly, these organizations look to OFDA for advice and assistance as appropriate in handling their assigned responsibilities.

15B. Office of the Director (OFDA/OD)

1. Line Support

Provides line support to the Administrator as the President's Special Coordinator for International Disaster Assistance. In addition, the OFDA Director, as the President's Deputy Special Coordinator for International Disaster Assistance:

15B1

a. Has the lead responsibility in the United States Government for ensuring that the needs of foreign disaster victims are met. (In this regard, the Director is responsible for monitoring all potential and actual man-made and natural disasters);

b. Continuously defines the evolving U.S. international disaster assistance role;

c. Formulates U.S. foreign disaster assistance policy and participates in related major foreign policy decisions;

d. Implements strategies for and provides direction to U.S. Government foreign disaster responses;

e. Develops and executes U.S. Government international disaster preparedness programs;

f. Coordinates the foreign disaster activities of the U.S. Government with those of international organizations, other donor nations, U.S. voluntary agencies and the U.S. private sector;

g. Develops U.S. Government foreign disaster relief systems, procedures, and standards;

h. Directs congressional presentation, funding, budgeting, program support, procurement, and administrative functions related to foreign disaster assistance;

i. Coordinates the internal evaluation of disaster assistance activities in order to ensure the Office's overall effectiveness;

j. Assures the provisions of effective assistance to other AID Bureaus, offices and overseas organizations to incorporate disaster considerations in development programs and projects; and

k. Plans, directs, and supervises the activities of the Office of U.S. Foreign Disaster Assistance, including office management matters relating to personnel, space, equipment allocations and budgets, and clerical support.

2. Program Support:

a. Formulates and recommends overall OFDA policy and strategy.

15B2

b. Coordinates the preparation of program documentation such as Congressional Presentation, Central Strategy Statement, Annual Budget Submission, Congressional testimony and responses to Congressional queries, special reports, etc.;

c. Recommends, maintains and revises the OFDA internal budget and chart of accounts and coordinates with PPC to assure financial liquidity of the International Disaster Account;

d. Analyzes and provides guidance on new activity proposals for relevance to OFDA and other AID mandates, policies, strategies;

e. Assists in preparation of all program implementation documents for content, format, and consistency with policy, strategy, and budget.

f. Serves as primary OFDA liaison with IG and GAO, and coordinates the preparation of all responses to recommendations;

g. Recommends and designs all OFDA information systems, including utilization of information services contract(s); and

h. Oversees preparation, maintenance and distribution to field posts of handbooks, manuals, other disaster guidance and training materials of a generic nature, and coordinates all OFDA submissions to the AID Communications Review Board.

i. External Liaison and PVO:

(1) Recommends annual evaluation schedules, designs and manages evaluation activities, coordinates implementation of evaluation recommendations;

(2) In crisis periods, oversees preparation and distribution as required of Situation Reports and other special reports to State/AID, White House, Congressional, and State gubernatorial recipients;

(3) Serves as the primary OFDA liaison with the private voluntary organizations, U.S. private sector and such international organizations as UNDRO, UNICEF, League of Red Cross Societies and ICRC, and as primary liaison within AID and the Department of State on disaster matters concerning these organizations.

1B2j(1)

(j) Science Adviser:

(1) Advises Geographic Divisions of possible scientific application to potentially disastrous situations abroad of a geophysical, hydrological, meteorological or otherwise technical nature. Upon formal determination of a disaster, when requested, responds to the scientific and technical needs for scientific analyses and recommends OFDA scientific follow-up.

(2) Identifies and evaluates evolving relevant technologies worldwide for applications in disaster preparedness mitigation and early warning; recommends scientific and technological activities of a global or non-regional nature; and in conjunction with Geographic Area Divisions, recommends new technology applications in OFDA activities of a country or region specific nature.

(3) Formulates and recommends technology applications aspects of disaster assistance policy and strategy and serves as the OFDA principal point of contact with U.S. Government technical agencies (NOAA, NASA, USGS, USDA, etc.) and public and private science and technology communities (i.e., NSF, NAS, OSTP, universities, etc.).

(4) Consults and maintains liaison with other technical offices within the Agency (such as regional bureaus, S&T, and the Office of the Science Advisor) and outside the Agency in order to keep apprised of their activities in disaster related scientific research and technology and to plan joint strategies and approaches in the physical sciences.

(5) Participates in AID review processes through analyzing and evaluating Agency programs' and projects' potential impacts on disaster-related problems. This includes reviewing the soundness of the plans for project implementation, management and making appropriate recommendations to OFDA Director to Agency S&T Sector Councils concerning possible environmental and disaster impact.

(6) Provides technical advice to the Director on significant science and technology related issues and new initiatives in the physical science field as they affect OFDA operations.

3. Administrative Support:

a. Advises the Director on OFDA internal administrative management policy;

15B3

b. Recommends personnel actions to the Director, implements approved actions, and represents OFDA on personnel matters within AID;

c. Analyzes space and equipment requirements, supervises maintenance, recommends actions to the Director, implements actions, and represents OFDA in relating to appropriate offices within AID;

d. Ensures that OFDA is in constant compliance with security regulations, identifies situations underlying potential violations and recommends corrective action;

e. Formulates operating expense annual and periodic budget submissions, and collaborates with Operations Support Division members in the integration of operating expense and program budget submissions;

f. Maintains staff rosters and whereabouts lists, oversees deployment and performance of clerical support staff, and selects and briefs clerical personnel drawn from elsewhere within AID to augment OFDA staff in times of crises;

g. Oversees communications and records management in accordance with Agency procedures and ensures high clerical quality standards in outgoing correspondence and cables;

h. Coordinates all operating expense-funded travel and travel documentation; and

i. Prepares OFDA directives and coordinates OFDA clearance of AID directives.

15C. Geographic Area Divisions

1. The Geographic Area Divisions of the Office of U.S. Foreign Disaster Assistance are:

a. The Latin America Caribbean Division (OFDA/LAC), with responsibility for all Western hemisphere countries;

b. The Africa/Europe Division (OFDA/AE) with responsibility for Africa and with additional responsibility for European and Middle Eastern countries, and

c. The Asia and the Pacific Division (OFDA/ASP), with responsibility for countries east of the Mediterranean Sea.

15C1

2. Each Geographic Area Divisions, is responsible for all phases of disaster related activities in the region including, but is not limited to, prediction and early warning of, preparedness for, relief for disaster victims, and rehabilitation after disasters.

a. Maintains country expertise, formulates disaster assistance policy, and advises the Director of OFDA, other offices of AID and the State Department, and other Federal agencies, on disaster-related matters involving the area;

b. Formulates, develops, reviews and implements actions to achieve effective disaster preparedness, early warning and relief capabilities in the area;

c. Assists U.S. missions to develop disaster preparedness and relief contingency plans in conjunction with host governments, international organizations and other donors.

d. Monitors threatening and incipient disasters, plans relief responses on a contingency basis, assesses disaster needs and recommends appropriate U.S. relief assistance upon occurrence of a disaster, and supervises relief delivery and follow-up;

e. Prepares reports as necessary to ensure that the White House, the AID Administrator, the Congress, U.S. Missions, State/AID offices, other Federal agencies, voluntary agencies and international organizations are accurately informed on a timely basis during disaster relief operations;

f. Assists other AID Bureaus, Offices and overseas organizations within its assigned preview, as requested, in the design, review and implementation of programs and projects to assure that the products of development are not destroyed by natural hazards and to assure that development itself does not lead to the creations of new hazards;

g. Maintains relationships and coordinates with Private Voluntary Organizations (PVOs) to emphasize disaster preparedness and to mobilize PVO actions within the framework of official U.S. disaster responses;

h. Participates in the formulation and review of OFDA Annual Budget Submissions and Congressional Presentation materials, as well as in the resolution of issues and problems that may involve the Congress;

15C2

i. Formulates and implements disaster related activities based on a regional perspective of suitability to the country or geographic area situation and assistance strategy, victim needs, and compatibility with OFDA policy;

j. Prepares documentation for the U.S. delegation and recommends a U.S. position for international meetings of a disaster policy nature concerning the region and collaborates with other Agency bureaus and offices, on matters involving the countries of the region;

k. Maintains relationships on geographic area matters with Embassy, AID Mission representatives, other donors and international organizations, other bureaus and offices of AID and other U.S. agencies and counterpart organizations;

l. Participates in the review and approval of disaster reconstruction programs initiated and implemented by Geographic Bureaus of AID.

3. In addition, each division will provide a unique area of expertise on behalf of the office. These specialized personnel dealing in areas that include the environment, training, water and health have responsibilities that cross regional divisions. This inter-regional showing of expertise encourages the applications of appropriate technology into all countries. Specifically, these assignments are as follows:

a. The Latin America and Caribbean Division is responsible for training matters. Identifies and manages in-country and U.S. training opportunities in disaster assistance for international emergency managers and planners, U.S. mission personnel, OFDA, and other AID staff. Conducts inventory of appropriate U.S. and host country training resources, opportunities and materials and facilitates dissemination of this information to disaster-assistance specialists, worldwide. Develops a technical training curriculum with a system of participant selection and achievement recognition. Prepares and coordinates in-house briefings on training opportunities and materials, or identifies qualified specialists to make these presentations.

b. The Africa and Europe Division is responsible for environmental matters including the provision of guidance and direction on the environment as they relate to OFDA programs and projects.

15C3

c. The Asia and Pacific Division is responsible for water and health matters including the provision of guidance and direction on water and health as they relate to OFDA programs and projects.

15D. Operations Support Division (OFDA/OS)

1. The Division:

a. Provides procedural guidance and support to the Geographic Area Divisions in the design and implementation of disaster related activities and in the formulation and delivery of relief and rehabilitation responses, and establishes priorities in the allocation of resources;

b. Formulates disaster assistance policy of a non-regional nature and maintains relationships with other bureaus and offices of AID and the State Department, and with other U.S. agencies, PVOs, international organizations and other donors on non-regional disaster assistance matters; and

c. Selects, in collaboration with counterpart Geographic Bureaus, and briefs a "reserve cadre" of AID, Department of State, and other U.S. Government employees with specific country or technical expertise who may be called upon to augment OFDA staff in task forces constituted to manage disaster crises; and maintains a list of, and liaison with, regional and technical experts from Federal agencies and elsewhere who may be called upon in implementing OFDA relief activities; and

d. Develops, in collaboration with Geographic Divisions, disaster preparedness and relief networks to support regional activities, including supplier lists, transport and logistics support and appropriate personnel.

e. Represents OFDA on the AID Internal Controls Oversight Committee, and assures continuing compliance with OMB Circular 123.

2. Medical Analysis and Support:

a. Monitors potentially disastrous health situations abroad in conjunction with Geographic Area Divisions and, upon formal determination of a disaster, assesses medical/health-related needs and formulates and implements relief medical responses.

15D2

b. Collaborates with Geographic Area Divisions in the design, approval, implementation and monitoring of medical/health related preparedness and prevention activities in collaboration with AID Bureaus.

c. Participates in the formulation of medical/health aspects of disaster assistance policy and strategy, and serves as the OFDA primary point of contact with the USG health agencies, private medical, health and pharmaceutical communities.

3. Fiscal, Procurement and Material:

a. Maintains stockpiles of common-use relief commodities and equipment in regional locations worldwide for rapid deployment following occurrence of a disaster.

b. Contracts for and procures relief material and services directly from commercial sources during the first 72 hours following occurrence of a disaster, and coordinates actions by M/SER/CM and M/SER/COM thereafter and in other disaster situations; and requesting other U.S. Government agencies to provide material and services.

c. Advises other OFDA staff on AID contracting and procurement policies and procedures and assists in preparation of obligating documents.

d. Maintains an action file (with Geographic Divisions and Contractor Support) of potential suppliers of disaster materials and of individuals available for disaster-related activities.

e. Manages the obligation and disbursement of all funds authorized, appropriated and allotted to OFDA for disaster assistance purposes; examines payment vouchers and coordinates administrative approval by other OFDA staff of bills for payment in accordance with the Prompt Payment Act.

f. Prepares periodic and special reports on the status and management of the International Disaster Assistance account.

4. Operations Support and Logistics:

a. Compiles, in conjunction with Geographic Area Divisions, a roster of U.S. personnel (other than OFDA) qualified in disaster assistance management. Recommends criteria for both the OFDA reserve

15D4a

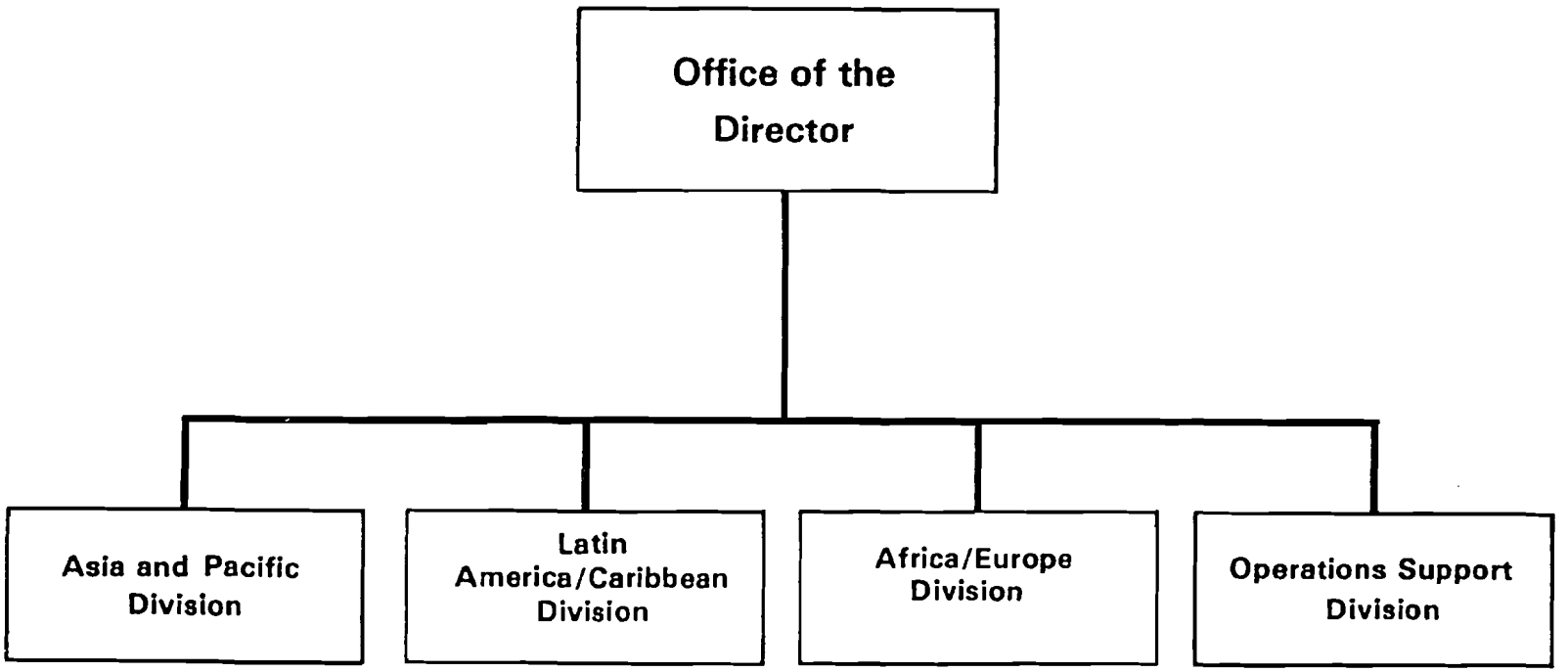
cadre in Washington and a field cadre for TDY assignment to U.S. Missions abroad, and maintains rosters of personnel assigned to reserve cadres.

b. Assists regional operations specialists to ensure that current Mission Disaster Relief Plans are maintained in OFDA and other appropriate locations for all U.S. Missions and constituent posts in disaster prone countries worldwide and maintains a cadre of contracted specialists for rapid TDY deployment in response to requests by posts for assistance in preparing or updating Mission Disaster Relief Plans.

c. Coordinates the expeditious transportation of relief material and services, maintains current information on possible carriers and routing options in coordination with AID transportation specialists.

d. Reviews OFDA standard operations procedures to ensure maximum responsiveness to field requests and maintains the OFDA Operations Center in a state of maximum readiness to respond to disasters abroad.

Office of U.S. Foreign Disaster Assistance



CHAPTER 16

OFFICE OF THE SCIENCE ADVISOR (SCI)

CHAPTER 16

STATEMENT OF FUNCTIONS

OFFICE OF THE SCIENCE ADVISOR*

16A. Summary Statement

1. The Office of the Science Advisor (SCI) serves as the focal point for coordinating the more innovative and collaborative approaches to the problems and processes of development research, technology transfer and related capacity-building programs and activities funded or sponsored by AID. The Office has a major responsibility in identifying scientific and technological needs and opportunities in developing countries and resources to meet those needs from U.S. and foreign public and private sources; for establishing effective mechanisms for involving foreign public and private sector sources in working with developing countries to realize these opportunities; for enhancing relationships of IDCA and AID with other U.S. public and private sector resources; and for ensuring effective linkage between U.S. scientific and technological capacities and the development programs in which the U.S. Government participates.

2. In coordination with the Bureau for Science and Technology (S&T), the Office participates in the development of science policies and programs in IDCA and AID, identifies innovative scientific and technological projects for AID sponsorship, and provides advice and assistance to IDCA and AID management on the implications of legislation, plans, programs, policies, procedures, etc., for this program area.

3. In carrying out its responsibilities, the Office looks to the Bureau for Science and Technology for help in programming, budgeting and management services and to S&T as well as to other AID Bureaus and Offices for required support services in the areas of project monitoring, procurement, financial management, personnel, management operations and information resources management. Legal services are provided by the Office of the General Counsel (GC).

*Office of the Science Advisor is now included within the Bureau for Science and Technology.

16B. Director (Science Advisor)

1. Serves as principal advisor to the Director of IDCA and the Administrator of AID on broad policy matters relating to science and technology, reporting through the Senior Assistant Administrator for S&T.

2. Similarly through the Senior Assistant Administrator for S&T, serves as senior advisor to the Administrator and other senior AID staff on science and technology matters relevant to the U.S. bilateral assistance programs. Participates as a member of the AID Executive Staff.

3. In the context of these duties and relationships, the Science Advisor will be called upon to:

a. Maintain senior liaison with the Office of Science and Technology Policy (Office of the President); the Bureau of Oceans and International Environment and Scientific Affairs (Department of State); and other U.S. Government agencies regarding the potential applications of science and technology in developing countries.

b. Represent IDCA and AID, as appropriate, to the U.S. scientific and technological community and to international, regional, bilateral and other organizations of topics relating to science and technology in development. Advises other representatives who represent the U.S. in specific fora, e.g., U.N. specialized agencies, Consultative Group on International Agricultural Research (CGIAR), etc.

c. Maintain senior liaison with science and technology leaders (individual and institutional) in developing countries and promote effective linkage between the activities they conduct or sponsor with the scientific and technological capacities of the U.S.

d. Represent AID and IDCA before the Congress, scientific organizations and the general public to explain the importance of applying science and technology in development and to describe substantive program requirements and plans.

4. Directs and supervises the work of the Office, providing administrative surveillance over the full range of assigned activities.

16C. The Office (SCI)

1. Reporting through the Senior Assistant Administrator for S&T, provides leadership to IDCA and AID for policy and strategy related to the broad role of science and technology in development.

2. In coordination with the Senior Assistant Administrator for S&T, provides leadership within the Executive Branch for coordinating U.S. Government sponsored research related to applications of science and technology to development; maintains broad cognizance of federal domestic programs to ensure that they are fully coordinated with international development programs (bilateral and multilateral) supported by the U.S.

3. Keeps abreast of other worldwide research (not supported by the U.S.) in order to identify promising initiatives and discoveries which are supportive of U.S. and developing country needs and objectives.

4. Monitors research and other science and technology-related projects and activities carried out under the sponsorship of AID's Geographic Bureaus, the Bureau for Science and Technology, BIFAD, international research organizations, etc., to ensure consistency with the overall strategy framework established for U.S. supported activities; suggests modifications in those projects and activities as appropriate.

5. Oversees development by AID of a small portfolio of innovative programs of research or other forms of science and technology cooperation beyond those undertaken or planned by other elements of the Agency. These activities will normally be particularly promising and/or innovative in nature and aimed at addressing or resolving key known bottlenecks to development.

6. Identifies existing or emerging problem areas which are affecting developing countries and which merit U.S. Government attention; recommends new research (or other initiatives) or identifies areas in which existing U.S. scientific and technological knowledge and expertise may have relevance.

7. Maintains familiarity with bilateral development research programs and the multilateral research activities to which the U.S. Government contributes and provides advice to responsible officials as to whether the work is beneficial to the target countries and is consistent with overall U.S. Government policies and priorities for science and technology in development; recommends evaluations of such activities.

O F F I C E O F T H E S C I E N C E A D V I S O R

OFFICE OF THE SCIENCE ADVISOR

CHAPTER 17

BUREAU FOR PROGRAM AND POLICY COORDINATION (PPC)

CHAPTER 17

BUREAU FOR PROGRAM AND POLICY COORDINATION

STATEMENT OF FUNCTIONS

17A. Summary of Bureau Functions

1. The Bureau for Program and Policy Coordination (PPC) is responsible for the Agency's overall program and policy formulation, planning, coordination, resource allocation, and evaluation activities, and the program management information systems which support them. The Bureau develops economic assistance policies, provides guidance on long-range program planning, economic analysis, sector assistance strategies, and project analysis and design. It coordinates the formulation and revision of the Agency's program to the Congress.

2. PPC reviews and monitors all country papers from other AID Bureaus to ensure compliance with AID policy guidance. It provides in-depth analysis of LDC economic policies and development problems and international economic issues which impact on the development process, including international trade, finance and related issues and formulates AID's position on major U.S. development and international policies affecting AID's assistance programs in the developing countries and their economic development.

3. PPC assures implementation of Title IX of the Foreign Assistance Act (FAA), which emphasizes the encouragement of democratic institutions and, seeks to develop an Agency policy for the furtherance of human rights in the developing countries, in accordance with Sections 116 and 502B, and implements Sections 113 and 305 of the FAA relating to women in development.

4. PPC provides leadership in the development of AID policies and procedures for the integrated use of capital, technical, Public Law 480, and other assistance and for evaluation of progress toward program goals; incorporates these policies and procedures into AID directives; reviews the policy aspects of all types of AID projects to assure consistency with AID objectives; develops and coordinates AID environmental and energy policies; and serves as Secretariat for the Development Coordination Committee (DCC).

5. PPC serves as focal point within AID for coordination with other U.S. Government agencies in U.S. economic policy issues which affect the development process and for the coordination of U.S. economic assistance

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policies and programs with those of other bilateral and multilateral donors; including the MDBs and the U.N. It carries out significant evaluations of AID-supported projects which can introduce improved ideas and valuable experience into AID's program at key points.

6. PPC exercises systems management responsibilities for the policy, planning and program management systems, both automated and non-automated, assigned to PPC; and provides central AID statistical services.

7. In carrying out its responsibilities, PPC draws on other AID Bureaus and Offices as appropriate. Similarly, other AID Bureaus and Offices look to PPC as required to fulfill their assigned responsibilities. Additionally, the Bureau uses the professional and technical resources available in other Federal agencies and private organizations.

8. PPC activities are carried out within delegated authorities and in accordance with policies and standards established by the Administrator.

17B. Office of the Assistant Administrator (AA/PPC)

The Assistant Administrator (or the Deputy):

1. Serves as principal advisor to the Administrator and other AID officials on the overall development, coordination, and evaluation of the Agency's programs and policies.

2. Serves as the principal advisor to the Administrator on the coordination between bilateral and multilateral assistance programs and policies, and on the coordination between assistance programs and other U.S. government policies and programs that affect economic development.

3. Represents AID in USG committees on interagency groups that coordinate USG policy towards the developing countries.

4. Directs and supervises the activities of the component units of PPC.

5. Maintains liaison with the Department of State, other U.S. Government departments and agencies and the officials of recipient countries.

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6. Consistent with its program and policy coordination responsibilities, represents the U.S. Government at meetings of international and/or interregional development assistance and financial organizations and institutions.

7. Submits the annual AID consolidated program and budget to the Administrator for presentation to the Office of Management and Budget (OMB).

8. Recommends, for the Administrator's approval, the annual Operating Year Budget (OYB) which allocates appropriated program and administrative resources to AID's Bureaus and Offices.

9. Represents AID before the press and the public, as required.

17C. Executive Management Staff (PPC/EMS)

1. Provides management consultation and advice to AA/PPC and PPC senior staff, using other AID resources as appropriate; coordinates the provision of centralized management and personnel services to PPC offices.

2. Represents AA/PPC in basic personnel decision-making for PPC offices.

3. Gives PPC Bureau-level approval to position and organizational actions requested by internal PPC offices.

4. Advises AA/PPC on the allocation of PPC work force limitations and operating expense funds among PPC offices.

5. Reviews internal PPC operations to assure adequate management, administrative, personnel, and logistic support; facilitates resolution of PPC management and operating problems.

6. Compiles PPC's annual budget proposals for AA/PPC approval, prior to submission, for inclusion in the AID total budget. These proposals include, but are not limited to estimates of certain operating expenses and total work force requirements of PPC.

17D. Multilateral Financial Institutions Staff (PPC/MFI)

1. Recommends to AA/PPC and to the Agency's Chief Economist U.S. positions regarding the lending programs and policies of the Multilateral Development Banks (MDBs) such as the World Bank, the International Development Association, the Inter-American Development

Bank (IDB), the African Development Bank and the Asian Development Bank. Coordinates with the appropriate AID geographic bureaus on U.S. MDB policies and positions.

2. Is responsible within the USG for providing guidance to the U.S. Executive Directors of MDBs on developmental aspects of MDB policies and programs.

3. Reviews the proposed lending levels and budgets of the MDBs and formulates recommendations concerning USG contribution levels.

4. Represents the Agency in negotiating agreed interagency positions with Treasury, State, the Federal Reserve and other United States government agencies interested in the MDBs.

5. Represents the Agency on U.S. delegations to international meetings concerning the MDBs, particularly MDB annual Board of Governors meetings and replenishment meetings.

6. Coordinates the review of MDB programs in relation to U.S. bilateral assistance programs in order to develop Agency positions regarding the desirable balance between the two types of assistance and to promote greater coordination between U.S. bilateral and multilateral aid.

7. Maintains an early review system to obtain USAID and geographic bureau comments on MDB projects while they are still in their formative stages. Transmits and presses AID positions with the U.S. Executive Director's offices and other concerned USG agencies.

8. Serves as the primary source on information for the Agency regarding MDB activities. Maintains the central AID files on MDB documents.

9. Recommends to the AA/PPC and to the Administrator, who serves as U.S. Governor of IFAD, U.S. policy positions on all aspects of the International Fund for Agricultural Development (IFAD) programs, policies and operations, including:

a. Backstops the U.S. Director to IFAD.

b. In coordination with other agencies recommends U.S. positions on funding and lending levels.

c. Coordinates U.S. review of IFAD programs and projects.

d. Coordinates review of IFAD programs as they relate to the U.S. bilateral assistance programs.

17E. Office of Policy Development and Program Review (PPC/PDPR)

1. Office of the Associate Assistant Administrator

a. Provides the Agency with a central source of expertise, information and guidance on economic, social, institutional and political trends and theories concerning development in the developing countries.

b. Assists AA/PPC in identifying and informing the Administrator and AID senior staff of major policy issues and options regarding U.S. assistance programs in the developing countries.

c. Assists AA/PPC in formulating AID policies and strategies for substantive aspects of AID programs, including but not limited to sector policies in food, agriculture and rural development, nutrition, health, education, population including implementing Section 104(d) of the FAA, energy, environment, etc.; microeconomic and sectoral economic policy priorities such as use of the private sector in achieving development objectives; social, institutional and political aspects of development and AID programs including development of human rights; performance criteria; and inter-sectoral issues, such as inter-relationships between population growth and other development programs, integration of health, nutrition and family planning programs, technology transfer, employment and income distribution, etc.

d. Develops and oversees performance and management of research in support of the areas of policy enumerated in 17D1c performed within the Office or financially supported by the Office. Has principal AID responsibility for initiating and funding research with respect to overall socioeconomic soundness of AID program and policies. Coordinates with other relevant Bureaus all centrally funded social science research focused on AID policy. Represents PPC on Agency Sector Councils and the Science and Technology Advisory Group.

e. Assists AA/PPC with PPC responsibility to provide Agency-wide policy guidance for the various programming stages, including worldwide guidance on structure and coverage of country program strategy papers, preliminary and final project papers and annual program strategy.

f. Assists AA/PPC in formulating AID policy on various aspects of operational policy, including but not limited to procurement, local cost financing, etc., and recommending policy on terms and conditions of AID assistance.

g. Coordinates with PPC's Office of Planning and Budgeting (PPC/PB) in preparing project and program review input to the annual program budget review, and in developing need and performance criteria to improve intercountry aid allocations.

h. Manages the PPC review of all Agency project and nonproject documentation. Represents PPC on Bureau Project Review Committees. Recommends to the proposing Bureau, and to AA/PPC, as appropriate, remedial action on problems or policy issues raised in the staff review of project proposals. Prepares recommendations on policy and strategy issues for projects which require approval by the Administrator.

i. Assists PPC's Center for Development Information and Evaluation (PPC/CDIE) in the development of criteria for evaluating the degree to which the Agency's program and policy objectives are being achieved.

j. Assists other Bureaus and Missions as appropriate to interpret and implement policy guidance.

k. Assists AA/PPC in policy execution, coordination and implementation of activities related to Title IX and human rights matters; Section 104(d) of the FAA, the functions enumerated in 17D1d, and similar provisions.

l. Assists PPC's Office of Donor Coordination (PPC/DC) in reviewing development subjects under consideration in intra-governmental and international bodies and preparing agency position papers.

2. Resources Policy Division (PPC/PDPR/RP)

a. Serves as the Agency's central source of policy expertise, information and guidance on resource allocation and utilization in economic development. This responsibility incorporates identification and analyses of microeconomic and sector policy issues of importance to development programs, including the use of private enterprise in achieving development objectives; identification and analyses of the poor majority target group and social and institutional development policy issues; integration of environmental, energy and natural resource considerations into AID programs and policies; establishment of economic performance criteria for development projects and sector programs (especially in agriculture and rural development); and guidance on and appraisal of sector analysis, project appraisal and other project and program diagnostic techniques. Integrates its activities closely with those of the Sector Policy Division.

b. Conducts a continuing study in support of functions enumerated in 17E2a in terms of the course of LDC economic development, including appraisal of the effectiveness of diagnostic techniques and alternative policy and program planning approaches. Maintains liaison with other donor agencies and national and international organizations to exchange information on economic policy and program trends.

c. Conducts and supports economic and social science research in support of functions and areas such as those enumerated in 17E2a; assists PPC's Center for Development Information and Evaluation (PPC/CDIE) in identifying evaluation research needs; and works cooperatively with that Office in translating research findings into policy and operational guidance.

d. Works with PPC's Office of Planning and Budgeting (PPC/PB) in the formulation of AID policy and operational guidance designed to improve the AID country allocation and programming process through the use of development performance criteria; country assistance strategies (Country Development Strategy Statements [CDSS's]) and sector assessments and analyses; and project identification, appraisal and design (Project Identification Documents {PID's}, Project Papers [PP's], etc.).

e. Assist PPC's Office of Economic Affairs (PPC/EA) in analyzing LDC financial and economic situations and recommending AID policy on appropriate terms and conditions of AID assistance.

f. Assist AA/PPC in formulation of AID policy on local cost financing, local currency utilization in AID programs; and protection of the environment and natural resources.

g. Provides selective analysis and advisory services to Bureaus and Missions at their request--normally at the policy level--in microeconomics, sectoral economics, private enterprise development, social and institutional concerns, environmental policy, and food aid policy which contribute to sector assessments, program and project design, and in collaboration with PPC/CDIE's evaluation studies.

h. Works with PPC/PB in reviewing centrally funded and country program and sectoral strategy issues in areas such as enumerated in 17E2g; analyzes CDSS's, relevant sector assessments, Annual Budget submissions (ABS's), and descriptions of centrally funded programs to assure consistency with AID guidance.

i. Reviews proposals for project and nonproject assistance to assure that such proposals conform to overall AID policy guidance, country and sector strategies, and established guidelines for project planning, and design and evaluation.

3. Sector Policy Division (PPC/PDPR/SP)

a. Serves as the Agency's central source of policy expertise, information and guidance in sectoral and interdisciplinary matters in economic and social development. This responsibility includes but is not limited to: identification and analyses of social and institutional development policy issues of import to development programs; establishment of country-wide social and institutional performance criteria for development policies and programs; guidance on social policy as it affects the poor majority and other target groups; and guidance on and appraisal of sector analysis, project appraisal and other project and program diagnostic techniques. Specific sector policy responsibilities include but are not limited to population and family planning, education and human resources development, health, nutrition, child survival, AIDS, Aging, Human Rights, Democratic Institutions and Refugees and other aspects of social sector policy as they arise. Integrates its activities closely with those of the Resource Policy Division.

b. Conducts a continuing study in support of functions enumerated in 17E3a of the course of LDC social and institutional development, including appraisal of the effectiveness of diagnostic techniques and alternative policy and program planning approaches.

c. Maintains liaison with other donor agencies and national and international organizations to exchange information on social and institutional development and program trends; assists PPC's Center for Development Information and Evaluation (PPC/CDIE) in identifying evaluation research needs; and works cooperatively with that Office to translate research and evaluation findings into policy and operational guidance as appropriate.

d. Works with PPC/PB in the formulation of AID policy and operational guidance designed to improve the AID country allocation and programming process through the use of development performance criteria; country assistance strategies [Action Plans and New Project Descriptions (NPDs); Project Identification Documents (PIDs), Project Papers (PPs) etc.].

e. Provides selective analysis and advisory services to Bureaus and Missions at their request--normally at the policy level--in areas of institutional development, social soundness, overall program strategy, incorporation of policy guidance in the development and revision of CDSS's and sector assessments, program and project design, and, in collaboration with PPC/CDIE, evaluation studies.

f. Works with PPC/PB in reviewing centrally funded and country program and sectoral strategy issues in areas such as enumerated in 17E3e; analyzes CDSS's relevant sector assessments, Annual Budget Submission (ABS's), and descriptions of centrally funded programs to assure consistency with AID guidance.

g. Reviews proposals for project and nonproject assistance to assure that such proposals conform to overall AID policy guidance, country and sector strategies, and established guidelines for project planning, design and evaluation.

4. Special Issues Division (PPC/PDPR/SI)

a. Serves as the Agency's central source of policy expertise, information and guidance on special economic and development implementation issues, including but not limited to eligibility of countries to provide goods and services under AID-financed procurement; guidelines for financial participation of grantees in project funding. Additional special policy issues outside the Agency's traditional or sector development focus such as civic action and humanitarian assistance coordination with the Department of Defense are covered by PDPR/SI.

b. Serves as the Agency's central source of expertise regarding the policies, procedures, and documentation involved in the design, appraisal, and implementation of project, nonproject and other types of assistance. Analyzes major constraints to any aspect of AID's program implementation and recommends solutions. Responsible for initiating and carrying out, in coordination with other affected parts of the Agency, changes in existing policies, procedures and documentation on these matters as contained in Handbook 3 for project assistance and in Handbook 4 for nonproject assistance.

c. Prepares and/or coordinates the AID and/or PPC position on a wide variety of non-sector specific issues and operational topics involved in the design, appraisal, and implementation of the Agency portfolio of project, nonproject, and other types of assistance. These include such matters as local currency financing, loan and grant terms and conditions, acquisition guidelines, disbursement procedures, pipeline problems, contracting requirements and procedures, recurrent cost financing, and project design requirements. Maintains close contact with senior line officers in the Regional and functional Bureaus directly responsible for such matters.

d. Responsible for ensuring that basic policies contained in Handbook 1 and related documents are periodically reviewed, updated, or clarified as necessary, coordinating with all parts of the Agency as necessary to do this.

e. Responsible for PDPR's role in the annual Agency CDSS (Country Development Strategy Statement) exercise, including supervision and coordination of the process of CDSS guidance preparation. Responsible for assisting the AAA/PDPR in preparing PDPR's submission of the Annual Bureau Submission (ABS).

f. Responsible for reviewing and updating the Agency's generic project development and approval policies and acts as the PPC secretariat in the Bureau's review of project and non-project assistance decision documentation.

g. Responsible for PPC inputs and responses to formal comments and recommendation regarding Agency non-sector specific policies and operations made by other parts of the Agency and from outside. This includes but is not limited to reports by the Agency's Inspector General (IG), Inspector General of the Foreign Service (FS/IG), and the General Accounting Office (GAO). The Division will either prepare and coordinate the response itself, or ensure that it is done on a timely basis by another appropriate part of PPC.

h. Serves as PPC's central source of expertise in the policies, procedures, and documentation regarding the research projects, institutional grants and technical service projects of PDPR. Assists the appropriate PDPR Division or AA/PPC's office in preparing analysis, completing documentation, budgets, assessing the adequacy of work by contractors, etc. Maintains PDPR reference material on such matters.

17F. Center for Development Information and Evaluation (PPC/CDIE)

The Center for Development Information and Evaluation is an office in the Bureau for Program and Policy Coordination. It is AID's principal instrument for improving the quality of AID and LDC development programs by:

-- acquiring and analyzing information on AID's development experience and transforming it into meaningful program planning guidance;

-- promoting the application of lessons of experience in program planning and management and in policy formulation;

-- increasing AID staff awareness and use of evaluation and development information;

-- extending development information and evaluation experience and methods to the LDCs and other AID donors as an integral part of program management.

Development Information, for the purposes of this functional statement, is defined to include program-related design and evaluation documents, technical reports and other program materials connected with AID's programming system and its development activities with the LDCs. It also includes the economic and social databases with statistics on LDC development trends. It excludes administrative information resources such as bureau working files, personnel records, financial management reports, contract and commodity operations and special designated collections, except as information in these categories may be incidentally part of program documents and data systems.

1. Office of the Associate Assistant Administrator (AAA/PPC/CDIE)

This Office within CDIE is responsible for a) the overall office policy and operations, b) the CDIE coordination and liaison functions, and c) internal administrative and publications support services.

a. CDIE Direction

1) Provides the Agency with high quality information on AID's development programs and on its projects and development policies.

2) Promotes the application of development experience and information in planning and managing development projects and programs and formulating development policies: through information analysis and evaluation services; through reviews of regional and country assistance plans, programs and projects in collaboration with PPC/PB and PPC/PDPR; through reviews which summarize for the Agency both patterns of recurrent problems faced in development projects and programs, successful development activities and; through the identification of development experience that have proven successful and can be replicated; and through direct assistance to USAID Missions.

3) Serves as the Agency's principal advisor on the application of evaluation findings and lessons learned on AID policies, programs and projects; on the long-term development and effective management of the AID's repository of development experience.

4) Serves as the Agency's principal advisor on monitoring and evaluation and provides policy guidance and management oversight of the Agency's decentralized evaluation system.

5) Serves as the Agency's principal advisor on data collection and analysis in developing countries for planning, monitoring and evaluating AID country programs and projects and topical research for multi-country or worldwide studies requiring census and other large-scale data collection.

6) Serves as the Agency's principal advisor on development information activities including: the development and management of topical and decentralized, developing country and mission development information centers; retrieving and analyzing quantitative and non-quantitative development information and assisting developing countries acquire and use the Agency's Economic and Social Data Bank and related technical services.

7) Manages the coordination of Development Information and Evaluation responsibilities with AID's functional, geographic bureaus, and other offices.

8) Serves as AID's of coordination with other international donors, private and public development organizations and other U.S. government agencies, etc., on evaluative research matters and on the development and management of information and evaluation systems.

9) In cooperation with AID missions, oversees special studies and analyses to further the work of the office and improve the services it provides.

10) Manages office's central program and operating expense budget; provides contract and administrative support, and publication support functions including report processing and control, liaison with publication contractors, printing, graphics and distribution.

b. Coordinators (AAA/PPC/CDIE/C)

Within the Office of AAA/PPC/CDIE, program and information applications coordinators have delegated authority and responsibilities to:

1) Manage office-wide participation in Agency reviews of programming and program management systems, of regional and country strategy assistance plans, policy papers, programs and projects focusing on: evaluation lessons and other development experience on planning and management of programs and projects and strategy development; plans for evaluations to clarify objectives; quality of performance indicators and targets and means for gathering and analyzing information on performance and statistical information from existing national and micro-data sources. The overall objective is to integrate evaluation into management decision making and oversight of Agency program and planning modes.

2) Maintain effective liaison with AAA/PPC/PB to identify and assist in defining Office requirements for synthesis of development information maintained by PPC/CDIE and; coordinates office-wide activities, including special evaluative and analytical studies as required to respond to PPC/PDPR needs.

3) In cooperation with PPC/DC, other AID Offices and Bureaus and State/IO, coordinate office-wide activities related to other donors including providing information maintained by PPC/CDIE, and services or advice on the development and management of development information collections and for evaluating or analyzing development programs and projects.

4) Develop and apply procedures for reviews of inquiries and thus responses, which identify opportunities for inter-division collaboration.

5) Develop and apply procedures for securing representative feedback from users of the resources of the office; analyze feedback on the relevance, utility and actual utilization of those resources; and recommend to AAA/PPC/CDIE approaches for modifying and supplementing on-going office operations.

6) Organize briefing and training sessions given by CDIE staff and others to orient USAID Mission and Washington personnel to the access and use of CDIE services and to build AID personnel capabilities in evaluation techniques.

2. Development Information Division (PPC/CDIE/DI)

The responsibilities of PPC/CDIE/DI are clustered into three areas: a) management of the AID Development Information Services; b) the automated development information and statistical collections; and c) reference and research services responsive to the needs of AID and other information users.

a) Development Information Services:

1) Administers the central development information service and its outreach program which provides professional reference and research services covering program and technical information generated by AID program and research activities and by other donors and sources.

2) Advises on the development and management of specialized information collections and decentralized, LDC and mission level development information centers.

3) In coordination with Office of Information Resources Management (MS/IRM), develops and administers procedures for acquiring technical and development data (both of the reference service type, e.g., USAID's Agricola and substantive/statistical data bases), and other documents and materials useful to AID personnel.

4) Maintains liaison with U.S. Government agencies, international organizations, foundations, etc., on technical/development reference center matters, libraries, and "state-of-the-art" management of information collections.

b) Automated Document and Statistical Information

1) Administers and is responsible for maintaining automated data bases on development trends within the developing countries and for other information to assist AID's forward programming drawing on accurate and useful historical experience and empirical/factual development information.

2) Maintains a collection of AID program and documents and enters them into the computerized Development Information System (DIS); keeps the DIS up-to-date and reports to AAA/PPC/CDIE gaps in the data base and incomplete data on AID's experience; has primary responsibility for ensuring that access to the DIS is consistent with actual user needs, program trends and new initiatives; identifies for AAA/PPC/CDIE user oriented improvements in the DIS procedures for accessing information on AID's experience; and implements innovations.

3) Identifies opportunities for improving access to the DIS catalog ensuring easy compatibility of search procedures with the AID data base and others; and ensures that users can access AID's collections through automated searches.

4) Administers the Economic and Social Data Bank (ESDB) assuring the effectiveness and relevance of the system to Agency reporting and operational requirements. Collects, selects and approves entry of such data from internal and external sources to the ESDB; assures the integrity and reliability of the data base through quality control checks; designs and implements modifications of the data bases's software as required to permit preparation of development trend reports, other mandated reports and specialized analyses of ESDB data; provides for the extension of ESDB to USAID Missions and other AID offices; trains AID staff in the use of the ESDB.

5) Serves as the principal focal point for analysis of ESDB information for AID's Congressional Presentation, reports mandated by Congress (e.g., the 620(s) report, and the Division's program of analytical work {per 1} above).

6) Administers the PPC/CDIE/PPE mini-program for recording and tracking AID evaluation plans and performance in collaboration with that Division; upgrades and modifies program software as required to permit the efficient preparation of evaluation planning and performance reports by CDIE/PPE.

7) In collaboration with CDIE/PPE and IRM, periodically assesses alternative data management techniques and statistical software of potential utility for storing, displaying and analyzing DIS and ESDB information and information in the mini-program for recording and tracking AID evaluation plans and performance.

8) Coordinates with the Office of Information Resources Management (MS/IRM) on computer hardware and software requirements for AID's automated data base managed by the Office; on software linkages between the Office's data bases and other related AID data bases; equipment interfaces with AID missions; and procedures for easy downloading of DIS and ESDB data bases and software for use on computer hardware selected for the Agency.

9) With MS/IRM provides technical assistance to the Agency to ensure that decentralized units can easily and correctly access data bases and performs analyses for supporting the operational and reporting requirements of AID units. Collaborates with M/SER/IRM in defining and providing user training, hardware and software for "self-service" utilization of the Office's data bases by the Agency. Maintains liaison with U.S. Government agencies, international organizations, etc., on development information matters and management of the automated data bases and user training in accessing and using the offices automated data bases.

10) Maintains the AID statistical library on development trends and data bases generated through AID-funded data collection activities. In collaboration with PPC/CDIE/PPE, develops and maintains a library of materials on the planning and conduct of data collection and analysis activities.

11) Serves as the principal source of advice on the use of computer software for development information data analysis; actively promotes Agency awareness of ways in which existing central and decentralized computer hardware and software can be used in development information data analysis, including on-line training sessions to ensure appropriate utilization by AID, contractor, other government and international organization personnel. In response to ad hoc requests, prepares data in tabular, graphic and map format and, instructs those requesting such services on the possibilities for preparing similar products in their own organizations on a "self-service" basis.

c) Reference and Research Services

1) Administers the centralized reference and research service covering its library and automated collections including those collections accessed through arrangements with external libraries and reference service data bases or with "centers for excellence" developed and maintained by other AID offices.

2) Receives and responds to inquiries requiring reference and research services from the Agency as well as from developing countries, other donors, entities and individuals requiring development information.

3) Provides for the extension of ESDB to AID Missions and other AID offices and trains AID staff in the use of the ESDB.

4) Screens direct user inquiries to determine the most appropriate means for providing quality information; assigns and monitors response action within the division and through arrangements with other internal and external reference support entities; refers those inquiries to CDIE/PPE which can be handled more efficiently and works collaboratively to ensure quality reference support services.

3. Program and Policy Evaluation Division (PPC/CDIE/PPE)

The responsibilities of the Program and Policy Evaluation Division of PPC/CDIE are organized into three areas: a) program and policy evaluation, b) evaluation systems and methods; and c) evaluation applications.

a. Program and Policy Evaluation Studies

1) Administers a program of evaluations responding to Agency needs and derived from budget priorities and senior management's special interests. Development experience reviews include:

-- evaluations of the impact of AID projects in particular sectors.

-- evaluations of policy issues that cut across sector interests; such as impact on women, development management, sustainability issues, etc.

-- evaluation of special types of programs, non-project assistance and country assistance strategies.

-- evaluations of on-going activities, modes of providing AID assistance, policy implementation and other evaluations to answer questions on management of development activities.

-- pre-evaluative and preplanning analyses concerned with measuring the quality and impact of projects, programs, area specific and multi-country assistance on functional dimensions, country or sectoral assistance or AID policies or procedures and replanning indicated by evaluative research.

2) In collaboration with PPC/WID, provides evaluative information on a disaggregated basis (by sex and other factors pertinent to specific studies) in PPC/CDIE/PPE managed studies; provides assistance to the Agency in implementing this AID policy through evaluation work.

3) Carries out syntheses of AID evaluation and audit findings and lessons for future evaluation work and in AID programming.

4) Participates in the review of AID's forward program (CDSS, ABSs, PIDs & PPs) in collaboration with the PPC/CDIE Coordinators and other parts of the Office and PPC/PDPR, focusing directly on the implications of past evaluations on forward programs and the adequacy of objectives, performance indicators, targets, and evaluation plans in such forward program documents.

b. Evaluation Systems and Methods

1) Assists in improving AID's evaluation and data collection methodologies and their application in designing, monitoring and evaluating AID's policies, strategies, country assistance plans. Assistance includes the preparation of methodological guidance and direct technical assistance services to Missions (through TDYs) and AID/W offices.

2) Provides Agency leadership and coordination of AID's decentralized evaluation system via handbooks and annual guidance on the planning and conduct of evaluation work; prepares annual reviews of evaluation performance; prepares a consolidated AID evaluation plan; conducts seminars, workshops and training courses for AID's evaluation staff and through various means ensures development of evaluative capacity in the Agency including direct (and TDY) assistance.

3) Oversees the quality of AID's evaluation work through pre-evaluative reviews of all PPC/CDIE/PPE managed evaluations, scopes of work and evaluation designs on request from the Agency; annual reviews of evaluation work throughout the Agency; in-depth examinations of problems associated with evaluations identified through annual reviews of evluations; quality improvement seminars, workshops and training programs (including regional sessions from mission personnel) focusing on specific areas of improvement for which practical and affordable models can be defined and transferred to AID evaluation personnel, contractors and other entities; andthe development of evaluation methodologies for AID and developing countries.

4) Serves as the principal AID focal point for technical advice and assistance on data collection and survey activities in the field. Actively participates in the review of AID's forward program with respect to the application of existing data on developing countries and new data collection activities. Reviews scopes of work and detailed plans for data collection and analysis prepared by the Agency. Assists host countries in developing statistical and census procedures. In collaboration with PPC/WID, defines and dpromotes disaggregated data collection (by sex as well as by other factors) in conformance with AID policy.

5) Provides geographic bureaus and missions with benchmark data for economic projections and advises them on methods for using existing data series in project/program planning, monitoring and evaluation.

6) Analyzes Agency expenditures for evaluation work in response to OMB and GAO requirements; and establishes morms and guidance for the AGency as well as PPC/CDIE/PPE on evaluation costs.

7) In collaboration with PPC/EA and PPC/PDPR, develops and institutes means for cost-effectiveness of project and program evaluations; incorporates analytic procedures in all appropriate PPC/CDIE/PPE managed evaluations and in training program and direct assistance aimed at upgrading evaluation work in the Agency.

c. Evaluation Applications

1) Administers a program of innovative approaches to the dissemination and application of Agency evaluation findings. Transforms evluation study findings into directly meaningful policy and program planning guidance.

2) In collaboration with DI develops a series of Project Managers Reference Guides to provide analytical syntheses of development information for priority sectors in a format directly useful for AID project designers and managers.

3) In collaboration with the CDIE administrative and publications support unit, prepares abstracts, executive summaries, and feature articles based on key CDIE evaluation study findings for publication and dissemination within AID, especially to senior management.

4) Uses other mechanisms, such as organizing Agency workshops, participating in Agency staff training progmra, developing audiovisual presentations, etc., to apply evaluation experience findings to AID's future policy and progmra planning decisions.

5) Participates in international evaluation conferences among donors and the development community in order to more braodly disseminate AID's evaluation experience findings. Encourages the preparation of papers for publication in professional development journals.

17G. Office of Support Budget (PPC/SB)

1. Office of the Director (PPC/SB/OD)

a. Directs and coordinates the staff and functions of the Office of Support Budget in the Bureau for Program and Policy Coordination (PPC).

b. Serves as the principal Agency representative on all matters relating to National Security Decision Document Number 38 (NSDD-38) which covers U.S. government policies and procedures for control of official U.S. government presence overseas.

c. Serves as the principal Agency representative to the Foreign Affairs Administrative Support (FAAS) Council which is responsible for reviewing and recommending the policies and costing systems utilized by the Department of State for shared administrative support services overseas.

d. Represents the Agency, as required, with the Congress and OMB on all matters relating to the Agency's Operating Expenses budget and workforce levels.

e. Represents the Agency on the shared budgetary responsibilities with State Department and AID Inspectors General on security programs, such as guard services, building construction, etc.

f. Formulates Operating Expenses and workforce budget policies for the Agency and provides advice and counsel to the Administrator on these policies taking into account, among other factors, the impact of personnel management policies on the Agency budget levels.

2. Operating Expenses Budget Division (PPC/SB/OE)

a. Plans, develops and maintains budget systems and procedures for determination of the Agency's Operating Expenses requirements for all AID activities in Washington and overseas. Analyzes and consolidates budget requests prepared by Bureaus and Offices and coordinates the formulation of the Agency's budget for all such activities.

b. Develops recommendations to the Administrator on levels to request from the Office of Management and Budget (OMB) for OE and Foreign Service Retirement and Disability Fund (FSRDF) levels. Upon internal resolution of levels, develops supporting materials to be submitted to OMB on issues relating to the request.

c. Prepares materials for inclusion in the President's Budget relating to OE and FSRDF.

d. Prepares materials for the annual Congressional Presentation relating to OE and FSRDF. Also prepares briefing materials to be used by senior Agency officials during testimony before Congress on these accounts including, as required, preparation of responses to questions raised by members of Congress or their staff on these accounts.

e. Monitors budget implementation and forecasts funding requirements utilizing procedural and technical analyses of operating expense requirements in support of Agency programs. Initiates major reprogramming efforts when required.

f. Provides professional financial management guidance to Agency offices in AID/Washington and overseas organizations on operating expense matters, including the control and utilization of budgetary allocations.

g. Initiates operating expense allotments for overseas and AID/Washington operations and maintains control records to assure allotments are within approved funding levels and total resource availabilities.

h. Designates, monitors and evaluates in coordination with AID/Washington Bureaus and overseas Missions, the source funding for all direct-hire and other employee positions with the Agency.

i. Provides funding status reports including current data on OE obligations, expenditures and unobligated balances for use by Agency operating managers.

j. Provides financial advice and assistance to AID missions for use in negotiations, review and approval of costs of support provided by the Department of State under the Foreign Affairs Administrative Support (FAAS) Program. Prepares financial analysis of past and current costs to help in ensuring adherence to basic FAAS principles and instructions.

k. Coordinates the formulation of Agency's worldwide OE payroll budget. Develops with FM/P financial information incident to the computation and justification of budget increases resulting from adjustments in Federal pay scales.

3. Workforce Analysis and Allocation Staff (PPC/SB/WAAS)

a. Prepares guidance for the determination of total AID workforce levels; the preparation of workforce budget submission to OMB and Congress; and the allocation and sub-allocation of personnel levels among AID/Washington and overseas organizations.

b. Participates with other offices of PPC in the reviews and analysis of proposed program levels to assure adequacy of workforce levels and operating expense budget estimates to meet program support requirements. In this regard, examines the total size and deployment of AID's workforce in determining the real costs of carrying out the program.

c. Working closely with PPC/PB and in collaboration with PM, analyzes and makes recommendations with regard to the appropriate roles of direct-hire and other types of staffing (e.g., Personal Service Contractors, PASAs, FSNs, etc.) based on functions and cost factors.

d. Serves as systems manager for the workforce/OE data portion of the automated integrated Program/OE/Workforce data system. Prepares for AID top management regular and special analyses and projections.

e. Maintains official Agency statistics on ceiling allocations and prepares periodic and special reports.

f. Administers Agency controls on Direct Hire and other workforce levels; designs and maintains the directives and procedures under which such controls are operated.

g. Provides the necessary staff work for the use of the Office Director and maintains staff level contact with the M Bureau of State Department on matters pertaining to National Security Decision Memorandum Number 38 (NSDD-38) on overseas presence.

17H. Office of Planning and Budgeting (PPC/PB)

The Office of Planning and Budgeting (PPC/PB) administers the Agency's overall budget planning and development process and provides guidance, oversight, analysis, monitoring, and reporting on agency-wide programs. In addition, the Office serves as a conduit of information between senior management and the regional and centrally-funded bureaus and offices on planning, resource policy, and budget allocation questions and issues. PPC/PB also serves as AID's central source of information and analysis for other programmatic components of the International Affairs ("Function 150") budget.

1. Office of the Associate Assistant Administrator (AAA/PPC/PB)

a. Responsible for overall direction of the Office of Planning and Budgeting; establishes general policy guidance for resource planning, analysis and programming.

b. Provides oversight of the Office's role in managing the overall Agency program planning and budget process.

c. Coordinates senior level liaison with the White House, OMB, the Office of the Deputy Secretary of State, the Office of the Under Secretary of State for Security Assistance, Science & Technology, and other Executive Departments and agencies on budget matters.

d. Supervises Office program reporting and analysis functions, and coordination functions.

e. Oversees the activities of the Bureau program office function.

2. Coordination Division (PPC/PB/CD)

a. Regional and central programs Coordinators are individually responsible in the areas listed below with regard to assigned regions and centrally-funded bureaus.

(1) Formulate policy and identifies for the Administrator and AID senior staff major policy issues and options regarding resource allocations for assigned programs.

(2) Serve as the principal channel of communication, analysis and advice on operational, budgetary, policy and related matters between AA/PPC, the pertinent Bureau, and other Agency components.

(3) Coordinate the PPC role in the review of proposed development strategy, program plans, budgets and project documents for assigned programs.

b. The PPC Food Aid Coordinator is the principal coordination point in PPC for matters pertaining to food assistance (P. L. 480, Food for Progress and Section 416).

(1) Serves as focal point for review and resolution of agency-wide food aid issues concerning country allocations, policy/guidelines matters and legislative positions.

(2) Serves as the principal channel of communication, analysis and advice on policy, budgetary, operational and related food assistance matters between AA/PPC and the operating bureaus.

(3) Coordinates the development of guidance, policies and procedures for the programming and implementation of food aid programs.

(4) Serves as Agency liaison with the Office of Management and Budget (OMB) on food aid matters and as central PPC contact with LEG and GC for legislative matters regarding food aid programs.

c. The Security Assistance Coordinator is the principal coordination point in AID for matters pertaining to security assistance programs, particularly the Economic Support Fund administered jointly with the Department of State.

(1) Serves as a focal point for review and resolution of agency-wide security assistance issues concerning country allocations, policy/guidelines matters and legislative positions, and serves as the principal channel of communication, analysis, and advice on such matters within the Agency and with other agencies.

(2) Coordinates preparation/submission to Congress, OMB and other agencies and organizations of all official requests, reports, analysis and documentation pertaining to security assistance, including the AID Congressional Presentation, the Security Assistance CPD, the 620(s) report and the ESF budget.

(3) Manages AID responsibilities in the ESF apportionment process, in conjunction with the State Department and the OMB. Supervises the preparation and processing of apportionment documentation.

3. Resource Planning and Analysis Division (PPC/PB/RPA)

a. Responsible for the central budget coordination function including planning guidance and budget formulation for the planning year, justification of the budget undergoing Congressional action and related budget legislative liaison; and programming and implementation of the operational year budget.

(1) Coordinates formulation of the agency's annual program budget request including development of agency program planning guidance and instructions on annual budget submission (ABS) development and review; oversight of AID/W ABS analysis and review; development of consolidated Agency budget submission and its integration with budgets of other foreign affairs agencies into foreign assistance budget submission to OMB; liaison with OMB on Administration budget review and decision process, and preparation of Agency portions of President's Budget.

(2) Coordinates PPC role in preparation of the annual Congressional Presentation; in legislative liaison and staff support in connection with budget presentation and justification.

(3) Coordinates development of agency operational year budget (OYB) including preliminary allocation plans; management of budget review and decision process; reporting to OMB and Congress on budgetary implementation; management and monitoring of agency programming.

(4) Manages agency program planning and resource allocation system, monitors Agency program operations to ensure procedural consistency with systems, and participates with Office of Financial Management (M/FM) in administering AID's financial management system relative to the budget process.

b. Manages/coordinates the development and analysis of overall program budget data for use in the justification or characterization of the AID program. As such, develops/monitors agency-wide guidelines to ensure that the Agency's multiple program data systems are reliable and relevant to Agency requirements. Develops, analyzes, and reports agency-wide budget information for policy planning and program budgeting and prepares special studies and reports for senior Agency managers. In this context, negotiates and develops agency appropriate responses to external audiences including other U.S. government agencies, Congressional committees and other users of AID-related information.

17I. Office of Women in Development (PPC/WID)

1. The Director

a. Provides central policy and program guidance, formulates AID strategy, reviews AID progress, coordinates and supports research and disseminates information on the role of women in development. WID also selectively reviews program and project proposals to ensure that projects will have a positive impact on the role of women in the economic life of foreign countries.

b. Directs and monitors implementation of Section 113 (Percy Amendment) of the Foreign Assistance Act (FAA). This section requires that the U.S. development assistance programs called for in Part I of the FAA "be administered so as to give particular attention to those programs, projects, and activities which tend to integrate women into the national economies of foreign countries, thus improving their status and assist the total development effort."

c. Monitors and directs implementation of Section 305 of the FAA, which calls for encouragement of international organizations of which the U.S. is a member or to which it contributes to adopt women in development programs and policies.

d. Serves as AID's principal Women in Development representative.

e. Advises the AA/PPC on all aspects of the role of women in development.

f. Directs the development and supervises the administration of PPC/WID programs and projects.

g. Represents PPC or AID before the press, the public and the Congress, as required.

2. The Office

a. Provides central leadership in developing AID awareness and increased policy and program response to the need for the integration of women into their national economies through foreign assistance programs.

b. Develops strategies and policies concerning the direction and content of the AID Women in Development program.

c. Provides technical guidelines for the development and administration of the Women in Development program.

d. Reviews selected program and project proposals to ensure that Women in Development concerns are adequately recognized and integrated with other program elements.

e. Maintains liaison with and provides technical and professional guidance to Women in Development Officers assigned to AID/W Bureaus and Offices and overseas organizations.

f. Represents AID, as required and maintains professional liaison with international and national agencies, universities, public and private institutions, and other Federal agencies to encourage widespread awareness and program response to WID-related mandates and policy requirements.

g. Collects and provides informational material which can be used to illustrate the role, status and contribution of women in the economy of developing countries.

h. Works closely with foundations, institutions, private and international organizations to share and make available the Agency's WID expertise and experience.

i. Assists in the development of AID training programs related to WID policies and programs.

j. Promotes AID's Women in Development program through technical publications; internal and other conferences, training programs, analytical reports; the coordination, evaluation and dissemination of research results and the fostering of communications among professional personnel.

k. Prepares educational and professional papers on the role of women in development for presentation to national and international organizations, associations and other groups.

l. Addresses Women in Development interest groups and participates in committees and in public meetings and conferences in the women in development fields; provides professional and technical material for the Agency's annual program presentation to the Congress or for response to Congressional, professional and public inquiries concerning women in development.

17J. Office of Economic Affairs (PPC/EA)

1. Office of the Associate Assistant Administrator (AAA/PPC/EA)

a. Provides AA/PPC and A/AID with a central source of expertise, information and policy guidance on international economic policy issues, longer-term worldwide economic and social trends and structural change which affect the economic development of less-developed countries, and the prospects of success of AID programs.

b. Assists AA/PPC and A/AID in the formulation of AID policy on levels and appropriate instruments (bilateral, multilateral, etc.) of overall U.S. economic assistance for the attainment of U.S. objectives in developing countries.

c. Performs or oversees the performance of in-depth analyses on the LDC (Less Developed Country) trade and balance of payments situation and policies as well as on LDC prospects and problems in obtaining short-, medium-, and long-term external financing for development; such analyses would usually differentiate between the prospects and problems of LDCs at various stages of development. On the basis of such analyses, recommends to AA/PPC and A/AID, AID positions and/or appropriate AID policy on:

(1) the total level of LDC short-, medium-, and longer-term financing needs according to their level of development;

(2) the level and forms of U.S. and other donor assistance appropriate for addressing LDC needs;

(3) the appropriate terms and conditions of AID assistance; and

(4) debt rescheduling of AID loans as well as the appropriate terms and conditions of individual reschedulings, and retroactive terms adjustment of AID loans.

d. Performs analyses of U.S. and other developed countries' macroeconomic, balance of payments and trade policies with a view to determining the impact of such policies on the development prospects of various categories and groups of developing countries.

e. Performs or oversees the performance of in-depth analyses on worldwide longer-term trends in: international trade and investment, the structure of production and comparative advantage in industry and agriculture, energy and natural resources' development and use, resource transfers and finance, the growth and distribution of LDC income; identifies the implications of such trends for LDC growth prospects and development strategies and their interaction with the U.S. in a global economic setting.

f. On the basis of the analyses undertaken in 17I1d and 17I1e above:

-- assists in the formulation of AID long-term economic development objectives and planning of assistance flows,

-- identifies AID policy issues and alternative AID programmatic approaches that would be most conducive to the attainment of LDC development objectives, and

-- recommends appropriate AID policies to AA/PPC and A/AID.

g. Represents AID at the appropriate level in interagency and international meetings on U.S. policy in subject areas listed in 17H3-6 above.

h. Maintains liaison with counterparts in other U.S. Government agencies, other donor agencies, international and academic institutions, for the exchange of information and viewpoints on policy and trends in subject areas listed above.

i. Provides assistance, as needed, to other offices of the Bureau for PPC and, upon request, to other AID Bureaus that have a bearing on LDC prospects and the success of AID programs.

j. Undertakes special assignments of economic analysis on developing countries' policies and prospects on instructions by AA/PPC and A/AID.

17K. Office of Donor Coordination (PPC/DC)

Responsible for AID policy and program coordination with other development assistance donors, with a primary focus on the international financial institutions, the International Fund for Agricultural Development (IFAD), and other bilateral donors. Represents the Agency on staff committees of the National Advisory Council on International Monetary and Financial Policies (NAC) and on the Working Group on Multilateral Assistance. Serves as the primary source of information for the Agency on other donor activities.

1. Recommends to the office of AA/PPC U.S. positions regarding the lending programs and policies of the international financial institutions (IFIs), such as the World Bank. Coordinates with the appropriate AID geographic bureaus on U.S. IFI policies and positions.

2. Is responsible within the U.S.G. for providing guidance to the U.S. Executive Directors of the IFIs on developmental aspects of IFI policies and programs including environmental aspects as mandated by policy and legislative requirements.

3. Reviews the proposed lending levels and budgets of the IFIs and formulates recommendations concerning U.S.G. contribution levels.

4. Represents the Agency in negotiating agreed interagency positions with Treasury, State, the Federal Reserve and other United States government agencies interested in the IFIs. Represents the Agency on U.S. delegations to international meetings concerning the IFIs, particularly annual Board of Governors meetings and replenishment meetings.

5. Maintains an early review system to obtain USAID and geographic bureau comments on projects of the multilateral development banks while they are still in their formative stages. Transmits and presses AID positions with the U.S. Executive Directors' offices and other concerned U.S.G. agencies.

6. Recommends to the AA/PPC and, through him, to the Administrator, who serves as U.S. Governor of IFAD, U.S. policy positions on all aspects of International Fund for Agricultural Development (IFAD) programs, policies and operations, including:

a. Backstops the U.S. Director to IFAD.

b. In coordination with other agencies recommends U.S. positions on funding and lending levels.

c. Coordinates U.S. review of IFAD programs and projects including their relationship to the U.S. bilateral assistance program.

7. While not providing detailed coverage of the many United Nations agencies engaged in economic development activities, obtains and disseminates in the Agency to the extent possible information on major development programs of U.N. Agencies Organizes and prepares briefing material as needed for meetings between senior AID and U.N. System officials.

8. Recommends to the office of AA/PPC and implements policies and measures to coordinate U.S. Official Development Assistance (ODA) with that of other bilateral donors. Maintains needed contacts with other donor embassies in Washington on development assistance matters. Coordinates AID bilateral meetings with other donors and AID participation in selected international meetings, such as the Administration's participation in the Annual Tidewater Conference.

9. Develops and monitors proposals for the organization and operation of consortia, consultative groups, and other collective arrangements. Implements AID responsibility for interagency reviews of U.S. positions in these arrangements.

10. Backstops the U.S. Representative to the DAC in Paris, and prepares U.S. positions on matters brought before the DAC including the review of U.S. assistance programs and the annual memorandum on U.S. aid policies and programs. Provides selective support for the Chairman of the DAC. In doing so, coordinates with other AID offices and U.S.G. agencies as appropriate.

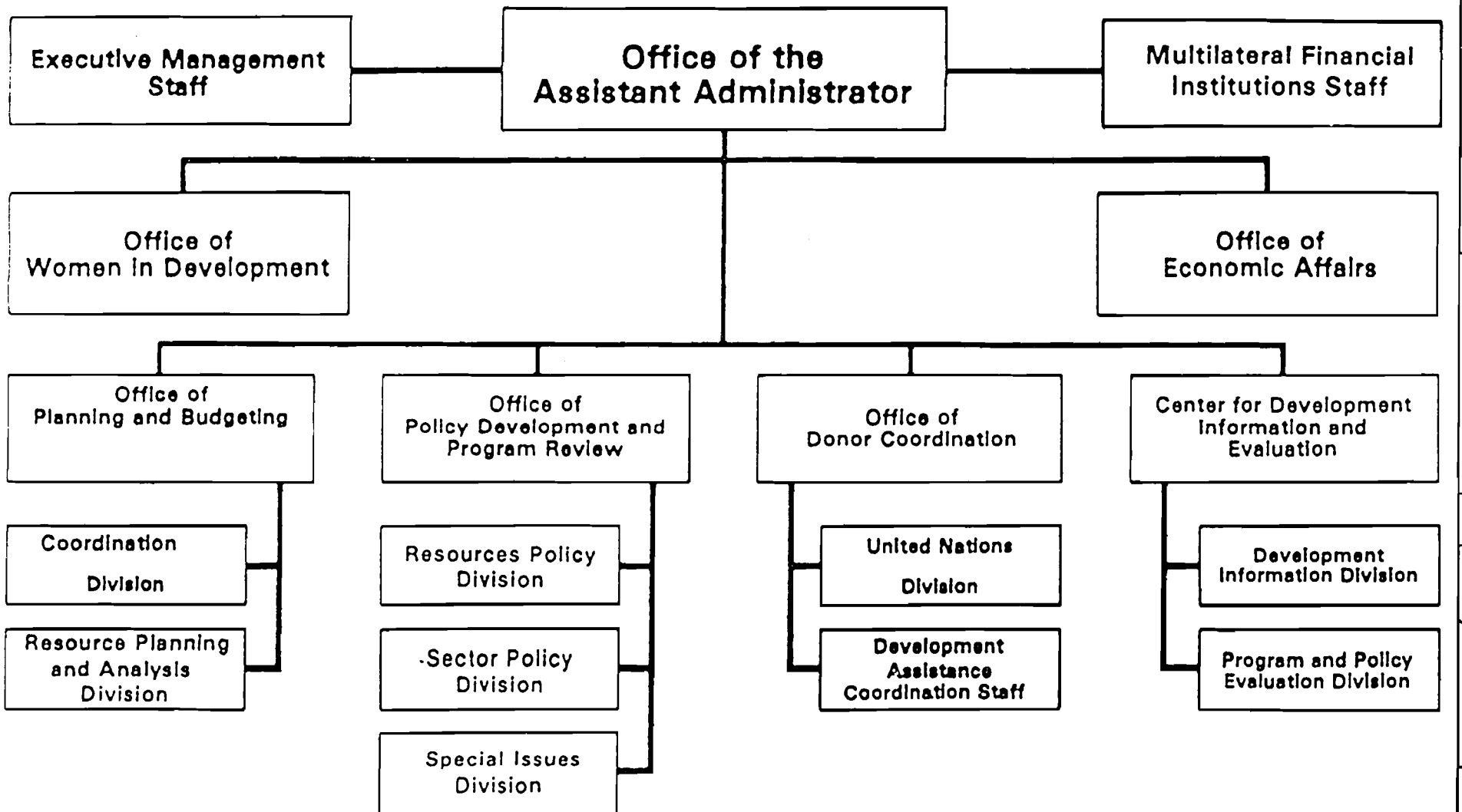
11. Develops U.S. statistical policy for the calculation of Official Development Assistance (ODA) and other measures of development cooperation. Responsible for the submission of U.S. ODA and other data to the DAC and other international organizations.

12. Prepares AID positions for meetings of the National Advisory Council on International Monetary and Financial Policies (NAC), and represents AID at meetings of the Staff Committee. Maintains the central AID files of NAC documents, minutes, and actions.

13. Represents AID on the Development Coordinating Committee and its sub-unit, the Working Group on Multilateral Assistance (WGMA) and maintains appropriate documents and files on issues covered by this body.

14. Recommends the level of U.S. contribution to the International Development Law Institute (IDLI). Monitors IDLI programs and recommends steps to improve their compatibility with and support for U.S. development aid objectives.

Bureau for Program and Policy Coordination



CHAPTER 18

BUREAU FOR MANAGEMENT SERVICES (MS)

CHAPTER 18

BUREAU FOR MANAGEMENT SERVICES

STATEMENT OF FUNCTIONS

18A. Summary of Bureau Functions

1. The Bureau for Management Services (MS) has central responsibility for the planning, implementation, and evaluation of the major management activities of the Agency, including overseas management support, information resources management, direct contracting, commodity management, and management operations.

2. The Bureau carries out its responsibilities within broad guidelines established by the AID Administrator and in accordance with applicable legislative requirements. In addition, the Bureau establishes and ensures compliance with AID policies, regulations, and procedures for each of the management activities noted above.

3. The Bureau carries out its responsibilities in full coordination with other AID Bureaus, Offices, and overseas organizations, which in turn look to the Bureau for advice and technical assistance in performing their assigned responsibilities.

18B. Office of the Assistant to the Administrator for Management Services (AA/MS)

1. Serves as principal advisor to the Administrator, Deputy Administrator, and the Executive Staff on overall management of AID and the worldwide activities it administers and supports.

2. Establishes broad objectives and priorities for assigned management programs; provides overall leadership and direction for same.

3. Maintains liaison with other U.S. Government organizations and other donor, private, and multilateral organizations, as appropriate.

4. Represents the Administrator on various boards and committees, as appropriate, related to the areas of responsibility described above.

5. Represents AID before the press, the Congress, and the public, as required.

6. In concert with senior managers throughout AID, identifies and explores ways to improve Agency efficiency and/or effectiveness in conducting day-to-day operations.

18C. Deputy Assistant to the Administrator for Management (DAA/MS)

1. Serves as the AID Procurement Executive and reviews and certifies the AID direct contracting system as required by Federal statue; delegates contracting authority by warrant to all AID contracting officers based on experience and training; establishes criteria for, and carries out, systematic reviews of all AID contracting activities, reporting findings to Mission Directors and Assistant Administrators to correct deficiencies; and, establishes and monitors AID procurement policies for effectiveness, making or recommending changes when appropriate.

2. Serves as a principal advisor to the AA/MS and other senior AID staff on the overall management of AID and the worldwide activities it administers and supports.

3. Oversees and directs the timely provision of services to AID/Washington and overseas organizations, including: Information resources management; management support to overseas organizations; administrative and logistical support to Washington organizations; contract management and commodity management; formulation and issuance of policies, regulations, and related procedures; and, provides day-to-day guidance to Washington and field staffs in these areas.

4. Represents AID on those management and administrative matters for which AA/MS is responsible, including representation to Committees of the Congress, the Office of Management and Budget (OMB), the Department of State, and other Federal agencies.

5. Approves and directs the allocation of available resources among Offices of the Bureau.

6. Directs the development of an annual budget for worldwide management support activities and assists in presenting the budget to OMB and/or the Congress, as required.

18D. Procurement Policy, Planning and Evaluation Staff (MS/PPE)

1. Office of the Director (MS/PPE/OD)

a. Serves as the Agency Competition Advocate, with responsibility for promoting full and open competition in Agency procurement actions and directing reviews of agency-wide procurement operations.

b. Advises the DAA/MS on matters of international trade and commodity financing, procurement, and transportation.

2. Policy Branch (MS/PPE/P)

a. Provides policy staff support to the DAA/MS in his role as the senior AID Procurement Executive, including providing executive secretariat services for the Procurement Policy Advisory Panel (PPAP).

b. Maintains primary responsibility for authorship, maintenance, and monitoring of commodity and contract responsibilities in connection with Handbook 1, Supplement B, Procurement Policies; Handbook 11, Country Contracting; Handbook 12, Use of Federal Agencies; Handbook 13, Grants; AID Acquisition Regulations in Handbook 14, Procurement Regulations; Handbook 15, AID-Financed Commodities, including AID Regulation 1, Rules and Procedures Applicable to Commodity Transactions and Chapter 5, Commodity Financing Procedures for Nonprofit Assistance; Handbook 4, Nonproject Assistance; and, other related AID directives and issuances.

c. Reviews and interprets Federal Acquisition Regulations (FARs) and develops and issues the AID Acquisition Regulation (AIDAR), which sets forth policy standards, guidelines, procedures, and instructions regarding how AID contracts for services.

d. Provides advice and assistance on policy matters relating to contract, grant, cooperative agreement, host-country procurement (both public and private sector), and commodity management to AID management, AID overseas organizations, host government officials, contractors, and other members of the U.S. private sector involved with AID-financed procurement and commodities.

e. Reviews established and proposed procurement and commodity management policies and procedures for conformance with AID policy and program approaches, compliance with statutory and administrative requirements, and adherence to efficient and prudent procurement and commodity management standards.

f. Represents AID on various intra and inter-agency committees and working groups concerned with contracting, procurement, and commodity management, such as the Procurement Policy Advisory Panel (PPAP) and internal advisory committees.

g. Prepares or coordinates responses to all audit reports dealing with policy recommendations on commodities, contracts, and procurement assistance.

h. Conducts special projects as directed by the DAA/MS.

3. Planning and Evaluation Branch (MS/PPE/PE)

a. Provides staff planning support to the DAA/MS in the role of AID Procurement Executive, including planning and directing evaluations of worldwide procurement operations required to support the Procurement Executive's periodic certifications of the Agency procurement system required by Executive Order 12352 and planning appropriate corrective actions.

b. Assists AID/Washington, overseas AID organizations, and cooperating country governments, as requested, in evaluating the procurement aspects of institutional development programs/projects.

c. Reviews direct and, as requested, host-country contracts for conformance with established contracting practices.

d. Formulates policy on all contractor/grantee and marine insurance matters and provides insurance advice to AID/Washington and overseas AID organizations.

e. Evaluates contracting requirements of AID overseas organizations and, in coordination with other AID/Washington offices, prepares AID delegation/redelegation(s) of authority to enter into AID-direct contracts and grants, preparing other delegations of authority and amendments dealing with procurement for MS, as requested.

f. Plans and conducts, in coordination with HRDM/TD, training courses and workshops for AID/Washington, overseas AID organizations, foreign government agencies, and international organizations on AID procurement polices, procedures, and practices.

g. Conducts special projects as directed by DAA/MS.

18E. Office of Management Support (MS/MS)

1. Office of the Director (MS/MS/OD)

a. Serves as a principal advisor to the AA/MS regarding the operations of the Bureau, coordinating and/or providing leadership for specific initiatives/activities as assigned.

b. Plans, directs, and supervises the activities of the office and continuously evaluates the effectiveness of such activities, specifically:

(1) Directs provision of the range of administrative, management, and personnel services required by Bureau Offices.

(2) Directs performance of the management services provided by MS/MS in support of planning and implementation of U.S. economic assistance programs overseas.

(3) Directs development of new and/or revised policies, procedures, standards, and guidelines governing designated management/administrative support activities, collaborating with other AID elements as appropriate.

c. Represents AID to the Department of State and other government agencies as required in the conduct of above responsibilities, including staff representation on the Interagency Council on Administrative Support, membership on the Washington Interagency Housing Board, and joint nonappropriated funds.

2. Executive Management Staff (MS/MS/EMS)

a. Provides management advice and consulting services to AA/MS and senior MS staff regarding the operations of the Bureau; keeps them informed of key developments/issues affecting the Bureau, particularly those requiring corrective action, and undertakes appropriate actions as necessary.

b. Provides primary liaison with the Office of Human Resources Development and management (HRDM) on behalf of the Bureau, collaborating closely with MS/MS and Bureau Office Directors in this role; represents the Bureau, as required, in various Agency forums concerned with personnel decision-making and other personnel management topics applicable to the Bureau.

c. Reviews organization and position changes affecting MS offices and advises AA/MS on same; provides, within delegated authority, Bureau-level approval for all personnel and/or organization changes proposed by MS offices.

d. Provides direct staff support to AA/MS in assuring timeliness, consistency, equity, clarity, etc., in the MS personnel performance planning and evaluation program and that proper focus is placed on priorities established for the Bureau.

e. Coordinates MS employee training activities, advising on and providing information on training programs; reviews/approves training applications for MS employees.

f. Coordinates Freedom of Information and Privacy Act matters on behalf of MS.

g. Administers the MS Equal Employment Opportunity Program, developing the annual EEO plan for MS and monitoring compliance with the plan as well as with the Agency EEO plan.

h. Analyzes workload and other applicable data regarding MS offices and formulates recommendations for AA/MS on the allocation of workforce resources among MS offices.

i. Performs a broad range of management and administrative tasks in support of MS offices, including, among others, preparation of recurring personnel reports and of all required documentation to effect desired personnel changes, controlling the use of the GSA charge card for office supplies and preparing required reports of such use, and coordination of those activities of the Bureau which relate to the Agency awards program, security matters, charitable drives, employee confidential statements, etc.

j. Participates in the development and administration of the Bureau operating expense budget; maintains cumulative data on MS utilization of financial and workforce resources against authorized allocations and prepares scheduled reports regarding that utilization for reference and use of AA/MS and other MS senior staff.

k. Administers, on behalf of the Bureau, the document preparation contract, preparing specifications for each job at the request of MS offices, and providing liaison with the contractor in the performance of assignments; maintains funding records for same.

l. Provides primary liaison for AID with the Department of State, Office of the Chief of Protocol, and the U.S. Protective Service in scheduling employee attendance at White House welcoming ceremonies for visiting dignitaries.

m. Coordinates development of the Agency-wide Duty Officer Roster to assure twenty-four-hour coverage for urgent and emergency situations.

3. Overseas Management Division (MS/MS/OM)

a. Provides professional leadership, guidance, and assistance to Geographic Bureaus and overseas AID organizations in the development of administrative management support systems, methods, and operational activities that may be required in planning, designing, and implementing overseas programs.

b. Provides expert guidance to Missions and nonregional organizations overseas in the resolution of the full range of administrative, operational, and/or emergency problems with respect to real and personal property acquisition, utilization, and disposition, construction, renovation, and/or capital improvements, emergency evacuation, and disaster relief.

c. Evaluates the effectiveness of Mission services through periodic on-site review and analysis of their management support systems and capabilities, providing TDY assistance to Missions requiring management assessment reviews and, as appropriate, broad guidance and assistance to senior management officials in the field.

d. Provides primary professional guidance and support for all administrative management personnel overseas; provides and coordinates all administrative management TDY assistance to Missions, including substitution for field management personnel during emergencies or temporary absences from posts; and, briefs and debriefs incoming and outgoing Mission executives and administrative management personnel as appropriate.

e. Acts in liaison with functional specialists in the Department of State, USIA, GSA, and other agencies in formulating policies and revising regulations affecting joint STATE/AID/USIA overseas management activities.

f. Designs, develops, and implements Agency-wide management support policies, guidelines, and programs as they affect overseas operations and establishes operating standards and procedures for effecting utilization of AID overseas resources; and, advises and counsels Missions on the establishment, implementation, and provision of improved administrative management services.

g. Advises and assists the Director MS/MS, who serves as a member of the AID Foreign Service Personnel Assignment Board, to determine assignments and transfers of Administrative Management personnel on a worldwide basis, based on knowledge of Mission requirements and individual qualifications; recommends career development training, reassignment, and rotation of personnel; and, plans, designs, and coordinates the management of the Administrative Management Executive Development (AMED) program and provides on-the-job developmental opportunities and experiences for selected participants in the program and others identified for specific training.

h. Reviews and analyzes various Mission reports and documents, such as the Annual Budget Submission (ABS) and the Mission Operating Expense (OE) Budget, to ensure adequacy and suitability of proposed funding levels for administrative and logistical support; recommends approval, disapproval, or adjustment as appropriate, through the AA/MS.

i. Reviews and analyzes Foreign Affairs Administrative Support (FAAS) arrangements for overseas operations and participates in preparing and coordinating guidelines for planning, evaluation, negotiating, and implementing FAAS budgets; reviews FAAS charges for propriety, coordinating with FM for corrective action as necessary.

j. Backstops Joint Administrative Operations (JAOs) overseas; evaluates existing or proposed JAO operations through on-site observation and/or review of pertinent documents and reports and recommends their establishment or disestablishment, or negotiates changes as appropriate; in cooperation with the appropriate Regional Bureau and the Department of State, assists in assuring adequate staffing and logistic support and in resolving administrative management and operational problems.

k. Reviews, analyzes, and takes action, if appropriate, in response to recommendations by the Inspector General (IG) and the General Accounting Office (GAO) as they affect administrative and logistical support operations overseas. Provides technical advice and assistance to the IG in planning and conducting audits of such functional activities and operations.

l. Participates in the review of agreements with AID recipient countries to ensure that bilateral agreements include necessary privileges and immunities, and that other agreements provide for appropriate levels of personal support services for AID or AID-sponsored personnel.

m. Reviews and analyzes all Mission requests for acquisition and/or construction of real property under Section 636(c) of the FAA as amended; evaluates need in relation to availability of funds, and recommends approval or disapproval as appropriate; monitors compliance in the acquisition, leasing, and management of overseas real property; maintains the official AID repository for deeds and leases; and, prepares annual and periodic reports from the computerized management information system and/or Mission documents.

n. Monitors, advises, and assists in the acquisition, standardization, utilization, accountability, and disposition of personal property overseas, and prepares annual, periodic, or special reports (for internal and external use) from the computerized management information system and/or Mission documents.

o. Establishes AID standards and monitors compliance for the acquisition, standardization, operation, maintenance, and disposal of AID-owned properties, inclusive of U.S. Government-owned motor vehicles and prepares annual, periodic, or special reports (for internal or external use) from the computerized management information system and/or Mission documents.

p. Develops and administers, with the technical assistance of MS/IRM, a computerized management information system for AID real, personal, and vehicular property overseas and, with technical assistance of MS/MO/RM and MS/MO/CRM, a central repository of Essential Property Records from Overseas (EPRO).

q. Coordinates various Agency policies, procedures, standards, and guidelines which govern management/administrative support operations overseas and ensures compatibility among them and ensures that such policies are systematically disseminated to AID Missions abroad.

r. Has primary responsibility for the development, preparation and clearance of information published in AID Handbook 23, Overseas Support, ensuring that directives and policies affecting overseas operations are current and accurately reflected in same.

s. Reviews requests from AID overseas organizations for administrative purchases; recommends action on such requests and follows through with MS/MO/RM to ensure that requests are handled in a responsive/timely manner.

t. Administers the Overseas Schools Program as authorized under Section 636(d) of the Foreign Assistance Act as amended.

18F. Office of Procurement (MS/OP)

1. Office of the Director (MS/OP/OD)

a. Manages the Agency's commodity and contract programs worldwide in support of AID economic assistance programs through the award and administration of contracts, grants, and PASA/RSSAs and the management of commodity programs.

b. Provides assistance to Agency managers in procurement planning and the resolution of problems and issues related to assuring the integrity of AID activities in the areas of commodity and contract management.

c. Provides leadership and coordination in planning, managing, and implementing AID contracting and commodity programs.

d. Serves as the principal Agency advisor on the management of commodity and contracting aspects of AID economic assistance programs.

e. Directs centralized commodity management and contracting services to AID/Washington Bureaus and Offices, including negotiation and execution of AID-direct contracts, Participating Agency Service Agreements (PASAs), Resources Support Service Agreements (RSSAs), and AID-financed grants and cooperative agreements to intermediaries.

f. Monitors the needs of overseas AID organizations for assignment of professional contracting and commodity management officers, coordinating staffing requirements and resources with and among HRDM, the Regional Bureaus, and the overseas organization Directors, making overseas assignment recommendations to the AA/MS.

g. Assists and/or coordinates with Bureaus in the planning and negotiation of commodity import programs, the commodity elements of sector programs, and in the planning and implementation of commodity financing for project assistance.

h. Oversees the administration of commodity import programs and support for the implementation of the commodity and transportation elements of all AID programs and for programs financed by Title II, PL-480 and the World Food Program (WFP).

i. Encourages the participation of U.S. small and minority-owned businesses in services contracting and export supply activities of the Agency, in collaboration with the Office of Small and Disadvantaged Business Utilization (SDB).

j. Exercises delegated authorities to waive source (flag) requirements for transportation services within the limits prescribed by AID Delegation of Authority No. 40, and to waive the applicability of provisions of Federal procurement regulations in and of AID Regulation 1 to selected commodity transactions.

k. Provides advice and assistance to AID overseas organizations, as requested, on all aspects of contracting and commodity management.

l. Plans, directs, and supervises the activities of the component units of MS/OP.

2. Overseas Division (MS/OP/O)

a. Maintains responsibility for providing services related to contracting, grants, participating agency agreements, and commodity management to AID Bureaus, Offices, and overseas organizations (the term "grant," as used in this functional statement, excludes grants under provisions of Section 214 of the Foreign Assistance Act (FAA) of 1961, as amended, as well as bilateral or multilateral grants under the FAA).

b. The Overseas Division includes the Asia, Near East, and Europe Branch (MS/OP/OS/ANE), the Latin America and the Caribbean Branch (MS/OP/OS/LAC), and the Africa Branch (MS/OP/OS/AFR).

c. Advises and assists AID missions and other overseas organizations, host countries, Regional Bureau program and technical offices, and AID/Washington functional Bureaus and staff offices, as requested, on the feasibility of proposed contracts and planning and negotiating the contracting portions of programs.

d. Discharges contracting officer responsibilities with respect to pre and post-award functions, including contract administration, settlement of audit issues, termination claims, disputes, and closing of contracts.

e. Provides guidance and TDY contracting assistance to overseas AID organizations, serving as backstopping office for area contract officers and coordinating their utilization and assignment.

f. Ensures that selections of contractors and suppliers conform to provisions of applicable Federal and AID regulations and procedures.

g. Negotiates prices, terms, and conditions and executes AID/Washington contracts, grants to intermediaries, PASA/RSSAs, and agreements and amendments thereto.

h. Ensures selected aspects of grant compliance and contract compliance activities, such as compliance with E.O. 11246 which prohibits discrimination by government contractors; advises the AID project manager of any noncompliance and maintains relevant statistics (serves as central liaison with the Department of Labor and others, as appropriate, with regard to contract compliance and with the Department of Education with regard to grant compliance).

i. Monitors the status of host-country contracting with private sector procurement service agents and assists in implementing such contracts.

3. AID/Washington Projects Division (MS/OP/W)

a. Maintains responsibility for providing services related to contracting, grants, participating agency agreements, and commodity management to AID Bureaus, Offices, and overseas organizations (the term "grant," as used in this functional statement, excludes grants under provisions of Section 214 of the Foreign Assistance Act (FAA) of 1961, as amended, as well as bilateral or multilateral grants under the FAA).

b. The AID/Washington Projects Division includes the Central Operations Branch (MS/OP/W/CO), the Management Services Branch (MS/OP/W/MS), the Health and Population Branch (MS/OP/W/HP), the Food and Agriculture Branch (MS/OP/W/FA), and the Resources Branch (MS/OP/W/R.)

c. See responsibilities enumerated for branches of the Overseas Division in paragraphs 2c through 2i, above.

4. Procurement Support Division (MS/OP/PS)

a. Overhead, Special Costs, and Closeout Branch (MS/OP/PS/OCC)

(1) Establishes indirect cost (overhead) rates for AID-financed contracts, grants, PASA/RSSAs, and cooperative and other agreements, managing the MS/OP automated systems pertaining to Negotiated Indirect Cost Rate Agreements (NICRA) and contractor indirect cost rate proposals.

(2) Negotiates and issues advance understandings with Agency contractors and grantees on selected items of cost, procurement system deficiencies, exceptions to Federal Travel Regulations to meet special or urgent requirements, and the personnel system used by grantees, which are principally funded by AID

(3) Assists Agency management, overseas missions, Office of the General Counsel (GC), the Controller (FM), the Office of the Inspector General (IG), MS/OP Divisions, program offices, and country desks on cost policies, principles, and standards affecting AID-direct and AID-financed host-country contracts, grants, or other agreements.

(4) Acts as the Agency representative in resolving IG, Defense Contract Audit Agency (DCAA), and other Federal audit findings pertaining to indirect contract and grant costs and contractor/grantee policies covering personnel, travel, and procurement matters.

(5) Coordinates the close-out of contract and grant documents awarded by AID/Washington.

(6) Prepares quarterly reports on the close-out status of completed contracts and grants and maintains central files on all expired contracts.

(7) Administers Agency limited excess property function for use in AID-financed or authorized recipient-financed programs.

(8) Receives, records, and distributes all correspondence, messages, and documents pertinent to the Agency limited excess property function, maintaining data input of source documents.

(9) Processes and responds to requests for excess and other property and funded orders submitted by eligible recipients.

(10) Represents AID in excess property matters and maintains continuing contact with Federal officials and GSA Regional offices.

b. Support Services Branch (MS/OP/PS/SUP)

(1) Manages and operates the MS/OP office automation program, identifying new system applications and designing or arranging for their design, providing or arranging for staff training, and managing the automation equipment and its utilization.

(2) Manages the Agency information program for gathering and reporting information on award actions, managing a central database pertaining to the Agency awards program, and generating ad hoc and recurring procurement reports for AID, the Congress, the Office of Management and Budget (OMB), and other Federal agencies.

(3) Serves as Agency liaison with the Federal Procurement Data System (FPDS).

(4) Responds to public inquiries for contract information filed under the Freedom of Information Act (FOI) and the Privacy Act, in coordination with the Office of External Affairs (XA).

(5) Designs and implements an automated awards information systems program for missions and assists missions in implementing their automated awards information systems, in conjunction with IRM.

(6) Tracks and reports on awards administered by MS/OP, through automated means.

(7) Serves as the focal point within the Agency for the Commerce Business Daily (CBD) notices program, submitting and tracking CBD notices submitted by MS/OP offices, monitoring the status of Mission notices, and providing advisory services to missions regarding the submission of notices.

(8) Monitors MS/OP responses to contract audit reports and prepares monthly status reports of open audit recommendations.

(9) Administers central control of forms maintenance, reproduction, and distribution services for MS/OP.

(10) Maintains a central depository of awards on microfiche.

5. Commodity Support Division (MS/OP/COMS)

a. Office of the Chief (MS/OP/COMS/C)

(1) Administers and/or monitors procurement of AID-financed commodities and related services procured through U.S. Government agencies on behalf of cooperating countries.

(2) Administers, implements, and monitors the C.I.P. and commodity elements of sector programs, coordinating preparation and approval of all implementation documents of commodity elements for these programs.

(3) Provides assistance to Missions through direct procurement of small value project commodities using Federal Acquisition Regulations in the preparation and issuance of purchase orders.

(4) Determines the need for, and eligibility of, specific commodities as related to country economic conditions and AID objectives, maintaining Positive Lists of Commodities eligible for financing under the C.I.P. for specific countries.

(5) Advises and assists overseas AID organizations, Regional Bureaus, other AID/Washington offices, concerned Federal agencies, firms representing cooperating countries, and commercial suppliers on AID commodity procurement policies, regulations, and procedures and the resolution of procurement problems, including issuance and content of PIO/Cs, PA/PRs, and emergency procurements.

(6) Advises Regional Bureaus on planning and selecting procurement sources, reviewing procurement requirements and documentation, coordinating MS/OP review of specifications and bid terms, and apprising pertinent overseas organizations. Advises and assists overseas AID organizations and cooperating country officials on supply procurement and logistics matters regarding procurement through U.S. Government agencies authorized by cooperating countries.

(7) Provides guidance and TDY commodity assistance to overseas AID organizations, serving as backstopping office for commodity management officers and coordinating their utilization and assignment.

(8) Acts as principal point of contact for U.S. suppliers seeking information concerning AID-financed procurement in cooperating countries.

(9) Maintains liaison with General Services Administration (GSA), Defense Supply Agency (DSA), and other Federal government agencies on procurement and supply matters.

(10) Prepares and processes AID/Washington and mission-issued commodity procurement implementation documents (PIO/Cs and PA/PRs).

(11) Monitors the commodity element requirements of selected Agency-wide programs such as malaria control and family planning.

b. Monitoring Branch (MS/OP/COMS/M)

(1) Ensures commodity programs and commodity-related service transactions financed by AID meet statutory, regulatory, and contractual requirements and are consistent with the terms of loan and grant agreements, formulating and recommending system improvements.

(2) Conducts post-audit of vouchers under which AID has paid suppliers directly, or reimbursed U.S. banks for payment under bank letters of commitment, to verify all aspects of eligibility for AID financing, issuing Bills for Collection to obtain refund of overpayments.

(3) Advises AID bureaus and offices, including MS/OP Divisions, on appropriate procedures designed to avoid non-compliance with AID procurement requirements.

(4) Reviews Application for Approval of Commodity Eligibility (AID Form 11) and contract documentation to determine the suitability of proposed transactions for AID-financing.

(5) Reviews AID-financed freight payments made under charter contract and reviews and processes dispatch claims.

(6) Maintain liaison with the IG, FM, GC, GAO, and other governmental agencies on matters relating to surveillance, control, audit, and compliance in commodity programs, particularly those cases involving suspected fraud, and refers cases to the Office of Investigations (IG/I) and assists the U.S. Department of Justice in prosecuting such fraud cases.

(7) Maintains surveillance files, including lists of suppliers, agents, importers, banks, and shipping companies involved in commodity import programs.

(8) Provides overseas AID organizations with commercial information and informs them of sanctions imposed against merchants or firms operating under AID programs, recommending suspension of certain suppliers under Regulation 8.

(9) Approves or rejects commodity vouchers submitted under direct reimbursement procedures and assures transmittal of approved vouchers to M.

c. Technical Support Branch (MS/OP/COMS/T)

(1) Recommends and administers policies and develops standards, procedures, and rules affecting the procurement of AID-financed commodities, including commodity eligibility and suitability.

(2) Provides guidance and assistance in developing commodity standardization and procurement plans, specifications, tenders, and contracts designed to elicit responsive and economical bids from a wide range of suppliers.

(3) Reviews specifications, tenders, and notices of procurement to assure compliance with AID commodity practices and standards, working closely with MS/OP geographic Branches.

(4) Administers the componentry rule and recommends its waiver or modification.

(5) Reviews proposed source waivers and advises overseas AID organizations and Regional Bureaus on the availability of commodities from eligible sources.

(6) Reviews proposed waivers designed to permit non-competitive procurement for transactions subject to AID Regulation 1.

(7) Anticipates and identifies commodities in short supply, resolving short supply problems and expediting troublesome shipments.

(8) Monitors and analyzes market conditions, maintaining contact with manufacturers, commercial firms, trade associations, other trade sources, and Federal agencies and advises suppliers and other Federal agencies on all aspects of AID commodity programs, policies, and procedures related to commodity procurement and financing.

(9) Assists the Office of U.S. Foreign Disaster Assistance (OFDA) in writing specifications and monitoring disaster-related procurements, as requested.

(10) Monitors Indefinite Quantity Contracts (IQCs) for specification writing and other commodity related functions.

d. Overseas Branch (MS/OP/COMS/O)

(1) Provides guidance and assistance to overseas AID organizations and AID/Washington Bureaus, suppliers, and U.S. banks in the development and implementation of C.I.P.s and procurements of project commodities, including coping with special procurement problems, processing of waivers, expediting deliveries, resolution of claims, and interpretation of tenders and specifications.

(2) Reviews and processes documentation on behalf of overseas AID organizations and host-country embassies relating to host-country commodity procurement, commodity import programs, and AID direct projects, including writing and/or processing IFBs, RFQs, amendments, financing requests, etc., to facilitate the procurement of commodities financed under loan or grant agreement.

(3) Processes and monitors funding documents for commodity transactions, such as L/Com's and L/C's, in conjunction with FM.

(4) Coordinates with SDB to ensure timely issuance of bid announcements to the U.S. business community.

(5) Responds to supplier complaints/protests and congressional interest after collecting the necessary information.

(6) Maintains contact with other departments and other AID Bureaus to support commodity procurement programs.

e. Procurement Branch (MS/OP/COMS/P)

(1) Provides guidance and assistance to Missions and Bureaus in planning procurement requirements, determining supply sources, and selecting Authorized Agents best qualified to effect the timely and effective commodity support of AID projects.

(2) Prepares and issues PIO/Cs to U.S. Government and international organizations, such as, the General Services Administration, Veterans Administration, Defense Logistics Agency, Pan American Health Organization, and United Nations Childrens Fund, for the procurement of project commodities and commodity-related services.

(3) Monitors and implements the Procurement Services Agents (PSA) Program to include reviewing host-country contracts and procurement documents, issuing and amending PIO/Cs, processing Letters of Commitment, and assisting host countries and PSAs to assure the orderly flow of PSA procured commodities.

(4) Provides assistance to Missions through direct procurement of small value commodities using Federal Acquistion Regulations in the preparation and issuance of purchase orders.

(5) Advises commercial vendors and federal supply agencies on AID procurement policies and regulations and assists in the resolution of procurement problems.

(6) Monitors PIO/C actions with authorized agents and provides Missions and Bureau Officers with procurement progress and the status of fiscal expenditures.

(7) Maintains close liaison with other federal agencies on procurement and supply Schedule and FEDSTRIP/MILSTRIP procedures, assigning AID Address Activity Codes and provides guidance to Missions and AID-approved contractors on the use of the FSS Supply System in obtaining project commodities.

(8) Reviews PIO/C worksheets and proposed procurement plans to determine conformance with AID regulations and procedures as to commodity eligibility, source origin and other waivers, adequacy of specifications, and procurement terms and conditions to ensure that procurement objectives are met.

(9) Negotiates interagency agreements with GSA, the Veterans Administration, and other federal agencies for procurement and supply of commodities.

6. Transportation Division (MS/OP/TRANS)

a. Recommends and administers policies and regulations governing the transportation of commodities financed by AID and of those financed under Title II, P.L.-480, arranging shipment of commodities under the government-to-government program of Title II and administering compliance with the shipping provisions of the Foreign Assistance Act (FAA) and the requirements of the Cargo Preference Act.

b. Advises AID/Washington offices, overseas AID organizations, representatives of cooperating countries, and shippers of commodities of procedures necessary to meet cargo preference requirements and maintains and disseminates statistics on cargo preference performance, preparing proposals to correct deficient performance.

c. Formulates transportation provisions for agreements, implementing documents, and for commodity and transportation tenders, advising commodity program managers on alternative sources of supply, shipping requirements, and availabilities and participating in the evaluation of offers received in commodity and transportation procurements.

d. Advises and assists AID/Washington offices, overseas AID organizations, representatives of cooperating countries, and suppliers of commodities and transportation services on the eligibility and availability of delivery services.

e. Approves ocean and air charters, determining nonavailability of eligible vessels as stipulated in agreements and preparing AID waivers of aircraft or vessel eligibility limitations prescribed in agreements.

f. Determines the ocean freight differential applicable when the differential is funded under the provisions of Section 640 (c) of the FAA, in collaboration with the Maritime Administration, and determines whether ocean freight rates are fair and reasonable rates for U.S.-flag vessels within the meaning of the Cargo Preference Act.

g. Effects shipments, as requested by OFDA, Bureaus, Offices, and other AID organizations, obtaining transportation services from the Department of Defense (DOD) when unavailable from commercial carriers.

h. Advises and assists AID/Washington Bureaus and Offices, overseas AID organizations, and cooperating countries on matters relating to the placement of marine insurance on AID-financed cargoes, assuring compliance with the provisions of Section 604(d) of the FAA relating to marine insurance discrimination.

i. Reviews and determines responsibility concerning general average claims with respect to selected AID-financed cargoes, working with FM in processing claims for general average contributions and providing technical support to MS/OP/COMS/M and GC with regard to claims by AID or against AID related to suppliers of transportation or marine insurance.

j. Provides estimates of transportation costs and service availability, estimating funding and issuing funding authorizations for the transportation of P.L. 480, Title II commodities.

k. Arranges the diversion of AID-financed shipments enroute to ineligible or unsafe destinations and diverts P.L.-480, Title II shipments at sea to new destinations when necessary due to emergency program changes.

l. Negotiates for the reduction of common and contract carrier rates and terms, when appropriate.

m. Analyzes recipient country transportation facilities, equipment, systems, and capabilities and initiates or coordinates plans with other concerned agencies for their appropriate use or improvement.

n. Serves as AID/Washington technical backstop for AID-procured transportation services within cooperating countries, providing technical support to Regional Bureaus and overseas AID organizations in connection with their transportation advisory support to cooperating countries.

18G. Office of Administrative Services (MS/AS)

1. Office of the Director (MS/AS/OD)

a. Develops policies, standards, and guidelines for, and oversees the development, operation, and management of, worldwide administrative and logistical support services.

b. Counsels and assists the Administrator, Deputy Administrator, Assistant to the Administrator for Management Services, and all Executive personnel of the Agency on all phases of administrative and logistical support services for which MS/AS has responsibility.

c. Provides leadership and general direction to the various component units of MS/AS.

d. Represents AID to the Department of State, other government agencies, and commercial establishments in the discharge of MS/AS responsibilities.

e. Evaluates the effectiveness of administrative and logistical support operations under MS/AS's purview and initiates or recommends changes to upgrade or improve support services and operations.

f. Provides a wide range of administrative and logistical services for AID, including administrative-type procurement, real and personal property acquisition and management, space planning and acquisition, mail and pouch, records management, travel and transportation, printing, reproduction, distribution, graphic arts and visual aids services, and motor vehicle fleet management.

g. Serves as the focal point for management oversight of all MS/AS operating expense budgets related to administrative and logistical support operations from development of Congressional Presentation through monitoring of actual expenditures, formulating and managing operating expense budgets for AID/Washington covering these areas.

h. Conducts long term planning for AID facility and other logistic and administrative support requirements, coordinating joint planning with GSA and the Department of State, as well as local government agencies.

i. Provides the full range of administrative management and personnel services required by MS/AS.

j. Coordinates MS/AS automation activities and works in collaboration with MS/AS Divisions to provide for MS/AS automation requirements.

k. Conducts or arranges for special management studies for policy development or to improve MS/AS and AID administrative and logistical support systems, operations, or policies.

2. Information Support Services Division (MS/AS/ISS)

a. Office of the Chief (MS/AS/ISS/C)

Plans, directs, supervises, and evaluates the activities of the Division to provide effective AID support services for AID-wide records management, records declassification, micrographic, reports, directives, mail and diplomatic pouch, printing and graphics, and related support services.

b. Directives and Reports Branch (MS/AS/ISS/DR)

(1) Administers the AID Directives Management Program in close coordination with author offices, as outlined in Handbook 18, Part I, as prescribed by 44 USC, including representing AID on the State/AID/USIA Regulations Board and coordinating AID/Washington review of joint issuances.

(2) Maintains the AID reports control program, including the review of reporting requirements levied on AID/Washington and overseas AID organizations and the provision of advice on information collection, processing, and utilization techniques.

(3) Coordinates with the Department of State, the U.S. Postal Service, and DOD on the provision of records management, diplomatic pouch, mail and APO services for AID

(4) Develops, implements, and evaluates the Regulatory Flexibility Act, and those portions of the Paperwork Reduction Act of 1980, that involve collection of paperwork.

(5) Directs controlled access to intelligence documents needed by senior AID officials.

(6) Provides and/or procures printing, graphic arts, and related services for both AID/Washington and overseas AID organizations.

(7) Develops and implements copy management systems and programs for AID/Washington, reviewing equipment needs and coordinating acquisition and placement of copy equipment.

(8) Researches, develops, interprets and maintains Handbook policies and procedures for support systems within AS/ISS purview (HB-21, Parts I and IIOCoordinates the development and implementation of administrative and logistical support policy and inter and intra-agency support systems with the Department of State and other Federal Agencies; and, researches, develops, and prepares AID directives and issuances and reviews for MS/AS clearance all directives within AID or those from other government agencies within MS/AS functional area.

c. Records Management Branch (MS/AS/ISS/RM)

(1) Serves as the AID Records Management Officer with general responsibility for managing the worldwide records program and is the principal advisor within the Agency on matters pertaining to correspondence procedures, documentation requirements, and records management, including the maintenance and disposal of electronic records.

(2) Coordinates development and monitors implementation of records management systems to ensure compliance with the Federal Records Act of 1950 and associated records management regulations and Executive Orders; provides records management technical assistance to AID/Washington offices and overseas units; and, plans, develops, and coordinates Agency micrographics activities.

(3) Maintains liaison with the General Services Administration, the National Archives and Records Administration, and other Agencies regarding records management matters within the Agency.

(4) Develops and maintains policies and procedures in the areas of correspondence management and preparation, documentation requirements, micrographics systems, and records maintenance and disposition.

(5) Develops, promotes, and conducts training in correspondence and records management, both in Washington and overseas.

(6) Manages and coordinates the retirement, storage, retrieval, and disposal of Agency records and develops and operates the AID Vital Records Program and coordinates Agency records relocation activities.

(7) Provides for the systematic review for declassification of Agency classified records in accordance with E.O. 12356, and for the declassification of AID or AID-predecessor agency records in response to Freedom of Information Act requests.

(8) Plans and executes Agency records management expenditures and manages and coordinates contractual resources to accomplish records management program objectives.

(9) Maintains the AID forms management program, including the provision of advice and design assistance to Agency managers and ensuring the development, printing, distribution, and stocking of forms as required.

d. Mail Management Branch (MS/MO/ISS/MM)

(1) Develops, monitors, and evaluates standards and procedures for the AID worldwide mail management program and coordinates with the Department of State, the Department of Defense, the U.S. Postal Service, and the U.S. Customs Service for the provision of mail services for AID

(2) Provides AID/Washington with central incoming and outgoing mail, messenger, pouch, and customs clearance services including messenger services between satellite mail centers and other designated communications delivery points.

(3) Provides general guidance and staff supervision for a number of satellite mail centers which are located to serve AID organizational units in particular buildings or areas.

(4) Initiates and coordinates acquisition of AID/Washington vehicles, operates the AID Motor Pool, and justifies payment for tort claims arising from AID/Washington vehicle accidents.

(5) Provides special handling of White House or congressional mail, controls and provides secure handling and storage of all classified material entering the Agency mail system, and, as "Pouch Certifying Officer" (Section 313.3-3, 5 FAM 300), controls materials to be transported by classified and unclassified air pouch.

(6) Provides locator services for Agency mail and provides necessary referrals to action offices.

(7) Provides for the receipt, control, and dissemination of classified intelligence documents in the Agency.

(8) Provides for local and international commercial courier service for the Agency and authorizes, justifies, and budgets for such services.

(9) Manages the AID Mail Accounting and Inventory Listing System (MAILS), an automated system for maintaining AID mail lists and for providing systematic distribution of AID documents within and outside the Agency.

(10) Provides initial distribution for AID publications, regulations, forms, and other printed matter worldwide.

e. Printing and Graphics Branch (MS/AS/ISS/PG)

(1) Reviews proposed publications to assure compliance with applicable AID publication policies and U.S. Government regulations on printing and publishing and advises the AID Communications Review Board on these matters.

(2) Serves as AID liaison to the Joint Committee on Printing of the U.S. Congress, the Government Printing Office, and the Bureau of Engraving and Printing.

(3) Determines applicable printing standards and methods for AID.

(4) Provides technical advice and reviews need and justification for copying machines in AID, and coordinates their use in AID/Washington.

(5) Develops printing specifications for contract negotiations, administers printing contracts, and initiates miscellaneous obligating documents for printing services with commercial contractors.

(6) Maintains liaison with the Superintendent of Documents, other Government agencies, and non-government organizations for the procurement and/or provision of AID publications.

(7) Establishes AID artistic standards for exhibits, publications, and graphic services, analyzes source materials, and designs and utilizes internal graphics material or arranges for their acquisition, as required.

(8) Designs, maintains, and controls AID exhibits for inventory and future use.

(9) Coordinates graphics and printing contracts and services in producing publications for Agency clients.

3. Travel and Transportation Division (MS/AS/TT)

a. Office of the Chief (MS/AS/TT/C)

(1) Plans, directs, supervises, and evaluates the activities of the Division to provide effective management and provision of support services for AID travel and transportation services.

(2) Develops systems and procedures to insure an efficient and cost effective means of transporting and storing vehicles and household effects and providing travel services to Agency-funded travelers.

(3) Coordinates with the Department of State, and other Foreign Affairs agencies, the policies and procedures for travel, transportation, and storage services for Agency-funded travelers.

(4) Plans and implements AID travel and transportation expenditures; prepares, justifies, and administers budget for such expenditures; and, manages and eversees system to verify cost and payment of bills for storage of employee effects.

(5) Serves as Chairperson of the AID Committee on Exceptions to Foreign Service Travel Regulations as contained in AID Handbook 22, Section 121.1-4, Appendix A.

(6) Reviews and approves or disapproves special authorizations and/or exceptions on Travel Authorizations (Form AID 5-8), as delegated by the Director, MS/AS.

(7) Reviews, processes, and approves private personal property claims for settlement under the Military Personnel and Civilian Employees Claims Act; develops and coordinates claims policy and regulations with the Department of State.

(8) Develops and interprets regulations and provides guidance and training to AID management and employees regarding travel and transportation issues and related allowances and benefits; provides liaison with the Department of State and other government agencies on the development, coordination, and clearance of policies and regulations regarding such issues.

(9) Researches, develops, interprets and maintains Handbook policies and procedures for support systems with AS/TT purview (HB-22); coordinates the development and implementation of administrative and logistical support policy and inter and intra-agency support systems with the Department of State and other Federal Agencies; and, researches, develops, and prepares AID directives and issuances and reviews for MS/AS clearance all directives within AID or from other government agencies within AS/TT functional area.

b. Travel Branch (MS/AS/TT/T)

(1) Provides customer service in the processing of travel authorizations, assists AID employees in completing necessary travel and transportation related forms and applications, controls work flow by directing travelers to appropriate travel and/or transportation officer or support contractor, and provides advice, assistance, and information, as appropriate.

(2) Acts as liaison with the Department of State and foreign embassies in obtaining and controlling the issuance of passports and visas.

(3) Provides final approval of Agency Requests and Authorization of Official Travel (Form AID 5-8) and obligates Agency travel funds, under delegation of authority from FM.

(4) Advises and assists in developing procedures for, and in monitoring the use of, excess currency and trust funds for travel and transportation requests.

(5) Maintains records and documents in support of travel and transportation and reviews data and prepares responses to congressional and other official travel inquiries.

(6) Develops and recommends operational travel policies and regulations governing all domestic and international travel.

(7) Manages a travel services contract which provides for the arrangement of travel services for AID-funded travel and provides assistance for related domestic travel, conducting statistical sampling of contractor actions to assure conformance to Agency travel policies and regulations and to control expenditure of travel funds.

(8) Coordinates the Agency payment system for travel contractors with FM.

(9) Advises AID-funded travelers on travel policies, procedures, and related matters.

c. Transportation and Storage Branch (MS/AS/TT/TS)

(1) Develops systems and procedures to ensure expeditious, economical, and satisfactory methods and means of transporting employee household effects, baggage, and vehicles.

(2) Arranges for shipment of household effects, unaccompanied baggage, and privately-owned vehicles and advises AID staff and individual employees on transportation policies, procedures, and related matters.

(3) Assists in the shipment of the remains of employees or dependents who die while overseas or in travel status.

(4) Coordinates the use of Department of State contracts for packing and storage.

(5) Inspects storage and packing facilities and operations as necessary to ensure satisfactory compliance with contract requirements, Government rules and regulations, and international standards and practices, identifying problem areas, recommending corrective actions, and conducting related analytical studies as appropriate to develop recommendations for improved and/or more cost-effective operations.

(6) Operates a tracking and reporting system to monitor status of all shipments enroute, and to maintain records of personal effects in storage.

(7) Reviews storage contractor invoices for satisfactory performance and propriety of billings, and certifies bills for payment.

4. Property and Purchasing Division (MS/AS/PP)

a. Office of the Chief (MS/AS/PP/C)

(1) Manages AID domestic real property, physical security, personal property, and administrative purchasing programs which include budget planning and funds management, project planning and coordination, policy formulation, evaluation, management information and statistics, negotiation and administration of contracts and inter-agency agreements, and implementation of a variety of services and supplemental programs, such as parking.

(2) Develops policies, standards, and guidelines to provide effective Agency support services; researches, develops, interprets, and maintains Handbook policies and procedures for support systems within MS/AS purview (HB-20); coordinates the development and implementation of administrative and logistical support policy and inter and intra-agency support systems with the Department of State and other Federal agencies; and, researches, develops, and prepares A.ID.D directives and issuances and reviews directives for MS/AS clearance from within AID or from other government agencies.

(3) Coordinates with AID Bureaus and Offices, GAO, GSA, OMB, the Office of Private Investment Cooperation (OPIC), and the Department of State [including Working Capital Fund (WCF)] in the administration of the Agency resources management policy and program.

(4) Administers program under delegated authorities and in accordance with policies and standards established by the AID Administrator, GSA and Federal Property Management Regulations (FPMR), the Foreign Assistance Act of 1961, as amended, Federal Acquisition Regulations (FAR), AID Acquisition Regulations (AIDAR), and AID Handbooks 1B, 5, 12, 16, 20, and 24.

(5) Designs programs and establishes goals, objectives, and standards to assure satisfactory safety and health conditions in AID locations.

(6) Develops, promulgates, directs, and coordinates fire prevention measures, including the selection and training of wardens, program promotion and periodic drills, and tests for safety inspections.

(7) Coordinates with other agencies and private organizations in developing self-protection and emergency response plans for civil defense and for building evacuation in the event of bomb threat and/or civil disturbance.

b. Real Property Branch (M/AS/PP/RP)

(1) Plans, manages, and coordinates the AID domestic real property management program and develops and establishes policies and procedures based on regulatory, statutory, and AID directives, evaluating compliance and preparing annual budget submissions in support of this program.

(2) Provides management and statistical reports for internal AID requirements and other Government Agencies, including GAO, GSA, OMB, and the Department of State (WCF).

(3) Provides physical security for AID/Washington office buildings and equipment.

(4) Provides management oversight and liaison for contracted assistance for real property and telecommunications programs.

(5) Develops, coordinates, reviews, evaluates, and controls the AID space management program, including negotiating with non-government organizations and/or GSA on acquisition and leasing arrangements for AID/Washington, the Trade and Development Program (TDP), IG, and other domestic space assignments as projected.

(6) Participates with the Personal Property Management and Administrative Purchasing Branches in determining the requirements, selection, and acquisition of non-expendable property.

(7) Serves as the AID representative on various inter and intra-Agency committees, including the Building Delegation User Group.

c. Personal Property Branch, (M/AS/PP/PP)

(1) Plans, manages, and coordinates the AID personal property management program and assists in the development and implementation of policies, procedures, and standards within statutory, regulatory, and AID Directive guidelines (HB-20, CH 6 & 7), preparing annual budget estimates for expendable and non-expendable property and contracted assistance.

(2) Serves as Accountable Property Officer for AID/Washington non-expendable property and provides management and statistical reports, including management oversight of the automated AID/Washington personal property management system.

(3) Directs, plans, schedules, evaluates, reconciles, and initiates periodic inventory of AID/Washington personal property.

(4) Serves as contracting officer's technical representative (COTR), providing management oversight of the operation of the AID warehouse and contractor operated satellite supply centers.

(5) Supervises maintenance and repair of personal property through several contractual arrangements.

(6) Reviews and evaluates personal property utilization and recommends property acquisition, disposes of obsolete and/or excess personal property, and approves issuance of personal property in accordance with GSA Standardized Furnishings Plan as contained in the FPMR.

(7) Serves as the AID/Washington contact for GSA, Department of State, Department of Agriculture, Department of Labor, and any other Federal Department or Agency, as appropriate, and certain State agencies concerning personal property management matters.

(8) Participates with the Real Property Management and the Administrative Purchasing Branches in determining the requirements, selection, and acquisition of non-expendable property.

(9) Arranges appraisals of, and prepares recommendation for, disposition of foreign gifts received by AID employees worldwide, in accordance with HB-20, Chapter 7.

d. Administrative Purchasing Branch (MS/AS/PP/AP)

(1) Plans, manages, and coordinates the Agency domestic administrative procurement program and provides similar support to overseas AID organizations as required, including acquisition of commercial services, automation support equipment, and personal property and develops and establishes policies and procedures based on regulatory, statutory, and AID directives, evaluating compliance and providing management and statistical reports.

(2) Negotiates and issues purchase orders, solicits bids, and negotiates executes selected contracts which exceed standard FAR "small purchase" definitions, upon receipt of specific delegations of authority from MS/OP.

(3) Serves as principal purchasing agent and contact for GSA, other Federal agencies, and the private sector for all AID/Washington small purchases, except for limited IG procurement as defined in the FAR and AIDAR.

(4) Participates with the Real Property Management and Personal Property Management Branches in determining the requirements, selection, and acquisition of non-expendable property and administers and manages special programs of purchases of small value items within FAR, AIDAR, GSA, Treasury, and AID guidelines.

18H. Office of Information Resources Management (MS/IRM)

1. Office of the Director (MS/IRM/OD)

a. Maintains responsibility for the worldwide AID automation program, review and approval of automation components of AID projects, administration of major management programs mandated by statute or federal regulation, and provision of automation services to the Agency.

b. Establishes and enforces policies and standards for the above areas, through a multidisciplinary staff comprised of ADP specialists and management, program, and systems analysts, to provide direct assistance to Agency managers in the resolution of internal management problems and issues, with particular focus on improved approaches to meeting their information requirements and to making broader use of automation technology.

c. Provides Agency leadership and guidance for AID automation and information management activities pursuant to the Paperwork Reduction Act of 1980 and related implementing directives.

d. Oversees the provision of automation equipment and services required for the utilization of such equipment, including systems design, development, maintenance, and management.

e. Ensures the development and functioning of appropriate systems and procedures for determining Agency-wide requirements for MS/IRM services and oversees the review of needs, benefits, and effectiveness of information management activities.

f. Oversees the administration of Directives and Reports Management.

g. Formulates policies for AID automation activities worldwide, working in close coordination with other MS/IRM units and interpreting external policy directives which govern automation activities and overseeing their implementation.

h. Represents AID in interagency councils or other fora related to the programs/activities of the Office and maintains liaison, as required, with the OMB, GSA, the Department of State, and other organizations in areas of assigned responsibility.

i. Plans, directs, and supervises the activities of MS/IRM.

2. Special Projects Staff (MS/IRM/SP)

a. Provides technical assistance and staff support for planning, analytical, and evaluative work in the conduct of large-scale development projects which clearly cross IRM lines of responsibility.

b. Provides overall IRM policy review and development for AID worldwide and reviews and coordinates IRM policy with other agencies and departments, including other foreign affairs agencies for joint overseas ADP and communications activities.

c. Manages the introduction of new technologies into AID, and establishes and provides project teams to evaluate, plan, and implement those technologies.

d. Establishes and coordinates the Agency-wide plan to move the Agency toward an integrated approach to data management through the integration of existing systems, development of new central systems that support a more corporate approach to providing automated services and communications, and development of programmatic systems with common Agency-wide data bases or management implications.

e. Conducts management surveys and appraisals of problems and issues affecting projects encompassing multiple MS/IRM divisional responsibilities, providing consulting services and guidance to Bureau and Office officials for developing and implementing technological automation plans aimed at exploiting technology to improve their organizations work processes and systems.

f. Provides oversight of consultant and automation services contracts in support of MS/IRM special project staff, develops and/or reviews scopes-of-work, selects contractors and vendors, and evaluates the services/products provided.

g. Develops long and short-range technological plans for designated projects, assuring they are compatible with other IRM planning initiatives and that client organizational requirements are embodied adequately and accurately.

3. Planning and Evaluation Division (MS/IRM/PE)

a. Manages the systematic review of Agency-wide requirements for automation equipment and services (headquarters and overseas) and prepares and maintains summary plans for the Agency's automation program.

b. Projects the staffing and funding requirements of MS/IRM from Agency-wide requests for automation equipment and other IRM services and monitors the utilization of authorized funding resources against approved plans to ensure their effective and timely utilization.

c. Develops the AID OYB and multiyear resource budgets for information-related equipment/services and provides staff liaison with MS/MS and AA/MS regarding approved allocations, develops guidance for the worldwide automation budget, prepares budget submission for OMB, and prepares other mandated and ad hoc budgetary reports on the AID information management activities.

d. Coordinates with MS/OP, MS/AS, FM, and AA/MS in processing requests and obtaining contractor resources and monitors use of financial resources and maintains budgetary controls, providing advisory assistance to other MS/IRM elements in the development of scopes of work, contractor selection, and effective/efficient use of contractor resources.

e. Coordinates periodic evaluations of MS/IRM products and services to determine their value/efficiency and the extent to which they meet their original objectives.

f. Provides continuous oversight of AID information management programs and identifies opportunities for improving the management and utilization of resources allocated to them, developing the AID plan for systematically reviewing information management programs for submission to OMB and ensuring that such reviews are conducted as scheduled.

g. Coordinates the staff support required for the AID information management council, including development and maintenance of the council charter and membership roster, identification of topics/issues to be considered by the council, establishment and distribution of meeting agendas, etc., collaborating closely with other MS/IRM elements as appropriate.

h. Serves as MS/IRM focal point for coordinating Agency-wide training requirements in information management, identifing, developing, and scheduling appropriate training experiences for AID staff in coordination with HRDM and other MS/IRM elements.

i. Develops and maintains technical and management standards for automation services and reviews products/practices to ensure conformance with internal and government-wide standards, Maintaining liaison with other Federal agencies with respect to the development and utilization of government-wide standard data elements and participating in government-wide efforts to better manage information-related resources.

j. Administers the AID Directives Management Program in close coordination with author offices, as outlined in Handbook 18, Part I, as prescribed by 44 USC, including representing AID on the STATE/AID/USIA Regulations Board and coordinating AID/Washington review of joint issuances.

k. Develops, implements, and evaluates Agency-wide management improvement programs prescribed or recommended by the Congress, Office of Management and Budget (OMB), other Federal agencies, or instituted by AID, including various OMB Circulars, the Regulatory Flexibility Act, those portions of the Paperwork Reduction Act of 1980 that involve collection of information, and others as assigned.

l. Maintains the Agency's reports control program, including the review of reporting requirements levied on AID/Washington and overseas AID organizations and the provision of advice on information collection, processing, and utilization techniques.

m. Establishes policy on the form of automation needs to support records management (i.e., micrographics records versus computer-based records), in consultation with MS/AS.

n. Coordinates and monitors implementation of the annual MS/IRM operational activity planning, aimed at achieving expressed management goals and objectives.

4. Mission and Project Services Division (MS/IRM/MPS)

a. Serves as the focal point within MS/IRM for the automation and related information management requirements of overseas AID organizations.

b. Provides technical assistance to AID/Washington and overseas AID organizations in developing, implementing, and evaluating program-funded projects with significant automation content.

c. Provides, upon request, advisory and/or direct technical assistance to less-developed countries regarding their automation activities.

d. Provides the full range of automation services required for the internal use of overseas AID organizations; for example, designs, develops, and maintains automated systems for use in multiple posts overseas and coordinates the development of, and approves systems for use within individual posts.

e. Provides technical assistance to field organizations in the selection and utilization of automation equipment, including assistance on contractual matters dealing with the acquisition of automation equipment, and reviews and approves all requests for ADP services and equipment.

f. Identifies areas in which specific policies and standards are needed for managing automation resources of overseas AID organizations and develops and/or reviews all policy guidance affecting field organizations in this area.

g. Provides oversight of automation services provided by contractor or other non-direct-hire resources in support of overseas AID organizations, assisting in writing scopes-of-work, selecting appropriate contractors, and evaluating services/products provided.

h. Assists field organizations in maintaining automated equipment and related software and acts as their agent with U.S.-based vendors, as requested.

i. Provides management consulting services to overseas AID organizations through participation on review teams or in similar efforts coordinated by MS/MS, as requested.

5. Technical Support Division (MS/IRM/TS)

a. Serves as a resource to other MS/IRM elements for providing specialized computer sciences expertise and support required for servicing AID information systems requirements.

b. Participates in formal evaluations of MS/IRM services and recommends improved technical approaches for servicing AID automation requirements.

c. Keeps abreast of and evaluates technological developments other than those related to the central computer facility, recommending acquisition and supporting implementation of those developments which are cost-beneficial to AID

d. Provides statistical, mathematical, and computer science expertise for specialized analyses, including modeling.

e. Develops and disseminates information on new hardware and software developments (through conferences and periodic publications) for automation utilized directly by end users (microcomputers, office information systems, etc).

f. Provides technical input to MS/IRM planning and policy development.

g. Serves as a clearinghouse for applications software acquired or developed by AID and reviews proposed development or acquisition to avoid unnecessary duplication.

h. Maintains the User's Help Desk to provide assistance to systems users and systems administrators within AID/Washington Bureaus and Offices, with respect to installed automation equipment, systems software, and operational problems.

i. Maintains and periodically publishes descriptions of AID automated systems and available data.

6. The AID/W Services Division (MS/IRM/WS)

a. Serves as the focal point within MS/IRM for services required by AID/Washington client organizations.

b. Directs the provision of information systems to senior officers aimed at improving internal processes/systems, and addressing problems identified by AID management or other management evaluation efforts.

c. Provides guidance and leadership to assigned client Bureaus and Offices in identifying opportunities for the application of automation technologies.

d. Provides technical support to client organizations in their use of contractor resources for management consulting assignments.

e. Organizes and provides leadership for automation feasibility studies and cost benefit analyses.

f. Directs the design, development, programming, and implementation of information management systems, automated and non-automated, using direct-hire or contractor resources, conducting required testing of automated systems.

g. Trains staff of client organizations in the use of developed systems and any related automation equipment.

h. Maintains a current profile of automated and non-automated systems and of automation equipment and services provided to assigned client organizations.

i. Provides input to the policy, planning, and budget of MS/IRM on AID/Washington automation and management needs.

j. Manages special projects which involve either programmatic systems with common Agency-wide data bases or Agency-wide management systems.

k. Directs the conduct of management surveys and comprehensive appraisals of management problems/issues affecting the operations of assigned AID/Washington client organizations.

7. Systems Management Division (MS/IRM/SM)

a. Reviews, with the Services Divisions, the information needs of AID/Washington client organizations to determine whether they can be met through enhancement or modification of existing automated systems or whether alternative approaches would be more feasible.

b. Analyzes client requests for changes to existing systems to determine effects on all related systems, determine cost/benefit analysis of proposed changes, and perform feasible modifications/enhancements.

c. Conducts analyses of existing automated systems to determine whether new technology or systems modifications would cost-effectively improve responsiveness to user needs or system efficiency.

d. Assists clients in their use of existing systems by answering inquiries on system operation, security, scheduling, etc., and trains new client management and staff in operation and use of existing systems.

e. Develops computer programs for extracting data from existing automated files.

f. Serves as project manager for systems management work performed under contractual arrangements.

g. Participates in the review of automated information systems and of advanced office systems to determine whether they continue to meet their intended objectives efficiently.

h. Participates with the Services Divisions in the final testing of new automated systems to ensure that the systems can be operated and maintained in a production environment.

8. Automation Support Division (MS/IRM/AS)

a. Manages and serves as principal authority for the central AID computer facilities and telecommunications network.

b. Serves as focal point for the development and implementation of the Agency-wide Automation Security Program.

c. Formulates policies and procedures governing the use of the AID central computer facilities, including related software and telecommunications equipment.

d. Identifies requirements for, and provides broad oversight of, work performed by non-direct-hire staff under contractual or other arrangements.

e. Operates the central AID computer facilities, including scheduling the computer workload and maintaining the computer magnetic tape library.

f. Provides the necessary level of automation equipment and services to meet the information processing requirements of AID/Washington, develops housing and environmental specifications for automation equipment, develops and monitors plans for equipment installation, and initiates procurement actions for equipment, software, and related services, certifying invoices for payment for products and services received.

g. Maintains inventories and prepares special reports on automation equipment as required by AID, OMB, and GSA, as well as those requested by others.

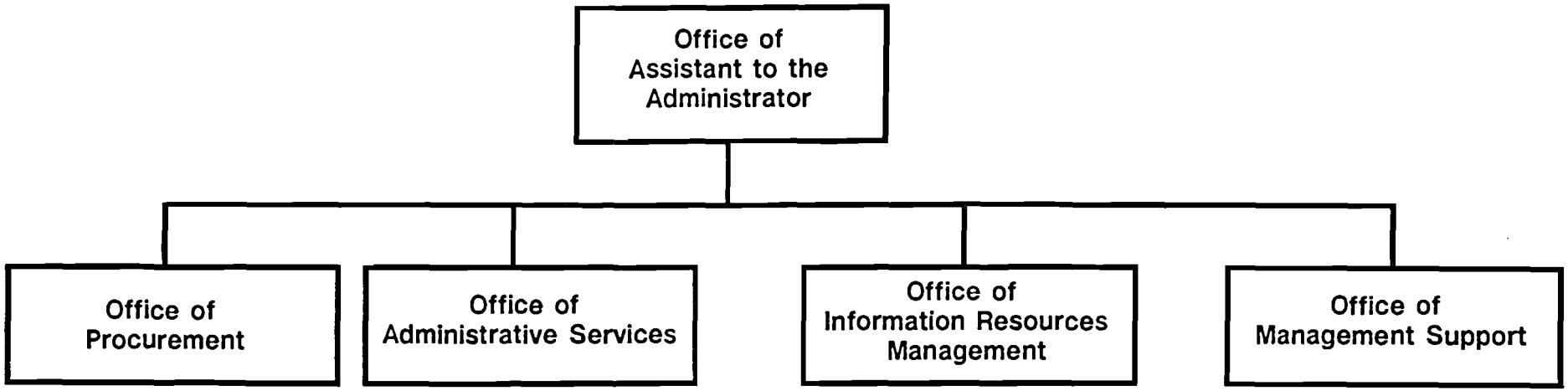
h. Develops criteria for assessing the operational capabilities of equipment and evaluating and recommending central computer hardware, including peripheral equipment for the main computers as well as telecommunications equipment.

i. Evaluates, designs, develops, and implements central computer operating system software and conducts post-implementation evaluations with emphasis on improving reliability and operational performance tuning.

j. Quantifies processing workloads and trends, processing performance, and data storage requirements, evaluates existing computer capacities, and makes recommendations for changes necessary for the provision of effective and timely processing capabilities for the Agency.

k. Manages the automation communications network through requirements analysis and long-range planning, develops and implements network operations criteria, designs and implements specialized software products, and provides operational support through performance tuning, problem determination, and resolution.

Bureau for Management Services



CHAPTER 19

BUREAU FOR FOOD FOR PEACE AND VOLUNTARY ASSISTANCE (FVA)

CHAPTER 19

BUREAU FOR

FOOD FOR PEACE AND VOLUNTARY ASSISTANCE

STATEMENT OF FUNCTIONS

19A. Summary of Bureau Functions

1. The Bureau of Food for Peace and Voluntary Assistance (FVA) has primary responsibility for coordinating AID's role in the Food for Peace Program, encouraging and strengthening the effective participation of nongovernmental voluntary organizations and institutions, and administering the American Schools and Hospitals Abroad Program. In carrying out these responsibilities, FVA coordinates with the AID Geographic Bureaus, the Bureau for Management (M), the Bureau for External Affairs (XA), the Bureau for Science and Technology (S&T), and the Office of U.S. Foreign Disaster Assistance (OFDA).

2. In carrying out its responsibilities, FVA draws on other AID Bureaus and Offices as appropriate. Similarly, other AID Bureaus and Offices look to FVA as required to fulfill their assigned responsibilities.

3. FVA programs are administered within delegated authorities and in accordance with policies and standards established by the Administrator.

19B. Office of the Assistant Administrator (AA/FVA)

1. The Assistant Administrator:

a. Serves as principal advisor to the Administrator on FVA matters.

b. Directs and supervises the activities of FVA and provides technical guidance and supervision on activities which are within FVA's area of responsibility but are administered by AID overseas organizations.

c. Coordinates with the Bureau for Private Enterprise (PRE) in the formulation of U.S. private and development cooperation assistance policies and programs.

19B1

d. Approves and administers all FVA programs and projects within the limits of delegated authority from the Administrator.

e. Represents AID on the Food Aid Subcommittee of the Development Coordination Committee (DCC).

f. Submits, through the Bureau for Program and Policy Coordination (PPC) to the Administrator, an annual budget of FVA activities, and assists in presenting FVA's program and budget to the Congress.

g. Approves and directs the allocation of FVA program resources among FVA Offices and AID overseas organizations.

h. Assures liaison with other AID Bureaus and Offices, the Department of State, other U.S. Government agencies, multilateral and private agencies and organizations, and foreign government officials.

i. Assures that primary liaison between AID and the Advisory Committee on Voluntary Foreign Aid (ACVFA - See Appendix 5 for Charter) is provided through the Executive Director of the Committee who:

(1) advises the Bureau on matters pertaining to the Committee and registered Private and Voluntary Organizations (PVOs);

(2) creates and explores approaches to enlarge the role of voluntarism in the development process; and

(3) formulates Agency and bureau policy proposals in the area of Voluntary Agency participation, taking into account legislative, Executive Branch, and AID policies and provisions.

j. Manages the implementation of FVA programs and projects.

k. Oversees the administration of Agency equal employment opportunity programs within the Bureau.

l. Personally represents FVA or the Agency before other Government agencies, the press, the public, and the Congress, as required, or as appropriate, delegates these responsibilities to FVA office directors.

19B1

m. Represents the U.S. Government at international conferences.

n. Approves all international travel for FVA Staff.

19C. Office of Program, Policy and Management (FVA/PPM)

1. Office of the Director

a. Advises and assists AA/FVA in formulating the Bureau's program policies, objectives and guidelines; reviewing assistance programs and projects; allocating program resources; presenting the Bureau's program and budget to the Agency and the Congress; establishing Bureau policies and procedures for evaluation of program and project activities; and developing for A/AID the review and approval of proposed AID and U.S. Government policies, objectives and guidelines with respect to food aid, the use of private and voluntary organizations, and the American Schools and Hospitals Abroad (ASHA) program.

b. Monitors the effectiveness of Bureau policies, systems, procedures, and practices for the implementation, monitoring, and periodic evaluation of AID-financed programs/projects; ensures their compatibility with overall AID policies, systems and procedures. Supervises the design and implementation of the Bureau's evaluation program.

c. Advises AA/FVA of significant or recurring problems impeding the efficient and effective execution of approved programs and projects: participates in the Bureau's assessments regarding the utility of continuing and/or terminating programs and/or projects.

d. Analyzes the role and effectiveness of U.S. policies and programs in furthering specific development strategies affecting Bureau programs and activities, and advises AA/FVA and other Agency bureau and office personnel with respect thereto.

e. Develops recommendations concerning the use of both AID and non-AID resources (i.e., both concessional and other than concessional aid) to support Bureau programs and to achieve specific Bureau objectives.

f. Devises strategies and methodologies for translating AID policy guidelines and programming requirements into implementation of sound Private Voluntary Organization (PVO) projects, Food for Peace (FFP) worldwide food aid activities, and ASHA programs.

19C1

g. Represents AA/FVA and participates in AID task forces and working groups formed to resolve Agency-wide program problems.

h. Maintains liaison with the Bureau for Program and Policy Coordination (PPC), the Bureau for Management (M), the Department of State, and other bureaus and agencies in formulating policy, programs and plans, and in reviewing projects and programs.

i. Coordinates the internal allocation of FVA program budgetary resources and the management of the Bureau's contributions to the AID Congressional Presentation; coordinates AID policies concerning FVA areas of responsibilities; reviews program documentation; and prepares the Operational Year Budget (OYB).

j. Develops overall Bureau evaluation plan and priorities.

k. Administers the Bureau's evaluation program; ensures that evaluations are undertaken to assess the extent to which FVA programs and projects are achieving their stated purpose, are consistent with and are achieving as well as contributing to current program objectives; participates selectively in the evaluation of projects and programs.

l. Reviews, participates in, or initiates the development of program-specific, sectoral and cross-sectoral evaluation plans which offer the basis for program planning and replanning and for assessment of program progress, effectiveness and impact.

m. Assists with development of Agency-wide and Bureau guidance, programming and review procedures to increase the nutritional and health impact of P.L. 480 and PVO programs.

n. Advises AA/FVA on the allocation of Bureau work force limitations (ceilings) including overseas positions, issues work force ceilings to Bureau offices and shifts ceilings among Bureau offices in line with Bureau priorities.

o. Represents and/or advises AA/FVA in basic personnel decision-making, in selection and assigning candidates for Washington and overseas offices, and in all other personnel matters.

p. Within delegated authorities, approves position and organization actions requested by FVA Washington and overseas offices.

19C1

q. Advises AA/FVA on allocation of work force resource limitations and operating expense among Washington and overseas offices.

r. Represents FVA in the formulation and/or clearance of policies and procedures relative to administrative and management matters, including cost reduction and management improvement.

s. Directs and supervises the activities of FVA/PPM.

t. Acts as the focal point in FVA for coordinating responses to congressional inquiries.

2. Policy Analysis Division (FVA/PPM/PAD)

a. Develops Bureau directives, guidelines, procedures and other statements of policy guidance concerning the programming and budgeting process, in coordination with other FVA units as appropriate.

b. In collaboration with PVC and FFP, provides a central source of expertise, information and advice on the role and uses of food aid and private voluntary organizations in the development process.

c. Analyzes AID policies and strategies for food assistance and PVO programs, including but not limited to, policies and planning systems that help to establish priorities among countries and program categories.

d. With the FFP, PVC and ASHA Offices, liaises with the Bureau for External Affairs (XA) and the Office of the General Counsel (GC) with respect to congressional interest in food aid, PVOs and the ASHA program and the monitoring of authorizing language, appropriations, and related agricultural legislation which bear on them.

e. Proposes new initiatives for legislative changes in the areas of food aid, voluntary assistance, and/or AID responses to changes in such legislation proposed by others.

f. Prepares testimony, position papers, and reports on special issues of interest to congressional committees.

g. Recommends actions to further the integration of the Agency's food aid and voluntary assistance efforts.

19C2

h. Works with FVA offices in developing program and project proposals.

i. Advises and assists FVA operating offices in relating their program activities to overall AID and Bureau objectives and assistance strategies.

j. Participates in evaluation of FVA activities as feasible.

k. With respect to food aid and in close coordination with FFP:

(1) analyzes available information from expert sources on economic and other factors relating to future LDC food production, consumption, and capacity to import, in order to make recommendations about global requirements for food aid.

(2) monitors and assesses economic trends in international cereals trade as well as the food aid policies and programs of other donors, and offers recommendations for U.S. positions in international fora.

(3) keeps abreast of the "state of the art" on the use of food in development and contributes to it, making use of the insights gained from AID's own operational experience.

(4) maintains liaison with ongoing policy-oriented research within and outside the U.S. Government of food and agricultural issues, and sponsors such research as appropriate.

(5) conducts, sponsors or participates in special studies on food aid issues with particular respect to such economic issues as the effects of food aid on food prices, producer prices, and agricultural policies, and the economic linkages of the food sector to other sectors.

(6) coordinates FVA input to food security initiatives proposed elsewhere in the Executive Branch and/or in international fora.

(7) in collaboration with FFP, reviews P.L. 480 country programs and project proposals and makes recommendations as to the adequacy of their developmental components including appropriate consideration of the economic implications of food aid on the particular country's development.

19C2k

(8) analyzes relationships of the several types of food aid programs to each other and to other AID development assistance programs in order to strengthen the developmental impact of food aid and the integration of food aid into Agency programs.

1. With respect to voluntary assistance programs and in close coordination with PVC:

(1) analyzes major policy issues, including the relationship of the PVO programs to AID's overall priorities, the appropriate degree of control by AID over PVO activities, and the relationship between PVO programs funded regionally and centrally.

(2) reviews the consistency of regional and country program strategies with AID policy on voluntary assistance.

(3) reviews FVA-sponsored PVO projects to ensure consistency with Agency policy, and optimum project design.

3. Program Operations and Management Support Division (FVA/PPM/PMS)

a. Administers the FVA budgetary operations, including the preparation of requests for the issuance and approval of program levels and program funded allotments and amendments; controls and schedules obligations and monitors reports status; provides guidance to FVA operating offices on funding allocations and appropriate documentation for program obligations.

b. Reviews program presentations and budget submissions of FVA offices to assure compliance with established budget and program objectives; recommends action to the Director or the Assistant Administrator.

c. Works with the FVA offices in reviewing the status of implementation and in analyzing and developing solutions to program problems.

d. Prepares or coordinates the preparation of substantive narrative statements and statistical and other data in support of FVA programs for use in AID, Executive Branch, legislative or other external program reviews.

e. Directs and coordinates the FVA Congressional Presentation and Annual Budget Submission, drawing on the respective FVA operating offices and working in close collaboration with the Office of

19C3e

Legislative Affairs (LEG), the Bureau for Program and Policy Coordination (PPC), the Bureau for Management (M), the Bureau for Science and Technology (S&T) and other bureaus.

f. Provides staff support for the Assistant Administrator's presentation and defense of Bureau programs at review meetings conducted by PPC and the Congress.

g. Collects and assembles materials on the operating programs of the Bureau for use in reports, briefings and publications, including presentations to Congress.

h. Is the FVA focal point for the development of program management information and other program systems which affect Bureau activities, working with other AID offices as appropriate.

i. Coordinates preparation of FVA responses to audit and other investigative reports to assure appropriate and timely response, identifies issues and themes of Bureau-wide policy concern, and facilitates the integration of audit and evaluation activities.

j. Maintains continuous review of policies and legislation concerning programs administered by the Bureau or in conjunction with other bureaus or departments.

k. Reviews Bureau operating expense budgets and coordinates the integrated development of overall program and operating expense budgets.

l. Prepares and analyzes the Bureau's annual work force budget, in collaboration with Bureau operational offices.

m. Reviews FVA operations worldwide to assure adequate management, administrative, personnel, and logistical support; and facilitates resolution of management, administrative, and other operating problems, using the Bureau for Management (M) and overseas Mission resources as required.

n. Coordinates and has primary liaison responsibility with M at the senior level to assure that centralized management and administrative services are provided to FVA; with assistance from M, assures the provision of other services, such as management briefing materials, administrative budgets, personnel authorizations and placements, and space planning.

19C3

o. Prepares FVA Bureau directives and coordinates Bureau clearance of AID's directives.

p. Serves as the Bureau's training office and provides Bureau employees with information on available training opportunities, and encourages employees to apply for training courses; reviews and/or approves all training applications.

q. Provides informal orientation and counselling services to all Bureau employees.

r. Allocates space among Bureau offices, and handles all administrative procurement matters for the Bureau.

s. Acts as the Bureau's Freedom of Information Officer and represents the Bureau on the AID Communications Review Board.

t. Serves as the FVA Records Management Officer and maintains a central statistical and records depository for the Bureau.

u. Handles all other Bureau activities relating to: the Agency awards program; security matters; the preparation and appeal of Personnel Evaluation Reports (PERs); charitable drives; disaster relief training; Bureau duty rosters; swearing-in ceremonies; telephone directories; and employee confidential statements.

19D. Office of the Deputy Assistant Administrator for Private and Voluntary Cooperation

1. Through the AA/FVA:

a. Develops, analyzes and/or defends the policies within the Foreign Assistance Act of 1961, as amended, AID Handbook 1, Part III-C3, 6 and 8 and the Executive Branch relative to the encouragement of programs to facilitate and assure maximum effective use of the resources of Private Voluntary Organizations (PVOs), including Cooperative Development Organizations (CDOs), in implementing U.S. Government foreign policy objectives. Advises the Bureau for Program and Policy Coordination (PPC) in policy formulation matters concerning AID's relationship with PVOs and CDOs, the Geographic Bureaus with respect to policy implementation, and the Agency's organizational units as appropriate regarding the general area of voluntary assistance.

19D1

b. Provides overall leadership, coordination and operational support for the Agency's relationship with the PVO community. As such, serves as the Agency's resource in the CDSS and ABS processes relating to PVO matters, develops and monitors the application of simplified AID procedures for supporting PVO programs, and serves in the role of general broker between PVOs and AID.

c. Chairs the intra-Agency PVO liaison Committee and assumes primary responsibility for implementing the committee's recommendations regarding all Agency PVO activities.

d. Plans or approves, directs and supervises the operations of the component units of FVA/PVC including public outreach, PVO information and program support, matching grants, child survival programs, development education, ocean freight reimbursement and the Denton Amendment program.

e. Provides leadership, direction, coordination and operational support to the Advisory Committee on Voluntary Foreign Aid (ACVFA). Advises the Bureau on matters pertaining to the Committee; creates and explores approaches to enlarge the role of voluntary aid in the development process; and formulates Agency and bureau policy proposals in the area of Voluntary Agency implementation of U.S. foreign policy objectives, taking into account legislative, Executive Branch, and AID policies and provisions.

f. Maintains liaison with the Office of the Assistant Secretary for Humanitarian Affairs (Department of State) and the Office of Institutional Relations, Private Sector Programs Division (International Communications Agency), Interaction, the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD/DAC), the World Bank, U.N. agencies, foreign governments and with the community of private and voluntary agencies generally regarding U.S. Government programs and policies relative to Non-Governmental Organizations (NGOs) and voluntary assistance.

g. Provides overall leadership, direction and coordination for the Agency's policy and support for development education programs in the United States, as implemented under authority of the Biden-Pell amendment to the FAA of 1961, as amended. Maintains liaison with national development agencies (e.g., CIDA) and international organizations engaged in similar educational efforts in their countries.

19D1

h. Develops and maintains an automated information system related to AID-supported private and voluntary activities; in collaboration with the Office of Information Resources Management (MS/IRM), designs and maintains an automated program database system pertaining to PVOs; develops and maintains an active program of two-way information dissemination within AID and with other government agencies and the private sector, including PVOs as appropriate. Develops guidelines, certifies and maintains the registry of U.S., international and local PVOs.

2. Public Outreach Staff

a. Provides leadership, direction and coordination for the Agency's policy and support for development education programs in the United States, as implemented under authority of the Biden-Pell amendment to the FAA of 1961, as amended. Maintains liaison with national development agencies (e.g., CIDA) and international organizations engaged in similar educational efforts in their countries.

b. Advises the Office Director on policy and program matters pertaining to the Biden-Pell amendment to the FAA of 1961, as amended, and the ACVFA, and develops programmatic criteria for FVA/PVC development education grant assistance.

c. Performs the full range of project management responsibilities for the Biden-Pell program, beginning with project conception through evaluation and redesign phases, working in concert with FVA/PPE on the development of project documentation. Monitors grantee's activities to assure achievement of the grants' purposes and conformity of grantee operations with the terms and conditions of the grant agreement. Periodically travels to field sites to assess progress of PVO projects and recommend program and procedural changes, as required.

d. Develops, compiles and synthesizes data on all PVO Development education and ACVFA programs for inclusion into the PVO management information system. Responds to comprehensive and/or technical inquiries about these PVO programs from within AID, the Congress, and the private sector.

e. Provides management, implementation, coordination and operational support of the Advisory Committee on Voluntary Foreign Aid (ACVFA). Advises the Bureau on matters pertaining to the Committee and registered PVOs; creates and explores approaches to enlarge the role of voluntary aid in the development process; and formulates Agency and

bureau policy proposals in the area of Voluntary Agency implementation of U.S. foreign policy objectives, taking into account legislative, Executive Branch, and AID policies and provisions.

3. Cooperative Development Staff

a. Serves as a focal point for AID's relationship with the Cooperative Development Organizations (CDOs). Develops programmatic criteria for AID grants to the U.S. CDOs to support their efforts to promote cooperatives as a development tool.

b. Performs the full range of project management responsibilities for CDO grants, from project conception to evaluation and redesign phases, working with FVA/PPM on the development of project documentation. Monitors grantee's activities to assure achievement of the grants' purposes and conformity of grantee operations with the terms and conditions of the grant agreement. Periodically travels to overseas field sites to assess progress of CDO projects and recommend program and procedural changes, as required.

c. Maintains liaison with the Advisory Committee on Overseas Cooperative Development and advises the Bureau on matters pertaining to the Committee. Maintains liaison with Central Bureaus/Offices, Geographic Bureaus, overseas Missions, and Less Developed Countries to identify appropriate opportunities for the collaboration of PVOs in approved CDO programs.

d. Recommends policies, new initiatives and procedures to promote U.S. CDOs' involvement in development activities in Less Developed Countries.

e. Develops, compiles and synthesizes data on all CDO activity for inclusion into the PVO management information system. Responds to comprehensive and/or technical inquiries about CDOs from within AID, the Congress, and the private sector.

4. Child Survival Staff

a. Advises the Office Director on policy and program matters pertaining to the Child Survival Initiative and develops programmatic criteria for Child Survival grant assistance.

19D4

b. Performs the full range of project management responsibilities for Child Survival grants, from project conception to evaluation and redesign phases, working with FVA/PPM on the development of project documentation. Monitors grantee's activities to assure achievement of the grants' purposes and conformity of grantee operations with the terms and conditions of the grant agreement. Periodically travels to overseas field sites to assess progress of Child Survival projects and recommend program and procedural changes, as required.

c. Maintains liaison with Central Bureaus/Offices, Geographic Bureaus, overseas Missions, and Less Developed Countries to identify appropriate opportunities for the collaboration of PVOs in approved Child Survival programs.

d. Develops, compiles and synthesizes data on all PVO Child Survival programs for inclusion into the PVO management information system. Responds to comprehensive and/or technical inquiries about these PVO programs from within AID, the Congress, and the private sector.

5. Information and Program Support Division

a. As the Agency's information center on PVO activities, provides analytical information to AID field missions to improve the design and impact of the Agency's PVO program. Promotes and facilitates the exchange of information to improve efficiency of programming approaches which provide for adequate Agency accountability.

b. Develops operational policies, procedures and practices for utilizing automated and manual PVO data systems to provide a range of technical and general information and services to overseas Missions, Geographic Bureaus, other AID/Washington bureaus and offices, collaborating organizations and other international development assistance institutions regarding U.S. Government programs with PVOs. Insures that information about AID's PVO program is disseminated to the above organizations as well as to other Executive Branch offices and the Legislative Branch of the U.S. Government and the private sector, as appropriate. Assures timely and accurate responses to Freedom of Information requests.

c. Reviews performance of PVOs to identify management deficiencies and recommend changes in AID procedures or new programs to strengthen PVO capabilities, as required. Directs and oversees the PVO registration process to determine PVO eligibility to participate in AID's PVO grant program. Annually oversees the analysis of financial

19D5c

statements of PVOs as a part of the registration process to ensure that the statements continue to meet acceptable standard of accounting and fiscal integrity, identifies potential financial problems on the part of registered PVOs and determines organizations' compliance with legislation establishing a minimum private level of support as a condition of eligibility for certain forms of Agency PVO funding.

d. Develops policies and procedures for the allocation and monitoring of the Agency's ocean freight reimbursement program and Denton Amendment programs. Analyzes grant proposals and performs grant management activities, as required; provides for information dissemination and maintenance; liaises with AID organizational units and the PVO community on topics of mutual concern.

6. Projects Division

a. Advises the Office Director on policy and program matters pertaining to the PVO centrally-funded field grant program, and develops programmatic criteria for FVA/PVC grant assistance.

b. Analyzes PVO program proposals to ensure appropriate planning discussion and clearance within the Agency, and conformance to AID design criteria so as to permit meaningful project evaluation.

c. Performs the full range of project management responsibilities for the centrally funded PVO program, beginning with project conception through evaluation and redesign phases, and working in concert with FVA/PPM on the development of project documentation. Monitors grantee activities to assure achievement of grant purposes and conformity of grantee operations with the terms and conditions of the grant agreement. Periodically travels to overseas field sites to assess progress of PVO projects and recommend program and procedural changes, as required.

d. Maintains liaison with Central Bureaus/Offices, Geographic Bureaus, overseas Missions, and less developed countries to identify appropriate opportunities for the collaboration of PVOs in Agency programs.

e. Develops, compiles and synthesizes data on PVC funded PVO field grant activity for inclusion into the PVO management information system. Responds to comprehensive and/or technical inquiries about these PVO programs from within AID, the Congress, and the private sector.

19E. Office of Food for Peace (FVA/FFP)

1. Office of the Deputy Assistant Administrator for Food for Peace and the Coordinator for Food for Peace

a. Serves as principal advisor to the Administrator through the AA/FVA on all food aid activities.

b. Provides overall leadership, coordination and operational support for food aid activities performed throughout the Agency.

c. Directly supervises the organizational components of the Office of Food for Peace Program.

d. Maintains liaison between AID and other U.S. Government entities to assure effective working relationships on food aid matters; as delegated by the AA/FVA presents AID's policies and practices on food aid to the Congress, the U.S. Department of Agriculture (USDA), and other Government agencies; interprets these policies for those within AID as required.

e. In consultation with the Geographic Bureaus, reviews and analyzes worldwide food assistance requirements as the basis for preparing (1) annual estimates of Public Law 480 requirements and Section 416 of the U.S. Agriculture Act of 1949, as amended, for submission to the Office of Management and Budget (OMB) and (2) program allocations within expenditures limitations established by OMB and commodity availabilities determined by USDA.

f. In consultation with PPC develops recommendations on a wide range of policy questions relating to the use of food aid resources in the foreign assistance program, and identifies major food aid requirement issues to be considered by the Development Coordination Committee (DCC).

g. Recommends changes to the AA/FVA in food aid programming and procedures arising from evaluation reports, audits and claims.

h. Maintains close relationships with commodity and trade associations to ensure their understanding of AID's objectives and operations and interprets their interests and needs to those concerned in AID.

19E1

i. In cooperation with the Bureau for External Affairs (XA) and the Office of Legislative Affairs (LEG) acts as the focal point within AID on legislative matters relating to all food aid legislation including congressional inquiries.

j. Represents the U.S. Government, as appropriate, at conferences or meetings on food aid. As delegated by AA/FVA, represents AID as a member of and provides leadership to the U.S. delegation to the Committee on Food Aid (CFA) of the World Food Program.

k. Maintains continuous review of policies and legislation governing the use of food assistance under Titles I, II, and III of Public Law 480, and Section 416 of the U.S. Agriculture Act of 1949, as amended.

l. In conjunction with the Geographic Bureaus, develops, designs and implements evaluations of food aid programs; based on evaluation findings, proposes policy and procedural changes for program improvement.

m. Jointly with the U.S. Department of Agriculture (USDA) and the Office of Management and Budget (OMB), and in consultation with the Bureau for Management (M) determines the level of biennial U.S. pledges to the World Food Program.

n. With the assistance of the Food for Progress Advisor, coordinates AID's overall role in the Food for Progress Program in accordance with the Agricultural Trade Development and Assistance Act of 1954, as amended. Through delegations of authority from the President, negotiates and carries out multi-year agreements with developing countries that are committed to agricultural policy reforms, provides for the furnishing of agricultural commodities to such countries on a credit or grant basis, and supports reforms and implementation of agricultural policy decisions based on free market principles.

2. Projects and Coordination Division (FVA/FFP/PCD)

a. Develops AID's World Food Program Policy positions, guidelines, and procedures in consultation with other Bureaus and Offices whenever matters under consideration may affect their responsibilities.

b. Provides technical guidance and staff support to AID/W, AID overseas organizations, and the Development Affairs Office in Rome on matters related to the World Food Program.

19E

c. Reviews, evaluates and recommends for approval or disapproval as appropriate, World Food Program project proposals involving consideration of market displacement, conflict with U.S. legislation, compatibility with bilateral programs, and political matters.

d. Participates in U.S. Government and intergovernmental forums, such as the U.N. Committee on Surplus Disposal, and the World Food Program's Committee on Food Aid. Also, coordinates the Development Coordination Subcommittee (DCC) for P.L. 480. This includes participation in setting the DCC Agenda for Titles I and II, as well as preparing policy and program issue papers. The DCC is the interagency group that approves allocations for the $1.6 billion P.L. 480 and the Section 416 surplus commodity programs.

e. Reviews and presents for inter-agency approval all requests for food assistance, feeding programs, and projects carried out worldwide by the World Food Program (WFP), and coordinates the inter-agency preparations for the twice annual meetings of the Committee on Food Aid in Rome, Italy.

f. Determines the level of biennial U.S. pledges to the World Food Program in conjunction with the U.S. Department of Agriculture (USDA) and the Office of Management and Budget (OMB), and in consultation with the Bureau for Management (M).

g. Collaborates with the Departments of State and Agriculture in developing procedures and guidelines on U.S. positions for U.S. Government delegations to the WFP Committee on Food Aid meetings in Rome.

h. Coordinates with STATE/RP (Bureau for Refugee Program) regarding U.S. government response to appeals for food aid for refugees received from the U.N. High Commissioner for Refugees and other multilateral agencies.

i. Develops, in collaboration with U.S. Government and private agencies, a detailed mechanism to implement, manage and evaluate the newly created Farmer to Farmer Program, which is funded from P.L. 480 funds.

j. Has worldwide responsibility for the management and implementation of the Outreach and Enhancement grants.

k. Provides guidance to USAID missions and private voluntary agencies on program criteria, documentation, and time table for submission of Outreach and Enhancement proposals.

l. Prepares responses to and takes appropriate action on any recommendations made by the IG and the General Accounting Office (GAO) which concern Title II programs in coordination with the Office of Program, Policy and Evaluation (FVA/PPE), as appropriate.

m. Reviews and monitors claims for losses or misuse of donated P.L. 480 Title II commodities and takes appropriate action to resolve such claims.

n. Responsible for the review of Handbook 9, Food for Peace, Title II, and coordinates amendment and/or revision as necessary.

o. Serves as the "backstop" office for all Food for Peace officers overseas, and participates in personnel assignments of such officers.

p. Responsible for the preparation of the FFP Office annual travel budget.

q. Responsible for the planning and coordination of FFP seminars and workshops.

r. Responsible for coordinating the preparation of the FFP Weekly Report.

3. Africa (FVA/FFP/AFR), Asia-Near East (FVA/FFP/ANE), and Latin America and the Caribbean (FVA/FFP/LAC) Regional Divisions

The Africa, Asia-Near East, and Latin America and the Caribbean Regional Divisions are three separate, but identical organizational units, i.e., the three units possess the same functional responsibilities.

a. Responsible for the implementation of policies and legislation governing the use of United States food assistance Titles I, II, and III of Public Law 480, and Section 416 of the U.S. Agriculture Act of 1949, as amended.

19E3

b. Consolidates and presents State/AID country positions on P.L. 480 Titles I/III sales proposals and represents State and AID on the Development Coordination Subcommittee on P.L. 480 (DCC) for the region.

c. Negotiates, on behalf of AID and State, with the Departments of Agriculture, Treasury, and Commerce, and the Office of Management and Budget in the development of P.L. 480 sales agreements and negotiating instructions.

d. Ensures that AID application of Title I is consistent with overall AID policies and P.L. 480 legislative requirements.

e. Provides technical guidance and staff support to the Geographic Bureaus, Bureau for Management (M), and other AID Offices for all matters related to Title I. This support includes preparation of position papers, program guidelines and working procedures covering AID's responsibilities for P.L. 480 programs.

f. Assists all Agency Offices in the development and review of policies and criteria for P.L. 480 sales programs; assures that adequate consideration has been given to the need to generate funds for all U.S. needs in proposed sales agreements.

g. Works with the Geographic Bureaus and other appropriate AID Offices in reviewing self-help proposals and progress to ensure that this information is appropriately incorporated in the annual reports to the Congress on P.L. 480 operations.

h. Prepares in final and obtains clearances on negotiating instructions to the appropriate U.S. Ambassador and on the draft test for P.L. 480, Title I, sales agreements, and on amendments to such agreements. Prepares and/or transmits to the field appropriate forms of correspondence dealing with subsequent implementation of these agreements, including specific problems arising under the agreement, compliance issues, etc.

i. Participates with FVA/PPM and other Agency offices in developing guidance, implementation procedures, and all policy promulgation dealing with Title III (Food for Development) of P.L. 480.

j. Participates with PPC and other Agency offices in the development of P.L. 480 Title II policy and program guidelines.

19E3

k. Provides backstopping services on all P.L. 480 Title II matters to Geographic Bureaus and Missions.

l. Reviews and evaluates P.L. 480 donation program requirements to ensure adherence to AID policy and legislative guidelines and to determine overall adequacy of necessary resources; recommends approval or disapproval accordingly to the Working Group of the Food Aid Subcommittee of the Development Coordination Committee (DCC) Title II Committee.

m. Provides technical guidance and staff support to the Geographic Bureaus, Bureau for Science and Technology (S&T), and Bureau for Management (M), and AID Offices having a need for assistance on matters related to Title II. Such support includes preparation of position papers and working procedures related to AID's responsibilities for Title II programs.

n. Reviews requests for Title II commodities ("calls forward") from the AID Missions and voluntary agencies; submits these requests for commodities to the USDA; follows through on their physical movement and handling to meet time-and-need schedules; coordinates child feeding and other nutrition-related commodity requests with the Office.

o. Administers in collaboration with other concerned offices, food grant assistance for disaster relief, which involves the essentials of the process for regular Title II projects but with all steps accelerated to meet emergency needs and the use of possible shortcuts, such as the diversion of commodities in transit elsewhere to the disaster area.

p. Administers the U.S. commodity and ocean freight donations program to voluntary agencies.

q. Has the overall responsibility for the coordination of donations programs as specified under Section 416 of the U.S. Agricultural Act of 1949, as amended; prepares policy programs and operational guidelines for Section 416 dairy surplus donation program, coordinating Section 416 with P.L. 480 and other development programs; works closely with the USDA on Section 416 program and policy issues to ensure that all legal requirements are met; directs the preparation of and presents in statistical and narrative form Title II Section 416 proposals to the DCC Subcommittee; prepares Section 416 Agreements for

19E3

clearance within AID/W and for final approval by the Coordinator of Food for Peace for the FVA Bureau of AID and the General Sales Manager of USDA; and develops special detailed analyses of Section 416 programs, including briefing material for trips abroad of AID/W and/or other government officials, including members of Congress.

r. Represents FFP and AID/W, as appropriate, in meetings with USAGE Mission Directors and/or other high level Mission personnel, U.S. voluntary agencies, other governmental departments and agencies, private associations and organizations on matters related to P.L. 480 and Section 416 programs.

4. Program Operations Division (FVA/FFP/POD)

a. In collaboration with the three regional units (FVA/FFP/AFR/ANE/LAC), Geographic Bureaus and M, prepares the Agency's consolidated P.L. 480, Title II and Section 416 Budget request and the operating year expenditures budget.

b. Coordinates commodity procurement for all Title II programs with USDA and consults with U.S. voluntary agencies on allocations as appropriate.

c. Initiates commodity shipments for World Food Program and government-to-government programs.

d. Acts as the focal point within FFP for determining the availability of commodities and funding for the Title II donation program; coordinates diversions of ships as required in emergency situations.

e. In collaboration with the Office of Information Resources Management (MS/IRM) manages the operation of the computerized Food for Peace/Management Information System (FFP/MIS).

f. Provides technical services to FFP units, the Geographic Bureaus, and the Bureau for Science and Technology (S&T) on special problems related to the use of agricultural commodities in AID programs (e.g., quality of packaging, developments in blended food products, and the eligibility of commodities for AID financing).

19E4

g. Acts as the liaison office with the AID Office of Nutrition. Provides research support service to the Title II Division in the areas of nutrition, food processing and commodity development.

h. Provides central documents control on P.L. 480, Title II and Section 416 government-to-government projects and World Food Program approvals and the obligations worldwide; maintains historical files and current running records and reports.

i. Reviews interagency clearance of requests for AID financing of food aid agricultural commodities and AID assistance to production in developing countries.

j. As requested, provides technical services, staff guidance, and data on food aid program activities to the Agency's Washington and overseas offices, Congressional staffs and other Federal departments.

k. Advises USDA on quality control measures regarding the movement of food aid commodities from U.S. mills to end-users overseas, including packaging, procurement, processing, shipping and storage. With the Office of Nutrition, provides technical guidance of specifications, shipping, and storage for commodities.

l. Furnishes advice and guidance to Offices within AID, to the private sector, and to representatives of participating countries, their technicians, industrialists, and commercial agents in Washington on problems related directly or indirectly to FFP programs and operations.

This includes guidance on technical aspects of the FFP program involving problems in production, marketing, procurement, processing and quality of agricultural commodities.

m. Directs the development of studies involving the use of processed foods in the Food for Peace programs and on-going analyses of the effective utilization of these commodities.

19F. <u>Office of American Schools and Hospitals Abroad (FVA/ASHA)</u>

1. Advises the AA/FVA of policy and program matters pertaining to assistance to American schools and hospitals abroad.

2. Develops criteria establishing eligibility requirements for assistance under the ASHA program.

3. Prepares the ASHA budget request relating to the level of assistance required to support the ASHA program in coordination with FVA/PPE, as appropriate.

4. Evaluates requests to FVA/ASHA for assistance, ranging from budget deficit support to capital improvements including the construction of complex medical and teaching facilities; consults with appropriate AID Offices and, when necessary, proposes employment of outside consultants to determine feasibility of requests and appropriate levels of assistance.

5. Consults with governing officials of ASHA institutions to (a) review current and projected budgets and justifications for requested assistance, and (b) ascertain that private and other funding sources have been explored.

6. Solicits comments, as appropriate, regarding grant terms, conditions, and administration from staff office with special expertise (e.g., the Office of Procurement (MS/OP), the Office of Financial Management (M/FM), the Office of the General Counsel (GC), the S&T Engineering Staff (S&T/ENGR), and the Office of the Inspector General (IG) on matters such as advice on the adequacy of grantees (a) financial statements and budgets, (b) grant provisions for disbursement of funds, (c) procurement and contracting practice, (d) contracts for the procurement of services, and (e) architectural plans and cost estimates.

7. As delegated by AA/FVA, negotiates and executes grants and grant amendments.

8. Administers ASHA grants, including:

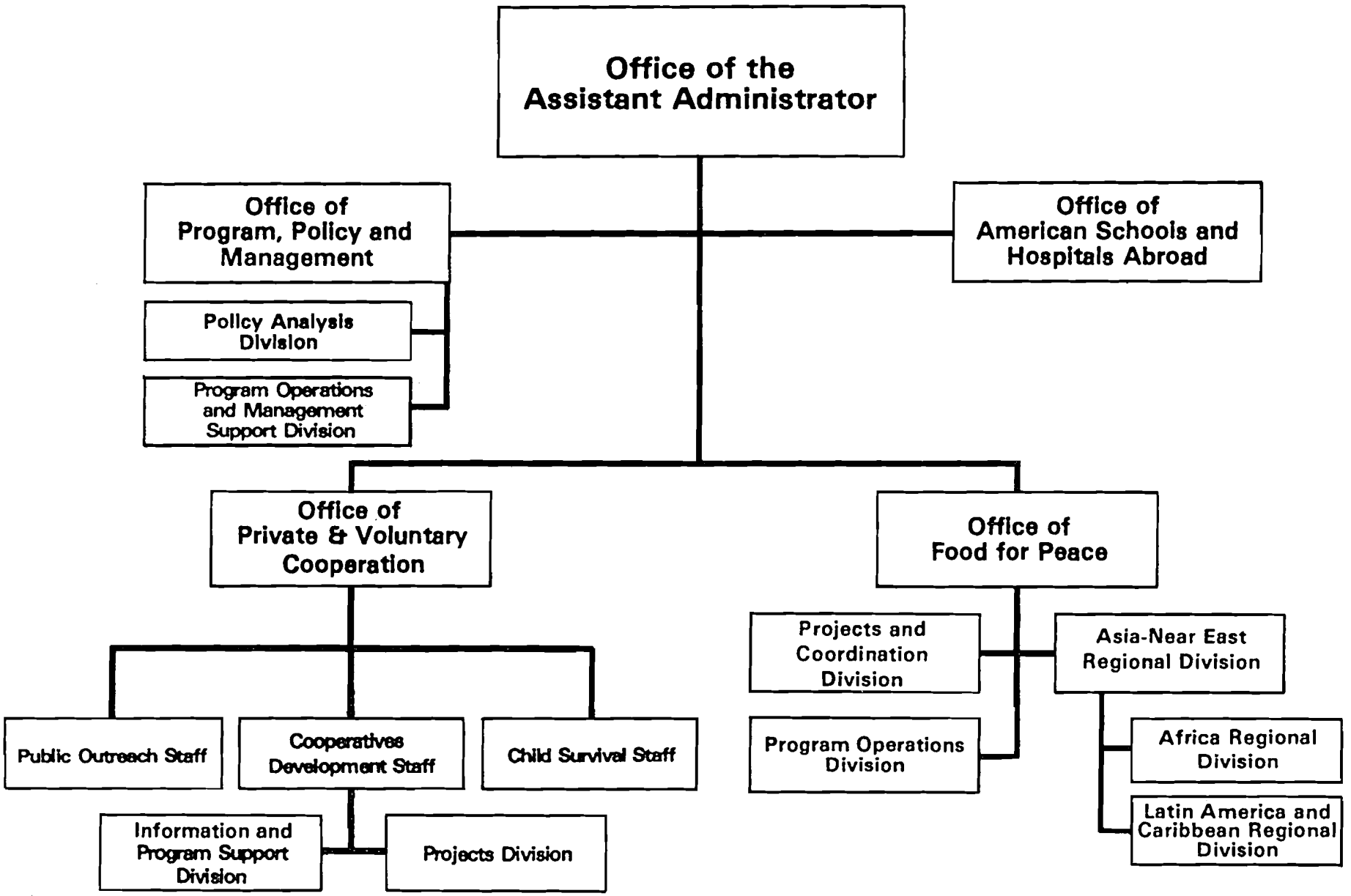
a. Monitoring of grantee's activities to ensure that the purposes of grants are achieved and that grant terms and conditions are in compliance.

b. Arranging for periodic overseas inspections of ASHA facilities for the purpose of assisting institutions in attaining more efficient operations and recommending necessary action in connection with the initiation, supervision, and completion of construction projects.

9. Takes appropriate action on any recommendations made by IG, and the General Accounting Office (GAO) which concern grants developed and executed by ASHA in coordination with the Office of Program, Policy and Management (FVA/PPM), as appropriate.

10. Prepares the Congressional Presentation and responds to Congressional inquiries under the guidance of FVA/PPM.

Bureau for Food for Peace and Voluntary Assistance



CHAPTER 20

BUREAU FOR SCIENCE AND TECHNOLOGY (S&T)

CHAPTER 20

BUREAU FOR SCIENCE AND TECHNOLOGY

STATEMENT OF FUNCTIONS*

20A. Summary of Bureau Functions

1. The Bureau for Science and Technology has primary responsibility for enhancing the Agency's capabilities to use science and technology to further economic and social progress in developing countries. To accomplish this, the bureau provides professional leadership and technical support to Agency activities in the sectors of agriculture, nutrition, forestry, environment and natural resources, energy, rural and urban development, development administration, employment generation, education, health and family planning. It also administers the Agency's International Training program.

Within each of the above sectors, the bureau:

a. Serves as the Agency's focal point to continually update and strengthen scientific and technical capacities of all bureaus and offices in Washington and overseas.

b. Serves as the Agency's primary liaison with the scientific and technical communities of the United States and the developing and more developed countries.

c. Serves as the Agency's focal point for the development of those sectoral strategies which require significant science and technology inputs. The bureau develops appropriate methodology to ensure that these strategies are responsive to the needs of developing countries.

d. Identifies, in collaboration with the Geographic Bureaus, field service needs which can be met more effectively and efficiently from a central source and arranges for these needs to be met either by direct-hire or contract staff from S&T Bureau and/or Geographic Bureau resources.

e. Mobilizes resources to provide assistance needed and requested by the field offices and Less Developed Countries (LDCs), building upon the bureau's liaison with U.S. universities, government agencies and professional organizations.

*Science & Technology now include the office of the Science Advisor, BIFAD and OIT.

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f. Supplies the scientific and technical dimensions to the Agency's overall development assistance policy and to those sector assistance policies and strategies which govern the Agency.

2. The bureau administers the Agency's central research and development program and coordinates centrally funded, regional and country research and development activities. The bureau ensures that new knowledge and methods are disseminated within AID and are utilized in AID field projects, and that the results of experimental efforts in one country, region or program are disseminated in useful form within AID and to the international development community.

3. The bureau serves as the Agency's focal point for technical coordination with United Nations (U.N.) specialized agencies and other international organizations. The bureau also coordinates AID's operational relationships with: (a) the Board for International Food and Agricultural Development (BIFAD) and its subcommittees in the management and implementation of programs/activities authorized under Section 298 of Title XII of the Foreign Assistance Act, as amended, and (b) the U.S. university community generally.

4. In carrying out its mission, the bureau has particular responsibility for facilitating full interaction among all AID science and technology personnel. To facilitate this interaction, S&T personnel in all AID/W bureaus and in all missions are identified as "S&T associates" and are part of the overall science and technology cadre of the Agency. This relationship is formalized through regular participation by Agency personnel representing the various technical specialties on Agency-wide S&T sector councils. These councils, among other things, coordinate career development and the performance of professional duties for S&T personnel outside their immediate organizational responsibilities.

5. The bureau also has responsibility for facilitating engineering operations of the Agency and aiding in the development of policies, procedures, standards, practices and internal guidance for the architectural, engineering, and related technologies and construction activities.

6. In carrying out its responsibilities, the S&T Bureau draws on other AID bureaus and offices as appropriate. Similarly, other AID bureaus and offices look to the bureau as required to fulfill their assigned responsibilities.

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7. The programs of the bureau are administered within delegated authorities and in accordance with policies and standards established by the Administrator.

20B. Office of the Senior Assistant Administrator (SAA/S&T)

1. The Senior Assistant Administrator

a. Coordinates Agency science and technology activities, overseeing the formulation, implementation, and evaluation of S&T programs and projects. Assures that adequate mechanisms and procedures are operating to enable S&T to link its technical expertise and programs to Agency activities. Establishes and coordinates the activities of the Agency S&T sector councils and coordinates their activities.

b. Directs and supervises the S&T Bureau, approving programs and projects, and allocating available resources among S&T Offices and programs within the limits of delegated authority from the Administrator. Directs the implementation of other S&T related program matters including central field service, research and development, project activity, Title XII and Consultative Group for International Agricultural Research (CGIAR) research program support.

c. Represents, when required, the Deputy Administrator in his role as the Agency's senior representative to the Board for International Food and Agricultural Development (BIFAD). Administers Agency programs developed in coordination with the BIFAD when such programs are appropriate for central rather than geographic sponsorship.

d. Serves as or designates the U.S. delegates to the CGIAR, and provides overall direction of AID program support for CGIAR research centers. Assures that Agency positions are presented to the CGIAR and that all appropriate units are informed and make use of CGIAR resources.

e. Ensures that the Agency's policy and program guidance in technical areas reflects the full involvement of the Agency's technical staff. To accomplish this, establishes and coordinates the work of Agency sector councils composed of technical representatives of the S&T Bureau, the Bureau for Program and Policy Coordination (PPC), the Geographic Bureaus, and others as may be appropriate.

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f. Develops and directs the implementation of a comprehensive program designed to promote continual upgrading and effective utilization of Agency science and technology personnel, working in close collaboration with the Office of Personnel Management (M/PM) and others as appropriate.

g. Coordinates the Agency's research efforts and provides an Agency focus on scientific and technological activities including those of the Office of the Science Advisor (SCI) which reports to the Administrator through the Senior Assistant Administrator for Science and Technology.

2. The Deputy Assistant Administrator for Research

a. The Deputy Assistant Administrator for Research performs a staff, not a line, function coordinating research for science and technology for the Agency.

b. Provides leadership for the bureau's research and development programs, including identifying problems of priority concern to AID Missions, providing means of solving these problems, planning research programs and the disseminating of research results. Leads the bureau's efforts to ensure coordination of centrally funded, regional and country research activities.

c. Establishes and maintains liaison with those national, international, private and governmental organizations which have significant research elements related to development.

d. Coordinates the formulation and revision of the bureau's research budget and participates in the presentation of this budget within the Agency and before the Congress.

e. Identifies and coordinates the development of comprehensive programs which are designed to address the Agency's research requirements.

f. As directed, acts on behalf of the Senior Assistant Administrator for Science and Technology.

3. The Deputy Assistant Administrator for Technical Cooperation

a. The Deputy Assistant Administrator for Technical Cooperation performs a staff, not a line, function coordinating technical cooperation to the field in the Bureau for Science and Technology.

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b. Serves as the bureau's focal point in the identification of technical resource requirements of country and regional programs and in the development of effective management utilization programs designed to address those requirements. Leads the bureau's efforts to respond promptly to country and regional needs.

c. Coordinates the review and/or resolution of issues across directorate lines.

d. Coordinates the formulation and revision of the bureau's technical cooperation budget and the periodic review process of technical cooperation projects in order to assess the project progress and funding requirements and participates in the presentation of this budget within the Agency and before the Congress.

e. Assures that there is full cooperation and coordination among and between the various entities involved in the Agency technical resource management program. These entities include contracted resources, direct-hire staff, host country officials and Agency sector councils. Acts as the Senior Assistant Administrator's liaison with the sector councils.

f. As directed, acts on behalf of the Senior Assistant Administrator for Science and Technology.

20C. Directorates

1. The bureau is organized into four Directorates:

a. Food and Agriculture (S&T/FA) which includes the Offices of Agriculture (S&T/AGR) and Nutrition (S&T/N);

b. Energy and Natural Resources (S&T/EN) which includes the Offices of Energy (S&T/EY), and Forestry, Environment and Natural Resources (S&T/FNR), and the Engineering Staff (S&T/ENGR);

c. Human Resources (S&T/HR) which includes the Offices of Rural and Institutional Development (S&T/RD) and Education (S&T/ED);

d. Health and Population (S&T/HP) which includes the Offices of Health (S&T/H), and Population (S&T/POP).

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2. Offices of the Agency Directors for Food and Agriculture, Energy and Natural Resources, Health and Population, and Human Resources

Each Directorate is headed by an "Agency Director for", reporting directly to the Senior Assistant Administrator for S&T, who for his/her directorate will have the following responsibilities:

a. Directs the activities of the bureau's technical sectors as enumerated above. Coordinates these activities with representatives of the science and technology cadre in Geographic Bureaus and the Bureau for Program and Policy Coordination as well as the field in support of field service needs and of Agency thrusts in technology transfer.

b. Supervises the work of the bureau offices within the directorate. Directs and encourages the efforts of these directorate offices to provide professional and technical support and assistance for Agency activities in their specific disciplines. Stimulates and encourages the interdisciplinary approaches to programs in the technical sectors represented in the directorate's activities.

c. In coordination with the Office of Program recommends to the Senior Assistant Administrator program priorities within his/her directorate and budget allocations to implement these programs.

d. Recommends to the Senior Assistant Administrator the S&T Bureau members to the sector council or councils which provide Agency-wide science and technology planning and implementation. Is responsible for liaison on behalf of the bureau with these sector councils.

e. Directs efforts to devise programs and projects; approves programs and projects within the limits of delegated authority from the Senior Assistant Administrator.

f. Promotes continual upgrading of the Agency's science and technology professional staff through recruitment, training and development of professional standards; fosters lateral communications among professional personnel, both within the Agency and with the professional community as a whole, providing technical leadership to the associates in the sector.

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g. Provides assistance and backstopping in maintaining positive and open relations with the domestic and international communities involved in the sectors as defined above. This includes participation in and appearances before intergovernmental, international and scientific committees and fora.

h. With approval of the Senior Assistant Administrator, represents the Agency, or designates an Agency representative, at meetings of important national and international organizations and associations concerned with science and technology.

i. Advises the Senior Assistant Administrator in presenting and defending the program and budget to the Congress.

j. Develops and recommends specific plans for the bureau's response to the Agency's commitment to minority involvement in foreign assistance.

k. Represents the Agency before the press and public, on sector-related matters, as required.

l. Provides executive secretariat service in support of the sector council(s).

20D. Office of Program (S&T/PO)

1. Office of the Director

a. Directs and supervises the activities of the component units of S&T/PO.

b. Identifies program issues and proposes appropriate resolution.

c. Advises the Senior Assistant Administrator, the Agency Directors and other bureau senior staff on program priorities. Provides staff support in formulating, presenting, and managing the S&T Bureau programs and projects; plans, allocates and directs the use of bureau program resources.

2. Analysis and Evaluation Division (S&T/PO/AE)

a. Participates in the development of bureau program policy, taking into consideration Congressional guidance and Agency policy. Prepares S&T Bureau narrative for the annual Congressional Presentation including coordination with the technical offices. Formulates issues as a basis for policy decisions by the appropriate Agency Director or for use in discussions among senior bureau and Agency executives, when policy decisions are made. Prepares analyses, issues papers and formulation of options for recommend courses of action when policy decisions are needed or project documents are scheduled for formal technical review meetings. Maintains cognizance of technical office actions to implement program policy.

b. Coordinates with Agency and Office Directors the review of program proposals and the formulation of recommend priorities for inclusion in the bureau's budget. Reviews program and project budgets of the technical offices for conformance to Agency program priorities. Advises Senior Assistant Administrator, Agency Directors, and technical offices of findings/recommendations.

c. Assists offices in preparing program documents and in resolving implementation problems. Revises for substance all program documents (Project Implementation Orders (PIOs), Project Papers (PPs) and, Project Identification Documents (PIDs)). Coordinates the bureau's project design efforts including issuance of guidance and review of design documents.

d. Assists technical offices in the development of project evaluation schedules. Reviews evaluation scopes of work and recommends approval or revision, calling the Agency Director's attention to unresolved problems. Reviews evaluation results and monitors follow-up actions. Identifies generic problems revealted by evaluations. Participatesin team evluation of projects. Coordinates with PPC's Center for Development Information and Evaluation (PPC/CDIE).

e. Responsible for management and oversight of bureau evaluation and peer review processes including the issuance of appropriate guidance. Assists technical offices in the development of project evaluation schedules. Reviews evaluation scopes of work and recommends approval or revision. Reviews evaluation results and monitors follow-up actions. Identifies generic problems revealed by evaluations. Participates in evaluation teams. Coordinates with PPC's Center for Development Information and Evaluation (PPC/CDIE).

f. Maintains a continuous review of the financial requirements of technical office projects approved for implementation in relation to the anticipated or actual availability of funds, to assure the optimum utilization of program resources allotted to the bureau.

g. Assigns action responsibilities for preparing replies to the Inspector General (IG) and General Accounting Office (GAO) reports, provides procedural, editorial and substantive guidance to action officers, and provides bureau management with status reports of open recommendations.

3. Program Division (S&T/PO/PR)

a. Serves as focal point within the S&T Bureau for the programming function; develops directives, guidelines, and procedures, and other statements of policy guidance concerning the bureau programming and budgeting process.

b. Reviews the S&T Bureau office program presentations to identify substantive issues, to assure compliance with burearu strategy and to recommend program priorities.

c. Ensures that PIDs/PPs developed by the S&T Bureau have been appropriately reviewed before being submitted to the proper authority.

d. Administers S&T Bureau budgetary operations, including the preparation of requests for the issuance and approval of program levels and program funded allotments and amendments; coordinates the scheduling of obligations; provides advice to the Agency Directorates and technical offices on funding allocations and appropriate documentation for program obligations; performs final review and approval of implementation documents (Project Implementation Orders/Commodities, Project Implementation Orders/Technical Services, etc.).

e. Responsible for Bureau coordination on financial management including liaison with FM on program funded financial and accounting concerns. Develops financial guidance and procedures for Bureau operations. Performs financial analyses of projects and contracts. Oversees the bureau internal control assessment process.

e. Manages and, as required, modifies and adjusts the S&T Bureau's program management and budget information systems with the support of the Office of Information Resources Management (MS/IRM).

f. Works with Bureau for Program and Policy Coordination (PPC) and other designated offices on development of Agency information and data procedures and policies compatible.

g. Serves as S&T liaison with the Office of Planning and Budget (PPC/PB) and the Office of Procurement (MS/OP). Responsible for overall Bureau compliance with Agency procurement and budget policy.

20E. Office of Management (S&T/MGT)

1. Directs and supervises the activities of the S&T management staff and advises the Senior Assistant Administrator, the Agency Directors and other bureau senior staff of management priorities. Provides staff support in formulating, presenting, and managing S&T Bureau positions and administrative submissions to the Agency.

2. Provides administrative/logistic support and allied services to the S&T Bureau offices to strengthen them in their assistance role to AID Missions and Geographic Bureaus.

3. Acts as management consultant to S&T Bureau technical offices on the administrative/management implications of situations in their areas of responsibility, calling upon the Bureau for Management for assistance and support as required.

4. Continuously reviews the internal operations of the S&T Bureau to propose improvements in organization, utilization of resources, and in systems and procedures.

5. Provides management consultation and advice to the Senior Assistant Administrator and the S&T Bureau senior staff.

6. Represents the Senior Assistant Administrator in basic personnel decision making, in selecting certain candidates referred by the Office of Personnel Management (M/PM), and in other personnel matters.

7. Coordinates with the Bureau for Management at the senior level to assure the provision to the S&T Bureau of centralized services such as travel planning and authorization, space planning, administrative procurement, requisitioning of office supplies and equipment, and reproduction and printing services.

8. Advises the Senior Assistant Administrator on the allocation of S&T Bureau position and employment ceilings among bureau offices; monitors these levels to assure best usage of allocations.

9. Develops and defends the bureau's operating expense and work force budget requirements; monitors the utilization of administrative resources by bureau offices.

10. Assures that operating expense allotments to the bureau are properly used and that externally or internally imposed limits are not exceeded. Maintains careful monitorship of travel allocations, assuring the Agency's procedures are adhered to and the very scarce travel resources are used to the S&T Bureau's and the Agency's best advantage.

11. Represents the Senior Assistant Administrator in the formulation or clearance of policies and procedures relative to administrative and management matters.

12. Maintains a roster of senior consultants and talent files on persons and organizations to meet the bureau's short-term internal personnel requirements.

13. In cooperation with the technical offices, assesses the capacity of the Agency in terms of the necessary technical personnel, to effectively design and carry out programs for which the Agency is responsible.

20F. Office of Technical Review and Information (S&T/TRI)

1. Office of the Director

a. Directs and supervises the administration of the S&T/TRI program including: providing development information services to AID/W bureaus/offices, Missions overseas, host countries, other donors, etc.; facilitating the exchange and utilization of development information with those private and governmental entities involved in furthering economic and social progress in the developing world; facilitating professional interchange and promoting increased communication between members of the cadre; and coordinating the Agency's Research Advisory Committee (RAC) support and university relations activities.

b. Provides the Agency with required or desirable statistic, processed and/or published information in all sectors from the S&T Bureau and other sources, working closely with "users" including senior managers of the Agency, to ascertain type, amount and depth of information to be provided.

c. Maintains liaison with U.S. Government agencies, international organizations, foundations, BIFAD, etc., on matters pertaining to the Office's assigned areas of responsibility.

2. Research and University Relations (S&T/RUR)

a. Advises the Senior Assistant Administrator on the review of Agency sponsored research and matters of overall research strategy and design.

b. Provides professional and administrative staff support to the AID Research Advisory Committee (RAC) and such other project review bodies as may be established in carrying out their mandates. Ensures that follow-up action is taken on recommendations of such groups. Ensures provision of a Federal officer to the Research Advisory Committee. Identifies and recommends candidates to serve on these bodies.

c. Reviews design of research projects to assure results are readily adaptable to preparation in printed form (with assistance from PPC/CDIE and S&T/PI).

d. Coordinates the development of Agency policies on university relations in general.

e. In accordance with a Presidential initiative, oversees the administration of the Historically Black Colleges Program in conjunction with other Agency Offices and Bureaus.

f. Maintains continuous liaison with the BIFAD Support Staff on all matters relating to the implementation of Title XII and provides staff support to the Senior Assistant Administrator on operational coordination between AID and BIFAD.

g. Prepares Congressional Presentation (CP) and annual budget for the Strengthening Grant Program and manages implementation of the program.

h. Prepares special and periodic reports, including the Annual Report to the Congress on Title XII activities. Responds to public and congressional inquiries on Title XII, university relations and research.

i. Informs the Senior Assistant Administrator, and through him/her, the Administrator and other Agency leaders, of critical matters in the development of the Title XII program and related university relations.

j. Carries out responsibilities required by the Federal Advisory Committee Act in support of the Board for International Food and Agricultural Development (BIFAD), and its subcommittee, the Joint Committee on Agricultural Research and Development (JCARD), to assure that their meetings and operations are conducted in accordance with the statute, including approval of the agenda, public notification, and recording the minutes. Also ensures the provision of Federal officers to these organizations.

3. Publications and Information Division (S&T/TRI/PI)

In performing these tasks this division will make advance submission of any proposed publications to the Agency's Communications Review Board for approval. Secondly, if opportunities arise for AID exposure with newspaper, radio, television or any external media, coordinates through the Bureau For External Affairs (XA) prior to any contact with such media (see Chapter 11 of this handbook).

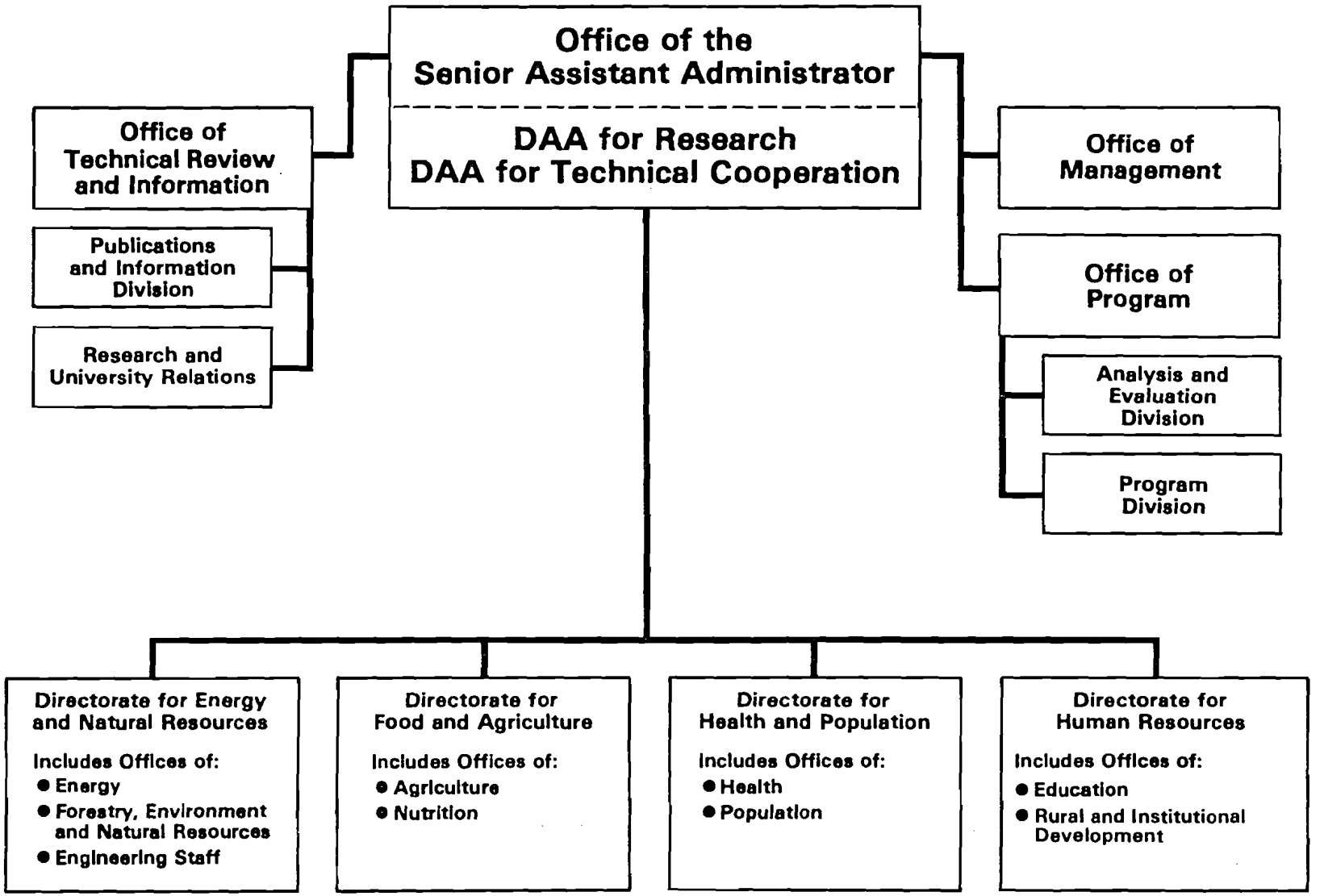
a. Monitors information output of Agency financed research and development activities to ensure results are appropriately and effectively presented/distributed.

b. Analyzes development-oriented scientific and technological data and experiences; based on this analysis, prepares and disseminates educational and professional papers and publications with a view to fostering full communication among AID's S&T professionals and their counterparts in national and international organizations.

c. Initiates and assists in the development of training programs, seminars, conferences and other professional fora in order to promote the exchange of ideas, research findings and methodology within the S&T community.

d. Establishes and maintains liaison with a broad range of development and humanitarian organizations in order to foster information and experience sharing in the various scientific and technological disciplines for which the bureau has assigned responsibility.

Bureau for Science and Technology



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e. Administers the Agency's comprehensive program of information services to Missions and bureaus brokering development information within the development community.

f. Provides on-site assistance for utilization or adaptive aspects of project design and implementation, works closely with S&T technical offices in developing viable utilization strategies for research, adaptation/application and field-service projects whether new, ongoing, or completed.

g. Assists LDC and AID field personnel to identify specific development support requirements of LDC and donor-assisted development progress. Gives first priority to meeting such field determined requirements.

h. Assists in the preparation of specialized publications, films, handbooks and periodicals produced to share development assistance knowledge and experience among international development assistance institutions. Assures, wherever feasible, that AID's contribution to the development process is identified.

i. Provides technical assistance on the design and implementation of regional, country and central projects involving the use of motivational communications/media to inform target audiences within the LDC community.

20G. DIRECTORATE FOR FOOD AND AGRICULTURE (S&T/FA)

Office of Agriculture (S&T/AGR)

1. Office of the Director

a. Directs and supervises the activities of the component units of S&T/AGR; through the Assistant Director for Field Support, provides technical support to Mission and Geographic Bureau activities. Serves as the focal point of contact with the Office of Management (S&T/MGT).

b. Serves as the Agency focal point for development and support of international networks of agricultural research centers. Through the Associate Director for Research, provides support to AID in the specialized field of agricultural research and network building.

c. Directs the work of the office in providing to the Board for International Food and Agricultural Development (BIFAD) technical judgments on various agricultural subdisciplines. Devotes particular attention to the planning and initiation of Collaborative Research Support Grants.

d. Represents S&T on the Sector Council for Agriculture which is responsible for AID's global agriculture strategy including discussion and resolution of technical issues.

2. Consultative Group for International Agricultural Research Staff (CGIAR/Staff)

a. Supports the Agency Director for Food and Agriculture in his/her capacity as the U.S. Delegate to the CGIAR. Provides direct staff assistance and/or facilitates AID support to CGIAR and its subordinate units, including assignment/appointment of staff, logistical and management support, drawing directly upon other AID units as necessary.

b. Periodically assesses the overall effectiveness of programs carried out jointly by AID and CGIAR and recommends ways in which program effectiveness might be enhanced.

c. Participates in various Agency fora to ensure that CGIAR concerns are appropriately reflected in Agency programs and policies.

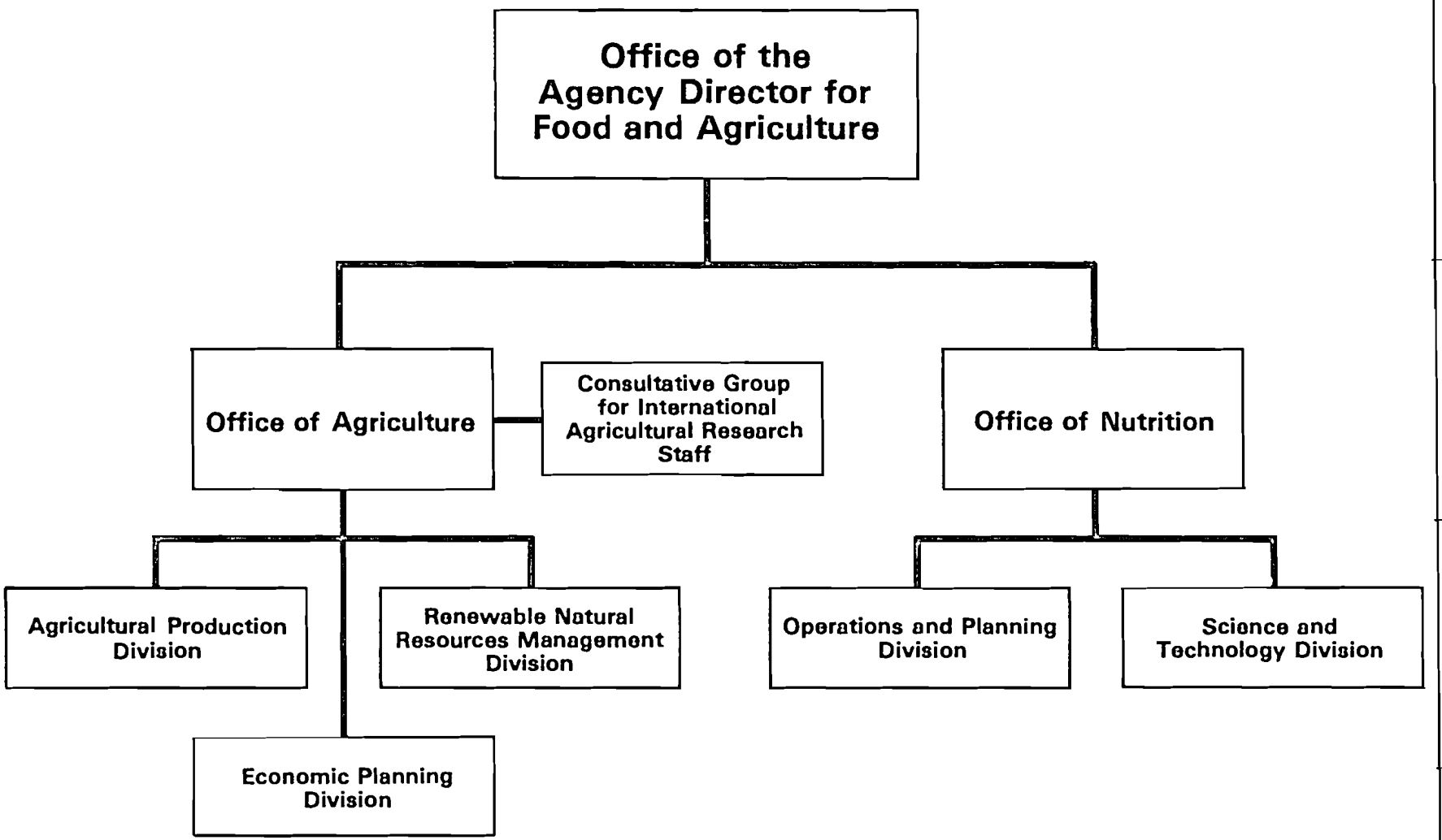
d. Represents CGIAR before the press, the public, the Congress, and the university community; monitors for CGIAR all matters pertinent to its responsibilities and activities, vis-a-vis AID and the community of participating universities and other institutions.

3. Technical Divisions

The office is comprised of three technical divisions: (a) Agricultural Production Division (S&T/AGR/AP), (b) Economic Planning Division (S&T/AGR/EP), and (c) Renewable Natural Resources Management Division (S&T/AGR/RNRM). These divisions:

a. Assist AID Missions, geographic bureaus and Less Developed Countries--either participating in or leading teams--by identifying the major problems impeding agricultural development or designing agricultural programs for individual countries; provide technical support in the preparation, design, implementation, and evaluation of project proposals.

Directorate for Food and Agriculture



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b. Provide awareness of scientific and technological developments in agriculture through liaison with other Government agencies, universities, professional organizations, foundations, and private industry.

c. Design and manage centrally funded research and development projects, Section 122(d) projects and BIFAD Collaborative Research Support Grants which have high priority and application in field programs which require interregional attention.

d. Participate in meetings and activities relating to the BIFAD and its subordinate committees, and to Title XII, generally; serve as the primary source of Agency agricultural expertise for BIFAD matters.

e. Periodically assess the Agency's overall technical capacity and external resource capability in the agricultural field. Ensure that the results of these assessments are fed into the work force planning systems of the Agency.

f. Assist geographic bureaus and Missions in identifying talent for work in the agricultural sector disciplines.

g. Monitor agricultural experience in and out of AID to keep abreast of the state-of-the-art and help promote dialogue, learning, and training within AID; work closely with the Office of Technical Review and Information in carrying out these functions.

h. Serve as a focal point in AID/W for preparation of briefing memoranda and responses to Congressional and public inquiries on agricultural matters--where such matters are not country or region specific. Also represent the Agency, as appropriate, at international meetings and conferences relating to agriculture.

20H. Office of Nutrition (S&T/N)

1. Office of the Director

a. Directs and supervises the activities of the component units of S&T/N; assures the provision of administrative support services and serves as the focal point of contact with the Office of Management (S&T/MGT).

b. Is the principal staff office within AID in the specialized field of nutrition. Works closely with other units within AID.

c. Maintains liaison with U.S. Government agencies, international organizations, foundations, etc.

d. Is the focal point for S&T/N programming processes, establishing project priority guidance and developing and redefining methodology to implement projects and maintain systems to report the status of overall parts of the programming process.

e. Guides and assists S&T/N units on project conception and planning; project implementation, monitoring and review; project evaluation and project termination; and follow-up.

f. Assists AID Missions and geographic bureaus in identifying skilled personnel available for work in nutritional sector disciplines.

g. Represents S&T on the Sector Council for Nutrition which is responsible for AID's global nutrition strategy including discussion and resolution of technical issues.

2. Operations and Planning Division (S&T/N/OP)

a. Assists AID Missions, geographic bureaus, and Less Developed Countries (LDC's) upon request, by providing technical support in the preparation, design, implementation, and evaluation of project proposals concerned with nutrition policies and strategies.

b. Evaluates nutrition experience in and out of AID and helps promote dialogue, learning, and training with AID about nutrition planning policies and strategies. In carrying out these functions, works closely with the Office of Technical Review and Information (S&T/TRI).

c. Works with geographic bureaus, Missions, and other AID offices and outside entities to identify the major nutrition-related economic and agricultural problems, impeding modernization and growth; participates in Geographic Bureau program review sessions on the substantive aspects of proposed new activities in these areas; provides guidance on the development of institutions and professional education and training.

d. Serves as a focal point in Washington for preparation of briefing memoranda and responses to Congressional and public inquiries on nutritional matters--where such matters are not country or region specific.

3. Science and Technology Division (S&T/N/ST)

a. Assists AID Missions by providing technical support in the preparation, design, implementation, and evaluation of project proposals involving food science/nutrition/food technology.

b. Develops and manages centrally funded research and development projects designed to identify and overcome major technology impediments to the improvement of nutritional status of Less Developed Country (LDC) populations. Applies new concepts and developments in nutrition, food science, and food technology in field programs which require inter-regional rather than region-specific or country-specific attention.

c. Monitors research and development projects in the specialized field of food science/nutrition/food technology.

d. Promotes the continuous upgrading of AID's professional competence in the nutrition sector. Periodically assesses the Agency's overall technical capacity and external resource availability in the nutrition field and ensures that the results of these assessments are fed into the planning system of the Agency.

DIRECTORATE FOR ENERGY AND NATURAL RESOURCES (S&T/EN)

20I. Engineering Staff (S&T/ENGR)

1. Assesses the Agency's overall engineering and architectural capacity including external resource availability such as "Requirements" and "Indefinite Quantity Contractors," (IQC's) and ensures that the results of such assessments are fed into the work force planning system of the Agency. Assures that needed "Requirements" and "Indefinite Quantity Engineering and Environmental Contractors" are available to AID user bureaus and manages such umbrella arrangements.

2. Through management of contract for engineering newsletter and working closely with the Office of Technical Review and Information, assures that information materials and announcements of new or updated technology are disseminated on a regular basis to the professional engineers and architects of the Agency.

3. Develops and prepares handbook material relating to engineering responsibilities.

4. Upon request, assists AID bureaus, offices, and Missions in analyzing, supporting and coordinating project engineering workloads, and renders assistance as called upon in the recruitment, placement, and career development of the Agency's professional engineers and architects.

5. Establishes and maintains liaison with U.S. Government agencies, international organizations, professional societies and organizations, and with educational institutions in the field of engineering, architecture, construction, and related technology.

20J. Office of Forestry, Environment and Natural Resources (S&T/FNR)

1. Assists AID Missions, Geographic Bureaus, and Less Developed Countries (LDC's) upon request--either participating in or leading teams, in identifying the ways in which research, information dissemination, technical assistance support and training in the fields of forestry, environment and natural resources can satisfy basic human needs or assist in solving other major problems impeding development. Further, at the request of the geographic bureaus or missions, provides technical support in the preparation, design, implementation, and evaluation of project proposals, on subjects or at a level of expertise, for which Missions or geographic bureaus do not have the appropriate technical expertise and for which the bureau for Science and Technology has retained technical expertise.

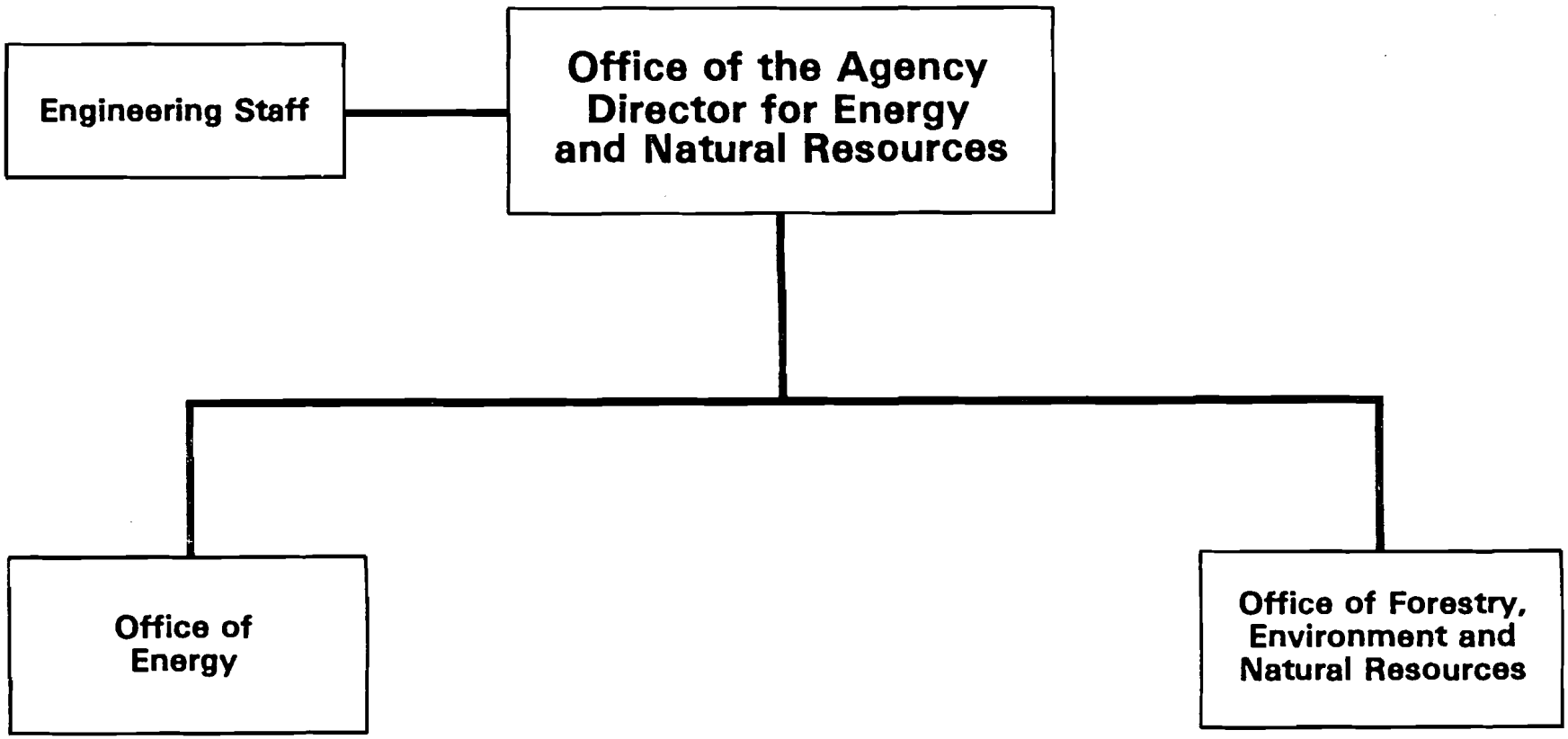
2. Identifies, analyzes and explores long-range (second generation) technical problems so that the Agency may anticipate future impacts.

3. Designs and manages centrally funded projects which have high priority and support Mission objectives in the field but which require interregional rather than region-specific or country-specific attention.

4. Assists geographic bureaus and Missions in identifying talent for work in the relevant forestry, environment and natural resource areas, principally through the design and management of contractual or interagency mechanisms for obtaining external resources to be utilized on an Agency-wide basis.

5. Monitors the state-of-the-art in fields of forestry, environment and natural resource and evaluate underutilized technologies of value to AID; helps promote dialogue, learning, and training within AID about those areas. In carrying out these functions, works closely with the Center for Development Information and Evaluation (PPC/CDIE), the Office of Agriculture (S&T/AGR), the Office of Energy (S&T/EY), the Bureau for Program and Policy Coordination (PPC), and the geographic bureaus.

Directorate for Energy and Natural Resources



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6. Serves as a focal point in Washington for preparation of briefing memoranda and responses to Congressional and public inquiries on forestry, environmental and natural resource matters--where such matters are not country or region specific. Represents the Agency, as appropriate, at international, interagency or Agency meetings and conferences relating to forestry, environment and natural resources as part of the broader concerns of science and technology.

7. Periodically assesses the Agency's overall technical capacity and external resource availability in the relevant aspects of forestry, environment and natural resources and ensure that the results of these assessments are fed into the work force planning systems of the Agency.

8. Assesses the overall technical capacity and resources of Less Developed Countries (LDCs) in the relevant areas of forestry, environment and natural resources as they relate to integrated development needs.

9. In collaboration with the geographic bureaus and missions, provides technical advice and/or leadership in such activities as:

a. Development of LDC institutions for formulating national land-use and resource management policies, priorities, and organizational responsibilities, and for implementing decisions in this field.

b. Orientation of LDC university land-use and resource management programs to development needs.

c. Identification, assessment, and testing of underutilized knowledge and strategies which have major potential for assisting LDCs to meet their basic needs.

d. Development and strengthening capacity of LDCs to protect and manage their environment and natural resources, including special efforts to maintain and, where possible, restore the land, vegetation, water, wildlife, and other resources upon which depend economic growth and human well-being, especially that of the poor. (Section 118 of International Development and Food Assistance Act of 1977.)

e. Identification, dissemination, and transfer of appropriate (including light capital) technology relevant to activities in forestry, environment and natural resources that promote income/employment generation.

10. Collaborates with the geographic bureaus and with other offices as appropriate to:

a. Identify and help mobilize the technical resources needed for appropriate analysis, design, and implementation of regional and country assistance projects in these subsectors and for closely related types of land management and other development activity.

b. Plan, promote, and monitor the expansion and coordination of private sector and Agency efforts to develop and disseminate technology appropriate for developing countries.

c. Integrate, to the extent possible, in land-use and resource management activities, the common concerns of institution-building research and income/employment generation.

d. Utilize remote sensing of all kinds as a tool for assisting developing countries to assess and manage their land and other resources.

e. Represent S&T, as appropriate, on the Sector Council for Energy and Natural Resources which will be responsible for AID's global forestry, environment and natural resources strategy including discussion and resolution of technical issues.

20K. Office of Energy (S&T/EY)

1. Provides professional and technical leadership for the development of energy programs in conjunction with geographic and other bureaus.

2. Provides planning and technical support to geographic bureaus for:

a. Establishment of energy programs suitable for application in developing countries and for assistance in evaluation of projects and establishment of priorities to determine feasibility and appropriateness.

b. Identification of specialists to assist in design and implementation of energy projects.

c. Development and support of liaison between U.S. and Less Developed Country (LDC) institutions conducting energy research and development.

d. Assistance in meeting energy work force development needs at Missions and in host country organizations.

20K2

3. Develops and manages central energy programs to:

a. Establish long and short-term training programs for U.S. and Less Developed Country (LDC) specialists at suitable universities or other appropriate institutions in the United States.

b. Investigate and evaluate state-of-the-art advances in energy development in the United States and international energy community, with particular emphasis on decentralized renewable resources based on energy production.

4. Acts as technical liaison with congressional staff and with interested foreign governments and international agencies working in the energy sector.

5. Provides Agency representation at domestic and international energy policy and technology conferences, seminars, and demonstrations to ensure continued AID presence and interaction with other agencies pursuing the advance of energy programs.

6. In conjunction with geographic bureaus and Missions, determines the kind of research most desirable and suitable to host countries; identifies U.S. institutions with expertise most closely related to this kind of research, and, as appropriate, provides support to their efforts in order to accelerate the transfer of technology to LDCs.

7. Seeks new approaches to relating U.S. and LDC industry and private sector participation in energy programs to increase the supply of the new technologies and material development necessary to support the growth of new energy programs.

8. Represents S&T, as appropriate, on the Sector Council for Energy and Natural Resources which will be responsible for AID's global energy strategy including discussion and resolution of technical issues.

DIRECTORATE FOR HUMAN RESOURCES (S&T/HR)

20L. Office of Education (S&T/ED)

1. Office of the Director

a. Directs program of technical support to Missions and other parts of AID on education matters.

20L1

b. Provides leadership within AID for activities in the specialized field of education research and network building: works closely with the education professional community on planning, development, and coordinating educational research capabilities.

c. Maintains liaison with U.S. Government agencies, international organizations, foundations, etc., and serves as Agency representative to external committees and other deliberative bodies dealing with technical professional matters in education.

d. Convenes Technical Subcommittees for Education of the Human Resources Sector Council.

2. Technical Divisions

The technical divisions of S&T/ED are: the Development Education Systems Division (S&T/ED/DES) and the Educational Technology and Communications Division (S&T/ED/ETC). Within assigned functional areas, each division:

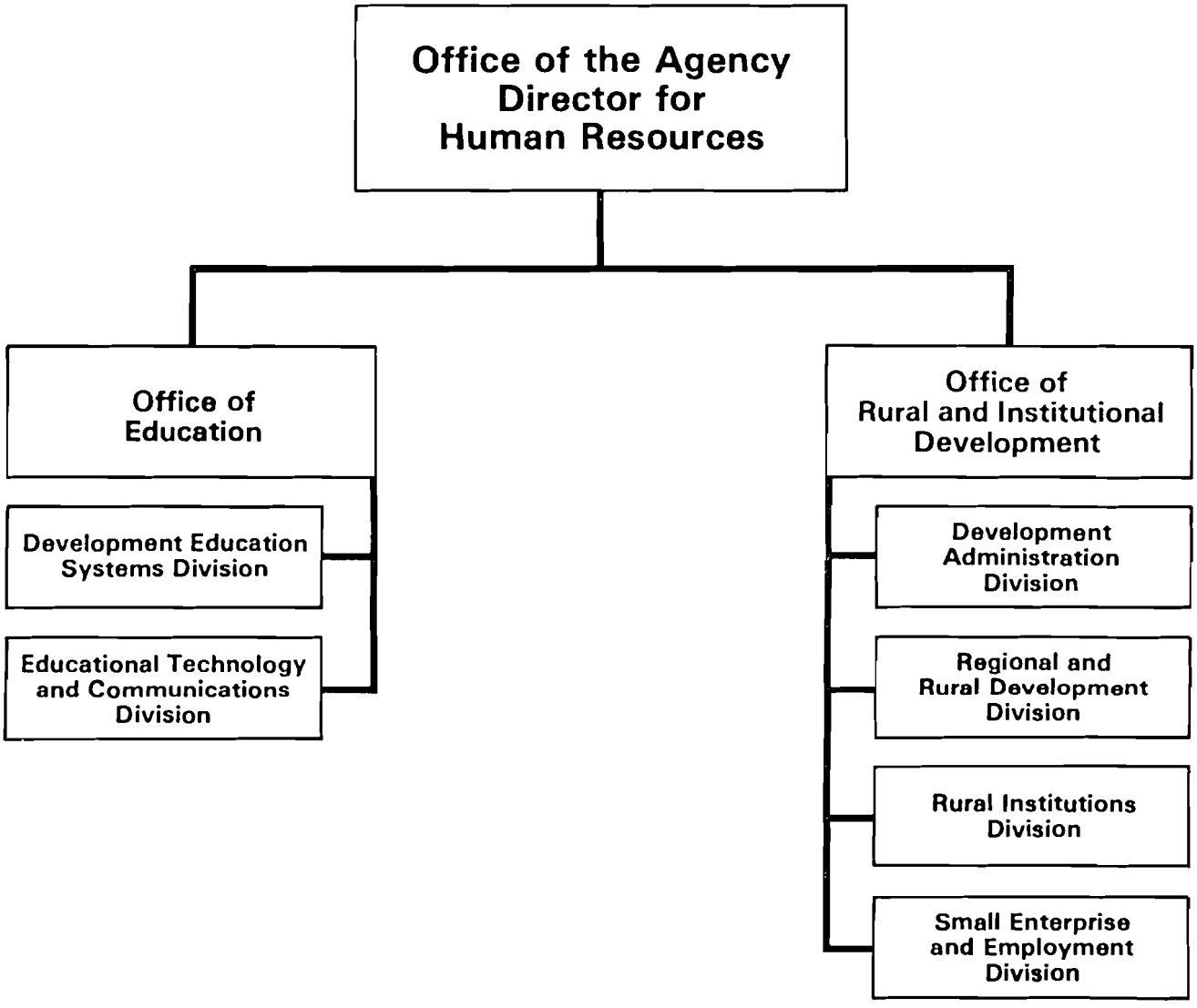
a. Assists AID Missions, geographic bureaus, and Less Developed Countries (LDCs) by initiating or responding to requests--either participating in or leading teams--in identifying the major problems impeding education development, and in designing education-sector programs for individual countries. Further, at the request of bureaus or Missions, provides technical support in the preparation, design, implementation, and evaluation of project proposals in the field of education.

b. As requested by the geographic bureaus, provides advice and information on technology in each sector and its applications.

c. Designs and manages centrally funded research and development education projects which have high priority and strong potential application in field programs, and which require interregional rather than region- or country-specific attention.

d. Assists geographic bureaus and Missions in identifying and evaluating skilled personnel for work in education disciplines principally through the design and management on a centralized basis of contractual or interagency mechanisms.

Directorate for Human Resources



20L2

e. With Geographic Bureaus, stimulates and conducts evaluation of experience in and out of AID to help develop the state-of-the-art. Helps promote dialogue, learning, and training within AID about education. Works closely with S&T/TRI in carrying out these functions.

f. Serves as a focal point in Washington for preparation of briefing memoranda and responses to Congressional and public inquiries on educational matters--where such matters are not country-or-region specific. Also represents the Agency, as appropriate, at international meetings and conferences relating to education.

g. Periodically assesses the Agency's overall technical capacity and external resource availability in the education field. Ensures that the results of these assessments are fed into the work force planning systems of the Agency.

20M. Office of Rural and Institutional Development (S&T/RD)

1. Office of the Director

a. Administers the S&T Bureaus programs in rural area and regional development, development administration, employment generation and related activities and programs which are multi- or cross-sectoral in nature. Provides Agency leadership in area and regional development, including urban issues associated with the problems and processes of regional, rural and agricultural development. In this regard, works collaboratively with other AID bureaus. Assures conformance of projects and program management to existing legislation, Agency policies and S&T operating guidelines.

b. Provides project priority guidance within the office. Develops and redefines methodology to implement projects and maintains systems to assess and report the status of overall parts of the programming process. Serves as focal point for office contact with the Office of Program (S&T/PO) and the Office of Management (S&T/MGT).

c. Maintains liaison with other U.S. Government agencies, international organizations, foundations, professional associations, universities and other major organizations. Serves as the Agency focal point for the development of international networks in the fields of development activity for which the office has responsibility.

20M1

d. Provides technical support, either directly from on-board staff or through contracted institutions and firms, in rural area and regional development analysis and planning, rural-urban dynamics and linkages, spatial analysis and planning, rural and regional marketing systems, area and regional integration, urban-area-regional resource management and institutional development and networking in support of rural area and regional development programs.

e. Keeps abreast of available skills and consultancy resources in RD related areas. Works closely with and provides support and assistance as appropriate to the Human Resources and Agriculture Sector Councils including the review and evaluation of projects, programs, sector strategies and specific technical and management issues identified by the councils. Also works closely with cooperating universities and contractors to select, plan, develop, and coordinate research priorities and activities and to respond to applied research opportunities.

f. As assigned, works with Agency, IDCA, Department of State, and other U.S. Government agencies, as appropriate, in preparation of position papers and other documents for and participation in international meetings.

g. Directs and supervises the activities of the component units of S&T/RD. Guides and assists office staff on project conception and planning, project implementation, monitoring and review, project evaluation and termination, and follow-up.

2. Technical Divisions

a. The Office of Rural and Institutional Development consists of four technical divisions:

(1) The Regional and Rural Development Division (S&T/RD/RD) which provides professional and technical leadership in area and regional development, including issues associated with the problems and processes of regional, rural, and agricultural development. This division, in particular, brings to bear the tools, concepts, approaches and expertise developed in the professional fields of area and regional development to the problems of agricultural and rural development and to other Agency priority concerns such as energy, resource management, health, population, and the promotion of employment opportunities.

20M2a

(2) The Development Administration Division (S&T/RD/DA) which provides professional and technical leadership and assistance in public and development administration, and related management, administrative and interdisciplinary fields.

(3) Rural Institutions Division (S&T/RD/RI), which provides professional and technical leadership and assistance in the development of rural institutions and organizations which are essential to economic growth and broad based rural development, such as credit, savings and marketing organizations and systems, local cooperative organizations and public and private organizations engaged in research, extension and other activities supportive of rural development.

(4) Small Enterprise and Employment Division (S&T/RD/SEE), which provides professional and technical leadership and assistance in the formulation, implementation, and evaluation of programs to stimulate employment both in the indigenous private and public sectors and use of capital saving technology. This is accomplished primarily through the design and promotion of small- and medium-sized enterprise strategies, projects and opportunities.

b. Each of these technical divisions is responsible, within its assigned areas, for:

(1) Keeping the Agency current on the state-of-the-art in practical approaches for their assigned areas of development and their application to Agency and host country programs; encouraging and supporting increased understanding of assigned areas and continued development of their practical applications; developing and identifying technical resources and skilled personnel for AID and its host countries to facilitate related research and field activities.

(2) Assisting offices within the S&T Bureau, other AID bureaus, missions and developing countries upon request in designing strategies and programs, and in related local organizational aspects; providing technical support, either directly from on-board staff or through contracted institutions and firms in the preparation, design, implementation and evaluation of project proposals.

(3) Designing and overseeing centrally funded research and development projects which have high priority and application in field programs but which require broader than geographic bureau or country-specific attention.

20M2b

(4) Serving as a focal point in Washington for preparation of briefing memoranda and responses to congressional and public inquiries on assigned areas--where such matters are not country- or geographic bureau-specific. Representing the Agency, as appropriate, at international meetings and conferences relating to assigned areas and in providing technical staff work to assist in preparing for such conferences.

(5) Under the guidance of the related Agency Sector Councils periodically, assessing the Agency's overall technical capacity and resource availability and ensuring that the results of these assessments are fed into Agency planning processes for both personnel and program.

(6) Designing and managing centrally funded projects which have high utility in field application, but which require cooperation with other AID units having field implementation or support responsibilities.

(7) In collaboration with OIT and PPC/CDIE, monitoring, evaluating, compiling and interpreting experience for assigned areas using sources internal and external to AID. Promotes training and sharing of information.

DIRECTORATE FOR HEALTH AND POPULATION (S&T/HP)

20N. Office of Health (S&T/H)

1. Office of the Director

a. Directs and supervises the activities of the component units of S&T/H; assures the provision of administrative support services and serves as the focal point of contact with the Office of Management (S&T/MGT) and the Office of Program (S&T/PO).

b. Is the principal staff office within AID in the specialized field of health. Works closely with other units within AID on health related matters.

c. Maintains liaison with U.S. Government agencies, international organizations, foundations, etc.

d. Is the focal point for S&T/H programming processes, establishing project priority guidance and developing and redefining methodology to implement projects and maintain systems to report the status of overall parts of the programming process.

20N1

e. Guides and assists S&T/H units on project conception and planning; project implementation, monitoring and review; project evaluation and project termination; and followup.

f. Keeps current on available skills and resources in health related areas. Promotes the continual upgrading of AID's professional competence.

g. Coordinates the health documentation for strategy formulation and congressional representation of health programs. Prepares educational and scientific papers on health for presentation to national and international groups, organizations, and associations.

h. Assists AID missions and geographic bureaus in identifying skilled personnel available for work in health sector disciplines.

i. Represents S&T/H on, works closely with and provides support and assistance to the Health Sector Council. (See Appendix 6 of Handbook 17).

2. Technical Divisions

There are three technical divisions: Health Services Division (S&T/H/HS), Water and Sanitation Division (S&T/H/WS), and Communicable Disease Division (S&T/H/CDO, reporting to the Director. These three divisions:

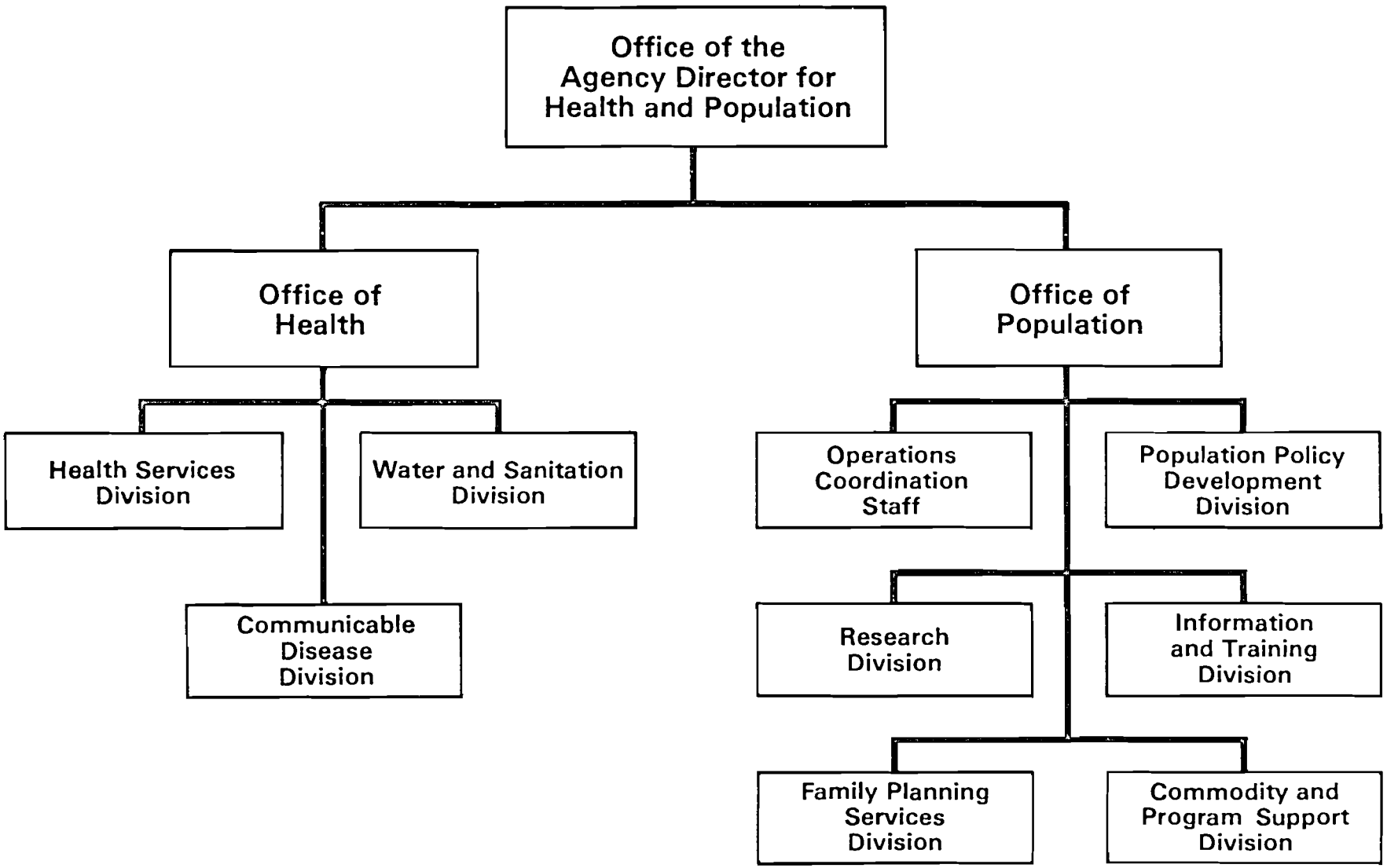
a. Assist AID missions, geographic bureaus, and Less Developed Countries (LDCs) upon request--in identifying the major problems impeding health development or the design of health programs. Further, at the request of the bureaus, missions, or other AID offices (Population and Nutrition in particular), provide technical support in the preparation, design, implementation, and evaluation of project proposals.

200. Office of Population (S&T/POP)

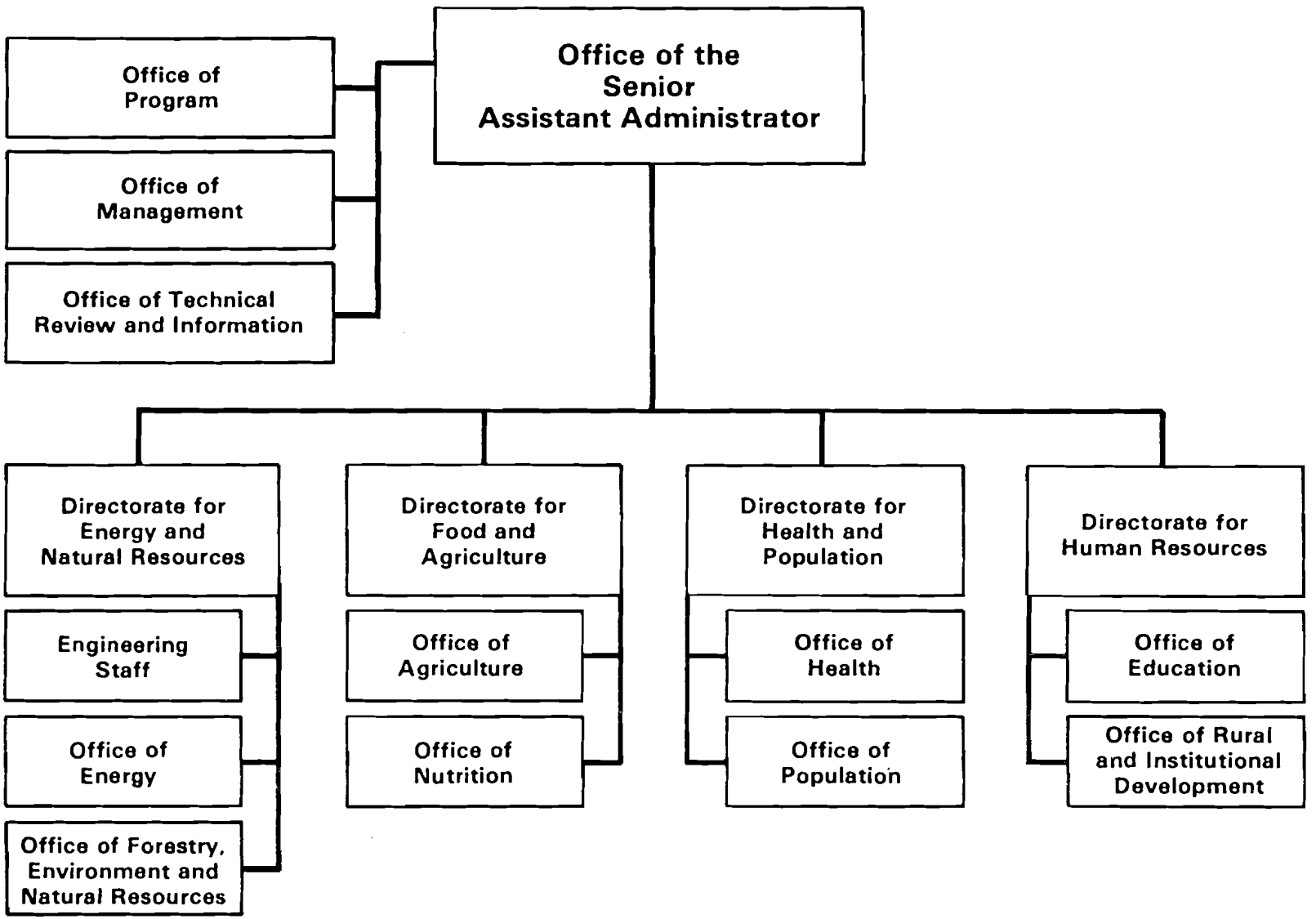
1. Office of the Director

a. Directs and supervises the activities of the component units of S&T/POP; assures the provision of administrative support services and serves as the focal point of contact with the Office of Management (S&T/MGT) and the Office of Program (S&T/PO).

Directorate for Health and Population



Bureau for Science and Technology



200.

b. Is the principal staff office within AID in the specialized field of population/family planning. Works closely with other units within AID on population/family planning related matters.

c. Maintains liaison with U.S. Government agencies, international organizations, foundations, etc.

d. Is the focal point for S&T/POP programming processes, establishing project priority guidance and developing and redefining methodology to implement projects and maintain systems to report the status of overall parts of the programming process.

e. Guides and assists S&T/POP units on project conception and planning; project implementation, monitoring and review; project evaluation and project termination; and followup.

f. Assists AID missions and geographic bureaus in identifying skilled personnel available for work in population/family planning sector disciplines.

g. Coordinates the population/family planning documentation for strategy formulation and congressional representation of population/family planning programs.

h. Represents S&T/POP on, works closely with and provides support and assistance to the Population Sector Council. (See Appendix 6 of Handbook 17).

2. Functional Divisions

The functional divisions of S&T/POP are: Policy and Evaluation (S&T/POP/PE); Research (S&T/POP/R); Information and Training (S&T/POP/IT); Family Planning Services (S&T/POP/FPS); and Commodity and Program Support (S&T/POP/CPS). Within assigned functional areas, each division:

a. Recommends and develops specific projects, programs and funding levels for population activities and identifies key issues and formulates strategies designed to develop resources necessary to the support of population and family planning programs in LDCs.

2002

b. Plans, initiates, monitors and reviews centrally managed population projects to reduce fertility and to identify or close gaps in knowledge of the interaction of social, cultural, economic, political and biological conditions affecting population growth. In addition, the divisions develop projects which involve research, training, methodologies for the collection and analysis of demographic data, and the development of systems and technology for the delivery of family planning information and services.

c. Reviews country and regional population projects and programs and provides technical and related assistance to the AID geographic bureaus' overseas organizations and in the development and implementation of such projects.

d. In cooperation with the geographic bureaus, evaluates projects in their areas of concentration, develops the reporting mechanisms required to measure the adequacy of organizational and management inputs and results at the local, national, or regional levels.

e. In collaboration with other elements of AID, as appropriate, maintains liaison with other agencies, particularly the Department of State, the Department of Health and Human Services (HHS), and with other donors and operational agencies, including multilateral, bilateral, public and private organizations.

f. Serves as a technical resource for other S&T/POP divisions and for population related activities administered by other AID functional and geographic offices.

g. In coordination with other institutions and agencies, provides technical and program information services and materials to S&T/POP, AID overseas organizations, AID contractors and grantees and the population community.

h. Maintains oversight quality control and distribution of medical supplies, equipment and contraceptives utilized in AID-supported population projects and by AID-funded grantees/contractors.

3. Operations Coordination Staff (S&T/POP/OCS)

To assist the Director in carrying out his/her responsibilities, this staff under the guidance of the Associate Director for Operations carries out the following responsibilities:

2003

a. Formulate plans and guidelines for the uniform application of approved AID population policies.

b. Advise PPC and other bureaus regarding resource requirements for population activities, to assure program balance consistent with strategy and to obtain optimum allocation of financial and staffing resources.

c. With the assistance of PPC/CDIE when appropriate, facilitate interchange of technical data among missions, geographic bureaus, and S&T/POP functional divisions by providing technical support and maintaining continual liaison with State and AID offices as well as with other U.S. and LDC governmental and private organizations.

d. Assist the Director in supporting and synthesizing innovative thinking and planning on long-term population program problems; in identifying opportunities for constructive international linkages in this area; and to stimulate their organization.

e. Develop and maintain in cooperation with the Office of Program (S&T/PO), current and historical, functional, country, financial, budgetary and related data, to enable the Director of S&T/POP, the Senior Assistant Administrator, Bureau for Science and Technology (SAA/S&T), the Agency Director for Health and Population, Geographic bureaus, other elements of AID, IDCA, State and other Executive and Congressional offices to comprehend the total scope of AID's population program assistance effort.

f. Organize internal S&T/POP review of population program, budgets and projects.

g. Responsible within S&T/POP for the coordination, review and processing of the Annual Budget Submission (ABS), the Annual Congressional Presentation (CP), Operational Year Budget (OYB) and OYB changes, Advice of Program Changes to the Congress, and program documents.

h. In collaboration with S&T/PO, responsible for assuring that all program documents conform with Agency standards, approved funding levels, evaluation studies, internal audits and Government Accounting Office (GAO) reports.

i. Serve as the focal point within S&T/POP for review of all audits, GAO reports and evaluation reports.

2003

j. Coordinate, on a continuing basis, reprogramming actions including the re-attribution of centrally procured contraceptives to grantees and country programs. S&T/POP regional coordinators and international liaison are responsible for the following activities:

a. Develop, in collaboration with the geographic bureaus, AID missions and other AID offices, projects and operational plans to implement approved program strategies.

b. Support the geographic bureaus by assuring the provision of technical assistance, program evaluation and technical services from centrally managed resources and coordinates these services and advice with the activities and projects of other donors, such as United Nations Fund for Population Activities (UNFPA), United Nations specialized agencies and other public and private agencies.

c. Upon request, assist geographic bureaus and other offices in sectoral analysis of non-population activities to ensure that population factors are appropriately taken into consideration.

d. Working with the Office of Management (S&T/MGT), assist the Director and geographic bureaus to identify, select and place qualified professional personnel in AID population programs.

e. Develop and monitor centrally funded program assistance in cooperation with the geographic bureaus to countries which do not have bilateral AID programs.

f. Collaborate with the functional divisions in development of country specific projects, programs and activities.

g. Assist the Director in establishing and maintaining suitable collaboration with senior staff of international, governmental, and private agencies active in the population and family planning field, particularly the United Nations Fund for Population Activities (UNFPA), World Health Organization (WHO), and the Food and Agricultural Organization of the United Nations (FAO) to assure that U.S. population program actions are consistent to the maximum extent possible with the efforts of these organizations.

CHAPTER 21

BUREAU FOR PRIVATE ENTERPRISE (PRE)

CHAPTER 21

BUREAU FOR PRIVATE ENTERPRISE STATEMENT OF FUNCTIONS*

21A. Summary of Bureau Functions

1. The Bureau for Private Enterprise (PRE) has responsibility for developing a closer and more effective partnership between AID, and the U.S. and developing countries' private sectors, and for facilitating the participation not only in AID-financed transactions, but in privately financed projects and activities which can accelerate the development process in developing countries.

2. PRE is responsible for designing and implementing both loan and technical assistance projects which effectively incorporate private enterprise mechanisms, both U.S. and LDC, in delivering economic assistance and achieving development objectives. Similar assistance is provided by PRE to other bureaus and USAID missions as they develop projects which incorporate private enterprise into project design and development.

3. PRE maintains responsibility for liaison with the IDCA Trade and Development Program (TDP) and the IDCA Overseas Private Investment Corporation (OPIC).

4. PRE provides direction for (a) the Agency's Housing Guaranty Program together with related activities that provide technical assistance and training for host country shelter and urban development officials, and for (b) the stimulation of long-run Agency shelter/urban strategies, research and development that will assist LDC's in meeting the challenge to their development presented by rapidly-accelerating urbanization.

5. In carrying out its responsibilities, PRE draws on other AID bureaus/offices and AID organizations overseas as required. Similarly, these organizations look to PRE for advice and assistance as appropriate in handling their assigned responsibilities. Additionally, the Bureau uses the professional and technical resources available in other Federal agencies and in private organizations.

6. Bureau activities are administered within delegated authorities and in accordance with policies and standards established by the Administrator.

*Bureau for Private Enterprise has been changed to Bureau for Asia and Private Enterprise

21B. Office of the Assistant Administrator (AA/PRE)

1. The Assistant Administrator

a. Serves as principal advisor to the Administrator and members of the Executive Staff on broad policy matters relating to the development of an improved partnership between AID, and the U.S. and LDC private sectors.

b. Provides a central Agency focus for the review, coordination and design of selected AID-sponsored initiatives which serve to foster a closer and more effective relationship between AID, the U.S., and LDC private sectors.

c. Serves as the principal policy advisor to the Administrator with regard to the appropriate role for AID in promoting the development of LDC private enterprise as a means for achieving economic growth and development objectives.

d. Serves as the Agency liaison office with and provides advise to the IDCA Trade and Development Program (TDP) and the IDCA Overseas Private Investment Corporation (OPIC). Provides staff support to the IDCA Director who serves as Chairman of the OPIC Board.

e. Represents AID before the press, the public, the business community, and the Congress, as required.

f. Directs and supervises the activities of the Bureau.

2. The Deputy Assistant Administrator

a. Develops PRE private enterprise investment policies as they affect developing countries.

b. Provides management oversight to the various PRE organizational units.

c. Approves and manages project activities centrally funded by the Bureau; in collaboration with other AID Bureaus, assists in the review, development and implementation of those projects which have a private enterprise thrust.

21B2

d. Cooperates with other Offices, Bureaus, and USAID missions in developing alternative proposals for revising existing legislation to promote increased reliance on market solutions to development problems.

e. Develops and/or approves all new initiatives for potential involvement by the Bureau.

f. Serves as the key advisor to the AA on Bureau policy and new initiatives as they relate to private enterprise.

3. Administrative Staff

Provides for management and administrative support to all elements of the bureau:

a. Assures that the organization, resources (staff and financial), information systems and procedures both support and complement the Bureau's functions in accordance with management priorities. Facilitates resolution of PRE management and operating problems.

b. Develops recruitment requirements, interviews applicants, and recommends selection/non-selection for key personnel. Provides PRE Bureau-level approval to position and organizational actions requested by PRE offices. Represents AA/PRE in basic personnel decision-making for PRE Offices.

c. Provides all centralized services to the Bureau such as travel planning and authorization, space planning, administrative procurement, requisitioning office supplies and equipment and reproduction and printing services.

d. In coordination with PRE/PDPR, manages financial assets of the Bureau, including but not limited to, development and presentation of annual operating expense budgets. Assures that operating expense allotments to the Bureau are properly used and externally and internally imposed limits are not exceeded.

e. Develops in collaboration with the Office of Information Resources Management (MS/IRM) and other Bureaus and Offices, computerized systems for 1) providing critical financial and economic analysis of Agency private sector projects and activities, 2) monitoring and reporting progress of Bureau program/project activities, and

21C. Office of Investment (PRE/I)

1. Explores developmentally oriented investment opportunities in selected developing nations in order to provide recommendations on the efficient utilization of all available resources.

2. Identifies for AA/PRE new investment projects for the Bureau in selected countries.

3. Serves as the Agency's focal point for identifying new Agency approaches to finance private enterprise initiatives, e.g., co-financing with commercial banks.

4. In collaboration with other PRE offices and other offices and bureaus in AID, assists missions to identify means by which host country governments can create the requisite climate and infrastructure to support expanded private enterprise investments.

5. In collaboration with other AID bureaus and offices, develops new and innovative developmentally oriented approaches for private enterprise investments that utilize the full range of appropriate U.S. Government resources.

6. In cooperation with U.S. and host country private investors, including privately-owned development finance companies and other institutions, assists in establishing, financing, improving and expanding efficient productive private enterprises in developing countries.

7. For the use of potential U.S. and host country investors, develops guidelines designed to encourage and enhance the introduction of investment ventures in selected developing countries.

8. Promotes investment opportunities with U.S. and host country commercial institutions that will create employment, upgrade skills, and further the development process in an equitable way.

9. Establishes and maintains working relationships with other U.S. Government agencies and private financial institutions.

21D. Office of Development Planning (PRE/DP)

1. Advises the A/AID, AA/PRE and DAA/PRE on private enterprise objectives and activities, including the management of the Private Enterprise Revolving Fund. Chairs the Agency's Private Enterprise Liaison Council.

a. Cooperates with PPC and other offices and bureaus, in the formulation of AID Private Enterprise policies and programs, including the need to revise current and proposed legislation.

b. In conjunction with other PRE offices, seeks to identify and assess any financial, managerial, economic, regulatory, legislative, and other relevant constraints or barriers which affect the success of efforts designed to promote the increased reliance on market solutions to development problems. In conjunction with other AID Offices and Bureaus, as appropriate, consults with various public and private sector organizations in an effort to develop strategies designed to overcome such constraints or barriers.

c. Establishes and maintains liaison with selected public and private sector entities such as the U.S. Chamber of Commerce and ad hoc advisory groups which promote private enterprise in developing nations. Facilitates exchange of ideas, financial data, and pertinent information among these entities.

d. Establishes and maintains a dialogue with other government and private institutions on programs and policy issues as they relate to private enterprise involvement in LDCs.

e. Administers an evaluation program designed to assure that programs and projects are achieving their stated purposes and are consistent with and achieving desired objectives. Incorporates evaluation lessons learned into new policy and program guidance.

f. Submits through the Bureau for Program and Policy Coordination (PPC) for the Administrator's approval, an annual budget of proposed PRE activities and assists in presenting the Bureau's program and budget to the Congress.

g. Maintains liaison with the Bureau for Program and Policy Coordination (PPC), the Department of State, and other Agencies in formulating policy, program and plans and in reviewing projects.

h. Advises and assists the AA/PRE in formulating the Bureau's program objectives and guidelines within the context of AID policies, allocating program and operating expense resources, presenting the Bureau's consolidated program and operating expense budget to the Agency and the Congress, and evaluating PRE program and project activities.

21E. Office of Project Development (PRE/PD)

The Office of Project Development is responsible for designing and managing technical assistance projects which will foster close and more effective relationships between USAID and the U.S. and developing countries' private sectors. The Office:

1. Develops and manages a portfolio of projects which facilitate the efforts of AID to expand indigenous private enterprise activities in developing countries through the use of AID resources or those of the U.S. private sector or those of the developing countries.

2. Through use of its contractors and grantees, its review of unsolicited proposals, and its membership on the Private Sector Council, identifies, develops and implements new initiatives or procedures, for the Agency to facilitates the use of private enterprise--both U.S. and developing country--in the delivery of the AID economic assistance program;

3. Through TDY services and contracted experts, assists AID missions in the development of strategies, programs and the design and implementation of projects that address critical constraints to private enterprise development, including policy, regulatory or legal barriers, inadequate financial markets, over reliance on ineffective state-owned enterprises, inadequate management and technical skills, and others.

4. Participates in Country Development Strategy Statement, Annual Budget Submission, Project Identification and Project Approval meetings with regional and central bureaus. Provides guidance and recommendations to the bureau or missions, as appropriate.

5. In cooperation with AID geographic bureaus, suggests to AID missions, host governments and U.S. and host country private enterprises new opportunities and new approaches to assist the host country private sector. Assists in identifying and designing and implementing projects to demonstrate the approaches.

6. As a member of the Bureau's Executive Review Committee advises AA/PRE by participating in the Bureau's strategy, programming and project approval process.

7. Serves as a member of the Agency's Private Enterprise Liaison Council.

8. Serves as co-manager, with the Agency Training Office, of the Agency's O.E. funded Private Enterprise Training Program.

9. Designs and manages projects solely funded by the PRE Bureau in selected countries.

10. Serves as a focal point for contact with U.S. businesses and business organizations.

21F. Office of Housing and Urban Programs (PRE/H)

1. Office of the Director

a. Plans and directs the development and administration of AID's worldwide shelter sector activities, including the Housing Guaranty Program (HG), as well as related programs in the areas of urban development for which PRE/H has leadership responsibility, and in shelter and urban training.

b. Advises A/AID, DA/AID, AA/PRE and the Assistant Administrators of the geographic bureaus on the objectives and attainment of Agency shelter sector activities, including the Housing Guaranty Program, and urban development issues and programs.

c. Represents the Agency on policy issues related to the shelter sector, urban development activities, and the Housing Guaranty Program with the Department of State and other appropriate Federal agencies, multilateral donors (IBRD, IDB, etc.), host governments, and foreign and domestic private organizations. In this context, organizes meetings and seminars for interested parties such as investors and borrowers, and when appropriate, chairs such meetings in the U.S. and overseas.

d. Reviews and responds to new policy and program initiatives from AID bureaus; assists in formulating worldwide policy and procedural guidelines for shelter and urban development programs, and recommends policy regarding PRE/H participation in the Agency's reimbursable technical assistance activities involving shelter and urban development.

e. Administers PRE/H programs, assuring consistency of project and program management within existing legislation, Agency policies and established guidelines.

f. Directs and manages the activities of PRE/H and staff of overseas Regional Housing and Urban Development offices (RHUDO) with responsibility for housing and urban development policy, program planning, and projects.

g. Directs and manages research and development to develop and test new practical approaches in shelter and urban financial mobilization and administration, urban management, shelter and urban training, and the planning, implementation and administration of projects.

h. Assures the provisions of assistance to RHUDOs on technical and environmental matters.

i. Maintains a working knowledge of U.S. capital markets and serves as agency liaison with the U.S. investment community on HG programs and borrowing; advises and assists host countries on economic, foreign exchange, and capital market conditions for HG borrowing.

j. Stimulates new and innovative approaches to assist developing countries in increasing the volume of shelter production and mobilization of domestic financial resources.

2. Operations Division

a. Directs the planning, development and implementation of shelter and Housing Guaranty projects from inception through approval and final disbursement.

b. Upon request, provides support for technical assistance and the development of project initiatives in urban development and training.

c. Provides, in connection with shelter, and urban projects, assistance to geographic bureaus, missions, and host countries, through Regional Housing and Urban Development Offices (RHUDOs) on:

(1) Project development, including Shelter and Urban Sector Assessments, Shelter and Urban Sector Strategy papers, and initial discussions with potential borrowers;

(2) Preparation and review of PIDs, and their presentation to geographic bureaus;

(3) Development of scopes of work for project design and study teams, selection of teams, and development of Project Papers (PPs) and their presentation to geographic bureaus;

(4) Initiation and coordination of pre-project approval negotiations, and participation in the development of implementation documents; and

(5) Planning and directing regular evaluations of all active projects.

d. Provides direction and oversight to RHUDOs, which includes the planning of project work requirements and the proper channelling of policy and operational matters.

e. Assists RHUDOs in planning and managing PRE/H and mission-sponsored training and conferences on shelter and related problems.

f. Advises and consults with geographic bureaus on the implementation of all matters of Bureau and PRE/H policy that affect shelter and urban sectors.

g. Makes resources available to geographic bureaus and missions through RHUDOs in the development of shelter components in individual country programs, and participants in ABS reviews, making recommendations to geographic bureaus.

h. Assists geographic bureaus, on request, in review of PIDs and PPs on mission-funded shelter and housing activities.

i. Coordinates, on request, with geographic bureaus, missions and the Trade and Development Program (TDP) in securing shelter sector services to be provided to host countries and financed under reimbursable arrangements.

j. Provides liaison with professional organizations, private entities and other U.S. and international shelter development agencies.

k. Monitors and manages utilization of contractors and their performance.

l. Develops work force requirements and recruitment needs for agency Housing and Urban Development Officers, provides open assignment planning for these officers and coordinates with PM and geographic bureaus on assignment planning; participates as required on foreign service panels or boards.

3. Shelter and Urban Program and Policy Division:

a. In coordination and through PRE/PR develops annual PRE/H long-range forecasts including HG program levels and requirements for centrally-funded shelter and urban programs research and training; develops PRE/H program objectives and evaluation plans for the ABS; prepares narrative and tables on HG and other PRE/H shelter and urban programs for the ABS and the annual Congressional Presentation.

b. Manages a continuing evaluation and financial management oversight of the HG portfolio of loans under guaranty to give AID maximum protection against borrower default; directs remedial action to avoid or minimize lender claims against HG reserves; plans and takes actions to ensure an HG fee income adequate to cover HG program operating costs and provide build-up of cash reserves; determines, directs, and manages investment of guaranty reserve funds.

c. In collaboration with PPC regional and central bureaus, formulates, refines, and interprets Agency policy in shelter and urban development.

d. Plans and manages PRE/H programs of research on shelter and urban program development and management.

e. In cooperation with Missions, RHUDOs and host governments, develops and tests analytic tools, new program approaches and other innovative techniques for increasing AID and LDC capacity to plan and manage shelter and urban programs and related training.

f. Provides oversight and overall planning of PRE/H worldwide training program in shelter and urban development provided for mid to senior level LDC officials in shelter and urban policy, finance, investment, program design and implementation, and urban services management.

g. Assists AID missions, bureaus and host countries, upon request, in development of strategies and programs in urban development; provides technical support for design, implementation and evaluation of urban projects, coordinating as appropriate with the Operations Division.

h. Assists RHUDOs on request in formulating regional training strategies, assessing needs and evaluating training initiatives.

i. Prepares PIDs and PPs in support of centrally-funded grant projects for shelter, urban development, and training; monitors and manages utilization of contractors involved in such projects; upon request of the Operations Division comments on urban and shelter PIDs and PPs of RHUDO's and regional bureaus.

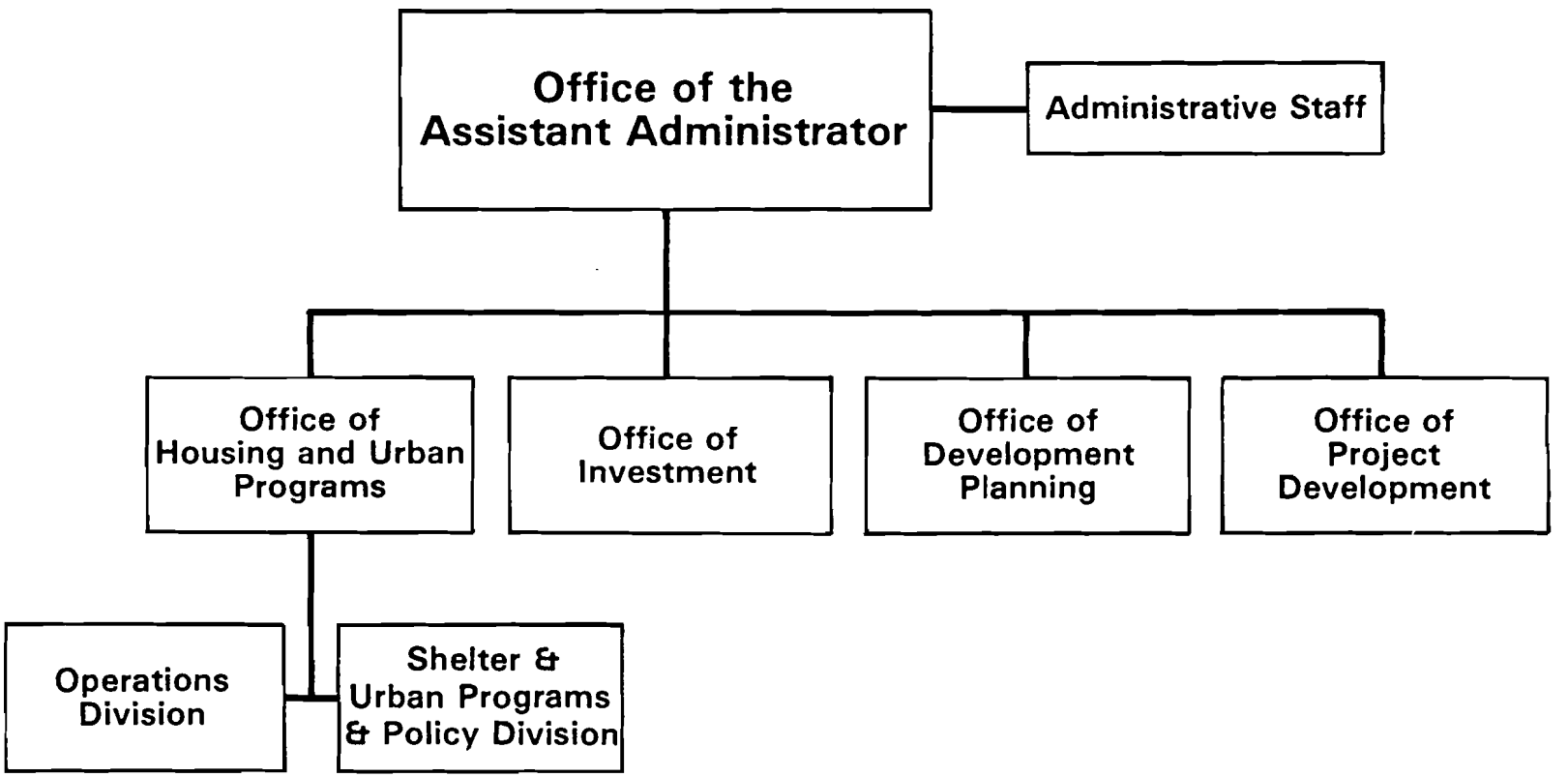
j. Serves as Agency liaison with the UN Centre for Human Settlements (Habitat), State/IO and PPC on matters of U.S. policy and program interests in shelter, urban development and training.

k. Maintains liaison and collaborates with other major donors in formulation of policy and conduct of research and development in housing finance and economics, urban development, and shelter and urban training.

l. Maintains liaison with U.S. and foreign government agencies, professional associations and private organizations in urban development and training, participating in conferences and meetings as required.

m. Manages PRE/H's worldwide product and information dissemination efforts in shelter, urban development and training.

Bureau for Private Enterprise



CHAPTER 22

BUREAU FOR ASIA AND NEAR EAST (ANE)

CHAPTER 22

BUREAU FOR ASIA AND NEAR EAST

STATEMENT OF FUNCTIONS*

22A. Summary of Functions

1. The Bureau for Asia and Near East (ANE) is responsible for the planning, formulation, implementation, management, and evaluation of all U.S. bilateral economic assistance programs within the Asia and Near East region. The ANE Bureau coordinates with the Bureau for Program and Policy Coordination (PPC); the Bureau for Science and Technology (S&T); and the Bureau for Food for Peace and Voluntary Assistance (FVA) on those centrally funded programs and activities in the Asia and Near East region for which these Bureaus have specified responsibilities.

2. In carrying out its responsibilities ANE looks to other AID Bureaus and Offices as appropriate. Similarly, other AID Bureaus and Offices look to ANE as required to fulfill their assigned responsibilities. Additionally, the Bureau uses the professional and technical resources available in other Federal agencies and private organizations.

3. ANE programs are administered within delegated authorities, and in accordance with policies and standards established by the Administrator.

22B. Office of the Assistant Administrator (AA/ANE)

1. The Assistant Administrator (or the Deputies)

a. Serves as a principal advisor to the Administrator on matters affecting Agency activities in the ANE region.

b. Directs and supervises the activities of the Bureau and its overseas missions and offices.

c. Directs the formulation of U.S. economic assistance programs; approves programs and projects within the limits of authorities delegated from the Administrator; and authorizes the execution of economic assistance agreements with Asian and Near Eastern countries and regional organizations.

*Bureau for Asia & Near East has been changed to Bureau for Europe and Near East

22B1

d. Exercises policy control, within the region, over the Housing Investment Guaranty Programs which are administered by the Office of Housing and Urban Programs, Bureau for Private Enterprise (PRE/H).

e. Submits through the Bureau for Program and Policy Coordination for the Administrator's approval, an annual budget of proposed Bureau activities and assists in presenting the Bureau's program and budget (including operating expenses) to the Congress; assures the integration, within the region, of Public Law 480 food aid resources with AID-financed resources.

f. Approves and directs the allocation of available resources among ANE offices and overseas missions.

g. Assures necessary coordination with other AID Offices, the Department of State, other U.S., bilateral, and multilateral agencies and officials of recipient countries; and represents AID at Asian and Near Eastern country consortia or consultative group meetings.

h. Oversees the implementation of Bureau programs and projects; monitors performance under loan and grant agreements, contracts, and other operating agreements; and takes or recommends any required remedial action.

i. Represents AID before the press and the public on matters affecting the ANE region, as required.

j. Serves as the AID coordinating point on all issues relating to the Peoples Republic of China.

k. Serves as the AID representative on those Joint Commissions, subcommittees, and working groups which are concerned with Joint Commission activities for countries within the region.

22C. Executive Management Staff (ANE/EMS)

1. Provides management advice and consulting services to AA/ANE, the senior Bureau staff, and to Mission Directors and AID Representatives at the posts in the ANE region.

22C

2. Prepares the Bureau's (and ANE region's) annual work force budget, as a part of the Operating Expense and Mission Operating Budget development process; advises AA/ANE on the allocation of Bureau work force limitations (ceilings); issues work force ceilings to Bureau offices and overseas missions; and shifts ceilings between Bureau offices--and between overseas missions--in line with changing Bureau priorities.

3. Reviews mission operating budgets and coordinates with ANE/DP to assure the integrated development of program and operating expense budgets.

4. Either prepares or reviews and approves all Staffing Pattern Action Requests (SPARs) and position descriptions for U.S. direct-hire positions in the Bureau and its overseas missions, in conjunction with the AID Office of Personnel Management (M/PM).

5. Represents the Bureau in Washington concerned with the personnel decision-making process for ANE/Washington and its overseas organizations, e.g., the Foreign Service Assignment Board, Technical Review Panels, Merit Promotion Panels, Foreign Service Staff Conversion Panels and other upward mobility activities.

6. Gives ANE approval, within delegated authorities, to organizational changes proposed by Bureau offices or overseas missions.

7. Reviews internal Bureau operations to ensure adequate management, personnel, and logistic support to the Bureau and its overseas missions; facilitates the resolution of Bureau management, logistic and personnel problems.

8. Coordinates the provision of those centralized management, personnel and logistic support services which are provided by the Bureau for Management's Directorate for Program and Management Services (M/SER), the Office of Personnel Management (M/PM), and the Office of Financial Management (M/FM).

9. Assists M/PM in recruiting new personnel for the Agency as a whole, and the ANE Bureau and its overseas missions in particular.

10. Coordinates with the Department of State's administrative elements in the Bureau of East Asian and Pacific Affairs and the Bureau for Near Eastern and South Asian Affairs on administrative support matters of mutual concern; coordinates with State's Management Operations on all

22C10

Monitoring Overseas Direct Employment (MODE) matters affecting Asia and Near East Missions.

11. Prepares Bureau directives and coordinates Bureau clearance of AID directives.

12. Performs the Bureau's Equal Employment Opportunity functions, including preparation and implementation of the Bureau's annual Affirmative Action Plan; reviews and advises AA/ANE on the approval of overseas missions' Equal Employment Opportunity (EEO) plans.

13. Coordinates the Bureau's International Development Intern (IDI) program, including IDI recruitment (with (M/PM)), and the training of IDIs in the Asia and Near East Bureau and its Missions; provides specialized training to IDIs in the Agency's administrative and personnel operations.

14. Prepares the Bureau's annual travel budget, and advises AA/ANE on the allocation of travel monies among Bureau offices; assists in the preparation of (and approves) all Bureau travel authorizations.

15. Provides Bureau employees with information on available training opportunities, and encourages employees to apply for training courses; reviews and/or approves all training applications.

16. Provides informal orientation and counseling services to all Bureau and mission personnel.

17. Coordinates the Bureau's research and the preparation of required responses to outside requests for data under the Privacy Act and Freedom of Information Act.

18. Allocates space among Bureau offices, and handles all administrative procurement matters for the Bureau.

19. Handles all other Bureau activities relating to: the allocation of parking permits and the collection of parking fees; the Agency awards program; security matters; the preparation and appeal of Personnel Evaluation Reports (PERs); charitable drives; disaster relief training; duty rosters; swearing-in ceremonies; telephone directories; and employee confidential statements.

22C

20. Administers the Bureau's automation program, in coordination with MS/IRM, including Bureau policy development and administration. Coordinates with MS/IRM in the design, development, programming and implementation of the Bureau's management information systems, both automated and non-automated. Coordinates with M/PM/TD in the development of training strategies, intra-Bureau seminars and programs for Bureau personnel on the utilization of automation equipment and systems; reviews and approves training requests for automated-related training.

22D. Afghanistan Resettlement and Reconstruction Staff (ANE/AF)

1. Provides advice on Afghanistan resettlement and reconstruction planning and policies; provides support to the AID field operation located in Pakistan; develops options, within budgetary constraints, to support on-going and new program initiatives; serves as the focal point of coordination with various State Department working groups and its members; coordinates the AID resettlement and reconstruction program with international organizations and other donors; develops the AID position regarding legislation on Afghanistan assistance; and disseminates information within AID, other USG agencies, and the public.

2. Administers the AID/W functions involving the cross border assistance program in Afghanistan; serves as the focal point for operating program activities; ensures all actions essential for the development and implementation of the country program are undertaken; provides continuing backstopping assistance to the Office of the AID Representative; and represents the Desk at intra-bureau, intra-AID, interagency, consortia, and working group meetings, as appropriate.

22E. Office of Development Planning (ANE/DP)

1. Office of the Director

a. Advises and assists AA/ANE in formulating the Bureau's program objectives and guidelines within the context of AID policies, reviewing regional and country economic assistance programs, allocating program and work force resources, and presenting the ANE program and budget to AID, IDCA and the Congress.

b. Monitors the effectiveness of Bureau and mission policies, systems, procedures, the practices for the implementation, monitoring and periodic evaluation of AID-financed programs and projects; ensures their compatibility with overall AID policies, systems, and procedures.

22E1

c. Advises AA/ANE of significant or recurring problems impeding the efficient and effective execution of approved programs and projects; participates in the ANE Bureau assessments of the utility of continuing and/or terminating programs and/or projects.

d. Analyzes the role of U.S. policies and programs in furthering specific development strategies in individual countries and the region and advises AA/ANE and other Bureau and Agency personnel on their findings.

e. Develops recommendations regarding the use of non-AID resources (i.e., other than concessional loans and grants) to support AID country and regional programs and achieve specific development objectives.

f. Coordinates ANE participation in the development of new programming methodologies and systems.

g. Assures, in coordination with the Bureau for Program and Policy Coordination (PPC) that ANE programs are in conformance with U.S. human rights policies and provides policy guidance on human rights matters within the ANE region.

h. Maintains liaison with PPC, the International Development Cooperation Agency (IDCA), the Department of State and other departments of the U.S. Government in formulating policies and programs which will or may potentially impact on development assistance in the ANE region.

i. Serves as a permanent member of the ANE Advisory Committee (ANEAC), which reviews and approves/disapproves all Asia and Near East Bureau projects.

j. Directs and supervises the activities of the component divisions of ANE/DP.

2. Planning and Analysis Division (ANE/DP/PA)

a. Coordinates the reviews of Country Development Strategy Statements (CDSSs) and Program Weeks.

b. Coordinates the annual preparation of the ANE Bureau budget request to the Congress with other ANE offices, the Office of Legislative Affairs (LEG), the Bureau for Program and Policy Coordination (PPC) and Office of Financial Management (M/FM), as required.

20E2

c. Develops and revises as necessary the ANE Bureau development assistance strategy.

d. Conducts macroeconomic analyses required for Bureau participation in bilateral and multilateral donor meetings, including country consultative groups.

e. With the cooperation of the Evaluation Division, develops regional guidelines for the formulation of U.S. development assistance programs and projects in Asia and Near East.

f. Participates in the review of sector and subsector analyses and strategies.

g. Reviews missions' and geographic area offices' budget requests for development assistance, Economic Support Fund and P.L. 480 (Titles I, II and III) for consistency with approved assistance strategies.

h. Formulates ANE Bureau budgetary priorities for development assistance, Economic Support Fund and P.L. 480 resources in coordination with other ANE Bureau offices and other bureaus, as appropriate.

i. Reviews and analyzes selected project proposals (PIDs and PPs) with respect to their conformity with AID and Bureau development policies, Bureau development goals and country strategies.

j. Operates and maintains the ANE Bureau's Multilateral Development Bank Project Review System.

3. Evaluation Division (ANE/DP/E)

a. Advises the ANE Bureau on AID research and evaluation policies and their implications for ANE programs.

b. Plans and oversees the ANE evaluation program and recommends remedial action when necessary.

c. Provides assistance to ANE missions on matters relating to program/project and impact evaluations.

22E3

d. Ensures the incorporation of evaluation findings into recommendations for ANE Bureau policy guidance or program/project design, approval, redesign and management processes.

e. Recommends sector-wide, multidisciplinary or intercountry evaluations and assures implementation of these evaluations.

f. Undertakes follow-up actions to ensure that evaluation findings are distributed to ANE Bureau office managers, country missions and others involved in project designs and implementation.

g. Assembles, organizes and maintains a resource information bank on research, evaluations and methodologies and meets mission requests for same. As appropriate, coordinates search for appropriate information with the Bureau for Program and Policy Coordination's Center for Development Information and Evaluation (PPC/CDIE).

h. Maintains liaison with evaluation practitioners in other AID bureaus and in the professional community.

i. Reviews and analyzes project proposals (PIDs and PPs) with respect to their conformity with AID and ANE Bureau policies and in light of current evaluation findings.

4. Finance Division (ANE/DP/F)

a. Prepares the ANE Bureau's future year development assistance requests for submission to the Bureau for Program and Policy Coordination (PPC), International Development Cooperation Agency (IDCA) and the Office of Management and Budget (OMB) in Agency budget formats.

b. Prepares the ANE Bureau's future year operating expense budget and work force requests for submission to the Office of Financial Management (M/FM) and PPC in Agency formats.

c. In coordination with PPC, M/FM and ANE missions, prepares the original, amendments to, ANE Bureau Operational Year Budget (OYB) and operating expense budget in Agency and ANE Bureau formats.

d. Maintains and continuously updates ANE Bureau financial and program data in automated and other files on future year budget requests, OYB requests, the operating expense budget and the project development and support budget with respect to Agency and ANE Bureau

22E4d

approvals (both AA/ANE and delegated authorities to field missions), the relevant Congressional Presentation, human rights clearances, special evaluation clearances, special concern funding earmarks and in keeping with established functional account and grant/loan controls. Maintains liaison with State Department and other AID offices as appropriate.

e. Administers ANE's program budget operations, including the initiation of allotment requests for Washington and field administered programs.

f. Coordinates the Bureau response to audit findings and recommendations of the IG and GAO.

22F. Office of Project Development (ANE/PD)

1. Office of the Director

a. Manages AID/W participation in the design, review, approval, central administration and supervision of loan and grant projects, including sector program support activities, of the Bureau, coordinating the resources of other Bureau or Agency offices, as appropriate.

b. In coordination with ANE/DP and other offices as appropriate, ensures Bureau compliance with AID policies, procedures, and regulations as they relate to project design and approval.

c. As a permanent member of Asia and Near East Project Advisory Committee (ANEAC), participates in the formulation of ANE policies and guidelines for the development of loan and grant programs and projects.

d. Provides technical and engineering guidance to, and assists overseas missions in, the implementation, design and development of loan and grant assistance; in the absence of appropriate field staff, takes the lead in loan and/or grant project design and monitoring in the cooperating country.

e. Provides leadership within ANE in developing implementation strategies for Bureau loan and grant programs and coordinates them with the missions; monitors implementation progress of loan and grant projects by units of ANE/PD.

f. Coordinates and advises ANE Bureau staff on the role of private sector involvement in ANE programs; and is responsible for project development and implementation in this area, as appropriate.

22F1

g. Coordinates and advises ANE Bureau staff on all environmental matters, including initial examinations, assessments, and impact statements; advises Missions and host country ministries and officials on appropriate action with respect to human environment and ecology.

h. Serves as the Bureau focal point for all matters relating to minority contracting; in coordination with the Office of Small and Disadvantaged Business Utilization (SDB), identifies appropriate contractors for participation in AID-financed contracts or subcontracts.

i. Directs and supervises the activities of the ANE/PD units.

2. Area Project Divisions

a. The Area Project Divisions of ANE/PD are the East Asia Division (ANE/PD/EA), the South Asia Division (ANE/PD/SA), the Mediterranean/Near East Division (ANE/PD/MED/NE) and the Middle East Division (ANE/PD/MNE).

b. For assigned geographic areas, these Divisions:

(1) Coordinate the design, review, and approval of ANE projects, relying on the Office of Technical Resources (ANE/TR) for substantive technical expertise, other than engineering; ensure that projects meet established design, implementation, and evaluation procedures and criteria; and coordinate their presentation to the appropriate Bureau review committees.

(2) Chair project committees; coordinate the review, analysis, and implementation of project in cooperation with Bureau and other AID/W offices.

(3) With the assistance of ANE/TR and other offices, recommend the nature, composition, and timing of TDY assistance to the missions for the design of new projects, and review of ongoing projects. Assist other Bureau's offices as appropriate in securing such assistance for the missions.

(4) As member of the ANE Project Advisory Committee, prepare issues papers and action documents for authorization or amendment of loan and grant projects.

22F2

(5) Provide the missions with technical guidance and/or assistance in the design, development, and negotiation of new project proposals and agreements with cooperating countries.

(6) Serve as primary action point for day-to-day backstopping on the procedural and regulatory aspects of approved Bureau projects, supporting the substantive technical monitoring which is the responsibility of ANE/TR.

(7) Maintain liaison with U.S. Government agencies, agencies of foreign governments, international institutions, trade associations, U.S. banks, and business firms, for the planning and implementation of capital assistance activities.

(8) Conduct economic analyses of project proposals and conduct analyses of feasibility studies.

c. Assist the ANE/PD Director with development and implementation of procedures and systems to improve project reviews, portfolio management, reporting, work force planning and development and adherence to AID/W policies.

d. Assists ANE/PD and the Bureau in defining policy and developing Bureau-level programs for implementing activities such as improved contracting procedures, delegations of authority, minority business opportunities, training of personnel, etc.

3. Program Coordination and Support Staff (ANE/PD/PCS)

a. Provides support to ANE/PD geographic divisions and ANE/TR divisions in project design, development, implementation, appraisal and evaluation.

b. Assist and advises ANE Bureau project officers on host country contracting, including form of contracts, contract provisions, evaluation of price provisions and AID policy with respect to host country contracts.

c. Assists and advises ANE Bureau project officers with regard to implementation and financial planning in projects or programs.

d. In coordination with the Office of Financial Management (M/FM), monitors and provides oversight on satisfaction of project terms and conditions including disbursement dates and loan delinquencies.

22F4

e. Prepares and disseminates Bureau reports on the status of project development, scheduling, implementation and review, and on other loan and grant activities as necessary.

f. Prepares reports and statistical materials on ANE projects and programs to be used for Congressional Presentation preparation, and prepares briefing materials for the Administrator, Deputy Administrator, and other witnesses before Congressional committees.

g. Maintains communication control for all project related activities; collects and maintains official Bureau files and documents on all loan and grant projects (except PVOs).

h. Maintains records and control of Bureau PIO/Ts, payment vouchers, waivers, etc., and provides guidance and assistance to Bureau offices in regards to substance and processing of same.

i. Monitors implementation and debt retirement of ANE Bureau 104(e) Cooley loan portfolio.

j. Coordinates meetings of the ANE Advisory Committee.

4. Engineering Division (ANE/PD/ENGR)

a. Assist the Director, ANE/PD, in the formulation of engineering policies, standards, procedures, and practices.

b. Provide engineering and technical advisory services to the ANE Bureau in:

(1) Identifying the engineering policy and operational requirements for projects and programs originating with the Bureau.

(2) Ensuring that engineering and technical requirements are adequately treated in the planning and programming states.

(3) Making periodic field trips to monitor performance of field engineers and contractors and to review with and advise mission directors on overall program development and implementation.

22G. Office of Technical Resources (ANE/TR)

1. Office of the Director

a. The Office of the Director serves as the Bureau's principal point of contact and coordination on all substantive technical aspects of ANE Bureau programs and projects.

b. Develops and maintains effective relationships with international institutions, multilateral and bilateral donors, private voluntary organizations and academic communities in all of the disciplines related to the Bureau for ANE programs and projects.

c. As a permanent member of the Asia and Near East Project Advisory Committee (ANPAC), participates in the formulation of ANE policies and guidelines for the development of loan and grant programs and projects.

d. Maintains close liaison with the Bureau for Science and Technology (S&T), Bureau for Food for Peace and Voluntary Assistance (FVA), and the Directorate for Program and Management Services (MS) for the provision of technical services to the Bureau and its overseas organizations in sector analysis, project design, implementation, monitoring, and program/project evaluation.

e. Directs and supervises the activities of the component units of ANE/TR.

2. Technical Divisions

a. The Technical Divisions of ANE/TR are the Agriculture and Rural Development Division (ANE/TR/ARD); the Health, Population, and Nutrition Division (ANE/TR/HPN); and the Energy and Natural Resources Division (ANE/TR/ENR); and the Human Resources Division (ANE/TR/HR), which includes private voluntary organizations, human rights, and women in development activities.

b. Each division is responsible for the following functions within its assigned substantive areas:

(1) Develops technical guidance for and provides assistance to Bureau offices and ANE missions in the formulation and preparation of country assistance programs sector assessments, development projects and special studies.

(2) Reviews all project proposals within its assigned substantive areas in terms of conceptual soundness, conformity with sector strategy and relevant AID policies, technical adequacy of design, and the technical feasibility of implementation.

(3) Serves as the primary action point for day-to-day substantive monitoring and implementation support of approved ANE Bureau technical projects, including appropriate regional project.

(4) Serves as the Bureau's point of contact on all technical matters and prepares or reviews/clears all communications to the field on matters within its purview; participates with other AID offices in the formulation of AID policies and objectives in the area of technical assistance.

(5) Serves as the principal Bureau focal point with professional groups, institutions, and individuals to encourage interest and participation of outside professional resources in AID programs.

(6) In association with the Office of Procurement (M/SER/OP) initiates and coordinates actions requiring Participating Agency Service Agreement (PASA), Resource Support Service Agreement (RSSA) or other contractor services; reviews and clears assignment of contract/ personnel; and provides technical liaison with contractors during all phases of implementation.

(7) Serves as the Bureau liaison on technical matters within its area of specialization; participates with other AID offices in the formulation of AID policies and objectives in the area of technical assistance.

3. Specialized Functions

The Research, Economic and Social Analysis Staff of the Agriculture and Rural Development Division is responsible for providing technical services and analysis to the regional branches within TR/ARD, ANE management, field missions, regional projects and other AID/W bureaus. These responsibilities include those described above and the following:

(1) Specific analyses and guidance related to projects, programs, and policy issues in connection with ARD Asia and Near East agriculture portfolios.

(2) Providing the Bureau and Missions with leadership and guidance with respect to design, review and evaluation of agriculture programs and projects in Asia and Near East countries;

(3) Provide technical support in the preparation, design, implementation of bilateral project proposals in the fields of rainfed agriculture, irrigated agriculture, fertilizer, subsidies and prices, rural savings mobilization, private sector and similar areas of specific concern;

(4) Analyses on specific agricultural topics or issues;

(5) Guidance on design evaluations and required redesign of bilateral or centrally funded projects;

(6) Guidance and assistance in developing CDSS and other strategy documents;

(7) Coordinate ANE agriculture research activities with the International Agriculture Research Institutions, USDA, U.S. universities, other donors, and the World Bank.

(8) Provide analytical assistance in preparation, review and evaluation of P.L. 480 Title I and II program and projects as well as their impact on nutrition, production and prices in ANE countries.

(9) Maintain continued exchange information with the economists and agricultural economists, the World Bank, USDA/ERS, International Food Policy Research Institute, and other international agriculture research centers, the U.S. university community, FAO, and offices within AID/W, e.g., PPC, ANE/DP, S&T, BIFAD, etc.

(10) Maintain a data base for ANE agriculture projects classified by countries, functions and contractors.

(11) Develop information through Bureau funded and ANE/TR/ARD-managed studies or other activities.

(12) Provide information through dissemination of published reports, studies, and other documents.

(13) Assist in obtaining the services of qualified consultants in specific technical areas.

22H. Geographic Area Offices

1. The Geographic Area Offices of the Asia and Near East Bureau are:

a. The Office of East Asian Affairs (ANE/EA) which contains the Philippines/Burma Desk (ANE/EA/PB), the Thailand/ASEAN Desk (ANE/EA/TA) and the Indonesia/South Pacific Desk (ANE/EA/ISP) (with the Burma Desk having responsibility for residual AID-related matters in Taiwan, Laos, and Cambodia and the South Pacific Desk having responsibility for residual AID-related matters in Vietnam and Korea).

b. The Office of South Asian Affairs (ANE/SA) which contains the Bangladesh Desk (ANE/SA/B); the India Desk (ANE/SA/I); the Pakistan Desk (ANE/SA/PAK); Sri Lanka /Nepal/Maldives Desk (ANE/SA/SLNM); and the Afghanistan Desk (ANE/SA/AFGHAN).

c. The Office of Egypt and European Affairs (ANE/EE), has primary responsibility for AID assistance to Egypt; Western Europe, which includes Portugal, Italy, Northern Ireland (U.K.), Ireland, and Spain, plus residual activities in Malta; regional cooperation activities between Israel and its Arab neighbors; Poland; plus Southern Europe, which includes Turkey and Cyprus.

d. The Office of Middle East and North African Affairs (ANE/MENA) has responsibility for Israeli Affairs and contains desks for Jordan/West Bank and Gaza (ANE/MENA/JWBG), Morocco/Lebanon (ANE/MENA/ML); Tunisia (ANE/MENA/T); and Yemen/Oman (ANE/MENA/YO).

2. The Office of the Director of ANE/EA, ANE/SA, ANE/EE, ANE/MENA

a. Oversees and ensures AID action on country programs in the area.

b. Recommends the need for sector and subsector analyses in the area/countries.

c. Supervises AID/W activities in the design and review of sector and subsector analyses in the area/countries.

d. Directs and supervises the activities of the Country Desks.

e. Advises the AA/ANE on the formulation of Bureau and Agency policies, strategies, and other matters requiring country expertise or affecting the area of responsibility.

f. Interprets Agency and Bureau policies for field missions on program matters.

3. Each Country Desk:

a. Maintains country expertise and advises AA/ANE and other Bureau and Agency offices on political, economic, and social matters relating to the country.

b. Reviews and recommends action on the mission's multiyear development assistance program submissions, in consultation with other Bureau and Agency offices, as appropriate.

c. Monitors program activities and ensures timely AID/W actions to implement approved activities in conformity with agreed upon objectives and with U.S. policies and regulations.

d. Provides backstopping services for the overseas missions; ensures timely AID/W response to mission requests.

e. Reviews and recommends action on the mission's annual program budget submissions; assists ANE/DP in the preparation of the Bureau's budget proposal; and prepares Congressional Presentation materials.

f. Participates in the review and approval of all proposed assistance projects from the standpoint of suitability to the country or area development situation and assistance strategy, and compatibility with Agency and Bureau policy.

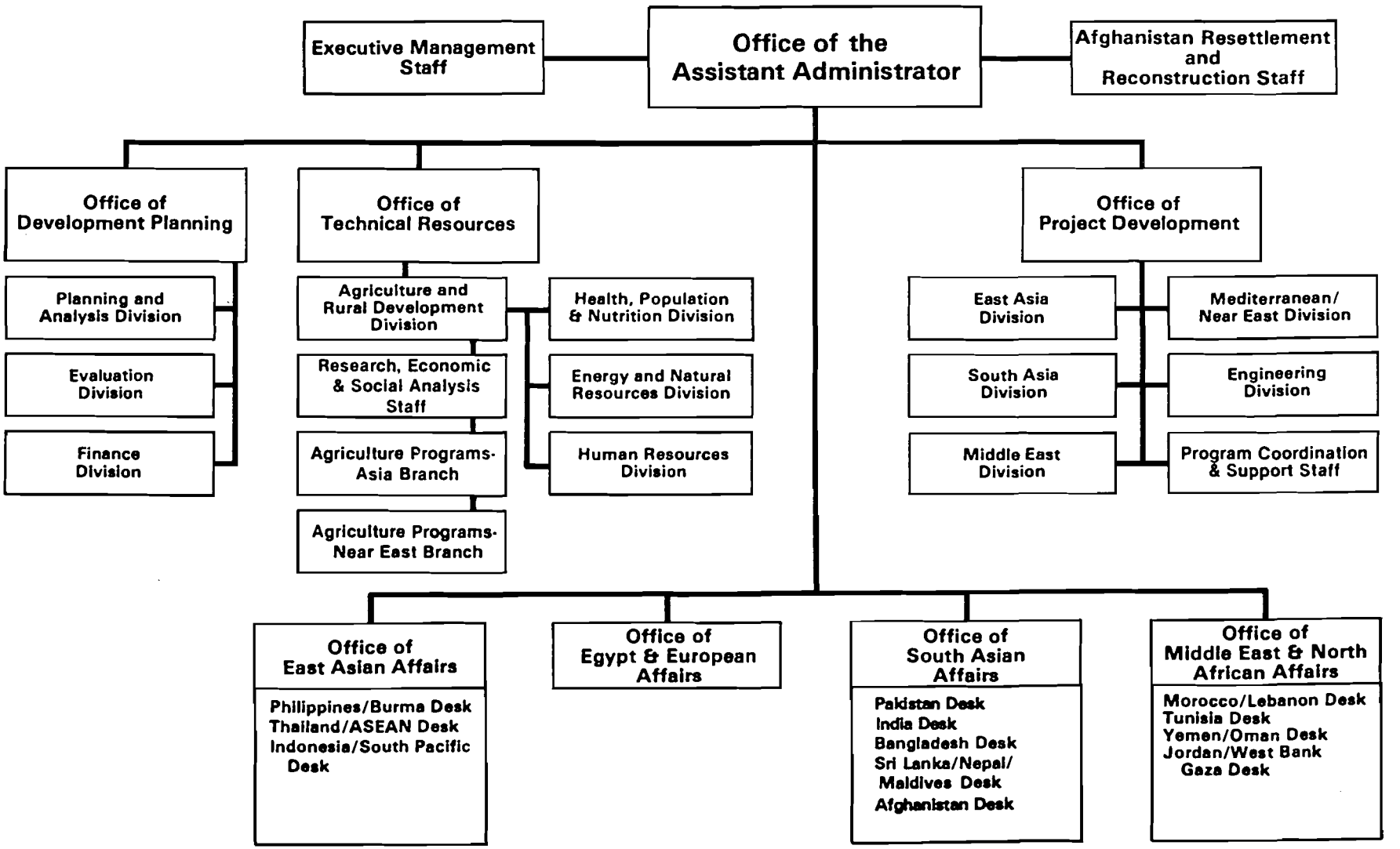
g. Serves as the primary action office of the Bureau for the review, analysis, and authorization of nonproject assistance activities.

h. Prepares all documentation for the U.S. delegation and recommends a U.S. position for inter-Agency approval for consultative group meetings; collaborates with other Bureau offices on ANE participation in donor group meetings on sector activities.

i. Maintains relationships on geographic area matters with Embassy representatives, other donors and international organizations, other Bureaus of AID, and other U.S. Government agencies.

j. Is responsible for all backstopping of those AID-supported grant projects, including country-specific matters relating to Operation Program Grants (OPGs) and Development Program Grants (DPGs), which are funded and/or administered in whole or in part by registered Private and Voluntary Organizations (PVOs).

Bureau for Asia and Near East



CHAPTER 23

BUREAU FOR AFRICA (AFR)

CHAPTER 23

BUREAU FOR AFRICA

STATEMENT OF FUNCTIONS

23A. Summary of Bureau Functions

1. The Bureau for Africa (AFR) is responsible for the planning, formulation, implementation, management, and evaluation of U.S. development assistance programs within the region--except for programs which are administered centrally by the Bureau for Science and Technology (S&T) and the Bureau for Food for Peace and Voluntary Assistance (FVA) in collaboration with AFR. The AFR Bureau coordinates with the Bureau for Program and Policy Coordination (PPC) on AFR programs for which PPC has specific responsibilities.

2. In carrying out its responsibilities AFR draws on other AID Bureaus and Offices as appropriate. Similarly, other AID Bureaus and Offices look to AFR as required to fulfill their assigned responsibilities.

3. Bureau programs are administered within delegated authorities and in accordance with policies and standards established by the Administrator.

23B. Office of the Assistant Administrator (AA/AFR)

1. The Assistant Administrator

a. Serves as principal advisor to the Administrator on all matters affecting AID activities in the Africa Region.

b. Directs and supervises the activities of the Bureau and its overseas missions.

c. Directs the formulation of U.S. economic assistance programs; approves programs and projects within the limits of authorities delegated from the Administrator; and authorizes the execution of economic assistance agreements with African countries and regional organizations.

23B1

d. Exercises policy control within the region over the Housing Investment Guaranty Programs which are administered by the Bureau for Private Enterprise's Office of Housing and Urban Programs (PRE/H).

e. Submits through PPC for the Administrator's approval, an annual budget of proposed AFR activities and assists in presenting the Bureau's program and budget to the Congress.

f. Approves and directs the allocation of available resources among AFR offices and overseas missions.

g. Assures necessary coordination with other AID Offices, the Department of State, other U.S. bilateral and multilateral agencies and officials of recipient countries; and represents AID at Africa country consortia or consultative group meetings.

h. Oversees the implementation of AFR programs and projects; monitors performance under loan and grant agreements, contracts, and other operating agreements; and takes or recommends any required remedial action.

i. Represents AID before the press and the public on matters affecting the Africa Region, as required.

2. Deputy Assistant Administrator (Alter ego to AA/AFR)

The Deputy Assistant Administrator acts as the alter ego of the AA/AFR and is responsible for assisting the Assistant Administrator for Africa in performance of the following duties:

a. Planning, directing, and supervising the activities of the Bureau and its overseas missions.

b. Providing guidance in the formulation of programs for the region; reviewing and approving or recommending approval of regional and country programs and projects and development agreements with African countries.

c. Advising the Administrator on the submission of the annual budget covering all proposed Agency activities in Africa.

d. Providing direction and advice in the allocation of available program and operating expense funds among AFR offices and overseas missions.

23B2

e. Directing, coordinating, and supervising the implementation of AFR programs and projects.

f. Maintaining liaison with program and staff offices of the Agency, the Department of State, other governmental and international agencies and organizations and officials of recipient countries.

g. In close coordination with the Deputy Assistant Administrators for ESA and WCA, provides direction and oversight to the Offices of Development Planning, Project Development, Management, Controller Staff and Technical Resources to ensure effective support by these offices to programs in geographic area countries.

3. Deputy Assistant Administrator(s) (ESA and WCA)

The Deputy Assistant Administrator(s), East and Southern Africa (ESA) and West and Central Africa (WCA) are an integral part of the Office of the Assistant Administrator for Africa. In this capacity, he/she assists the AA/AFR and the other Deputy Assistant Administrators in the performance of the duties of the Office of AA/AFR. The incumbent(s) operates with minimal supervision and represents the Office of AA/AFR and/or exercises authorities on behalf of AA/AFR as delineated in Bureau functional statements, management notices, and existing delegations of authority. His/her responsibilities include performance of the following duties regarding respective geographic area:

a. Advises AA/AFR on Bureau-wide policy matters regarding all aspects of economic/social development and economic assistance including development assistance, Economic Support Fund, programs and P.L. 480 matters.

b. Plans, directs and supervises the activities and management of the overseas missions and Africa Bureau Offices for geographic area ESA (AFR/EA, AFR/SA), and WCA (AFR/CA, AFR/CWA, AFR/SWA).

c. Acts as primary AID/W focal point for supervision of Mission Directors, AID Representatives and AID Affairs Officers on behalf of AA/AFR for ESA and WCA.

d. Exercises overall direction and provides guidance to AID/W and field offices with respect to development of country development strategies, program and project approval and related budgets for development assistance, Economic Support Funds and P.L. 480 programs for the geographic area.

23B3

e. Advises AA/AFR on the Bureau's annual overall budget submission particularly as it relates to geographic area countries.

f. Provides direction and advice on requirements for allocation of available program and operating expense funds within the overall AFR Bureau and with specific responsibilities for programs in geographic area countries.

g. Exercises approval authorities on behalf of AA/AFR consistent with existing delegations of authority.

h. Chairs reviews of CDSSs and other program reviews as requested by AA/AFR.

i. Chairs the Africa Bureau Executive Committee for Project Review (ECPR) meetings for review of PIDs and PPs in geographic area countries.

j. Is directly responsible for ensuring application of AFR Bureau policies in geographic area countries.

k. Participates with other DAAs in advising the AA/AFR on the selection/placement of executive personnel within the Africa Bureau.

l. Provides guidance and direction to Africa field posts regarding AID strategy and policy considerations, as well as implementation and management concerns and resource budget considerations.

23C. Office of Management (AFR/MGT)

1. Office of the Director

a. Counsels the Assistant Administrator, his/her Deputies, Mission Directors and Office Heads in the discharge of their line responsibilities for economical and effective organization, work force utilization, and operating policies, systems and procedures.

b. Oversees the identification and implementation of initiatives directed toward enhancing the Bureau's operational effectiveness both overseas and in AID/W, particularly those which require coordination among two or more of the Bureau's offices or involve Bureau-wide concerns.

23C1

c. Represents the Assistant Administrator in personnel decision-making for the Bureau; serves as the principal Bureau representative on the Foreign Service Assignment Board; and oversees the Bureau Personnel Management Programs designed to improve both employee performance and welfare.

d. Working with AFR/TR, AFR/PD, and AFR's overseas organizations, regularly assesses the technical capacity of the Bureau to effectively design and implement the programs for which the Bureau is responsible, and develops and directs the implementation of solutions to correct any deficiencies.

e. Provides recommendations and advice to the Assistant Administrator on the management impact on the Bureau of proposed policy and programs. In addition, works with senior Bureau managers to evaluate program processes and program priorities.

f. Directs, leads, and/or conducts management appraisals of Africa Bureau offices and overseas organizations.

g. Directs the development of methodologies for integrated Bureau program and workforce budgeting and allocation of available funds and staff among offices and activities, and assists the Assistant Administrator in defending the Bureau's budget request in coordination with AFR/CONT.

h. Oversees the review, evaluation and formulation of recommendations to the AA/AFR on operating expense budget levels for workforce, IPAs, consultants/experts, and overtime, and maintains controls over the usage of those allocations. Coordinates with the Office of Management Operations, Bureau of Management, (MS/MO) in the Department of State (State/M/MO) on approved position levels.

i. Coordinates the Bureau's administrative relationships with the administrative elements of the Bureau of African Affairs within the Department of State (State/AF).

j. Establishes and maintains liaison with AID Bureaus and Offices, other Federal Agencies, and the private sector, as necessary to facilitate the Bureau's program and management objectives.

k. Directs and supervises the activities of the component units of AFR/MGT.

23C

2. Management/Information Systems Resources Division (AFR/MGT/MISR)

a. Provides on-site management guidance to Africa Bureau offices and overseas organizations on resource utilization and management effectiveness.

b. Conducts management analyses and surveys providing comprehensive appraisals of management problems/issues affecting the operation of the Bureau's offices in AID/W and overseas drawing on the resources of MS/IRM and other M Bureau offices as appropriate.

c. Participates in the Africa Bureau's budget cycles and provides guidance to the Director, AFR/MGT, on the Bureau's AID/W and overseas requirements and workforce allocations.

d. Develops, for AA/AFR approval, allocation of the Bureau's workforce levels among its AID/W offices and overseas organizations in collaboration with the Human Resources Management Division (AFR/MGT/HRM) and other Bureau units as appropriate.

e. Maintains liaison with State/M/MO and AID's Office of Financial Management (M/FM) on workforce allocations to overseas missions.

f. Administers the Bureau's automation program in coordination with MS/IRM including Bureau policy development and administration.

g. Directs, in coordination with MS/IRM, the design, development, programming and implementation of the Bureau's information management systems, both automated and nonautomated.

h. Develops training strategies and intra-Bureau seminars and programs for Bureau personnel on the utilization of automation equipment and systems; reviews and approves all training requests for automation-related training.

i. Serves as Secretary of the Bureau's System Advisory Committee which makes recommendations to the AA/AFR on the acquisition of automation equipment and systems.

j. Prepares Bureau directives and coordinates Bureau clearance of AID directives.

23C2

k. Allocates space among Bureau offices, and handles all administrative procurement matters for the Bureau.

l. Handles all Bureau activities relating to security matters, charitable drives, telephone directories, duty rosters, etc.

3. Human Resources Management Division (AFR/MGT/HRM)

a. As delegated by the Director, AFR/MGT, serves as the Africa Bureau member of the Agency's Foreign Service Assignment Board.

b. Formulates, in coordination with M/PM and other Agency offices, personnel recruitment incentives to attract quality personnel with the skills required for effective program implementation in the Africa region.

c. Monitors personnel assignments and human resource utilization to identify potential problem areas or occupational requirements, and develops recruitment plans and/or takes other appropriate action to fill identified occupational needs.

d. Maintains a close working relationship with the Bureau's senior managers, the Office of Personnel Management (M/PM), and other Agency management offices in the negotiation and assignment of personnel to the Bureau.

e. Provides career counseling and development advice to Bureau personnel in collaboration with M/PM Career Counselors.

f. Provides direct staff support to the AA/AFR in assuring timeliness, consistency, equity, clarity, etc., in AFR's personnel performance planning and evaluation program and that proper focus is placed on the priorities established for the Bureau.

g. Coordinates AFR employee training activities except automation-related training which is handled by AFR/MGT/MISR, advising on and providing information on training programs; reviews/approves training applications for AFR employees.

h. Administers the Bureau's Equal Employment Opportunity Program, developing the annual EEO plan for AFR and monitoring compliance with that plan as well as with the Agency-wide EEO plan.

23C3

i. Coordinates the Bureau's participation in the International Development Intern (IDI) Program including selection, placement, evaluation and assistance to Bureau managers in the development of appropriate work plans.

j. Reviews Bureau-related proposals for employing certain outside resources such as direct-hire consultants and personnel under Resources Support Services Agreements (RSSAs) and the Intergovernmental Personnel Act (IPA).

k. Administers the Bureau's participation in the Agency Incentive Awards Program by serving as Chairperson of the Africa Bureau's Incentive Awards Committee.

l. Provides consulting services to AFR overseas organizations relating to human resource recruitment and utilization in conjunction with AFR/MGT/MISR, M/PM and MS/IRM as appropriate.

23D. Private Enterprise Staff (AFR/PRE)

a. In coordination with the Bureau for Private Enterprise (PRE), is responsible for developing a closer and more effective partnership between AID and the U.S. private sector and for facilitating the participation of the U.S. private sector not only in AID-financed transactions, but in privately financed projects and activities which can accelerate the development process overseas.

b. Provides a central Bureau focus for the review, coordination and design of selected AID-sponsored initiatives which serve to foster a closer and more effective relationship between AID and the U.S. private sector.

c. In concert with PRE, other AID Offices and Bureaus, develops alternative proposals for revising existing legislation to promote increased reliance on market solutions to development problems.

d. In collaboration with PRE, assists African Missions to identify means by which host country governments can create the requisite climate and infrastructure to support expanded private enterprise investments.

e. In collaboration with PRE, other AID Offices and Bureaus, develops new and innovative developmentally oriented approaches for private enterprise investments that utilize the full range of appropriate U.S. Government resources.

23D

f. In cooperation with U.S. host country private investors, including privately owned development finance companies and other institutions, assists in establishing financing, improving and expanding efficient productive private enterprises in developing countries.

g. Promotes investment opportunities with U.S. and host country commercial institutions that will create employment, upgrade skill, and further the development process in an equitable way.

h. Works collaboratively with other Bureau offices to encourage the design of projects which are consistent with AID's private enterprise policies. Assists African Missions in designing and implementing private enterprise projects and programs.

i. Establishes and maintains liaison with select public and private sector entities such as the U.S. Chamber of Commerce and ad hoc advisory groups which promote private enterprise in development nations. Facilitates exchange of ideas, financial data, and other pertinent information among these entities.

j. Participates in the review of proposed AID country development plans, such as Country Development Strategy Statements (CDSSs), Annual Budget Submissions (ABSs) and individual projects.

23E. Controller Staff (AFR/CONT)

a. Provides advice and assistance to Bureau management on the financial implications of legislation, plans and programs.

b. Participates in the review and approval of AFR loan and grant projects and programs.

c. Reviews project implementation from the financial management viewpoint to determine if project objectives are being met economically, efficiently and effectively.

d. Reviews budget submissions from AFR overseas organizations for compliance with established Agency policy and budget guidelines.

e. Provides uniform guidance and procedures for financial management of all funds available to the Bureau and its overseas missions.

f. Coordinates the preparation of AFR's operating expense (OE) budgets and ensures their integration with the program budgets for the Bureau's overseas organizations and Washington operations.

23E

g. Prepares special reports and analyses for the Office of the AA/AFR and Bureau management and replies to Mission inquiries on financial matters.

h. Reviews and analyzes the Bureau's performance in obligating operating expense funds provided through the operating year budget. Analyzes monthly reports and identifies implementation problems which affect the obligation of operating expenses by AFR's overseas organizations.

i. In coordination with AFR/MGT, reviews AFR financial systems and procedures to ensure efficient and effective management activities.

j. Maintains liaison with the Office of Financial Management (M/FM) concerning funds control matters and prepares allotment advices for Washington and field OE-funded activities.

k. Coordinates the preparation of AFR responses to audit and other investigative reports by the Office of the Inspector General (IG), the Government Accounting Office (GAO), etc. In coordination with the appropriate Bureau office director or head of overseas organization, ensures implementation of appropriate remedial actions.

l. Provides financial analysis services for Bureau activities which includes serving as the financial adviser on management assessment teams reviewing field operations.

23F. Office of Development Planning (AFR/DP)

1. Office of the Director (Associate Assistant Administrator)

a. Advises and assists the Office of the AA/AFR in formulating the Bureau's program objectives and guidelines within the context of AID policies, reviewing regional and country development assistance programs, allocating program and operating expense resources, presenting the AFR program and budget to the Agency and the Congress, and establishing Bureau policies and procedures for evaluation of program and project activities.

b. Operates under the direct supervision of the DAA/AFR but receives guidance from the Deputy Assistant Administrator(s) for ESA and WCA with respect to Bureau-wide and geographic-specific programs and policy development.

23F1

c. Interfaces with other bureaus such as the Bureau for Program and Policy Coordination (PPC) and the Bureau for Private Enterprise (PRE), and with the Department of State, and other agencies in formulating policy, programs, and plans and in reviewing projects.

d. In consultation with the Office of Project Development (AFR/PD) and the Office of Technical Resources (AFR/TR), coordinates the Bureau's participation in the development and implementation of programming procedures and systems.

e. Maintains liaison with other donor agencies and donor coordination groups for Africa which includes coordinating the development of AID positions for discussion with other donors, and monitoring other donor initiatives, activities, policies and systems for project design.

f. Directs the review of mission budget requests for development assistance, Economic Support Fund, and P.L. 480 (Title I, II, and III) resources for consistency with approved assistance strategies.

g. Directs the formulation of Africa Bureau budgetary priorities for development assistance, Economic Support Fund and P.L. 480 resources in coordination with other Africa Bureau offices and other bureaus and agencies as appropriate.

h. Directs the performance of macro-economic analyses for AFR headquarters and as requested for overseas posts including the identification of Africa-wide trends, economic assessments of key countries and evaluation of the policy framework in selected African countries and its impact on the structure of assistance programs.

i. Directs and supervises the activities of the component units of AFR/DP.

2. Program Analysis and Budget Division (AFR/DP/PAB)

a. Reviews AFR mission budget requests for development assistance, Economic Support Fund, and P.L. 480 resources for consistency with approved assistance strategies and recommends budget levels to AA/AFR.

b. Directs and coordinates the internal Bureau review of Africa missions' annual budget submissions (ABS).

23F2

c. Formulates Africa Bureau budgetary priorities for development assistance, Economic Support Fund and P.L. 480 resources in coordination with other Africa Bureau offices and other bureaus and agencies as appropriate.

d. In coordination with AFR/MGT, ensures that AFR's annual budget request integrates its program and operating expenses requirements.

e. Administers the Bureau's program budgeting operations including the allocation of program resources in coordination with PPC, review of individual funding requests and monitoring of obligations against AFR's Operating Year Budget (OYB).

f. Analyzes project proposals with respect to their conformance with AID and Bureau policies, the respective program strategies, budget priorities and Congressional concerns.

g. In coordination with AFR/DP/PPE, develops regional guidelines for the formulation of U.S. economic assistance programs and projects in Africa.

h. Maintains current data on status of Bureau budget operations and prepares reports for use of Bureau senior staff.

i. Directs, coordinates and participates in the preparation of the Bureau's annual Congressional Presentation (CP) including drafting testimony and developing briefing materials for Congressional hearings.

j. Directs Bureau staff in preparing AA/AFR and other Senior Bureau officers for Congressional testimony and directly assists witnesses during testimony.

k. Directs and coordinates Bureau response to Congressional requests for information pursuant to hearing and committee actions such as markup.

l. Acts as Bureau liaison with the Office of Legislative Affairs (LEG) in all Bureau Congressional matters including consultation with Congressional staff, inquiries and Congresssional travel.

m. Prepares special reports and analyses on program operations such as profiles on Bureau functional account programs, local currency programs, etc.

23F2

n. Manages the Program Development Support account. Monitors the processing of all vouchers on AID direct contracts, grants, work orders, etc., and advises the Bureau on changes to contracting policies, practices, and procedures.

3. Policy Analysis and Research Division (AFR/DP/PAR)

a. Represents the Africa Bureau in the interagency working group on the economic crisis in Africa. Through this mechanism, interfaces with, inter alia, State, Treasury, and the U.S. Executive Directors of the IMF and IBRD to ensure that USG views and responses in key Africa countries are coordinated for maximum effect.

b. Provides staff support to the interagency working group including the conduct of economic assessments of African countries identified by the group.

c. Identifies and undertakes systematic analyses of economic problem areas which are viewed as chronic and major concerns to the AID program in Africa.

d. Initiates the provision of technical economic expertise to Bureau field offices and to AFR headquarters including: (a) determining AFR requirements for economist positions and recommending candidates to AFR/MGT for consideration by the Assignment Board; (b) providing technical guidance to Missions and to Bureau development officers on economic analysis and policy matters; and (c) identifying contract economists and providing technical briefings for personnel going on short-term TDY missions in Africa to conduct macro and policy analyses.

e. Identifies economic studies needed, specific scope of work and analytic method to be used, and either conducts or oversees expert consultants in study execution, evaluates study results and makes recommendations for policy formulation. Assists other Africa Bureau offices in planning and managing the work of economic consultants by clarifying study objectives and evaluating consultant's work.

f. In coordination with AFR/DP/PPE, develops and maintains an economic data base, including a computer-based system, to support provision of information to the Africa Bureau on other donor activities and to support economic analysis on regional and subregional economic trends and problems.

g. Guides and coordinates Bureau and Mission staff in developing strategies and programs for private enterprise development in Africa and provides advice on Africa private sector development to senior Africa Bureau and other AID officials.

h. Maintains contact with Congressional staff on economic development concerns in Africa.

4. Policy Planning and Evaluation Division (AFR/DP/PPE)

a. Administers the Africa Bureau evaluation program including: arranging technical assistance for field project evaluations; reviewing projects for proper definition of project objectives and appropriate measurements of project results; and ensuring that feedback from evaluations is incorporated into other agency systems, e.g., project design.

b. Maintains liaison with the Office of Evaluation (PPE/E) and coordinates AFR's evaluation activities with that office.

c. Plans and coordinates the Bureau's development planning (Country Development Strategy Statements (CDSS) process: prepares Africa Bureau program guidance instructions to field posts; provides or arranges technical assistance to the Bureau's overseas posts on country strategy development; facilitates CDSS reviews by the Africa Bureau; coordinates preparation of related issues papers; and chairs issues meetings.

d. In coordination with AFR/DP/PAB, develops regional guidelines for the formulation of U.S. development programs and projects in Africa.

e. In coordination with AFR/DP/PAR, develops and maintains an economic data base, including a computer-based system, to support provision of information to the Bureau on other donor activities and to support economic analysis on regional and subregional economic trends and problems.

f. Reviews proposed projects for conformance with country strategies and adherence to social soundness, economic and financial guidelines; provides technical assistance to improve analytic content of project documents.

23F4

g. Maintains liaison with other donor agencies and donor coordination groups for Africa including coordinating the development of AID positions for discussion with other donors, and monitoring other donor initiatives, activities, policies and systems for project design.

h. Develops methods and related guidelines for collaborating with other donors.

i. Facilitates co-financing of projects with other donors by identifying appropriate projects and acting as a catalyst to achieve co-financing of those projects.

23G. Office of Project Development (AFR/PD)

1. Office of the Director

a. Manages AID/W participation in the design, review, approval, implementation and central implementation of bilateral and regional loan and grant projects of the Africa Bureau including, in particular, the PID and PP stages, coordinating the resources of AFR/TR, S&T Bureau, and other Bureau or Agency offices, as appropriate.

b. In coordination with AFR/DP and other offices as appropriate, ensures Bureau compliance with AID policies, procedures, and regulations as they relate to project design, approval and implementation.

c. Provides project guidance to, and assists overseas missions in design, development and implementation of loan and grant assistance; in the absence of appropriate field staff, takes the lead in loan and/or grant project design and monitoring in the cooperating country.

d. Provides leadership within Africa in developing implementation strategies for Bureau loan and grant programs and coordinates them with the missions; monitors implementation progress of loan and grant projects by units of AFR/PD.

e. As mutually agreed upon with the Director of AFR/TR, chairs Project Review meetings.

f. Directs and supervises the activities of the component units of AFR/PD.

23G

2. Implementation and Program Support Division (AFR/PD/IPS)

a. Works with M/FM, M/SER, GC, S&T/IT and the Africa Bureau's DP and geographic offices, as well as AFR/PD and AFR/TR in defining long-term problems of program implementation in Africa, and developing appropriate policy guidance and special studies/analyses for the Bureau.

b. Prepares instructions supplementing Agency handbooks to deal with major implementation issues, and formulates action programs to overcome key implementation issues and bottlenecks impeding Bureau program objectives in Africa.

c. Represents the Bureau on special AID task forces and other committees to review and develop Agency policy on implementation problems, for example, shelf item procurement policy, source origin guidelines for multi-donor financing, blanket waivers for recurrent problems, proprietary procurement, etc.

d. Reviews, in collaboration with AFR/MGT, GC and other offices as appropriate, the general area of delegations of authority as a means of accelerating project implementation.

e. Develops a coherent system of implementation monitoring, so as to expedite normal progress, identify priority issues and major trouble spots and to bring these to the attention of senior Bureau management.

f. Serves as the AFR focal point for coordinating program/project support and monitoring activities.

g. Prepares project implementation documents, as required, and coordinates with M/SER on required implementation actions.

h. Participates in the provision of administrative and personnel liaison and budget review services for the Regional Economic Development Services Offices (REDSOs).

i. Participates in AFR and AID reviews of annual program budgets.

j. Assists in the preparation of the Bureau's portion of the annual Congressional Presentation.

k. Provides the Director, Senior Staff, and Divisions of AFR/PD with current financial data on AFR's loan and grant activities, identifying potential problem areas.

23G2

l. Maintains liaison with the Office of Financial Management (M/FM) and the Office of Information Resources Management (MS/IRM), and AFR/MGT for the control and management of loan and grant data through the AID Automated Projects Data Systems.

m. Controls the flow of all communications into and out of AFR/PD and AFR/TR assuring that actions are completed and loan/grant documents are processed in compliance with established procedures.

n. Administers the project documentation control system for AFR.

o. Prepares a continuing series of monthly and special reports and briefing materials regarding the monitoring of loan/grant related historical data with emphasis on project design/implementation activities.

p. Provides executive secretariat services to the Loan/Grant Review Committee, preparing agenda and coordinating the review committee activities.

q. Represents AFR/PD in Agency-wide meetings relating to financial monitoring, records and reports.

3. The Project Divisions

a. The geographic area Project Divisions of AFR/PD are the Sahel and West Africa Projects Division (AFR/PD/SWAP), Eastern Africa Projects Division (AFR/PD/EAP), Central and Coastal West Africa Projects Division (AFR/PD/CCWAP), and Southern Africa Projects Division (AFR/PD/SAP).

b. For assigned geographic areas, these Divisions:

(1) Coordinate or support the design, review, and approval of Africa projects, relying on the Office of Technical Resources (AFR/TR) for substantive technical expertise; ensure that projects meet established design, implementation, and evaluation procedures and criteria; and coordinate their presentation to the appropriate Bureau review committees.

(2) Chair Project Committee actions with AFR/TR, the desk, GC/Africa and other appropriate organizational units.

(3) Act as secretariat for the Bureau's Executive Committee for Project Review.

23G3

(4) With the assistance of AFR/TR and other offices through the Project Committee, recommend the nature, composition, and timing of TDY assistance to the Missions for the design of new projects, and review of ongoing projects. Assist other Bureau offices, as appropriate, in securing such assistance for the missions.

(5) Prepare issue papers and action documents for authorization or amendment of loan and grant projects for the Africa Executive Committee for Project Review.

(6) Provide the missions with guidance and/or assistance in the design, development, and negotiation of new project proposals and agreements with cooperating countries.

(7) Serve as primary action point for day-to-day backstopping and Project Committee actions on the procedural and regulatory aspects of approved Bureau projects.

(8) Monitor Mission implementation progress; prepare necessary project status summaries and conduct the semiannual project status reviews for the Bureau.

(9) Participate in Bureau and Agency review of annual program budget submissions, and in sector and subsector analyses.

(10) Maintain liaison with U.S. Government agencies, agencies of foreign governments (through the overseas missions and geographic area offices), and international development finance institutions, trade associations and U.S. banks and business firms concerned with, or interested in, the development or implementation of Africa loan and grant projects.

23H. Office of Technical Resources (AFR/TR)

1. Summary of Functions

a. The Office of Technical Resources (AFR/TR) is the Bureau's focal point for activities in agriculture, rural development, natural resources, health, population, nutrition and education and human resources. It:

-- prepares the Bureau's sector and sub-sector plans and strategies;

-- provides substantive technical support to the Bureau and overseas organizations in sector analysis, project design, implementation monitoring and program/project evaluation;

-- provides liaison with the technical and scientific community within and outside AID, including the Hill and outside special interest groups; and

-- manages certain regional projects for the Bureau.

b. The Office consists of the following organization units:

-- Office of the Director (AFR/TR)

-- Program and Regional Operations Division (AFR/TR/PRO)

-- Agriculture and Natural Resources Division (AFR/TR/ANR)

-- Field Support Branch (AFR/TR/ANR/FS)

-- Planning and Analysis Branch (AFR/TR/ANR/PA)

-- Natural Resources Branch (AFR/TR/ANR/NR)

-- Education and Human Resources Division (AFR/TR/EHR)

-- Health, Population and Nutrition Division (AFR/TR/HPN)

c. In carrying out its responsibilities, AFR/TR is guided by general program and sectoral policies established by top Agency and Bureau management, PPC and S&T. It provides additional guidance to Bureau staff, both in AID/W and in the field, on the development, management and implementation of programs and projects in the assigned sectors and sub-sectors.

2. Specific Responsibilities

a. The Office of the Director provides leadership and coordination on all substantive technical aspects of the Bureau's programs and projects. It directs the development and implementation of AFR policies, strategies and work plans for each of the technical sectors and sub-sectors.

23H2

b. The Program and Regional Operations Division develops Bureau policies and strategies for regional aspects of major African development problems; manages regional projects and activities which are cross-sectoral in nature or which deal with activities that go beyond the scope of AFR/TR technical divisions, including activities concerning natural and man-made emergencies such as drought and refugees; provides program support to all AFR/TR projects; and provides project implementation support to AFR/TR project managers, including serving as central liaison with MS/PO on AFR/TR procurement actions.

c. The three Technical Divisions and the subordinate branches of AFR/TR/ANR:

-- formulate sectoral policies for the Bureau;

-- keep the mission technical officers informed on AID requirements with respect to sectoral and technical matters;

-- participate as a member of Project Committees during the development, review, approval, implementation and evaluation processes to ensure that all technical requirements are being considered and satisfied in Bureau projects;

-- advise on all Africa Bureau technical personnel assignments;

-- assist the missions in obtaining technical project support services as necessary; and

-- manage assigned regional programs and projects.

23I. Geographic Area Offices

1. The Geographic Area Offices of the Bureau are:

a. The Office of Eastern Africa Affairs (AFR/EA), which contains the Sudan/Somalia/Ethiopia/Djibouti Desk (AFR/EA/SSED); Kenya Desk (AFR/EA/K); Tanzania/Uganda Desk (AFR/EA/TU); Rwanda/Burundi Desk (AFR/EA/RB); and the Indian Ocean States/Economics Analysis (Mauritius, Seychelles, Comoros) Desk (AFR/EA/IOSEA).

23I1

b. The Office of Central and Coastal West Africa Affairs (AFR/CCWA), which contains the Cameroon/Central African Republic/Equatorial/Guinea/Gabon/Sao Tome/Principe Desk (AFR/CCWA/CCE); the Sierra Leone/Ivory Coast/Ghana/Nigeria/Entente Fund Desk (AFR/CCWA/SIGNE); Liberia Desk (AFR/CCWA/L); the Zaire/Rwanda/Burundi/Congo Desk (AFR/CCWA/ZRBC); and the Guinea/Togo/Benin/Guinea Bissau Desk (AFR/CCWA/GTBG-B).

c. The Office of Sahel and West Africa Affairs (AFR/SWA), which contains the Senegal/Mali/Niger/Cape Verde Desk (AFR/SWA/SMNCV); the Chad/Mauritania/Gambia/Burkina Faso Desk (AFR/SEA/CMGBF); and the Sahel Regional Desk (AFR/SWA/REGL).

d. The Office of Southern Africa Affairs (AFR/SA), which contains the South Africa/Mozambique/Angola/Namibia Desk (AFR/SA/SMAN); the Botswana/Lesotho/Swaziland Desk (AFR/SA/BLS); and the Zimbabwe/Zambia/Malawi/Southern Africa Regional Programs (SARP) Desk (AFR/SA/ZZMS).

2. Office of the Director for each Geographic Area Office:

a. Advises the Office of the AA/AFR on the formulation of AFR and AID policies, strategies, and other matters requiring country or area expertise or affecting the area of responsibility.

b. With guidance from the Office of the AA/AFR, interprets AFR and AID policies for Missions and Offices on program matters.

c. Recommends the need for sector and subsector analyses in the area/countries and participates in the design and review of such analyses.

d. Oversees and ensures AID action on country programs in the area.

e. Directs and supervises the activities of the country desks.

3. Each Country or Area Desk

a. Reviews and recommends action on the missions' multi-year development assistance program submissions in consultation with other AFR and AID offices as appropriate.

23I3

b. Reviews annual program budget submissions and assists AFR/DP in the preparation of the Bureau's budget proposal; prepares Congressional Presentation (CP) materials.

c. Participates in the design, review, and approval of proposed assistance projects from the standpoint of suitability to the country or area development situation and assistance strategy, and compatibility with AID and AFR policy.

d. As a member of the Bureau's Executive Committee for Project Review (ECPR) participates in the review of project evaluations.

e. Serves as action office for the authorization of specific nonproject assistance activities, including Public Law 480, as they pertain to individual countries in the approved budget.

f. Monitors program activities and ensures timely AID/W actions to implement approved activities in conformity with agreed upon objectives and with U.S. policies and regulations.

g. Participates in country macro-economic analysis, in consultation with AFR/DP, drawing upon selected international, U.S., and other donors' studies and reports, sector and subsector studies, and field program submissions.

h. Maintains country/area expertise and advises the Office of the AA/AFR and other AFR and AID offices on political, economic, and social matters relating to the country/area.

i. Prepares all documentation for the U.S. delegation and recommends a U.S. position for interagency approval for consultative group meetings; collaborates with other Bureau/Offices on AFR participation in donor group meetings on sector activities.

j. Maintains relationships on geographic area matters with Embassy representatives, other donors and international organizations, other Bureaus of AID, Department of State and other U.S. Government agencies, where appropriate.

k. Provides backstopping service for Missions and ensures timely AID/W response to Mission requests.

l. Represents the Mission within AID/W, but also is an active and discerning critic of the Mission's position.

23I

4. Sahel Regional Desk (AFR/SWA/SRD)

a. Coordinates the development of AID policy and planning for the Sahel with other AID and U.S. Government agencies, and with other donors.

b. Assures Agency consideration of issues arising from the Club du Sahel and the Permanent Interstate Committee for Drought Control (CILSS) and prepares official position papers and briefing materials for AA/AFR through DAA Geographic Area.

c. Participates in donor and Club du Sahel planning activities, and supports the Sahel field unit in its work with CILSS/Club Working Groups and Task Forces.

d. Assures the responsiveness of the Sahel program to Congressional directives, and submits the Sahel Development Program (SDP) Annual Report to the Congress for the AA/AFR's approval.

e. Monitors the Sahel regional projects and coordinates with the appropriate field units on the planning and implementation of these activities. This includes preparation of the SWA Regional Annual Budget Submission (ABS).

f. Coordinates the evaluation of regional projects and follows up on the results of evaluations with the appropriate field units.

g. Monitors Sahel research and studies being conducted by the Sahel field units and the Regional Economic Development Services Office/West Africa (REDSO/WCA) and AFR/PD and other offices in AID/W.

h. Makes recommendations on the Sahel Mission Directors Council (SMDC) position regarding the Sahel Regional Program Budget.

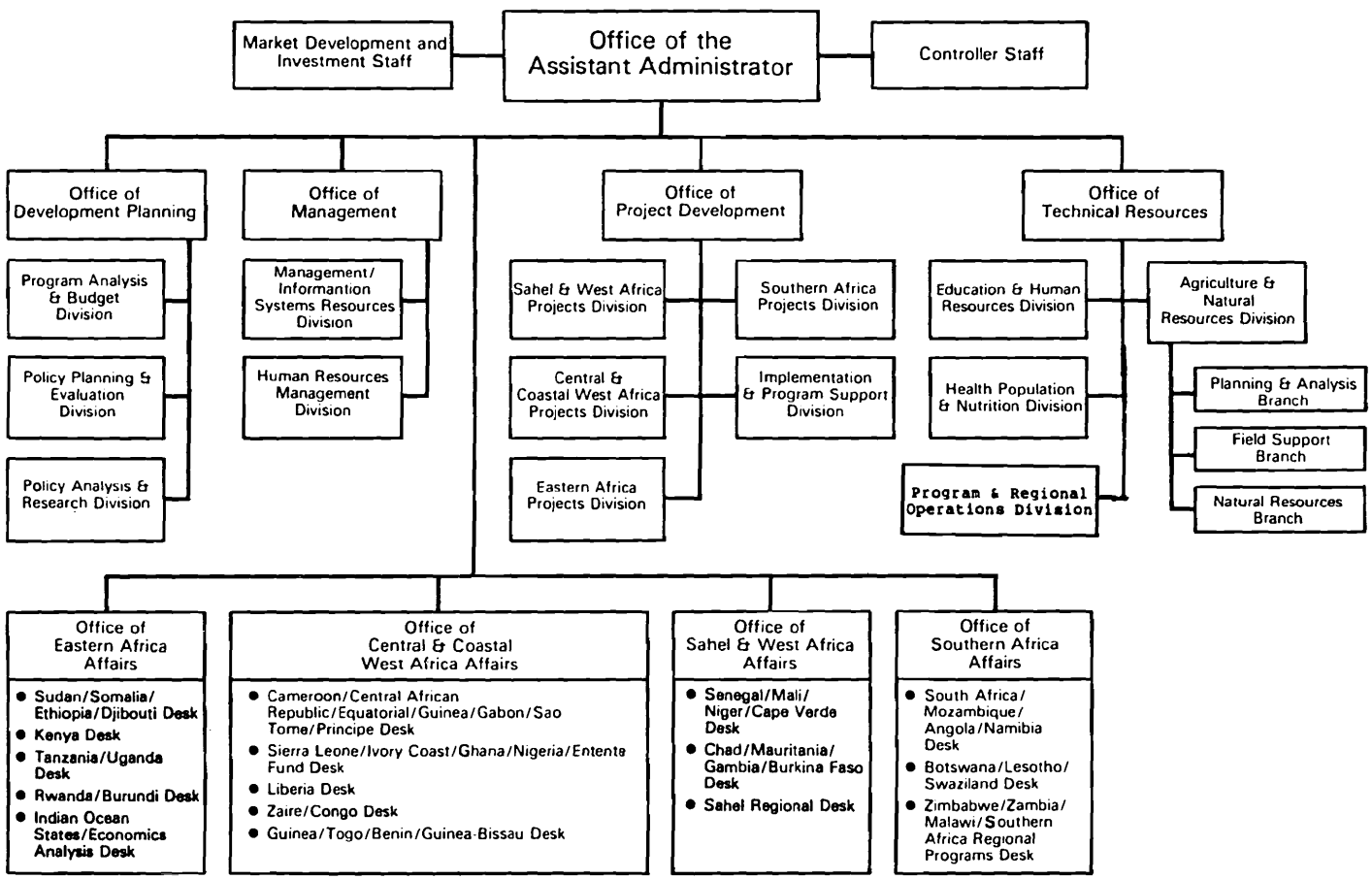
i. Coordinates AID action internally and with other donors in the formulation of strategy and plans for development of the Sahel river basins, including the requirements for infrastructure and downstream agriculture.

j. Provides AID/W review and analysis of Sahel Regional Development Strategy Statement (RDSS) and undertakes related program actions.

23I4

k. Performs the principal coordination role in the formulation of U.S. policy toward the Sahel for the development of an irrigated agriculture program, and for river basin development and related infrastructure. Has primary Africa Bureau responsibility for attending international meetings to represent that U.S. policy. In carrying out these responsibilities, collaborates with administrators and technicians of recipient governments concerned with Sahelian river basin development.

Bureau for Africa



CHAPTER 24

BUREAU FOR LATIN AMERICA AND THE CARIBBEAN (LAC)

CHAPTER 24

BUREAU FOR LATIN AMERICA AND THE CARIBBEAN

STATEMENT OF FUNCTIONS

24A. Summary of Bureau Functions

1. The Bureau for Latin America and the Caribbean (LAC) is responsible for the planning, formulation, implementation, management, and evaluation of U.S. regional and bilateral development assistance activities within the region--except for programs which are administered centrally by the Bureau for Food for Peace and Voluntary Assistance (FVA) and the Bureau for Science and Technology (S&T) in collaboration with the Bureau for Latin America and the Caribbean. The LAC Bureau coordinates with the Bureau for Program and Policy Coordination (PPC) on LAC programs for which PPC has specified responsibilities.

2. In carrying out its responsibilities LAC draws on other AID Bureaus and Offices as appropriate. Similarly, other AID Bureaus and Offices look to LAC as required to fulfill their assigned responsibilities.

24B. Office of the Assistant Administrator (AA/LAC)

The Assistant Administrator (or the Deputy):

1. Serves as a principal advisor to the Administrator on all matters affecting Agency activities in Latin America and the Caribbean.

2. Directs and supervises the activities of the Bureau and its overseas Missions and Offices.

3. Directs the formulation of U.S. development assistance programs; approves programs and projects within the limits of delegated authority from the Administrator; authorizes execution of development assistance agreements with Latin American countries and regional organizations.

4. Exercises policy control within the region over the Housing Investment Guaranty (HIG) programs which are administered by the Office of Housing and Urban Programs (PRE/H).

24B

5. Submits, through the Bureau for Program and Policy Coordination (PPC) for the Administrator's approval, an annual budget of proposed LAC activities, and assists in presenting the LAC program and budget to the Congress.

6. Approves and directs the allocation of available resources among Bureau Offices and overseas Missions.

7. Assures necessary liaison with other AID Offices, the Department of State, other U.S. bilateral and multilateral agencies, and the officials of recipient countries; represents the Agency at LAC country consortia or consultative group meetings.

8. Oversees the implementation of Bureau programs and projects; monitors performance under loan and grant agreements, contracts, and other operating agreements; and takes or recommends any required remedial action.

9. Chairs LAC's Development Assistance Executive Committee (DAEC) which reviews Country Development Strategy Statements (CDSS's) the Annual Budget Submissions (ABS), Sector Analysis Action Plans, completed sector analyses, Project Identification Documents (PID's), Project Papers (PP's), and program/project evaluation reports including LAC bilateral and regional projects as well as Bureau for Science and Technology (S&T) interregional projects carried out primarily in LAC, or such S&T inter-regional projects or subprojects carried out in LAC of $500,000 or more. For such projects of lesser amounts, LAC is represented in S&T review processes. Permanent membership on the DAEC consists of the Offices of the Assistant General Counsel for Latin America and the Caribbean (GC/LAC), Development Planning (LAC/DP), Development Resources (LAC/DR), and Geographic Area Offices as appropriate.

10. Represents the agency before the press and the public, as required.

24C. <u>Executive Management Staff (LAC/EMS)</u>

1. Provides continuing management policy-level consultation and advice to AA/LAC and Bureau senior staff, using the Bureau for Management (M), and other offices' resources as appropriate.

2. Represents AA/LAC in basic personnel administration decision-making processes for the Bureau and LAC overseas Missions.

24C

3. Gives Bureau-level approval to position and organizational actions requested by Missions and Bureau Offices.

4. Advises AA/LAC on the allocation of LAC work force limitations and operating expense funds among Missions and Bureau offices, using Agency resources as appropriate.

5. Reviews internal LAC operations to assure adequate management, administrative personnel, and logistic support; facilitates resolution of LAC management and operating problems, using Bureau for Management (M) and other Agency resources as required. Provides Bureau organizational planning services.

6. Coordinates centralized services provided to the Bureau; with assistance from appropriate AID organizations, assures the provision of other staff services, such as management briefing materials, administrative budget, travel planning and authorization, and space planning.

7. Reviews LAC program budget, operating expense and work force budgets in close collaboration with LAC/DP.

8. Determines training requirements for Bureau employees in Washington and overseas. Works with the Training Division of AID's Office of Personnel Management (M/PM/TD) in the design of Bureau's training needs.

9. Develops and recommends specific plans for the Bureau to give effect to the agency's commitment to the Equal Employment Opportunity (EEO) program.

24D. Controller Staff (LAC/CONT)

1. Provides advice and assistance to Bureau management on the financial implications of legislation, plans, programs, policies, procedures, operating expense activities, and audit and evaluation findings.

2. Participates in the review and approval of LAC loan and grant projects and programs.

3. Reviews project implementation from the financial management viewpoint to determine whether project objectives are met economically and determines the effectiveness of implementation based on analysis of the deployment of monetary resources for workforce, equipment, etc.

4. Serves as the Bureau's central coordination point for the processing of all PIO and contracting documents, providing supporting financial data, advice on methods of funding and interpretation of AID Regulations.

5. Provides uniform guidance and procedures for financial management of all funds available to the Bureau and its overseas missions.

6. Collaborates with LAC/EMS and LAC/DP in the consolidation and correlation of LAC's operating expenses and workforce budgets with the program budgets for the Bureau's overseas organizations and Washington operations to ensure direct linkage between program funding proposals and workforce resource requirements.

7. Reviews budget submissions from overseas missions for compliance with established Agency policy and budget guidelines.

8. Maintains liaison with the Office of Financial Management (M/FM) concerning funds control matters; in coordination with LAC/DP and other appropriate Bureau Offices, prepares allotment requests for Washington and field administered programs.

9. Maintains liaison with the Office of the Inspector General (IG) and its Audit and Inspections and Investigations Offices overseas on matters related to audit, appraisal, investigation, and inspection operations and activities, both in Washington and the field; maintains liaison with the General Accounting Office (GAO), and GAO Liaison Office (ID/GAO) of the Department of State.

10. Assures LAC and mission participation in the analysis of audit, investigation, and appraisal reports, issued by the Regional and Washington Offices of the Inspector General, GAO, and Congress, and by the other organizations relating to AID operations and activities in Latin America and the Caribbean.

11. Coordinates and participates in the preparation of LAC and mission responses to audit and other reports in LAC activities and ensures that required remedial actions are taken.

12. In coordination with the Executive Management Staff (LAC/EMS) reviews the systems and procedures of LAC to ensure efficient and effective management of LAC activities.

24E. Office of Development Programs (LAC/DP)

1. Office of the Director

a. Within the context of Agency policies and in coordination with AID's Bureau for Program and Policy Coordination (PPC), the Department of State's Bureau for Inter-American Affairs' Offices of Policy Planning Coordination (ARA/PPC) and Congressional, Human Rights, and Public Affairs (ARA/CHP) and the appropriate offices within the Bureau, oversees the preparation and dissemination to LAC field organizations of policy planning and evaluation guidance on regional, country, and sector development objectives.

b. To this end, conducts basic research and analysis of socioeconomic trends in the hemisphere, by regions and countries therein formulates hemisphere, regional and country guidelines for assuring use of AID resources to support AID global and regional development goals.

c. As a principal basis for a. & b. above, administers an evaluation program designed to assure that programs and projects are achieving their stated purposes and are consistent with and achieving regional country and sector objectives. Molds evaluation lessons learned into new policy and program guidance.

d. Coordinates the internal allocation of LAC budgetary resources, including those concerned with LAC bilateral and regional projects and the management of LAC's contribution to the joint Department of State/AID Policy Analysis and Resources Management Paper (PARM), the Latin America and Caribbean portions of the AID Congressional Presentation, the review of Country Development Strategy Statements (CDSS') and Annual Budget Submissions (ABC') and the preparation of the Operational Year Budget.

e. Participates in development of Bureau positions for CIAP country reviews and Organization of American States (OAS) development assistance activities.

f. In the absence of the Assistant Administrator, conducts reviews of CDSS', ABS', and/or completed program/project evaluation reports.

g. As a member of the DAEC (LAC's Development Assistance Economic Committee), participants in the review and approval of LAC loan and grant programs and projects, chairing such meetings in the absence of AA/LAC concerning regional social and civic development projects.

h. Coordinates the administration of LAC regional programs having social and civic development goals, including programs implemented by private intermediary institutions.

i. Oversees discharge of Bureau multilateral institutions and other donor country coordination responsibilities, in conjunction with the International Development Cooperation Agency (IDCA) and the Bureau for Program and Policy Coordination (PPC).

2. Multilateral Affairs Division (LAC/DP/MA)

a. Coordinates preparation of ARA-LAC views on Latin American development issues, programs, and/or projects, for use as appropriate by ARA-LAC and other organizations (including the International Development Cooperation Agency (IDCA) for the Board of Governors and the Board of Executive Directors of the Inter-American Development Bank (IDB), various specialized agencies of the U.N., the World Bank (IBRD), the Development Assistance Committee (DAC), and the governments of bilateral assistance donors coordinating the provisions of representation to and participation in the activities of these organizations, as appropriate; coordinates exchange of information among all of these organizations and AID on Latin American and Caribbean activities.

b. Assists the USOAS in its preparation of ARA-LAC positions on development issues for meetings of the OAS (Organization of American States) General Assembly, its councils and subordinate bodies.

c. Coordinates efforts to:

(1) assure that U.S. voluntary contributions to the OAS are based on appropriate technical and budgetary justification;

(2) backstop USOAS efforts to assure that OAS budgets are based on such justification;

(3) assure that upon appropriation by the Congress, U.S. pledge commitments to voluntary funds are met;

(4) provide guidance for USOAS assistance in preparation of Congressional Presentation material on voluntary funds;

(5) backstop and otherwise support USOAS activities with respect to program review and analysis, mobilization of expertise, as appropriate, and improvement where appropriate of the OAS programming, budgeting, implementation, progress reporting, and evaluation processes.

d. Serves as the ARA-LAC focal point for coordinating the review and development of positions on proposed IBRD and IDB loans, technical assistance budgets and projects, policy papers (in consultation with ARA's Office of Regional Economic Policy), and general lending activities, to assure that these do not conflict with U.S. Government policy; conveys ARA-LAC views on these matters to the International development Cooperation Agency (IDCA) and the Department of State's Bureau for Economic Affairs for their use in developing coordinated U.S. Government policy positions with respect to IDB assistance activities; coordinates efforts to assure that duplication of foreign assistance efforts is avoided; coordinates ARA-LAC participation in joint ARA-LAC/IDB country reviews.

e. Maintains liaison with the Office of the U.S. Executive Director of IDB, the Multilateral Program Office in the Department of the Treasury on IDB matters, and the Program Advisor's Office in IDB to facilitate coordination of AID and IDB programs.

f. Maintains central ARA-LAC files of IDB and National Advisory Council (NAC) on International Monetary and Financial Policies documents.

g. In consultation with ARA's Office of Regional Economic Policy (ARA/ECP), coordinates ARA-LAC contacts with the International Bank for Reconstruction and Development and its Agencies (including the International Development Association and International Finance Corporation); coordinates preparation of policy recommendations with respect to these organizations for use by ARA-LAC, IDCA and the Department of State's Bureau for Economic Affairs.

h. Coordinates and proposes ARA-LAC actions on specialized, ad hoc, multidonor activities.

3. Congressional Presentation & Special Assignments Staff (LAC/DP/CPS)

a. Supervises Bureau preparation of the LAC regional and country portion of the Congressional Presentation (CP).

b. Drafts and clears statements or briefing materials for LAC witnesses before Congressional Committees.

c. Prepares or clears proposed LAC responses to Congressional inquiries regarding LAC program or budget matters.

4. Development Programs Division (LAC/DP/DPD)

a. Based on general program guidance from and consultation with the Bureau for Program and Policy Coordination (PPC) formulates policy and programming guidelines for LAC and its overseas Missions.

b. Schedules submission and LAC review of field and regional program proposals.

c. Reviews the Department of State's Policy Analysis and Resources Management Papers (PARM's) as they relate to development assistance programs in Latin America and the Caribbean.

d. Develops guidelines and analytical criteria for LAC review of LAC field submissions, in order to prepare the LAC portion of the Congressional Presentation and the Agency consolidated budget.

e. Analyzes and prepares recommendations to AA/LAC on priorities for, and allocation of, program resources including food aid, made available to LAC, works closely with PPC and FVA to determine the appropriateness, adequacy and/or effectiveness of proposed allocations of resources among LAC programs and projects, including LAC bilateral and regional projects.

f. Coordinates the administration of food aid in LAC with the Bureau for Food for Peace and Voluntary Assistance (FVA).

g. Administers LAC's program budget operations, including the initiation of allotment requests for Washington and field-administered programs.

h. Collaborates with LAC/EMS in the consolidation and correlation of LAC's operating expenses and workforce budgets with the program budgets for the Bureau's overseas organizations and Washington operations to ensure direct linkage between program funding proposals and workforce resource requirements.

5. Social Development Division (LAC/DP/SD)

a. Designs, proposes, administers, and manages LAC regional programs which have social and civic development goals; administers programs which are implemented by private intermediary institutions.

b. Has primary responsibility for the regional labor development program which is carried out principally through the American Institute for Free Labor Development (AIFLD); develops regional program substantive aspects of country program proposals with country teams; participates in country negotiations with AIFLD; monitors implementation of programs from the AID/W standpoint.

c. Analyzes planning documents, and participates in the review and formulation of LAC regional and country projects and programs to assure that social and civic development factors (particularly employment and income distribution) are given appropriate consideration in planning, implementation, and evaluation.

d. Assists in the formulation and application of LAC and Agency social and civic development policies; serves as the central source of LAC guidance and information on social and civic development matters.

e. Monitors labor development and trends in Latin America and the Caribbean as well as other labor-related activities financed by AID and by multilateral and private sources.

f. Acts as liaison with other Bureaus and organizations, particularly the Bureau for Science and Technology (S&T), Bureau for Program and Policy Coordination (PPC), Bureau for Food for Peace and Voluntary Assistance (FVA), and the Inter-American Foundation on social and civic development matters, including those funded under the Title IX program, or falling in the categories of popular participation, local action, community development, private and voluntary agencies, or employment and income distribution.

g. Maintains liaison with major private institutions in the labor field such as AFL-CIO, AIFLD, Inter-American Regional Organization of Workers (ORIT), with the International Labor Organization, and with other Federal entitles such as the Department of State, and the Department of Labor.

h. Backstops Missions' social and civic development projects and components of larger projects involving social and civic development.

i. Advises LAC officers on programs affected by labor considerations of a national, regional, or international character.

6. Policy Planning and Evaluation Division (LAC/DP/PPE)

a. Provides the Bureau with a central source of expertise, information, and guidance on socioeconomic development trends and theories in Latin America and the Caribbean within the context of Agency policies.

b. Advises and assists the AA/LAC and the Director of LAC/DP, in Agency and Bureau processes for establishing long- and short-range policy planning objectives and guidelines concerning general policy matters as well as specific programmatic and project goals.

c. Within the context of Agency policy guidelines, administers and establishes policy and procedures for the LAC evaluation programs, and assures that programs and projects are achieving their stated purpose, are consistent with, and are achieving, as well as contributing to, current regional country and sector objectives.

d. Manages both macro policy lending evaluation as well as specific micro project evaluation to ensure that LAC programs are meeting Bureau and Agency policy objectives, and in cooperation with other Bureau and Agency offices assists in the general dissemination of evaluation findings.

e. Reviews, and may participate in, analytical efforts undertaken both by Bureau personnel as well as personnel of other Agency Bureaus and Offices; synthesizing these findings as well as those produced by other sources of information into relevant development policies, strategies, and programs for the consideration of the LAC Bureau.

f. Serves as a technical resource, either through its own direct hire staff or through the referral to, or contracting of, technical specialists concerning specific project evaluation analysis and evaluation implementation needs.

g. Maintains liaison with the academic community, PPC, the Department of State, and other government agencies in formulating policy, programs and plans, and in reviewing projects.

24F. Office of Development Resources (LAC/DR)

1. Office of the Director

a. Assists, as necessary, in the design, review, approval, implementation, and central administration of all LAC loan-and-grant-financed projects, productive credit guarantees, sector analyses, and assessment activities (other than those in the areas of labor, and social development); stimulates the use of U.S., other donor, and cooperating country public and private capital for development purposes; generates ideas and methods for stimulating expansion of the local private sector in Latin America and the Caribbean.

b. Is responsible for design, review, approval, implementation and central administration of all LAC bilateral and regional projects as well as those portions of the Bureau for Science and Technology (S&T) interregional projects carried out primarily in LAC or such S&T interregional projects or subprojects carried out in LAC of $500,000 or more. For S&T/LAC interregional projects or subprojects of lesser amounts, is responsible for assuring LAC participation in S&T design, review, approval, and implementation processes.

c. Provides leadership within the Bureau in determining implementation strategy for LAC's loan- and grant-financed and guaranteed programs and projects; backstops and monitors field implementation of loan and grant projects and programs.

d. Provides technical input to the formulation of policies and guidelines through LAC's Development Assistance Executive Committee (DAEC), for the development of capital and technical assistance projects and programs.

e. Provides technical assistance and TDY or contract assistance to the field in the design, development, and implementation of capital and technical assistance projects whether loan- or grant-financed; in the absence of appropriate field staff, directs such project design, development, and implementation monitoring in the cooperating country.

f. In the absence of the Assistant Administrator, chairs meetings and records the results of meetings of the DAEC, when such meetings concern review of Sector Analysis Action Plans, completed sector assessments and analyses, Project Identification Documents (PID's), and Project Papers (PP's) for other than regional projects for which LAC/DP is responsible, or those proposed by central AID Bureaus and Offices; represents AA/LAC before the Bilateral Assistance Subcommittee (BAS), the Inter-Bureau Committee on Sector Analysis, and in ad hoc committees dealing with loan and grant assistance.

g. Supervises the LAC sector analysis program; assures integration of the various specialized technical staffs required to carry out LAC's sectoral responsibilities.

h. Directs and supervises the functional units of LAC/DR.

i. Provides the Bureau and its overseas posts with project design, implementation backstopping concerning engineering matters in the following areas: rural road construction and maintenance, housing and simple structures, rural water supply, potable water and sanitation, small scale irrigation, rural electrification and general construction, and procurement of goods and services under country contracting.

j. Prepares economic analyses for the formulation, development, and evaluation of LAC's loan and grant projects including LAC bilateral and regional projects and S&T interregional projects primarily in LAC or such S&T projects or subprojects carried out in LAC of $500,000 or more. Provides advice on selection of the economic methodologies most appropriate for analysis of various types of loan and grant projects.

k. Participates in the design of Scopes of Work, field review, and LAC review and approval of project studies undertaken under AID-financed feasibility study loans.

l. As part of the review of LAC's Annual Budget Submissions, participates in country analyses which require inputs in economic subject areas, such as external capital requirements and source projections, cooperating-country fiscal performance, and social indicators of development.

m. Participates in LAC's periodic evaluation of projects to develop ways and means of improving existing project evaluation guidelines, as these relate to ascertaining the project's economic impact, and to assure that economic considerations are incorporated into the design of new projects.

n. Reviews and analyzes those portions of Mission-submitted PP's which set forth the economic rationale for, and conditions of, such project proposals.

o. Interprets AID's environmental regulations in the context of specific LAC countries and projects. Assists host country agencies and AID Missions to identify environmental effects of AID activities; prepares Initial Environmental Examination's (IEE's), Environmental Assessments (EA's) and/or scopes of work for these documents. Reviews studies and documents for environmental soundness and determines their acceptability.

2. Geographic Development Finance Divisions

a. The Geographic Development Finance Divisions of LAC/DR are the South American Finance Division (LAC/DR/SA), the Central American Finance Division (LAC/DR/CEN), and the Caribbean/Panama Finance Division (LAC/DR/CP).

b. For assigned geographic areas, these Divisions:

(1) Guide the development, design, review, and approval of Bureau grant and loan projects relying on LAC/DR technical divisions for substantive technical expertise including LAC bilateral and regional projects and S&T interregional projects primarily in LAC or such S&T projects or subprojects carried out in LAC of $500,000 or more.

(2) Have primary responsibility for day-to-day loan and grant backstopping and monitoring of field implementation under country contracting arrangements; provide assistance to the field in the implementation of projects and programs, as required.

(3) In consultation with the field recommend the nature, composition, and timing of TDY assistance to Missions for the design of new projects; provide the Missions with guidance and/or assistance in the design, development, and negotiation of new project proposals with the cooperating country.

(4) Prepare action documents for authorization or amendment of loan and grant projects, ensure that all project documentation is complete, is in compliance with all Agency rules, regulations, standards, and criteria, has been fully cleared and is accurate before presentation to the Bureau or Agency review forum for final approval.

(5) Prepare issues papers for AA/LAC setting forth issues to be considered in LAC/DR-chaired meetings of LAC's Development Assistance Executive Committee (DAEC); participate in DAEC reviews.

(6) Advise the Chairman of the DAEC on the adequacy of project plans and analyses; as necessary, assist Missions in preparing agreements, and provide the necessary revisions, reformulations, or supplements to project documentation as required by the DAEC; advise Missions of DAEC approval or disapproval of project proposals and the conditions thereof; maintain a record of DAEC recommendations and decisions and assure timely transmittal of the outcome of reviews to field Missions.

(7) As appropriate, participate with Missions and other LAC offices in the review of sectoral and subsectoral studies.

(8) Assist the Director, LAC/DR, in the presentation of LAC approved loans before the Bilateral Assistance Subcommittee (BAS).

(9) Prepare necessary status summaries and issues papers, conduct the presentation of the semiannual loan status reviews to AA/LAC; as necessary, assist Missions in negotiation of loan and grant agreements with the cooperating country.

(10) Maintain liaison with U.S. Government agencies, agencies of foreign governments (through the overseas Missions and LAC's Geographic Area Offices), international development finance institutions, trade associations, and U.S. banks, and business firms concerned with, or interested in, the implementation of LAC's loan and grant projects.

3. Records and Reports Staff (LAC/DR/RR)

a. Provides the Director's Office and Divisions of LAC/DR with continuous, current financial status information of LAC loan activities, and helps identify potential problem areas.

b. Maintains liaison with the Office of Financial Management (M/FM) for retrieval of loan data.

c. Controls the flow of loan and grant documentation; maintains related records; insures compliance with established loan and grant processing procedures.

d. Prepares or assists in the preparation of special reports and briefing materials, particularly those requiring loan-related historical data.

e. Represents LAC/DR in Agency-wide meetings relating to financial monitoring, records, and reports.

f. Processes and maintains a follow-up system on all Project Implementation Orders/Technical Service (PIO/T's) flowing through LAC to ensure timely action by relevant Bureau and AID/W Offices, through the contract and Participating Agency Service Agreement (PASA) signature stage.

4. Technical Services Divisions

a. The Technical Services Divisions of LAC/DR are the Education, Science and Technology Division (LAC/DR/EST); the Rural Development Division (LAC/DR/RD) (which includes the cooperative development functions); the Health and Nutrition Division (LAC/DR/HN); and the Population Division (LAC/DR/P).

b. For assigned technical and/or sectoral areas, these Divisions:

(1) Provide the overseas Missions with technical advice and/or TDY assistance in the planning and design of loan and grant projects.

(2) Have technical responsibility for day-to-day grant project backstopping and implementation monitoring. Provide advice and assistance to LAC/DR Geographic Development Finance Divisions and to Missions and Offices in the resolution of technical problems encountered during project implementation.

(3) Provide liaison with the technical offices of the Bureau for Science and Technology (S&T) on project development and implementation, as appropriate.

(4) Provide technical input to the formulation of policies and guidelines, through the Development Assistance Executive Committee (DAEC), for the conduct of bilateral and regional programs and projects; advise the Chairman of DAEC on the adequacy of sector plans and analyses.

(5) Act as a staff resource to the Bureau and Missions in the development, design and management of sector and subsector analyses and sector strategies. As assigned, execute or supervise the execution of such analyses or studies in cooperation with the other divisions of LAC/DR.

(6) Review all incoming technical assistance projects proposed by the Missions in terms of project design, interdisciplinary relationships, and the need for broader sector analysis, and assist in the development of criteria for planning such studies.

(7) As appropriate, participates in the development of LAC loan and grant programs and projects, including LAC bilateral and regional projects and S&T interregional projects as outlined above.

(8) Participate in project evaluations and reviews thereof.

(9) Advise on the selection of technicians for field technical activities; provide advice and assistance to the Office of Procurement (MS/OP) in its selection of contractor personnel for LAC projects; and conduct technical evaluation of contractor performance.

(10) Maintain general liaison with the professional community in their areas of technical expertise, as well as with other U.S. Government agencies, international organizations, and other AID offices.

c. The Education, Science and Technology Division (EST) combines responsibilities for human resource development with those of multi-sectoral technical concerns. Consequently, in addition to responsibilities as described above, pertaining to education and other aspects of human resource development, LAC/DR/EST provides direct technical assistance, as necessary, to other technical and finance divisions of LAC/DR and the overseas Missions in the fields of social science methodology and analysis; science and technology; energy management and utilization; regional and urban development; municipal development and development administration as well as the discharge of technical functions listed. In addition, this division:

(1) Interprets AID's environmental regulations in the context of specific LAC countries and projects. Assists host country agencies and AID Missions to identify environmental effects of AID activities; prepares Initial Environmental Examination's (IEE's), Environmental Assessments (EA's) and/or scopes of work for these documents. Reviews studies and documents for environmental soundness and determines their acceptability.

(2) Advises LAC institutions and Missions on the development of AID-assisted environmental and energy improvement projects.

(3) Manages LAC Regional programs dealing with natural resource and energy concerns. Upon request, provides information and advice on natural resource and energy problems, interests and capabilities in LAC countries to other donors, U.S. institutions, contractors, and environmental groups.

24G. Democratic Initiatives Staff (LAC/DI)

1. Formulates and coordinates policy and guidelines for improving administration of justice, promoting democracy and strengthening respect for human rights on basis of general program guidance from and in consultation with the Department of State, and the Agency's Bureau for Program and Policy Coordination and other U.S. Government agencies and bureaus.

2. Assures the integration of administration of justice, democratic development and human rights promotion into Bureau and USAID Mission strategies, forward planning documents and budgets.

3. Has overall responsibility for developing, coordinating and implementing all Bureau programs and projects that relate to improving administration of justice, promoting democracy and strengthening respect for human rights.

4. Mobilizes a wide range of technical expertise in the fields of administration of justice, democracy, and human rights at the service of the Bureau, USAID Missions, host governments and non-governmental institutions.

5. Provides ongoing technical backstop support to field personnel assigned responsibility for these program areas and assists them in networking with technical experts in relevant subject matters.

6. Coordinates program support operations carried out by the Staff and other Bureau and Agency staff such as Congressional Notifications, Requests for Proposals, Project Implementation Orders, waivers and contracting actions.

7. Assures the inclusion of programs and projects supporting administration of justice, democratic development and human rights in Bureau and USAID Mission evaluation programs.

8. Develops and maintains a network of international expertise and liaison with institutions in relevant areas such as: National Endowment for Democracy (NED), Inter-American Bar Association (IABA), American Bar Association (ABA), European Civil-Law groups, Latin American Institution for Prevention of Crime and the Treatment of Offenders (ILANUD), the human rights advocacy community, etc.

24H. Private Sector Activities Staff (LAC/PSA)

a. Serves as the focal point for all LAC Private Enterprise Development activities including, inter alia 1) those activities in support of USAID private sector programs, 2) coordination with support of USAID private sector programs, 2) coordination with multilateral and other bilateral assistance agencies, 3) coordination with other U.S. government agencies, and 4) the U.S. private sector.

b. Serves as the coordinator of the LAC Bureau's Caribbean Basin Initiative (CBI) implementation efforts, including representing the Bureau in inter-governmental fora, providing advice and guidance to the AA/LAC on CBI-related matters and supporting LAC Regional and mission activities related to the CBI.

c. Provides guidance to the AA/LAC in defining and implementing AID's role in promoting private investment to stimulate productive employment throughout the LAC region.

d. Plans and manages the development of the Bureau's private sector programs including recommendations on the timing of project development and the forms of assistance to be rendered.

e. Provides guidance to LAC Missions in the selection of private sector project proposals and the planning, structuring (or design) and analysis of those projects.

f. Reviews private sector project proposals submitted to the Bureau's Development Assistance Executive Committee (DAEC) for responsiveness to the LAC Strategic Plan, Congressional mandate and other Agency policy, and advises the DAEC on the major questions and issues affecting the project.

g. Develops and manages AID/W private enterprise development and CBI-related projects, funded by LAC, and monitors those field projects which relate to stimulating or providing investment capital in small and medium-sized enterprises for the purpose of creating employment opportunities in urban and rural area including cooperative credit union and agribusiness program, and development finance organizations.

h. Advises the AA/LAC on major global, regional and country issues which have a direct or indirect influence on AID's private sector and CBI-related programs. This includes major economic trends, government policies regarding private investment, changing host government priorities, host government financial mechanisms, counterpart funding requirements, and general negotiating strategy to be employed when dealing with host government.

i. Regularly reviews the status of AID/W and Missions projects to assure satisfactory progress toward private sector program objectives and reports findings to the AA/LAC.

j. Conducts discussions with foreign government officials and representatives of the private sector regarding potential and existing AID programs and projects.

k. Participates in the Bureau Review of the Country Development Strategy Statements (CDSS), and Action Plans and participates in the approval of USAID Mission private enterprise development strategies.

l. At the request of the AA/LAC, participates as the Bureau coordinator of inter and intra-Agency study groups and task forces dealing with AID policies, regulations and operations relating to private investment, export promotion, and CBI-related matters.

24I. Geographic Area Offices

1. The Geographic Area Offices of the Bureau are:

a. The Office of Caribbean Affairs (LAC/CAR) which contains the Dominican Republic Desk (LAC/CAR/DR), the Belize/Guyana/Surinam Desk (LAC/CAR/BGS), the Jamaica Desk (LAC/CAR/J), the Haiti Desk (LAC/CAR/H), and the Barbados/Eastern Caribbean Islands/Grenada Desk (LAC/CAR/BECIG).

b. The Office of Central American Affairs (LAC/CEN) which contains the Guatemala Desk (LAC/CAR/G), the El Salvador Desk (LAC/CAP/ES), the Panama Desk (LAC/CAP/P), the ROCAP Desk (LAC/CAP/R), the Costa Rica Desk (LAC/CAP/CR) and the Honduras Desk (LAC/CAP/H).

c. The Office of South American and Mexican Affairs (LAC/SAM) which contains the Argentina/Ecuador/Uruguay/Chile/Paraguay Desk (LAC/SAM/AEUCP), the Mexico/Colombia/Bolivia Desk (LAC/SAM/MCB), and the Brazil/Peru Desk (LAC/SAM/BP).

2. Office of Director for each Geographic Area Office:

a. Advises the AA/LAC on the formulation of Bureau and Agency policies, strategies, and other matters requiring country or area expertise or affecting the area of responsibility.

b. Interprets Agency and Bureau policies for Missions and Offices on program matters.

c. Oversees and ensures AID action on country programs and projects in the area.

d. Directs and supervises the activities of the country desks.

3. Each Country or Area Desk:

a. Reviews and recommends action on the Missions' multi-year development assistance program and budget submissions, in consultation with other LAC and Agency offices, as appropriate.

b. Reviews annual program budget submissions and assists LAC/DP in the preparation of the Bureau's budget proposal; prepares Congressional Presentation materials.

c. Participates in the design, review, and approval of proposed assistance projects from the standpoint of suitability to the country or area development situation and assistance strategy, and compatibility with Agency and Bureau policy.

d. Provides backstopping service for Missions and ensures timely AID/W response to Mission requests.

e. Monitors program activities and ensures timely AID/W actions to implement approved activities in conformity with agreed upon objectives and with U.S. policies and regulations.

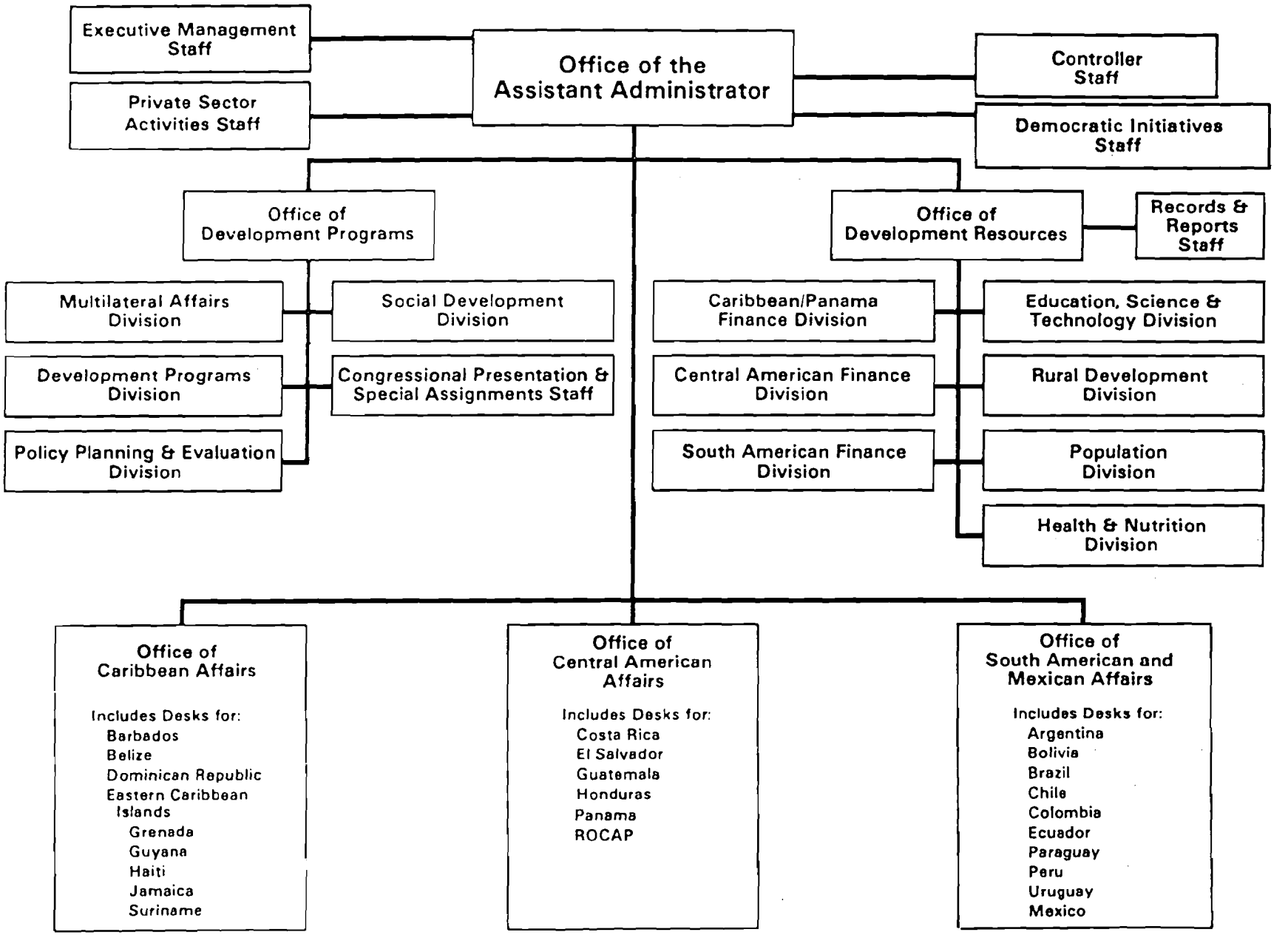
f. Recommends the need for sector and subsector analyses in the country/area of responsibility and participates with LAC/DR and/or cooperating country governments in the design of such analyses.

g. Maintains country/area expertise and advises AA/LAC and other Bureau and Agency Offices on political, economic, and social matters relating to the country/area.

h. Maintains relationships on geographic area matters with embassy representatives, other donors and international organizations, other bureaus of AID, and other U.S. Government agencies, where appropriate. Under the coordination responsibilities of LAC/DP/MA, geographic area offices are responsible for all LAC country-specific matters arising in the conduct of relations with other donors and international organizations.

i. Speaks for the Mission within AID/W, but also is an active and discerning critic of the Mission's position.

Bureau for Latin America and the Caribbean



CHAPTER 25

OFFICE OF HUMAN RESOURCCES DEVELOPMENT AND MANAGEMENT (HRDM)

CHAPTER 25

OFFICE OF HUMAN RESOURCES DEVELOPMENT AND MANAGEMENT

STATEMENT OF FUNCTIONS

25A. Summary of Office Functions

1. The Office of Human Resources Development and Management (HRDM) has central responsibility for the planning, implementation, and evaluation of the following activities: Personnel resources management, organization management, and workforce management.

2. The Office carries out its responsibilities within broad guidelines established by the AID Administrator and in accordance with applicable legislative requirements. In addition, the Office establishes and ensures compliance with AID policies, regulations, and procedures set forth for each of the management activities noted in 25A-1, above.

3. The Office carries out its responsibilities in full coordination with other AID Bureaus, Offices, and overseas organizations; which in turn look to the Office for advice and assistance in performing their assigned responsibilities.

25B. Office of the Director (HRDM/OD)

1. Serves as principal advisor to the Administrator, Deputy Administrator, and the Executive Staff on human resource and organization management and development; and on workforce analysis and planning for AID Also, advises and assists in filling executive level positions.

2. Plans, develops, and manages the administration of worldwide personnel resources for AID U.S. and Foreign Service National employees. Establishes broad objectives and priorities for assigned management programs and provides overall leadership and direction for same.

3. As appropriate, represents the Administrator on various boards and committees related to the areas of responsibility described in 25A-1, above.

4. Provides leadership and general direction to the various component units of HRDM.

5. Evaluates the effectiveness of AID personnel operations.

6. Administers all employee relations matters (for Foreign Service, General Schedule, and all other AID personnel) that result from formal investigations conducted by the Office of the Inspector General.

7. Administers the organization management function for the Agency.

8. Represents the Agency on the Foreign Service Board of Examiners (BEX).

9. In concert with senior managers throughout AID, identifies and explores ways to improve AID efficiency and effectiveness in conducting day-to-day operations.

25C. Administrative Staff (HRDM/ADM)

1. Provides administrative support to all elements of HRDM and provides several agency-wide services.

2. Responsible for financial planning, allocation, and monitoring within HRDM of all funds managed by the Office except for training contract funds. This includes funds for international travel, for transfer and assignment of Foreign Service personnel, training travel, and Foreign Service personnel separation costs.

3. Provides internal office management in such areas as office supplies, equipment, and space. Also provides for special clerical support.

4. Serves as liaison for obtaining contract, management, and financial services for HRDM.

5. Monitors ceiling controls for HRDM.

6. Manages and supervises the AID Personnel Records Center, which retains the employee Official Personnel Files (OPFs). Maintains all OPFs with the exception of those for Foreign Service National (FSN) employees [including American Family Members (AFMs) appointed to FSN positions] and Foreign Service Evaluation Folders, which are maintained by the Performance Management and Employee Services Division.

25D. Personnel Systems and Program Evaluation Division (HRDM/PSPE)

1. Manages and operates the Agency-wide personnel management information systems and the automated management processes for both Civil Service and Foreign Service personnel programs. The primary software system utilized is the Revised Automated Manpower Personnel System (RAMPS), an IBM System.

2. Provides leadership and direction for the AID personnel management evaluation process. Establishes plans for evaluation of progress in achieving the personnel goals of AID Reports on findings and recommendations to appropriate management officials. Also, reviews and evaluates the internal operations of HRDM and the operations of systems interrelated with personnel processes for effectiveness and efficiency. Develops statistical indices, projections, and analyses of various aspects of personnel management operations. Provides for periodic reviews of both Foreign Service and Civil Service automated personnel systems for conformance with legal and regulatory requirements.

3. Conducts continuing staffing analysis of AID personnel resources in connection with short and long-range skills requirements; in connection with the Annual Budget Submission and as otherwise necessary. Compiles, analyzes, and publishes information reflecting the past and current AID work force and of projected work force requirements.

4. Develops annual forecasts of requirements for positions and personnel upon which decisions on Foreign Service and Civil Service recruitment and retention are made by AID senior management.

5. Manages the selection and administration of AID Indefinite Quantity Management Contracts (IQCs).

6. Prepares and publishes AID strength data and personnel information required by such external organizations as the U.S. Office of Personnel Management (U.S. OPM), the Office of Management and Budget (OMB), the General Accounting Office (GAO), congressional committees, and in response to appropriate requests from the private sector. Develops and provides similar materials for use of AID Bureaus and Offices.

7. Develops and maintains surveillance over staffing analyses systems, reporting systems, and related AID procedures. Coordinates with other HRDM units, the Office of Financial Management (FM), the Office of Information Resources Management (MS/IRM), Executive Management Staffs, and line managers on matters involving the automated data portions of the personnel system and its interface with the automated payroll and accounting systems.

8. Plans and manages the HRDM WANG VS system and establishes policies and procedures for its use. Designs special applications to utilize the VS, either in stand-alone mode or connected to the mainframe computer.

9. Analyzes current operational personnel requirements of HRDM with a view toward improving operations by information automation.

10. Develops detailed functional specifications for automation of operational personnel information systems. Coordinates their implementation and information processing with MS/IRM.

11. Develops and conducts training for users of new or revised systems.

25E. Labor and Employee Relations Division (HRDM/LER)

1. Administers the provisions of Title VII of the Civil Service Reform Act of 1978, "Federal Service Labor-Management Relations," and Chapters 10 and 11 of the Foreign Service Act of 1980. Within the scope of its authority and in accordance with these laws, LER has responsibility for collective bargaining with the labor organizations representing AID employees, the maintenance and administration of the labor relations process, implementation of agreements, and the administration of the negotiated grievance procedures.

2. Conducts negotiations with unions representing AID employees and prepares agreements, proposals, and counter proposals. Determines the negotiability of all initiatives concerning conditions of employment. Maintains and administers management's relationship with unions, including consultation, the resolution of issues and complaints, and developing responses to union inquiries.

3. Provides leadership for and administration of the AID employee relations program, including guidance and counseling of managers and supervisors concerning employee performance and discipline problems. Develops programs in the area of adverse actions and related counseling.

4. Advises, assists, and counsels AID supervisors and managers concerning disciplinary actions, adverse actions, and performance-based disciplinary or adverse actions.

5. Represents AID in cases involving negotiability, unfair labor practices, unit determination, and representation and in negotiating impasses before the Federal Labor Relations Authority, the Foreign Service Labor Relations Board, the Federal Service Impasses Panel, and the Foreign Service Impasse Disputes Panel.

6. Conducts investigations and prepares analyses, strategies, decisions, briefs, motions, and other documents, as appropriate, for all grievances and appeals brought to the Agency level and/or appealed to a third party, including those brought under the Civil Service negotiated grievance procedure, the Foreign Service grievance procedure, the Administrative Grievance procedure, and appeals to the Merit Systems Protection Board (MSPB).

7. Renders final Agency decisions on grievances brought under the Administrative Grievance Procedure and on grievances elevated to the third step of the negotiated grievance procedure for Civil Service employees and prepares agency-level decisions under the Foreign Service Grievance Procedure.

8. Represents AID in grievance appeals before third parties, including arbitrators, the Foreign Service Grievance Board, and MSPB, working with other appropriate offices as necessary.

9. Represents AID on all labor-management, employee relations, and grievance matters with other agencies, including the foreign affairs agencies, U.S. OPM and its interagency committee on Labor and Employee Relations, and various boards, councils, and commissions. Maintains liaison with these organizations and the labor and employee relations community.

10. In coordination with HRDM/TD, develops and provides training to AID supervisors and other employees relating to their labor relations and employee relations responsibilities.

25F. Personnel Policy, Position, and Organization Management Division (HRDM/PPOM)

1. Office of the Division Chief

a. Provides leadership and direction in the areas of personnel management policy, position management and classification, organization management, and Foreign Service National personnel matters.

b. Serves as the principal advisor to the Director of Personnel and other AID executives on the development of policy, legislative proposals, and regulatory issuances affecting the personnel management systems of AID

c. Provides oversight for the AID Position Classification, Position Management, and Organization Management programs.

d. Directs the development of AID personnel policies on Foreign Service National, Third Country National, and Personal Services Contract employees. Represents the Agency on the Interagency FSN Personnel Policy Coordinating Committee.

2. Personnel Policy Branch (HRDM/PPOM/PP)

a. Oversees the formulation of all personnel policy and interprets and explains policies and regulations relating to AID personnel systems for Foreign Service, Civil Service, and Foreign Service National employees.

b. Serves as the principal advisor to the Director of Personnel on personnel policy matters and provides expert advice and assistance to managers throughout AID

c. Develops and/or coordinates the development of personnel policy, programs, handbook materials, interagency regulations, and procedural issuances. Ensures the clearance of proposed issuances.

d. Advises the Staffing and Career Development Division and the Executive Management Division on policy interpretation and statutory and regulatory requirements.

e. Coordinates the preparation of narrative personnel material and data for use in Congressional presentations, reports to Congress, and by AID witnesses before Congressional committees.

f. Coordinates the preparation of HRDM inputs for reports to the General Accounting Office and the Office of the Inspector General.

g. Serves as the Liaison Officer for the Agency to the Interagency Board of the Foreign Service.

h. Plans and conducts research into various aspects of AID Civil Service and Foreign Service personnel programs as background to policy proposals.

i. Prepares annual AID legislative proposals relating to personnel matters and provides necessary follow-up during both presentation and implementation stages in coordination with GC and LEG.

j. Represents AID interests on a variety of interagency taskforces and working and advisory groups, such as various U.S. OPM Interagency Group special committees; maintains liaison with representatives of other agencies.

k. Serves as coordinator for all AID notices and directives issued in HRDM; clears all Front Lines articles concerning personnel matters.

l. In coordination with MS/AS and FM, as appropriate, participates in the development and evaluation of policies relating to Foreign Service benefits and allowances, including direct liaison with the Department of State and other concerned government agencies.

m. Formulates and recommends AID policy on Foreign Service National (FSN), Third Country National (TCN), and FSN Personal Services Contract (PSC) employees.

n. Carries out liaison with the other Foreign Affairs agencies with regard to FSN personnel management policies. Negotiates with STATE/PER/FSN for acceptance of AID policy initiatives prior to presentation to the Interagency FSN Personnel Policy Coordinating Committee.

o. Provides advice and guidance to AID Missions on FSN policy issues and concerns.

p. Initiates and participates in the development, design, and operation of training requirements and career development programs pertaining to FSN employees.

q. Serves as the AID coordinator for the overall improvement of the FSN personnel management system.

3. Position Classification and Organization Management Branch (HRDM/PPOM/PCOM)

a. Carries out the AID position classification, position management, and organization management responsibilities. Recommends policies and practices consistent with U.S. OPM and OMB standards and guidelines, Foreign Service laws, and interagency FSN policies and procedures.

b. Provides all levels of management with advisory position classification and position management services, including interpretation and application of standards and development of organizational structures.

c. Performs the classification of AID/Washington positions for Civil Service and Wage Grade personnel, in accordance with approved U.S. OPM standards and pertinent guidelines.

d. Works with U.S. OPM and other agencies on the development of position classification standards for Civil Service positions.

e. Identifies and explores ways to improve the AID position management system by administering the AID Position Classification Survey and Position Management Review program for all AID/Washington positions on a regular basis and, as required, conducting comprehensive on-site audits of existing and proposed positions. Implements a system to encourage effective AID/wide position management through oral and/or written instruction on the purpose, principles, and procedures of the AID position management program.

f. Performs the classification of Foreign Service positions in AID/Washington and overseas in accordance with established AID guidelines.

g. Develops occupational standards and classification criteria for Foreign Service positions and maintains HB-33, Overseas Position Management Handbook.

h. Manages all aspects of the AID FSN classification and compensation program. Serves as a member of the Interagency FSN Classification Appeals Board. Develops and/or coordinates the development of AID-specific classification standards for FSN personnel, as needed.

i. Provides on-site advisory classification and compensation assistance to overseas missions regarding U.S. direct-hire, FSN direct-hire, FSN PSC, and TCN positions.

j. Carries out the AID organization management program, aimed at eliminating unnecessary organizational units and improving resource utilization and position management.

k. Conducts periodic studies of AID organization structure in terms of operational effectiveness and in response to changing conditions and goals. Makes recommendations and provides consultation and assistance to managers in considering and developing proposals for change. Reviews formal organization change proposals submitted by managers and recommends approval, disapproval, or modification.

l. Establishes and maintains HB-17, AID Organization Handbook, ensuring that functional statements and organization structures are current.

25G. Executive Management Division (HRDM/EMD)

1. Coordinates the development and management of the Agency executive personnel management program. This program provides for the assignment of employees to positions staffed by: Presidential, Schedule C, Administratively Determined (AD), Career and Noncareer Senior Executive Service (SES), and Foreign Service (FS) assigned to Senior Management Group (SMG) positions. In this capacity, serves as the primary liaison within HRDM with the Office of the Administrator and the AID/White House Liaison.

2. In consultation and coordination with AID senior management, develops periodic projections of overall and specific executive-level workforce requirements.

3. Manages a uniform system for the timely identification and placement of Officers selected to fill all executive-level positions.

4. In coordination with the HRDM/SCD, provides a professional executive-level career counseling service, including a structured career development system which outlines specialized assignment and training opportunities.

5. In conjunction with HRDM/PPOM, coordinates the development of a uniform system of executive-level policies and practices covering entry into, promotions, assignments, retirements, training, performance pay, evaluation, and tenuring within, the Senior Executive Service, the Senior Foreign Service, and, where applicable, Executive Level.

6. Processes all personnel actions on behalf of executive-level Foreign Service officers (including promotion into or within the Senior Foreign Service), Presidential Appointments, Schedule C appointments, and Administratively Determined (AD) appointments, as well as all activities within the Senior Executive Service.

7. Supports the SMG Executive Personnel Assignment Panel (SMG).

8. Convenes and provides staff support to the annual Senior Management Review Board for review of Senior Foreign Service members for nomination for Presidential Awards, Limited Career Extensions (LCEs), and denial of performance bonuses.

9. Provides continuing advisory and technical services and staff support to the AID Executive Resources Board (ERB) for SES employees.

25H. Staffing and Career Development Division (HRDM/SCD)

1. Office of the Division Chief

a. Provides leadership and direction in the effective utilization of Foreign Service and Civil Service personnel. Places emphasis on worldwide personnel requirements and on the training and career development of employees consistent with the long range staffing and workforce requirements of AID

b. In conjunction with HRDM/PPOM, provides leadership and direction for the overall management of the AID Civil Service, Foreign Service, and Senior Foreign Service, except for those employees managed by HRDM/EMD. This includes placement, promotion, and counseling functions and identifying training requirements in coordination with HRDM/TD.

c. Responsible for all personnel management programs related to staffing and career development of all GS and FS personnel not included in HRDM/EMD. Responsibilities include policy and program development and liaison with the U.S. OPM, the Department of State, and other external regulatory agencies.

d. Coordinates with the GC and HRDM/PPOM/PP to ensure that policy implementation and interpretation are in accordance with statutory requirements.

2. Staffing Branches (HRDM/SCD/SA, SB, and SC)

Branches are responsible for staffing the Agency in both the Foreign Service and Civil Service systems, working with autonomy and using the policies and procedures developed in collaboration with the Division Chief. Each Branch is responsible for a discrete portion of the Agency, by organization, and provides the full range of personnel staffing functions for both AID/Washington and overseas, and for Civil Service and Foreign Service. Branches will provide "one-stop" service to the organizations and the employees they serve. Each Branch:

a. Plans, recommends, and coordinates the assignment of Foreign Service and Civil Service personnel not managed by HRDM/EMD. Coordinates with other HRDM divisions, overseas missions, and AID/Washington offices in determining workforce requirements, training needs, and development or revision of policy and procedures for AID direct-hire personnel systems.

b. Administers the GS/GM Merit Promotion Program for AID/Washington bureaus and offices.

c. Maintains liaison with U.S. OPM on qualification standards, Civil Service employee registers, and other matters relating to the staffing of GS/GM positions.

d. Inducts new Foreign Service and Civil Service employees. Advises new employees and others on basic personnel requirements and procedures and establishes basic records for personnel, pay, retirement, and benefits purposes as required by AID policy and procedures. Maintains continuing responsibility for completeness and accuracy of employee personnel records.

e. Provides technical advice to first-line supervisors on guidelines for the granting and denial of step increases and on the use of merit step increases.

f. Implements Reduction-in-Force (RIF) procedures, if necessary.

g. Completes all personnel actions for all Foreign Service and Civil Service employees not managed by HRDM/EMD.

h. Coordinates with HRDM/R to identify recruitment needs and advises on and clears selection criteria. Assists in the development of qualifications standards and selection criteria.

i. Coordinates with HRDM/PPOM/PCOM in identifying the need for and defining new occupational specialties.

j. Projects requirements for, and plans and recommends assignment of, Foreign Service personnel, both overseas and in AID/Washington. Consults with and provides advice to other Bureaus and Offices.

k. Makes determinations on the qualifications and personal suitability of Foreign Service employees for assignment.

l. Prepares agenda and minutes for the AID Foreign Service Assignment Board meetings, the body which recommends assignments of members of the Foreign Service other than those assigned to SMG, resident-hire, and AFM positions.

m. Advises and assists Bureaus and Offices, AID Missions, and employees on personnel matters and problems involving the application and interpretation of Foreign Service and Civil Service personnel policies and procedures.

n. Serves as the point of contact on rules, regulations, policies, and procedures relating to the appointment, detail, reassignment, transfer, and separation of Foreign Service and Civil Service personnel. As pertains to the Foreign Service, provides information on post conditions and facilities and on travel and transportation.

o. Coordinates and carries out all placement and personnel support functions for the assignment to AID of personnel loaned by institutions of higher education and state and local governments under the terms of the Joint Career Corps program and under separate agreements falling under the mobility provisions of the Intergovernmental Personnel Act (IPA).

p. Issues or authorizes travel authorizations for the travel of Foreign Service employees and their dependents and transportation of personal effects.

q. Manages special staffing programs, including the Youth Opportunity Program, Summer Hires, Presidential Management Intern Program, and COOP work/study programs.

3. Career Development Branch (HRDM/SCD/CD)

The Career Development Branch is responsible for staying current with the strategic direction of AID, and pulling together Career Development plans for its staff, in order to meet these directions. Contacts with senior policy makers in the Agency must be constant and Career Development Officers, as a team, must plan for meeting the Agency's goals through recommended assignment, training, and development of present staff, focused selection of new staff, and managing and monitoring progress. In this context, the Career Development Branch:

a. Administers the AID Career Development program for all members of the Foreign Service and Civil Service not managed by HRDM/EMD.

b. Provides career counseling to Foreign Service and Civil Service employees related to job performance, advancement opportunities, and career growth. When required, gives individualized guidance leading to development of individual career development plans.

c. Works as an ombudsperson on behalf of employees in contacts with the Staffing Branches, Bureau Executive Management Staffs, and the Sector Councils. Serves as a full voting member of Foreign Service Assignment Boards.

d. Recommends and screens employee training requests for Foreign Service and Civil Service employees not managed by HRDM/EMD.

e. Provides indepth counselling to problem employees to identify capabilities and areas of performance needing improvement. In the case of Foreign Service employees, delivers letters to less competitive performers. Also, provides counseling or referral on personal matters.

f. Manages the International Development Intern (IDI) program, providing for training, development, assignment, and counseling of all IDIs after their entrance on duty. Monitors IDI performance and ensures timely documentation.

4. Special Programs Branch (HRDM/SCD/SP)

The Special Programs Branch is responsible for coordinating all of the special employment programs of the Agency, including IPA's, JCC's, PMI's, Student Aid's, Summer hires, COOP, and CAP's. The Branch is also responsible for selecting, placing, monitoring, and intervening to correct problems in clerical hiring. The Branch will also receive any and all special assignments within SCD. These assignments are a constant part of the Division's workload, and range from establishing new assignment precepts for the Foreign Service to assimilating new, all-encompassing intern acquisition programs initiated by senior Agency management.

25I. Recruitment Division (HRDM/R)

1. Plans, directs, implements, and evaluates both short and long-term recruitment efforts of the AID, which covers the full range of personnel requirements for both the Foreign Service and shortage categories within the Civil Service.

2. As required, initiates the development of policies, procedures, and criteria governing the Foreign Service recruitment and selection process.

3. Provides overall management of the applicant screening and referral process, as well as the procedures associated with preemployment processing for selected Foreign Service candidates. In addition, serves as the focal point for maintaining availability lists of short-term contractors, consultants, and candidates for mobility assignment under the provisions of the IPA.

4. Serves as a senior consultant to AID officials at all levels on matters relating to recruitment, selection, and Equal Employment Opportunity matters. Works closely with EOP, HRDM/LER, and others to develop effective plans to enhance minority representation and to target recruitment to achieve established affirmative action goals. Coordinates the preparation of Federal EEO reports.

5. Meets with Bureau and Office directors and senior AID management to determine the level of recruitment effort needed. Develops recruitment plans to meet AID demand for shortage occupational skills.

6. Organizes trips to academic institutions, professional association meetings, and job fairs. Represents AID at various forums. Provides specific information on AID Foreign Service and Civil Service employment programs.

7. Prepares and disseminates recruitment materials of all types (e.g., advertisements, brochures, exhibits, pamphlets, and fact sheets). Develops and coordinates all paid and free advertising to support both Foreign Service and Civil Service recruitment initiatives.

8. Enlists the support of bureau and office directors in providing technical and professional staff (especially women and minorities) for recruitment trips and other outreach activities.

9. Plans, organizes, and manages the system for screening and selecting new Foreign Service candidates. This includes establishing the methodology for evaluating candidates, establishing selection criteria, convening Foreign Service Technical Review Committees, and arranging and conducting panel interviews.

10. Administers typing and clerical examinations for screening secretarial and clerical applicants.

11. Maintains the Revised Applicant Tracking System (RATS), an automated approach to tracking the status of all applicants up to the point of selection.

12. Maintains the Candidate Appointment Tracking System (CATS), which indicates the status of FS candidates during the preemployment processing phase.

13. Answers inquiries from Congress and the general public on employment opportunities, applicant status, and other related matters.

14. Serves as the focal point of contact on all rules, regulations, and procedures relating to the conversion of career and non-career Civil Service employees to positions in the Foreign Service.

15. Performs salary computations in accordance with established guidelines and makes official salary offers to candidates selected for Foreign Service positions.

16. Conducts reference checks and reviews security information prepared for Foreign Service candidates for submission to IG/SEC. Coordinates the processing of medical forms for Foreign Service candidates and their dependents.

17. Represents HRDM in significant decision-making discussions concerning non-career appointments, IPA assignments and appointments, contract services, short term consultants, and other employment authorities. Maintains a roster of potential candidates in these areas.

18. Supports the AID representative to the Foreign Service Board of Examiners (BEX).

25J. Performance Management & Employee Services Division (HRDM/PMES)

1. Office of the Division Chief

a. Manages and administers all AID performance evaluation programs for U.S. direct-hire employees.

b. Manages and administers all AID retirement, employee assistance, medical, and benefits programs for direct-hire employees. Serves as the AID coordinator for intra and interagency contacts regarding the above programs. Maintains continuous liaison with the Department of State Retirement and Medical Program offices, the U.S. OPM Retirement and Employee Services units, and the Department of Labor Workers Compensation Program.

c. Administers the AID Performance Award and Incentive Award Programs.

d. In coordination with HRDM/PPOM/PP, proposes and participates in the development of AID policy regarding performance management, retirement employee assistance, medical, and benefits programs.

2. Performance Management and Awards Branch (HRDM/PMES/PMA)

a. Administers the AID Performance Evaluation and Awards Programs for all members of the Foreign Service (FS), Senior Foreign Service (SFS), Civil Service (CS), Senior Executive Service (SES), Administratively Determined (AD), Schedule C, and Prevailing Rate (WG) employees. Develops and recommends policy and procedural changes as may be necessary to respond to legislative or regulatory changes or changes in AID policy.

b. Recommends to HRDM/OD, and other senior management, membership on evaluation panels, committees, and boards related to Foreign Service and Civil Service personnel matters. Provides guidance and administrative service to these groups, which includes the Performance Review Board (PRB) for the review of SES members for performance ratings, bonuses, recommendation for Presidential rank award nominations, and recommendation for individual pay level adjustments. Advises on findings and recommendations.

d. Administers tenuring process for all Foreign Service employees, including oversight of Foreign Services Tenure Boards, establishing initial time-in-class date for newly tenured employees at class four and above.

e. Responsible for the administration of the commissioning process for members of the Foreign Service.

f. Administers SFS entry election process.

g. Responsible for the administration and support of Foreign Service Selection Boards and Foreign Service Performance Standards Boards, including their formation and oversight.

h. Responsible for the maintenance of all Foreign Service evaluation files from the date of assignment to date of separation from the Foreign Service.

i. In coordination with HRDM/PPOM/PP, develops and proposes policies and procedures relating to the AID Incentive Awards Program for all Foreign Service and Civil Service performance awards activities and represents HRDM in AID awards matters. Provides an Executive Secretary to support review and approval activities of the AID Awards Committee.

j. Administers the Agency program for Foreign Service and Civil Service incentive awards not requiring approval of the AID Awards Committee.

3. Employee Services and Benefits Branch (HRDM/PMES/ESB)

a. Administers the six AID retirement systems and the Thrift Savings Program (TSP) as they apply to Presidential Appointees (PA), Foreign Service (FS), Civil Service (CS), Administratively Determined (AD), Schedule C, and Prevailing Rate (WG) employees.

b. Develops and proposes policies and procedures for carrying out benefits programs and responding to legislative and regulatory changes having an impact on agency policy.

c. Assists employees in preparing applications and receives applications for retirement. Provides counseling concerning all provisions of the retirement program and technical guidance on interpretation and application of law and regulation.

d. Advises, assists, and counsels PA, FS, CS, AD, Schedule C and WG employees, supervisors, and managers and develops action programs for Foreign Service and Civil Service employees on benefits and medical programs, including health and life insurance, survivor's benefits, TSP, medical benefits, Occupational Workers Compensation Program, compensation for death and injury, emergency visitation travel, and medical clearances.

e. Serves as liaison with the FM, the Department of Labor, the Department of State, the Federal Retirement TSP Investment Board, and the U.S. OPM on all benefits issues and programs.

f. Determines whether medical examination of FS or GS employees is indicated.

g. Serves as focal point within HRDM for emergencies and post evacuations. Serves as AID liaison with the Department of State in these areas.

h. Provides leadership, supervision, and guidance over the AID employee assistance function, and develops specific action programs in the areas of drug and alcohol abuse, other employee assistance programs, and related counseling.

i. Coordinates activities concerned with FSN Civil Service retirement matters which including ensuring that overseas Missions have up-to-date material, explaining retirement rules and regulations affecting active FSNs, and referral of information for separated or separating FSNs to FM or to U.S. OPM, as appropriate.

j. Administers the AID Alternative Careers Program, which is designed to provide assistance, and in some instances help identify, post AID employment for those leaving the Agency.

k. Administers the AID Unemployment Compensation for Federal Employees (UCFE) Program for civil and foreign service employees. Determines claims to be challenged and represents AID at UCFE Appeals Hearings.

l. Provides TSP withdrawal counseling to AID employees, including explaining various withdrawal options and tax implications.

m. Provides FERS/FSPS transfer counseling for employees being rehired or moving being FS or GS appointments.

n. Coordinates changes in benefits rules and regulations within HRDM.

25K. Training Division (HRDM/TD)

1. Office of the Division Chief

a. Provides overall direction and leadership for AID employee training programs.

b. Directs a systematic review of requirements, benefits, and effectiveness of employee training programs.

c. Interprets Congressional and other mandates related to employee training and recommends activities to comply with such mandates.

d. Maintains liaison with professional organizations and educational institutions in administering employee training programs in assigned areas.

e. Plans, develops, and conducts the AID Foreign Language Program.

f. Coordinates the formulation of policies governing employee training and ensures consistency of application of such policies in training related decisions.

g. Develops resource budgets associated with AID training programs; monitors the use of financial resources and maintains internal controls over same.

2. Project and General Management Training Branch (HRDM/TD/PMT)

a. Serves as focal point for training programs and activities which concentrate primarily on enhancing and strengthening project management, design, and implementation skills as well as general management and organizational leadership skills appropriate for AID professional staff.

b. Designs and manages specialized training programs mandated by the Foreign Service Act of 1980, as amended, such as middle and senior management training.

c. In coordination with HRDM/EMD, manages the AID Executive Development Program.

d. Plans, develops, and conducts, as appropriate, all AID-sponsored training activities in assigned areas.

e. Provides required inputs to the policy development, planning, evaluation, and budget processes within HRDM/TD.

3. Administrative and Special Training Branch (HRDM/TD/AST)

a. Serves as focal point for training programs which address developing and strengthening the overall administrative knowledge and skill of employees, supervisors, and managers. Also, designs and administers specialized training courses in response to specific individual or group needs identified by the Training Division and/or requested by Bureaus and Offices.

b. Plans, develops, and coordinates implementation of training programs related to the growing use of automated technologies in AID (i.e., word processing, microcomputer equipment, office information systems).

c. Provides short-term training opportunities for employees through the Foreign Service Institute, other government-sponsored training programs, and after-hours courses at colleges and universities in the metropolitan Washington, D.C. area.

d. In coordination with HRDM/EMD and SCD, manages the AID Long-Term Training program.

e. Designs and manages the AID Short-Term Technical and Executive Training programs. Maintains liaison with universities and development oriented institutions to make adjustments and tailor training programs in appropriate areas.

4. Professional Core Training Branch (HRDM/TD/PCT)

a. Serves as the focal point for employee training programs and activities involving technical fields such as health, agriculture, and environment, other career and professional development training for U.S. direct-hire and FSN employees, and programs which concentrate primarily on enhancing and strengthening the knowledges and skills of new employees, including introductory training for PASA, RSSA, and contract employees and spouses of new Foreign Service employees.

b. Serves as the primary interface between HRDM and the Sector Councils, the S&T Bureau, the geographic Bureaus, and technical Offices regarding technical training programs. Maintains liaison with professional organizations and educational institutions in administering employee training programs in assigned areas.

c. Plans, develops, and conducts training programs for mid-career AID professionals in developmental policy, theory, and analytical techniques (Development Studies Program).

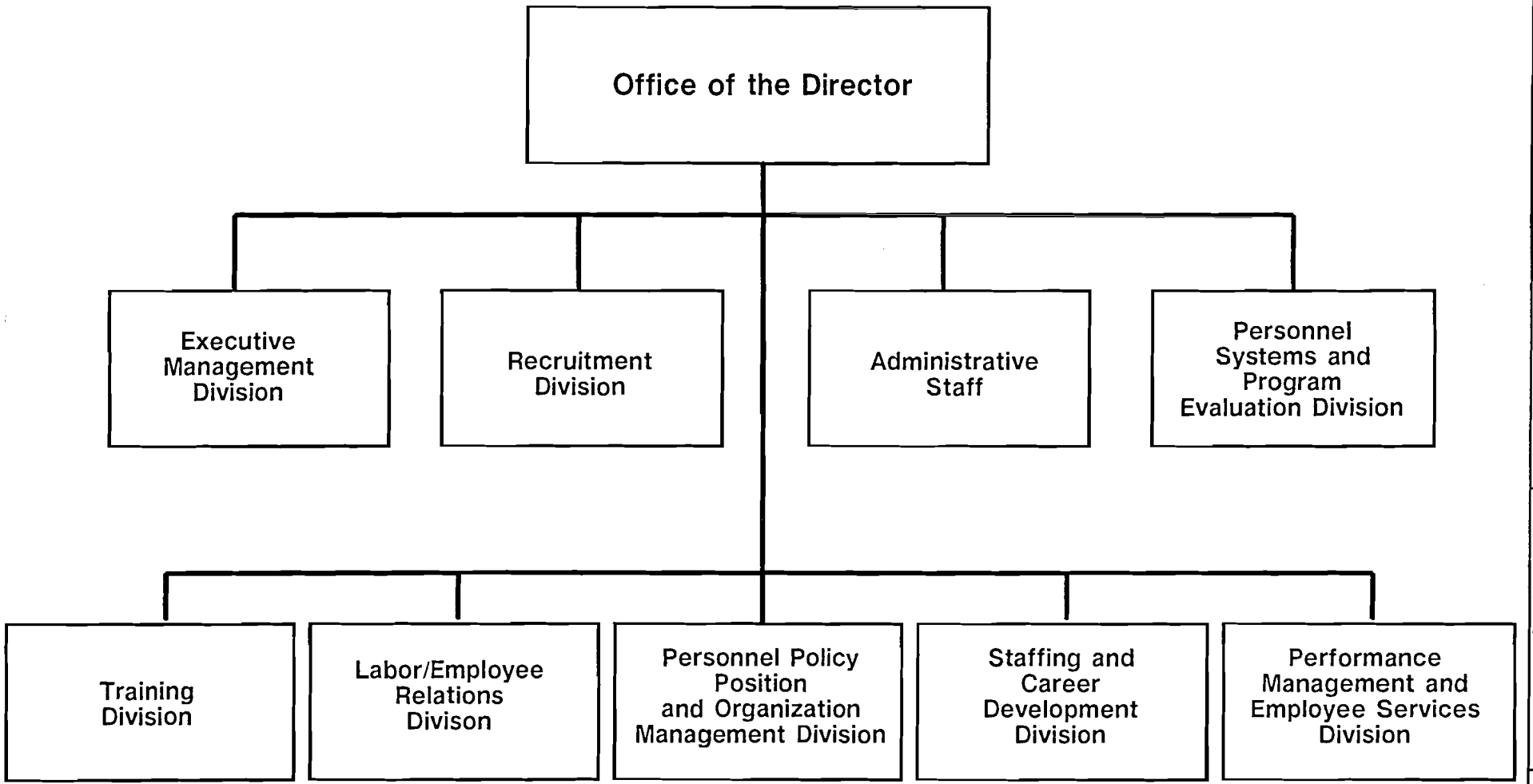
d. Plans, develops, and conducts, as appropriate, all AID-sponsored training activities in assigned areas.

e. Develops and disseminates materials on extension courses and other self-instructional mediums which relate to AID programs.

f. Provides required inputs to the policy development, planning, evaluation, and budgeting processes within HRDM/TD.

g. Manages and provides audio-visual support and library services to all elements of HRDM/TD.

Office of Human Resources Development and Management



CHAPTER 26

OFFICE OF FINANCIAL MANAGEMENT (FM)

CHAPTER 26

OFFICE OF FINANCIAL MANAGEMENT

STATEMENT OF FUNCTIONS

26A. Summary of Office Functions

1. The Office of Financial Management (FM) is responsible for the financial management and fiscal control of all AID activities. The Office is also responsible for managing the audit follow-up system and coordinating the internal control program for the Agency.

2. To carry out these responsibilities, FM maintains an extensive staff of controllers and accountants in AID/Washington and at overseas AID organizations. FM draws on other AID Bureaus and Offices as appropriate and, similarly, other AID Bureaus and Offices look to FM as required to fulfill their assigned responsibilities. In addition, FM uses the professional and technical resources of other federal agencies and private organizations.

3. FM manages its responsibilities within delegated authorities and in accordance with policies and standards established by GAO, OMB, and Treasury.

26B. Office of the Controller (FM/C)

1. Serves as the Chief Financial Officer for AID

2. Develops, implements, operates, and monitors a financial management system of accounting and fiscal control for all AID activities.

3. Manages the AID audit follow-up system.

4. Provides advice, assistance, and recommendations to AID management on the financial implications of legislation and programs.

5. Identifies need for and development of financial reports and statements and directs their preparation and interpretation.

6. Plans, directs, and assesses the development and implementation of AID financial management policies.

7. Plans, directs, and coordinates AID financial management services on a worldwide basis.

8. Represents AID before appropriation committees of the Congress on, and the financial management aspects of, AID operations and activities.

9. In collaboration with the Office of Human Resources Development and Management (HRDM), plans, directs, and develops numerous professional development programs for AID Financial Management personnel in accounting, financial analysis, and related disciplines.

10. Represents AID on the Joint Financial Management Improvements Program, to improve and coordinate financial management policies and practices throughout the government.

26C. Executive Management Staff (FM/EMS)

1. Provides management advice and consulting services to senior staff and overseas financial management personnel and provides informal orientation and counseling services to FM personnel, including information on appropriate training opportunities.

2. Provides for the staffing of Foreign Service positions, both overseas and in AID/Washington, and Civil Service positions in AID/Washington with qualified personnel and provides coverage of gaps in staffing with temporary personnel, coordinating all facets of the Financial Management IDI Program.

3. Prepares FM annual workforce budget as a part of the Operating Expense and Operating Budget development process; advises FM/C on the allocation of Office workforce limitations (ceilings); issues workforce ceilings to FM Divisions; and, shifts ceilings between Divisions in line with changing FM priorities. Prepares annual FM travel budget, advises FM/C on the allocation of travel monies among Divisions, and assists in the preparation of (and approves) all FM travel authorizations.

4. Represents FM in AID/Washington on matters concerning the personnel decision-making process for FM and for overseas financial management positions, e.g., the Foreign Service Assignments Board, Technical Review Panels, Merit Promotion Panels, and upward mobility activities.

5. Gives FM approval, within delegated authorities, to organizational changes proposed by FM Divisions.

6. Reviews internal FM operations to ensure adequate management, personnel, and logistics support to FM; facilitates the resolution of FM management, personnel, and logistical problems.

7. Oversees and monitors FM Equal Employment Opportunity functions, including preparation and implementation of the annual FM Affirmative Action Plan.

8. Coordinates FM research and the preparation of required responses to outside requests for information under the Privacy Act and Freedom of Information Act.

9. Allocates space among FM Divisions and handles all administrative procurement matters for FM, exercising signatory authority for procurements up to $25,000.00.

10. Handles other FM administrative activities relating to: Allocation of parking permits and the collection of parking fees; the FM awards program; security matters; the preparation and appeal of Employee Evaluation Reports (EERs); charitable drives; disaster relief training; duty rosters; telephone directories; and, employee confidential statements.

26D. AWACS Development Staff (FM/AWACS)

1. Develops new, automated financial management system to be used in AID/Washington.

2. Serves as clearance point for all development of, or major modifications to, existing automated systems with financial data at the Office Director level and above.

3. Plans and conducts analysis of project work processes, operational practices, and needs affecting AID-wide financial management systems.

4. Prepares overall project recommendations from financial management and ADP perspectives.

5. Upon request, develops desk procedures for FM operating divisions.

26E. Field Operations Staff (FM/FO)

1. Serves as primary financial office responsible for coordination, implementation, and liaison with controller offices in overseas AID organizations.

2. Exercises responsibility for the control, enhancement, and ultimate completion of the Mission Accounting Control System (MACS); coordinates with the Office of Information Resources Management (MS/IRM) for the integrity of new releases, upgrades, site installations/conversions, and system problems; responsible for systems specifications and analysis for the completion of MACS, including all aspects of mission accounting operations that are economical to automate.

3. Schedules and completes Controller Assessments to ensure quality in the performance of all overseas controller functions and responsibilities; assures that every overseas controller operation is comprehensively reviewed at least every five years; performs selected financial analyses that impact overseas operations on macro rather than micro level.

26F. Financial Policy and Systems Division (FM/FPS)

1. Responsible for formulating and implementing FM financial management policies and systems.

2. Conducts, coordinates, and evaluates risk assessments and follow-on internal control assessments within FM.

3. Advises FM/C, who serves as Chairman of the Internal Control Oversight Committee, on the development of internal control policies, performance of risk assessments, and follow-on internal control assessments at all levels of AID

4. Manages the AID audit follow-up system, identifying problems, proposing solutions, and coordinating activities.

5. Prepares AID policy guidance as it relates to financial management on a wide variety of special issues involved in the design, appraisal, and implementation of AID activities, including but not limited to areas such as local currency financing, loan and grant terms and conditions, disbursement procedures, recurrent cost financing, use of non-federal auditors, contracting requirements, use of special accounts, trust funds, and procurement procedures; provides policy-level guidance to AID organizational units.

6. Responsible for FM inputs and responses to formal comments and recommendations regarding AID financial management policies, including Inspector General (IG) and Government Accounting Office (GAO) reports.

7. Monitors pending legislation to evaluate its impact on AID financial management operations and recommends appropriate actions.

8. Serves as the focal point for the conception and development of AID accounting systems and financial reporting procedures, adapting to new and expanded programs and ensuring compliance with legal and regulatory standards.

9. Coordinates the use of Indefinite Quantity Contractors (IQCs) who perform financial systems for FM with HRDM/PSPE.

10. Prepares the Annual Joint Financial Improvement Report for AID

26G. Funds Control Division (FM/FC)

1. Reviews and recommends approval of authorizations for all AID and other agency obligations against program and operating expense appropriations.

2. Maintains the AID automated on-line system for administrative control of funds, including Operating Year Budget (OYB), apportionment, allocation, allotment, and funding source information.

3. Participates in the formulation, preparation, and coordination of monthly "Flash" reports, reflecting the current status of AID budgetary resources as programmed, allotted, allowed, and obligated.

4. Provides Agency liaison with the Department of Treasury and OMB on appropriated fund matters.

26H. Loan Management Division (FM/LM)

1. Office of the Division Chief (FM/LM/OC)

a. Exercises responsibility for the management of all loan and loan guaranty accounting and reporting activities for AID

b. Maintains management of the Controller function for the Housing Guaranty Program and the private enterprise direct loan and guaranty program.

c. Manages the AID collection and debt rescheduling policy for all public and private-sector loans, reviewing existing policy and making recommendations for policy and/or legislative changes.

2. Debt Management Staff (FM/LM/DM)

a. Monitors debt and issues Notices of Payment Due (NPD) and other loan servicing actions for those countries in a rescheduling mode.

b. Reschedules private and sovereign debt resulting from the AID direct loan program.

c. Provides a monthly consolidated report to the Controller, other AID management, and overseas AID organizations on the status of debt and rescheduling actions.

d. Monitors overall Division activity on debt collection.

e. Provides ad hoc reports and information on debt activity and/or loan asset sales.

3. Accounts and Reports Branch (FM/LM/AR)

a. Plans, develops, and maintains the General Ledger Accounting and Reporting System for the AID loan program.

b. Prepares annual consolidated financial statements and other periodic financial and management reports of AID loan programs.

c. Provides advisory and informational services to officials of AID, the Departments of Commerce, State, and Treasury, and Congressional committees on loan financial matters.

d. Monitors collection of principle and interest on all loans.

4. Loan Services Branch (FM/LM/LS)

a. Performs the Controller function for AID private-sector revolving fund loan and loan guaranty programs, maintaining the general ledger and providing financial reports for these program.

b. Maintains the Loan Accounting Information System, which contains official AID loan receivable records, management reports, and Notices of Payment Due.

c. Reviews, analyzes, and interprets loan agreements for input to the Loan Accounting Information System and the Financial Accounting and Control Systems.

d. Provides consultation and advisory services to officials of AID and the Departments of Commerce and Treasury on implementation, amortization, rescheduling, write-off, and status of loans.

e. Monitors delinquent debt for potential and actual violation of legislative sanctions (620q and Brooke Amendment).

f. Issues periodic Notices of Payment Due to borrowers for collection of principle and interest.

5. Guaranty Program Branch (FM/LM/GP)

a. Performs the Controller function for the AID Housing Guaranty Program.

b. Plans, develops, and maintains accounting and reporting systems for the AID Housing Guaranty Program.

c. Prepares financial statements, financial management reports, and analyses for internal and external purposes.

d. Provides financial management advice and assistance to AID officials responsible for the administration of the AID Housing Guaranty Program.

e. Participates in the preparation of the Housing Guaranty Program annual budget.

26I. Accounting Division (FM/A)

1. Letter of Commitment Staff (FM/A/LC)

a. Issues bank and direct Letters of Commitment to finance the procurement of commodities and commodity related services.

b. Ensures that requests for commitments comply with all procurement and commercial regulations.

2. AID/Washington Project/Non-Project Branch (FM/A/PNP)

a. Maintains official accounting records and exercises financial control over program activities financed from funds allotted to AID/Washington Bureaus and Offices.

b. Performs accounting, reporting, and related financial services to allottees for non-project type assistance funds, U.S. dollar Trust Funds, reimbursable development programs, disaster relief programs, residual overseas programs, and other programs of a non-project nature.

c. Provides financial management advice and counsel, as well as financial data, to AID/Washington clients on the financial status of program activities.

d. Prepares accounting data on the financial progress of project activity, including preparation of Project Financial Implementation Plans, development of accrued expenditure data, maintenance of the accrued project accounting system, and providing assistance to clients in monitoring the financial implementation of their project activity.

e. Performs annual continuing 1311 Review of Obligations, prepares working papers, and makes recommendations regarding propriety of individual obligations in relation to the 1311 review.

3. AID/W Operating Expense Branch (FM/A/OE)

a. Maintains official accounting records, and monitors and exercises financial control over all Operating Expense (OE) funds allowed to AID/Washington Bureaus and offices, including "operating expense" type funds allotted/allowed to the Trade and Development Program (TDP).

b. Provides financial management advice and assistance to officials responsible for administration and utilization of operating expense allocations.

c. Prepares recurring reports and special analyses to meet the financial management needs of client offices and AID

d. Develops and prepares projected financial data for computation and justification of client annual budget requirements.

e. Performs annual continuing 1311 Review of Obligations, prepares working papers, and makes recommendations regarding propriety of individual obligations in relation to the 1311 review.

4. Accounting Services Branch (FM/A/AS)

a. Establishes budget allowances, reviews and analyzes documents [contracts, grants, Project Implementation Orders/Technical (PIO/T's), purchase orders, travel authorizations, Intergovernmental Personnel Act (IPA) agreements, etc.] submitted for reservation and/or obligation of funds.

b. Provides continuous monitoring of Division activities to assure that approved manual and automated accounting systems and procedures are being followed and, when improvements are identified, provides assistance and coordinates actions to implement required changes.

c. Coordinates, manages, and controls the Division financial data input and output for the automated Financial Accounting and Control System (FACS), developing and maintaining control procedures to ensure the accuracy and integrity of the automated system data.

26J. Central Accounting and Reporting Division (FM/CAR)

1. Central Accounting and Reports Branch (FM/CAR/CAR)

a. Plans, directs, and performs all dollar accounting functions; prepares and maintains AID general ledger and related financial reporting; controls appropriations, apportionments, and allocation accounts and maintains general fund accounts, deposit accounts, trust funds, and miscellaneous receipt accounts.

b. Prepares AID financial statements, appropriation, allotment, allowance, obligation, and expenditure reports, and Standard Form 133 reports to the Department of the Treasury and OMB; prepares reports on international monetary transactions for the Balance of Payments Division, Department of Commerce.

c. Serves as liaison with the Department of Treasury, OMB, other AID offices, and other Government agencies on matters pertaining to financial reporting.

2. AID/Washington Cash and Allotment Control Branch (FM/CAR/CAC)

a. Plans, directs, and performs all fiscal accounting and related financial reporting for AID/Washington operating activities.

b. Controls and maintains the AID data processing system for cash accounting and issues financial reports and statements.

c. Serves as focal point for all cash transactions and reconciles various accounts with the Department of the Treasury.

d. Administers and controls AID cashiers and certifying officers, including providing advisory and technical services to AID/Washington and overseas AID organizations.

e. Controls and maintains the Accounting Entity data base which contains non-financial information for all AID clients.

f. Directs the operation of the FM Central Files, the official depository for all AID vouchers paid in AID/Washington or in overseas AID organizations.

3. Expenditure Analysis Branch (FM/CAR/EA)

a. Reviews, analyzes, evaluates, and posts procurement, shipping, and export documentation to the accounting system data base of all expenditures for loan financed activities, program assistance activities, and project assistance activities paid through bank Letters of Commitment and AID/Washington Direct Letters of Commitment, issuing reports for accounting purposes, expenditure/statistical information for MS/OP and other AID organizations, reporting, program planning, policy review, and control purposes; produces information on the procurement of goods and services from U.S. suppliers by geographic location and by size of business.

b. Manages and controls the automated Host Country Contract Inventory System.

c. Provides technical advice and coordinates, as appropriate, with other AID officials in formulating policy changes as they relate to various regulatory and statistical reporting requirements of the Agency, performing post-audit of freight bills involved in the procurement of common carrier and other transportation services.

d. Maintains continuing contact with MS/OP and other AID/Washington offices and overseas AID organizations which are recipients of various statistical/expenditure information reports concerning need, changing requirements, and improved contents and formats, implementing report changes when required and where possible to serve the needs of end-users.

e. Performs special analysis of expenditures and statistical reports, summarizing data and information, as appropriate, and/or as requested by recipients, analyzing data to correctly classify commodities shipped and described by appropriate codes from the "Statistical Classification of Domestic and Foreign Commodities Export from the U.S."

26K. Cash Management and Payment Division (FM/CMP)

1. Document Control Branch (FM/CMP/DC)

a. Maintains official record of incoming invoices/bills/vouchers and obligations to determine status of processing and enable a prompt reply to inquiries concerning payments and/or obligations.

b. Prepares Division SF-1166 (Voucher and Schedule of Payments) for submission to the Department of the Treasury.

c. Establishes, maintains, and retires pertinent Division files, with special attention given to coordinating with MS/OP to retire expired contract files.

d. Controls and distributes Division reports, meeting annually with client organizations to evaluate the need, utility, and appropriateness of reports prepared by the Division.

2. Letter of Credit Branch (FM/CMP/LC)

a. Monitors and manages cash resources flowing to contractors and grantees through Letters of Credit.

b. Takes appropriate action to assure that U.S. Treasury funds drawn by, or disbursed to, contractors and grantees are the minimum necessary to cover current operational costs and demands.

c. Ensures accuracy and validity of financial records.

d. Issues bills for collection, records refunds, processes adjustments, and administers related follow-up actions.

e. Assures the accuracy and validity of accounting transactions entered into the automated AID/Washington Financial Accounting and Control System.

3. Contracts/Grants/Letter of Commitment Payment Branch (FM/CMP/CGL)

a. Provides continuous monitoring and management of cash resources flowing to contractors and grantees through cash transfer advances, reimbursements, and Letters of Commitment.

b. Takes appropriate action to assure that U.S. Treasury funds drawn by, or disbursed to, contractors and grantees are the minimum necessary to cover current operational costs and demands.

c. Provides financial accounting for AID contracts, grants, Participating Agency Service Agreements (PASA), and other miscellaneous documents.

d. Provides review and analysis of commodity procurement documentation for compliance with good commercial practices and AID regulations.

e. Issues bills for collection, processes adjustments, and administers related follow-up actions under purview of the Branch.

f. Assures the accuracy and validity of accounting transactions entered into the automated AID/Washington Financial Accounting and Control System.

4. Miscellaneous Payments Branch (FM/CMP/MP)

a. Processes and certifies for payment all operating expense claims/vouchers submitted by vendors, contractors, other government agencies, employees, airlines, commercial firms, etc.

b. Maintains payment and liquidation files for all employees and/or obligating documents.

c. Controls and manages systems for issuance and liquidation of travel advances and home service advances that effect payment.

d. Processes and controls refund due the U.S. Government for unused airline tickets.

e. Calculates, prepares, and issues Form 1099-MISC and/or W-2s for contract employees.

26L. Overseas Project Accounting Support Division (FM/PAS)

1. Maintains an independent worldwide project file, Project Accounting Information System (PAIS), which provides details for AID dollar and foreign currency project activity, involving over 50 separate accounting entities, each of which maintains its own comprehensive financial reporting and evaluation system.

2. Serves as the focal point for the receipt of financial reports and feeder data from AID/Washington offices and overseas AID organizations; responsible for the review, examination, reconciliation, and consolidation of reports prior to the inclusion of the data into official AID accounting records.

3. Administers, plans, develops, controls, and disseminates accounting and management information on the worldwide status of foreign currencies owned by AID, or country-owned counterpart funds controlled by AID; provides essential accounting data, including fund availabilities, on a worldwide and a country basis and issues worldwide reports.

4. Monitors and exercises financial control over the worldwide participant training cost system.

5. Processes and certifies expenditures for payment under the participant training program, including tuition, maintenance, contract training, and health claim payments.

26M. Payroll Division (FM/P)

1. Office of the Division Chief (FM/P/OC)

a. Provides technical guidance on all matters involving regulatory or statutory requirements.

b. Conducts the annual review of internal control procedures and prepares certification of the review.

c. Provides annual certification for employee salary payments in accordance with General Accounting Office and Department of the Treasury requirements.

d. Participates with other AID organizations in the development of personnel policy and regulations relating to salary compensation.

e. Notifies appropriate AID/Washington and overseas staff of changes to the payroll cycle, changes in salary check distribution and Department of the Treasury programs affecting employee salaries.

2. Payroll Processing Branch (FM/P/PPB)

a. Processes pay, W-4's, tax forms, SF-1199A's (allotments), contributions to Combined Federal Campaign, unions dues, pay adjustments, etc.

b. Prepares responses to cables on individual payroll problems.

c. Processes leave audits, time cards, and maintains records and files.

d. Tracks and monitors authorized pay limits for experts and consultants.

3. Accounting Branch - Retirement (FM/P/AR)

a. Maintains accounts and records pertaining to Labor Cost System and New American Payroll System (NAPS) and prepares reports and data for financial management and budgeting required by other agencies, including the IRS, the Departments of Health and Human Services and Labor, the Controller General, and GAO.

b. Oversees maintenance of official AID accounting records for all labor cost funds.

c. Maintains and processes civil and foreign service retirement, thrift savings plan, salary advances, FSN retirement, and maintains group health benefits registers.

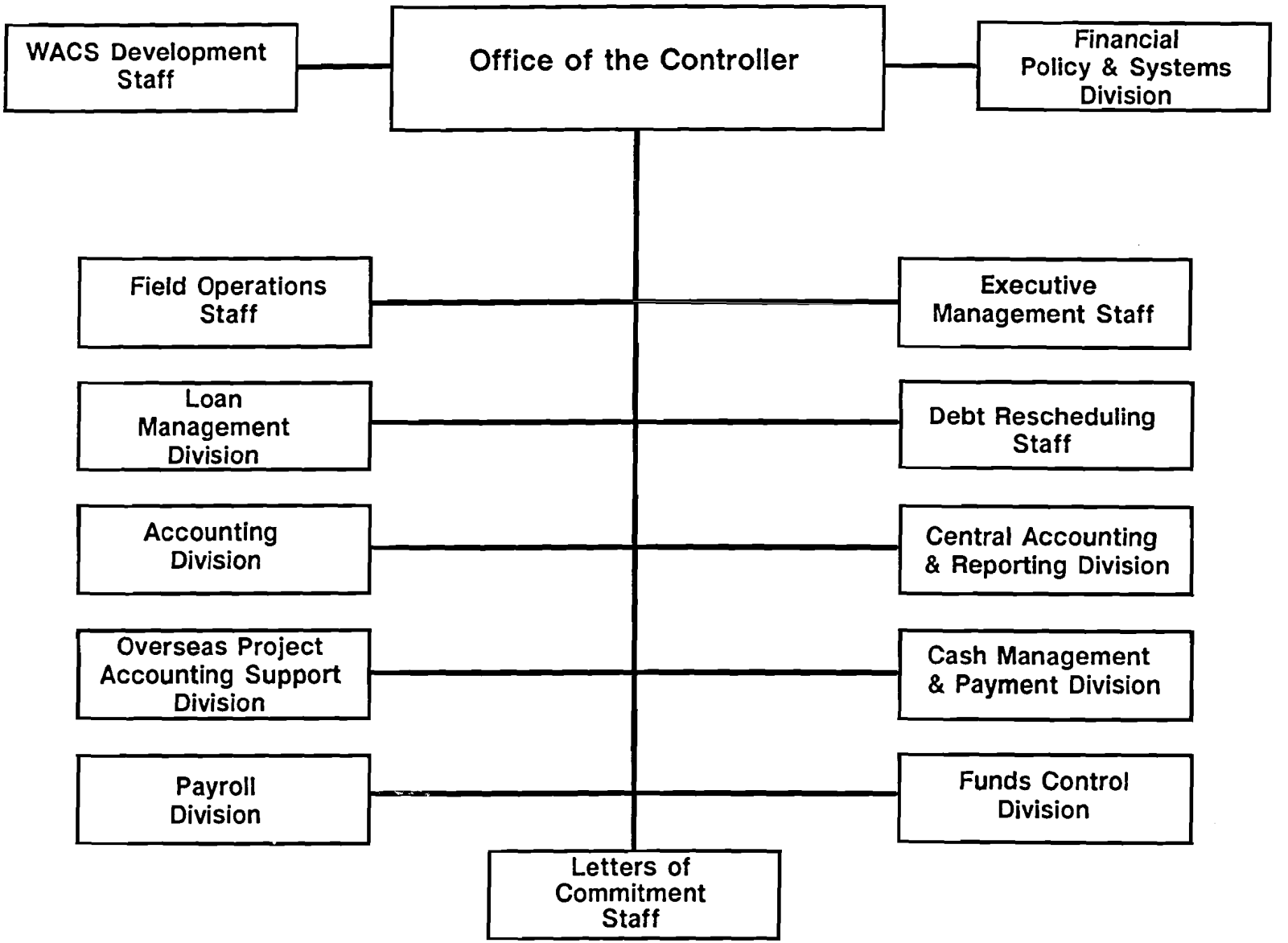
4. Systems Management Branch (FM/P/SM)

a. Responsible for implementation, installation, parallel testing, training, modification, and cable transmissions for the American Electronic Time and Attendance System.

b. Administers the New American Payroll System (NAPS) and the Labor Cost System which pays all direct hire employees and special category employees.

c. Manages the development and operation of the payroll system for the Overseas Private Investment Corporation.

Office of Financial Management



CHAPTER 27

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CHAPTER 30

AID COUNTRY OGANIZATIONS

CHAPTER 30

AID COUNTRY ORGANIZATIONS

STATEMENTS OF FUNCTIONS

30A. Purpose

This Chapter provides general descriptions of the functions of three different types of AID Country Organizations. It is not intended to prescribe, limit, or expand the specific functions of individual country organizations. Those individual functions depend on a variety of factors which specifically relate the organization to the cooperating country, to AID/Washington, and to other U.S. and multilateral organizations overseas.

30B. General

1. AID Country Organizations are located in countries where AID is carrying out bilateral economic (development, security supporting, and/or reconstruction) assistance programs. The three types of AID Country Organizations are:

a. AID Missions (also referred to as USAID Missions, USAID's, Missions or USOM (archaic)) - located in countries for which the U.S. economic assistance program is major, continuing, and usually involves multiple types of aid in several sectors.

b. AID Offices - (also referred to as Offices of the AID Representative, or AID Reps.) - located in countries for which the U.S. economic assistance program is moderate, declining, or has limited objectives.

c. AID Sections of Embassy (also referred to as AID Affairs Offices, or Delegated Posts) - located in countries for which the U.S. economic assistance program is very small or is being phased out.

2. AID Country Organizations are subject to:

a. The coordinative direction and guidance of the Chief U.S. Diplomatic Representative in the country (e.g., the Ambassador).

b. The direction and supervision of the AID Assistant Administrator of the Geographic Bureau which has responsibility for the economic assistance program to the country in which the organization is located.

3. Some programs and program support activities of AID Country Organizations are subject to the coordinative direction of the AID Geographic Bureau and other AID Bureaus or Offices. Such programs include population/ family planning, participant training, engineering services, housing guaranties, and Food for Peace. The program support activities include financial management, personnel, contracting, commodity management information resources management and operations, and administrative/logistical support services.

4. Legal services for AID Country Organizations are provided by the Office of General Counsel (GC) from AID/W or through legal advisors located within the country organization itself or in other AID overseas organizations on a Regional basis.

5. The internal structures of AID Missions, Offices, and Sections of Embassy may vary from country to country, depending on such factors as the size and composition of the aid program; the extent to which program implementation is carried out by the cooperative country, contractors, or other intermediaries; and the availability of technical and other services from AID/W or other U.S. overseas organizations.

6. The current AID Overseas Organizations are listed by category in Appendix 2 of this Handbook, and by location in Appendix 3. The internal structures of individual country organizations are shown in Appendix 4 of the Handbook.

30C. AID Missions

1. Represent AID with the cooperating-country government and private organizations, with other U.S. Government and private organizations, with other bilateral donors, and with multilateral organizations.

2. Advise cooperating-country officials and institutions on key development problems and opportunities.

3. Develop AID strategy and program proposals for U.S. bilateral assistance to the country. This involves:

a. Studying the cooperating country's own development plans and priorities.

b. Identifying the priorities, program plans, and ongoing programs of other bilateral and multilateral donors.

c. Selecting, in collaboration with the cooperating country, the proposed sectors for AID concentration.

d. Preparing and presenting to AID/W the Mission's plan for economic assistance to the country.

4. Collaborate with the cooperating country on sector/problem analysis, program planning, and project design, often using outside experts for temporary help and intermediaries for discrete parts of the process; participate in AID's activities in planning, organizing, guiding, and reviewing analysis and design work.

5. Prepare and/or review documentation for AID program and resource allocation decisions. Such documentation includes budget/work force submissions; loan, grant, P. L. 480, and housing guaranty proposals; and program/project implementation documents.

6. Negotiate and execute agreements with the cooperating country, within the limits of delegated authority, program approvals, and AID/W instructions.

7. Provide or arrange for financial management services, including financial analysis, financial advisory services, and management of obligations and expenditures for all funds made available to the Mission; maintain fiscal and accounting records where these services are not provided by AID/W or the Offices for Multicountry Services; and provide financial reports as required by AID/W. May provide such financial management services to other AID overseas organizations.

8. Monitor implementation of AID-financed programs and projects by the cooperating country and intermediaries (or directly implement such programs and projects); take or recommend actions to ensure the effective use of AID program and project resources.

9. Direct, or participate in, AID evaluations of ongoing or completed programs, projects, and activities; participates in joint AID-cooperating country-contractor evaluations; and prepare or review evaluation reports.

10. Stimulate contacts and collaborative arrangements between the cooperating country and multilateral organizations, regional institutes, and/or private U.S. organizations.

11. Provide or arrange for the administrative and logistical support of AID programs, projects, personnel (including participating agency personnel), and contractors--either directly or through joint administrative support arrangements with the Embassy, contracts, agreement with cooperating-country institutions, or other means.

12. Determine the Missions' internal organization and work force requirements; and initiate organization, personnel, and work force requirements proposals for AID/W action and/or approval.

13. Maintain liaison with Inspector General (IG) staff and with other U.S. audit and investigation groups visiting the country; review and comment on audit and other report findings and recommendations regarding Mission activities; and take or recommend necessary corrective actions.

30D. AID Offices

Generally perform the AID Mission functions described in 30C but rely to a greater extent on AID/W and/or other U.S. overseas organizations for assistance in program development, problem analysis, project design, program/budget documentation, implementation monitoring, financial management, and administrative/logistical support.

30E. AID Sections of Embassy

1. Assist the Chief U.S. Diplomatic Representative to the Country in representing AID in relations with the cooperating country, other donors, etc., in advising cooperating-country officials and organizations on development matters, and in negotiating AID-cooperating-country agreements.

2. Monitor implementation of AID-financed programs and/or projects by the cooperating country and/or intermediaries, calling on AID/W and others for technical/professional help, as necessary; report on program/project progress and problems; and recommend--to the Chief U.S. Diplomatic Representative, the cooperating country, the intermediary, or AID/W--corrective action to resolve problems and to ensure effective use of AID resources.

3. Rely on AID/W and/or other U.S. overseas organizations for assistance in program development, problem analysis, project design, program/budget documentation, financial management, and administrative/logistical support.

CHAPTER 31

OFFICES FOR MULTICOUNTRY SERVICES

CHAPTER 31

OFFICES FOR MULTICOUNTRY PROGRAMS

STATEMENTS OF FUNCTIONS

31A. Purpose

This Chapter provides a specific statement of functions of each AID Office for Multicountry Programs. These Offices are established to administer AID overseas program activities which involve more than one country. See Chapter 4 of this handbook for guidelines and change procedures governing these overseas organizations.

31B. Regional Development Office (RDO South Pacific)

1. Is located in Suva, Fiji, is and headed by a Regional Director, and manages activities in the South Pacific including Tonga, West Samoa, Papua New Guinea, Solomon Islands, Fiji, Vanuatu, Tuvalu, Cook Islands, Kiribati and Niue.

2. Is subject to the overall direction and supervision of the Director of the Office of East Asian Affairs (ANE/EA) in AID/W, and the coordinative direction of the chief U.S. Diplomatic Representative in the country in which it operates.

3. Plans, develops, monitors, and evaluates all AID-funded development assistance activities in countries within its jurisdiction.

4. Receives all controller support services from the Office of Financial Management (M/FM), in AID/W, and USAID/Manila and other administrative support from the U.S. Embassy in Suva, Fiji.

5. Relies on USAID/Manila and the Office of Technical Resources (ANE/TR), the Office of Project Development (ANE/PD), the Office of Development Planning (ANE/DP) in AID/W for economic and sector analysis; for assistance in project design, implementation, and evaluation; and for contracting, legal, engineering, and supply management services.

31C. Regional Development Office/Caribbean (RDO/C)

1. Is located in Bridgetown, Barbados, and is headed by a Director and Assistant Director, and manages AID programs implemented by Caribbean regional institutions.

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2. The major institutions being provided assistance are the Caribbean Development Bank (CDB), Caribbean Community and Common Market (CARICOM), University of the West Indies (UWI), Caribbean Agricultural Research and Development Institute (CARDI), Caribbean Epidemiology Center (CAREC), Caribbean Food and Nutrition Institute (CFNI), Caribbean Association of Industry and Commerce (CAIC), Caribbean Financial Services Corporation (CFSC), and the Organization of Eastern Caribbean States (OECS).

Individual AID technical and capital assistance programs carried out by Caribbean regional institutions involve up to 17 English-speaking nations, including Jamaica, Guyana, Belize and Grenada, where AID has resident bilateral missions. In addition, Haiti and the Dominican Republic, which also have bilateral AID programs, participate in the AID regional energy project. A major emphasis of the regional programs is on the Eastern Caribbean nations (Antigua, Grenada, Dominica, St. Lucia, St. Kitts-Nevis, and St. Vincent).

3. Is subject to the overall direction and supervision of the Director of the Office of Caribbean Affairs (LAC/CAR), and the coordinative direction and guidance of the chief U.S. Diplomatic Representatives in the countries in which it operates. These countries are listed in Appendix 2.

4. Plans, develops, monitors, and evaluates technical and capital assistance projects with the Caribbean regional institutions. For specific Caribbean projects, may delegate selected program monitoring responsibilities for activities outside Bridgetown, Barbados, to other Missions or Offices as mutually agreed.

5. Maintains liaison and coordination with the Caribbean regional public and private sector institutions oriented toward regional or sub-regional development. Maintains liaison and coordination with governments of countries where AID regional programs are operating and where there are no resident AID bilateral missions.

6. Has responsibilities for providing supporting staff work for U.S. participation in the Caribbean Group for Cooperation in Economic Development (CGCED) which is a consultative group for the Caribbean formed by the World Bank.

7. May have responsibilities for specific Latin American Regional and worldwide projects which extend beyond the Caribbean countries.

8. Is comparable to an AID mission with a staff capable of economic analysis, sector analysis, project design and implementation and providing fiscal and accounting services. Provides legal services to other Caribbean missions. Receives administrative support from a Joint Administrative Office (JAO).

31D. Regional Housing and Urban Development Offices (RHUDO) for Africa, Asia and Near East, and Latin America/Caribbean

1. Are headquartered in Nairobi, Kenya (East and Southern Africa); Abidjan, Cote D'Ivoire (West and Central Africa), Bangkok, Thailand (Asia); Tunis, Tunisia (North Africa and Near East); Panama City, Panama, Tegucigalpa, Honduras, and Kingston, Jamaica (Caribbean). Each RHUDO is headed by a senior Housing and Urban Development Officer, designated as Director, and has responsibility for presenting and interpreting AID shelter development policy and strategy, and for administration of shelter and Housing Guaranty Programs in countries within its geographic area. The RHUDO is also responsible, upon request, for providing advice on and administration of shelter, urban and community development projects and programs funded through other AID assistance resources within its geographic area.

2. Are subject to the overall directions and management of the Director, Office of Housing and Urban Programs, Bureau for Private Enterprise (PRE/H) in coordination with the Assistant Administrator of the Geographic Bureau in whose area they are located. Coordination of shelter and urban development projects with other AID assistance activities and foreign policy guidance is provided by the chief U.S. diplomatic representative in the countries in which they operate.

3. Provide, under PRE/H guidance, or delegations where appropriate, the following resources or services in connection with shelter, urban development and Housing Guaranty projects and programs, and as requested by the appropriate AID country organization Geographic Bureau:

(a) Consulting with public or private host country officials and AID missions regarding developing country's expression of interest in programs or projects.

(b) Planning, conducting, and appraising Urban Development Assessments (UDAs), Shelter Sector Assessments (SSAs), Shelter Sector Strategies (SSSs), and feasibility studies.

(c) Preparing and presenting with assistance from PRE/H and Missions Project Identification Documents (PIDs), and Project Papers (PPs) as required.

(d) Participating in drafting and negotiating necessary agreements and implementing documents.

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(e) Managing and inspecting technical, administrative and financial aspects of programs and projects in process, initiating remedial action where required.

(f) Negotiating Housing Guaranty Implementation Agreements in accordance with their terms; executing and delivering Housing Guaranty Implementation Agreements; implementing Housing Guaranty Implementation Agreements with authority to prepare, negotiate, execute, and deliver implementation letters and any other essential implementation communication; and reviewing and approving documents and other evidence submitted by borrowers in satisfaction of conditions thereunder.

(g) Participating in analysis and approval of proposed project changes within scope of delegated authority.

(h) Maintaining continuous contact with host country project management officers in implementing projects and programs, interpreting AID and PRE/H policies and procedures and implementation agreements as necessary.

(i) Coordinating the planning and implementing of projects with related activities in other sector.

(j) Coordinating the planning and implementing of projects with activities financed by other agencies (for example, IBRD, UN, Regional Development Banks) and other donors.

(k) Evaluating and recommending action on requests for technical assistance or training to be financed either by AID funds or by the host country on a reimbursable basis.

(l) Coordinating, with assistance from PRE/H, the planning and conduct of regular annual project evaluations.

(m) Acting as advisor for AID organizations in the geographic area on questions and problems, at mission, office or PRE/H request.

(n) Implementing all non-housing guaranty funded projects, as authorized by PRE or the appropriate Geographic Bureau, whenever the budget allowance has been issued.

(o) Disseminating information on shelter and urban programs to host country public and private sector officials.

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(p) Planning, managing, and participating in conferences on shelter and urban problems sponsored by PRE/H, RHUDO, field missions, international or national organizations or others.

(q) Managing necessary administrative functions for the RHUDO, including incurring of obligations and making of expenditures under approved budgets.

4. Receive administrative support from the AID country organization, U.S. Embassy, or JAO as appropriate.

31E. Regional Office for Central American Programs (ROCAP)

1. Is located in Guatemala City, Guatemala, is headed by a Director, and manages activities of a regional nature in Central America. These countries are listed in Appendix 2.

2. Is subject to the overall direction and supervision of the Assistant Administrator, Bureau for Latin America and the Caribbean, and to the coordinative direction of the USAID Director in the countries in which it operates.

3. Manages a program of assistance to regional institutions to undertake programs in small-farm agriculture, low cost energy, appropriate technology, export trade promotion and employment generation, and to strengthen their capabilities to provide policy guidance and technical assistance to national level institutions in these areas.

4. Provides a central source of TDY services to AID's country organizations in Central America for assistance in economic, engineering, program, agricultural, and financial analysis.

5. Reports and comments on important decisions and actions pertaining to regionwide cooperation in and coordination of economic and social development efforts, in particular the Central American Common Market, and the specific roles of the regional institutions in facilitating these efforts.

6. Receives administrative support from a combined USAID Guatemala/ROCAP administrative office.

CHAPTER 32

OFFICES FOR MULTICOUNTRY SERVICES

CHAPTER 32

OFFICES FOR MULTICOUNTRY SERVICES

STATEMENT OF FUNCTIONS

32A. Purpose

This Chapter provides a statement of functions for each Office for Multicountry Services. These Offices are established at overseas locations to provide service to other AID overseas organizations. See Chapter 4 of this Handbook for guidelines and change procedures governing these overseas organizations.

32B. Regional Economic Development Services Offices for West and Central Africa (REDSO/WCA) and for East and Southern Africa (REDSO/ESA)

1. Services all Africa field programs except those in Tunisia and Morocco. REDSO/ESA is headquartered in Nairobi, Kenya, and services countries in East and Southern Africa. REDSO/ESA also serves as the AID Affairs Office for the Indian Ocean States (Madagascar, Mauritius, Seychelles and Comoros). It prepares all program documentation, including the CDSS, ABS, PIDs, PIOs, and P.L. 480 Agreement for all activities in those countries. REDSO/WCA is headquartered in Abidjan, Ivory Coast, and services countries in West and Central Africa. These countries are listed in Appendix 2.

2. Are subject to the overall direction and supervision of the Assistant Administrator, Bureau for Africa; and the coordinative direction of the chief U.S. Diplomatic Representatives in countries in which they operate.

3. Assists geographic field offices in economic and sectoral analysis.

4. Assists geographic field offices in design, implementation, and evaluation of capital, technical, program, P.L. 480, local currency, and other assistance activities, (However, are not responsible for basic programming, budgeting, and implementing duties, which are the primary responsibility of the geographic field offices; i.e., Missions and smaller field posts).

5. Provides geographic field offices with project, legal, engineering, contracting, and supply management services.

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6. Provides professional expertise and support on a cooperative and "as-requested" basis to all of the AID geographic field offices in their respective areas, working under the direction of the geographic field office to which they are assigned at any given time.

7. Are backstopped in AID/W by the Office of Project Development (AFR/PD) in all aspects except controller functions, which are backstopped by the Office of Financial Management (M/FM) and AFR Regional Controller Staff (AFR/PMR/RCS).

8. Receives administrative support from the Mission in the country in which each is located.

32C. Regional Financial Management Center (RFMC)/Nairobi

1. The Regional Financial Management Center (RFMC), located in Nairobi, Kenya, provides budgeting, accounting, financial analysis, reporting, and financial consultation services for AID organizations and/or activities in the following countries: Kenya, Lesotho, Somalia, Sudan, Swaziland, Tanzania, Zimbabwe, Burundi, Djibouti, Malawi, Rwanda, Uganda, Zambia, Ethiopia, Comoros, Mauritius, Madagascar, Seychelles, Botswana, Republic of South Africa and Turkey. In Kenya, the RFMC provides financial services to the AID Mission as well as to the Regional Economic Development Services Office for East and Southern Africa (REDSO/ESA), the Regional Housing and Urban Development Office for East and Southern Africa (RHUDO/ESA), and the Regional Inspector General for Africa (RIG/AFR).

2. The principal responsibilities of the Center include:

(a) assisting and advising Mission personnel and host government officials on the financial implications of proposed or existing agreement, financial management practices and procedures, means, and methods of financing, financial analysis of proposed projects and programs, and the interpretation of AID's regulations and contract reporting requirements;

(b) scheduling and certifying for payment all vouchers received from client offices and forwarding them to the Regional Accounting and Management Center/Paris for the processing of checks to payees;

(c) preparing and issuing on a monthly basis prescribed financial management reports of which a significant number are distributed to

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client offices; preparing and forwarding to AID/Washington a variety of accounting reports which cover operating expenses, property, projects and other AID programs; and

(d) maintaining a working relationship with the Regional Inspector General in the coordination of audit activity and replies to Inspector General examinations.

3. The RFMC reports directly to the Assistant Administrator, Bureau for Africa, and to the U.S. Ambassador in Nairobi. It is backstopped in AID/W by the AFR Regional Controller Staff (AFR/PMR/RCS), with specialized support from the Office of Financial Management (M/FM) and the Office of the Information Resources Management (M/SER/IRM).

CHAPTER 33

DEVELOPMENT ASSISTANCE COORDINATION AND REPRESENTATION OFFICES

CHAPTER 33

DEVELOPMENT ASSISTANCE COORDINATION AND REPRESENTATION OFFICES STATEMENTS OF FUNCTIONS

33A. Purpose

This Chapter provides a specific statement of functions of each AID Development Assistance Coordination and Representation Office. These offices are established to maintain liaison with various international organizations and to represent U.S. and AID interests in development assistance matters. Such offices may be only partially staffed by AID personnel and may be headed by employees of other U.S. Government agencies. See Chapter 4 of this Handbook for guidelines and change procedures governing these overseas organizations.

33B. Office of the U.S. Director, Asian Development Bank (ADB)

1. Is headquartered in Manila, Philippines.

2. Provides staff support to the U.S. Director, Asian Development Bank (ADB).

3. Under the general policy direction of the International Development Cooperation Agency (IDCA), provides liaison for AID with the ADB on all matters affecting U.S. policy.

4. Receives certain backstopping and administrative support, as necessary, from the Bureau for Asia and Near East's Office of Development Planning (ANE/DP) in Washington, and US AID/Manila in the field.

33C. Office of the U.S. Representative to the Development Assistance Committee (DAC)

1. Is located in Paris, France, and serves as spokesperson for the U.S. position on development assistance in the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD).

2. Is subject to the overall direction and supervision of the Bureau for Program and Policy Coordination's Office of Donor Coordination

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(PPC/DC), and the Department of State's Bureaus for European and Canadian Affairs (State/EUR) and Economic and Business Affairs (State/EB); other interested offices in the Department of State and AID as well as with Treasury and other U.S. agencies as appropriate; the coordinative direction of the U.S. Ambassador to the OECD; and the coordinative direction of the U.S. Ambassador to France.

3. Participates in the DAC's periodic reviews of the nature and amount of both bilateral and multilateral aid.

4. Provides continuous U.S. liaison and consultation with other donor members of the DAC on matters concerning the members' development assistance policies.

5. Receives certain backstopping and administrative support, as necessary, from PPC/DC in Washington, and from the U.S. Embassy in Paris.

33D. Office of Development Affairs, World Food Program (WFP)

1. Is located in the U.S. Embassy in Rome, Italy, and operates under the broad executive direction of the Embassy's Counselor for World Food Agencies.

2. Is subject to the overall direction and supervision of the Bureau for Food for Peace and Voluntary Assistance's Office of Food for Peace (FVA/FFP), and the coordinative direction of the U.S. Ambassador to Italy.

3. Maintains continuous liaison and consultation, principally on behalf of FVA/FFP with the WFP, a multilateral food assistance organization, sponsored jointly by the United Nations and the Food and Agriculture Organization (FAO), whose major resources -- agriculture commodities -- are supplied by member nations.

4. Provides assistance and advice to WFP's Secretariat concerning implementation of U.S. contributions under P.L. 480 legislative provisions.

5. Identifies priority issues and evaluates and develops policies to improve the effectiveness of WFP, including better means of coordination with U.S. and other multilateral donors.

6. Supports representatives of U.S. Delegations to FAO and WFP and provides a delegate to Rome sessions of these organizations.

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7. Reports to AID/W and State/IO on trends and changes in policies and programs of WFP.

8. Receives certain backstopping and administrative support, as necessary, from FVA/FFP in Washington and from the U.S. Embassy in Rome.

33E. AID Development Assistance Coordinator/U.S. Mission to the United Nations Agencies for Food and Agriculture in Rome (FODAG)

1. Is located in Rome, Italy and advises the U.S. Permanent Representative on development assistance issues as they relate to the international food agencies and AID development assistance activities.

2. Serves as the spokesperson for AID on development assistance coordination matters with the Food and Agriculture organization (FAO), International Fund for Agricultural Development (IFAD), the World Food Program, and World Food Council (WFC).

3. Assures coordination between AID development assistance activities and the work of the international food and agriculture organizations in Rome, by exchanging technical and professional personnel and information among AID and the UN organizations, managing AID grants to FAO, participating in technical consultations, representing AID on international delegations whose work has developmental implications, visiting field activities of AID and the international food agencies and vice versa. Also assures information exchange between AID/W and FAO in the implementation of jointly financed projects, such as the regional Integrated Pest Management project in Southern Africa, and the Sahel Regional Technical Services project.

4. Identifies priority development issues, and evaluates and develops policies and programs to improve the effectiveness of the Rome agencies' field development activities, including better means of coordination with U.S. and other bilateral field programs.

5. Serves as liaison between AID and the Italian Government on coordination matters relating to the U.S. and Italian bilateral aid programs, and CDA activities in Sub-Saharan Africa. Assists in the planning of aid bilateral donor coordination meetings, by facilitating exchange of information between AID/W and the Italian Government on development priorities, strategies, programs and aid flows to Africa. Advises AID/W and the Italian Government on follow-up to bilateral consultations and coordination issues that may arise outside of the

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bilateral consultation framework. With respect to Cooperation for Development in Africa (CDA), facilitates exchange of views and information between AID officers in Washington and Paris and Italians on policy issues that arise in connection with the work of the CDA technical committees and the annual CDA High Level and Dialogue meetings. As the contact officer for AID teams visiting Rome, advises on appropriateness and need for such visits, scheduling, and level and extent of contact with Italian officials.

6. At the request of other U.S. Government agencies, e.g., IDCA, USDA and Department of State, and under the general guidance of the Permanent U.S. Representative in Rome, contacts officials of the UN food agencies to secure information, carry out instructions, and negotiate programs for these other U.S. agencies.

7. In AID/W, is principally backstopped by the Bureau for Program and Policy Coordination (PPC), but may receive instructions from, provide service to, and, as requested, offer advice on the relevant work of other AID Bureaus and operating units in Washington and the field.

8. In Rome, is under the broad coordinative direction of, and receives foreign policy guidance from, the Permanent U.S. Representative to the International Food and Agriculture Organizations. For logistics, administrative and local control purposes, the office is considered part of the U.S. Mission in Rome, and has diplomatic status under the authority of the U.S. Ambassador to Italy.

CHAPTER 34

REGIONAL INSPECTOR GENERAL FOR AUDIT OFFICES AND REGIONAL INSPECTOR GENERAL FOR INVESTIGATIONS OFFICES

CHAPTER 34

REGIONAL INSPECTOR GENERAL FOR AUDIT OFFICES

REGIONAL INSPECTOR GENERAL FOR INVESTIGATIONS OFFICES

STATEMENTS OF FUNCTIONS

34A. Summary

1. The Inspector General (IG) maintains offices and staffs at overseas locations in order to carry out a comprehensive program of audits and investigations.

2. To facilitate the provision of audit services for all AID programs, Regional Inspector General for Audit Offices (RIG/A) are established in AID/W and overseas locations. These offices carry out audits pursuant to delegated authority and general guidance provided by headquarters. A list of the overseas RIG/A Offices is shown in Appendix 2.

3. Regional Inspector General for Investigations Offices (RIG/I) stationed in AID/W and abroad are responsible to the IG through IG/I for investigation activities in their assigned geographic areas. A list of current RIG/I posts is shown in Appendix 2.

34B. Regional Inspector General for Audit Offices (RIG/A)

1. Formulate policies, plans, and systems for implementation of assigned responsibilities within specified geographical areas.

2. Direct and coordinate programs of full-scope audits providing protective and constructive services to Mission management with resulting benefits to AID/W. Issue formal reports after comment by Mission Director or his/her representative.

3. Participate in IG-wide audit activities pursuant to established priorities.

4. Negotiate appropriate support arrangements with Missions, Embassies, etc., subject to the overall guidance of the Geographic Bureaus, AID/W, and appropriate offices of the Department of State.

34C. Regional Inspector General for Investigations Offices (RIG/I)

1. Formulates policies, plans and systems for investigations for alleged illegal or improper activities within specified geographical areas.

2. Directs and coordinates investigative program with AID/W and Mission Management. Issues formal reports. Secures, as appropriate, the participation of U.S. or foreign government investigative and legal agencies.

3. Coordinates violations of U.S. and foreign laws by individuals or firms employed by or doing business with AID, and provides such assistance as may be necessary to enable appropriate legal action against the offenders, including acting as a witness for the U/S. Government in criminal and civil proceedings in both foreign and domestic courts.

CHAPTER 35

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CHAPTER 40

ADVISORY COMMITTEE MANAGEMENT

CHAPTER 40

ADVISORY COMMITTEE MANAGEMENT

This Chapter contains the Agency's regulation governing AID advisory committees, as amended. The text of this Chapter, effective July 28, 1975 was published in the Federal Register of August 7, 1975 (40 F.R. 33205) and codified as AID Regulation 14 in the Code of Federal Regulations (CFR). Following is a listing of Amendments to AID Regulation 14, which are included in this text.

1. Sections 214.11(c), 214.13(b)(8), 214.33(a)(2), and 214.37 revised effective November 3, 1975 and published in the Federal Register of November 26, 1975 (40 F.R. 54777).

2. Sections 214.32(b)(1), 214.33(b), and 214.34(a)(2) revised effective May 10, 1977, and published in the Federal Register of May 26, 1977 (42 F.R. 26975).

3. Notice of the Agency's intent to review AID Regulation 14 was published in the Federal Register of July 7, 1980 (45 F.R. 45598).

INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Agency for International Development
Title 22 -- Foreign Relations

Chapter II - Agency for International Development, International Development Cooperation Agency (AID Regulation 14)

Part 214 -- Advisory Committee Management

Changes

Minor Changes have been made to reflect new organizational relationships and to update addresses and dates.

Subpart A - General

Sec.
214.1 Purpose.
214.2 Definition of Advisory Committee.
214.3 AID Advisory Committee Management Officer.

Subpart B - Establishment of Advisory Committees

214.11 Establishment and Chartering Requirements.
214.12 Considerations in Membership Selection.
214.13 Responsibilities within AID.
214.14 Charter Revisions.
214.15 Changes in Membership.

Subpart C - Termination and Renewal of Advisory Committees

214.21 Termination and Renewal Provisions.
214.22 Responsibilities within AID.

Subpart D - Operation of Advisory Committees

214.31 AID Advisory Committee Representatives.
214.32 Calling of Advisory Committee Meetings.
214.33 Notice of Meetings.
214.34 Public Participation.
214.35 Minutes of Meetings.
214.36 Records of Advisory Committees.
214.37 Public Access to Committee Records.
214.38 Submission of Reports to the Library of Congress.

Subpart E - Administration of Advisory Committees

214.41 Support Services.
214.42 Uniform Pay Guidelines.
214.43 Agency Records.
214.44 Annual Review and Reports.

Subpart F - Administrative Remedies

214.51 Administrative Review of Denial for Public Access to Records.
214.52 Administrative Review of Other Alleged Noncompliance.

Authority: Section 621 of the Foreign Assistance Act of 1961, as amended (22 U.S.C. 2381); Section 8(a) of the Federal Advisory Committee Act, P.L. 92-463; and Executive Order 11769.

Subpart A - General

214.1 Purpose.

The regulations in this part prescribe administrative guidelines and management controls for AID advisory committees. Federal Advisory Committees are governed by the provisions of the Federal Advisory Committee Act, P.L. 92-463 (effective October 6, 1972, hereinafter referred to as the Act); Executive Order No. 12024 (November 20, 1977) entitled, "Committee Management"; and GSA guidance.

214.2 Definition of Advisory Committee.

(a) The term "advisory committee" is defined in Section 3(2) of the Act.

(b) In general, this definition includes any committee, board, commission, council, conference, panel, task force, or other similar group, or any subcommittee or subgroup thereof, which is formed or utilized by the Agency for obtaining advice or recommendations, and which is not composed wholly of full-time officers or Federal employees.

214.3 AID Advisory Committee Management Officer.

The Advisory Committee Management Officer is responsible to the Administrator for the establishment of uniform administrative guidelines and management controls which must be consistent with directives of the GSA Committee Management Secretariat under Sections 7 and 10 of the Act.

Subpart B - Establishment of Advisory Committees

214.11 Establishment and Chartering Requirements.

Provisions governing the establishment and chartering of advisory committees are contained in Section 9 of the Act. In summary, these requirements include the following:

(a) Where establishment of an advisory committee is not specifically authorized by statute or by the President, the need for a new AID advisory committee is determined by the AID Administrator, in accordance with the guidelines set forth in Section 5(b) of the Act. The determination also includes a certification that creation of the Committee is in the public interest and is a description of the nature and purpose of the Committee.

(b) After written consultation to the GSA Secretariat and notification that the establishment of the Committee would be in accord with the Act, AID publishes the Administrator's Determination in the Federal Register at least fifteen (15) calendar days prior to the filing of the Committee's Charter.

(c) Each advisory committee established or used by AID is required to file a charter with the AID Administrator, the House Foreign Affairs Committee and the Senate Committee on Foreign Relations before operating, meeting, or taking any action.

(d) Advisory committee charters shall include the following information:

(1) Committee's official title;

(2) Committee's objectives and scope of activity;

(3) Period of time necessary for the committee to carry out its purposes;

(4) Agency official to whom the committee reports;

(5) Agency responsible for providing necessary support for the committee;

(6) Description of duties for which the committee is responsible; and, if such duties are not solely advisory , a specification of the authority for such functions;

(7) Estimated annual operating costs in dollars and person-years for the committee;

(8) Estimated number and frequency of committee meetings;

(9) Committee's termination date; and

(10) Date the charter is filed.

(e) A copy of the filed charter is required to be sent to the Librarian of Congress, Library of Congress, 10 First Street, S.E., Washington, D.C. 20540.

214.12 Considerations in Membership Selection.

Membership is to be fairly balanced in terms of points of view represented and functions to be performed. Members should be chosen with no discrimination on the basic of race, color, national origin, religion, age, sex or handicap.

214.13 Responsibilities within AID.

(a) The AID Office or Bureau seeking establishment of a new AID advisory committee:

(1) Justifies the need for the advisory committee to the satisfaction of the AID Advisory Committee Management Officer, the AID Administrator, and GSA Secretariat.

(2) Prepares and clears with the Advisory Committee Management Officer and the General Counsel, and submits to the Administrator all documentation necessary to establish or use the advisory committee.

(b) The Advisory Committee Management Officer with assistance as appropriate from the General Counsel and the Office of Legislative Affairs:

(1) Appraise the need for the proposed advisory committee;

(2) Assure that the requirements of the Act and OMB and GSA guidelines have been followed;

(3) If satisfied with paragraph (b) (1) and (2) of this section, clear the proposal for submission to the Administrator and obtains GSA concurrence in Agency actions to establish advisory committees;

(4) Maintains the Agency file of approved charters and formal determinations;

(5) Publishes approved charters in the Agency's internal directives system;

(6) Review proposed committee membership for compliance with legal requirements, including conflict of interest;

(7) Assure publication of the Administrator's formal determinations in the Federal Register; and

(8) Transmits approved advisory committee charters to the House Foreign Affairs Committee, the Senate Committee on Foreign Relations and the Library of Congress.

214.14 Amendments to Advisory Committee Charters.

(a) Sponsoring AID Bureaus and Offices initiate revisions to advisory committee charters, as necessary, to reflect current information regarding scope, duties, etc.

(b) Charter revision requires clearances by the advisory committee, the AID Advisory Committee Management Officer and the General Counsel; consultation with GSA as stated above, approval by the AID Administrator, and notification of the change to the Federal Register, Congressional Committees, and the Library of Congress.

214.15 Changes in Membership.

Changes in membership of advisory committees are proposed by the Bureau or Office through which the committee reports, are cleared by the Advisory Committee Management Officer and the Office of the General Counsel, and are approved by the AID Administrator.

Subpart C - Termination and Renewal of Advisory Committees

214.21 Termination and Renewal Provisions.

Provisions governing the termination and renewal of advisory committees are contained in Section 14 of the Actand paragraph 7 of OMB Circular A-63, as amended. As related to AID-established nonstatutory committees, these provisions mean that:

(a) Each such committee which was in existence on January 5, 1973, shall terminate by January 5, 1975, unless it is renewed by the AID Administrator prior to the latter date.

(b) Each such committee established after January 5, 1973, shall terminate not later than two years after its establishment, unless it is renewed by the AID Administrator prior to its termination date.

(c) Any committee which is renewed shall continue for not more than two years unless, prior to the expiration of that period, it is renewed.

(d) Renewal requires advance approval of the Administrator in accordance with Section 5(c) which requires application of the criteria set forth in Section 5(b) of the Act; notification to the GSA Secretariat not more than sixty (60) days nor less than thirty (30) days before the expiration date, and concurrence by the Secretariat; publication of a notice of the renewal; and the filing of a new advisory committee charter with the appropriate House and Senate Committees and to the Library of Congress.

(e) Notification to the GSA Secretariat shall include:

(1) The AID Administrator's determination that renewal is necessary and is in the public interest;

(2) The reasons for his determination;

(3) The Agency's plan to attain or maintain balanced membership of the committee; and

(4) An explanation of why the committee's functions cannot be performed by the Agency or by an existing advisory committee.

214.22 Responsibilities within AID.

Responsibilities with AID for the renewal of advisory committees are as follows:

(a) The Office or Bureau through which the advisory committee reports:

Prepares and clears with the Advisory Committee Management Officer and the General Counsel, and submits to the Administrator all documentation necessary for committee renewal sixty-five (65) days prior to the expiration date of the committee.

(b) The Office of General Counsel assists in the preparation of charters; reviews and clears the proposal for conformity with the Act and other requirements; and assures publication of the Administrator's determination of renewal in the Federal Register.

(c) The Office of Legislative Affairs transmits approved advisory committee charters to the House and Senate Committees and to the Library of Congress.

Subpart D - Operation of Advisory Committees

(a) For each advisory committee used by AID, the Administrator designates an AID employee to serve as the AID Advisory Committee Representative.

(b) The designated AID employee performs functions required by Section 10 of the Act and assigned herein. Such functions include:

(1) Calling, or giving advance approval to, advisory committee meetings;

(2) Approves an agenda for each meeting*;

(3) Making recommendations on proposals to close meetings, or parts of meetings, to the public; and clearing such recommendations with the Advisory Committee Management Officer and the General Counsel for decisions by the Administrator;

(4) Assuring that advance notices of each meeting (whether open or closed) are published in the Federal Register, provided through other means such as press releases and direct mail, and provided to the Advisory Committee Management Officer;

(5) Assuring that open meetings are accessible to the public;

(6) As specified by the Administrator, chairing or attending each meeting;

(7) Determining the number of committee members necessary to be present at any meeting for the transaction of committee business;

(8) Adjourning any meeting, whenever he determines adjournment to be in the public interest;

(9) Assuring that minutes are kept of each advisory committee meeting and of the meetings of subcommittees, and subgroups, and that such minutes are certified for accuracy by the chairperson or presiding officer of the committee;

(10) Assuring that, subject to Section 552 of Title 5 U.S.C., the documents of the advisory committee are made available for public inspection and copying; and

(11) Maintaining a current list of members of the advisory committee, and furnishing membership information to the AID Advisory Committee Management Officer upon request.

214.32 Calling of Advisory Committee Meetings.

(a) No advisory committee is to hold any meetings, except at the call or with the advance approval, of the designated AID Advisory Committee Representative.

(b) Each advisory committee meeting is conducted in accordance with an agenda approved by the designated AID Advisory Committee Representative.

(1) The agenda lists the matters to be considered at the meeting and indicates whether any portion of the meeting is to be closed to the public in accordance with subsection (c) of Section 552b of Title 5, U.S.C.

(2) Copies of the agenda are distributed to members of the committee prior to the date of the meeting and are included in the official records of the advisory committee.

214.33 Notice of Meetings.

(a) Notice of each advisory committee meeting (whether the meeting is open or closed) must be published in the Federal Register at least fifteen (15) calendar days prior to the meeting, and should also be provided through other means such as newspaper advertisements, press releases, and direct mail.

(1) Exceptions to the requirement for public notice are granted only for reasons of national security as determined by the Director, GSA, and are requested and justified by the Administrator, AID, at least thirty (30) days prior to the meeting.

(2) Exceptions to the fifteen (15) day advance publication requirement are granted in emergency situations as determined by the Administrator, AID. In such situations, the facts on which exception is based are to be included in the notice of the meeting.

(3) Requests for exceptions under paragraph (a) (1) and (2) of this Section are prepared by the Advisory Committee Representative and are cleared by the Advisory Committee Management Officer and the General Counsel prior to submission to the Administrator.

(b) Notices include the name of the advisory committee; the time of the meeting; the purposes of the meeting; a statement regarding the extenett to which the public will be permitted to attend and, if any portion is closed, why such closure or partial closure is necessary, including citation of the appropriate exemption permitted under Subsection (c) of 5 U.S.C. Section 552b. Thus, AID Notices of Advisory Committee meetings normally state that the meeting is open to the public and include the place of meeting; and instructions for gaining access to open meetings which are held in a "secured" building.

(c) Both formal and informal notices are prepared by the AID Advisory Committee Representative; formal notices to be published in the Federal Register are cleared with the Advisory Committee Management Officer and are sent to the Office of the General Counsel at least thirty-two (32) days before the scheduled meeting date.

(d) Copies of all public notices are provided to the Advisory Committee Management Officer.

214.34 Public Participation.

(a) Each advisory committee meeting is to be open to the public except where:

(1) The Director, GSA, has determined that public notice of a meeting would be inconsistent with national security; or

(2) The administrator, AID, has formally determined that a meeting or portion of a meeting mey be closed to the public in accordance with Subsection (c) of Section 552b of Title 5, U.S.C.

(b) Advisory Committee requests to close all or part of a meeting or a series of meetings are to include the reasons for proposed closure, citing specific exemptions involved under Subsection (c) of Section 552b of Title 5, U.S.C. Such requests are submitted by the AID Advisory Committee Representative, through the Advisory Committee Management Officer and the General Counsel to the Administrator at least forty (40) days before the scheduled date of the meeting.

(c) The Administrator's determination is to be in writing and is to contain a brief statement of the reasons for closing the meeting (or portion thereof). The determination itself is to be made available to the public upon request.

(d) When all or part of an advisory committee meeting is closed and detailed minutes are not to be made available in their entirety to the public, the Committee shall prepare and make available to the public within thirty (30) calendar days of the close of the meeting a summary of its activities and related matters which are informative to the public consistent with the policy of 5 U.S.C. 552(b). Notice of availability of such a summary shall be incorporated in the notice of the meeting published in the Federal Register.

(e) To facilitate public participation in advisory committee meetings which are to be open or partially open to the public:

(1) Meetings are to be held at a reasonable time and at a place reasonably accessible to the public.

(2) The size of the meeting room is to be large enough to accommodate advisory committee, its staff, and those members of the public who might be expected to attend.

(3) Any member of the public is permitted to file a written statement with the committee, before or after the meeting.

(4) Interested persons may be permitted to present oral statements at the meeting in accordance with procedures established by the committee, and to the extent time available for the meeting permits.

(5) Other participation by members of the public is not permitted, except in accordance with procedures established by the committee.

214.35 Minutes of Meetings.

(a) Minutes are to be kept of each meeting of each advisory committee and its formal and informal sub-groups.

(b) The chairperson or presiding officer ensures that detailed minutes of each advisory committee meeting are kept.

(c) The minutes are to include:

(1) The time, date, and place of the meeting;
(2) A list of members, staff, AID employees attending;
(3) A complete summary of matters discussed and conclusions reached;
(4) Copies of all reports received, issued, or approved; and
(5) The extent to which the meeting was open to the public; and
(6) The extent of public participation, including a list of those who presented oral or written statements and an estimate of the number of those who attended the meeting.

(d) The chairperson or presiding officer of the advisory committee is to certify the accuracy of the minutes. The certification is to indicate that "the minutes are an accurate and complete summary of the matters discussed and conclusions reached at the meeting held on (date(s))."

214.36 Records of Advisory Committees.

(a) The AID Advisory Committee Representative is to maintain the records of the advisory committee in a location known to the AID Advisory Committee Management Officer.

(b) Such records are to include reports, transcripts, minutes, appendices, working papers, drafts, studies, agenda, and other documents which were made available to, or prepared for or by, the advisory committee.

(c) Advisory committee records are maintained and disposed of according to procedures prescribed in the Agency's Handbook 21 - Communications, Part II, Chapter 6, Records Disposition.

214.37 Public Access to Committee Records.

(a) Records maintained in accordance with 214.36 are subject to the Freedom of Information Act, 5 U.S.C., Section 552 et seq and, thus, are available for public inspection and copying pursuant to AID Regulation 12, Public Information (22 CFR Part 212), subject to the general oversight of the AID Advisory Committee Management Officer.

(b) Access to advisory committee records may be denied only where:

(1) Such records relate directly to a meeting which was closed for reasons of national security; or

(2) Such records relate to a meeting or to the part of a meeting which was closed to the public; or

(3) A document is subject to the exemptions listed in 5 U.S.C. 552(b); or

(4) Such records relate to the nonadvisory functions of a group which is "utilized" as an advisory committee but was not established for that purpose.

(c) Procedures for requesting access to advisory committee records are the same as those established for Agency records under Section 212.33 of AID Regulation 12 (22 CFR, Part 212). They are implemented subject to the general oversight of the Advisory Committee Management Officer on behalf of the Agency.

(d) Procedures for denial of access to advisory committee records are the same as those established for Agency records under Section 212.36 of AID Regulation 12; except that use of exemption (5) of 5 U.S.C. 552(b) as the basis for denial requires a formal determination by the AID Administrator that the denial is essential to protect the free exchange of internal views and to avoid undue interference with Agency or advisory committee operation. Implementation of these procedures also are subject to the general oversight of the Advisory Committee Management Officer.

214.38 Submission of Reports to the Library of Congress.

(a) Each advisory committee is to file with the Library of Congress eight copies of each of its reports, except where the report falls within an exemption listed in 5 U.S.C. 552(b) or relates to a meeting which was closed for reasons of national security.

(b) The AID Advisory Committee Representative provides copies of committee reports to the Office of Legislative Affairs for transmittal to the Library of Congress; and sends a copy to the AID Advisory Committee Management Officer for inclusion in the Agency's central file on advisory committees.

(c) As appropriate, the AID Advisory Committee Representative may also send copies of background papers and other advisory committee documents to the Office of Legislative Affairs for transmittal to the Library of Congress.

Subpart E - Administration of Advisory Committees

214.41 Support Services.

(a) AID provides support services for advisory committees which are established by or report to the Agency, unless the establishing authority provides otherwise.

(b) Within AID, support services are provided by and charged to the allotment of the AID Office or Bureau through which the advisory committee reports, and are coordinated by the designated AID Advisory Committee Representative.

(c) Support services include staff, quarters, supplies, and funds.

214.42 Uniform Pay Guidelines.

(a) AID follows OMB/OPM guidelines in Section 11 of OMB Circular A-63 in establishing rates of pay for advisory committee members, staffs, and consultants.

(b) In summary, AID policy regarding compensation for advisory committee members is as follows:

(1) Advisory committee members who are not employed by the U.S. Government ordinarily serve without compensation. However, they may be reimbursed for travel and related expenses of invitational travel under the provisions of AID travel regulations.

(2) If committee members are appointed as AID consultants or experts, their compensation shall be fixed in accordance with OPM guidelines and regulations, and the general agreement between OPM and AID.

(3) Expenses of committee members are charged to the allotments of the AID Office or Bureau through which the advisory committee reports.

214.43 Agency Records.

(a) The AID Advisory Committee Management Officer maintains the Agency's official central files on the nature, functions, and operations of each AID advisory committee. Central files contain the following information with respect to each AID advisory committee:

(1) Original copy of each advisory committee charter filed with the Adminstrator;

(2) Official records copy of formal determinations by the AID Administrator with respect to the establishment, renewal, operation, and termination of the committee;

(3) Annual reports of committee activity;

(4) Designations of advisory Committee Representatives;

(5) Location of official files of the advisory committee.

(b) Each AID Advisory Committee Representative maintains individual advisory committee files at a location known to the AID Advisory Committee Management Officer. These files contain the following information:

(1) Copies of documents establishing, renewing, and terminating the committee;

(2) Copies of committee charters filed with the AID Administrator;

(3) Fiscal records which fully disclose the disposition of any funds made available to the committee;

(4) Advisory committee records described above in Section 214.36(b) (i.e., reports, transcripts, minutes, appendices, and other documents which were made available to, or prepared for or by, the committee).

(c) The AID Advisory Committee Management Officer, the AID Auditor General, the GSA Secretariat, and the Comptroller General shall have access to these records.

(d) Personnel documentation required by OPM and Agency regulations shall be maintained in the official personnel records of the Office of Personnel Management.

214.44 Annual Review and Reports.

(a) AID conducts an annual comprehensive review of advisory committees under instructions provided by OMB Circular A63, Section 10, as amended, and GSA guidance, and submits required data to GSA on the prescribed format, by April 15 of each year.

(b) AID reports to GSA on committee terminations or other significant changes in continuing AID Advisory Committees.

(c) AID also provides information to the GSA for an annual report to Congress. The Agency report is due on January 15 of each year; includes only those advisory committees established by or reporting to AID; is submitted on a form prescribed by GSA.

(d) Within AID, the Advisory Committee Management Officer collects required information from the AID Advisory Committee Representatives; appraises advisory committee activities for the Administrator; and prepares the Agency's reports for the Administrator.

Subpart F - Administrative Remedies

214.51 Administrative Review of Denial for Public Access to Records.

Any person whose request for access to an advisory committee document is denied may seek administrative review in accordance with Section 212.36(c) of AID Regulation 12, 22 CFR 212.36(c).

214.52 Administrative Review of Other Alleged Noncompliance.

With regard to other alleged noncompliance with the Act, OMB Circular A-63, GSA guidance, or this regulation, the following procedures are to be used:

(a) Advisory committee members or other aggrieved individuals or organizations must file a written complaint which contains specific information regarding the alleged noncompliance.

(b) The written complaint must be addressed to the Administrator or Deputy Administrator, Agency for International Development, Washington, D.C. 20523.

(c) The complaint must be filed within thirty (30) days after the date of the alleged noncompliance.

(d) The complaint will be considered by the Administrator or Deputy Administrator with the advice and assistance of the General Counsel and the AID Advisory Committee Management Officer.

(e) Written notice of the disposition of the complaint shall be provided to the complainant within thirty (30) days of the date the complaint was received by the Agency.

Effective Date. This regulation is effective July 28, 1975.

Dated: December 22, 1980

D.G. MacDonald
Assistant Administrator, Bureau for
Program and Management Services

CHAPTER 41

INTERAGENCY AND INTERNAL AGENCY COMMITTEE MANAGEMENT

CHAPTER 41

INTERAGENCY AND INTERNAL AGENCY COMMITTEE MANAGEMENT

41A. Purpose

This Chapter provides guidelines and procedures for the establishment, use, management, and termination of AID-chaired interagency committees and internal AID committees.

41B. Definitions

1. Committee - any formally constituted committee, board, commission, council, conference, panel, task force, working group, subcommittee or subgroup thereof, which is expected to be in existence more than 12 months.

2. Interagency committee - any such committee which is comprised of representatives of two or more Federal agencies.

3. Internal committee - any such committee which is comprised of representatives of two or more AID Bureaus or independent Offices. The term specifically excludes committees which are comprised entirely of members from a single Bureau or independent Office.

41C. Operating Principles

1. Interagency and internal AID committees may be useful for coordinating and operational purposes and for providing advice. However, such committees are to be established only when it can be clearly demonstrated that their creation is essential to the performance of AID and/or other Federal Government functions.

2. Committees are to be proposed for termination when:

a. They are no longer active.

b. They are no longer fulfilling the original purpose for which they were established.

c. Their purposes can be achieved as well through other coordinative mechanisms.

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3. Interagency committees are not established by AID unless they are specifically authorized by Federal statute, Presidential directive, or the AID Administrator.

4. Establishment of interagency committees by legislation or Presidential directive is not proposed unless there is a clear need for such formal authority.

41D. Oversight of Interagency and Internal AID Committees

1. AID's Advisory Committee Management Officer (ACMO), designated by the Administrator pursuant to the Federal Advisory Committee Act (Public Law 92-463, effective January 5, 1973), also serves as the Agency's Committee Management Officer for interagency and internal AID committees. The Chief of Management Analysis Division Three, Office of Management Planning, has been designated as ACMO.

2. The ACMO exercises control, review, reporting, and recordkeeping functions with respect to interagency and internal AID committees.

41E. Establishment of Committees

1. Interagency Committees

a. The AID Administrator's approval is required for:

(1) AID establishment of new interagency committees.

(2) AID proposals to establish new interagency committees by statute or Presidential directive.

(3) AID to chair interagency committees established--or being established--by other Federal agencies, committees, or officials.

b. Proposals for AID to establish and/or chair interagency committees include the following information:

(1) the nature and purpose of the committee.

(2) The reasons why a committee is needed.

(3) The agencies or departments proposed to be represented on the committee, and the basis for such representation.

(4) A draft charter containing data required by 41E1d.

c. Each AID-chaired interagency committee must have charter approval by the head of the sponsoring AID Bureau or Office, the ACMO, the Office of General Counsel (GC), and the Administrator, AID. Such charter approval is required regardless of the committee's establishment authority or establishment.

d. Interagency committee charters include the following information:

(1) Official committee title.

(2) Specific establishment authority (example: Established by Executive Order 10973, as directed by 204 of the Foreign Assistance Act of 1961).

(3) Date established (and date renewed, if applicable).

(4) Committee's objectives, scope of activities, and duties.

(5) Proposed duration of committee.

(6) Title of Agency official to whom committee reports.

(7) Committee chairperson and members. (Show only titles and organization affiliation.)

(8) AID-support responsibilities. (Include the responsible AID Bureau or Office, and the estimated total support costs in dollars and workyears. If support contributions are shared, show how shared.

(9) Brief description of committee duties.

(10) Charter approval date.

e. Responsibilities within AID for the establishment and chartering of interagency committees are as follows:

(1) The sponsoring AID Bureau of Office:

(a) Prepares a justification of the need for a new committee, and obtains clearance of the ACMO and approval of the AID Administrator.

(b) Prepares, clears with the ACMO and GC, and submits for the Administrator's approval all documentation necessary to establish and/or charter the committee, including:

1. An action memorandum to the Administrator.

2. The proposed--or, as appropriate, the approved --legislation, Executive Order, interagency memorandum, or other documentation establishing the committee.

3. A proposed committee charter.

(c) Assures appropriate distribution of approved documents to AID and other Federal officials.

(2) The Advisory Committee Management Officer:

(a) Appraises the need for proposed committees.

(b) Assures that committee scopes of work, duties, membership, and proposed duration are appropriate.

(c) If satisfied with (a) and (b), clears the proposal/ charter for submission to the AID Administrator.

(d) Publishes approved charters in Appendix 6 of the AID Organization Handbook.

(e) Maintains the Agency central file of charters and other documents related to committee establishment.

(3) The GC:

(a) Provides legal advice and assistance in the preparation of charters and other formal documents related to committee establishment.

(b) Reviews and clears proposals and/or charters.

2. Internal AID Committees

a. Proposals to establish internal AID committees must be approved by the Agency official to whom they will report. The appropriate Agency official may be either the AID Administrator or the head of the AID Bureau or Office which has been assigned primary responsibility for performance of the specific function affected by the committee's work.

b. Each internal AID committee must have a charter approved by the establishing official and the ACMO. Such charters are required regardless of the committee's establishment authority or establishment date. Internal AID committee charters contain the same information required for interagency committee charters (41E1d above).

c. Responsibilities within AID for the establishment and chartering of internal AID committees are as follows:

(1) The sponsoring AID Bureau or Office:

(a) Justifies the need for a new committee to the appropriate approving official and to the ACMO.

(b) Prepares, clears with the ACMO and other affected Bureaus and Offices, and submits to the approving official all documentation necessary to establish and/or charter the committee, including:

1. An action memorandum.

2. The proposed--or, as appropriate, approved--internal Agency memorandum or other document establishing the committee.

3. A proposed committee charter.

(c) Assures appropriate distribution of approved documents to the ACMO and participating Bureaus and Offices.

(2) The Advisory Committee Management Officer

(a) Assures that the proposed reporting channel and proposed committee membership are appropriate in terms of assigned Agency responsibilities.

(b) Appraises the need for the committee, and assures that committee scopes of work and description of duties are appropriate.

(c) If satisfied with (a) and (b), clears the proposal/charter for submission to the approving official.

(d) Publishes approved charters in the AID Organization Handbook.

(e) Maintains the Agency central file of approved charters.

41F. Charter Revision

1. Sponsoring AID Bureaus and Offices initiate revisions to interagency and internal AID committee charters, as necessary, to reflect current information regarding committee scope, membership, duties, etc.

2. Charter revision requires clearance and approval by the organizations and officials involved in the initial chartering process.

41G. Administration of Committees

1. Committee Operation

Chairpersons of interagency and internal AID committees are responsible for the management of the committees which they chair. Such management includes:

a. Scheduling meetings and approving and distributing the agenda.

b. Convening, conducting, and terminating meetings.

c. Approving minutes and reports, as appropriate.

d. Informing participants regarding all actions scheduled for or taken by the committee.

e. Directing staff support.

2. Committee Support

a. AID provides support services for interagency committees which are chaired by Agency officials, unless the establishing authority provides otherwise. Within AID, support services are providing by, and charged to, the support allotment of the sponsoring Office or Bureau, as assigned in the approved interagency committee charter.

b. AID Bureaus and Offices provide support to internal AID committees which they chair.

c. Support services include secretariat services, conference space, supplies, and funds for committee operation and support.

3. Records

a. The ACMO maintains the Agency's official central file on the nature and functions of each interagency and internal AID committee covered by this Handbook Chapter. Central files contain:

(1) Copies of documents establishing, changing, or terminating the committee.

(2) Original copy of approved charters (and charter revisions).

(3) Required Agency reports on committee activity.

b. Sponsoring AID Bureaus and Offices maintain the records of their interagency and internal committees. These records include:

(1) Documents establishing, changing, or terminating the committee.

(2) Copies of approved charters and charter revisions.

(3) Fiscal records which show the cost of committee operation and support.

(4) Other documents which reflect actions considered and/or taken by the committee.

c. The ACMO shall have access to AID Bureau and Office committee files.

d. These records are maintained and disposed of according to procedures prescribed in the Records Maintainance Handbook.

41H. Annual Review

1. The ACMO conducts an annual review of the Agency's interagency and internal committees; and, as appropriate, makes recommendations regarding committee changes to the Administrator and the heads of AID Bureaus and Offices which chair or sponsor such committees.

2. The ACMO also collects, appraises, and consolidates information for other required reports on Agency Committees, as prescribed by the Office of Management and Budget (OMB), congressional committees, etc.

3. Sponsoring AID Bureaus and Offices provide information for such reviews and reports, as required and in the format prescribed by the ACMO.

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CHAPTER 45

PERFORMANCE OF COMMERCIAL ACTIVITIES

45A. Introduction and Summary

1. This Directive establishes the policies and procedures used to determine whether needed commercial type work should be done by contract with commercial sources or in-house using Government facilities and personnel. It is issued pursuant to OMB Circular A-76, "Performance of Commercial Activities" (A-76), as revised on August 4, 1983.

45B. Policy

1. It is the policy of the United States Government to:

a. Achieve Economy and Enhance Productivity. Competition enhances quality, economy and productivity. Whenever commercial sector performance of a Government operated commercial activity is permissible, in accordance with A-76 and its Supplement, comparison of the contracting cost and the cost of in-house performance shall be performed to determine who will do the work.

b. Retain Governmental Functions In-house. Certain functions are inherently Governmental in nature, being so intimately related to the public interest as to mandate performance only by Federal employees. These functions are not in competition with the commercial sector. Therefore, these functions shall be performed by Government employees. When applied to AID functional responsibilities, this includes such activities as review and approval of programs and projects, negotiating and coordinating with recipient government institutions, contracting and oversight of contractor operations, and functions to maintain fiscal and operational integrity. Additionally, in-house activities must be clearly separable from other functions to be suitable for contracting out.

c. Rely on the Commercial Sector. The Federal government shall rely on commercially available sources to provide commercial products and services. In accordance with the provisions of A-76, the Government shall not start or carry on any activity to provide a commercial product or service if the product or service can be procured more economically from a commercial source.

2. In implementing the policy, AID authorizes in-house operation of a commercial activity under the following conditions:

a. No Satisfactory Commercial Source Available. Either no commercial source is capable of providing the needed product or service, or use of such a source would cause unacceptable delay or disruption of an essential program. Findings must be supported as follows:

(1) If the finding is that no commercial source is capable of providing the needed product or service, the efforts made to find commercial sources must be documented and made available to the public upon request. These efforts include, in addition to consideration of preferential procurement programs, at least three notices describing the requirement placed by MS/OP in the Commerce Business Daily over a 90-day period or, in cases of bona fide urgency, two notices over a 30-day period. Specifications and requirements in the solicitation shall not be unduly restrictive and shall not exceed those required of in-house personnel or operations.

(2) If its found that a commercial source would cause unacceptable delay or disruption of an Agency program, a written explanation, approved by the AA/PFM, must show the specific impact of an Agency mission in terms of cost and performance. Urgency alone is not an adequate reason to continue in-house operation of a commercial activity. Temporary disruption resulting from conversion to contract is not sufficient support for such a finding, nor is the possibility of a strike by contract employees. If the commercial activity has ever been performed by contract, an explanation of how the instant circumstances differ must be documented. These decisions must be made available to the public upon request.

(3) Justification for in-house performance may not be made solely on the basis that the activity involves or supports a classified program or the activity is required to perform the Agency's basic mission.

b. Lower Cost. Agency performance of a commercial activity is authorized if a cost comparison prepared in accordance with Parts II, III and IV of the A-76 Supplement demonstrates that the Agency is operating or can operate the activity on an ongoing basis at an estimated lower cost than a qualified commercial source.

c. Exclusions. Overseas post in-house activities do not have to be reviewed under A-76 criteria for possible conversion to contractor performance unless its feasible that such contractor would be a United States (U.S.) commercial source. It is presumed that most if not all activities performed by U.S. Government (AID or other Federal agency) personnel overseas must be performed by U.S. Government personnel and

cannot, therefore, be considered for contractor performance -- e.g., planning and managing programs, negotiating with foreign governments, etc. However, if an overseas post determines that in-house functions are subject to these procedures and that a cost comparison review is necessary, it should request from Financial Systems Division (PFM/FM/FSD) a copy of the Supplement to A-76 which provides detailed guidance on conducting such a review.

3. Preferential Procurement Programs

a. Preferential procurement programs are mandatory source programs such as Federal Prison Industries (FPI) and the workshops administered by the Committee for Purchase from the Blind and Other Severely Handicapped under the Wagner-O'Day Act. Also included are small, minority and disadvantaged businesses, and labor surplus area set-asides and awards made under section 8(a) of the Small Business Act.

b. Preferential procurement programs must be considered, as required by applicable procurement regulations, whenever an activity is to be performed by contract.

c. Competitive bids received under small business and labor surplus area set-asides can be used in cost comparisons.

d. A-76 is not intended to interfere with AID's program for making awards under mandatory source programs, section 8(a) of the Small Business Act or any other non-competitive preferential procurement program. Accordingly, a cost comparison is not required for such awards.

4. Use of Products and Services from Other Federal Agencies

a. AID obtains a broad range of services from other Federal agencies primarily through the use of the Participating Agency Service Agreement (PASA) and the Resource Support Service Agreement (RSSA) which may be subject to A-76 procedures. Authority for AID to use other Federal agency capabilities is found in the Foreign Assistance Act of 1961 (FAA), as amended, and extends only to AID's initiation of such interagency agreements. Specifically, Section 621(a) states:

> "In providing technical assistance under this Act, the head of any such agency or such officer shall utilize, to the fullest extent practicable, goods and professional and other services from private enterprise on a contract basis. In such fields as education, health, housing, or agriculture the facilities and resources of other Federal agencies shall be utilized when such facilities are particularly or uniquely suitable for technical assistance, are not competitive with private enterprise, and can be made available without interfering unduly with domestic programs."

This is statutorily mandated and has precedence over A-76. Therefore, all PASA's and RSSA's involving Federal agency facilities that are particularly or uniquely suitable for technical assistance and not competitive with private enterprise are exempt from these procedures.

Unless otherwise provided by law, the providing agency is not exempted from A-76 requirements. Therefore, these agencies may be unable to respond to AID's request for services. An agency providing services may, in fact, be required to include the service on their own inventory of in-house activities subject to A-76 and cost comparison reviews may ensue.

b. A-76 provides that in accordance with the provisions of the Federal Property and Administrative Services Act of 1949 and the Economy Act of 1932 (31 USC 1535):

(1) Excess property and services available from other Federal agencies may be used unless the needed product or service can be more economically obtained from the commercial sector. Another agency's excess capability may be sought by application of A-76 procedures. AID uses the procurement process to establish commercial prices. The prospective providing agency furnishes AID a firm price for the product or service which will then be compared by AID to the commercial price. A contract must be awarded if the commercial price is more economical.

(2) Other Federal agencies may not retain, create or expand capacity for the purpose of providing commercially available products or services to AID, foreign governments, or private organizations. When the performing agency's own requirements increase, capacity used to support AID is no longer excess and shall be used by that agency rather than acquiring additional capacity for the purpose of supporting AID. Agencies planning to use previously excess capacity should provide AID sufficient notice for the latter to arrange alternative sources. The support will be terminated unless exceptional circumstances prevent AID from finding a new source.

c. Operation of commercial activities having the primary purpose of providing a commercially available product or service to other Government agencies, such as Federal Data Processing Centers, the National Finance Center, or the Office of Personnel Management Training Centers, must be inventoried and reviewed in accordance with Paragraph 8 of A-76. All such reviews were required to be completed by September 30, 1987:

(1) The provisions of this section do not apply to the interagency use of Governmental functions.

(2) If the activity has been reviewed, agencies (e.g., AID) may use the products or services with no further justification.

(3) If, by September 30, 1987, the activity had not been justified for continued in-house performance, user agencies shall obtain the required services directly from a commercial source.

(4) If another Government agency is providing a commercial product or service to AID, and AID is considering performing that activity in-house, the decision shall be treated as a "new requirement."

d. When a PIO/T is submitted to initiate a PASA or RSSA, A-76 provisions apply unless the Bureau, Office or Overseas Post includes, a statement signed by the cognizant Assistant Administrator, Independent Office Director, or Mission Director/AID Representative that the subject work is exempt from the provisions of A-76 because (1) it is for the provision of technical assistance and (2) the facilities and resources of the other Federal agency are particularly or uniquely suitable for the technical assistance being sought and are not competitive with private enterprise. In such instances, the other providing Federal agency determines whether or not it has excess capacity to meet the requirement and is able to respond to AID's request.

e. The AA/PFM, in coordination with the Bureaus, Offices and Overseas Posts which are the primary users of the existing or proposed PASA/RSSA services, represents AID as required in determining with the providing agencies the schedules or reviews of such activities as are determined to fall within the scope of A-76.

45C. Definitions

1. Adversely affected employee. An employee identified for release from his/her competitive level by the Agency in accordance with 5 CFR Part 351 and Chapter 35 of the U.S. Code, as a direct result of a decision to convert an Agency commercial activity to contract performance.

2. Commercial activity. One which is operated by a Federal executive agency and which provides a product or service which could be obtained from a commercial source. A commercial activity is not a Government function. A commercial activity may also be part of an organization or type of work that is separable from other functions or activities and is suitable for performance by contract.

3. Commercial source. A business, university, or other non-Federal activity located in the United States, its territories and possessions, the District of Columbia or the Commonwealth of Puerto Rico, which provides a commercial product or service.

4. Contract administration cost. A cost incurred by the Government in assuring that a contract is faithfully executed by both the Government and the contractor. It includes the cost of the contract, processing contract payments, negotiating change orders, monitoring the closeout of contract operations and centralized Agency-wide contracting activities.

5. Conversion to contract. The changeover of an activity from Government performance to performance under contract by a commercial source.

6. Conversion to in-house. The changeover of an activity from performance under contract to Government performance.

7. Cost comparison. The process of developing an estimate of the Government performance cost of a commercial activity and comparing it, in accordance with the requirements in Parts II, III and IV of the Supplement to A-76, to the cost to the Government for contract performance of the activity.

8. Directly affected parties. Federal employees and their representative organizations and bidders or offerors on the instant solicitation.

9. Expansion. The modernization, replacement, upgrade or enlargement of an Agency commercial activity involving a cost increase exceeding either (a) 30 percent of the total capital investment or (b) 30 percent of the annual personnel and material costs. A consolidation of two or more activities is not an "expansion" unless the proposed total capital investment or annual personnel and material costs of the consolidation exceeds the total of the individual activities by 30 percent or more.

10. Full-time equivalent (FTE) workyear. The planned use of 2,080 straight time paid hours in a fiscal year (to include authorized leave and paid time off for training). In the case of full-time employees with permanent appointments, "one FTE" is normally comparable to "one employee." For part-time employees, each working 1,040 straight time paid hours in a fiscal year equals "1/2 FTE."

11. Governmental function. A function which is so intimately related to the public interest as to mandate performance by Government employees. These functions include activities which require either the exercise of discretion in applying Government authority or the use of value judgment in making decisions for the Government. Services or products in support of Governmental functions are commercial activities and are normally subject to A-76. Governmental functions normally fall into two categories:

a. The act of governing, i.e., the discretionary exercise of Government authority. Examples include investigations, prosecutions and other judicial functions; management of Government programs requiring value judgments, as in the direction of the national defense; management and direction of the Armed Services; activities performed exclusively by military personnel who are subject to deployment in a combat, combat support, or combat service support role; conduct of foreign relations; selection of program priorities; direction of Federal employees; regulation of the use of space, oceans, navigable rivers and other natural resources; direction of intelligence and counter-intelligence operations; and the regulation of industry and commerce, including food and drugs.

b. Monetary transactions and entitlements, such as tax collection and revenue disbursements; control of Treasury accounts and money supply; and the administration of public trusts.

12. New requirement. A newly established need for a commercial product or service.

13. Preferential procurement program. A mandatory source program and includes small, minority and disadvantaged businesses and labor surplus area set-asides and awards made under Section 8(a) of the Small Business Act.

14. Technical assistance. Includes both the actual on-site provisions of assistance overseas and the various support services and activities which directly facilitate such assistance, whether performed overseas or in the United States, without regard to the source of funds.

45D. Scope

1. This Directive applies to printing and binding only in those agencies or departments which are exempt by law from the provisions of Title 44 of the U.S. Code (AID is so exempted.)

2. This Directive shall not be used to justify a conversion to contract solely to avoid personnel ceilings or salary limitations.

3. This Directive does not:

a. Apply to Governmental functions as defined in paragraph 45C-11 or when contrary to law, Executive Orders, or any treaty or international agreement.

b. Apply to the conduct of research and development. However, severable in-house commercial activities in support of research and development are normally subject to this Directive.

c. Provide authority to enter into contracts or authorize contracts which establish an employer-employee relationship between the Government and contractor employees. An employer-employee relationship involves close, continual supervision of individual contractor personnel by Government employees, which differs from general oversight of contractor operations. However, limited and necessary interaction between Government employees and contractor employees, particularly during the contract conversion period, does not establish an employer-employee relationship.

d. Establish and shall not be construed to create any substantive or procedural basis for anyone to challenge any Agency action or inaction on the basis that such action or inaction was not in accordance with this Directive, except as set forth specifically in Section 45J.

45E. Responsibilities

1. The Assistant to the Administrator for Personnel and Financial Management (AA/PFM) is responsible for assuring implementation of A-76 and its Supplement within the Agency and, specifically, certifies that the in-house cost estimate is based on the most efficient and cost-effective operation possible pursuant to the required management study. Day to day coordinating responsibility has been redelegated to PFM/FM/FSD.

2. The Heads of Bureaus, Offices, and Overseas Posts have primary responsibility for implementing A-76 policies and procedures, as set forth in this Directive, within their respective organizations. In particular, they are responsible for identifying in-house functions susceptible to contractor performance for the application of A-76 procedures, for applying those procedures including the cost comparison reviews, and for making determinations on whether or not a given activity should be performed in-house or by contract in accord with the results of a cost comparison review. Specifically, Heads of Bureaus, Offices and Overseas Posts:

a. Assure that their operations are organized and staffed for the most efficient and effective performance;

b. Assure full consideration of the provisions of this Directive in a timely fashion prior to initiating any new acquisition for services -- whether by contract, PASA/RSSA, or direct-hire performance -- so as not to delay program implementation;

c. Assure that PIO/T's for PASA/RSSA services include statements exempting such proposed services from A-76 provisions; and similarly, assure that requests for staff increases and/or organization change proposals include statements indicating whether or not such staff increases or organization changes would constitute "new requirements;"

d. Precede cost comparison reviews with management studies to completely analyze the current method of operation and make whatever changes are necessary to establish the most efficient and effective in-house operation, obtaining assistance from PFM/FM/FSD and PFM/PM/PCF for the conduct of such appraisals as appropriate;

e. Establish, in consultation with PFM/FM/FSD, GC, PFM/PM, and MS/OP, Task Forces for the conduct of the cost comparison reviews, and designate the Chairperson of such Task Forces;

f. Review and approve the recommendations of such Task Forces on whether the activities reviewed should be performed in-house or by contract on the basis of comparative cost, and assure the implementation of such determinations;

g. If it is determined that no commercial sources is capable of providing the needed product or service, prepares (with the help of MS/OP) the requirements notice that MS/OP is required to put in the Commerce Business Daily.

h. Ensure that contracts awarded as a result of reviews under A-76 are administered and monitored to achieve proper performance, using appropriate contractual remedies any time performance is less than satisfactory; and

i. Overseas Posts are to inform PFM/FM/FSD through their parent Bureaus of any in-house activities which should be added to the Agency's inventory, and of the results of cost comparison reviews along with a copy of all documentation arising therefrom.

3. The Office of Financial Management (PFM/FM): Has the primary responsibility for coordinating the implementation of A-76 within AID. Through the Financial Systems Division (PFM/FM/FSD), it:

(a) Develops and issues Agency policy and procedural guidance on A-76.

(b) In collaboration with the Bureaus and Offices, develops and maintains the inventory and schedule of reviews of in-house functions covered by A-76 criteria, and publishes them as required.

(c) Ensures that Bureaus and Offices responsible for activities scheduled for cost comparison reviews subject those activities first to management studies, and assists them in conducting or arranging for the conduct of such studies.

(d) Assists Bureaus and Offices in the preparation of the statement of work for cost comparison reviews and, as necessary, coordinates the conduct of the reviews.

(e) Participates in cost comparison reviews and, in particular, determines the cost of performing in-house an activity under review, utilizing the Supplement to A-76, provides completed cost study to the IG for independent review;

(f) Upon receipt from GC/LE of an appeal determined valid by GC/LE in accord with A-76 criteria, ensures an independent and objective review of the initial determination from which an appeal is being made and of the rationale on which the determination was based, and prepares recommendations to the Administrator on the disposition of the appeal.

(g) Prepares periodic and ad hoc reports concerning Agency implementation of A-76 as required, and maintains central files including decision documents and data pertinent to actions undertaken.

(h) Represents the Agency with respect to A-76 to OMB, the Congress, and the public, and on the Interagency A-76 Committee.

4. The Office of Procurement (MS/OP):

a. Continually monitors contracted commercial activities to ensure that performance is satisfactory and cost effective and, if performance becomes unsatisfactory or costs become unreasonable, notifies PFM/FM/FSD for consideration of cost comparison review;

b. Informs PFM/FM/FSD of any proposed agreement with another Federal agency for the performance of services exempt from A-76 criteria, and serves as primary point of liaison with agencies in the conduct of joint reviews by AID and the other agencies to determine whether the activity should be performed in-house by the other agencies, by AID in-house, or by contract;

c. Participates in cost comparison reviews and, in particular, determines the cost of performing an activity by private sources under contract through normal competitive contracting procedures; and

d. In considering requests for information, including that supplied by contractors, uses Executive Office of The President, Office of Management and Budget, Office of Procurement Policy (OFPP) Policy Letter No. 78-3, "Requests for Disclosure of Contractor-supplied Information Obtained in the Course of a Procurement," as a guide.

5. The AID Office of Personnel Management (PFM/PM):

a. Identifies adversely affected employees;

b. Exerts maximum effort to find available positions for adversely affected employees by:

(1) Giving such employees priority consideration for available positions within the Agency;

(2) Establishing a Reemployment Priority List and a Positive Placement Program;

(3) Paying reasonable training and relocation costs that contribute directly to placement;

(4) Coordinating with the Federal Government's Office of Personnel Management (OPM) to ensure that adversely affected employees have access to Government-wide placement programs including the Displaced Employees Program (DEP), and the Interagency Placement Assistance Program (IPAP), and with the Department of Labor on private sector job opportunities;

(5) Consistent with post employment restrictions, advising adversely affected employees that they have the right to first refusal for employment on the contract in positions for which they are qualified, and assisting them in applying for such employment.

(6) Assures that the remaining positions are properly classified and that organizational criteria are met.

c. Collaborates with PFM/FM/FSD and the affected Bureau Office to notify employees and their certified bargaining units of an impending cost comparison review.

d. Reviews requests for posting vacancies through merit promotion to assure none are for functions currently under A-76. Any that are, will be returned to the requester unless there is specific A-76 waiver approved by the agency A-76 monitor in PFM/FM.

6. The Office of the Inspector General (IG):

a. Prior to the date for opening bids or proposals, reviews the Cost Comparison Form and associated documentation for conformance with A-76 and its Supplement, and other applicable guidance; and

b. Signs/dates the completed Cost Comparison Form.

7. The Office of Program and Policy Coordination (PPC):

a. Assesses the staffing implications of current and/or proposed staffing plans of an in-house activity with respect to overall agency workforce resources and the appropriateness of the level proposed, and identifies "new requirements" or "expansions" as evidenced by requested increases in staffing levels;

b. Prepares Agency requests to OMB for an adjustment in the Agency's personnel ceiling in conjunction with the annual budget review when a cost comparison review of an existing or proposed contract indicates that the service should be performed in-house; and

c. Ensures that the impact of cost comparison for decisions is reflected in budget estimates of operating expenses in accordance with the instructions in OMB Circular A-11, "Preparation and Submission of Budget Estimates."

d. Ensures that the impact of cost comparison decisions is reflected in budget estimates for Agency program activities in accordance with the instructions in OMB Circular No. A-11, "Preparation and Submission of Budget Estimates."

e. Ensures that changes in the mode of performance are timed to conform with the budget process.

45F. Common Ground Rules

1. Thresholds

a. Commercial activities involving 10 or fewer FTEs may be converted to contract without conducting cost comparisons if fair and reasonable prices can be obtained from qualified commercial sources. If not, a cost comparison should be conducted.

b. Activities exceeding 10 FTEs shall undergo cost comparisons to determine whether in-house performance should be continued or performance should be converted to contract; however, cost comparisons may be waived by the AA/PFM and the activity converted to contract. The waiver must include a written determination signed by the AA/PFM that effective price competition is available and the reasons why the in-house operation has no reasonable expectation of winning the competition (results of previous cost comparisons of similar activities, GAO or other audit findings, etc.).

c. In no cases shall any commercial activity exceeding 10 FTEs be modified, reorganized, divided or in any way changed for the sole purpose of circumventing the requirements of this section.

2. Performance Work Statements

a. Both Government and commercial cost estimates must be based on the same scope of work and standards of performance. Performance work statements and quality assurance plans are prepared in accordance with the A-76 Supplement.

b. Existing work statements and quality assurance plans for contracts must be reviewed and rewritten, if necessary, using the Supplement as a guide, before beginning a subsequent procurement action. This requirement is not applicable to contracts obtained under small purchase procedures, and it may be waived by the AA/PFM whenever it is determined that application of the Supplement to existing contracts would not be in the best interests of mission accomplishment.

3. Standard Cost Factors

Standard cost factors are used as prescribed in the Supplement to A-76 and as supplemented for particular operations. Any variations in costing from one case to another must be fully explained in writing, approved by the AA/PFM and included in the cost comparison documentation.

4. Common Costs

Cost comparisons include all significant costs of both Government and contract performance. Common costs, i.e., costs that would be the same for either in-house or contract operation, need not be computed, but the basis of those common costs must be identified and included in the cost comparison documentation.

5. In-House Cost Estimate

a. The in-house estimate is based on the most efficient and cost effective in-house operation needed to accomplish the requirements in the performance work statement, and is in accordance with Agency staffing and personnel regulations. A management study must be performed to completely analyze the current method of operation and make whatever changes are necessary to establish the most efficient and effective in-house operation. This statement must be signed by the head of the bureau/office and sent to AA/PFM.

b. Early in the management study, management should solicit the views of employees in the activity under review for their recommendations as to the most efficient and effective organization.

c. The AA/PFM certifies that the in-house cost estimate is based on the most efficient and cost effective operation practicable. Such certification is made prior to the date for receipt of bids or proposals.

d. The solicitation may not be cancelled if there are significant changes, omissions or defects in the Agency's in-house cost estimate. Such corrections must be made before the expiration of bids or proposals (including extensions of bids or proposals).

e. Should the cost comparison result in a decision to perform the work in-house, implementation of the in-house staffing plan must be initiated within one month after cancellation of the solicitation and completed within six months. A statement, signed by the bureau/office head, must be sent to AA/PFM to complete this action.

6. Contract Costs and Requirements

a. The contract cost is based on a firm bid or proposal competitively obtained in accordance with applicable procurement regulations. Existing contract prices (such as those from the GSA Supply Schedules) may not be used in a cost comparison.

b. Bidders or offerors must be informed that an in-house cost estimate is being developed and that a contract may or may not result.

c. Bids or proposals from contractors must be on at least a three-year multi-year basis whenever funds are appropriated for such periods or include pre-priced renewal options to cover two fiscal years after the initial period to guard against "buy-in" pricing. Multi-year procurement or pre-priced renewal options also provide advantages such as continuity of operations, the possibility of lower contract prices, and reduced turbulence and disruption.

d. All contracts awarded as a result of a conversion (whether or not a cost comparison was performed) must:

(1) Include a provision, consistent with Government post employment conflict of interest standards, requiring that the contractor give AID employees adversely affected or separated (as a result of the conversion to contract) the right of first refusal for employment openings under the contract in positions for which they are qualified and inform the AID contracting officer within 90 days after the contract effective date of all measures taken to comply with this requirement and the specific results;

(2) Include in contracts for critical or sensitive services a requirement for the contractor to develop a strike contingency plan explaining how the contractor will assure there will be no significant interruption of contract services due to labor disruption; and

(3) Include all applicable clauses and provisions related to equal employment opportunities, veterans preference, and minimum wages and fringe benefits.

e. Standby costs are costs incurred for the upkeep of property in standby status. Such costs:

(1) Neither add to the value of the property nor prolong its life, but keep it in efficient operating condition or available for use; and

(2) May not be charged to the cost of contracting when an in-house activity is terminated in favor of contract performance and the Agency elects to hold Government equipment and facilities on standby solely to maintain performance capability. This is a management decision.

7. Cost Differential

An existing in-house activity may not be converted to contract performance on the basis of economy unless the projected cost advantage to AID is at least 10 percent of the in-house personnel-related cost for the performance period.

8. Independent Review

a. All cost comparisons must be reviewed by the Office of the Inspector General as an impartial activity which is organizationally independent of the commercial activity being studied and the activity preparing the cost comparison. This review is completed far enough in advance of the bid or proposal opening date to allow the Agency to correct any discrepancies found prior to sealing the Government in-house cost estimate.

b. The independent review should be of those costs which can be determined prior to opening of bids or proposals, and should ensure those costs were prepared in accordance with the Supplement to A-76.

c. The independent review should substantiate the currency, reasonableness, accuracy, and completeness of the cost comparison. This includes assuring that the in-house cost estimate is based on the same comparison work statement as contained in the solicitation. The cost comparison supporting documentation must be sufficient to require no additional interpretation.

d. When the reviewer determines the cost comparison documentation is current, reasonable, accurate and complete, he/she signs the completed cost comparison form and returns the package to PFM/FM/FSD for appropriate action.

9. Government-furnished Facilities, Equipment and Real Property.

a. When performing a cost comparison, AID determines whether or not Government-owned facilities, equipment and real property will be made available to contractors. Such determinations are based on an informal cost-benefit analysis of what is the most cost advantageous to the Government.

b. Government facilities and equipment are not normally expanded to accommodate new requirements or expansions if adequate and cost effective contractor facilities are available.

45G. Implementation

1. Inventory of A-76 Activities

a. Agency in-house activities subject to the A-76 are included on the inventory of such activities together with the schedule for the cost comparison reviews. The inventory and schedule must be updated and published in the Federal Register and the Commerce Business Daily at least annually. The inventory has two parts -- (1) the list of activities with a staff of 10 or fewer Full Time Equivalent (FTEs) positions that may be converted to contract without a cost comparison if fair and reasonable prices can be obtained from qualified commercial sources; and (2) the list of activities with a staff of 11 or more FTEs that require a cost comparison prior to conversion, unless the Assistant to the Administrator for Personnel and Financial Management (AA/PFM) waives such cost comparison because effective price competition is available and there is no reasonable expectation that the in-house operation can win the competition. An activity above 10 FTEs cannot be modified, reorganized, divided or in any way changed for the sole purpose of circumventing the requirements of a cost comparison review.

(1) Annually, PFM/FM/FSD requests Bureaus, Offices and Overseas Posts evaluate all of their activities and functions to determine which are Governmental functions and which are commercial activities.

(2) Bureaus, Offices and Overseas Posts then complete an inventory of all Government commercial activities including known expansions and new requirements which they operate, listing separately activities of 10 FTEs or less and activities of 11 FTEs or more, and submit such inventories to PFM/FM/FSD for consolidation into the Agency's inventory.

b. For each activity, the inventory must describe, as a minimum, the number of FTEs, the nature and location, the date of the last review, the date of the next review, and reason for justifying continued in-house performance. If the activity is new and has not been reviewed, the date of the scheduled initial review is used.

c. PFM/FM/FSD updates the Agency's commercial activity inventory annually as well as when deemed appropriate pursuant to reorganization and staffing level changes which result in new or expended commercial activities.

2. Reviews

a. Existing In-House Commercial Activities

(1) The cognizant Bureau/Office/Overseas Post Head, in consultation with PFM/FM/FSD, schedules reviews of the commercial activities listed in the inventory. The review should first include a determination of whether the activity must be retained in-house for reasons other than lower cost. If these criteria do not apply, the Agency must justify in-house performance on the basis of lower cost, unless a waiver is appropriate.

(2) Each year, PFM/FM/FSD publishes AID's schedule for conducting cost comparison studies in the Commerce Business Daily and the Federal Register. The schedules must be published at least 30 days before commencement of the first cost comparison study on the schedules. At a minimum, the cost comparison study schedules for each activity include the name, location, and date the cost comparison study is to begin. Changes to the cost comparison schedule require at least a 30-day public notice in the Commerce Business Daily and the Federal Register.

(3) Activities approved for continuation in-house for any reason must be completely reviewed again, at least once every five years, in accordance with the requirements of A-76 and its Supplement,

(4) Commercial activities for potential contracts should be "packaged" to maximize economies and efficiencies, and provisions and goals for prime and subcontract awards to small and small disadvantaged businesses, pursuant to P.L. 95-507, the Small Business Act Amendment, should be observed.

(5) Where practicable, solicitations should be written to take advantage of the competitive structure of the local business community.

b. Expansions

In cases where expansion of an Agency commercial activity is anticipated, a review of the entire activity, including the proposed expansion, shall be conducted to ascertain whether Agency operation is authorized under A-76. Cost comparison thresholds for expansions are the same as for existing in-house commercial activities. Thirty (30) days public notice shall be given in the Federal Register and Commerce Business Daily if the review has not previously been scheduled.

c. New Requirements

(1) All new requirements which do not meet the criteria for Government performance described in A-76 should normally be performed by contract. However, if there a reason to believe that commercial prices may be unreasonable, an informal preliminary review shall be conducted to determine whether it is likely that the work can be performed in-house at a cost that is less than anticipated contract performance by 10 percent of Government personnel-related costs, plus 25 percent of the acquisition cost of any additional equipment and facilities; i.e., capital assets not currently owned by the Government. When this is determined to be likely, a cost comparison shall be conducted.

(2) When in-house performance to meet a new requirement is not feasible or when contract performance would be by a commercial or mandatory source under a preferential procurement program, a contract may be awarded without conducting a cost comparison.

d. Existing Contracts

(1) Contracted commercial activities should be continually monitored to ensure that performance is satisfactory and cost effective.

(2) When contract costs become unreasonable or performance becomes unsatisfactory and recompetition with other commercial sources does not result in reasonable prices, a cost comparison of a contracted activity shall be performed in accordance with the Supplement to A-76 to determine if in-house performance is appropriate.

(3) Contracts for commercial activities that are justified for in-house performance based on cost comparisons will be allowed to expire (options will not be exercised) once in-house capability is established. If the required FTEs cannot be accommodated within the Agency's personnel ceiling, a request for adjustment will be submitted to OMB through PPC in conjunction with the annual budget review.

e. Formation of the Task Force

Once the commercial activities have been inventoried and, where appropriate, scheduled for cost studies, a Task Force is established separately by the head of the Bureau/Office/Overseas Post Head in which the in-house function is located to conduct each cost study, in accordance with the Supplement to A-76.

(1) The Task Force should be knowledgeable about: the activity under study; writing performance work statements; determining personnel requirements; labor management relations; defining skill and skill levels; establishing pay requirements; determining material requirements; acquiring products and services; determining the legal implications of alternatives; determining and documenting the source of cost information; and other related areas needed in special cases.

(2) The Task Force chairperson will be a representative of the parent organization and familiar with the requirements of A-76. The Task Force includes representatives from the Office of Financial Management (PFM/FM), Office of Personnel Management (PFM/PM), Office of the General Counsel (GC), and Office of Procurement (MS/OP) (or counterpart staff in the case of overseas posts), each of whom has specific responsibilities under these procedures. Most of the Task Force work is done individually, e.g., the PFM/FM member prepares the in-house cost estimate and the MS/OP member handles the contract solicitation.

f. Scheduling of Tasks in Reviews

The Task Force must prepare a milestone schedule for orderly and timely completion of the A-76 process. The milestone schedule must allow adequate time for: preparation of the performance work statement; determination of the most efficient and effective organization for Government performance of the function under study (i.e., the management study); solicitation and evaluation of bids or proposals; development of the cost to retain Government performance; independent review and certification of the in-house estimate; comparison of the estimated cost of the alternatives; review and approval of recommendations; the appeal process; the final decision (contract award or cancellation of the solicitation) and a transition period.

(1) As soon as feasible, Bureaus/Offices/Overseas Posts should notify affected employees of an impending cost comparison study, coordinating with PFM/PM with respect to personnel implications, employee-employer relationships, and attendance by representatives of both PFM/PM and of the Agency's certified collective bargaining organizations at such notification meeting.

(2) A management study of the activity must be performed before the cost comparison review to completely analyze the current method of operation and make whatever changes are necessary to establish the most efficient and effective operation. In doing so, management should solicit the views of employees in the activity for their

recommendations as to the most efficient and effective organization. The Bureau, Office or Overseas Post concerned arranges for the performance of this management study in consultation with PFM/FM/FSD. Subsequently, the AA/PFM must certify that the in-house cost estimate is based on the most efficient and cost effective operation practicable.

(3) A Performance Work Statement (PWS) is prepared by the Bureau, Office or Overseas Post concerned, with specific performance measures, to serve as a contractible scope of work and as the basis for calculating actual or projected in-house costs. As the PWS is the basis for the cost comparison review, it is reviewed by the Task Force.

(4) More or less simultaneously, PFM/FM/FSD develops the cost of the in-house actual or projected activity, based on the PWS and using the Cost Comparison Handbook issued as Part IV of the A-76 Supplement, while MS/OP solicits firm bids or proposals under competitive procedures. After PFM/FM/FSD finishes the in-house cost estimate, they prepare the Cost Comparison Form, as illustrated in Part IV of the A-76 Supplement. The form is then reviewed by the IG to ensure the costs have been estimated and supported in accordance with the provisions of A-76 and the Supplement. The Cost Comparison Form is then submitted by PFM/FM/FSD to the MS/OP contracting officer in a sealed envelope prior to the submission date for contractor bids or proposals. At the time of the proposal opening (public opening, if it is a sealed bid procurement), the contracting officer and the PFM/FM/FSD member open the proposals (bids, if it is a sealed bid procurement) and in-house cost estimate, and enter the apparent low price on the Form. (For sealed bid contracts, the contracting officer then announces the results and the documentation (Cost Comparison Form and supporting data) are made available for review.)

(5) Subsequent to the evaluation of proposals or bids and pre-award determination of responsiveness and responsibility, and after any appeals are made, the Head of the Bureau, Office, or Overseas Post makes the final decision for performance in-house or by contract, recording the decision on the Cost Comparison Form.

(6) If the cost comparison review results in a decision to perform the work in-house based on a modified structure and staffing plan, implementation of the projected or revised staffing plan must be initiated within 30 days after cancellation of the solicitation and completed within six months.

(7) Paragraph 45J prescribes the appeal procedure which may be employed by an affected party including Federal employees and their representative organizations, and bidders or offerors on the instant solicitation.

45J. Appeals of Cost Comparison Decisions

1. This administrative appeals procedure is to resolve questions from directly affected parties relating to (1) determinations resulting from cost comparisons performed in compliance with A-76 and its Supplement and (2) justifications to convert to contract without a cost comparison in accordance with the A-76 criteria. The appeals procedure does not apply to questions concerning:

a. Award to one contractor in preference to another; or

b. Agency management decisions.

2. The appeals procedure is intended to provide an administrative safeguard to ensure that Agency decisions are fair and equitable and in accordance with the A-76 procedures. It does not authorize an appeal outside the Agency or a judicial review.

3. The appeals procedure provides for a decision within 30 calendar days of receipt of the appeal. The decision is made by an impartial official at a level organizationally higher than the official who approved the original decision. The original appeal decision is final.

4. All detailed documentation supporting the initial cost comparison decision must be made available to directly affected parties upon request when the initial decision is announced. If the documentation is not available at that time, the 15-day appeal period is extended the number of days equal to the delay.

5. The detailed documentation includes, at a minimum, the in-house cost estimate with detailed supporting data, the completed Cost Comparison Form, the name of the winning contractor (if the decision is to contract out), or the price of the bidder whose proposal would have been most advantageous to the Government (if the decision is to perform in-house).

6. To be considered eligible for review under the Agency's appeals procedures, appeals must:

a. Be received by the GC/LE in writing 15 working days after the date the supporting documentation is made available to directly affected parties. (The GC/LE may extend the appeal period to a maximum of 30 working days if the cost study is particularly complex.) The appeal must include the appellant's full name and mailing address and be signed by the appellant (if an individual) or by an officer (if an entity is appealing).

b. Address specific line items on the Cost Comparison Form and set forth the rationale for questioning those items; and

c. Demonstrate that the result of the appeal may change the cost comparison decision.

7. Since the appeal procedure is intended to protect the rights of all directly affected parties -- Federal employees and their representative organizations, and bidders or offerors on the instant solicitation -- the procedure and the decision upon appeal may not be subject to negotiation, arbitration, or agreement.

8. Procedure

a. Upon the filing of an appeal, the GC/LE reviews the appeal to determine if the appellant has standing to make the appeal and if the appeal is in the proper form. If the appellant does have standing to bring the appeal and the appeal is in the proper form, the GC/LE will forward the appeal to PFM/FM/FSD. This must be done within seven days of the filing of the appeal.

b. PFM/FM/FSD is responsible for coordinating the Agency's handling of the appeal and provides for an independent, objective review of the initial Agency determination and the rationale upon which the determination was based.

c. The decision on the review is made by the Administrator. It is made within 30 days of the filing of the appeal with the GC/LE.

d. PFM/FM/FSD notifies the appellant in writing of the Administrator's decision on the review and provides one complete set of all appeal documents.

ATTACHMENT 45A

Agency..... Location..... Function.....

COST COMPARISON FORM
Expansions, New Requirements and Conversions
To In-House Performance (ENRC)

Performance Periods

In-House Performance Costs	1st	2nd	3rd	Additional	Total	Ref
1. Personnel Cost						
2. Material & Supply						
3. Other Specifically Attributable Costs						
4. Overhead Cost						
5. Capital Costs						
6. One-time Conversion Cost (ENRC)						
7. Additional Costs	____	____	____	_____	_____	
8. Total In-House Cost						
Contract Performance Costs						
9. Contract Price						
10. Contract Administration						
11. Additional Costs						
12. One-time Contract Conversion Costs						
13. Gain or Loss on Disposal of Assets (Expansion)						
14. Federal Income Tax (Deduct)						
15. Total Contract Costs	____	____	____	_____	_____	

Decision

16. Conversion Differential (for Expansions, note net difference, Chap V, E) _____
17. Total (line 8 & line 16) _____
18. Cost Comparison _____
    Do the cost comparison calculation only for the total column. Positive results on line 18 supports decision to accomplish function by contract.
19. Cost Comparison Decision (check block) / / Accomplish In-house
    / / Accomplish by Contract

	Name/Title/Org	Signature	Date
In-house Estimate Prepared by:	_____	_____	____
In-house Estimate Reviewed by:	_____	_____	____
Cost Comparison Accomplished by:	_____	_____	____
Cost Comparison Reviewed by:	_____	_____	____
Cost Comparison Decision Approved by:	_____	_____	____

APPENDICES

APPENDIX 1

AID/OVERSEAS ORGANIZATIONS BY CATEGORY

A1A. This Appendix is revised as organization changes are approved through the procedures contained in Chapter 3 of this Handbook.

A1B. Chapters 5 through 40 of this Handbook contain detailed descriptions of organizations listed in this Appendix.

A1C. The following is a brief description of the various overseas organizational categories listed in Appendix 1:

Category 1 - AID Country Organizations are located in countries in which AID is implementing a bilateral program. Such organizations are: AID Missions, AID Offices, and AID Sections of Embassy.

Category 2 - Offices for Multi-country Programs are established to administer AID activities involving several countries.

Category 3 - Offices for Multi-country Services are established to provide services to other AID organizations.

Category 4 - Development Assistance Coordination and Representation Offices are established to provide liaison between AID and other economic assistance donors, countries, or multilateral institutions.

Category 5 - Audit and Investigations Offices are established to conduct audits and investigations of AID overseas programs and operations.

See Chapters 30 through 34 for more detailed information on these overseas organizations.

GRAND TOTAL, ALL CATEGORIES: 92

CATEGORY 1. AID COUNTRY ORGANIZATIONS - 71

A. AID MISSIONS - 48

1. BUREAU FOR AFRICA (AFR) - (22)

. Botswana
. Cameroon (includes responsibility for Central African Republic and Equatorial Guinea)
. Guinea
. Kenya
. Lesotho
. Liberia
. Madagascar
. Mali (also headquarters for Sahel Regional Development Planning Office)
. Malawi
. Mozambique
. Niger
. Rwanda
. Senegal
. Somalia
. South Africa, Republic of
. Sudan
. Swaziland
. Tanzania
. Uganda
. Zaire, Republic of (includes responsibility for Congo)
. Zambia
. Zimbabwe

2. BUREAU FOR ASIA AND PRIVATE ENTERPRISE (APRE) - (6)

. Bangladesh
. India
. Indonesia
. Nepal
. Sri Lanka
. Thailand

3. BUREAU FOR EUROPE AND NEAR EAST (ENE) - (8)

. Egypt
. Jordan
. Morocco
. Pakistan
. Philippines
. Poland
. Tunisia
. Yemen Arab Republic

4. BUREAU FOR LATIN AMERICA AND THE CARIBBEAN (LAC) - (12)

. Bolivia
. Costa Rica
. Dominican Republic
. Ecuador
. El Salvador
. Guatemala
. Haiti
. Honduras
. Jamaica
. Nicaragua
. Panama
. Peru

B. AID OFFICES - 21

1. BUREAU FOR AFRICA (AFR) - (10)

. Burkina Faso
. Burundi
. Cape Verde
. Chad
. Ethiopia
. The Gambia
. Ghana
. Guinea-Bissau
. Mauritania
. Togo (includes responsibility for Benin)

2. BUREAU FOR ASIA AND PRIVATE ENTERPRISE (APRE) - (1)

. Burma

3. BUREAU FOR EUROPE AND NEAR EAST (ENE) - (4)

. Afghanistan
. Khmer Affairs (Bangkok)
. Lebanon
. Oman (U.S. Joint Commission)

4. BUREAU FOR LATIN AMERICA AND THE CARIBBEAN (LAC) - (6)

. Belize
. Brazil
. Chile
. Colombia
. Mexico
. Uruguay

C. AID SECTIONS OF EMBASSY - 2

1. BUREAU FOR AFRICA (AFR) - (1)

. Nigeria

2. BUREAU FOR LATIN AMERICA AND THE CARIBBEAN (LAC) - (1)

. *Paraguay

CATEGORY 2. **OFFICES FOR MULTI-COUNTRY PROGRAMS - 7

A. BUREAU FOR AFRICA (AFR) - 1

1. Africa Regional with sub-posts as follows:

. Regional Housing and Urban Development Office/East Africa (RHUDO/ESA) in Kenya
. Regional Housing and Urban Development Office/West Africa (RHUDO/WCA) in Cote D'Ivoire

B. BUREAU FOR ASIA AND PRIVATE ENTERPRISE (APRE) - 2

1. Asia Regional with sub-posts as follows:

. Office of the U.S. Executive Director, Asian Development Bank
. Regional Housing and Urban Development Office (RHUDO/ASIA) in Thailand
. Regional Advisors
. Association of South East Asian Nations (ASEAN) (headed by AID/ASEAN Liaison Officer) in Thailand

2. Regional Development Office/South Pacific (RDO/S Pacific) headquartered in Suva, Fiji, managing activities in the South Pacific, including Tonga, Western Samoa, Papua New Guinea, Solomon Islands, Fiji, Vanuatu, Tuvalu, Cook Islands, Kiribati and Niue.

C. BUREAU FOR EUROPE AND NEAR EAST (ENE) - 1

1. Near East Regional with sub-posts as follows:

. Regional Housing and Urban Development Office in Tunisia, Morocco, and Jordan
. Regional Legal Office in Morocco
. Regional Economic Office in Jordan

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* AID Program activity and/or related American presence has been suspended.
** Controlled as organization units for internal AID purposes although some are not "organizations" in the usual sense of the term.

D. BUREAU FOR LATIN AMERICA AND THE CARIBBEAN (LAC) - 3

1. Regional Office for Central American Programs (ROCAP) managing activities in:

Costa Rica
El Salvador
Guatemala (headquarters)
Honduras
Nicaragua
Panama

2. Regional Development Office/Caribbean (RDO/C) headquartered in Bridgetown, Barbados, managing activities in:

Anguilla	Monteserrat
Antigua	Netherlands-Antilles
Barbados	St. Kitts-Nevis
Cayman Islands	St. Lucia
Dominica	St. Vincent
Grenada	Surinam
Guadeloupe	Trinidad and Tobago
Martinique	Turks and Caicos

3. Latin America and the Caribbean Regional with sub-posts as follows:

. Regional Housing and Urban Development Office/South America (RHUDO/SA) in Ecuador
. Regional Housing and Urban Development Office/Central America (RHUDO/CA) in Honduras
. Regional Housing and Urban Development Office/Caribbean (RHUDO/CAR) in Jamaica
. Regional Contract Office in Bolivia
. Regional Contract Office in Guatemala
. Regional Contract Office in Barbados

CATEGORY 3. *OFFICES FOR MULTI-COUNTRY SERVICES - 2

A. BUREAU FOR AFRICA (AFR) - 2

1. Regional Economic Development Services Office for West and Central Africa (REDSO/WCA), headquartered in Abidjan, Cote D'Ivoire, providing services as required in:

Benin	Guinea
Burkina Faso	Guinea-Bissau
Cameroon	Liberia
Cape Verde	Mali
Central African Republic	Mauritania
	Niger
Chad	Nigeria
Congo	Senegal
Equatorial Guinea	Sao Tome/Principe
Gabon	Sierra Leone
The Gambia	Togo
Ghana	Zaire, Republic of

2. Regional Economic Development Services Office for East and Southern Africa (REDSO/ESA), headquartered in Nairobi, Kenya, provides services as required in:

Botswana	Malawi	Sudan
Burundi	Mauritius	Swaziland
Comoros	Mozambique	Tanzania
Djibouti	Namibia	Uganda
Ethiopia	Seychelles	Zambia
Kenya	Somalia	Zimbabwe
Lesotho	South Africa, Republic of	
Madagascar		

* Controlled as organization units for internal AID purposes although some are not "organizations" in the usual sense of the term.

CATEGORY 4. *DEVELOPMENT ASSISTANCE COORDINATION AND REPRESENTATION OFFICES - 6

A. BUREAU FOR AFRICA (AFR) - 0

B. BUREAU FOR ASIA AND PRIVATE ENTERPRISE (APRE) - 1

Office of the U.S. Director, Asian Development Bank (ADB), Manila, Philippines

C. BUREAU FOR PROGRAM AND POLICY COORDINATION, OFFICE OF DONOR COORDINATION (PPC/DC) - 4

Office of the U.S. Representative to the Development Assistance Committee of the Organization for Economic Cooperation and Development (DAC/OECD) Paris, France

Office of the AID Coordinator/Office of Food and Agriculture (FODAG) Rome, Italy

Food and Agriculture Organization (FAO) Rome, Italy

International Fund for Agricultural Development (IFAD) Rome, Italy

D. BUREAU FOR FOOD FOR PEACE AND VOLUNTARY ASSISTANCE, OFFICE OF FOOD FOR PEACE (FVA/FFP) - 1

Office of Development Affairs/World Food Program (WFP) Rome, Italy

* Controlled as organization units for internal AID purposes although some are not "organizations" in the usual sense of the term.

CATEGORY 5. AUDIT AND INVESTIGATIONS OFFICES, OFFICE OF THE INSPECTOR GENERAL - (6)

REGIONAL INSPECTOR GENERAL FOR AUDIT OFFICES (RIG/A) REGIONAL INSPECTOR GENERAL FOR INVESTIGATIONS OFFICES (RIG/I)

The Inspector General administers two types of overseas offices of the Regional Inspector General for Audit (RIG/A) and Offices of the Regional Inspector General for Investigations (RIG/I) - located as follows:

Location	Type of Office
Egypt	RIG/A, RIG/I
Honduras	RIG/A, RIG/I
Kenya	RIG/A, RIG/I
Philippines	RIG/A, RIG/I
Senegal	RIG/A, RIG/I
Singapore	RIG/A, RIG/I

APPENDIX 2

AID-FINANCED OVERSEAS PROGRAMS AND ORGANIZATIONS

BY COUNTRY LOCATION

A3A. This Appendix is arranged in alphabetical order by country to show those AID-financed programs and organizations located in each country.

A3B. This Appendix is revised as organization changes are approved through the procedures contained in Chapter 4 of this Handbook.

A3C. Part III of this Handbook contains detailed descriptions of organizations listed in this Appendix.

A3D. The following is a brief description of the various overseas organizational categories listed in Appendix 3:

Category 1 - AID Country Organizations are located in countries in which AID is implementing a bilateral program. Such organizations are: AID Missions, AID Offices, and AID Sections of Embassy.

Category 2 - Offices for Multi-country Programs are established to administer AID activities involving several countries.

Category 3 - Offices for Multi-country Services are established to provide services to other AID organizations.

Category 4 - Development Assistance Coordination and Representation Offices are established to provide liaison between AID and other economic assistance donors, countries, or multilateral institutions.

Category 5 - Audit and Investigations Offices are established to conduct audits, and investigations of AID overseas programs and operations.

See Chapters 30 through 34 for more detailed information on these overseas organizations.

AID-FINANCED OVERSEAS PROGRAMS AND ORGANIZATIONS BY COUNTRY LOCATION

Afghanistan:
Category 1 Organization:
AID Office

Bangladesh:
Category 1 Organization:
AID Mission

Barbados:
Category 2 Organization:
Regional Development Office/Caribbean

Belize:
Category 1 Organization:
AID Office

Bolivia:
Category 1 Organization:
AID Mission

Botswana:
Category 1 Organization:
AID Mission

Brazil:
Category 1 Organization:
AID Office

Burkina Faso:
Category 1 Organization:
AID Mission

Burma:
Category 1 Organization:
AID Office

Burundi:
Category 1 Organization:
AID Office

Cameroon:
Category 1 Organization:
AID Mission (includes responsibility for the Central African Republic and Equatorial Guinea)

Cape Verde:
Category 1 Organization:
AID Office

Chad:
Category 1 Organization:
AID Office

Colombia:
Category 1 Organization:
AID Office

Comoros:
No AID overseas organization in country. AID program support to this country provided by REDSO/ESA and RFMC

Costa Rica:
Category 1 Organization:
AID Mission

Cote D'Ivoire:
Category 2 Organizations:
Regional Housing and Urban Development Office/West Africa
Category 3 Organization:
Regional Economic Development Services Office for West and Central Africa (REDSO/WCA (Headquarters))

Cyprus:
No AID overseas organization in country. (Economic Support Fund only)

Dominican Republic:
Category 2 Organization:
AID Mission

Ecuador:
Category 1 Organization:
AID Mission
Category 2 Organization:
Regional Housing and Urban Development Office

Egypt:
Category 1 Organization:
AID Mission
Category 5 Organizations:
Office of the Regional Inspector General for Audit
Office of the Regional Inspector General for Investigations

El Salvador:
Category 1 Organization:
AID Mission

Ethiopia:
Category 1 Organization:
AID Office

Fiji:
Category 2 Organization:
Regional Development Office/South Pacific

France:
Category 4 Organization:
Office of the U.S. Representative to the Development Assistance Committee of the Organization for Economic Cooperation and Development

Gabon: No AID overseas organization in country. AID program support to this country provided by REDSO/WCA.

The Gambia:
Category 1 Organization:
AID Office

Ghana:
Category 1 Organization:
AID Office

Guatemala:
Category 1 Organization:
AID Mission
Category 2 Organization:
Regional Office for Central American Programs (ROCAP) (Headquarters)

Guinea:
Category 1 Organization:
AID Office

Guinea-Bissau:
Category 1 Organization:
AID Office

Haiti:
Category 1 Organization:
AID Mission
Category 2 Organization:
Regional Contract Office

Honduras:
Category 1 Organization:
AID Mission
Category 2 Organization:
Regional Housing and Urban Development Office
Category 5 Organization:
Office of the Regional Inspector General for Audit
Office of the Regional Inspector General for Investigations

India:
Category 1 Organization:
AID Mission

Indonesia:
Category 1 Organization:
AID Mission

Israel:
No AID overseas organization in country (Economic Support Fund only)

Italy:
Category 1 Organization:
AID Earthquake Reconstruction Office for Southern Italy (managed by Bureau for Asia and Near East)
Category 4 Organizations:
Office of Development Affairs, World Food Program (WFP) and Food and Agriculture Organization (FAO), and International Fund for Agricultural Development (IFAD)
Office of the AID Coordinator/Office of Food and Agriculture (FODAG)

Jamaica:
- Category 1 Organization:
  - AID Mission
- Category 2 Organization:
  - Regional Housing and Urban Development Office

Jordan:
- Category 1 Organization:
  - AID Mission

Kenya:
- Category 1 Organization:
  - AID Mission
- Category 2 Organization:
  - Regional Housing and Urban Development Office/East Africa
- Category 3 Organizations:
  - Regional Economic Development Services Office for East and Southern Africa (REDSO/ESA) (Headquarters)
  - Regional Financial Management Center (RFMC)
- Category 5 Organizations:
  - Office of the Regional Inspector General for Audit
  - Office of the Regional Inspector General for Investigations

Korea:
- Category 1 Organization:
  - AID Section of Embassy (foreign nationals only)

Lebanon:
- Category 1 Organization:
  - AID Office

Lesotho:
- Category 1 Organization:
  - AID Mission

Liberia:
- Category 1 Organization:
  - AID Mission

Madagascar:
- Category 1 Organization:
  - AID Office

Malawi:
Category 1 Organization:
AID Mission

Mali:
Category 1 Organization:
AID Mission

Mauritania:
Category 1 Organization:
AID Office

Mauritius: No AID overseas organization in country (Economic Support Fund and Housing Guaranty).

Mexico:
Category 1 Organization:
AID Office

Morocco:
Category 1 Organization:
AID Mission

Mozambique:
Category 1
AID Office

Nepal:
Category 1 Organization:
AID Mission

Niger:
Category 1 Organization:
AID Mission

Nigeria:
Category 1 Organization:
AID Section of Embassy

Oman:
Category 1 Organization
AID Office (US Joint Commission)

Pakistan:
Category 1 Organization:
AID Mission

Panama:
Category 1 Organization:
AID Mission

Paraguay:
Category 1 Organization:
AID Section of Embassy

Peru:
Category 1 Organization:
AID Mission

Philippines:
Category 1 Organization:
AID Mission
Category 2 Organization:
AID Liaison Office to the Association of South East Asian Nations (ASEAN)
Category 4 Organization:
Office of the U.S. Director, Asian Development Bank
Category 5 Organizations:
Office of the Regional Inspector General for Audit
Office of the Regional Inspector General for Investigations

Portugal:
Category 1 Organization
AID Office

Rwanda:
Category 1 Organization
AID Mission

Senegal:
Category 1 Organization:
AID Mission
Category 5 Organizations:
Office of the Regional Inspector General for Audit
Office of the Regional Inspector General for Investigations

Seychelles:
No AID overseas organization in country. AID program support to this country provided by REDSO/ESA, RHUDO/ESA, and RFMC.

Sierra Leone:
Category 1 Organization:
AID Section of Embassy

Singapore:
Category 5 Organization:
Office of Regional Inspector General for Audit
Office of Regional Inspector General for Investigations

Somalia:
Category 1 Organization:
AID Mission

South Africa, Republic of:
Category 1 Organization:
AID Mission

Sri Lanka:
Category 1 Organization:
AID Mission

Sudan:
Category 1 Organization:
AID Mission

Swaziland:
Category 1 Organization:
AID Mission

Tanzania:
Category 1 Organization:
AID Office

Thailand:
Category 1 Organization:
AID Mission
Category 2 Organizations:
Regional Housing and Urban Development Office
Regional Supply Management Office

Togo:
Category 1 Organization:
AID Office (includes responsibility for Benin)

Tunisia:
Category 1 Organization:
AID Mission
Category 2 Organization:
Regional Housing and Urban Development Office

Uganda:
Category 1 Organization:
AID Mission

Uruguay:
Category 1 Organization:
AID Office

Yemen Arab Republic:
Category 1 Organization:
AID Mission

Zaire, Republic of:
Category 1 Organization:
AID Mission (includes responsibility for Congo)

Zambia:
Category 1 Organization:
AID Mission

Zimbabwe:
Category 1 Organization:
AID Mission

APPENDIX 3

RESERVED

APPENDIX 4

RESERVED

APPENDIX 5

AID ADVISORY COMMITTEE CHARTERS

A5A. Purpose

This Appendix contains the approved charters of AID Public Advisory Committees.

A5B. Approved Charters

The Administrator, AID, has approved charters for the following Advisory Committees, in accordance with the provisions of AID Regulation 14 (Chapter 40 of this Handbook):

Advisory Committee on Voluntary Foreign Aid

Research Advisory Committee

Board for International Food and Agricultural Development

CHARTER OF THE ADVISORY COMMITTEE ON VOLUNTARY FOREIGN AID

ARTICLE 1 The Official designation of the Committee is: The Advisory Committee on Voluntary Foreign Aid.

ARTICLE 2 Objective: To serve as a focal point for relations between the U.S. Government and U.S. private and voluntary organizations active in the fields of relief, rehabilitation, and development overseas. To assure that the voluntary sector plays a vital and dynamic role in the formulation and execution of foreign assistance programs.

ARTICLE 3 Duties and Scope of Activity:

To consult with, provide information to, and advise the Agency for International Development (and other U.S. Government agencies, as appropriate), on matters and issues needing attention across a wide spectrum of development issues relating to a foreign assistance in which U.S. Government and U.S. private and voluntary organizations interact.

To provide the community of private and voluntary organizations working abroad in development, relief and rehabilitation with information, counsel, and other assistance on problems and issues of concern to them in their relations with AID and other U.S. Government agencies.

To foster public interests in the fields of voluntary foreign aid and the activities of private and voluntary U.S. organizations.

To provide guidance to AID concerning the standards, criteria, requirements and process for the registration of voluntary agencies.

ARTICLE 4 Duration: The Advisory Committee on Voluntary Foreign Aid will serve indefinitely, subject to biennial renewal as required under the Federal Committee Act.

ARTICLE 5 Reporting: The Advisory Committee will report to the Administrator of the Agency for International Development (AID). The Assistant Administrator of the Bureau for Food for Peace and Voluntary Assistance, AID, will be responsible for providing the necessary support for the Committee and its Subcommittees. The Executive Director of the Advisory Committee will be the government representative to the Advisory Committee. The Committee will file annual reports with the Administrator describing its activities during the preceding year and furnish any other data that may be required by the Agency's Advisory Committee Management Officer.

ARTICLE 6 Costs: The annual operating costs in dollars and person-years for this Committee and Subcommittees thereof are estimated to be approximately $210,000 and 3 1/2 person-years respectively.

ARTICLE 7 Meetings: It is expected that the Committees and its Subcommittees will each hold up to four meetings annually. Should additional meetings be appropriate, such will be scheduled.

ARTICLE 8 Membership: The Committee shall be composed of no fewer than fifteen members (including the Chairman and Vice Chairman) appointed by the Administrator of AID as representatives of local and state governmental organizations, universities, and a cross section of nongovernmental entities including private and voluntary organizations, cooperatives, foundations, private firms, professional societies and other sources, as he sees fit. The Administrator of AID shall designate the Chairman, and Vice Chairman, respectively, of the Committee. Terms of members shall be established by the Administrator at the time of the appointment. Tenure of members shall be subject to the Committee itself being renewed every two years in accordance with procedures and findings required by law.

ARTICLE 9 Subcommittees: The Advisory Committee on Voluntary Foreign Aid may appoint Subcommittees, and/or special task forces as necessary, which shall report to it.

ARTICLE 10 Effective Date: December 31, 1986

Termination Date: December 31, 1988

ARTICLE 11 Date Charter is Filed: DEC 31 1986

M. Peter McPherson, Administrator

November 14, 1986
Date

CHARTER

RESEARCH ADVISORY COMMITTEE

A. Committee's official designation:

AID Research Advisory Committee

B. Committee's objectives and scope of its activity:

To provide broad policy and strategy advice to the Agency on the research program of AID. To advise the Agency on sectoral, sub-sectoral and cross sectoral strategies; on means of stimulating and utilizing scientific breakthroughs relevant to lesser developed country (LDC) development; and on generally strengthening the research process in LDC's. To assist in maintaining the quality of the AID research program by periodic reviews of the total research program and research policies and practices.

C. Period of time necessary for Committee to carry out its purposes:

Indefinite

D. Agency and official to whom the Committee reports:

Administrator of the Agency for International Development

E. Agency responsible for providing necessary support for the Committee;

Agency for International Development

F. Description of duties for which the Committee is responsible.

(1) To provide guidance in the formulation of research policies and strategies.

(2) To evaluate, as requested, the progress and future potential of Agency funded research activities, and report its findings and recommendations.

G. Membership:

The Committee shall be composed of not more than 15 members, appointed by the Administrator as representatives from universities, non-profit institutions, industry and other private sector institutions, industry and other private sector institutions with expertise in LDC research. Members will serve in a representative, not an individual, capacity and, therefore, are not considered government employees for purposes of the conflict of interest laws.

H. Estimated annual operating costs (1) in dollars and (2) in person-years for the Committee:

1. $100,000
2. 1.6 person years

I. Estimated number and frequency of Committee meetings:

Three times a year

J. Committee's termination date:

December 23, 1988

J. Date charter is filed: DEC 31, 1986

M. Peter McPherson
Administrator

Date

CHARTER

BOARD FOR INTERNATIONAL FOOD AND AGRICULTURAL DEVELOPMENT

Article I. Board's official designation:

Board for International Food and Agricultural Development (hereafter referred to as the "Board")

Article II. Board's objectives and scope of its activity:

The Chairman of the Board and the Administrator of the Agency for International Development have jointly resolved and agreed that the primary mission of the Board is to help the Agency to mobilize and utilize the faculty and institutional resources of eligible universities, and to advise and assist the Agency to develop and implement the components of the Title XII program. That program is set forth in Title XII of the Foreign Assistance Act of 1961, as amended (enacted by the International Food and Development Assistance Act of 1975), and comprises the activities described in Section 297 of Title XII.

Article III. Board membership and appointment:

The Board shall consist of seven members appointed by the President, no less than four to be selected from the universities as defined by Section 296(d) of Title XII. Terms of members shall be established by the President at the time of appointment, as provided by Section 298(a).

Article IV. Period of time necessary for the Board to carry out its purposes:

Indefinite.

Article V. Agency and official to whom the Board reports:

The Board shall report to the Administrator of the Agency for International Development, and (as provided in Section 300 of Title XII) to the Congress.

Article VI. Agency responsible for providing necessary support for the Board:

Agency for International Development

Article VII. Description of Duties for which the Board is Responsible: In discharging its duties under Section 298 of Title XII, the Board will:

A. Consult with, provide information to, and furnish advice to the Agency for International Development, the Department of Agriculture (and other government agencies as appropriate) and Congress on Title XII policy questions.

B. Provide the universities with information and counsel on problems and issues of concern to the universities in their relations with AID and with other U.S. Government agencies under Title XII.

C. Participate (on a selective basis) directly, and through its subordinate units, as an integral part of the Agency's system of designing, approving, implementing and evaluating Title XII programs and projects.

D. Specific examples of the Board's responsibility are:

1) Increasing university involvement in Agency programs

-- participating in the matching and selection of universities to implement Title XII projects, and maintaining a Registry of Institutional Resources to match the needs of the Agency, including its country missions, with available university expertise;

-- participating in the evaluation of selected projects as agreed upon with the country missions concerned;

-- mobilizing in-depth university advice on institution-building and research components of selected country programs at mission request;

-- assisting in developing instruments (e.g., memoranda of understanding, joint enterprises, etc.) to strengthen and improve university participation in country programs; and

-- articulating and communicating issues and assisting the Agency in addressing such concerns of the U.S. agricultural university community about Agency programs and vice versa, when appropriate.

2) Strengthening university capabilities

-- informing universities of the Title XII program and opportunities for their participation, through organization of regional seminars and publication of the BIFAD Briefs;

-- assisting the Agency to mobilize universities to engage in development education programs, and encourage broader public understanding of U.S. development assistance programs including those carried out under Title XII;

-- reviewing proposals for Agency university strengthening programs, assessing these programs and recommending changes as needed; and

-- participating in the development of any new programs for enhancing university capabilities and improving the quality of university participation in Agency international programs.

3) Facilitating cooperation in research

-- advising on the substance and size of university collaborative research support programs, contract research programs, and any new types of research modes in agriculture, rural development, nutrition, and related fields;

-- participating in developing instruments to enhance university involvement in the work of the international agricultural research centers and other international organizations;

-- recommending priorities in the use of Agency funds as among these various research programs; and

-- assessing programs in selected programs, recommending changes as needed.

Article VIII. Subordinate units

The Board is authorized to create such subordinate units as may be necessary for the performance of its duties and the discharge of its responsibilities. The Board has established, effective July 1, 1982, a Joint Committee on Agricultural Research and Development (JCARD) as a subcommittee of the Board. Details on the role, duties, responsibilities, composition, organization, and operation of the JCARD are specified in Attachment A. The Agency provides support services (including staff) to the Board and its subordinate units, with the staff jointly selected by the Agency and the Board and comprised of seconded AID employees and details under the Intergovernmental Personnel Act and from U.S. Government agencies.

Details on staff functions, organization, and relationships with the Agency are specified in Attachment B.

The BIFAD staff and the JCARD have been established for an indefinite period of time. The JCARD will meet four to six times annually. The Agency for International Development provides necessary support for the staff and JCARD, and includes their operating costs in the BIFAD budget.

Article IX. Estimated cost of the Committee

Workyears	Dollars
15.6 staff*	
1.0 consultants	
16.6 *	$1,050,000

Article X. Estimated number and frequency of Committee meetings:

The Board will meet six to ten times per year, and the JCARD will meet four to six times per year.

* Includes details under Intergovernmental Personnel Act and two direct hire positions scheduled for deletion.

Article XI. Committee termination date:

Section 298 of Title XII provides for a permanent Board.

Article XII. Charter amendment:

The Board may amend the Charter as necessary, consistent with applicable laws and regulations.

Article XIII. Date filed: May 1, 1986

M. Peter McPherson
Administrator

Date

Attachments: A - Joint Committee on Agricultural Research and Development
B - Staff Support

ATTACHMENT A

THE JOINT COMMITTEE ON AGRICULTURAL RESEARCH AND DEVELOPMENT

Function

The Joint Committee on Agricultural Research and Development (JCARD) is a subordinate unit of the Board (BIFAD) and exists to augment the Board's scientific and technical capacity. The JCARD reports to and receives policy guidance and assignments from the Board. It both responds to requests of the Board and initiates consideration by the Board of items relating to AID and the Title XII institutions. As a "Joint" Committee, however, JCARD is responsive to the needs of both AID and the Title XII institutions. JCARD provides a link between AID and the Title XII institutions at operating level.

In general, one of JCARD's functions is to provide technical and scientific advice and assistance to BIFAD on setting priorities and on the formulation of policy positions and procedures. Another general function is to foster communication between AID and the Title XII institutions relating to the activities authorized by Title XII and BIFAD's role in carrying out the Title XII mandate.

The detailed functions of JCARD include:

(1) Assisting BIFAD in identifying and addressing emerging issues.

(2) Identifying needs, opportunities and guidelines in mobilizing and utilizing Title XII institution resources and suggesting to BIFAD policy and programmatic approaches to effectively utilize them.

(3) Identifying the need for and organizing subcommittees to fulfill specific BIFAD assignments in helping achieve Title XII goals.

(4) Make recommendations to BIFAD on significant aspects of Title XII activities and issues relating to research, technical assistance, and institution building programs and activities in agriculture, nutrition, rural development and the natural resources.

Membership: JCARD will consist of a minimum of 14 members appointed from the following organizations:

Title XII Universities		5
AID Regional Bureaus		3
AID S&T/FA		1
AID PPC	1	
AID M/SER/OP	1	
USDA		1
U.S. Dept. of Commerce (NOAA)		1
Private Sector		1
Total		14

Members will be appointed Jointly by the Administrator of AID and the Chair of BIFAD. Non-federal members will serve 3-years terms (staggered so that approximately 2 are replaced each year). Federal members serve as long as they hold the position, at the time appointed, or until change is recommended by their respective Bureau or Agency.

Organization and Operation

The Administrator and BIFAD Chair will jointly appoint a chair and a vice chair for a 1 year term, one of which will be an AID officer and the other from a Title XII University. The Vice chair will generally move to the chair at the expiration of his or her 1-year term, or earlier if the chair is vacated.

JCARD may form subcommittees for specific or continuing functions. Their composition and charge will be reviewed with the Board once each year. JCARD will meet at least twice each year in association with BIFAD meetings, and additional meetings as needed.

A designated Board member will serve as the primary link between BIFAD and JCARD, attending JCARD meetings whenever possible and keeping the Board appraised of JCARD matters.

ATTACHMENT B

BOARD FOR INTERNATIONAL FOOD AND AGRICULTURAL DEVELOPMENT SUPPORT STAFF

The Board for International Food and Agricultural Development Support Staff (BIFAD/S) provides staff support to the Board for International Food and Agricultural Development (hereafter referred to as "the Board") and its subordinate committee - the Joint Committee on Agricultural Research and Development (JCARD). BIFAD/S is subject to the general supervision of the Administrator of the Agency for International Development (AID). Establishment of the BIFAD Support Staff is responsive to the provisions of the Federal Advisory Committee Act, requiring AID to provide staff support to the Board.

The BIFAD Support Staff is headed by an Executive Director who reports to the Board Chairman, who, in turn, advises the Administrator of AID on matters pertaining to Title XII of the Foreign Assistance Act. Control over the operations of the BIFAD Support Staff is vested with the Chairman of the Board.

Functions of the BIFAD Support Staff

1. Monitors for the Board and JCARD all matters pertinent to the Board's responsibilities and activities, vis-a-vis AID and the community of participating universities and other institutions. In addition, provides administrative and professional support to the Board in the performance of the following tasks:

   a) Increasing university involvement in AID country programs; including:

   -- participating in the selection of universities and other Title XII entities to implement Title XII projects, and maintaining a Registry of Institutional Resources to match the needs of the Agency's country missions with available university expertise;

   -- participating in the evaluation of selected projects as agreed upon with the country missions concerned;

   -- mobilizing in-depth university advice on institution-building and research components of selected country programs at mission request;

   -- assisting in developing instruments (e.g., memoranda of understanding, joint enterprises, etc.) to increase and improve university participation in country programs; and

-- articulating concerns and suggestions of the U.S. agricultural university community about Agency programs overseas.

b) Strengthening university capabilities

-- informing universities of the Title XII program and opportunities for their participation, through organization of regional seminars and publication of the BIFAD Briefs;

-- assisting the Agency to mobilize universities to engage in development education programs, and encourage broader public understanding of U.S. development assistance programs including those carried out under Title XII;

-- reviewing proposals for Agency university strengthening programs, assessing these programs and recommending changes as needed; and

-- participating in the development of any new programs for enhancing university capabilities and improving the quality of university participation in Agency international programs.

c) Facilitating cooperation in research, including:

-- advising on the substance and size of university collaborative research support programs, contract research programs, and any new types of research modes in agriculture, rural development, nutrition, and related fields;

-- participating in developing instruments to enhance university involvement in the work of the international agricultural research centers and other international organizations;

-- recommending priorities in the use of Agency funds as among these various research programs; and

-- assessing progress in selected programs, recommending changes as needed.

2. Maintains the roster of U.S. land grant and other eligible (under Title XII) agricultural universities.

3. Serves as secretariat and provides administrative services and support for the Board and the JCARD to assure their effective and efficient functioning in participating with and advising AID on food and nutrition programs and related areas; serves as a focal point for contacts by agricultural universities on Title XII, keeping them advised on actual or potential relationship problems.

4. Develops and maintains effective working relationships and provides information to appropriate AID elements (see below), other U.S. Government agencies and institutions, the Congress, international organizations and financial institutions and the private sector on Title XII activities.

Relationships of BIFAD/S and AID

1. The BIFAD Support Staff will be located in the Office of the Administrator. The Executive Director will report to the Chairman of the Board. The Chairman of the Board, or his designee, will be in contact with the Administrator whenever the issue warrants;

2. BIFAD/S will routinely participate in the Agriculture and Nutrition Sector Councils, and any intersectoral councils, and selectively in the Human Resources and Natural Resources Sector Councils (i.e., when matters of Title XII interest are on the agendas);

3. Sector Councils, S&T and the regional bureaus, will request the assistance of the BIFAD/S as on means of obtaining university inputs to the policy and program advice, sector guidance, etc., which councils will be providing;

4. AID will appoint either committee members or BIFAD staff to the various work groups it constitutes from time to time to address questions of research and development policy, priorities, long-range plans or important contracting procedures.

Organization and Staffing of BIFAD/S

1. BIFAD/S will be organized in whatever manner is required to accomplish the functions set forth above. The ideal organization will change as workload composition shifts.

2. AID will provide support for the various agreed to JCARD Expert Panels through the AID bureaus most directly concerned.

3. BIFAD/S senior professionals will represent a balance of AID staff and details from the U.S. Department of Agriculture and from universities under the Intergovernmental Personnel Act.

4. The number of Full-Time Permanent Tenure (FTEPT) positions will depend on the availabilities of: staff support for Board, JCARD, and Expert Panel activities from AID bureaus, other government agencies, and universities; part-time professionals; details to BIFAD/S from the U.S. Department of Agriculture and under the Intergovernmental Personnel Act; overtime; consultant time; contractual services; and slots within AID staffing limitations.

CHARTER OF THE ADVISORY COMMITTEE ON MICRO-ENTERPRISE DEVELOPMENT

Section 1 The official designation of the Committee shall be: The Advisory Committee on Micro-Enterprise Development.

Section 2 Objective: To serve as a sounding board and to offer independent outside advice with respect to establishing guidelines and related matters as charged by the AID Administrator for AID's micro-enterprise development programs.

Section 3 Duties and Scope of Activity:

(a) To advise AID on the initial guidelines and related matters as charged by the AID Administrator for its program in micro-enterprise development.

(b) To advise AID from time-to-time on the adequacy of the initial guidelines and related matters as charged by the AID Administrator.

Section 4 Duration: The Advisory Committee on Micro-Enterprise Development will serve for a period of up to two years, and thereafter subject to renewal as required under the Federal Advisory Committee Act.

Section 5 Reporting: The Advisory Committee will provide advice to the Administrator of the Agency for International Development in the formulation of initial program guidelines and related matters as charged by the AID Administrator. The Advisory Committee will file an annual report with the Administrator concerning the adequacy of the guidelines and related matters as may have been determined by the AID Administrator.

Section 6 Support Services: AID, will be responsible for providing support for the Committee as may be necessary.

Section 7 Costs: The estimated annual cost for operating the Committee is $50,000 and approximately one person-year.

Section 8 Meetings: About four meetings annually are anticipated.

Section 9 Membership:

(a) The Committee shall be composed of not more than seventeen members, appointed by the AID Administrator, from non-governmental organizations who have experience in implementation of micro-enterprise credit projects in developing countries, such as cooperatives, credit unions, private voluntary organizations, banking and financial institutions and the academic community. Members will serve in a representational not an individual capacity.

(b) The AID Administrator shall designate a Chairman from among the members of the Committee.

(c) Members of the Committee shall serve without compensation. However, members may be allowed travel expenses, including per diem in lieu of subsistence, as authorized by Section of 5703 of Title 5, United States Code, for persons employed intermittently in the Government service.

Section 10 Termination Date: The Committee shall terminate not later than two years from the date of filing, unless extended.

Section 11 Filing Date: Filed this 14 day of MAR, 1988.

Alan Woods,
Administrator

Date 2/26/88

APPENDIX 6

INTERAGENCY AND INTERNAL AGENCY

COMMITTEE CHARTERS

A6. Purpose

This appendix contains the approved charters for AID-chaired interagency committees and those internal Agency committees which include members from two or more Offices or Bureaus of AID.

Committee Charter

A. Official Committee Title:

Agency Coordinating Committee on Women in Development

B. Specific Establishment Authority:

Established at the initiative of the Office of Development Resources, Bureau for Africa (AFR/DR) and in consultation with the Coordinator, Office of Women in Development, the Bureau for Program and Policy Coordination (PPC/WID).

C. Date Established:

February, 1980

D. Committee's Objectives, Scope of Activities and Duties:

To provide a regular forum for the exchange of information and ideas by persons within the Agency who have responsibility for identifying programs/projects/activities which would serve to integrate women into the national economies of developing countries.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

Coordinator, Women in Development, PPC

G. Committee Chairperson and Members:

Chair rotates among members. Members are WID officers from all bureaus.

H. AID Support Responsibilities:

AID support responsibilities rotate with the chairperson: setting agenda, logistic arrangements for meeting, preparation and distribution of minutes.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Alexander Shakow (Name) _____ (Signature)

Title: Assistant Administrator for Program and Policy Coordination

Date: August 11, 1980

Committee Charter

A. Official Committee Title:

AID Committee on Foreign Government Awards

B. Specific Establishment Authority:

Pursuant to the provision of the Foreign Gifts and Decorations Act of 1966 and Executive Order 11320.

C. Date Established:

November 25, 1968

D. Committee's Objectives, Scope of Activities and Duties:

To determine when a foreign decoration has been awarded for unusually meritorious performance and to assure equity and uniformity of consideration of foreign-government awards retention. The Committee reviews requests for acceptance and retention of gifts and decorations to AID personnel by foreign governments and advises the Director, PM, on recommendations for acceptance and retention of such awards. The Director, PM, makes final decision on acceptance and retention of awards.

E. Proposed Duration of Committee

Indefinite

F. Title of Agency Official to Whom Committee Reports:

Director, Office of Personnel Management (PM/OD)

G. Committee Chairperson and Members:

The Chief of the Overseas Division (PM/PO/OS) serves as Chairperson. Members include a representative of the Office of the General Counsel (GC), and Personnel Management (PM).

H. AID Support Responsibilities:

Secretariat services are provided by the Employee Relations and Services Division (PM/ERS); logistical and administrative support services are also provided by PM.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Gordon B. Ramsey (Name) _____ (Signature)

Title: Director, Office of Personnel Management

Date July 1979

Committee Charter

A. Official Committee Title:

AID Foreign Service Assignment Board

B. Specific Establishment Authority:

Established under authority of Section 502 Foreign Service Act of 1980.

C. Date Established:

Authority for making assignments under Section 502, FSA of 1980, was effective February 15, 1981.

D. Committee's Objectives, Scope of Activities and Duties:

To review and approve all assignments of AID Foreign Service personnel except for executive personnel and personnel of the Inspector General. As Assignment Board Agenda is established for each major personnel occupational category such as Program, Agriculture, Education, Controller, etc. The Assignment Board is convened weekly to consider proposed assignments in one or more of the occupational categories. Assignments are scheduled for review in each category on a regular cycle every four or five weeks. In emergency or exceptional situations, the Board may consider proposed assignments in a category without waiting for the regular cyclical review.

E. Proposed Duration of Committee: Indefinite

F. Title of Agency Official to Whom Committee Reports:

Director, Office of Personnel Management

G. Committee Chairperson and Members:

The Assignment Board has seven permanent members--one from each of the four Geographic Bureaus, EOP and DSB, and the Associate Director for Personnel Operations, or designee, who serves as chairperson. Additional ad hoc Board members represent the central AID staff offices, depending upon the occupational group being reviewed.

H. AID Support Responsibilities: PM/PO/OS has support responsibility.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Edna A. Boorady (Name) _____ (Signature)

Title: Director, Office of Personnel Management

Date: March 23, 1981

Committee Charter

A. Official Committee Title:

AID Foreign Service Performance Evaluation Panels (Selection Boards)

B. Specific Establishment Authority:

Established under authority of Section 602 of the Foreign Service Act of 1980.

C. Date Established:

Authority for appointing evaluation panels under Section 602, FSA of 1980, was effective February 15, 1981.

D. Committee's Objectives, Scope of Activities and Duties:

To evaluate the performance of members of the Senior Foreign Service and members of the Service assigned to a salary class in the Foreign Service Schedule. Selection boards shall, in accordance with precepts prepared pursuant to Section 603 of the FSA of 1980, rank the members of a salary class on the basis of relative performance and may make recommendations for (1) promotions in accordance with Section 601; (2) awards of performance pay under Section 405(c); (3) denials of within-class step increases under Section 406(a); (4) offer or renewal of limited career extensions under Section 607(b); and (5) such other actions as may be prescribed by regulation.

E. Proposed Duration of Committee: Indefinite

F. Title of Agency Official to Whom Committee Reports:

Director, Office of Personnel Management (PM)

G. Committee Chairperson and Members:

A number of evaluation panels are convened annually, and consist of three members or more as determined by the number of employees being evaluated. Each panel is composed of career foreign service employees and a public member. To the maximum extent possible, members are representative of the occupations being evaluated.

H. AID Support Responsibilities: PM/PO/OS has support responsibility.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Edna A. Boorady (Name) _____ (Signature)

Title: Director, Office of Personnel Management

Date: March 23, 1981

Committee Charter

A. Official Committee Title:

AID Incentive Awards Committee

B. Specific Establishment Authority:

Established under authority of Chapter 45, Title 5, United States Code (the Government Employees' Incentive Awards Act) and regulations issued by the Office of Personnel Management (formerly the Civil Service Commission--FPM Chapter 451) for administration of the Federal Incentive Awards Program. The head of each agency is required to establish and operate an incentive awards plan.

C. Date Established:

January 1970

D. Committee's Objectives, Scope of Activities and Duties:

The objectives of the Committee are to increase efficiency and improve morale of Agency employees by encouraging performance or suggestions that will benefit the Agency. Works with the Director, Office of Personnel Management (PM/OD), to provide central direction for the Agency's Incentive Awards Program, developing policies to administer the program and evaluating the effectiveness of the program. The Committee has sole authority to approve or disapprove awards on behalf of the Administrator. The Committee also reviews nominations submitted for nongovernment awards and determines their suitability as the Agency's candidates. The Committee meets upon request of the Chairperson or Executive Secretary of the Committee to consider specific nominations or other topics relative to the program.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

AID Administrator

G. Committee Chairperson and Members:

The Committee's Chairperson serves for a two-year period on a rotational basis. The Deputy Assistant Administrator, Bureau for Private and Development Cooperation (DAA/PDC) serves as the current Chairperson, with not less than eight members, excluding the Executive Secretary of the Committee. The members represent: major program and staff offices (2 members); Functional Bureaus (2 members); and Geographic Bureaus (4 members). The Executive Secretary of the Committee serves without vote and is assigned to the Office of Personnel Management (PM).

H. AID Support Responsibilities:

The Committee Secretariat, under the supervision of the Director of Personnel Management, provides direct support and services to the AID Awards Committee.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Edna A. Boorady (Name) _____ (Signature)

Title: Director, Office of Personnel Management

Date: February 8, 1980

Committee Charter

A. Official Committee Title:

AID Performance Rating Committee for Civil Service Employees

B. Specific Establishment Authority:

Federal Personnel Manual 430 pursuant to USC 4308.

C. Date Established:

October 1, 1962 (Manual Order 423.1)

D. Committee's Objectives, Scope of Activities and Duties:

Reviews all outstanding performance ratings to assure they meet the requirements of the law and regulations. This is an ad hoc committee appointed by the Director, PM, or designee, to approve or disapprove all outstanding performance ratings; and to observe and make recommendations to the Director of Personnel to improve the program's effectiveness.

E. Proposed Duration of Committee: Indefinite

F. Title of Agency to Whom Committee Reports:

Director, Office of Personnel Management (PM)

G. Committee Chairperson and Members:

Three employees, one of whom is designated as chairperson, appointed from General Schedule employees in the Agency.

H. AID Support Responsibilities:

The AID/Washington Division of Personnel Operations (PM/PO/W) has support responsibility.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Edna A. Boorady (Name) _____ (Signature)

Title: Director, Office of Personnel Management

Date: September 19, 1980

Committee Charter

A. Official Committee Title:

AID Performance Rating Grievance Board for Civil Service Employees

B. Specific Establishment Authority:

Federal Personnel Manual 430 pursuant to 5 USC 4305.

C. Date Established:

May 29, 1979

D. Committee's Objectives, Scope of Activities and Duties:

Provides an impartial grievance review inside the Agency to sustain or change a performance rating. The Board reviews all unsatisfactory performance ratings and grievances based on inaccurate, erroneous or falsely prejudicial statements. The Board may raise an unsatisfactory rating to marginally satisfactory or raise a satisfactory rating to outstanding. The Board may delete any portion of the narrative not substantiated. All decisions by the Board are final.

E. Proposed Duration of Committee: Indefinite

F. Title of Agency Official to Whom Committee Reports:

Director, Office of Personnel Management (PM)

G. Committee Chairperson and Members:

Chairperson appointed by the Director, PM, for one year; one member selected by the employee, and one member selected as a technical resource by the employee's Bureau.

H. AID Support Responsibilities:

The Employee Relations and Services Division of the Office of Personnel Management (PM/ERS) is responsible for administrative support of the Board. The Assistant General Counsel for Employee and Public Affairs (GC/EPA) is responsible for providing an Attorney-Advisor for the Board.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Edna A. Boorady (Name) _____ (Signature)

Title: Director, Office of Personnel Management

Date: September 19, 1980

Committee Charter

A. Official Committee Title:

AID Security Information Committee

B. Specific Establishment Authority:

The Committee was established as required by Executive Order 11652 and the National Security Council's (NSC) Directive of May 17, 1972, with the authority to act on all suggestions and complaints with respect to the Agency's administration of the Executive Order and the implementation of NSC directives. Establishment authority is also contained in Executive Order 12065, which replaced E.O. 11652.

C. Date Established:

June 1, 1972

D. Committee's Objectives, Scope of Activities and Duties:

The Committee is responsible for establishing, monitoring, and reviewing policies and procedures to prevent overclassification of Agency documents and for considering and deciding questions that arise within the Agency concerning classification and declassification. Meets at the discretion of the Auditor General.

E. Proposed Duration of Committee: Indefinite.

F. Title of Agency Official to Whom Committee Reports:

AID Administrator

G. Committee Chairperson and Members:

The Auditor General is Chairperson, and members are the Assistant Administrator of the Bureau for Program and Management Services (AA/SER), the Assistant Administrator of the Bureau for Asia (AA/ASIA), the General Counsel (GC), the Director of the Office of Public Affairs (OPA), the Executive Secretary (ES), and the Director of the Office of Security (AG/SEC).

H. AID Support Responsibilities:

The Office of Security (AG/SEC) provides administrative support.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Michael J. Heishman (Name) _____ (Signature)

Title: Deputy Auditor General

Date: October 27, 1978

Committee Charter

A. Official Committee Title:

AID Settlement Review Board

B. Specific Establishment Authority:

Established pursuant to Federal Procurement Regulations Subpart 1-8.211-2(a) and AID Procurement Regulations, Subpart 7-8.211.

C. Date Established:

September 17, 1974

D. Committee's Objectives, Scope of Activities and Duties:

Reviews and approves all proposed contract termination settlements or determinations. Reviews all contract termination actions to ensure reasonableness of costs negotiated and for compliance with AID and Federal Procurement Regulations.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

Not a reporting mechanism.

G. Committee Chairperson and Members:

The Assistant Administrator for Program and Management Services (AA/SER), serves as chairperson for all proposed settlements in excess of 1 million dollars; the Chief, Services Operations Division (SER/CM/SOD) serves as chairperson for all proposed settlements less than $1 million dollars. The Controller (FM) and the General Counsel (GC) serve as members for all proposed settlements in excess of $1 million dollars, and their delegates for settlements less than $1 million dollars.

H. AID Support Responsibilities:

Staff support requirements for the Committee are provided by the Office of Contract Management (SER/CM).

I. Authorizing Official and Charter Certification Date:

Authorizing Official: D.G. MacDonald (Name) _____ (Signature)

Title: Assistant Administrator, Bureau for Program & Management Services

Date: January 4, 1979

Committee Charter

A. Official Committee Title:

The Asia Project Advisory Committee (APAC)

B. Specific Establishment Authority:

Established as a working group by the Asia Bureau when it was reorganized in October, 1975.

C. Date Established:

October, 1975

D. Committee's Objectives, Scope of Activities and Duties:

To conduct final review of Grant and Loan Project Identification Documents (PID's) and Project Papers (PP's) for Asia Bureau development assistance activities. Proposed PID and Project Papers are received by the Office of Project Development (ASIA/PD), and reviewed under an informal Project Review Committee. Issues identified under this review are presented to the APAC for final action. The Committee meets formally under the chairmanship of the Assistant Administrator for ASIA or his deputy on an as needed basis throughout the year.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

Assistant Administrator for Asia

G. Committee Chairperson and Members:

The Assistant Administrator for Asia is the Chairperson. The Directors of the Office of Project Development (ASIA/DP), Office of Technical Resources (ASIA/TR), Office of Development Planning (ASIA/DP), Office of the General Counsel (GC/ASIA), and the relevant geographic office staff are the committee members. Invitations are also given to the Bureau for Program and Policy Coordination (PPC), Bureau for Development Support (DS), Bureau for Program and Management Services (SER), and the Office of Management and Budget (OMB).

H. AID Support Responsibilities:

Provides conference space and distributes a notice announcing the convening of the Committee.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: John H. Sullivan (Name) _____ (Signature)

Title: Assistant Administrator, Bureau for Asia

Date: August 14, 1978

Committee Charter

A. Official Committee Title:

Committee on Environment and Development (CED)

B. Specific Establishment Authority:

Established by Agency Regulation (Regulation 16, Part 216, Environmental Procedures, June 1976)

C. Date Established:

June, 1976

D. Committee's Objectives, Scope of Activities and Duties:

To provide advice on major environmental issues, policies or procedures, and to facilitate exchange of information. The CED meets as necessary to discuss issues relating to implementation of Policy Determination 63 on Environment and Development and the Environmental Procedures adopted in June, 1976.

E. Proposed Duration of Committee: Indefinite

F. Title of Agency Official to Whom Committee Reports:

AID Environmental Affairs Coordinator

G. Committee Chairperson and Members:

The AID Environmental Affairs Coordinator, Bureau for Program and Policy Coordination (PPC), serves as Chairperson. Members include appointed environmental officers from all AID Bureaus and major offices.

H. AID Support Responsibilities:

Secretariat services are provided by the Bureau for Program and Policy Coordination (PPC).

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Alexander Shakow (Name) _____ (Signature)

Title: Assistant Administrator for Program and Policy Coordination

Date: August 11, 1980

Committee Charter

A. Official Committee Title:

Committee on Exceptions to Foreign Service Travel Regulations (AID)

B. Specific Establishment Authority:

6 FAM 121.3-4

C. Date Established:

November 1975

D. Committee's Objectives, Scope of Activities and Duties:

Foreign Service employees are responsible for strict compliance with the Foreign Service Travel Regulations. However, there may be isolated instances in which allowances are exceeded or excess costs are incurred for travel, transportation, or storage of effects despite all reasonable precautions taken by the employee. For this reason a formal "AID Committee on Exceptions" has been established to investigate and, if appropriate, provide relief in cases which have not been satisfactorily resolved through the normal administrative process. Specific procedures for submitting a request for exception are outlined in AID Handbook 22, Chapter 9, Appendix 9A, Section 121.3-4. The Committee will review requests for relief and take appropriate action when it has been conclusively demonstrated that excesses have occurred through no fault of the employee.

The Committee has no authority to approve a request which would be in violation of the Foreign Service Act of 1946, as amended, or any other law, statute, or Comptroller General Decision.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

Director of the Office of Management Operations, SER/MO

G. Committee Chairperson and Members:

Chief, Travel and Transportation Division, SER/MO/TT (Chairperson) Chief, Employee Services Division, FM/ESD Chief, Policy Development and Evaluation Division, PM/PDE.

H. AID Support Responsibilities:

Provides secretariat services, conference space, supplies, and funds for Committee operation and support.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Sam Thornburg (Name) _____ (Signature)

Title: Director, Office of Management Operations

Date: June 9, 1978

Committee Charter

A. Official Committee Title:

Committee on Operations with Labor Institutes

B. Specific Establishment Authority:

Memorandum from Dale E. Good (Director, Office of Labor Affairs), to John E. Murphy (AID Deputy Administrator), approved September 27, 1974

C. Date Established:

October 15, 1974

D. Committee's Objectives, Scope of Activities and Duties:

Identifies significant labor development issues common to AID's operations with three AFL-CIO affiliated Labor Institutes--American Institute for Free Labor Development (AIFLD); Asian-American Free Labor Institute (AAFLI); and the African-American Labor Center (AALC). Discusses matters relating to the three Labor Institutes; develops consistent and rational Agency approaches and policies which apply to AID's relationships with the Institutes; and exchanges information regarding AID's operations with the Labor Institutes. Coordinates Agency-wide policies and practices for program planning, progress reporting, and project evaluation.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

Director, Office of Labor Affairs (PDC/OLAB).

G. Committee Chairperson and Members:

The Deputy Director, Office of Labor Affairs (PDC/OLAB), serves as Chairperson, with representatives from each Geographic Bureau and the Bureau for Program and Policy Coordination (PPC).

H. AID Support Responsibilities:

The Office of Labor Affairs (PDC/OLAB) provides administrative support to the Committee.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Calvin H. Raullerson (Name) _____ (Signature)

Title: Asst. Administrator, Bureau for Private & Development Cooperation

Date September 7, 1979

Committee Charter

A. Official Committee Title:

Development Assistance Executive Committee - Bureau for Latin America and the Caribbean

B. Specific Establishment Authority:

By ARA Field Instruction No. 55, Department Instruction No. 102

C. Date Established:

September 7, 1972

D. Committee's Objectives, Scope of Activities and Duties:

Reviews and approves Latin America and Caribbean development activities prior to recommending AID approval. Meets about 90 times per year for modification, approval, and/or disapproval of Latin America program and project documentation and reports.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

AA/LAC

G. Committee Chairperson and Members:

Chaired by the Assistant Administrator for Latin America and the Caribbean or his designee. Permanent membership is made up of major Bureau offices plus geographic area offices involved in project. Other AID Bureaus and Offices are also invited to attend meetings including the Bureau for Program and Policy Coordination (PPC), representation from the Office of the General Counsel (GC/LAC), the Bureau for Development Support (DS), the Offices of Contract (SER/CM) and the Commodity Management (SER/COM), and representation from the Organization of American States (OAS). Also invited are other U.S. Government agencies, including Treasury, State, and the Office of Management and Budget (OMB).

H. AID Support Responsibilities:

Provides conference room, records, minutes and decisions of meetings.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Edward W. Coy _____
(Name) (Signature)

Title: Assistant Administrator, Bureau for Latin America and the Caribbean
Date: May 9, 1978

Committee Charter

A. Official Committee Title:

Equal Employment Opportunity Oversight Board

B. Specific Establishment Authority:

Memorandum from AID Administrator, John J. Gilligan, to Assistant Administrators and Office Heads dated December 29, 1977.

C. Date Established:

December 29, 1977

D. Committee's Objectives, Scope of Activities and Duties:

Assure through a collegiate review that all necessary actions are being taken by the Agency and its constituent Bureaus and Offices to achieve its affirmative action objectives in employment.

-- to review the development and implementation of AID's affirmative control program principally as stated in the annual Equal Employment Opportunity Plan.

-- to provide advice and counsel to the Administrator, Deputy Administrator and Director of Equal Opportunity Programs (EOP) on additional steps that will further the objectives of Equal Employment Opportunity.

-- to consider other initiatives as the Board deems appropriate.

E. Proposed Duration of Committee:

Continuing - Meetings to be held at least every two months and on call as necessary.

F. Title of Agency to Whom Committee Reports:

AID Administrator

G. Committee Chairperson and Members:

The Deputy Administrator (DA/AID) serves as chairperson. Committee members consist of Bureau and Office Heads and representatives from the Women's Action Organization (WAO), Asian and Pacific American Federal Employees Council (APAFEC), Thursday Luncheon Group (TLG), Hispanic Representative, American Foreign Service Association (AFSA), and the American Federation of Government Employees (AFGE).

H. AID Support Responsibilities:

Support responsibility is assigned to the Office of Equal Opportunity Programs.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Raymond J. Torrey (Name) _____ (Signature)

Title: Acting Director, Office of Equal Opportunity Programs

Date: June 20, 1978

Committee Charter

A. Official Committee Title:

Executive Committee for Project Review (ECPR), Bureau for Africa

B. Specific Establishment Authority:

Established by a general notice from the Assistant Administrator of the Bureau for Africa pursuant to AFR General Management Instruction Notice No. 76-01.

C. Date Established:

May 1976.

D. Committee's Objectives, Scope of Activities and Duties:

1. Reviews project committee recommendations and decides whether project documents - including Project Identification Documents (PID's) and Project Papers (PP's), are to be approved or disapproved. Gives guidance to the Office of Development Resources (AFR/DR) with respect to any special project authorization issues which may arise.

2. From time-to-time, the ECPR is convened to review and decide on nonproject policy matters currently before the Bureau.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

Assistant Administrator, Bureau for Africa

G. Committee Chairperson and Members:

The Assistant Administrator or Deputy Assistant Administrator, Bureau for Africa (Chairperson), the Director or Deputy Director of the Office of Development Resources, the Office of Development Planning, and the concerned Bureau Geographic Area Office, representatives of Program and Policy Coordination (PPC), Office of the General Counsel (GC), and, as appropriate, the Bureau for Program and Management Services (SER), and the Bureau for Development Support (DS). The Office of Management and Budget (OMB), and other federal agencies are frequently invited.

H. AID Support Responsibilities:

The Office of Development Resources (AFR/DR) provides administrative support.

I. Authorizing Official and Charter Certification Date:

Authorizing Officer: W. Haven North (Name) _____ (Signature)

Title: Acting Assistant Administrator, Bureau for Africa

Date: July 19, 1978

Committee Charter

A. Official Committee Title:

Executive Management Resource Board (EMRB)

B. Specific Establishment Authority:

Established at the request of the Office of Management and Budget (OMB), and the Civil Service Commission (CSC), to improve the quality of executive managers in government, and OMB's memorandum of September 14, 1971, to heads of departments and agencies.

C. Date Established:

May 16, 1972 (John A. Hannah, AID Administrator)

D. Committee's Objectives, Scope of Activities and Duties:

To set the policy for, and to review, the Agency's executive management development activities and programs. The Board meets three to four times a year to review the Agency's Managerial Development Programs and to select candidates for senior training and executive development.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

Director, Office of Personnel Management (PM)

G. Committee Chairperson and Members:

The Director, Office of Personnel Management (PM), serves as Chairperson. Members include all Assistant Administrators, the Chief, Training and Development Division, Office of Personnel Management (PM/TD); Director Office of Equal Opportunity Programs (EOP); and the Controller (FM/CONT).

H. Aid Support Responsibilities:

Secretarial and logistical support is provided by the Training and Development Division, Office of Personnel Management (PM/TD).

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Edna A. Boorady (Name) _____ (Signature)

Title: Director, Office of Personnel Management

Date: January 29, 1979

Committee Charter

A. Official Committee Title:

Executive Personnel Assignment Panel

B. Specific Establishment Authority:

Chapter 8 of AID Handbook 25, Executive Personnel Foreign Service, date April 25, 1977.

C. Date Established:

January 30, 1975

D. Committee's Objectives, Scope of Activities and Duties:

Assess in-service candidates and outside applicants for, and recommends (for the Administrator's approval) personnel appointments to, all overseas and AID/W executive-level positions, including additionally specified "key" AID/W positions, across the spectrum of AID appointment mechanisms--SES, FS, GS/AD supergrade, etc.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

AID Administrator

G. Committee Chairperson and Members:

Under the chairmanship of the Administrator, and in his absence the Deputy Administrator, the Panel is composed of: the Assistant Administrators (AA) of the Regional Bureaus, the Assistant Administrator of the Bureau for Program and Management Services (AA/SER), the Assistant Administrator of the Bureau for Program and Policy Coordination (AA/PPC), the Assistant Administrator of the Bureau for Private and Development Cooperation (AA/PDC), the Assistant Administrator of the Bureau for Development Support (AA/DS), the Director of the Office of Personnel Management (PM/OD), the Director of the Office of Financial Management

(FM), the Auditor General (AG), the General Counsel (GC), the Director of the Office of Equal Opportunity Programs (EOP), the Executive Secretary (ES) and the Executive Secretary to the Panel. In the absence of the principals, only their alto ego deputies may routinely attend EPAP meetings. In the cases of DS and FM, those deputies who normally act in the absence of the principals may routinely attend EPAP meetings in their stead. All other proposed substitute attendance at EPAP meetings must be authorized in advance by the Deputy Administrator.

H. AID Support Responsibilities:

The Executive Secretary prepares all announcements of intended time and location of meetings.

In coordination with PM, compiles and makes available to the Panel members, in advance of the meeting, a completed discussion agenda package which contains a listing of current and projected vacancies, in identification of candidates, and sources of additional potential candidates.

Prepares minutes of the Panel meetings and a summary of the actions recommended by the Panel for the Administrator's approval.

The Executive Personnel Management Staff of the Office of Personnel Management (PM/EPM) provides staff support to the EPAP and coordinates the implementation of decisions reached by the Administrator in EPAP session or coordinates the taking of further actions required to facilitate such decisions and their implementation. The Chief, PM/EPM, serves as Executive Secretary to the Panel.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Edna A. Boorady (Name) _____ (Signature)

Title: Director, Office of Personnel Management

Date: September 19, 1980

Committee Charter

A. Official Committee Title:

Near East Advisory Committee

B. Specific Establishment Authority:

Assistant Administrator for Near East (AA/NE)

C. Date Established

October 10, 1975

D. Committee's Objectives, Scope of Activities and Duties:

Reviews Project Identification Documents, Project Papers and other documents requiring consideration by senior Bureau staff; makes recommendations for appropriate action, including approval by the Administrator.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

Assistant Administrator for Near East

G. Committee Chairperson and Members:

The Assistant Administrator or his deputy is the Chairperson. Members are from the Office of Project Development (NE/PD), Office of Technical Support (NE/TECH), Office of Development Planning (NE/DP), the concerned Country Desk, and the Office of the General Counsel. When appropriate, representatives from other Bureaus and Offices are invited to attend.

H. AID Support Responsibilities:

The Office of Development Planning is responsible for drafting a memorandum that records decisions and recommendations taken by the Committee. Field offices are advised of Committee actions by cables prepared by NE/TECH or NE/PD.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Alfred D. White (Name) _____ (Signature)

Title: Assistant Administrator for Near East (Acting)

Date: July 31, 1980

CHARTER

EXECUTIVE RESOURCES BOARD

A. Official Committee Title

Executive Resources Board

B. Specific Establishment Authority

Established by the Administrator of A.I.D. pursuant to Title IV of the Civil Service Reform Act of 1978 (P.L. 95454) and International Development Cooperation Agency (IDCA) Delegation of Authority No. 1, as amended, (effective October 1, 1979).

C. Date Established

November 12, 1980

D. Committee's Objectives, Scope of Activities and Duties

The Board provides recommendations and advice to the Administrator on a wide range of matters relating to the Senior Executive Service including, but not limited to, such functions as those described in the attached listing. By law, the Board is specifically responsible for the development and implementation of systems relating to the following SES merit staffing processes:

(1) Establishing qualifications standards
(2) Recruiting SES candidates
(3) Establishing selection system
(4) Handling inquiries for candidates
(5) Documenting merit staffing actions

E. Proposed Duration of Committee

Indefinite

F. Title of Agency Official to Whom Committee Reports

A.I.D. Administrator

G. Committee Chairman, Members and Advisors

The Administrator shall appoint a Board of up to five members, chaired by the Deputy Administrator. At least three members of the Board shall be career members of the Senior Executive Service. With the exception of the Chairman, members will serve for a two-year period. The director of the Office of Equal Opportunity Programs and the director of Personnel Management or his designee, serve as advisors to the Board. They have no vote. In the event of absence, they may identify alternates to represent them.

H. A.I.D. Support Responsibilities

The Office of Personnel Mangement provides a full range of analytical and support services to the Board.

The Executive Secretary is appoinnted by the Chairman from the Office of Personnel Management.

I. Authorizing Official and Charter Certificate Date:

Authorizing Official: M. Peter McPherson
(name)

(signature)

Title: Administrator

Date : December 15, 1982

Attachment

Committee Charter

A. Official Committee Title:

P.L. 480, Title II Subcommittee of the Development Coordination Committee (DCC) on Food Aid

B. Specific Establishment Authority:

The Title II Subcommittee was authorized by the Full Committee (DCC/Food Aid).

C. Date Established: 1969

D. Committee's Objectives, Scope of Activities and Duties:

Reviews and recommends to the DCC/Food Aid Committee approval of P.L. 480 Title II food donation programs for disaster relief and for other humanitarian and developmental programs sponsored by U.S. voluntary agencies, the World Food Program, and other international organizations and governments. The review is twofold: First, as part of the Annual Budget Review, to develop a Title II budget request to OMB; and second, to review program proposals for the budget year after OMB establishes a budget mark. Annual country program plans and ad hoc adjustments are reviewed by the DCC and recommended for approval to the DCC. Requests for food for disaster relief are approved by the DCC with formal approval by the full DCC/Food Aid.

E. Proposed Duration of Committee: Indefinite.

F. Title of Agency Official to Whom Committee Reports:

Coordinator and Deputy Coordinator, Office of Food for Peace who in turn report to the Development Coordination Committee on Food AID.

G. Committee Chairperson and Members:

Chief, Title II Division, Bureau for Private and Development Cooperation, Office of Food for Peace (Chairman); representatives of the Department of Agriculture and the Office of Management and Budget. Participants include A.I.D.'s Bureau of Program and Policy Coordination (PPC), regional bureaus, as appropriate, Office of Private and Voluntary Cooperation (Bureau for Private and Development Cooperation), Office of Nutrition (Development Support Bureau), and representatives of the U.S. voluntary agencies.

H. A.I.D. Support Responsibilities:

Chairs the meetings, distributes documents and schedules meetings.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Kathleen S. Bittermann (Name) Kathleen S. Bittermann (Signature)

Title: Coordinator, Office of Food for Peace, PDC

Date: July 31, 1980

Committee Charter

A. Official Committee Title:

Procurement Policy Advisory Panel (PPAP)

B. Specific Establishment Authority:

The Acting Administrator's memorandum of January 19, 1977, on "AID Procurement Policies."

C. Date Established:

The PPAP was established by AA/SER on January 21, 1977, by AID General Notice on "Designation of Coordinator of Procurement Policies and Procedures, and Procurement Policy Advisory Panel."

D. Committee's Objectives, Scope of Activities and Duties:

The PPAP, under the Coordinator's direction, is responsible for assuring the overall implementation, maintenance, preservation, and future modification of the Agency's Integrated Statement of Procurement Policies for Commodities and Services (i.e., Supplement B to AID Handbook 1).

The PPAP's overall implementation responsibility includes assuring that Agency Handbooks and Regulations involving procurement (e.g., Handbooks 3, 4, 11, 13, 14, 15, and 19) conform to policy in Supplement B to Handbook 1.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

The AID Deputy Administrator

G. Committee Chairperson and Members:

The PPAP is chaired by Mr. John F. Owens, Bureau for Program and Management Services (DAA/SER), the Agency's Coordinator of Procurement Policies and Procedures. PPAP members are selected on the basis of their individual procurement and Agency background, not by organizational element or designation. The permanent PPAP members are:

Mr. Marshall Brown, Office of Development Resources (LAC/DR)
Mr. George Rublee, Office of Development Resources (AFR/DR)
Mr. Hugh Dwelley, Office of Contract Management (SER/CM)
Mr. Robert Cahn, Office of Commodity Management (SER/COM)
Mr. Kenneth Fries, Assistant General Counsel for Procurement and Transportation (GC/P&T)

Mr. Frank Kenefick, Office of Policy Development and Program Review (PPC/PDPR)
Mr. Theodore Lustig, Office of Project Development (NE/PD)
Mr. Robert S. Perkins, Assistant General Counsel for Contracting and Enforcement (GC/C&E)
Mrs. Nedra Rowe, Office of Small and Disadvantaged Business Utilization (SDB/SB)
Mr. George Zivadinovich, Office of Project Development (ASIA/PD)

The Coordinator is authorized to expand membership to include representatives of the Bureau for Development Support (DS), Bureau for Private and Development Cooperation (PDC), and other bureaus and offices when matters pertaining to these organizations are being considered.

H. A.I.D. Support Responsibilities:

The Office of Contract Management (SER/CM/SD/P) distributes documents, schedules meetings, and informally records proceedings.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: D. G. MacDonald (Name) D. G. MacDonald (Signature)

Title: Assistant Administrator, Bureau for Program & Management Services

Date: December 12, 1978

Committee Charter

A. Official Committee Title:

Program Evaluation Committee

B. Specific Establishment Authority:

A.I.D. Administrator

C. Date Established:

April 11, 1968

D. Committee's Objectives, Scope of Activities and Duties:

Responsible for the effectiveness of the Agency's program evaluation system, and directing program evaluation activities overseas. Meets at appropriate intervals to develop program evaluation procedures, and exchange information.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

Associate Assistant Administrator, Office of Evaluation, Bureau for Program and Policy Coordination (PPC).

G. Committee Chairperson and Members:

The Chief of Program Evaluation Systems Division (PPC/E/PES), serves as Chairperson, with representatives from the four Geographic Bureaus, Office of the Auditor General (AG), Bureau for Development Support (DS), Bureau for Private and Development Cooperation (PDC), Office of Food for Peace (PDC/FFP), and Office of Engineering (DS/ENGR).

H. A.I.D. Support Responsibilities:

Secretariat services provided by staff member.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Alexander Shakow (Name) Alexander Shakow (Signature)

Title: Assistant Administrator for Program and Policy Coordination

Date: August 11, 1980

Committee Charter

A. Official Committee Title:

Technical Program Committee for Agriculture (TPCA)

B. Specific Establishment Authority:

Deputy Assistant Administrator for Food and Nutrition, Bureau for Development Support, DAA/DS/FN

C. Date Established:

May, 1979

D. Committee's Objectives, Scope of Activities and Duties:

The Committee is responsible for the initiation, review and analysis of all Agency-wide activities pertaining to the agricultural sector. Further, the Committee serves as a point of dissemination and communication of information among the Agency's senior agriculturalists.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

Deputy Assistant Administrator for Food and Nutrition, Bureau for Development Support, DAA/DS/FN

G. Committee Chairperson and Members:

TPCA is chaired by the DAA/DS/FN. In his absence, the chair is normally occupied by the DS/AGR representative or whomsoever is designated by the DAA/DS/FN for the Chairperson responsibility.

In addition to the DAA/DS/FN, there is one voting member from each of the following offices: DS/AGR, NE, ASIA, AFR, LAC and PPC. The following offices serve as full participating members of TPCA, but without a vote: BIFAD and PM/PO.

H. A.I.D. Support Responsibilities:

The office of the DAA/DS/FN supplies the staff support for TPCA. When necessary, additional staff support is sought from the other participating bureaus.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Sander M. Levin (Name) _____ (Signature)

Title: Assistant Administrator, Bureau for Development Support

Date: August 8, 1980

Committee Charter

A. Official Committee Title:

Women's Advisory Committee (WAC)

B. Specific Establishment Authority:

Established under Civil Service Commission Regulations (subsequently retitled Office of Personnel Management), as an Official Advisory Committee to AID, and the A.I.D. Affirmative Action Plan.

C. Date Established:

September 18, 1972

D. Committee's Objectives, Scope of Activities and Duties:

Provides advice and information to A.I.D. women; develops recommendations for the Administrator, the Director of the Office of Equal Opportunity Programs (EOP), Federal Women's Program Coordinator (FWPC), and other officials of the Agency who bear responsibility for decisions affecting employment of and maximum participation by A.I.D. women employees. Proposed advice and recommendations are reviewed by the receiving official and forwarded to the appropriate office for implementation as appropriate.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

A.I.D. Administrator

G. Committee Chairperson and Members:

The Committee Chairperson and members are chosen by the Committee as a whole, based on recommendations from the Membership Committee, the American Federation of Government Employees (AFGE), and the American Foreign Service Association (AFSA). The Committee has at all times official representation from AFGE and AFSA.

H. A.I.D. Support Responsibilities:

Secretariat services are provided by the Office of Equal Opportunity Programs.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: R. J. Torrey (Name) R J Torrey (Signature)

Title: Deputy Director, Equal Opportunity Programs

Date: July 30, 1980

Committee Charter

A. Official Committee Title:

A.I.D. Medical Review Committee

B. Specific Establishment Authority:

Established at the initiative of the Office of Personnel Management (PM) and in consultation with the Office of Medical Services, Department of State.

C. Date Established:

April 15, 1980

D. Committee's Objectives, Scope of Activities and Duties:

The purpose of the Medical Review Committee (MRC) is to evaluate and recommend to the Director, PM, whether applicants for employment in the Foreign Service have the potential to be successful Foreign Service employees even though these applicants or their dependents failed to meet current medical standards for entry into the Foreign Service.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

Director, Office of Personnel Management

G. Committee Chairperson and Members:

The Chief of the Overseas Personnel Division (PM/PO/OS) serves as Chairperson. The members are the Associate Director, Office of Personnel Management (PM/AD); Deputy Director, Office of Management Operations (SER/MO); Director, Executive Management Staff, Bureau for Africa (AFR/EMS); and Medical Liaison Officer, Office of Personnel Management (PM/ERS).

H. A.I.D. Support Responsibilities: PM/ERS has support responsibility.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: William A. Sigler (name) William A. Sigler (Signature)

Title: Director, Office of Personnel Management

Date: _____

Committee Charter

A. Official Committee Title:

Communications Review Board

B. Specific Establishment Authority:

Established by the Administrator on October 24, 1978.

C. Date Established:

October 24, 1978

D. Committee's Objectives, Scope of Activities and Duties:

The Board was established to elevate and centralize policy making, planning, coordination, control and execution of AID's publications and audiovisual productions which are primarily disseminated to the public.

E. Proposed Duration of the Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

A.I.D. Administrator

G. Committee Chairperson and Members:

The Board is to be Chaired by Assistant Administrator for External Relations (AA/EXRL) and comprised of one member each from the Bureau for External Relations (EXRL), Bureau for Food for Peace and Voluntary Assistance (FVA), Bureau for Private Enterprise (PRE), Bureau for Program and Policy Coordination (PPC), Bureau for Science and Technology (S&T), Office of Legislative Affairs (LEG), and the Office of Public Affairs (OPA). The Director of the Office of Public Affairs will act as the Chairperson in the absence of the Assistant Administrator for External Relations.

H. A.I.D. Support Responsibilities:

Secretariat services are provided by the Office of the Executive Secretary (ES); legal counsel is provided by the Office of the General Counsel (GC).

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Jay F. Morris (Name) Jay F. Morris (Signature)

Title: Assistant Administrator for External Relations

Date: March 1, 1982

Committee Charter

A. Official Committee Title:

Academic Studies Committee (ASC)

B. Specific Establishment Authority:

Established at the request of AID's senior management. The ASC reviews and screens all long-term training applications (AID Form 420-8) as outlined in HB 28.

C. Date Established:

The Academic Studies Committee has been meeting annually during the past (eight to ten years) to review and screen applications for the Executive Management Resources Board (EMRB). The Academic Studies Committee was included in the original Long-Term Training Chapter drafted for Handbook 28 in 1981. The Committee has been referenced in the annual long-term training notices as part of the selection process.

D. Committee's Objectives, Scope of Activities and Duties:

The Academic Studies Committee reviews and recommends AID employees for long-term training to the Executive Management Resources Board. The Committee meets once or twice a year as needed to screen applications using criteria outlined in Handbook 28.

E. Proposed Duration of Committee:

Indefinite

F. Title of Agency Official to Whom Committee Reports:

The Assistant to the Administrator for the Bureau of Management

G. Committee Chairperson and Members:

The Director of the Office of Personnel Management (M/PM/OD) serves as Chairperson. Members include the Executive Management Officers from EXRL, PPC, S&T, FVA, PRE, AFR, ASIA, LAC, NE, LEG, IG, GC and AA/M, the Chief of the Training and Development Division and the Director of Equal Opportunity Programs.

H. AID Support Responsibilities:

Secretarial and logistical support is provided by the Training and Development Division, Office of Personnel Management (M/PM/TD).

I. Authorizing Official and Charter Certification Date:

Authorizing Official: William A. Sigler (Name) William A. Sigler (Signature)

Title: Director, Office of Personnel Management

Date: September 29, 1982

(d) The Council will also serve as a mechanism for providing advice and assistance on the technical aspects of the S&T Bureau's program and project development and implementation. The Council's review and advisory function operates as follows:

(1) ABS - The Council shall review all ABSs of the S&T Bureau. The Council review of S&T Bureau ABSs will serve as the technical review mechanism for these ABSs.

(2) PID - The Council will serve as the formal review mechanism for S&T Bureau PIDs.

(3) Project Paper - The Council will function in regard to S&T Bureau PPs in a manner similar to its role with PIDs.

(e) The Council may undertake studies or other actions related to the technical issues involved in its sector.

(f) The Council will provide advice to the Office of Personnel Management on science and technology personnel matters, including workforce requirements, recruitment and selection, training requirements, career development, etc.

(g) While the Council will set its own agenda and priorities, it will endeavor to undertake other tasks requested of it by senior agency management consistent with its role as described in paragraph D, above.

(h) The Council will prepare an annual report highlighting its major activities and accomplishments of the prior year and its work plan for the coming year. The annual report is to be submitted to the Administrator through SAA/S&T with all copies to Assistant Administrators.

E. Proposed Duration of Committee:

Indefinite. However, the Council and its operation will be evaluated by the Science and Technology Advisory Group after a year and its recommendations will serve as the basis for continuation, modification or termination of the Council by the SAA/S&T.

F. Title of Agency Official to Whom Committee Reports:

All advisory reports or other memoranda that are issued in pursuit of the above program functions will flow from the Council to the Senior Assistant Administrator for Science

and Technology or thru him to the Assistant Administrator of the concerned bureau or the Administrator. All Council communications outside the Agency must be cleared by or go thru the SAA/S&T.

G. Committee Chairperson and Members:

The Chairperson is selected by the Senior Assistant Administrator for S&T. Core membership is composed of the chief professionals in the sector in the four regional bureaus, PPC, and S&T. In those cases where the Council is reviewing S&T Bureau program/budget documents, Council meetings will be augmented to include representation from PPC, GC, M, OMB, etc., as required by Agency policy, procedures or practice. Otherwise, other bureaus/offices will be invited where recommended by the Council's core membership. In the absence of the Chairperson, a core member will assume the Chair.

H. A.I.D. Support Responsibilites:

Executive Secretariat and staff support services are provided by the Bureau for Science and Technology with assistance from other bureaus as appropriate.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: N.C. Brady (Name) N.C. Brady (Signature)

Title: Senior Assistant Administrator for Science and Technology

Date: 7/31/85

Committee Charter

A. Official Committee Title:

AID/Washington Occupational Safety and Health Advisory Committee

B. Specific Establishment Authority:

Pursuant to the permissive provisions of Section 1-3, Executive Order 12196; and,

Section 5, Article 22 of the negotiated agreement between the agency and AFGE Local 1534 which became effective June 15, 1981 and continued under the renegotiation agreement, effective June 15, 1987.

C. Date Established: March 4, 1982

D. Committee's Objectives, Scope of Activities and Duties:

To promote the occupational safety and health of AID/Washington employees the Committee shall, except where prohibited by law.

1. Consult and advise the Director, Office of Management Operations on the operation of the Agency's Occupational Safety and Health Program.

2. Monitor performance, including Agency inspections, of the Agency safety and health programs at the headquarters level.

3. Have access to Agency information relevant to their duties, including information on the nature and hazardousness of substances in Agency workplaces.

E. Proposed Duration of Committee:

Indefinite, unless discontinued by mutual agreement between the Agency and the exclusive bargaining representatives for the employees.

F. Title of Agency Official to Whom Committee Reports:

Director, Office of Management Operations (M/SER/MO)

G. Committee Members and Chairperson:

The Committee shall consist of eight permanent voting members, two each from AFSA and AFGE Local 1534 and four selected from the several AID/W bureaus and offices representing Agency management. The Agency Safety and Health Officer (M/SER/MO/PA) serves as a non-voting Executive Secretary for the Committee. A Chairperson shall be elected by the Committee from among its members whose term shall be established by the Committee.

H. AID Support Responsibilities:

M/SER/MO/PA provides clerical and logistical support.

I. Authorizing Official and Charter Certification Date:

Name: Charles D. McMakin

Title: Director, Office of Management Operations (M/SER/MO)

Signature: /s/ Date: September 19, 1989

Committee Charter

A. Official Committee Title:

Education/Training Sector Council

B. Specific Establishment Authority:

Memorandum on improving the Science and Technology Capacity of AID sent to the AID Executive Staff from the Administrator on June 23, 1981.

C. Date Established: July 26, 1985

D. Committee's Objectives, Scope of Activities and Duties:

(1) Objectives

This council has been established to provide an orderly mechanism for advising the Agency and its bureaus on all science and technology matters related to Education/Training. The Council is authorized to set up appropriate standing and ad hoc subcommittees to assist it discharge its responsibilities.

(2) Scope of Activities and Duties:

(a) The Council will be the responsible working level for identification, analysis, discussion and resolution of technical issues contained in drafts of AID's Sector Policy Papers.

(b) The Council will be the responsible working level for the development of global sector strategies.

(c) Once the global Sector Strategy Papers have been issued, the Council will be the responsible working level to review regional sector strategies as they are developed or revised by the Regional Bureaus.

(d) The Council will also serve as a mechanism for providing advice and assistance on the technical aspects of the S&T Bureau's program and project development and implementation. The Council's review and advisory function operates as follows:

(1) ABS - The Council shall review all ABSs of the S&T Bureau. The Council review of S&t Bureau ABSs will serve as the technical review mechanism for these ABSs.

(2) PID - The Council will serve as the formal review mechanism for S&T Bureau PIDs.

(3) Project Paper - The Council will function in regard to S&T Bureau PPs in a manner similar to its role with PIDs.

(e) The Council may undertake studies or other actions related to the technical issues involved in its sector.

(f) The Council will provide advice to the Office of Personnel Management on science and technology personnel matters, including workforce requirements, recruitment and selection, training requirements, career development, etc.

(g) While the Council will set its own agenda and priorities, it will endeavor to undertake other tasks requested of it by senior agency Management consistent with its role as described in paragraph D, above.

(h) The Council will prepare an annual report highlighting its major activities and accomplishments of the prior year and its work plan for the coming year. The annual report is to be submitted to the Administrator through SAA/S&T with all copies to Assistant Administrators.

E. Proposed Duration of Committee:

Indefinite. However, the Council and its operation will be evaluated by the Science and Technology Advisory Group after a year and its recommendations will serve as the basis for continuation, modification or termination of the Council by the SAA/S&T.

F. Title of Agency Official to Whom Committee Reports:

All advisory reports or other memoranda that are issued in pursuit of the above program functions will flow from the Council to the Senior Assistant Administrator for Science and Technology or thru him to the Assistant Administrator of the concerned bureau or the Administrator. All Council go thru the SAA/S&T.

G. Committee Chairperson and Members:

The Chairperson is selected by the Senior Assistant Administrator for S&T. Core membership is composed of the chief professionals in the sector in the four regional bureaus, PPC, and S&T. In those cases where the Council is reviewing S&T Bureau program/budget documents, Council meetings will be augmented to include representation from PPC, GC, M, OMB, etc., as required by Agency policy, procedures or practice. Otherwise, other bureaus/offices will be invited where recommended by the Council's core membership. In the absence of the Chairperson, a core member will assume the Chair.

H. AID Support Responsibilities:

Executive Secretariat and staff support services are provided by the Bureau for Science and Technology with assistance from other bureaus as appropriate.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: N.C. Brady (Name) /s/ (Signature)

Title: Senior Assistant Administrator for Science and Technology

Date: 7/31/85

Committee Charter

A. Official Committee Title:

Energy/Natural Resources Sector Council

B. Specific Establishment Authority:

Memorandum on Improving the Science and Technology Capacity of AID sent to the AID Executive Staff from the Administrator on June 23, 1981.

C. Date Established:

November 17, 1981; renewed July 26, 1985.

D. Committee's Objectives, Scope of Activities and Duties:

(1) Objectives

This council has been established to provide an orderly mechanism for advising the Agency and its bureaus on all science and technology matters related to energy/natural resources. The Council is authorized to set up appropriate standing and ad hoc subcommittees to assist it discharge its responsibilities.

(2) Scope of Activities and Duties:

(a) The Council will be the responsible working level for identification, analysis, discussion and resolution of technical issues contained in drafts of AID's Sector Policy Papers.

(b) The Council will be the responsible working level for the development of global sector strategies.

(c) Once the global Sector Strategy Papers have been issued, the Council will be the responsible working level to review regional sector strategies as they are developed or revised by the Regional Bureaus.

(d) The Council will also serve as a mechanism for providing advice and assistance on the technical aspects of the S&T Bureau's program and project development and implementation. The Council's review and advisory function operates as follows:

(1) ABS - The Council shall review all ABSs of the S&T Bureau. The Council review of S&T Bureau ABSs will serve as the technical review mechanism for these ABSs.

(2) PID - The Council will serve as the formal review mechanism for S&T Bureau PIDs.

(3) Project Paper - The Council will function in regard to S&T Bureau PPs in a manner similar to its role with PIDs.

(e) The Council may undertake studies or other actions related to the technical issues involved in its sector.

(f) The Council will provide advice to the Office of Personnel Management on science and technology personnel matters, including workforce requirements, recruitment and selection, training requirements, career development, etc.

(g) While the Council will set its own agenda and priorities, it will endeavor to undertake other tasks requested of it by senior agency management consistent with its role as described in paragraph D, above.

(h) The Council will prepare an annual report highlighting its major activities and accomplishments of the prior year and its work plan for the coming year. The annual report is to be submitted to the Administrator through SAA/S&T with all copies to Assistant Administrators.

E. Proposed Duration of Committee:

Indefinite. However, the Council and its operation will be evaluated by the Science and Technology Advisory Group after a year and its recommendations will serve as the basis for continuation, modification or termination of the Council by the SAA/S&T.

F. Title of Agency Official to Whom Committee Reports:

All advisory reports or other memoranda that are issued in pursuit of the above program functions will flow from the Council to the Senior Assistant Administrator for Science and Technology or thru him to the Assistant Administrator of the concerned bureau or the Administrator. All Council communications outside the Agency must be cleared by or go thru the SAa/S&T.

G. Committee Chairperson and Members:

The Chairperson is selected by the Senior Assistant Administrator for S&T. Core membership is composed of the chief professionals in the sector in the four regional bureaus, PPC, and S&T. In those cases where the Council is reviewing S&T Bureau program/budget documents, Council meetings will be augmented to include representation from PPC, GC, M, OMB, etc., as required by Agency policy, procedures or practice. Otherwise, other bureaus/offices will be invited where recommended by the Council's core membership. In the absence of the Chairperson, a core member will assume the Chair.

H. AID Support Responsibilities:

Executive Secretariat and staff support services are provided by the Bureau for Science and Technology with assistance from other bureaus as appropriate.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: N.C. Brady /s/
Name Signature

Title: Senior Assistant Administrator for Science and Technology

Date: July 31, 1985

Committee Charter

A. Official Committee Title:

Engineering Sector Council

B. Specific Establishment Authority:

Memorandum on Improving the Science and Technology Capacity of AID sent to the AID Executive Staff from the Administrator on June 23, 1981.

C. Date Established: July 26, 1985.

D. Committee's Objectives, Scope of Activities and Duties:

(1) Objectives

This council has been established to provide an orderly mechanism for advising the Agency and its bureaus on all science and technology matters related to engineering. The Council is authorized to set up appropriate standing and ad hoc subcommittees to assist it discharge its responsibilities.

(2) Scope of Activities and Duties:

(a) The Council will be the responsible working level for identification, analysis, discussion and resolution of technical issues contained in drafts of AID's Sector Policy Papers.

(b) The Council will be the responsible working level for the development of global sector strategies.

(c) Once the global Sector Strategy Papers have been issued, the Council will be the responsible working level to review regional sector strategies as they are developed or revised by the Regional Bureaus.

(d) The Council will also serve as a mechanism for providing advice and assistance on the technical aspects of the S&T Bureau's program and project development and implementation. The Council's review and advisory function operates as follows:

(1) ABS - The Council shall review all ABSs of the S&T Bureau. The Council review of S&T Bureau ABSs will serve as the technical review mechanism for these ABSs.

(2) PID - The Council will serve as the formal review mechanism for S&T Bureau PIDs.

(3) Project Paper - The Council will function in regard to S&T Bureau PPs in a manner similar to its role with PIDs.

(e) The Council may undertake studies or other actions related to the technical issues involved in its sector.

(f) The Council will provide advice to the Office of Personnel Management on science and technology personnel matters, including workforce requirements, recruitment and selection, training requirements, career development, etc.

(g) While the Council will set its own agenda and priorities, it will endeavor to undertake other tasks requested of it by senior agency management consistent with its role as described in paragraph D, above.

(h) The Council will prepare an annual report highlighting its major activities and accomplishments of the prior year and its work plan for the coming year. The annual report is to be submitted to the Administrator through SAA/S&T with all copies to Assistant Administrators.

E. Proposed Duration of Committee:

Indefinite. However, the Council and its operation will be evaluated by the Science and Technology Advisory Group after a year and its recommendations will serve as the basis for continuation, modification or termination of the Council by the SAA/S&T.

F. Title of Agency Official to Whom Committee Reports:

All advisory reports or other memoranda that are issued in pursuit of the above program functions will flow from the Council to the Senior Assistant Administrator for Science and Technology or thru him to the Assistant Administrator of the concerned bureau or the Administrator. All Council communications outside the Agency must be cleared by or go thru the SAA/S&T.

G. Committee Chairperson and Members:

The Chairperson is selected by the Senior Assistant Administrator for S&T. In those cases where the Council is reviewing S&T Bureau program/budget documents, Council meetings will be augmented to include representation from PPC, GC, M, OMB, etc., as required by Agency policy, procedures or practices. Otherwise, other bureaus/offices will be invited where recommended by the Council's core membership. In the absence of the Chairperson, a core member will assume the Chair.

H. AID Support Responsibilities:

Executive Secretariat and staff support services are provided by the Bureau for Science and Technology with assistance from other bureaus as appropriate.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: N.C. Brady (Name) /s/ (Signature)

Title: Senior Assistant Administrator for Science and Technology

Date: July 31, 1985

Committee Charter

A. Official Committee Title:

Health Sector Council

B. Specific Establishment Authority:

Memorandum on Improving the Science and Technology Capacity of AID sent to the AID Executive Staff from the Administrator on June 23, 1981.

C. Date Established: November 17, 1981; renewed July 26, 1985.

D. Committee's Objectives, Scope of Activities and Duties:

(1) Objectives

This Council has been established to provide an orderly mechanism for advising the Agency and its bureaus on all science and technology matters related to health. The Council is authorized to set up appropriate standing and ad hoc subcommittees to assist it discharge its responsibilities.

(2) Scope of Activities and Duties:

(a) The Council will be the responsible working level for identification, analysis, discussion and resolution of technical issues contained in drafts of AID's Sector Policy Papers.

(b) The Council will be the responsible working level for the development of global sector strategies.

(c) Once the global Sector Strategy Papers have been issued, the Council will be the responsible working level to review regional sector strategies as they are developed or revised by the Regional Bureaus.

(d) The Council will also serve as a mechanism for providing advice and assistance on the technical aspects of the S&T Bureau's program and project development and implementation. The Council's review and advisory function operates as follows:

(1) ABS - The Council shall review all ABSs of the S&T Bureau. The Council review of S&T Bureau ABSs will serve as the technical review mechanism for these ABSs.

(2) PID - The Council will serve as the formal review mechanism for S&T Bureau PIDs.

(3) Project Paper - The Council will function in regard to S&T Bureau PPs in a manner similar to its role with PIDs.

(e) The Council may undertake studies or other actions related to the technical issues involved in its sector.

(f) The Council will provide advice to the Office of Personnel Management on science and technology personnel matters, including workforce requirements, recruitment and selection, training requirements, career development, etc.

(g) While the Council will set its own agenda and priorities, it will endeavor to undertake other tasks requested of it by senior agency management consistent with its role as described in paragraph D, above.

(h) The Council will prepare an annual report highlighting its major activities and accomplishments of the prior year and its work plan for the coming year. The annual report is to be submitted to the Administrator through SAA/S&T with all copies to Assistant Administrators.

E. Proposed Duration of Committee:

Indefinite. However, the Council and its operation will be evaluated by the Science and Technology Advisory Group after a year and its recommendations will serve as the basis for continuation, modification or termination of the Council by the SAA/S&T.

F. Title of Agency Official to Whom Committee Reports:

All advisory reports or other memoranda that are issued in pursuit of the above program functions will flow from the Council to the Senior Assistant Administrator for Science and Technology or thru him to the Assistant Administrator of the concerned bureau or the Administrator. All Council communications outside the Agency must be cleared by or go thru the SAA/S&T.

G. Committee Chairperson and Members:

The Chairperson is selected by the Senior Assistant Administrator for S&T. Core membership is composed of the chief professionals in the sector in the four regional bureaus, PPC, and S&T. In those cases where the Council is reviewing S&T Bureau program/budget documents, Council meetings will be augmented to include representation from PPC, GC, M, OMB, etc., as required by Agency policy, procedures or practice. Otherwise, other bureaus/offices will be invited when recommended by the Council's core membership. In the absence of the Chairperson, a core member will assume the Chair.

H. AID Support Responsibilities:

Executive Secretariat and staff support services are provided by the Bureau for Science and Technology with assistance from other bureaus as appropriate.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: N.C. Brady /s/
Name Signature

Title: Senior Assistant Administrator for Science and Technology

Date: July 31, 1985

Committee Charter

A. Official Committee Title:

Human Resources Sector Council

B. Specific Establishment Authority:

Memorandum on Improving the Science and Technology Capacity of AID sent to the AID Executive Staff from the Administrator on June 23, 1981.

C. Date Established: November 17, 1981

D. Committee's Objectives, Scope of Activities and Duties:

This Council has been established to provide an orderly mechanism for advising the Agency and its bureaus on all science and technology matters related to health.

The Council, pursuant to the guidance of PPC, will be the responsible working level for the identification, analysis, discussion and resolution of technical issues contained in drafts of AID's Sector Policy Papers. Pursuant to the guidance of the Bureau for Science and Technology (S&T), this Council will also be the responsible working level for the development of global sector strategies. The Council will also serve as a mechanism for providing advice and assistance on the technical aspects of AID program and project development and implementation. The Council's review and advisory function operates as follows:

(1) CDSS Stage - Upon agreement of the member representing a particular regional bureau the Council will review technical sectoral portions of selected CDSSs. Advice will be provided on the quality of the technical sectoral portions of the CDSS, on its general conformity to the Agency's sector global strategy and its relationship to technical programs in other countries within and outside the region. The Council may also determine that it wishes to undertake other, broad scale studies of the technical issues involved in long-term Agency program planning, and upon agreement of the bureaus, may conduct those studies.

(2) ABS Stage - The Council shall review all ABSs from the S&T Bureau and the technical aspects of selected ABSs from other bureaus, as agreed to by the member representing the concerned bureaus.

The Council review of S&T Bureau ABSs may serve as the formal review mechanism for these ABSs. In such cases, the Council's membership would be augmented by other appropriate persons from PPC, OMB, etc.

(3) PID Stage - The Council will be involved in providing technical advice regarding PIDs in several ways: The Council will review PIDs of Washington-funded scientific and technological projects and the technical aspect of other PIDs referred to it by the Council representatives of the concerned bureaus.

The review of the S&T Bureau PIDs may serve as the formal review of those PIDs. In such cases, the Council's membership would be augmented by representatives of PPC, M, etc.

(4) Project Paper Stage - The Council will function in regard to PPs in a manner similar to its role with PIDs.

(5) "Case Studies" - With agreement of the concerned bureau representative to the Council, the Council may monitor the development of a few selected projects from the PID through the PP stage and beyond on a "Case Study" basis. These projects will conform to certain general criteria:

-- The proposed project represents a new scientific or technological initiative; and/or

-- The proposed project, while initiated by a single regional bureau, has potential applicability in other regions; and/or

-- The proposed project represents an existing high risk intervention now applied for the first time in this country's context; and/or

-- The proposed project is a Mission-sponsored developmental applied research project; and/or

-- The proposed project is part of a worldwide AID strategy

The Council's role in these "Case Study" projects will be to provide ongoing technical analysis and advice on project design, implementation and evaluation in order to inform and illuminate the AID project process. The Council will also work with the Office of Personnel Management on science and technology personnel matters, including workforce requirements, recruitment and selection, training requirements, career development, etc.

E. Proposed Duration of Committee:

Indefinite. However, the Council and its operation will be evaluated by the members of the Science and Technology Groups after one year of operating experience. Their recommendations to the Senior Assistant Administrator for S&T will serve as the basis for continuation, modification or termination of the Council.

F. Title of Agency Official to Whom Committee Reports:

All advisory reports that are issued as a result of the above program functions should flow from the Council through the representative of the concerned bureau to the Assistant Administrator of the concerned bureau and the Senior Assistant Administrator for S&T.

G. Committee Chairperson and Members:

The Chairperson is selected by the Senior Assistant Administrator for S&T, based on consultation with Council members. The Chairperson serves in a non-voting capacity. Core membership is composed of the chief professionals in the human resources sector in the four regional bureaus, PPC, S&T Bureau, and the BIFAD Support Staff. In those cases where the Council's review of S&T Bureau program/budget documents serves as the formal review mechanism, the Council's membership will be augmented to include representation from PPC, GC, M, OMB, etc., as required by Agency policy procedures or practice. Otherwise, membership of other bureaus/offices will be invited where recommended by the Council's core membership or where requested by FVA.

H. AID Support Responsibilities:

Executive Secretariat and staff support services are provided by the Bureau for Science and Technology with assistance from other bureaus as appropriate.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: Dr. Nyle C. Brady (Name) /s/ (Signature)

Title: Senior Assistant Administrator for Science and Technology

Date: March 1, 1982

Committee Charter

A. Official Committee Title:

Nutrition Sector Council

B. Specific Establishment Authority:

Memorandum on Improving the Science and Technology Capacity of AID sent to the AID Executive Staff from the Administrator on June 23, 1981.

C. Date Established: November 17, 1981; renewed July 26, 1985.

D. Committee's Objectives, Scope of Activities and Duties:

(1) Objectives

This council has been established to provide an orderly mechanism for advising the Agency and its bureaus on all science and technology matters related to nutrition. The Council is authorized to set up appropriate standing and ad hoc subcommittees to assist it discharge its responsibilities.

(2) Scope of Activities and Duties:

(a) The Council will be the responsible working level for identification, analysis, discussion and resolution of technical issues contained in drafts of AID's Sector Policy Papers.

(b) The Council will be the responsible working level for the development of global sector strategies.

(c) Once the global Sector Strategy Papers have been issued, the Council will be the responsible working level to review regional sector strategies as they are developed or revised by the Regional Bureaus.

(d) The Council will also serve as a mechanism for providing advice and assistance on the technical aspects of the S&T Bureau's program and project development and implementation. The Council's review and advisory function operates as follows:

(1) ABS - The Council shall review all ABSs of the S&T Bureau. The Council review of S&T Bureau ABSs will serve as the technical review mechanism for these ABSs.

(2) PID - The Council will serve as the formal review mechanism for S&T Bureau PIDs.

(3) Project Paper - The Council will function in regard to S&T Bureau PPs in a manner similar to its role with PIDs.

(e) The Council may undertake studies or other actions related to the technical issues involved in its sector.

(f) The Council will provide advice to the Office of Personnel Management on science and technology personnel matters, including workforce requirements, recruitment and selection, training requirements, career development, etc.

(g) While the Council will set its own agenda and priorities, it will endeavor to undertake other tasks requested of it by senior agency management consistent with its role as described in paragraph D, above.

(h) The Council will prepare an annual report highlighting its major activities and accomplishments of the prior year and its work plan for the coming year. The annual report is to be submitted to the Administrator through SAA/S&T with all copies to Assistant Administrators.

E. Proposed Duration of Committee:

Indefinite. However, the Council and its operation will be evaluated by the Science and Technology Advisory Group after a year and its recommendations will serve as the basis for continuation, modification or termination of the Council by the SAA/S&T.

F. Title of Agency Official to Whom Committee Reports:

All advisory reports or other memoranda that are issued in pursuit of the above program functions will flow from the Council to the Senior Assistant Administrator for Science and Technology or thru him to the Assistant Administrator of the concerned bureau or the Administrator. All Council communications outside the Agency must be cleared by or go thru the SAA/S&T.

G. Committee Chairperson and Members:

The Chairperson is selected by the Senior Assistant Administrator for S&T. Core membership is composed of the chief professionals in the sector in the four regional bureaus, PPC, and S&T. In those cases where the Council is reviewing S&T Bureau program/budget documents, Council meetings will be augmented to include representation from PPC, GC, M, OMB, etc., as required by Agency policy, procedures or practice. Otherwise, other bureaus/offices will be invited when recommended by the Council's core membership. In the absence of the Chairperson, a core member will assume the Chair.

H. AID Support Responsibilities:

Executive Secretariat and staff support services are provided by the Bureau for Science and Technology with assistance from other bureaus as appropriate.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: N.C. Brady /s/
Name Signature

Title: Senior Assistant Administrator for Science and Technology

Date: July 31, 1985

Committee Charter

A. Official Committee Title:

Population Sector Council

B. Specific Establishment Authority:

Memorandum on Improving the Science and Technology Capacity of AID sent to the AID Executive Staff from the Administrator on June 23, 1981.

C. Date Established: November 17, 1981; renewed July 26, 1985.

D. Committee's Objectives, Scope of Activities and Duties:

(1) Objectives

This council has been established to provide an orderly mechanism for advising the Agency and its bureaus on all science and technology matters related to population. The Council is authorized to set up appropriate standing and ad hoc subcommittees to assist it discharge its responsibilities.

(2) Scope of Activities and Duties:

(a) The Council will be the responsible working level for identification, analysis, discussion and resolution of technical issues contained in drafts of AID's Sector Policy Papers.

(b) The Council will be the responsible working level for the development of global sector strategies.

(c) Once the global Sector Strategy Papers have been issued, the Council will be the responsible working level to review regional sector strategies as they are developed or revised by the Regional Bureaus.

(d) The Council will also serve as a mechanism for providing advice and assistance on the technical aspects of the S&T Bureau's program and project development and implementation. The Council's review and advisory function operates as follows:

(1) ABS - The Council shall review all ABSs of the S&T Bureau. The Council review of S&T Bureau ABSs will serve as the technical review mechanism for these ABSs.

(2) PID - The Council will serve as the formal review mechanism for S&T Bureau PIDs.

(3) Project Paper - The Council will function in regard to S&T Bureau PPs in a manner similar to its role with PIDs.

(e) The Council may undertake studies or other actions related to the technical issues involved in its sector.

(f) The Council will provide advice to the Office of Personnel Management on science and technology personnel matters, including workforce requirements, recruitment and selection, training requirements, career development, etc.

(g) While the Council will set its own agenda and priorities, it will endeavor to undertake other tasks requested of it by senior agency management consistent with its role as described in paragraph D, above.

(h) The Council will prepare an annual report highlighting its major activities and accomplishments of the prior year and its work plan for the coming year. The annual report is to be submitted to the Administrator through SAA/S&T with all copies to Assistant Administrators.

E. Proposed Duration of Committee:

Indefinite. However, the Council and its operation will be evaluated by the Science and Technology Advisory Group after a year and its recommendations will serve as the basis for continuation, modification or termination of the Council by the SAA/S&T.

F. Title of Agency Official to Whom Committee Reports:

All advisory reports or other memoranda that are issued in pursuit of the above program functions will flow from the Council to the Senior Assistant Administrator for Science and Technology or thru him to the Assistant Administrator of the concerned bureau or the Administrator. All Council communications outside the Agency must be cleared by or go thru the SAA/S&T.

G. Committee Chairperson and Members:

The Chairperson is selected by the Senior Assistant Administrator for S&T. Core membership is composed of the chief professionals in the sector in the four regional bureaus, PPC, and S&T. In those cases where the Council is reviewing S&T Bureau program/budget documents, Council meetings will be augmented to include representation from PPC, GC, M, OMB, etc., as required by Agency policy, procedures or practice. Otherwise, other bureaus/offices will be invited when recommended by the Council's core membership. In the absence of the Chairperson, a core member will assume the Chair.

H. AID Support Responsibilities:

Executive Secretariat and staff support services are provided by the Bureau for Science and Technology with assistance from other bureaus as appropriate.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: N.C. Brady (Name) /s/ (Signature)

Title: Senior Assistant Administrator for Science and Technology

Date: July 31, 1985

Committee Charter

A. Official Committee Title:

Rural Development Sector Council

B. Specific Establishment Authority:

Memorandum on Improving the Science and Technology Capacity of AID sent to the AID Executive Staff from the Administrator on June 23, 1981.

C. Date Established: July 26, 1985.

D. Committee's Objectives, Scope of Activities and Duties:

(1) Objectives

This council has been established to provide an orderly mechanism for advising the Agency and its bureaus on all science and technology matters related to Rural Development. The Council is authorized to set up appropriate standing and ad hoc subcommittees to assist it discharge its responsibilities.

(2) Scope of Activities and Duties:

(a) The Council will be the responsible working level for identification, analysis, discussion and resolution of technical issues contained in drafts of AID's Sector Policy Papers.

(b) The Council will be the responsible working level for the development of global sector strategies.

(c) Once the global Sector Strategy Papers have been issued, the Council will be the responsible working level to review regional sector strategies as they are developed or revised by the Regional Bureaus.

(d) The Council will also serve as a mechanism for providing advice and assistance on the technical aspects of the S&T Bureau's program and project development and implementation. The Council's review and advisory function operates as follows:

(1) ABS - The Council shall review all ABSs of the S&T Bureau. The Council review of S&T Bureau ABSs will serve as the technical review mechanism for these ABSs.

(2) PID - The Council will serve as the formal review mechanism for S&T Bureau PIDs.

(3) Project Paper - The Council will function in regard to S&T Bureau PPs in a manner similar to its role with PIDs.

(e) The Council may undertake studies or other actions related to the technical issues involved in its sector.

(f) The Council will provide advice to the Office of Personnel Management on science and technology personnel matters, including workforce requirements, recruitment and selection, training requirements, career development, etc.

(g) While the Council will set its own agenda and priorities, it will endeavor to undertake other tasks requested of it by senior agency management consistent with its role as described in paragraph D, above.

(h) The Council will prepare an annual report highlighting its major activities and accomplishments of the prior year and its work plan for the coming year. The annual report is to be submitted to the Administrator through SAA/S&T with all copies to Assistant Administrators.

E. Proposed Duration of Committee:

Indefinite. However, the Council and its operation will be evaluated by the Science and Technology Advisory Group after a year and its recommendations will serve as the basis for continuation, modification or termination of the Council by the SAA/S&T.

F. Title of Agency Official to Whom Committee Reports:

All advisory reports or other memoranda that are issued in pursuit of the above program functions will flow from the Council to the Senior Assistant Administrator for Science and Technology or thru him to the Assistant Administrator of the concerned bureau or the Administrator. All Council communications outside the Agency must be cleared by or go thru the SAA/S&T.

G. Committee Chairperson and Members:

The Chairperson is selected by the Senior Assistant Administrator for S&T. Core membership is composed of the chief professionals in the sector in the four regional bureaus, PPC, and S&T. In those cases where the Council is reviewing S&T Bureau program/budget documents, Council meetings will be augmented to include representation from PPC, GC, M, OMB, etc., as required by Agency policy, procedures or practice. Otherwise, other bureaus/offices will be invited when recommended by the Council's core membership. In the absence of the Chairperson, a core member will assume the Chair.

H. AID Support Responsibilities:

Executive Secretariat and staff support services are provided by the Bureau for Science and Technology with assistance from other bureaus as appropriate.

I. Authorizing Official and Charter Certification Date:

Authorizing Official: N.C. Brady (Name) /s/ (Signature)

Title: Senior Assistant Administrator for Science and Technology

Date: July 31, 1985

CHARTER

INTERAGENCY TASK FORCE ON AFRICAN EMERGENCY

A. Official Committee Title:

Interagency Task Force on the African Emergency

B. Specific Establishment Authority:

As the President's Special Coordinator for International Disaster Assistance, the Administrator of the United States Agency for International Development has the authority to call for and establish, as required, committees to respond to urgent international emergencies. In that capacity, the Administrator of AID called for the establishment of an Interagency Task Force. Such establishment is contained in an AID/W Notice.

C. Date Established: October 9, 1984 (date of the AID/W Notice)

D. Committee's Objectives, Scope of Activities and Duties:

1. Objectives

The objectives of the Interagency Task Force on the African Emergency are to coordinate and expedite the work of all Federal departments/agencies in identifying/locating the people at risk, determining an appropriate USG response to that risk and ensuring that U.S. Government-provided relief goods are delivered in a timely and responsive manner.

2. Scope of Activities and Duties:

a. Identify number and location of people at risk and gather information on food availability

(1) Identify countries at risk
(2) Provide special needs assessments upon Embassy/USAID request
(3) Coordinate the compilation of information upon Embassy/USAID request surplus and commodity purchase with AID's Bureau for Africa and Office of Food for Peace, recipient governments, donor governments, the Food and Agriculture Organization, the World Food Program, appropriate United Nations agencies and other private, international and multilateral organizations
(4) Develop and implement a water strategy to facilitate response to emergency needs.

b. Determine appropriate U.S. Government response

(1) Identify food/non-food emergency assistance
(2) To avoid duplication, identify the role(s) of USG agencies and other donors and their levels of assistance
(3) Determine appropriate life support assistance
(4) Determine logistical requirements and identify funding sources
(5) Assist in the development and implementation of Embassy/USAID recommendations

c. Provide assistance in a timely and responsive manner

(1) Review port, storage and transport systems
(2) Identify bottlenecks to transport problems and determine appropriate solutions
(3) Coordinate with AID's Office of U.S. Foreign Disaster Assistance, Office of Food for Peace, U.S. Department of Agriculture and other offices/agencies to ensure timely movement of food and other commodities.

d. Serve as the focal point within the U.S. Government for the collection, reporting and dissemination, in a timely manner, of information relating to the status of activities concerning the African emergency. Such information shall be made available to the public to the maximum extent possible.

E. Proposed Duration of Committee

Indefinite (through the emergency phase of the current drought and famine)

F. Title of Agency Official to Whom Committee Reports

AID Administrator (Special Coordinator to the President for International Disaster Assistance)

G. Committee Chairperson and Members

Chairperson - Deputy Assistant Administrator, Bureau for Africa

Deputy Chairperson - Director, Drought Coordinator Staff, Bureau for Africa.

AID members include representatives from AID organizations who are members of the AID/STATE Drought Recovery Council, i.e.:

Title	Bureau/Office
Deputy Assistant to the Administrator for Management	Bureau for Management (AID/DAA/M)
Executive Officer	Drought Coordination Staff (AFR/DCS)
Public Sector Liaison Off.	Drought Coordination Staff (AFR/DCS)
Private Sector Liaison Off.	Drought Coordination Staff (AFR/DCS)
Deputy Assistant Administrator	Bureau for Food for Peace and Voluntary Assistance (DAA/FVA)
Press Officer	Bureau for External Relations (AID/XA/PR)
Associate Assistant Administrator	Bureau for Program and Policy Coordination (AID/PPC/PB)
Deputy Director	AID/PPC/DC
Congressional Liaison Officer (Africa region)	Office of Legislative Affairs (AID/LEG)
Legislative Program Specialist	Office of Legislative Affairs (AID/LEG)
Senior Program Analyst	Bureau for Africa (AID/AFR/DP)
Public Health Advisor	(AID/AFR/TR/H)
Desk Officers as appropriate	Office of Eastern Africa Affairs (AID/AFR/EA), Office of Coastal West Africa Affairs (AID/AFR/CWA), Office of Central Africa Affairs (AID/AFR/CA), Office of Sahel and West Africa Affairs (AID/AFR/SWA), Office of Southern Africa Affairs (AID/AFR/SA)
Assistant General Counsel for Central Programs	Office of the General Counsel (AID/GC/CP)

Department of State members include:

Title	Bureau/Office
Deputy Assistant Secretary	Bureau for Africa (STATE/AF)
Director	Economic Policy Staff (STATE/AF/EPS)

Title	Bureau/Office
Economist	Economic Policy Staff (STATE/AF/EPS)
Chief	Bureau of Economic and Business Affairs, Trade and Commercial Affairs, Office of Food Programs, Food Programs Division (STATE/EB/OFP/FPG)
Economist	Food Programs Division (STATE/EB/OFP/FPG)
Director	Bureau for Politico-Military Affairs, Office of International Security Policy (STATE/PM/ISP)
Analyst (East Africa)	Bureau of Intelligence and Research, Office of Analysis for Africa (STATE/INR/AA),
Director	Bureau for International Organizations, Office of Development (STATE/IO/D)
Director	Bureau for Refugee Programs - Africa (STATE/RP)

Other Departments/Agencies:

Title	Department/Agency/Bureau/Office
Analyst (Middle East and Africa)	The White House, Office of the President
Military Assistant/Aide to the Vice President	Office of the Vice President
Director	National Security Council, African Affairs
Deputy Director	Department of Defense, Office of the Assistant Secretary for Defense, International Security Affairs - Africa (DOD/OASD/ISA)
International Economist	Department of the Treasury, Office of International Development Policy (T/IDP)
Assistant Administrator and Assistant General Sales Manager	U.S. Department of Agriculture, Foreign Agriculture Service, Export Credit (USDA/FAS)

Title	Department/Agency/Bureau/Office
Agricultural Economist	U.S. Department of Agriculture, Economic Research Service (USDA/ERS)
Agricultural Economist	U.S. Department of Agriculture, Economic Research Service, International Economics Division (USDA/ERS/IED)
Deputy Director	Department of Transportation, Office of International Transportation and Trade (DOT/OST/P-21)*
Special Assistant to the Assistant Secretary	Department of Transportation (DOT)
Program Analyst*	Department of Transportation (DOT/OST/P-38)*
Coordinator, Africa Food Initiative	Peace Corps, International Operations (Peace Corps/IO)
Director	National Oceanic Atmospheric Administration, Assessment Information Service Center (NOAA/AISC)
Director	Office of the Joint Chiefs of Staff (OJCS/J-4)
Public Health Advisor	Centers for Disease Control Crisis Relief Program (CDC)
Budget Officer	Office of Management and Budget, International Affairs Division (OMB/IAD)

Non-Governmental Organizations:

President	Interaction

H. AID's Support Responsibilities:
All AID Bureaus including the Bureau for Africa (AFR), Bureau for Management (M), Bureau for Food for Peace and Voluntary Assistance (FVA), Bureau for Program and Policy Coordination (PPC), the Bureau for Science and Technology (S&T) and the Office of U.S. Foreign Disaster Assistance (OFDA) will provide appropriate technical, administrative and clerical support as needed.

*Correction underlined

Staff support to the Task Force is provided by the AID Drought Coordination Staff (AFR/DCS) and personnel are detailed to that unit without reimbursement. Special requirements for AFR/DCS in its support role for the Task Force such as requisite supplies (office furniture and supplies) and equipment (word processing equipment) are provided by M/SER/MO and M/SER/IRM, respectively. The Task Force has no staff or funds allocated to it.

The Bureau for Africa provides funds for travel of Task Force members.

To accommodate overtime on the Task Force performed by clerical personnel during FY 1985, and by AFR/DCS in FY 1986, the Office of Financial Management within the Bureau for Management (M/FM/CONT) shall provide an initial allotment. Any adjustments (upward or downward) shall be negotiated among the Drought Coordination Staff (AFR/DCS), the Bureau for Management (M) and the Office of Management within the Bureau for Africa (AFR/MGT).

The Bureau for Management (M), in coordination with AFR/MGT, provides/arranges for office space to house African Drought Coordination staff in support of its responsibilities vis-a-vis the Task Force.

I. Description of Duties

Committee members provide their respective administrative, technical and logistical expertise to carry out the objectives stated in Section D above.

J. Authorizing Official and Charter Certification Date

Authorizing Official: M. Peter McPherson
(Name)

Signature: /s/

Titled: AID Administrator and Special Coordinator to the President for International Disaster Assistance

Date: January 31, 1986

Committee Charter

A. Official Committee Title:

Information Management Committee

B. Specific Establishment Authority:

Established at the direction of the Administrator for the Agency for International Development.

C. Date Established: December 1988

Date Revised October 1991

D. Committee's Roles and Objectives:

To provide Agency-wide executive oversight for planning, management, and control of Agency information resources and reporting needs.

1. Provide leadership, direction, vision, and agenda for Agency's IRM program.

2. Review and approve the Agency's Strategic Information Resources Management Plan, to ensure that, inter alia, efforts undertaken are in line with the business direction of the Agency.

3. Review and approve major information resources management policies.

4. Review the Agency's IRM program to ensure compliance with Federal IRM Regulations (Brooks Act, Paperwork Reduction Act, Paperwork Reduction Reauthorization Act, Competition in Contracting Act, and Computer Security Act).

5. Define the Agency's corporate information resources requirements and priorities.

   a. Serve as a clearinghouse for all major Agency corporate systems before they are approved or funded.

   b. Establish priorities among Agency-wide versus individual Bureau/Office versus field mission needs.

   c. Resolve differences among Bureau/Offices and field missions regarding technical, financial, and programmatic IRM issues.

F. Procedures:

1. Receive executive secretariat support from FA/IRM/PMA, to include preparation and distribution of agendas and other materials, scheduling of meetings, and distribution of meeting minutes.

2. Receive technical and functional support pertaining to Agency goals and information management requirements from Assistant Administrators, Office Directors and Information Technology Committees in individual Bureaus/Offices.

3. Receive information regarding technology directions and strategies from FA/IRM.

4. Meet quarterly; additional meetings may be required during the planning and budgeting cycle.

G. Proposed Duration of Committee:

Indefinite

H. Title of Agency Official to Whom Committee Reports:

Associate Administrator for Finance and Administration (AA/FA)

I. Committee Chairperson and Members:

The committee is chaired by the AA/FA who also is the Designated Senior Official (DSO) for IRM as required under the Paperwork Reduction Act of 1980. Membership consists of 10 senior executives as follows:

- Associate Administrator for Finance and Administration, (DSO)
- Associate Administrator for Operations
- Director of Policy Directorate
- Counselor to the Agency
- Administrator's representative
- A Regional Bureau Assistant Administrator from the Operations Directorate appointed by the Associate Administrator for Operations.
- An Office Director from the Policy Directorate appointed by the Director of Policy Directorate.
- Director of IRM
- Director of Budget
- Director of Financial Management

J. AID Support Responsibilities:

Office of Information Resources Management develops the systems defined by the Committee and provides analytical, technical, and administrative support for Committee tasks. Bureaus and Offices will provide representation and support, as appropriate.

K. Authorizing Official and Charter Certification Date:

Authorizing Official: John F. Owens

Title: Acting Associate Administrator for Finance and Administration

/s/ (Signature)

October 24, 1991 (Date)

TRANSMITTAL MEMORANDUM CHECKSHEET
FOR HANDBOOK 17 - ORGANIZATIONAL HANDBOOK

17:419	_____	17:443	_____	17:467	_____
17:420	_____	17:444	_____	17:468	_____
17:421	_____	17:445	_____	17:469	_____
17:422	_____	17:446	_____	17:470	_____
17:423	_____	17:447	_____	17:471	_____
17:424	_____	17:448	_____	17:472	_____
17:425	_____	17:449	_____	17:473	_____
17:426	_____	17:450	_____	17:474	_____
17:427	_____	17:451	_____	17:475	_____
17:428	_____	17:452	_____	17:476	_____
17:429	_____	17:453	_____	17:477	_____
17:430	_____	17:454	_____	17:478	_____
17:431	_____	17:455	_____	17:479	_____
17:432	_____	17:456	_____	17:480	_____
17:433	_____	17:457	_____	17:481	_____
17:434	_____	17:458	_____	17:482	_____
17:435	_____	17:459	_____	17:483	_____
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17:438	_____	17:462	_____	17:486	_____
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*U.S. Government Printing Office: 1991 — 283-070/47816