

A.I.D. Handbook  
Supplement A

21



# Executive Communications

Office of the Executive Secretary  
Agency for International Development  
Washington, D.C. 20523

AGENCY FOR INTERNATIONAL DEVELOPMENT

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Handbook 21 - Communications

Supplement A, Executive Communications

This revised Supplement, prepared by the Office of the Executive Secretary, provides detailed guidance for secretarial and professional personnel who prepare communications for the Office of the Administrator.

It is intended for AID/Washington use only.

SUPERSEDES:

Supplement A in its entirety.

FILING INSTRUCTIONS:

1. Remove superseded material as indicated under SUPERSEDES.
2. File the attached in their appropriate places.
3. Keep this Supplement in its binder.
4. Initial the transmittal Memorandum Checksheet beside (in the back of the Handbook binder) TM 21-S:4.

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KEEP THIS TRANSMITTAL MEMORANDUM, and file it in the front of the Supplement binder.

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Address questions about this Supplement A to HB 21 to ES.

KEEP YOUR AID HANDBOOK UP-TO-DATE

(Approximately  $\frac{3}{4}$  actual size)

AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

# Preface

OFFICE OF  
THE EXECUTIVE SECRETARY

TO ALL RECIPIENTS OF THE EXECUTIVE COMMUNICATIONS HANDBOOK

This Handbook replaces the previous issue. The guidance contained in it reflects the changes that have occurred over the past few years in the preparation of executive communications. You should review this Handbook before preparing executive communications and consult the Communications Coordination Staff whenever you have questions.

The instructions contained in the Handbook on style and format are designed to standardize the preparation of executive communications throughout the Agency. We expect you to follow them carefully and reasonably. Communications which do not meet established Office of the Executive Secretary Guidelines will be returned.

Your cooperation is appreciated.

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# I. Introduction

# I. Introduction

A. The Office of the Executive Secretary (ES) has prepared this supplement to Handbook 21 (Communications) to give some of the flavor we like in executive correspondence, as well as to describe the use and content of internal memoranda. We are also passing on some tips about how to move documents smoothly through the system. Our objective is to solve the three basic problems that affect much of our executive correspondence:

- The type and substance of the letters are frequently bureaucratic and unresponsive.
- We are often slow in replying to incoming letters.
- We lack consistency in the use and preparation of internal memoranda.

B. The Supplement is organized, and designed for ease of use, with each section preceded by a detailed table of contents.

C. Drafting officers as well as secretaries must pay attention to format and preparation instructions. Follow format samples and instructions carefully, but sensibly. We realize that situations and needs vary. The Supplement is a guide, not a cure-all. Be sure you see the connection between what is said and how it is presented. When in doubt, consult the person in your bureau or office who serves as the ES point of contact.

D. If you find inconsistencies or situations that do not fit the prescribed forms, or do not understand instructions in the Supplement, please consult your ES staff officer.

E. The Supplement has been issued in loose-leaf form so that revisions and additions can be inserted with ease.

## II. Office of The Executive Secretary

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## II. Office of The Executive Secretary

### Communications Coordination Staff

#### A. WHAT IT IS, WHAT IT DOES, AND WHY.

1. The **Office of the Executive Secretary** is the channel for control of the regular work and information to and from the Office of the Administrator and, therefore, receives all incoming and outgoing mail and telegrams for the Administrator, Deputy Administrator and Counselor (hereafter referred to as Principals).

This is required:

- to permit an appropriate flow of work to the Principals;
- to permit creation and maintenance of records of what has been received in the Office of the Administrator;
- to serve as a basis for dissemination of information within the Agency;
- to permit any special inputs and insights by the Executive Secretary; and
- to permit quick retrieval of information when needed by the Principals.

2. The **Communications Coordination Staff (ES/CCS)** is a small, well-trained unit functioning as an extension of the immediate Office of the Administrator. As such, it is their responsibility to judge and decide the procedure or course of action that will best accomplish the following:

- protect the time of the Principals;
- ensure that the Principals are adequately and currently informed;
- assist them in foreseeing problems and planning future programs;
- ensure that matters for their decision reach their desks promptly, in condition to be settled intelligently and without delay, and to protect them against hasty and ill-considered judgments;
- exclude every matter that can be settled elsewhere in the Agency;
- ensure compliance, to the extent possible, by subordinates with established policy and executive direction; and
- keep the Executive Staff currently informed of decisions and actions which affect them and their interests.

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## B. HOW IT OPERATES.

1. ES/CCS performs substantial staff work for documents going to the Principals. Not only do they review materials from other offices with an eye to their completeness, clarity, correctness, form and tone, but also each staff officer is expected to be sufficiently familiar with the substance of a document to be satisfied that it is logical and in order for action by the Principals.

2. In performing this function, it is never the intent of staff officers to dilute the responsibility of drafting offices. The drafting office, clearly, has primary responsibility and ES/CCS staff officers make changes only with good reason. To this end, the staff officer consults the drafting office by phone concerning any substantive question about a document. If the question seems valid to the drafting officer, the document is usually retrieved and necessary changes are made.

3. Often Action Memoranda or outgoing letters use technical language which to a lawyer, an economist, or an engineer is perfectly clear and entirely correct, but which to others is confusing. In many instances it is appropriate for the staff officer to clarify what a passage means. To do this a discussion with the drafting officer may be necessary. The resulting understanding can then be compressed into a short note for the Administrator, or for the Executive Secretary who can inform the Principal if the need arises. Some times, of course, this sort of staff work proves unnecessary; but it often saves time and prevents misunderstanding.

4. If a staff officer speaking on the phone receives a recommendation or opinion from the action office, the staff officer encourages the action office to put the matter in writing to avoid misunderstanding.

5. It should be pointed out that during recent years the Office of the Executive Secretary has sustained severe personnel reductions as have many other AID offices and, unfortunately, it cannot handle the amount of drafting and typing that it did in the past. Consequently, most letters which need to be retyped or corrected must now be returned to the drafting office.

### C. THE CONSEQUENCES OF BYPASSING THE EXECUTIVE SECRETARY

1. In order to maintain quality control and ensure effective coordination, followup, and implementation, all letters and memoranda prepared for the signature of the Principals must be submitted through ES/CCS.

2. There are rare instances when it is necessary and desirable to carry a document directly to the Principal for discussion and urgent decision or signature, or to walk out with a signed document which was delivered previously for action. When this happens, the officer involved must ensure that the document goes out through ES not only to keep the Executive Secretary currently informed, but also to assist the Secretariat in keeping its files and information systems complete.

3. ES will gladly arrange for special handling of sensitive and urgent materials in order to maintain necessary confidentiality and facilitate delivery. A buckslip with special handling instructions should be included with the correspondence when it is delivered to ES.

4. Bypassing ES can result in a loss of records of documents or of the action taken on them. Remember, the more you use ES, the more useful we can be to you, to the Principals, and to the Agency as a whole.

# III. Executive Correspondence--Letters

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## III. Executive Correspondence—Letters

### A. INCOMING MAIL

Mail addressed to the Principals is delivered to the Office of the Executive Secretary/Communications Coordination Staff (ES/CCS) for processing. This includes:

- mail from Government agencies, (including the Department of State);
- internal memoranda;
- all Congressional mail (exception: letters marked “personal” or designated for employees overseas).

### B. ASSIGNMENT OF ACTION

1. ES determines **action** and sends the original of the correspondence directly to the action office. The principals and interested offices are furnished information copies simultaneously. If nonaction offices want to make their views known on a communication, they do so through the action office.

2. When action is assigned “as appropriate,” it means the action office will decide whether a reply is necessary and at what level within the bureau or office. If a bureau or office decides a written reply is necessary on an “as appropriate” action, it should forward a copy to ES.

When the response is a telephone call, the action office reports the call to ES/CCS.

### C. SIGNATURE REQUIREMENT AND DUE DATE

1. ES determines the signature requirement and due date on all executive correspondence. When correspondence is assigned for the bureau/office signature, ES requests, in the action assignment, a copy of the response, if necessary.

2. When a bureau or office feels strongly that the signature requirement assigned by ES should be changed, that Bureau or office should consult an ES staff officer and give the reasons and circumstances.

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#### D. SPECIFIC SIGNATURE REQUIREMENT

1. Drafting officers originating correspondence to Heads or Deputy Heads of international organizations, international financial institutions, and/or foreign government officials (at the Ministerial level) are responsible for insuring that the correspondence is prepared—at the minimum—for the signature of the appropriate Assistant Administrator or Office Head. In addition, Assistant Administrators and Office Heads are responsible for personally exercising discretion as to whether a given communication should more appropriately be signed, cleared or brought to the attention of a Principal.

2. ES/CCS is responsible for assuring that replies to incoming correspondence from these organizations and institutions are properly assigned.

#### E. TRANSFER OF ACTION ASSIGNMENT

An Action Office should follow these guidelines:

1. Review all executive correspondence promptly.
2. If the action is misassigned, contact the ES staff officer immediately.
3. If there is agreement for quick transfer, return the originals to the ES staff officer for change of action assignment, due date, and delivery to the new action office.
4. If the offices are located near each other in a building other than New State, ES can request the letter be sent directly to the new action office to save time.

#### F. USE OF LETTERS AND MEMORANDA

Letters are to be used for correspondence with all individuals outside AID *except* officials of the White House and the Department of State. Instructions for preparing memoranda to the White House and the Department of State are contained in Sections VI. and VII., respectively, of this supplement.

#### G. DUE DATES

ES allows 9 working days for replies to White House correspondence, 5 working days for replies to Congressional letters, and 5 to 7 working days for all other outside correspondence addressed to a Principal.

## 1. Change of Due Dates

Occasionally an inquiry requires more work and action cannot be completed in the assigned time. For example, it may be necessary for the action office to telegraph the field for necessary information. ES does not try to anticipate these problems and gives a standard due date in all cases unless the incoming letter demands an earlier deadline, or establishes its own projected due date. Each action officer is responsible for completing the assignment with the deadline set by the Secretariat. If the deadline cannot be met, the appropriate ES staff officer should be contacted immediately upon receipt of the action to explain the reasons for the anticipated delay and to agree on a more realistic due date. The reasons for the request must be convincing—it is not acceptable merely to say “we’re too busy to work on it now.”

## 2. Interim Replies

When ES agrees to assign a new due date, consideration is given at that time to the need for an interim reply. When one is requested, the action office prepares an interim response which reviews the problem and describes progress to date, if appropriate. The office must, of course, follow through to make sure these actions are taken, and a final letter sent.

- a. Prepare an interim letter immediately upon receiving the incoming letter for the individual who is to sign the final reply.
- b. Send it to ES at least *one* working day before the assigned due date.
- c. Send the final reply within 14 calendar days from the date of the interim reply.

## H. SUSPENSE LIST

If the ES staff officer is not informed of anticipated delays, it is assumed the assignment will be completed by the deadline as shown on the incoming correspondence. ES prepares weekly an assignments report which includes overdue correspondence showing the action office. Assistant Administrators and Heads of Offices should personally review their suspense items to ensure the prompt completion of actions assigned to their offices.

## I. CLEARANCES

1. Each letter demands its own clearances. It is the responsibility of the drafting office to determine who should clear the letter, (e.g., the Office of Personnel Management for personnel related matters, the Office of the General Counsel for matters with legal implications, and the Office of Legislative Affairs for letters to members of Congress) and to assure that proper clearances are obtained before the correspondence is delivered to ES. Correspondence without proper clearances will be returned to the originating bureau or office.

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2. Because clearances mean delays—often lengthy ones—the drafting office should keep the number low and distribute copies to clearing offices simultaneously. When the subject matter involves interests of other bureaus and offices within AID and the Department, the primary drafting office should consult such other offices at an early stage.

3. Clearances are to be shown on all copies of a letter. The name of the drafter, office symbol, date and telephone extension, typist's initials, and Document # are also to appear on all copies. The yellow office file copy of the letter bears the clearance initials. Multiple clearances within the same bureau or office need not be shown. One authoritative clearance per bureau or office is sufficient.

4. In those instances where clearing offices are unable to reconcile differing views, a dissenting memorandum and an alternative reply should be forwarded simultaneously with the reply proposed by the primary drafting office. The signing office indicates that a dissenting memorandum is being forwarded by another office when the two cannot be submitted simultaneously.

5. When the subject matter is solely within the jurisdiction of one bureau or office, only the drafter's name and the signing officer's name need appear.

6. When GC clearance is needed, the yellow copy of the *final* letter *must* bear the initials of the **General Counsel, the Deputy General Counsel**, regardless of whether a GC attorney has also cleared.

7. Similarly, when LEG or AA/PPC clearance is required, the initialed clearances of the Director or Deputy LEG or Assistant Administrator/Deputy Assistant Administrator/PPC must appear on the yellow copy of the final letter.

8. Drafting officers are to clear all correspondence directed to international organizations and international financial institutions with the Assistant Administrator for Program and Policy Coordination (AA/PPC).

9. Drafting officers are responsible for obtaining clearances of other agencies and organizations and for ensuring that the views of the agencies and organizations are fully reflected in the proposed document.

## J. STYLE AND TONE

Letters leaving AID must be clear, concise, and straightforward. In addition, they must be responsive to the incoming correspondence, and contain enough information so the recipient's queries are answered truthfully, to the best of our ability, and in a positive manner. Too often letters coming to ES are difficult to understand, or are too long, vague, or pompous. Such letters will be returned to the drafting office for revision. Keep the language clear, the explanations direct, and the tone relaxed. Keep sentences short and uncomplicated. While promptness is the main criterion in responding to correspondence, an intelligible, brief, and frank reply is also fundamental.

1. Good ways to start are: "In reply to. . ."; "You asked about. . ."; or "This is in reply to your March 1 letter about. . ." Do not repeat at length and verbatim the opening paragraph of the incoming letter. A brief, simple reference is adequate: ". . . about the drought in Bangladesh."

2. Do not begin with: "Thank you for your letter. . ." unless there is something definite to thank the writer for, such as:

- Incoming letter is complimentary to AID; or
- the letter extends an invitation; or
- furnishes a report or other information of significance to the Agency.

3. A brief explanation or apology must be included when the letter is more than 5 days overdue. "We are sorry for the delay in responding" is acceptable.

4. Omit the date of the incoming letter in the opening sentence when the response is long overdue (15 working days or more).

5. Except for purely personal correspondence, letters should speak for the Agency rather than the Principal personally. To this end, there should be a minimum of "I" and "My."

Examples: "We have received the proposal . . ." or  
"Agency staff have reviewed the proposal . . ."  
(Not "My staff" or "I")

6. Avoid starting a paragraph with "I"—especially the first paragraph.

7. The last paragraph is a logical spot to express a personal concern if appropriate:

"I am sorry that the results are not more encouraging . . ."

"I appreciate your interest in . . ."

"I believe we have a sound approach . . ."

"I am convinced the issue requires . . ."

8. Avoid using these phrases:

"I want to thank you . . ." or "I would like to thank you . . ." Instead, begin with "Thank you . . ."

"Please accept . . ."

"Please be assured . . ."

"At a later date . . ." ("As soon as possible" is preferred.)

"I am advised that . . ."

"As you know . . ." (unnecessary to repeat what the recipient already knows). Be frank and candid. If we made a mistake, say so. Don't evade the issue—avoid a bureaucratic style completely.

|                   |                                |                           |                               |
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9. Use short paragraphs (approximately 8 lines). Where a length recitation of events is called for, spread it out by indenting and separating each point

- (first point)
- (second point)
- (third point)

Many letters need only a very simple answer, but drafters often load the responses with extra words and irrelevant comments.

10. Avoid using acronyms. In rare instances where acronyms are used, spell them out in the text initially. For example, "the Food and Agriculture Organization (FAO)."

11. Avoid using the acronym A.I.D. "The Agency" or "we" are good substitute words. In instances when the acronym for Agency for International Development is used in external communications, it should be typed as: A.I.D.

## K. FORMAT (See Sample III-1)

### 1. Appearance

Letters are to be neat in appearance and free of obvious erasures and strikeovers. Liquid "white out" corrections are unacceptable.

### 2. Stationery

a. Type letters for the signature of the Administrator on "The Administrator" letterhead. Use the "Deputy Administrator" letterhead for letters signed by the Deputy Administrator. If the Deputy is serving as Acting Administrator, type the letter on "Office of the Administrator" letterhead. Type the title "Acting Administrator" after the typed name.

b. Use "Counselor to the Agency" letterhead for the Counselor.

c. Use 6" x 9" letterhead for short letters, choosing the appropriate letterhead.

### 3. Form

Type letters in block style (no paragraph indentation) single spaced with double space between paragraph and open punctuation. You can double space letters of seven lines, or less.

### 4. Date

Leave letters for signature of fifth floor Principals *undated*. ES inserts the date when the letter is signed.

## 5. Inside Address

a. Address all elected officials of government (Federal, State, and local) and Presidential appointees as "The Honorable." If there is question, please consult the ES staff officer concerned. See Section IV, "Forms of Address." (Refer to Part I, Chapter 4, of **Handbook 21—Communications**, and **CONGRESSIONAL CORRESPONDENCE GUIDELINES** provided by LEG when preparing letters to Members of the Congress.)

b. Type the inside address at the bottom of page one regardless of length. On one page letters, the first line of the inside address generally follows the signer's name.

If there is an enclosure, the first line of the inside address follows the word "Enclosure".

Use discretion as to where to begin the inside address (size of letterhead and length of letters will vary). There should be at least 1 to 1½" between the last line of the typed inside address and the bottom of the page.

## 6. Multiple Addresses

When an incoming letter has been co-signed, prepare an identical original reply to each co-signer for signature by the Principal.

## 7. Salutation

Use the letter writer's first name in the salutation of the response when the writer has addressed the addressee by first name in the incoming. Generally, the tone of such replies should match the tone of the incoming correspondence.

## 8. Type

Ten pitch type is required on all communications to and from the Principals.

## 9. Length

Limit the letters to *one* page as much as possible. If the subject requires a lengthy response, use an enclosure which discusses the subject in detail.

## 10. Margins

Center the body of the letter, using wider margins for short letters. Long letters are to have a left margin of at least 1¼" to 1½" with right and bottom margins of at least 1"

On letters consisting of 2 or more pages, center the page number at least one inch from the top of the second and subsequent pages.

|                   |                                |                           |                               |
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## 11. Complimentary Close

### The Administrator

"Sincerely," for general correspondence. "My best wishes and warm regards" or "Best wishes and warm regards" followed by "Sincerely" for personal correspondence.

### The Deputy Administrator

"Sincerely" for general and personal correspondence.

### The Counselor

"Sincerely" for general and personal correspondence.

## 12. Signature Blocks

The Administrator signs as follows on "The Administrator" letterhead:

Sincerely,

(Typed Name)

The Deputy Administrator signs as follows on "Deputy Administrator" Letterhead:

Sincerely,

(Typed name)

When the Deputy Administrator is serving as Acting Administrator, ES will request the preparation of correspondence for his signature as follows, on "Office of the Administrator" letterhead:

Sincerely,

(Typed name)  
Acting Administrator

There should be at least six line spaces between the complimentary close and the typed name of the signing official.

The Counselor signs as follows on "Counselor to the Agency" letterhead:

Sincerely,

(Typed name)

### 13. Enclosures

Use the word "enclosure" consistently in all letters. ("Attachments" relate to memoranda.)

- a. Type "enclosure" two lines below the typed signature flush with the left margin.
- b. On the next line indent two spaces and type a brief title of the enclosure.
- c. Number the enclosures when you use more than one.
- d. Include an enclosure for the original, each information copy, the ES copy, and the official file copy.
- e. Staple them together, but never staple the original letter to the enclosure.
- f. If both an enclosure and a carbon are reflected on the original, indicate and identify the enclosure two lines below the typed signature followed by the carbon copy listing.

### 14. Copies—Outgoing Letter (noncongressional)

- Original—appropriate letterhead
  - Official file—yellow tissue
  - ES—one white tissue
  - Information and Clearing Offices—one white tissue
  - Drafting office—green tissue or other, as desired
- Copies designated for non-AID addressees should be prepared on matching letterhead tissue, without drafting office and clearance data.

### 15. Envelopes

The action office is required to prepare and forward to ES matching letterhead envelopes for the original and all copies of letters designated for addressees outside of AID. Envelopes are to be large enough to accommodate necessary enclosures.

|                    |                                |                           |                                  |
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#### L. ACTION MEMORANDUM TO ACCOMPANY LETTER

Prepare an Action Memorandum when additional background information is provided. Do not repeat information contained in the letter which is being submitted for signature.

#### M. CONGRESSIONAL CORRESPONDENCE

Instructions for the preparation of Congressional correspondence are included in Chapter 4 of the **Communications Handbook**. Additional instructions are attached to the inside cover of each Congressional folder. Direct questions relating to responses for the signature of LEG should be directed to that office on Extension 632-1284. Direct questions concerning correspondence for the signature of a fifth floor official should be directed to the appropriate staff officer in ES handling Congressionals.

(Approximately 3/4 actual size)

AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

Use correct stationery

THE ADMINISTRATOR

ES will date

6 lines

Dear Mrs. Blake:

Block style

This sample provides information on how to prepare a letter to be signed by a fifth floor official.

Ten pitch type preferred

Use 1 1/4" to 1 1/2" left margin and at least 1" right margin. Do not indent paragraphs. They should be blockstyle.

1 1/4 - 1 1/2 Margin

Letters should be as brief as possible. Use direct, clear language and short paragraphs. If the subject matter is lengthy, an enclosure which discusses the subject in detail should be used. The transmittal letter should briefly highlight or summarize the enclosure.

1" Margin

The letter should be free of obvious erasures and strikeouts. "Whiteout" corrections are not acceptable. Never staple through the pages of an original letter.

The inside address should be placed at the bottom of page one. Open punctuation should be used.

Sincerely,

6 lines

(typed name of signing official)

Enclosure:  
Sample letter

See Sect. IV for Model Address Forms

Mrs. Harrison H. Blake  
Blake Research Laboratories  
911 Blanchard Court  
Pittsburgh, Pennsylvania

See Para. III.K for details

1" Margin on long letters

**COPIES:**  
Original: appropriate letterhead bond  
Copy, non-AID addressees: letterhead tissue  
Official File: yellow tissue  
ES: white tissue  
Each Clearance/Info Office: white tissue  
Drafting Office: green tissue + need

Sample III-1: Letter for Principals Signature

# IV. Forms of Address

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| <i>(Useful listing of proper forms of address for U.S. officials, foreign dignitaries, heads of education and religious institutions, and others.)</i> |             |

## IV. Forms of Address

### A. GENERAL

1. When it is desirable to use a salutation and closing, the models of address in this chapter are the conventional forms of address in general use. Use them as patterns for other addresses.

2. Observe the following general rules when addressing communications to individuals by name and by title.

a. Use open punctuation in addresses (periods are left out).

b. Spell out all titles in the address, except "Dr.," "Mr.," and "Mrs." Don't use two titles with the same meaning with one name, for example, use "Dr. Thomas White", or "Thomas White, M.D.," but not "Dr. Thomas White, M.D."

c. If it is not known whether the addressee is a man or woman, use "Mr." with the name.

d. Use "Ms." if not sure whether to use "Mrs." or "Miss."

e. In some cases the person holding a Ph.D. degree prefers to be addressed as "Dr. (full name)" rather than as "The Reverend," "Dean," "Professor," etc.

3. When in doubt, call ES for advice.

## B. MODELS OF ADDRESS

The following list shows the address element and salutation and complimentary close, when used, for certain addressees.

| Addressee                  | Address on Letter and Envelope  | Salutation and Complimentary Close      |
|----------------------------|---|---|
| The President              | The President<br>The White House<br>Washington, D.C. 20500  | Dear Mr. President:<br>Respectfully,    |
| Wife of the President      | Mrs. (full name)<br>The White House<br>Washington, D.C. 20500   | Dear Mrs. (surname):<br>Sincerely,      |
| Assistant to the President | The Honorable (full name)<br>Assistant to the President<br>The White House<br>Washington, D.C. 20500  | Dear Mr. (surname):<br>Sincerely,       |
| The Vice President         | The Honorable (full name)<br>President of the Senate<br>United States Senate<br>Washington, D.C. 20510  | Dear Mr. President:<br>Sincerely,       |
| The Chief Justice          | The Chief Justice of the United States<br>The Supreme Court of the United States<br>Washington, D.C. 20543  | Dear Mr. Justice:<br>Sincerely,         |
| Associate Justice          | The Honorable (full name)<br>The Supreme Court of the United States<br>Washington, D.C. 20543   | Dear Justice (last name):<br>Sincerely, |
| United States Senator      | Honorable (full name)<br>United States Senate<br>Washington, D.C. 20510<br>or<br>Honorable (full name)<br>Street and Building<br>(District) 00000 | Dear Senator (surname):<br>Sincerely,   |

| Addressee                               | Address on Letter and Envelope   | Salutation and Complimentary Close           |
|---|--|--|
| United States Representative            | The Honorable (full name)<br>House of Representatives<br>Washington, D.C. 20515<br>or<br>The Honorable (full name)<br>Street and Building<br>(District) 00000  | Dear Congressman<br>(surname):<br>Sincerely, |
| Committee Chairman                      | The Honorable (full name)<br>Chairman, Committee on<br>(name)<br>United States Senate<br>Washington, D.C. 20510<br>or<br>Honorable (full name)<br>Chairman, Committee on<br>(name)<br>House of Representatives<br>Washington, D.C. 20515   | Dear Mr. Chairman:<br>Sincerely,             |
| Subcommittee Chairman                   | The Honorable (full name)<br>Chairman, Subcommittee<br>on (name)<br>(name of<br>parent Committee)<br>United States Senate<br>Washington, D.C. 20510<br>or<br>The Honorable (full name)<br>Chairman, Subcommittee<br>on (name)<br>(name of<br>parent committee)<br>House of Representatives<br>Washington, D.C. 20515 | Dear Mr. Chairman:<br>Sincerely,             |
| Speaker of the House of Representatives | The Honorable (full name)<br>Speaker of the House of<br>Representatives<br>Washington, D.C. 20515  | Dear Mr. Speaker:<br>Sincerely,              |

| Addressee  | Address on Letter and Envelope  | Salutation and Complimentary Close           |
|--|---|--|
| Cabinet Members                                      | The Honorable (full name)<br>Secretary of (name of<br>Department)<br>Washington, D.C. 00000<br>or                                     | Dear Mr. Secretary:<br>Sincerely,            |
|  | The Honorable (full name)<br>Postmaster General<br>Washington, D.C. 20260<br>or   | Dear Mr. Postmaster<br>General<br>Sincerely, |
|  | The Honorable (full name)<br>Attorney General<br>Washington, D.C. 20530   | Dear Mr. Attorney<br>General:<br>Sincerely,  |
| Deputy Secretaries, Assistants, or Under Secretaries | The Honorable (full name)<br>Deputy Secretary of<br>(name of Department)<br>Washington, D.C. 00000<br>or                              | Dear Mr. (surname):<br>Sincerely,            |
|  | The Honorable (full name)<br>Assistant Secretary of<br>(name of Department)<br>Washington, D.C. 00000<br>or                           |  |
|  | The Honorable (full name)<br>Under Secretary of<br>(name of Department)<br>Washington, D.C. 00000                                     |  |
| Head of Independent Offices and Agencies             | The Honorable (full name)<br>Comptroller General of the<br>United States<br>General Accounting Office<br>Washington, D.C. 20548<br>or | Dear Mr. (surname):<br>Sincerely,            |
|  | The Honorable (full name)<br>Chairman,<br>(name of Commission)<br>Washington, D.C. 00000  | Dear Mr. Chairman:<br>Sincerely,             |

| Addressee   | Address on Letter and Envelope  | Salutation and Complimentary Close  |
|---|---|---|
| Head of Independent Offices and Agencies  | The Honorable (full name)<br>Director, Office of Management and Budget<br>Washington, D.C. 20503  | Dear Mr. (surname):<br>Sincerely,   |
| Librarian of Congress   | The Honorable (full name)<br>Librarian of Congress<br>Library of Congress<br>Washington, D.C. 20540   | Dear Mr. (surname):<br>Sincerely,   |
| Public Printer  | The Honorable (full name)<br>Public Printer<br>U.S. Government Printing Office<br>Washington, D.C. 20401                                      | Dear Mr. (surname):<br>Sincerely,   |
| American Ambassador   | The Honorable (full name)<br>American Ambassador<br>(City), (Country)   | Sir: (formal)<br>Dear Mr. Ambassador: (informal)<br>Very truly yours, (formal)<br>Sincerely, (informal)       |
| American Consul General or American Consul  | (Full name)<br>American Consul General<br>(or American Consul)<br>(City), (Country)   | Dear Mr. (surname)<br>Sincerely,  |
| Foreign Ambassador in the United States   | His Excellency (full name)<br>Ambassador of (Country)<br>(local address) 00000  | Excellency: (forma)<br>Dear Mr. Ambassador: (informal)<br>Very truly yours, (formal)<br>Sincerely, (informal) |
| United States Representative to the United Nations or Organization of American States | The Honorable (full name)<br>United States Representative to the United Nations (or Organization of American States)<br>(local address) 00000 | Sir: (formal)<br>Dear Mr. Ambassador: (informal)<br>Very truly yours, (formal)<br>Sincerely, (informal)       |

| Addressee                                      | Address on Letter and Envelope  | Salutation and Complimentary Close   |
|--|---|--|
| Foreign Minister                               | His Excellency (full name)<br>Minister of (name of Ministry)<br>(City), (Country)   | Dear Mr. Minister<br>Very truly yours,<br>(formal)<br>Sincerely,<br>(informal) |
| Governor of State                              | The Honorable (full name)<br>Governor of (name of State)<br>(City), (State) 00000   | Dear Governor<br>(surname):<br>Sincerely,                                      |
| Lieutenant Governor                            | The Honorable (full name)<br>Lieutenant Governor of<br>(name of State)<br>(city), (State) 00000   | Dear Mr. (surname):<br>Sincerely,  |
| State Senator                                  | The Honorable (full name)<br>(name of State) Senate<br>(City), (State) 00000  | Dear Mr. (surname):<br>Sincerely,  |
| State Representative, Assemblyman, or Delegate | The Honorable (full name)<br>(name of State) House of Representatives (or Assembly or House of Delegates) <sup>1</sup><br>(City), (State) 00000 | Dear Mr. (surname):<br>Sincerely,  |
| Mayor  | The Honorable (full name)<br>Mayor of (name of City)<br>(City), (State) 00000   | Dear Mayor (surname):<br>Sincerely,  |
| President of a Board of Commissioners          | The Honorable (full name)<br>President, Board of Commissioners of<br>(name of City)<br>(City), (State) 00000                                    | Dear Mr. (surname):<br>Sincerely,  |

<sup>1</sup> In most States, the lower branch of the legislature is the House of Representatives. In some States, such as California, New York, New Jersey, Nevada, and Wisconsin the lower house is known as the Assembly. In others, such as Maryland, Virginia, and West Virginia, it is known as the House of Delegates. Nebraska has a one house legislature. Its members are classed as Senators.

| Addressee         | Address on Letter and Envelope  | Salutation and Complimentary Close   |
|-------------------|---|--|
| Protestant Clergy | The Right Reverend<br>(full name)<br>Bishop of (name)<br>(local address) 00000<br>or                      | Right Reverend Sir:<br>(formal)<br>Dear Bishop (surname):<br>(informal)<br>Sincerely,          |
|                   | The Very Reverend<br>(full name)<br>Dean of (Cathedral)<br>(local address) 00000<br>or                    | Very Reverend Sir:<br>(formal)<br>Dear Dean (surname):<br>(informal)<br>Sincerely,             |
|                   | The Reverend (full name)<br>Bishop of (name)<br>(local address) 00000<br>or                               | Reverend Sir: (formal)<br>Dear Bishop (surname):<br>(informal)<br>Sincerely,                   |
|                   | The Reverend (full name)<br>(Title), (name of Church)<br>(local address) 00000                            | Dear Mr. (surname):<br>Sincerely,  |
| Catholic Clergy   | His Eminence (given name)<br>Cardinal (surname)<br>Archbishop of (Diocese)<br>(local address) 00000<br>or | Your Eminence: (formal)<br>Dear Cardinal (surname):<br>(informal)<br>Sincerely,                |
|                   | The Most Reverend<br>(full name)<br>Archbishop of (Diocese)<br>(local address) 00000<br>or                | Your Excellency: (formal)<br>Dear Archbishop<br>(surname): (informal)<br>Sincerely,            |
|                   | The Most Reverend<br>(full name)<br>Bishop of (City)<br>(local address) 00000<br>or                       | Your Excellency: (formal)<br>Dear Bishop (surname):<br>(informal)<br>Sincerely,                |
|                   | The Right Reverend<br>Monsignor (full name)<br>(local address) 00000                                      | Right Reverend<br>Monsignor: (formal)<br>Dear Monsignor<br>(surname): (informal)<br>Sincerely, |

| Addressee  | Address on Letter and Envelope   | Salutation and Complimentary Close  |
|--|--|---|
| Catholic Clergy  | The Very Reverend<br>Monsignor<br>(full name)<br>(local address) 00000<br>or   | Very Reverend<br>Monsignor: (formal)<br>Dear Monsignor<br>(surname): (informal)<br>Sincerely, |
|  | The Reverend (full name)<br>(add initials of Order, if<br>any)<br>(local address) 00000<br>or  | Reverend Sir: (formal)<br>Dear Father (surname):<br>(informal)<br>Sincerely,                  |
|  | Mother (name) (initials of<br>Order, if used)<br>Superior (name of Convent)<br>(local address) 00000                                 | Dear Mother (name):<br>Sincerely,   |
| Jewish Clergy  | Rabbi (full name)<br>(local address) 00000   | Dear Rabbi (surname):<br>Sincerely,   |
| Chaplains  | Chaplain (full name)<br>(rank, service designation)<br>(post office address of<br>organization and station)<br>(local address) 00000 | Dear Chaplain (surname):<br>Sincerely,  |
| President of a<br>College or<br>University<br>(Doctor) | Dr. (full name)<br>President, (name of<br>institution)<br>(local address) 00000  | Dear Dr. (surname):<br>Sincerely,   |
| Dean of a School                                       | Dean (full name)<br>School of (name)<br>(name of institution)<br>(local address) 00000   | Dear Dean (surname):<br>Sincerely,  |
| Professor  | Professor (full name)<br>Department of (name)<br>(name of institution)<br>(local address) 00000                                      | Dear Professor (surname):<br>Sincerely,   |

| Addressee             | Address on Letter and Envelope   | Salutation and Complimentary Close                     |
|-----------------------|--|--|
| Physician             | (full name, M.D.<br>(local address) 00000  | Dear Dr. (surname):<br>Sincerely,                      |
| Lawyer                | (full name), Esq.<br>(name of law firm)<br>(local address) 00000                   | Dear Mr. (surname):<br>Sincerely,                      |
| Widow                 | Mrs. (husband's first name,<br>last name)<br>(local address) 00000                 | Dear Mrs. (surname):<br>Sincerely,                     |
|                       | or<br>Mrs. (wife's first name,<br>last name) <sup>2</sup><br>(local address) 00000 | Dear Mrs. (surname):<br>Sincerely,                     |
| Two or more Men       | Mr. (full name) and<br>Mr. (full name) <sup>3</sup><br>(local address) 00000       | Gentlemen:<br>Sincerely,                               |
| Two or more Women     | Ms. (full name) and<br>Ms. (full name) <sup>3</sup><br>(local address) 00000       | Gentlewoman:<br>Sincerely,                             |
| One Woman and one Man | Ms. (full name) and<br>Mr. (full name) <sup>3</sup><br>(local address) 00000       | Dear Ms. (surname) and<br>Mr. (surname):<br>Sincerely, |

<sup>2</sup> The second form is generally used for a married woman who is separated from her husband or for a married woman or widow who has so signed.

<sup>3</sup> A letter to two or more persons may be addressed as illustrated, or to only one of them when the other is mentioned by name in the opening paragraph.

| Addressee   | Address on Letter and Envelope   | Salutation and Complimentary Close          |
|---|--|---|
| Service Personnel                                 | (full grade, name, and abbreviation of service designation) (Retired is added, if applicable)<br>(title and organization)<br>(local address) 00000 | Dear (grade) (surname)<br>Sincerely,        |
| Service Academy<br>Members Army<br>or Coast Guard | Cadet (full name)<br>(service designation)<br>(local address) 00000  | Dear Cadet (surname):<br>Sincerely,         |
| Navy  | Midshipman (full name)<br>(service designation)<br>(local address) 00000   | Dear Midshipman<br>(surname):<br>Sincerely, |
| Air Force   | Air Cadet (full name)<br>(service designation)<br>(local address) 00000  | Dear Air Cadet<br>(surname):<br>Sincerely,  |

## V. Internal Memoranda

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# V. Internal Memoranda

## A. INTRODUCTION

A memorandum is the desired form of internal written communication with a Principal. Depending upon the purpose, one of the following three types of memoranda is applicable:

### 1. Action Memorandum:

- when a decision is needed or approval required;
- when a letter or other communication must be signed or cleared;
- when requesting an appointment or extending an invitation for social events.

### 2. Briefing Memorandum:

- when the Principal is scheduled for an *office appointment or meeting*;
- when the Principal is scheduled to participate in *ceremonial events* (i.e., signing, swearing-in and awards ceremonials, unveilings, dedications, etc.);
- for certain *social occasions*;
- speaking engagements.

### 3. Information Memorandum;

- to inform the Principal of internal and external developments;
- to respond to requests from the Principal;
- to report problems of which the Principal should be aware;
- to inform them of significant accomplishments;
- to alert them as to upcoming decisions they may be required to make;
- to transmit important reports and documents; or
- to apprise them of upcoming official travel and/or extended periods of absence from the office, etc.

Assorted captions such as "NOTE FOR;" and "MEMORANDUM FOR;" are not to be substituted for one of the above three. Nor are miscellaneous sizes of stationery to be used, regardless of the brevity or informal nature of the text.

|                 |                                |                           |                               |
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|-----------------|--------------------------------|---------------------------|-------------------------------|

## B. TIMELINESS

1. We appreciate the pressures on busy drafting and signing officers and the difficulties which are often involved in getting out a final, well-written memorandum. However, the pressures on the reviewing officials are even greater. They are not often able to revise their daily appointment schedules to allow for immediate attention and in-depth consideration of late-arriving, "urgent" memoranda. If a memorandum is to serve the purpose for which it was intended, it must be forwarded in ample time for the Principal to review, consider, request additional information on, act upon, or utilize the information provided, as the case may be.

2. It is unreasonable to take several weeks to prepare an ACTION MEMORANDUM and deliver it to ES requesting approval by C.O.B. the same day, or earlier. Too often, in such instances, the memorandum lacks major clearances which must be obtained prior to submission for consideration. Similarly, the Principal rarely can schedule specific periods to review briefing papers. They must, therefore, be available as early as possible to be sure that they have an opportunity to read the paper and ask for any additional information they may desire. Briefing Memoranda are due on the Friday preceding the week of the meeting.

3. Minor pen-and-ink corrections and changes on **internal memoranda** are acceptable in the interest of saving time. However, all memoranda from fifth floor Principals must be free of obvious erasures, corrections, typos, and strikeovers.

## C. STYLE

1. Use simple, clear language. Avoid compound/complex clauses and sentences. Be as brief and succinct as possible. Avoid exhaustive details and lengthy attachments. Essential background information should be summarized in the memorandum, keeping attachments to a minimum. Detailed background on data is provided in attachments. When attachments are used, they are to be listed and serially tabbed. Do not tab letters, memoranda, or documents which are being transmitted for signature.

2. Make liberal but sensible use of the following:

- short paragraphs;
- generous margins;
- selective underlining of emphasis; and
- "bullets" (double dashes).

## D. CLEARANCES

1. Because clearances mean delays—often lengthy ones—the drafting offices are to keep the number low and distribute copies to clearing offices simultaneously. When the subject matter involves interests of other Bureaus and Offices within AID and the Department, the primary drafting offices should consult such other offices at an early stage.

2. Multiple clearances within the same Bureau or Office need not be shown. One authoritative clearance per Bureau or Office is sufficient. Clearances are to be shown on the *original* and all copies of internal memoranda. Clearing officers initial the *original* memorandum. Original Action Memoranda are returned to the originating office for record purposes and retention.

3. When GC clearance is needed, the original memorandum *must* bear the initials of **the General Counsel, or the Deputy General Counsel,**

4. Similarly, when LEG or AA/PPC clearance is required, the initialed clearance of the Director or Deputy/LEG or Assistant Administrator/Deputy Assistant Administrator/PPC must appear on the original memorandum.

5. In those instances where clearing offices are unable to incorporate differing views in one memorandum, the signing office indicates that a dissenting memorandum is being forwarded on the same subject by another office. Both memoranda must be forwarded simultaneously.

6. For a memorandum solely within the jurisdiction of one Bureau or Office, only the drafter's name and the signing officer's name need appear. Most Information and Briefing Memoranda fall within this category, but drafting offices should furnish information copies to other offices, if any, which are known to have an interest in the subject matter.

## E. DRAFTING INFORMATION

The office symbol, name of the drafter, typist initials, date, telephone extension and WANG Document # must be shown on the last page, lower left-hand corner of the *original* and all copies of an ACTION, BRIEFING, or INFORMATION MEMORANDUM. This information is extremely useful and is not to be omitted.

## F. SECURITY CLASSIFICATION, DOWNGRADING INFORMATION, OR ADMINISTRATIVE CONTROL DESIGNATION

The drafting officer determines when security classification or administrative control designation is needed. When required, it is stamped or typed in capital letters four lines from the top and bottom center of the *first* and *each* succeeding page. The appropriate downgrading, declassification or decontrol notation must appear immediately below the classification or decontrol marking at the bottom of the *first page only*.

## G. STATIONERY AND COPIES

ACTION, BRIEFING, and INFORMATION Memoranda for Principals are typed on appropriate letterhead. Provide a complete, legible white tissue copy for ES, plus one copy each for information and clearing offices. Add to this the number of copies required by the preparing office. The original of an ACTION MEMORANDUM is for the official file; therefore, a yellow is not required. Memoranda from Principals are typed on "The Administrator," "Deputy Administrator," or "Counselor" letterhead, as appropriate. When the Deputy Administrator is serving as Acting Administrator, "Office of the Administrator" letterhead is used.

## H. ACTION MEMORANDUM—FORMAT AND CONTENT (Samples V-1 and V-2)

### 1. When a decision is needed or approval required.

#### a. Margins

Allow at least 1 inch for the left, right, and bottom margins, and at least 2 inches for the top margin.

#### b. Date

The memorandum is dated in the signer's office.

#### c. Memorandum Caption

Two inches from the top of the page and flush with the left margin type in capital letters ACTION MEMORANDUM FOR THE ADMINISTRATOR, ACTION MEMORANDUM FOR THE DEPUTY ADMINISTRATOR, or ACTION MEMORANDUM FOR THE COUNSELOR, as appropriate.

#### d. "FROM:"

Two lines below the memorandum caption and flush with the left margin, type "FROM:". Type the office symbol and name of the signing official five spaces to the right. The Assistant Administrator or Head of Office responsible for the subject matter should be the signing officer.

e. "SUBJECT:"

Two lines below the FROM line and flush with the left margin, type "SUBJECT:" followed by a brief description of what the memo is about.

f. "Problem:"

Two lines below the SUBJECT line and flush with the left margin, type "Problem:" followed by a *brief statement* of the problem with which the ACTION MEMORANDUM is concerned (usually in the form of a question) and on which action is sought.

g. "Discussion:"

Two lines below the last line of the statement of the problem and flush with the left margin type "Discussion:" followed by paragraph(s) typed flush with the left margin. Provide a clear and concise statement summarizing the problem, reviewing significant events and background material, providing alternate courses of action which have been considered or rejected, and any other information which the addressee should know in considering action recommended.

h. "Recommendation:"

Two lines below the last line of Discussion (or Options) and flush with the left margin, type "Recommendation:" followed by "That you sign the attached . . . . . ." Omit "Approved/Disapproved" lines when the ACTION MEMORANDUM recommends signing of a separate attached document.

If a letter or document is not provided for signature, a statement of action is incorporated in the ACTION MEMORANDUM. The recommendation should clearly and concisely provide an independent statement of the action for approval or disapproval. Immediately following each independent recommendation, there should be the following approval block:

Approved: \_\_\_\_\_

Disapproved: \_\_\_\_\_

Date: \_\_\_\_\_

|                 |                                |                           |                               |
|-----------------|--------------------------------|---------------------------|-------------------------------|
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Use the following optional headings and format when appropriate:

**"Background:"** (use when a decision or approval is required)

Two lines below the last line of the statement of the problem and flush with the left margin type **"Background:"** followed by paragraphs flushed with the left margin. Provide the essential developments leading up to the present situation and an analysis of the problem, taking into account all related aspects.

**"Options:"** (use when a decision or approval is required)

Two lines below the last line of the statement of the background and flush with the left margin type **"Options:"** followed by paragraphs flushed with the left margin. A paragraph on each alternate course of action pointing out the advantages and disadvantages of each should be included.

**2. When a letter is to be signed**

- a. Prepare an action memorandum only when additional background information is provided. (Sample format V-3).
- b. Attach the original incoming letter to the official file copy of the response. Keep attachments to a minimum.
- c. List and serially tab attachments to an action memorandum.

**3. When requesting an appointment or extending an invitation**

- a. Action Memoranda resulting from invitations to speak, attend meetings, and social affairs are to indicate the purposes to be served by acceptance if recommended, the scope and character of the event, the nature of participation, and whether acceptance seems to be of high or low priority.
- b. In the case of requests for an appointment, the ACTION MEMORANDUM includes a statement of:
  - who the caller is;
  - what the purpose of an appointment would be and why it is desired;
  - relative priority and importance of a meeting;
  - the estimated time required; and
  - alternative dates and times available;
  - when appropriate, the opinion of State on the desirability of the meeting or appointment.
- c. After an appointment is arranged, a BRIEFING MEMORANDUM is prepared as indicated in I. below.

## I. BRIEFING MEMORANDUM (Samples V-4 and V-5)

Briefing Memoranda are used to prepare a *Principal* for office appointments, attendance at meetings, participation in ceremonial events, certain social occasions, field visits, and speaking engagements. Their essential purpose is to alert them to what is to take place, what is hoped to be accomplished, what is expected to be said or done, and by whom.

When a principal is visiting a foreign government or attending a high-level state meeting or reception he is often expected, and must, speak not only as the bilateral economic assistance representative of the United States, but as an official U.S. foreign policy representative. This means that briefing information cannot be restricted to the status of AID relationships *with* the country in question, but must include the full-range of U.S. interests with that country. This includes both U.S. Government and private enterprise involvements. Also, to be in a position to respond to specific issues regarding AID assistance levels and programs, *A Principal* must be apprised of the full range of economic issues and involvements in that country. In the past, Briefing Memoranda (and attachments) for *Principals* have not been prepared in recognition of these facts. There is a wealth of information available from our counterparts in State on current political issues of the countries and regions with whom we deal. There is access to a variety of documents through State INR. We must make every effort to provide the most well-rounded picture of matters with which the *Principal* will be potentially faced.

The memorandum is prepared by the office primarily responsible for the subject matter to be discussed. It *should include* views of other offices interested in the subject matter whether such offices will or will not be represented at the meeting. The form and content of the memorandum will vary with circumstance. *The memorandum need not be exhaustive unless issues to be faced are unusually complex.*

### 1. For Office Appointments

Briefing memoranda are required for most office appointments. ES is responsible for requesting briefing materials.

Drafting offices should decide the clearances necessary to guarantee accurate information and all issues covered. Clearances should be kept to a minimum and limited to those offices with substantive input or comments. Clearing offices will be held responsible for the accuracy of the substance of the memoranda.

Briefing materials for office appointments should be submitted at least two days prior to the scheduled meeting.

The Administrator's stylistic preference is for "bullet-like" presentation, with particularly important points underscored.

|                 |                                |                           |                               |
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|-----------------|--------------------------------|---------------------------|-------------------------------|

Briefing memoranda should be prepared in the following standard format following your identification in the subject line of the who, when, where of the meeting:

**a. Purpose and Participants**

This section provides a concise statement about why the meeting is taking place and its importance in terms of what the Agency and visiting party want to achieve as a result of the meeting. It also identifies all participants and their positions of responsibility. Short bio-sketches of non-AID/State participants not already known to the Principal should be provided as an attachment.

**b. Background Information**

This section highlights any significant newly gleaned information bearing upon the meeting, e.g., changes in the state of a country's affairs—political, economic, etc.; developments concerning AID's involvement in the country/with the organization, firm, person, etc. Implicit here is the summary reflection of information, status of action followup, etc., resulting from relevant lately held meetings/communications about a country, organization, firm, person, etc.

**c. Issues and Talking Points**

This section contains a prioritized listing of issues to be raised at the meeting and proposed talking points. Talking points or the anticipated response from the visitor to the issues should be stated following each issue. Talking points should be captioned as such and presented in bullet form with particularly important points underscored.

**d. Statistical Data**

Whenever relevant, you should append as attachments pertinent statistical data, e.g., the latest PPC issued country "Economic and Social Data Sheet" and AID DA, ESF, PL 480 OYB-levels sheets.

**2. For Social Events and Ceremonial Occasions**

A briefing memorandum is required for most ceremonial occasions and social events. It should provide the addressee with a scenario which covers some or most of the items on the checklist below:

For Ceremonial Occasions

- The time, place, and special purpose of the event.
- Identification of person who will serve as master of ceremonies.
- List of participants.
- Principal's role—A SCENARIO to include:
  - where the Principal is supposed to be at what time;
  - how the Principal is supposed to get there;
  - by whom the Principal will be accompanied;
  - what the Principal is expected to say and do upon arrival;
  - who the Principal should greet or introduce, or be met and introduced;

- seating arrangements;
- who will speak first, or who will sign first;
- what the Principal should say (talking points);
- whether photographers will be present;
- whether Press coverage has been arranged;
- list of dignitaries likely to attend;
- name special interest groups which have been invited;
- special protocol considerations, if any;
- how the ceremony is to be concluded; and
- what, if anything, is expected at this point; i.e., can the Principal depart, or are there other amenities planned.
- Attachments:
  - Talking points.
  - Biographical information on participants, if pertinent.
  - Background information on the project.

#### For Social Events

Briefing Memoranda include:

- The time and place of the event and any special purpose of the event.
- The name of the host and hostess and the guest of honor, if any.
- A list of guest with biographical information, if pertinent.
- A statement of any special interests of any of the guest in AID or its program.
- A statement of any protocol requirements.

### 3. For Field Trips

It is usually necessary to prepare a briefing book for a Principal's overseas field trips. The Executive Secretary is the contact point on briefing material. An overall Briefing Memorandum of one page which summarizes the most important substantive and logistical aspects of the trip should accompany the briefing book. A suggested outline for briefing materials for the briefing book follows:

- a. In-country schedule: 1-2 pages
- b. Background papers.
  - Map (8"x11")size with sites to be visited marked: 1 page.
  - State Department Notes or similar summary: 2-3 pages.
  - Current country situation: 1-2 pages.
  - U.S. economic assistance history: 1-1½ pages.
  - Current AID program: 2-3 pages.
  - Funding summary table: 1 page.
  - Special topics: 1 page each.

|                  |                                |                           |                               |
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c. Biographic information.

- Who's who in the host government with pronunciation guide: 1-2 pages.
- Ambassador and Mission Director: 1 page.
- Mission-organization chart with names in the boxes: 1 page.

d. Meeting points for all major appointments: 1-2 pages each.

e. Public statements—as required/recommended.

f. General—climatic information, accommodations, etc.: 1 page.

4. For Attendance at Meetings

When a Principal attends a meeting outside of the office, a Briefing Memorandum is required. It should include:

- The time, place and subject of the meeting.
- Any arrangements for transportation and lodging if out of town.
- A list of the participants, together with any biographic data of special pertinence.
- A statement of what the Principal is expected to say or do.
- Agenda, if applicable.
- Attachments providing necessary substantive information.
  - Issues to be raised and positions likely to be taken by participants;
  - Positions to be taken and talking points to be used by the Addressee.
  - Background papers provided by sponsors of meeting.

5. For Speaking Engagements

The Bureau for External Affairs has the expertise and the primary responsibility for speaking engagements, and coordinates with other Bureaus and Offices, as appropriate.

J. INFORMATION MEMORANDUM (Sample V-6)

1. Information Memoranda are used to inform the Principals of important internal and external developments affecting the Agency. They may be used to report on particular items and the initiative of the preparing office or they may be in response to requests by the Principals. In particular, they are used to report problems about which the Principals should be aware; to alert them as to upcoming decisions they may be required to make; to inform them of significant accomplishments; and to transmit reports which should be called to their attention.

2. When the information being furnished is in response to a request, oral or written, the INFORMATION MEMORANDUM identifies it as such.

3. Information Memoranda indicate specifically why the Principals need to be informed and, if not self-evident, just what the significance of the information is for their purposes and how it will be useful. For example, Is it likely that

the subject will be raised with them on some occasion and information is being provided to avoid their being "caught short?" Is a problem developing about which they should have advance knowledge: Are these accomplishments which they should mention at appropriate places, etc.?

4. How the information can be used, ways in which its use would be inappropriate, and any problems involved in its use are also to be indicated.

5. Information Memoranda transmitting reports and documents must contain a summary of the report of document. Particular portions suggested for reading must be highlighted. Drafting Officers must assure that material for information purposes is presented in a manner which highlights, summarizes and discusses all important issues, thus alleviating the need for the Principal to spend time unnecessarily reviewing material.

6. Think twice before contributing unsolicited reports, books, articles, and catalogues of questionable interest for "spare-time" reading by the Principals.

#### K. MEMORANDUM OF CONVERSATION

1. A brief memorandum of conversation which covers the basic points discussed is required for the Administrator's meetings with foreign officials, Ambassadors and Mission Directors.

2. A Memorandum of Conversation for meetings other than those specified above is required as directed by the Office of the Principal.

3. When a meeting is held with a recipient government official, a reporting cable summarizing the key points and conclusions of the meeting should be prepared for the signature of the appropriate bureau/office official. In those rare instances where circumstances require the Principal's clearance/authorization, the telegram should be submitted to the Principal through ES/CCS with an accompanying note of explanation.

(Approximately 3/4 actual size)

AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

2" from top

8 lines from top

Classification

Signer's office  
inserts date

ACTION MEMORANDUM FOR THE ADMINISTRATOR

FROM: AA/NE, (typed name of signing official)

SUBJECT: A Brief Statement of What the Memo is About

Problem: A brief statement of the problem(s) on which the Administrator's action is sought.

Discussion: Provide the Administrator with a clear and concise statement summarizing the problem, reviewing significant events and background material, providing alternative courses of action which have been considered or rejected, and any other information which the Administrator should know in considering action recommended by the memorandum.

Support documents should be listed as attachments and serially tabbed.

Recommendation: State clearly the course of action recommended for approval. Immediately following each independent recommendation, indicate the following:

Approved: \_\_\_\_\_

Disapproved: \_\_\_\_\_

Date: \_\_\_\_\_

Block style

1" Margin

1" Margin

Action Memorandum always includes Recommendation(s)

Show drafting and clearance info and Wang Document # on original and all copies

Clearance:  
GC: (typed name) \_\_\_\_\_ Date \_\_\_\_\_  
FFP: (typed name) \_\_\_\_\_ Date \_\_\_\_\_

NE:RB:JDoe:bc:10/10/84:X632-9176:#0412

See Para. V.H. for details

4 lines from bottom

Classification and Downgrader

COPIES:  
Original: Letterhead (official file)  
ES: white tissue  
Each Clearance/Info Office: white tissue  
Drafting Office: as required

Sample V-1: Action Memorandum (when a decision is needed)

(Approximately 3/4 actual size)

**AGENCY FOR INTERNATIONAL DEVELOPMENT**  
WASHINGTON, D.C. 20523

2" from top

8 lines from top

Classification

Signer's office inserts date

ACTION MEMORANDUM FOR THE ADMINISTRATOR

FROM: AA/PPC, (typed name of signing official)

SUBJECT: A Brief Statement of What the Memo is About

Problem: Summary statement of circumstances which require a decision by the Administrator.

Background: Essential developments leading up to the present situation and an analysis of the problem, taking into account all related aspects.

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Options: A short paragraph on each alternative course of action. When applicable, the discussion of the options is to consider the socioeconomic, security, Congressional, and financial implications, pointing out the positive and negative aspects of each and, in particular, potential dangers in the course of action being recommended as well as probable consequences if the recommended action is taken. Note dissenting points of view voiced by other Agency offices, when applicable.

Recommendation: State clearly the course of action recommended for approval. Immediately following each independent recommendation, indicate the following:

Approved: \_\_\_\_\_

Disapproved: \_\_\_\_\_

Date: \_\_\_\_\_

Clearances:

GC: (typed name) Date \_\_\_\_\_

FFP: (typed name) Date \_\_\_\_\_

**COPIES:**

Original: Letterhead (official file)

ES: white tissue

Each Clearance/Info Office: white tissue

Drafting Office: as required

PPC/PB:JDoe:bc:10/7/84:X632-9176:#0413

See Para. V.H.1. for details

4 lines from bottom

Classification and Downgrader

**Block style**

**Underscore sub-headings**

**1" Margin**

**Action Memorandum always includes Recommendation(s)**

**Show drafting and clearance info and Wang Document # on original and all copies**

Sample V-2: Action Memorandum (when a decision is needed)  
Using Optional Headings

(Approximately 3/4 actual size)

**AGENCY FOR INTERNATIONAL DEVELOPMENT**  
WASHINGTON, D.C. 20523

Signer's office  
inserts date

ACTION MEMORANDUM FOR THE ADMINISTRATOR

FROM: AA/M, (typed name of signing official)

SUBJECT: A Brief Statement of What the Memo is About

**1" Margin**

**1" Margin**

**Underline sub-headings**

**Problem:** A brief statement of the problem(s) on which the Administrator's action is sought.

**Discussion:** Provide the Administrator with a clear and concise statement summarizing the problem, reviewing significant events and background material, providing alternative courses of action which have been considered or rejected, and any other information which the Administrator should know in considering action recommended by the memorandum.

Do not repeat information contained in the letter which the Administrator is asked to sign. When the incoming correspondence and the proposed response together are self-explanatory, an action memo is not required.

Support documents, except the original incoming letter and the proposed reply, should be listed as attachments and serially tabbed.

**Recommendation:** That you sign the attached letter to \_\_\_\_\_.

**Action Memorandum always includes Recommendation(s)**

Attachments:

1. Memorandum of Conversation
2. Summary of Field Responses

Clearance:  
M/PM: (typed name) Date \_\_\_\_\_  
GC: (typed name) Date \_\_\_\_\_

M/PM/EPM:Roe:jm:10/26/84:X632-9224:#0414

**See Para. V.H.2. for details**

**Show drafting and clearance info and Wang Document # on original and all copies**

**COPIES:**  
Original: Letterhead (official file)  
ES: white tissue  
Each Clearance/Info Office: white tissue  
Drafting Office: as required

Sample V-3: Action Memorandum (when a letter is to be signed)

(Approximately 3/4 actual size)

2" from top

AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON D C 20523

Signer's office inserts date

BRIEFING MEMORANDUM FOR THE ADMINISTRATOR

FROM: AA/ASIA (Typed Name of Signing Official)

SUBJECT: A Brief Statement of What the Memo is About

Purpose and Participants:

Block style

Please provide the following:

1. A concise statement answering why the meeting is taking place and its importance (what the Agency and visiting party want to achieve).
2. Identify all participants and their positions of responsibility.
3. Attach short bio-sketches of non-AID/State participants not known to the Administrator.

1" Margin

Background:

1. Highlight any significant information. (e.g. changes in the state of a country's affairs - political, economic, etc.; developments in AID's involvement with the country, organization, person, etc.)
2. Summarize any status of follow-up resulting from relevant lately held meetings and communications.

Issues and Talking Points:

1. List of Issues to be raised
2. Captioned talking points
3. Bulletized important sub points including anticipated responses from the visitor.

Note: You can break the page in two if you wish to reflect possible questions and answers.

See Para. V.I.1. for details

Sample V-4: Briefing Memorandum for Office Appointments

(Approximately ¾ actual size)

- 2 -

Statistical Data:

1. Append relevant attachments. (e.g. the latest "Economic and Social Data Sheet" and AID DA, ESF, PL 480, OYB-levels sheets.)

Attachments:

- 1.
- 2.
- 3.

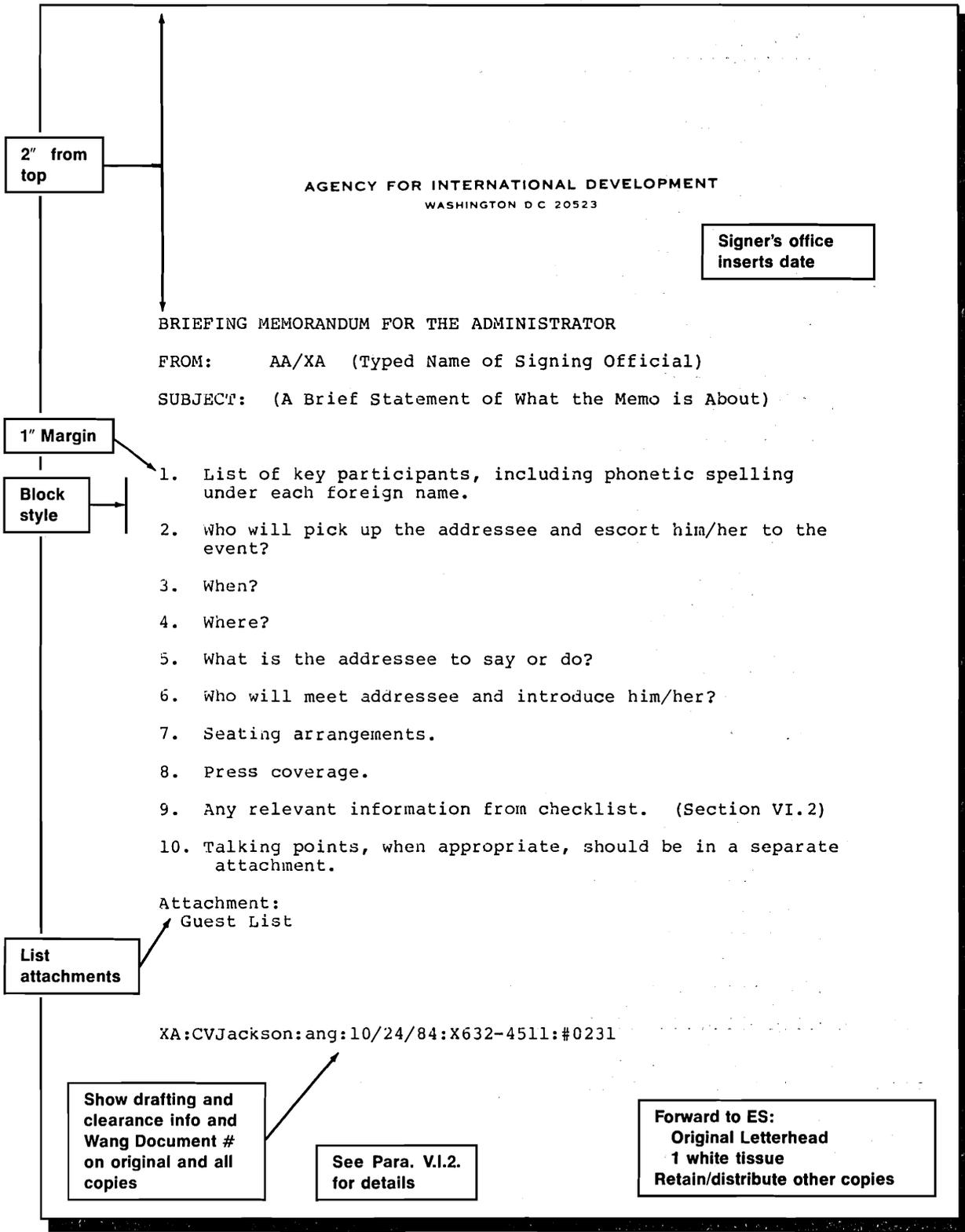
List each attachment →

ASIA/DP:LRein:dep:10/24/84:/X632-3456:#0324

Show drafting and clearance info and Wang document # on original and all copies

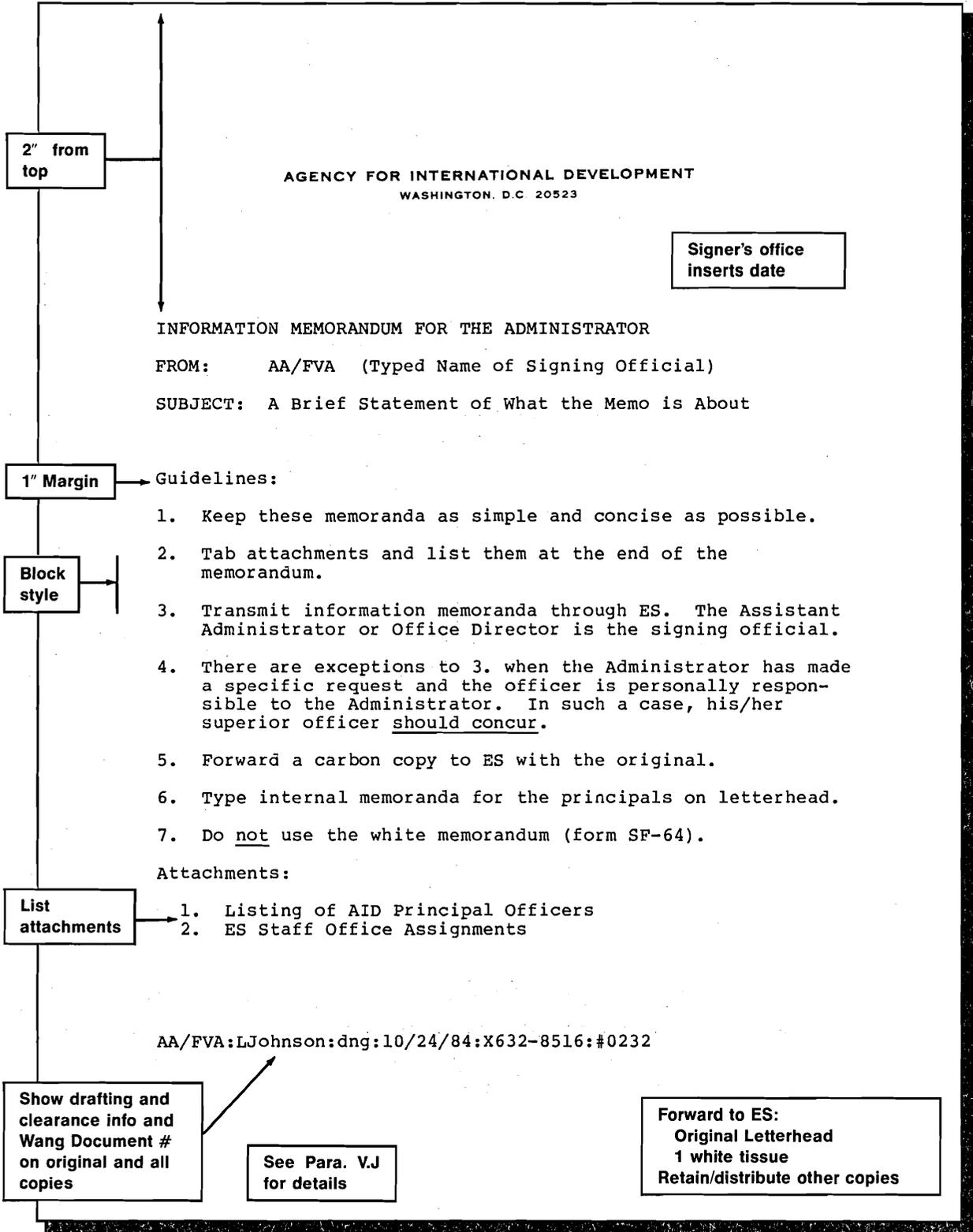
**COPIES:**  
Original: Letterhead (official file)  
ES: white tissue  
Each Clearance/info office: white tissue  
Drafting office: as required

(Approximately 3/4 actual size)



Sample V-5: Briefing Memorandum For Social Events and Ceremonial Occasions

(Approximately 3/4 actual size)



AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

Signer's office  
inserts date

INFORMATION MEMORANDUM FOR THE ADMINISTRATOR

FROM: AA/FVA (Typed Name of Signing Official)

SUBJECT: A Brief Statement of What the Memo is About

1" Margin

Guidelines:

1. Keep these memoranda as simple and concise as possible.
2. Tab attachments and list them at the end of the memorandum.
3. Transmit information memoranda through ES. The Assistant Administrator or Office Director is the signing official.
4. There are exceptions to 3. when the Administrator has made a specific request and the officer is personally responsible to the Administrator. In such a case, his/her superior officer should concur.
5. Forward a carbon copy to ES with the original.
6. Type internal memoranda for the principals on letterhead.
7. Do not use the white memorandum (form SF-64).

Block style

Attachments:

List attachments

1. Listing of AID Principal Officers
2. ES Staff Office Assignments

AA/FVA:LJohnson:dng:10/24/84:X632-8516:#0232

Show drafting and clearance info and Wang Document # on original and all copies

See Para. V.J for details

Forward to ES:  
Original Letterhead  
1 white tissue  
Retain/distribute other copies

Sample V-6: Information Memorandum

(Approximately 3/4 actual size)

AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

THE ADMINISTRATOR

**To all Senior Staff AID/W or AID/Wand Overseas**

MEMORANDUM FOR THE EXECUTIVE STAFF (Use when addressing the AID/W Senior Staff only)

MEMORANDUM FOR THE EXECUTIVE STAFF, AID/W AND OVERSEAS (Use when addressing both Washington and Overseas Senior Staff)

SUBJECT: Memoranda from the Administrator

Use "The Administrator" letterhead for internal memoranda from the Administrator to Executive Staff members.

ES will reproduce the number of copies required for distribution after the memorandum has been signed.

**To specific Staff Members (up to 10 names)**

(typed name)  
.....

MEMORANDUM FOR: AA/PPC, (typed name)  
AA/LAC, (typed name)  
GC, (typed name)

SUBJECT: (Short statement.)

(typed name)  
.....

**To more than 10 addressees**

MEMORANDUM FOR: See Distribution

SUBJECT: (Short statement.)

In this instance, the addressees are listed at the bottom of the memorandum or on a separate sheet if necessary.

(typed name)

Distribution:

AA/AFR \_\_\_\_\_

AA/ASIA \_\_\_\_\_

AA/PPC \_\_\_\_\_

SAA/S&T \_\_\_\_\_

AA/M \_\_\_\_\_

Sample V-7: How to Address Memoranda to be Signed by the Administrator to Multiple Addressees

# VI. White House Correspondence

# VI. White House Correspondence

## A. THE NATURE OF WHITE HOUSE CORRESPONDENCE

White House Correspondence falls in three basic categories:

- Correspondence addressed to the White House and referred to AID for draft or direct replay;
- Memoranda to the President or other White House staff member from AID; and
- Correspondence drafted by AID for the signature of the President.

## B. CORRESPONDENCE ADDRESSED TO THE WHITE HOUSE AND REFERRED TO AID FOR DRAFT OR DIRECT REPLY

### 1. Draft Reply

- a. ES/CCS assigns action and due date.
- b. The draft reply is to be doubled spaced on plain bond paper and free of typographical errors.
- c. The action office prepares a transmittal memorandum to the appropriate White House staff member for the signature of the Executive Secretary. The transmittal memorandum is typed on Office of the Executive Secretary letterhead. (See Sample VI-2.)

### 2. Direct Reply

- a. ES/CCS assigns action and due date.
- b. The outgoing reply is signed and despatched by the action office.
- c. When the White House has requested an information copy of the reply, the action office sends a copy of the signed reply to ES/CCS for forwarding.

|                  |                                |                           |                                  |
|------------------|--------------------------------|---------------------------|----------------------------------|
| PAGE NO.<br>VI-2 | EFFECTIVE DATE<br>Jan. 1, 1985 | TRANS. MEMO NO.<br>21-S:4 | AID HANDBOOK<br>21, Supplement A |
|------------------|--------------------------------|---------------------------|----------------------------------|

## C. MEMORANDA TO THE PRESIDENT OR OTHER WHITE HOUSE STAFF MEMBER

### 1. Guidance to Drafters

The following information and accompanying sample have been taken from the Department of State Secretariat Handbook. AID drafters are requested to follow this guidance in preparing Memoranda to the President.

Memoranda for the President should be as brief as possible and reflect the best the Agency has to offer in drafting skill and policy analysis. Conciseness, clarity, and relevance are the measures of this memorandum's usefulness. Avoid ambiguity, cliches, and condescending detail.

Drafting instructions for an Action Memorandum for the President are contained in format sample VI.1. This format should also be used as a guide in preparing an Information Memorandum for the President.

The sample format for Memoranda to White House Staff Members is VI-3.

### 2. General Information

Memoranda for the President or other White House Staff member for the signature of the Administrator or Deputy Administrator are typed on "The Administrator" or "Deputy Administrator" letterhead, as appropriate. When the Deputy Administrator is serving as Acting Administrator, "Office of the Administrator" letterhead is used.

An Action Memorandum to the Administrator or Deputy Administrator through ES accompanies the outgoing memorandum.

Memoranda for the President must be letter perfect. 10 pitch type should be used.

## D. CORRESPONDENCE DRAFTED BY AID FOR THE SIGNATURE OF THE PRESIDENT

Correspondence drafted by AID for signature of the President is typed in double-spaced draft and sent with a transmittal memorandum to the Assistant to the President for National Security Affairs. It is prepared in final in the National Security Council Secretariat.

(Approximately 3/4 actual size)

AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

Signer's office  
inserts date

THE ADMINISTRATOR

(Stamp Classification in RED)

MEMORANDUM FOR: THE PRESIDENT  
FROM: Name of signing Principal  
SUBJECT: Compensation Negotiations with Blandia

1" Margin

Block  
style

A carefully-drafted first paragraph sets the tone for all that follows. Get to the point at the outset and stay with it. State the issue for decision quickly and concisely.

Follow with only essential, relevant background. Include alternative courses of action that have been considered. Use sub-headings if the discussion is lengthy or complex.

Recommendation

Close with a clear-cut recommendation with approve/disapprove lines.

Approve \_\_\_\_\_ Disapprove \_\_\_\_\_.

DEF/GH:Willow:tyg:10/11/84:X632-1234:#3323

(Stamp Classification in RED)  
Downgrader

Show drafting and  
clearance info and  
Wang Document #  
on copies only.

COPIES:  
Original: Administrator's letterhead  
Official file: yellow tissue  
ES: white tissue  
Each Clearing Office: white tissue  
Drafting Office: as needed

See Part VI.C.1.

Sample VI-1: Memorandum for the President

(Approximately 3/4 actual size)

AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

OFFICE OF  
THE EXECUTIVE SECRETARY

ES will  
date

MEMORANDUM FOR Mr., Ms. (typed name of addressee)  
Title of the Addressee  
The White House

SUBJECT:

4 spaces

Enclosed is a draft reply to (name) letter of (date)  
which you requested on (date). The original  
correspondence is returned for your files.

Block  
style

A draft reply for the signature of the President or a member  
of the White House staff is transmitted to the House by a  
brief covering memorandum prepared on Office of the Executive  
Secretary letterhead. Usually, such transmittals are prepared  
for the signature of the Executive Secretary. Deadlines for  
White House correspondence must be met. Inform ES if you can-  
not meet the established deadline.

6 spaces

(typed name of signing official)  
Executive Secretary

List attachment(s),  
do not use "a/s"

Attachments:

1. Suggested reply
2. \_\_\_\_\_'s letter dated \_\_\_\_\_

Any ten pitch type  
may be used.  
Do not use twelve pitch.

COPIES:  
Original: Office of the Executive  
Secretary letterhead  
Official file: yellow tissue  
ES: white tissue  
Clearing Offices: white tissue  
Drafting Office: as needed

Sample VI-2: Memorandum Transmitting Draft Reply

(Approximately ¾ actual size)

AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

ES will date

THE ADMINISTRATOR

Be sure to use correct title, including "the Honorable", if appropriate

MEMORANDUM FOR The HONORABLE (typed name of addressee)  
Title of Addressee  
The White House

SUBJECT: (Short statement)

4 spaces

A memorandum for a White House staffer is prepared on the Principal's letterhead, as appropriate.

Block style

Memoranda for members of the White House Staff sometimes originate in the Agency and are not always replies to incoming material from the White House. A memorandum to a member of the White House Staff should be as brief as possible. Direct, clear language and short paragraphs should be used.

The memorandum must be free of obvious erasures and strikeovers.

6 spaces

(typed name of signing official)

List attachment(s), do not use "a/s"

Attachments:

1. Number only if there is more than one
2. \_\_\_\_\_

Any ten pitch type may be used.  
Do not use twelve pitch.

**COPIES:**  
Original: Administrator, Deputy Administrator, or Office of the Administrator letterhead, as appropriate.  
Official file: yellow tissue  
ES: white tissue  
Clearing offices: white tissue  
Drafting office: as needed

Sample VI-3: Memorandum for White House Staff Member

# VII. Department of State Correspondence

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| B. Stationery .....  | VII-1       |
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# VII. Department of State Correspondence

## A. GENERAL

All correspondence with the Department of State is in the form of a memorandum. As explained below, the format differs somewhat depending upon the addressee and, in the case of the Secretary the purpose of the memorandum determines the format. The front office of key Offices and Bureaus have copies of the revised State Department requirements for preparation of letters and memoranda.

## B. STATIONERY

Memoranda for the signature of the Administrator or Deputy Administrator is prepared on "The Administrator" or "Deputy Administrator" letterhead, as appropriate. When the Deputy Administrator is serving as Acting Administrator, "Office of the Administrator" letterhead is used.

## C. ACCOMPANYING ACTION MEMORANDUM

Memoranda to State Department addressees for signature of the Administrator or Deputy Administrator should be accompanied by an ACTION MEMORANDUM prepared on letterhead in the same manner as for an ACTION MEMORANDUM to accompany a letter.

## D. MEMORANDA FOR THE SECRETARY/DEPUTY SECRETARY

### 1. Substantive Action Memorandum

a. When the Secretary/Deputy Secretary is asked to take action, a substantive action memorandum is prepared using the guidelines and format set forth in Sample VII-I. To help you prepare substantive action memoranda, sample guidelines and format from the State Secretariat Handbook are provided in this handbook.

b. Clearances obtained from offices in the Department of State must appear on the original of the ACTION MEMORANDUM.

c. Drafting information should be indicated on the original.

### 2. Information Memorandum

When a memorandum for the Secretary/Deputy Secretary is for information purposes only, a simplified format is used. (See Sample format on page V-6)

|                   |                                |                           |                               |
|-------------------|--------------------------------|---------------------------|-------------------------------|
| PAGE NO.<br>VII-2 | EFFECTIVE DATE<br>Jan. 1, 1985 | TRANS. MEMO NO.<br>21-S:4 | AID HANDBOOK 21, Supplement A |
|-------------------|--------------------------------|---------------------------|-------------------------------|

### 3. Briefing Memorandum

A sample format and guidelines for the preparation of briefing memorandum for the Secretary are contained in Sample VII-3.

### 4. Secretarial Determination

Under 620(b) FAA. (See Sample VII-I)

## E. MEMORANDA TO OTHER STATE DEPARTMENT PRINCIPALS

A sample format for addressing memoranda to other State Department principals is contained in Sample VII-4.

## F. CORRESPONDENCE FOR THE SIGNATURE OF THE SECRETARY OR OTHER STATE DEPARTMENT PRINCIPALS

1. Officers in AID are occasionally required to prepare correspondence for the signature of the Secretary or other State Department principals. The format for State Department correspondence differs significantly from that of AID. However, AID drafters are expected to use the State format for this type of correspondence.

2. The instructions contained in the **Department of State Secretariat Handbook** are specific in every detail and must be adhered to without deviation.

3. It is suggested that the appropriate ES staff officer be called prior to finalizing this correspondence if additional guidance is necessary.

## G. AID CLEARANCE OF STATE DEPARTMENT MEMOS TO THE SECRETARY AND DEPUTY SECRETARY

The following procedures should be used in reviewing/clearing State Department memos for the Secretary and Deputy Secretary.

—**General Guidance.** Clearing offices are to insure that AID's fundamental program authorities are respected. Thus for all assistance issues, AID should ideally originate or co-originate rather than clear. For any memo to the Secretary or Deputy Secretary, the AID clearance should be at a level no lower than that of Deputy Assistant Administrator.

—**Action Memos.** All must be approved by the Administrator. The AID Administrator should ideally co-sign jointly with Under Secretaries.

—**Information Memos.** Similarly, Information Memorandums should be cleared or co-signed by the Administrator, though in some circumstances they may be cleared by Assistant Administrators (or Deputies) without the Administrator's *prior* approval.

(Approximately ¾ actual size)

AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

THE ADMINISTRATOR

ACTION MEMORANDUM

CLASSIFICATION

TO: Addressee Principal  
(THROUGH: Appropriate Principal, when necessary)  
FROM: Bureau Symbol - Name  
SUBJECT: Guidelines for Sharply Focused Action Memoranda

ISSUE FOR DECISION

A succinct statement of the issue, including the action being requested of the Principal, and mention of any urgency. Underline significant information throughout the memorandum. As a general rule, the length should not exceed two pages, with additional information, if necessary, provided as attachments.

ESSENTIAL FACTORS

This section provides a brief summary of information the Principal will need in order to make a decision or to take action. Avoid repeating information previously provided. Include Congressional, press, inter-agency, NSC, White House or other views that are relevant.

ANALYSIS OF OPTIONS

If the options are complex, the first paragraph of this section should briefly preview the broad choices which will be discussed in greater detail in the succeeding paragraphs.

CLASSIFICATION  
Declassification Information

Sample VII-1: Substantive Action Memorandum for the Secretary

(Approximately 3/4 actual size)

CLASSIFICATION

- 2 -

A. State the First Option.

In one or two paragraphs provide a succinct analysis of each option, noting which bureau supports that course of action. Do not separate pros and cons into checklist format. They should be incorporated into the analysis of each option as appropriate. Ensure that your analysis reflects the implications of a given option for near as well as longer term U.S. policy objectives.

B. State the Second Option.

Etc.

Recommendations:

That you approve...(favored by...).

Approve \_\_\_\_\_ Disapprove \_\_\_\_\_

Alternatively, that you...(favored by...).

Approve \_\_\_\_\_ Disapprove \_\_\_\_\_

Attachments:

1. Number attachments only if there are more than one.
2. Etc.

Clearances:

FGH/IJ:PEony \_\_\_\_\_ Date \_\_\_\_\_  
 KLM/NO:Daisy \_\_\_\_\_ Date \_\_\_\_\_

Drafter: ABC/DE:Willow:gmc:10/11/84:X632-8211:#3842

Include State Clearances on the original and all copies

CLASSIFICATION

(Approximately 3/4 actual size)

AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

THE ADMINISTRATOR

MEMORANDUM FOR THE SECRETARY

SUBJECT: Foreign Service Grievance Board

4 Spaces

Begin four spaces beneath the subject and flush with the left margin. Single space, with double spaces between paragraphs. When attachments are used, they must be listed and tabbed.

The memorandum must be free of obvious erasures, strikeouts, and typographical errors. "White-out" corrections are not acceptable.

The copy requirement is the same as for an outgoing letter. Type the signer's name six spaces below the last line of the memorandum. Do not staple the pages of an outgoing memorandum.

6 Spaces

(typed name of signing official)

Attachments:

- Tab 1 - A.I.D.'s Legal Position
- Tab 2 - Proposed letter to Chairman Simkin

**\*This format is also used in preparing an information memorandum to the Deputy Secretary.**

**Any ten pitch type may be used.  
Do not use twelve pitch.**

Sample VII-2: Information Memorandum for the Secretary

(Approximately ¾ actual size)

AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

THE ADMINISTRATOR

Note: Use "The Administrator" "Deputy Administrator" letterhead, as appropriate.

CLASSIFICATION

TO: The Secretary

FROM: (typed name of signing official)

SUBJECT: Your meeting with Atlantis Foreign Minister Smith, 2:00 PM, July 31, 1987

I. YOUR OBJECTIVES

1. Briefing memoranda are typed on the Principal's letterhead.
2. Following pages are typed on plain white bond.
3. Paragraphs are indented five spaces, and headings are underlined.
4. Use a word processor if possible and a Courier 10 typing font. A few neat corrections are permissible on these memos.

II. SETTING

For general typing information, see the previous samples for action and information memoranda.

CLASSIFICATION  
Declassification Information

Sample VII-3: Briefing Memorandum for the Secretary (page 1)

(Approximately ¾ actual size)

CLASSIFICATION

- 2 -

III. PARTICIPANTS

U.S.

List participants, starting with the Principal, in order of precedence.

Use abbreviations where possible and understandable, providing only bureau symbol and name of participant, without title; e.g., ABC - Jane Doe. Indicate any special role -- interpreter or note-taker -- in parentheses.

OTHER COUNTRY

List foreign participants, with last names in all caps.

Provide phonetic spellings of names of principal foreign participants.

IV. PRESS ARRANGEMENTS

This section informs the Principal of press briefings, photo opportunities and question-and-answer sessions. It is omitted from the memo if no press involvement of any type is foreseen.

Drafter:

Clearance(s):

Note: Drafting and clearing information should be placed at the bottom of this page, following Press Arrangements, or following the Participants section if the Press Arrangements section is omitted.

CLASSIFICATION

Sample VII-3: Briefing Memorandum for the Secretary (page 2)

(Approximately ¾ actual size)

CLASSIFICATION

- 3 -

V. DISCUSSION OF OBJECTIVES

Beginning on a new page (plain white bond) for each objective, restate and underline, but do not number, each objective in Section I for which talking points are provided.

Provide background information on this objective in one concise paragraph. Single space. Place the objective in U.S. policy context.

o TALKING POINTS SHOULD IMMEDIATELY FOLLOW THE PARAGRAPH OF BACKGROUND ON THE OBJECTIVE.

o TALKING POINTS SHOULD BE PROVIDED IN TELEGRAPHIC STYLE. DO NOT USE COMPLETE SENTENCES OR FIRST PERSON PRONOUNS UNLESS MEETING IS OF UNUSUAL SENSITIVITY AND S/S HAS AUTHORIZED, IN ADVANCE, USE OF EXACT TALKING POINTS.

o PRECEDE TALKING POINTS WITH CIRCULAR "BULLET" SYMBOL. TALKING POINTS SHOULD BE DOUBLE SPACED, ALL CAPS.

o LENGTH OF DISCUSSION AND TALKING POINTS SHOULD NOT EXCEED 1½ PAGES PER OBJECTIVE.

CLASSIFICATION

Sample VII-3: Briefing Memorandum for the Secretary (page 3)

(Approximately 3/4 actual size)

AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

THE ADMINISTRATOR

ES will  
date

MEMORANDUM FOR THE HONORABLE (Typed name)  
Addressee's Title  
Department of State

SUBJECT: Correspondence with State Department Officials

4 Spaces

This is a sample of the format used in correspondence to State Department officials excluding the Secretary and the Deputy Secretary. The memorandum should be typed on "The Administrator" or "Deputy Administrator" letterhead, as appropriate. The body of the memorandum should begin four spaces below the subject line.

6 Spaces

(typed name of signing official)

Attachments:

List  
attachments

- 1. Number only if there are more than one
- 2. \_\_\_\_\_.

Any ten pitch type  
may be used.  
Do not use twelve pitch.

Sample VII-4: Memorandum For Other State Department Officials Excluding the Secretary and Deputy Secretary

(Approximately ¾ actual size)

AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

THE ADMINISTRATOR

MEMORANDUM FOR THE SECRETARY

SUBJECT: Determination under Section 620(b) of the Foreign Assistance Act of 1961, as amended, ("the Act") that (Country) is not dominated or controlled by the International Communist movement.

ACTION MEMORANDUM

The purpose of this memorandum is to recommend that, pursuant to Section 620(b) of the Act, you determine that (Country) is not dominated or controlled by the International Communist movement.

Section 620(b) of the Act prohibits the furnishing of assistance under that Act to the government of any country unless the President determines that the country is not dominated or controlled by the International Communist movement. The function of making this determination was among those delegated to the Secretary by the President on September 30, 1961.

We have been advised by the responsible officers of the Department of State that the conduct of the Government of (Country) is consistent with a determination that this country is not dominated or controlled by the International Communist movement.

RECOMMENDATION:

That you sign the attached Determination.

(typed name of signing official)

Attachment:

Determination for Signature

Sample VII-5: Secretarial Determination (page 1)

(Approximately ¾ actual size)

Secretarial Determination No. \_\_\_\_\_

MEMORANDUM FOR:

The Honorable (Name of Administrator)  
Administrator  
Agency for International Development

SUBJECT:

Determination under Section 620(b) of the  
Foreign Assistance Act of 1961, as amended,  
("the Act") that (Country) is not dominated  
or controlled by the International Communist  
movement.

In accordance with the recommendation in your memorandum of  
\_\_\_\_\_, and pursuant to Section 620(b) of the  
Act, I hereby determine that (Country) is not dominated or  
controlled by the International Communist movement.

\_\_\_\_\_  
\_\_\_\_\_  
(Date)