

Workforce Alignment Analyses for Implementation of USAID's Human Capital Strategy

Bureau-by-Bureau Conceptual Frameworks

Developed for:



USAID
FROM THE AMERICAN PEOPLE

U.S. Agency for International Development (USAID)

Developed by:



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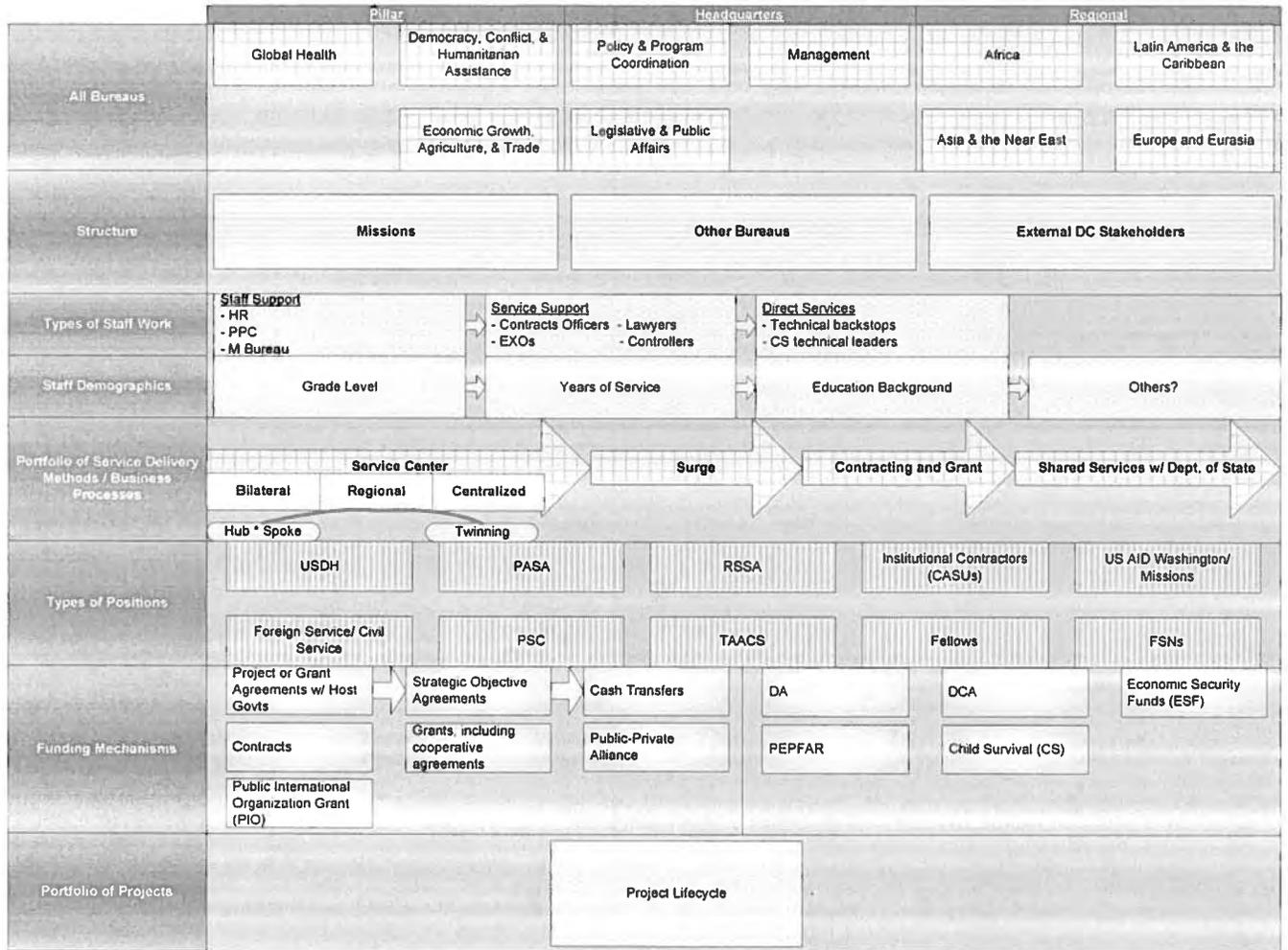
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Conceptual Framework



Regional Bureaus

Africa Regional Bureau

Structure: Missions

- AFR has aggressively implemented reorganization, reducing the number of activities managed in the bureau from 61 in 2002 to 22 in FY 2004. Many of these activities were moved to the field or transferred to the pillar bureaus.
- AFR Bureau identified that over 70% of its resources were spent to support the field. Additionally, it is identifying additional activities which complement activities in the field beyond the simple field support that the pillar bureaus supply.
- Originally, the missions were autonomous, but AFR/W is beginning to assume more control of the missions to centralize autonomy.

Structure: Stakeholders and Other Structural Features

- Education remains DC-driven because of strong inter-agency involvement on the part of both the NSC and the White House. This interagency involvement requires regional bureau staff involvement in Washington.
- In addition to the transferring of activities from HQ to the Field, staff has been transferred as well. AFR is funding 10 positions in EGAT (and would like to be funding 2 additional positions) as well as 3 positions in DCHA.

Types of Staff Work: Service Support

- During the budgeting cycle, the agency turns to technical bureaus to find how the budget should be divided up; however technical bureaus have a vested interest in budget allocations. The process creates a conflict of interest.
- There is an apparent disconnect between a shrinking OE workforce budget and contracting staff and the mandate to increase management in field with local partners.

Portfolio of Service Delivery Methods

- Innovative activities include CETT (Centers for Excellence in Teacher Training), which provides capacity building for teachers and administrators. CETT is another aspect of the Presidential Education Initiative and while CETT is administered in Washington, most of the funds get transferred to the field.
- According to HR data, AFR maintains 15 institutional contract personnel. AFR identified the following institutional contractors: Mitchell Group – 6 communication staff; Science Corp International – 1 staff; Large PASA/USDA contract – 18 staff; and AFR buys into ABIC, a PPC contract.
- Like many regional bureaus, Africa finds that surge capacity is inadequate and if there is a significant crisis, the missions get insufficient support. To alleviate this, regional platforms could be staffed up to provide rapid response.

- Field support budget is tightly controlled. Field Missions move their money towards various awards, but HQ is heavily dependant on the central awards managed by the Pillar Bureaus, which are often inconsistent.
- The Africa Bureau has proposed a new structure that would feature country representatives, a more developed regional hub, and fewer missions in the regions.
- The Bureaus must consider what specific mission-specific activities must be done in country and, similarly, what things must be done in country by a USDH. Then each Bureau could develop its own set of defined criteria for determining which regional support mechanisms to use.

Funding Sources

- The FY 03 portfolio review recommended that Africa Liaison Program Initiative (ALPI), if continued, should be managed by the field or DCHA unless there were compelling reasons for maintaining it in the Bureau. Africa Bureau obligated \$646,000 in FY 04 and plans obligations to ALPI until 2006.
- Much concern was raised regarding the staffing effects due to PEPFAR: seeing implications across the board i.e. contracting officers, EXOs, too, not just a shortage of health officers. The Presidential initiatives including PEPFAR have raised concerns across the agency about staffing implications. Technical staff and health officers aren't the only staffing types to experience shortages; positions from contracting officers, EXOs are thin at the Bureau level.
- There is an increasing problem with diminishing resources. The Global Health Bureau must examine alternate available resources.
- The current push to give awards to local institutions will force much more staff for management and oversight.
- There are two major categories of activities in the regional bureau: Presidential Initiatives and Regional Programs:
 - Presidential / Agency Initiatives represent a portfolio of \$133 million, the majority of which is managed in the field. The initiatives can be summarized into five areas (the percentage represents the portion being managed in the field): Trade (99%), Education (50%), Initiatives to End Hunger in Africa – IEHA (94%), Conflict (99%); Anti-corruption (100%).
 - Regional Programs represent \$90 million of the portfolio and include such activities as Polio, Institutional Strengthening, some DG activities. Many regional programs have, however, been transferred to field or the pillar bureaus.

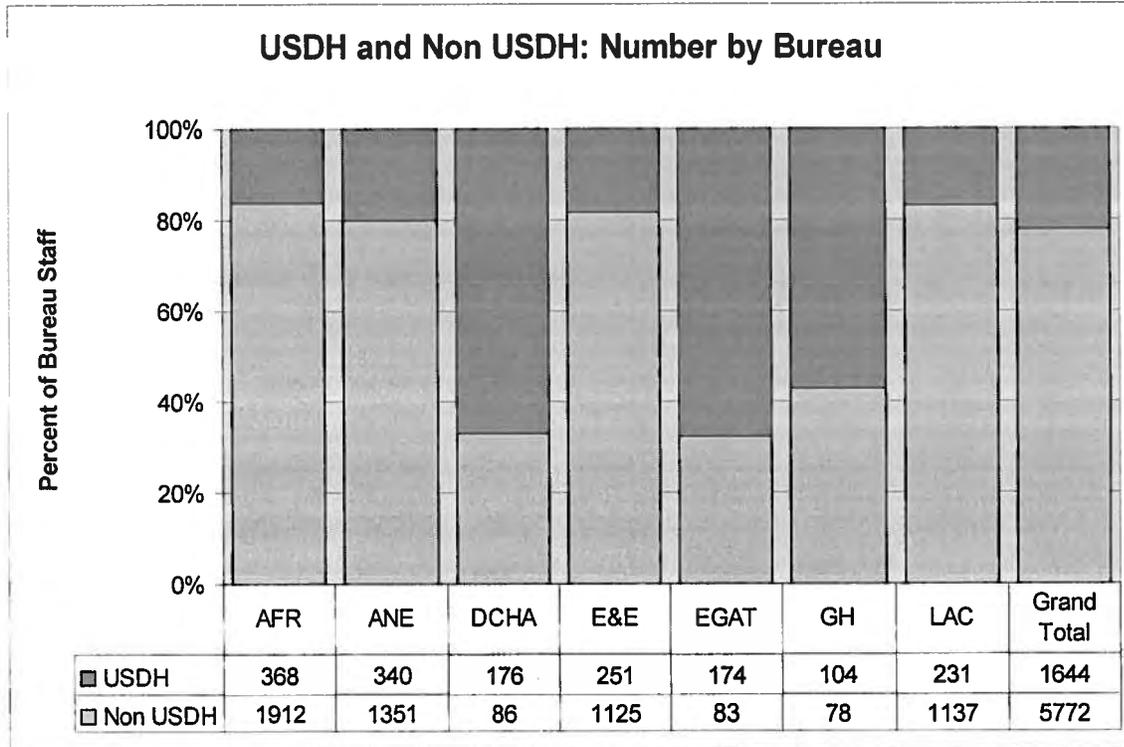
Project Lifecycle

- AFR Bureau's core portfolio intended to support field activities, totaled \$27 million in FY 2004. However, the AFR Bureau buy in rate averaged 1.3 operating units for the four activities for which transfers were made from the field. These activities were EGAT-EG Support Contract, AfroBarometer, Leland Initiative and WHO/AFR for African Disease Control and Reproductive Health.
- Africa Liaison Program Initiative (ALPI) will remain in AFR at present; AFR will examine the possibility of transferring it to DCHA.

- AFR Bureau started several new activities of which four are ongoing: (1) African Fast Track Trade, (2) AfroBarometer, (3) Ambassadors' Girls Scholarships, and (4) Africa Education Initiative Innovative Activities.

Staff Demographics

USDH AND NON USDH: NUMBER BY BUREAU



TYPES OF USDH STAFF COMPARED TO ADMINISTRATOR'S SURVEY RESULTS: PERCENT OF BUREAU

Field	Sub Field	AFR	ANE	DCHA	E&E	EGAT	GH	LAC	Grand Total
USDH Pay Plan	AD	0.00%	0.59%	6.82%	3.19%	2.87%	1.92%	0.87%	1.89%
	ED	0.00%	0.00%	0.00%	0.40%	1.72%	0.00%	0.00%	0.24%
	EF	0.00%	0.00%	0.00%	0.00%	2.30%	0.00%	0.00%	0.24%
	ES	0.00%	0.00%	0.57%	0.40%	0.57%	0.96%	0.00%	0.24%
	EX	0.00%	0.29%	0.57%	0.40%	0.57%	0.96%	0.43%	0.36%
	FE	10.05%	9.41%	2.27%	7.97%	6.90%	6.73%	8.66%	8.03%
	FO	34.51%	42.06%	10.80%	31.47%	16.67%	10.58%	38.96%	30.29%
	FP	36.68%	31.76%	3.41%	31.08%	4.02%	0.00%	33.33%	25.00%
	FS	0.54%	0.00%	0.00%	0.80%	0.00%	1.92%	0.00%	0.36%
	GM	0.00%	0.00%	0.00%	0.80%	0.00%	0.00%	0.00%	0.12%
	GS	18.21%	15.88%	75.57%	23.51%	64.37%	76.92%	17.75%	33.21%

**TYPES OF NON USDH STAFF COMPARED TO ADMINISTRATOR'S SURVEY: PERCENT OF BUREAU
(REGIONS AND PILLARS)**

Field	Sub Field	AFR	ANE	E&E	LAC
Non USDH Staff Types	Other (Fellows)	4.65%	1.33%	0.09%	0.97%
	FSN	86.14%	86.53%	84.89%	86.90%
	PASA/PAPA	0.89%	0.22%	0.27%	0.44%
	RSSA	0.73%	0.22%	0.09%	0.70%
	TCH	1.36%	1.63%	0.89%	5.63%
	USPS	6.22%	10.07%	13.78%	5.36%

BUREAU BY BUREAU FUNDING (2001-2004)

	Bureau	FY 2001	FY 2002	FY 2003	FY 2004
Program Funds	AFR	\$1,309,844.00	\$1,512,601.00	\$2,231,823.00	\$2,212,831.00
	ANE	\$2,562,474.00	\$3,455,012.00	\$5,942,181.00	\$5,926,911.00
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	LAC	\$5,875.00	\$4,924.00	\$3,065.00	\$3,382.00
	Tot	\$33,216.00	\$23,485.00	\$26,806.00	\$23,479.00

Asia and Near East Regional Bureau

Structure: Missions

- ANE has transferred and continues to transfer the management of activities to the field. However, due to the difficult circumstances surrounding Afghanistan and Iraq, ANE has made exceptions to the reorganization plan in certain circumstances in order to ensure that high priority programs are successfully managed.
- The staff size for ANE missions is determined by historical precedence, complexity of the missions and financial management.
- One of the main challenges faced by ANEW is that they must correctly allocate resources so that headquarters staff correctly aligns with the strategic priorities of the bureau and the agency at large.

Structure: DC Stakeholders and Other Stakeholders

- The ANE Bureau must be particularly responsive to both technical needs and the political environment in which they operate.
- The primary metric of the pillar bureaus is for allocation of technical support to missions, but with increasing regional initiatives (e.g., MEPI, Education Employment Alliance, South Asia initiatives) there is a need for greater support from technical experts who also have strong regional expertise.
- ANE has found most of the Pillar bureaus to be extremely responsive. The biggest challenge for ANE related to Pillar bureau support is the lack of capacity in EGAT to provide full technical support, particularly for Iraq, Afghanistan, and regional programs.
 - Neither ANE nor EGAT have had sufficient existing capacity to meet all of the technical and inter-agency demands.
 - EGAT/DAA Jay Smith commented that ANE is voraciously demanding EGAT services, but the EGAT does not have the capacity to meet the needs of all its constituents including ANE.
 - As part of the 2003 portfolio review, ANE was encouraged to complete devolution of a number of activities and related staff from ANE to the pillar bureaus, field missions, and the Regional Development Mission Asia.

Types of Staff Work: Staff and Service Support

- ANE's front office in Washington has 3 DAAs and an additional 3 support staff to provide direct staff support.
- ANE supports small and non-presence countries from Washington as these countries often require additional backstop coverage to deal with difficult security situations, significant inter-agency attention, and deployments of technical teams as projects arise.
- One of ANE's biggest challenges is to meld technical expertise with regional expertise, particularly for broader regional programs that have a high political profile. Another constraint to Pillar bureau management of these activities is lack of sufficient capacity to meet the demands, particularly in the case of ANE.
- Although many of the new FY 2004 activities are managed by the regional offices, ANE retains a number of technical staff in the Bureau to support these programs. Support for

these kinds of programs cannot easily be transferred to a pillar bureau for management, as they require not only strong technical support, but also a current understanding of the regional context and the political priorities in Washington.

- ANE has devoted 20% of its OYB to program administrative support.
- ANE suggested that there should be an evaluation of the type of technical support that is being provided by pillar bureaus versus the type of support that is actually needed. More specifically, ANE suggested that there is a huge shortage of CTOs. Institutional contractors cannot fulfill this need, as they cannot conduct the inherently governmental functions provided by CTOs.
- Regarding other non-technical support services, ANE reported that the Bureau has maintained good coordination with LPA. However, the public affairs demands associated with Iraq and Afghanistan have been dramatic, and therefore the Bureau has brought on 2 Public Affairs staff.

Types of Staff Work: Direct Services

- Education Employment Alliance was developed as a way to demonstrate USAID initiative on education in the ANE region and that the program is best managed in ANE while it is being launched and for the immediate future. The high profile and regional nature of the program demanded intensive ANE engagement by technical experts that also have strong expertise in the regional context.
- ANE has devoted 43% of its OYB to field technical support.
- An example of inter-bureau coordination could be technical support for the Education Employment Alliance coming from the education office, while policy level issues could be handled by the Regional bureau's themselves.

Funding Sources

- The ANE Bureau should continue to compare staff size with program funds. Additionally, ANE should continue to fund staff dedicated to Iraq or Afghanistan with supplemental funds when appropriate, rather than through DA or other scarce program funds.
- ANE is shifting funding sources for Afghanistan and Iraq staff from PD&L to the supplemental, and the Bureau hopes to use PD&L resources more strategically in the coming year. The high cost of insurance for people working in these countries is another reason that the PD&L allocated to staff is high.
- Most of the earmarked money that ANE must utilize is in the Health area (60%), but 60% of the ANE staff has no experience in the health arena. Because of this large proportion of earmarked money, earmarks drive the strategy of the bureau.

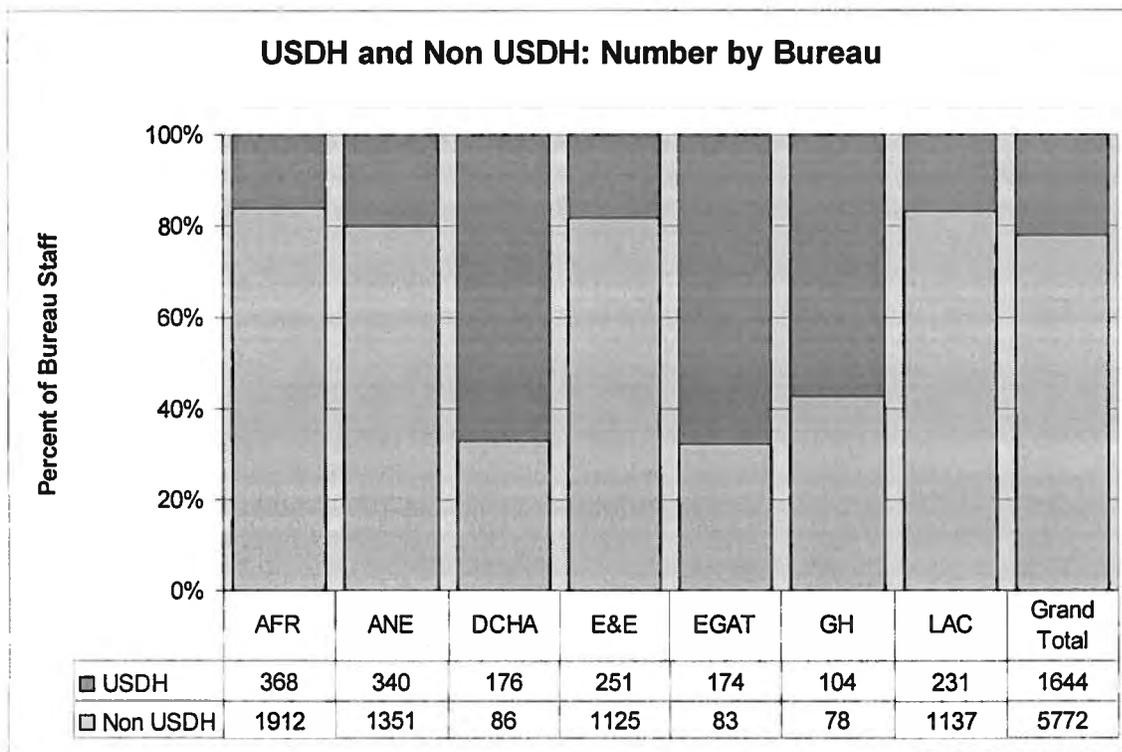
Portfolio of Projects: Project Lifecycle

- ANE was managing 33 projects at the beginning of the reorganization in FY 2002, and it is now managing 39 projects in FY 2004. According to these figures, it appears that Bureau-managed programs are increasing rather than decreasing as mandated in the reorganization.

- The Education Employment Alliance regional program will continue to be managed by ANE for the three-year timeframe of the activity.
- ANE has limited the number of new activities to only a small number of well-targeted initiatives that are managed mainly in regional missions and pillar bureaus. Most of the on-going activities that remain in the Bureau are short-term activities that provide technical support, such as IQCs, or that directly address earmarks.
- On December 31, 2004, the total number of ANE-managed activities decreased from 39 to 31, due to close-outs and the transfer of activities to the field.

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Europe and Eurasia Regional Bureau

Structure: Missions

- Washington services the field by:
 - Getting budget allowances out,
 - Helping staff the fields,
 - Providing direction in terms of technical approaches, direction in long range strategy, and division of labor,
 - Representing field views to Washington and Washington opinions back to the field,
 - Providing interim staffing (long term TDYs when people are on home leave, surge capacity),
 - HQ also serves a liaison function and helps build field- HQ consensus.
- Critical constraints to the transfer of E&E/W's FSA and SEED-funded PSC staff to pillar bureaus were identified at last year's Portfolio Review.
- Many PSCs are now split funded between E&E and EGAT, which was not a possibility before. This seems to be functioning adequately.

Structure: DC Stakeholders

- After the APS has been issued, it will be no problem to devolve most of the alliances to the field. However, the MTV alliance will remain in E&E/W. The MTV alliance is one where AID is taking a chance, as it provides an opportunity to reach a unique audience. However, it is politically sensitive with the Hill and the Ambassador, thus the alliance is being crafted carefully and its management is best left in E&E/W.
- E&E staff in headquarters has a direct responsibility to address interagency relations, community outreach, legislative branch relationships with Capital Hill, and dealings with the Department of Justice and the Court System.
- Freedom Support Act/ Seed Act- created coordinators in the State Department; we don't get program support funds- created a unique kind of role for us. Part of that is to train people in the State Dept about allocation- they then think they can make US AID policy, but US AID sees itself as the technical experts of development.
- 70% of E&E missions' staff time is spent doing information processing for E&E in DC. Time is less in places in DC, but a considerable amount of time is spent dealing with State.
- The pillar bureaus and PPC developed the draft policies, but the regional bureaus are responsible for coordinating with our staff to ensure the policy serves the needs of our mission and confirm that the policy will fit culturally with the region.
- The importance of our bureau is that even if we have the same thoughts on development as State, the role of dealing with the State department is a huge time consuming job function and the State Department is a decision maker in international development.

Structure: Other Bureaus

- The pillar bureaus make a considerable effort to assist the functions of the regional bureaus, but there is a severe lack of resources. Although pillar bureaus have been very helpful, they have lacked staff resources to provide all the support needed by the regional bureaus.
- The E&E Bureau has faced considerable funding issues with EGAT, but less so with the GH Bureau. The issue seems to have two roots: staff numbers and the uniqueness of the E&E regional issues.
- With DCHA and EGAT support, it was agreed at the 2003 Portfolio Review that management of the Regional Accounting Reform and Harmonization activity should be retained in E&E.
- E&E encourages DCHA to be more aggressive regarding corporate knowledge on anti-corruption since it is part of every regional bureau.
- Where appropriate, LPA will be managing some outreach activities; where E&E/W continues to manage, LPA and/or DCHA, as appropriate, will be included to ensure corporate knowledge management.

Types of Staff Work: Service Support

- E&E staff has dwindled since the agency re-organization.
- GH CTOs are not able to give individual TOs the time and attention E&E needs. Likewise, GH CTOs are not necessarily in-tune with regional issues. Thus, GH provides the contract oversight and E&E staff are about to provide program and regional specific help, as well as monitoring support specific to E&E.
- RCI uses SEGIR (Bureau) mechanism, EGAT has TOs to manage, while the activity is managed where the money originates. Thus the person responsible for signing task orders is the CTO in EGAT, while the technical manager is the activity manager in E&E. There is 1 CTO and 3 staff members in E&E that have responsibility over this activity (as part of their work responsibilities).

Types of Staff Support: Direct Services

- E&E has cut more people than they have transferred, so there has been a net loss of technical staff members that are also experts in E&E issues.
- The regional office receives the majority of its technical support from E&E/W staff; though support from EGAT has also increased recently.
- E&E/W provides analytical support for strategic development (an inter-agency process).

Portfolio of Service Delivery Methods

- E&E has taken the reorganization mandate seriously, moving activities to the field – both to missions and to the regional platform in Budapest – and to pillar bureaus.
- E&E has retained some regional technical expertise to have 'muscle' with State's ACE department. While many activities have been transferred, some activities have stayed in the regional bureau because of political necessity.

Funding Sources: Earmarks and Grants

- The empirical evidence shows that budget numbers are going down from \$60 million in 2002 to \$32.3 million currently.
- The Presidential Initiatives have created coordinators in the State Dept.
- All offices share unsolicited proposals which are not anticipated in our plans for operations, it is an opportunistic proposal for a type of program that is ongoing and we would like to start. There is never money to fund these- this is the basic problem.

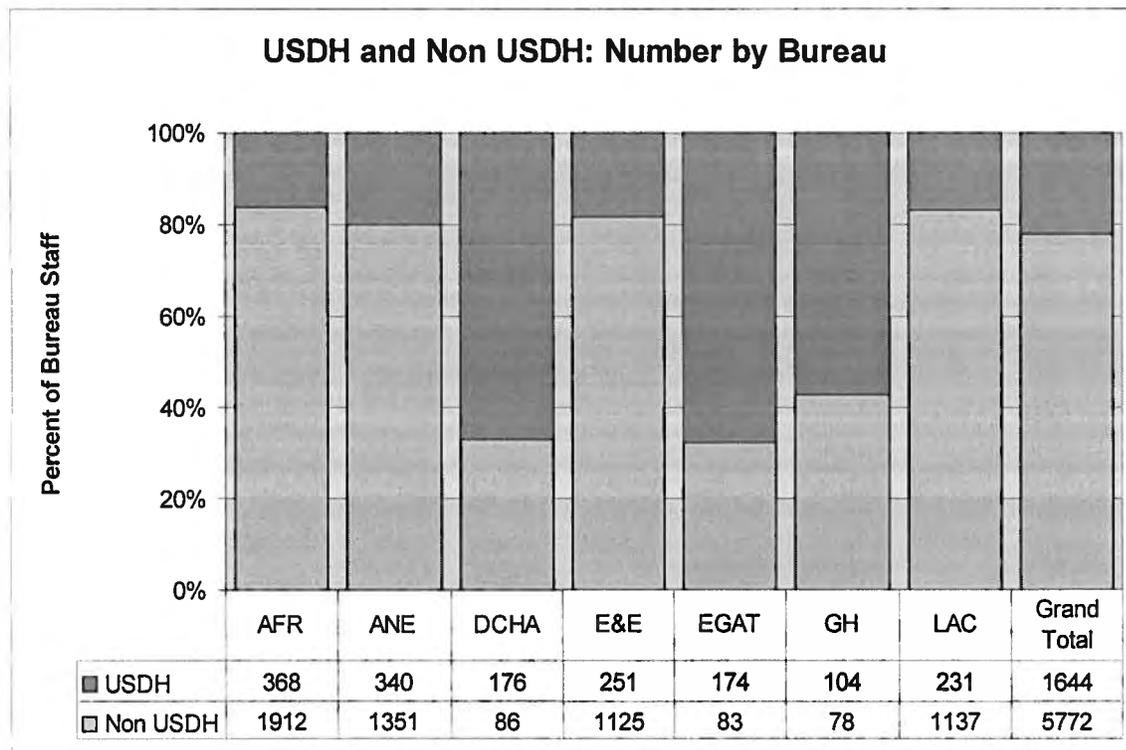
Portfolio of Projects

- The experience with buy-ins is that GH CTOs don't have time to devote enough attention to disease / regional specifics. This activity is comprised of a number of small projects; it is easier to have a regional staff member handle the specifics of the activities rather than pass that extra workload to GH staff.
- The GDA Incentive Fund: Management will be moved to field as soon as possible, with the exception of the MTV alliance, which will continue to be managed out of E&E/W. Eleven alliances are being funded as a result of the first round of proposals considered under the new E&E program that began in FY 2004. All but one, an alliance with MTV related to anti-trafficking that will begin in FY 2005, will be managed in field missions.
- Tolerance Training: In this pilot stage, management will remain in E&E/W. Funding was recently provided for this unsolicited proposal by Boston University. This activity is a top priority. It is a pilot project to see if we can use lessons in Bosnia to apply elsewhere. If the field later manages it, ensure that is where corporate knowledge rests.
- Health Analysis and Outreach: Various analytic efforts and information dissemination programs on serious health issues are funded through buy-ins to GH mechanisms that are then managed in E&E/W.
- Cross-border Cooperation and Reconciliation (\$440,000) and SPAI Secretariat (\$650,000): These two activities were developed by the State Coordinator's office, funded under the regional budget with carryover funds provided by State. These activities, while funded by the E&E regional budget, are actually managed by Budapest.
- Sava River Initiative: Funds provided by State support the Sava River Basin Commission. These activities, while funded by the E&E regional budget, are actually managed by Budapest.
- Regional Competitiveness Initiative (RCI): Will be left in E&E for the year; will re-examine next year once we can see if the bulk of the activity is in the region versus here. This project includes many subcomponents, the most important of which is the development of a SEE Securitization of Mortgage markets and the development of a warehouse lending facility for 250 million Euros. This project has resulted in there being 14 competitiveness activities in the region, as compared to zero before this project. It helps mission supplement their activities and deal with cross border issues.
- Partners for Financial Stability Expanded: This program, which grew out of the earlier Partners for Financial Stability activity directed at post-presence countries, affects all SEED countries and is aimed at accelerating financial market integration in the region. There is no economic activity at the RSC, thus there is no economic staff in the field to manage the activity.
- The following scheduled to begin FY 05:

- Community Connections: USAID will assume responsibility for State/ECA's on-going and successful Community Connections (CC) program. Funding from FSA and AEEB funds would be above the base levels for the E&E regional budget.
- South East Europe Anti-Trafficking Partnership (SEEATP): The purpose of the SEEATP activity is to build an effective, locally-led anti-TIP partnership of key regional public and private activists, capable of implementing key cross-border anti-trafficking initiatives, to be located in the SEE/Stability Pact region. Initial funding of approximately \$1 million is anticipated. The activity will be managed in E&EW during design.
- Youth Understanding and Interaction in the Balkans: This proposal by the National Albanian American Council (NAAC) related to youth training in the Balkans reflects a Congressional directive, and will be funded from the bilateral budgets of several missions. USAID management is expected to be at the Macedonian Mission.
- GDA Incentive Fund: A second round of proposals for GDA alliances is planned for FY 2005. All resulting alliances are likely to be managed in the field.

Staff Demographics

USDH AND NON USDH: NUMBER BY BUREAU



TYPES OF USDH STAFF COMPARED TO ADMINISTRATOR'S SURVEY RESULTS: PERCENT OF BUREAU

Field	Sub Field	AFR	ANE	DCHA	E&E	EGAT	GH	LAC	Grand Total
USDH Pay Plan	AD	0.00%	0.59%	6.82%	3.19%	2.87%	1.92%	0.87%	1.89%
	ED	0.00%	0.00%	0.00%	0.40%	1.72%	0.00%	0.00%	0.24%
	EF	0.00%	0.00%	0.00%	0.00%	2.30%	0.00%	0.00%	0.24%
	ES	0.00%	0.00%	0.57%	0.40%	0.57%	0.96%	0.00%	0.24%
	EX	0.00%	0.29%	0.57%	0.40%	0.57%	0.96%	0.43%	0.36%
	FE	10.05%	9.41%	2.27%	7.97%	6.90%	6.73%	8.66%	8.03%
	FO	34.51%	42.06%	10.80%	31.47%	16.67%	10.58%	38.96%	30.29%
	FP	36.68%	31.76%	3.41%	31.08%	4.02%	0.00%	33.33%	25.00%
	FS	0.54%	0.00%	0.00%	0.80%	0.00%	1.92%	0.00%	0.36%
	GM	0.00%	0.00%	0.00%	0.80%	0.00%	0.00%	0.00%	0.12%
	GS	18.21%	15.88%	75.57%	23.51%	64.37%	76.92%	17.75%	33.21%

TYPES OF NON USDH STAFF COMPARED TO ADMINISTRATOR'S SURVEY: PERCENT OF BUREAU (REGIONS AND PILLARS)

Field	Sub Field	AFR	ANE	E&E	LAC
Non USDH Staff Types	Other (Fellows)	4.65%	1.33%	0.09%	0.97%
	FSN	86.14%	86.53%	84.89%	86.90%
	PASA/PAPA	0.89%	0.22%	0.27%	0.44%
	RSSA	0.73%	0.22%	0.09%	0.70%
	TCH	1.36%	1.63%	0.89%	5.63%
	USPS	6.22%	10.07%	13.78%	5.36%

BUREAU BY BUREAU FUNDING (2001-2004)

Program Funds	Bureau	FY 2001	FY 2002	FY 2003	FY 2004
	AFR	\$1,309,844.00	\$1,512,601.00	\$2,231,823.00	\$2,212,831.00
	ANE	\$2,562,474.00	\$3,455,012.00	\$5,942,181.00	\$5,926,911.00
	E&E	\$1,593,296.00	\$1,855,746.00	\$2,351,357.00	\$1,121,189.00
	LAC	\$581,859.00	\$875,674.00	\$898,215.00	\$873,959.00
	Tot	\$6,047,473.00	\$7,699,033.00	\$11,423,576.00	\$10,134,890.00
OE Funds	Bureau	FY 2001	FY 2002	FY 2003	FY 2004
	AFR	\$80,951.00	\$80,780.00	\$80,578.00	\$84,265.00
	ANE	\$55,622.00	\$51,692.00	\$80,437.00	\$67,922.00
	E&E	\$55,000.00	\$38,205.00	\$46,517.00	\$48,101.00
	LAC	\$48,688.00	\$50,109.00	\$47,345.00	\$45,323.00
	Tot	\$240,261.00	\$220,786.00	\$254,877.00	\$245,611.00
ICASS Funds	Bureau	FY 2001	FY 2002	FY 2003	FY 2004
	AFR	\$6,239.00	\$6,066.00	\$6,608.00	\$6,988.00
	ANE	\$4,794.00	\$4,707.00	\$6,460.00	\$5,769.00
	E&E	\$4,352.00	\$3,833.00	\$6,734.00	\$6,717.00
	LAC	\$2,166.00	\$3,338.00	\$3,486.00	\$3,693.00
	Tot	\$17,551.00	\$17,944.00	\$23,288.00	\$23,167.00
Equipment Funds	Bureau	FY 2001	FY 2002	FY 2003	FY 2004
	AFR	\$11,125.00	\$8,851.00	\$6,640.00	\$6,515.00
	ANE	\$7,227.00	\$6,743.00	\$13,529.00	\$10,496.00
	E&E	\$8,989.00	\$2,967.00	\$3,572.00	\$3,086.00
	LAC	\$5,875.00	\$4,924.00	\$3,065.00	\$3,382.00
	Tot	\$33,216.00	\$23,485.00	\$26,806.00	\$23,479.00

Latin America and the Caribbean Regional Bureau

Structure: Missions

- LAC has judiciously transferred the management of certain technical activities to pillar bureaus or the field, LAC views it as more effective and prudent to retain within the bureau the management locus of those high visibility activities that address White House and Inter-Agency issue and, where policy content plays an important role.
- State of the Americas benefits from strong support from State, and directly supports the objectives of the 2005 Summit of the Americas – it will support the participation of civil society groups from 33 countries (including many non-presence countries) in the LAC region in Summit activities.
- Million Mentors: GDA activity currently targets Nicaragua, Haiti, Jamaica, and Kenya. Due to the geographic span across bureaus, there is not an obvious operating unit to manage this activity. It is also difficult to devolve it to the field.

Structure: DC Stakeholders

- Given that development assistance has now joined defense and diplomacy as the third arm of U.S. National Security Strategy, the Agency's role in the policy formulation process must be more proactive.
- Activities related to the Cuba Program are managed in Washington for well-established reasons.

Structure: Other Bureaus

- LAC is sharing lessons learned with other regional bureaus as well as other agencies, including the State Department.
- LAC does draw upon experts in DCHA, while much of the specialized expertise is in LAC.
- This is a new procurement of an ongoing activity under a DCHA IQC mechanism.
- Links Media: IQC task order through Global Health with Links Media Communications – to disseminate information/best practices in Spanish.
- Amazon Basin Initiative: Will continue to be designed by LAC and EGAT. Following their design, the management of activities will be directed to the field, as appropriate.

Types of Staff Work: Staff Support

- LAC has been bringing in new management officers who are first time managers as well as various other young employees. LAC has a program that pairs them with retired mentors (PSC) to help them get acclimated to their new positions.

Types of Staff Work: Service Support

- LAC participates in the PPC/CDIE-managed Development Information Services (DIS) project – a contract mechanism -- to fill two staff positions: bureau economist and web manager.

- Tendency to create coordinating offices in this Presidential administration- where a parallel system is created with many redundant offices across agencies. This redundancy creates a lot of work with endless meetings to coordinate activities.

Types of Staff Work: Direct Services

- A lot of technical staff is drained from the regional bureaus by pillar bureaus.
- The LAC Technical Office has 4 major functions: 1 to create programs, 2 backstop missions (TDYs- same as all other missions), 3 care and feed front office functions including but not limited to: speeches, briefings, and Hill relations, 4 external, interagency coordination (special factor- Summit of the Americas development meeting is a lot of work every other year).
- Lessons learned in fighting corruption in the LAC region are being captured through the Joint Policy council which has completed an inventory of programs, from which best practices were developed. Sharing and compiling of these best practices is underway.

Portfolio of Service Delivery Methods

- LAC has done a great job of transferring activities to the field or pillar bureaus, as appropriate. LAC is complying with the Agency's re-organization objectives.
- LAC activities managed in Washington are those that drive the inter-agency process, as best illustrated by activities supporting the Summit of the Americas and Presidential Initiatives.
- LAC has taken leading role in the Agency in the arena of anti-corruption. LAC strongly wants to hold onto this expertise.
- Forest Service PASA: This activity represents a new instrument for staffing an ENV position in lieu of more costly/higher overhead FAS PASA. Furthermore, it tracks with Agency guidance encouraging bureaus to use PASAs vs RASAs to decrease overhead by 20%.
- Some PSCs, temporary GSers to fill gaps during surge times. We have had to get creative to fill our ranks during surge times and it gets increasingly more difficult.
- There is a significant level of policy involvement which justifies the management of some activities by LAC/W.
- USAID is becoming to be known as the known coordinator for foreign assistance, rather than the sole provider.

Funding Sources

- CETT – Sesame Street Materials: Grant to Sesame Street for Spanish language materials for the Centers of Excellence for Teacher Training (CETT) - Working with GDA in support of the CETT Presidential Initiative.
- Amazon Basin Initiative: The earmark targets eight countries, including three non-presence countries, the earmark language also stipulates significant NGO participation, requiring numerous coordination meetings technical experts in EGAT and LAC have taken the lead in the design of the program.

- PAHO: Grant for regional health policy analysis, which combines five grants into one. The grant does not fund field operations activities; rather, it supports policy level work undertaken by PAHO to influence health ministries in the LAC region.
- Million Mentors: As funding is ending in 2004, the activity will be left in LAC. However, if there is follow on work to this activity, the management by LAC should be reevaluated.
- The balance of FY 2004 PD&L funds have supported the following:
 - Field support
 - ICASS support (Washington) \$270,000
 - Health Assessment in Ecuador, which was an agreement between the Ecuadorian President and Administrator
 - Resident energy expert at IDB (also funded by Mexico and Brazil).
- Presidential initiatives impact many missions and draw staff time away from country plans, annual work plans and force the staff to concentrate to the special initiative.

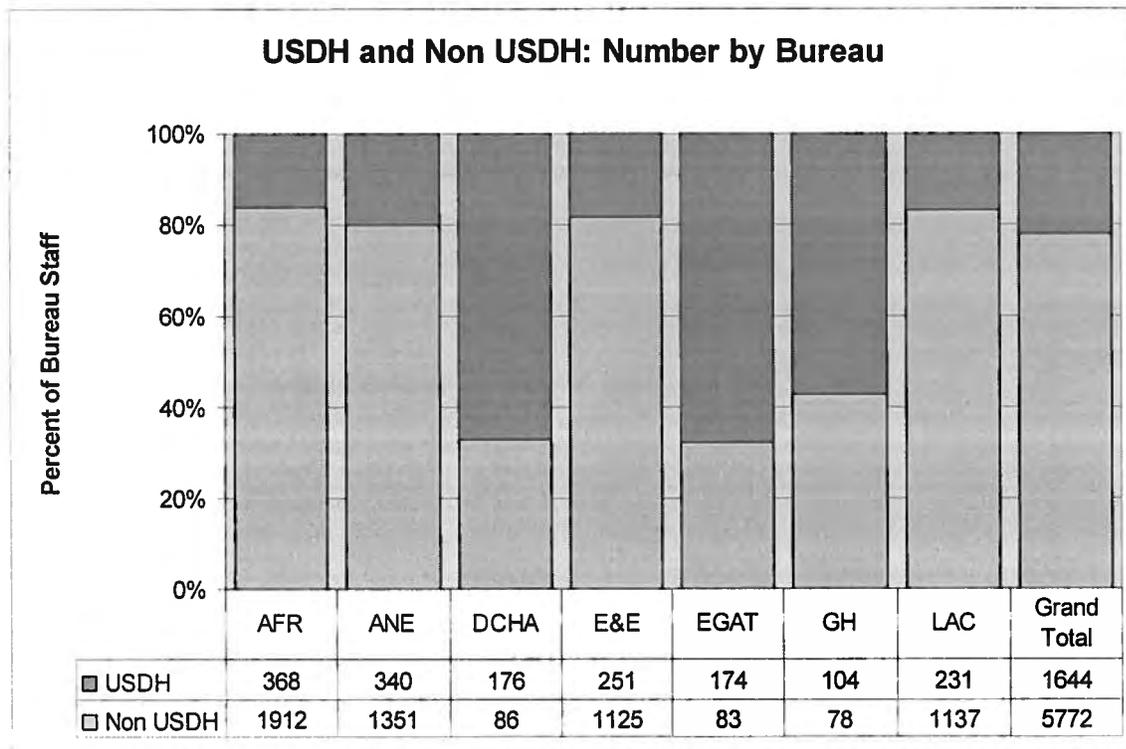
Portfolio of Projects

- LAC has transferred and continues to transfer the management of activities to the field or to pillar bureaus and has terminated activities, resulting in a downward trend of the number of activities managed by LAC, from 41 in 2002, to 31 in 2003 and now 25 in 2004.
- There was really only one new activity on this list -- the Amazon Basin Initiative; the others are continuation of existing activities.
- Anti-Corruption in the Americas: At the 2003 Portfolio Review, LAC argued (and DCHA agreed) that the anti-corruption program should continue to be managed by LAC/Washington, in part, because it was a primary focus of the Summit of the Americas.
- Many regional bureaus are working on regionally-specific anti-corruption activities, and there is a need to ensure lessons learned and implemented across regions. However, because the anti-corruption program was slotted to end in September 2004, the decision was made to retain management responsibility in LAC/Washington.
- Remittances: Will be transferred to EGAT. Banking the un-bankable and reducing transaction costs of remittances is linked to Summit action plan. It is an issue of significant importance not only for the LAC region, but also other regions as well, and one that the Agency through EGAT is addressing.
- Summit of the Americas -- Civil Society Support: Will continue to be managed by LAC. This activity consists of a grant to the OAS to help expand civil society involvement in the LAC region.
- Summit of the Americas -- Regional Education Indicators: This activity consists of a grant to the OAS pursuant to a USG Summit commitment to help establish a system of shared education indicators that allow comparisons among countries in the hemisphere. The activity requires sustained consultations with experts in the LAC region, as well as monthly coordination and other high-level meetings in Washington. LAC involvement in this activity does provide a seat at the table of an inter-agency process that drives the Summit of the America's Agenda.
- Links Media: Purpose is to disseminate information/best practices in Spanish, but there is no corresponding management load for it within LAC since GH manages the task.

- Amazon Basin Initiative: Pursuant to a hard Congressional directive, and in collaboration with relevant field missions, the Bureau is assessing the conservation situation in the Amazon basin and developing a conservation program. The intent is to devolve to the field the management of all activities, once designed.
- PAHO: PAHO has a well-established track record and the institutional credibility in the LAC region, which facilitates working partnerships with country health ministries.

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	Tot	\$33,216.00	\$23,485.00	\$26,806.00	\$23,479.00

Pillar Bureaus

Democracy, Conflict, and Humanitarian Assistance Pillar Bureau

Structure: Missions

- The headquarters staff helps direct programs with field staff to manage those programs.
- Even where DCHA has their own programs, DCHA does work with the mission. While it is not direct field support, DHCA programs do support mission goals and programs.
- DCHA is concerned with how DG technical expertise is growing in other bureaus in a way that is uncoordinated with DCHA's DG Office.
- Field support activities are limited to two sectors, DG and CMM.

Structure: DC Stakeholders

- Key DC stakeholders include, the headquarters office, the State Department, Congress and the Office of Management and Budget.
- DCHA/W staff is looking to enhance the Bureau's relationship with the State Department and the Department of Defense.

Types of Staff Work: Staff Support

- Headquarters staff conducts key management functions including program assessments, decisions involving resource allocations, and program design.

Types of Staff Work: Service Support

- DCHA is described as a "pillar bureau plus" because of the Bureau's direct field support activities conducted through the Democracy Office. Moreover, DCHA is not a typical pillar bureau because it has its own programs and controls its own workforce in the field to manage field-level projects.

Portfolio of Service Delivery Methods

- Direct field support programs are managed through the Democracy Office. Managing field program support through staff in the field.
- DCHA is working towards the creation of new backstop 76: Crisis Recovery and Governance Officer.
- Whenever there is a new mechanism to support the field, DCHA sends out announcements to the field. Additionally, every six months DCHA issues a users guide, which includes staff, expertise, etc. Additionally, there is a monthly e-zine which includes announcements of trainings offered by DCHA.
- Regional platforms could provide technical expertise at a broader level and could serve to support the bilateral field support missions. Regional Platforms could help by creating a mentorship culture for the new Backstop 76s.
- Agency has to plan for PSCs and make them an integral part of the agency.

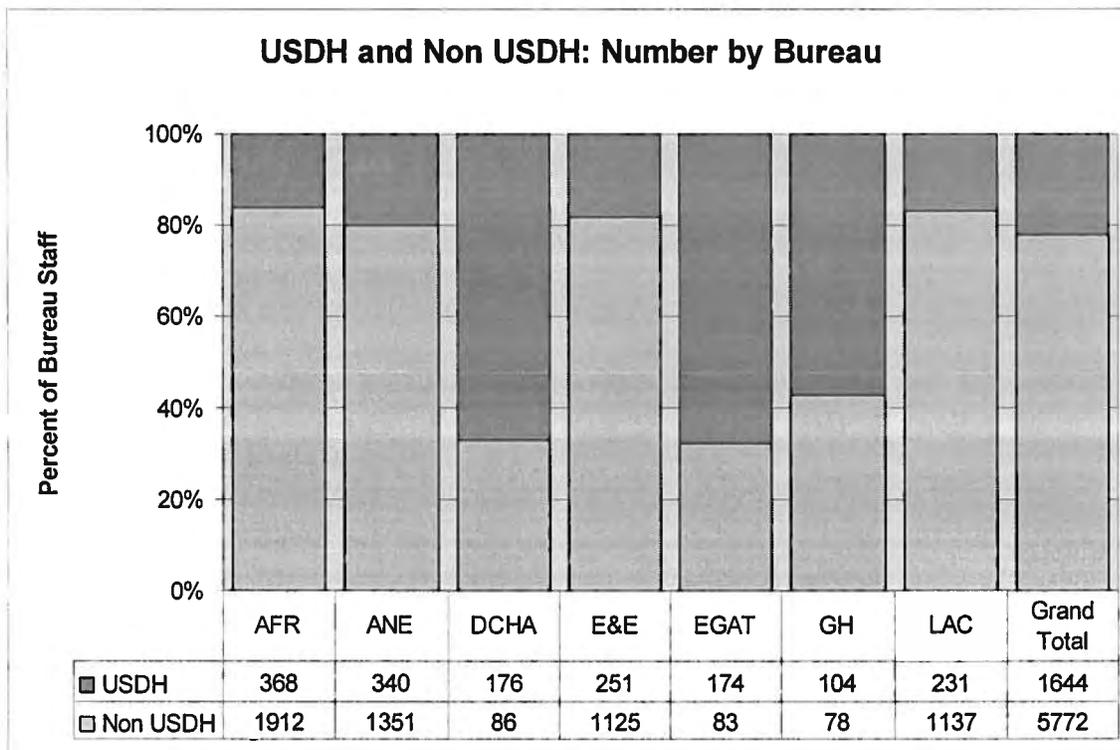
- There is a need for enhanced flexibility in the workforce. Consolidating backstops could provide this added flexibility.
- Use of PSCs- DCHA wants to integrate PSC more effectively so that they can have a defined career track. We integrate the PSCs into our workforce so they are a valuable part; there are places overseas that are entirely PSCs.
- Surge- CASUs:
 - Viable option for surge capacity; bad idea for regular workforce
 - Used like RSSA/PASAs
 - CASUs should not be part of the plan of the basic workforce.
- Shared Services with the State Department- DCHA has staff on detail at the State Department's and Defense Department's new development offices.

Funding Sources

- Presidential initiatives create some impacts including Food Aid, OSHA, but not many. They don't have a lot of impact on operations.
- Earmarks don't impose much of a burden on DCHA; DCHA can move people around relatively freely.

Staff Demographics

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	GS	18.21%	15.88%	75.57%	23.51%	64.37%	76.92%	17.75%	33.21%

Economic Growth and Trade Pillar Bureau

Structure: Missions

- EGAT supports about 90 missions in project development, program design, strategy, assessments, evaluations, implementation, and scopes of work / RFPs.
- EGAT will explore ways to track staff activities that support the field and will continue to reach out to the field and tailor EGAT assistance appropriately.
- EGAT has defined field support as: people (expertise and services), contract and grant mechanisms, information on key issues, analytical tools, best practices, training and risk sharing.
- The Bureau has surveyed missions to better understand mission needs and expectations, and new/follow-on activities will incorporate the findings of the survey.

Structure: DC Stakeholders

- HQ staff deals with donor coordination, international coordination, inter-agency processes, responds to the Hill.
- Interagency coordination- other agencies look to AID for technical expertise.
- Interagency coordination demands have increased in recent years, field support is nonetheless the Bureau's top priority.

Types of Staff Work: Service Support

- EGAT gets far more requests for TDY than they can fill because they lack the funding resources to service all of their customers. 600 TDY requests and Bureau staff completed 5,300 TDY days, which are the equivalent of 27 FTEs.
- 75% of EGAT staff is directly involved in field support.
- 4 areas of concern related to contracting issues:
 - 1) EGAT-managed task orders have allowed the Bureau to provide instant technical support and to respond flexibly to field support needs.
 - 2) USAID needs to find a balance between instruments that are too narrow to be useful and instruments that are too large and broad.
 - 3) The Administrator has asked the bureaus to prioritize new partners, smaller businesses and entitled groups, however, it is difficult to achieve a balance between these priorities and the need to ensure that activities are limited in number, appropriate, high quality, and user friendly.
 - 4) EGAT recognizes that the Bureau does not have enough staff with strong PDO skills. Contracting processes can be streamlined with well-trained PDO staff that can develop stronger scopes of work.

Types of Staff Work: Direct Services

- EGAT has 3 mandates: 1- technical services, 2- training, and 3- support with an emphasis on technical services and support.

- TDY support is only one small part of field support, and 62% of EGAT staff is devoted to field support in the form of multi-use mechanisms, virtual support, and field support.

Portfolio of Service Delivery Methods

- GH has developed a new service strategy based on the FANI Report and the White Paper and has re-evaluated the health programming life cycle to better understand differing needs at different stages of development and to examine the programming pathway from USAID/W to the field.
- The surge capacity measure has hundreds of potential surge employees on a master list and has physically placed 17 people to come into the Bureau as reinforcements. These are mostly temporary appointments and people stay on for 3-6 months with the technical skills broken down by backstops. The surge list is populated by HR, but EGAT should have access to this list.
- EGAT has a four-part mandate that includes field support, inter-agency coordination, technical leadership and international cooperation.
- EGAT has had difficulty in filling USDH positions and meeting surge capacity requirements for PEPFAR, among other Presidential Initiatives. Several areas of OAA policy and practice impact the effectiveness of the EGAT portfolio and the staff costs associated with establishing and managing it. Both OAA leadership and the OAA EGAT team have been made aware of the issues and have agreed to address them in the new fiscal year.
- The Bureau will focus on a more efficient, focused, streamlined procurement process in FY05.

Funding Sources

- Earmarks and congressional mandates drive programs. Currently, there are 19-20 Presidential initiatives which account for some earmarks and directives.
- The process used to deal with earmarks: 1A) find appropriate sector- 1B) goes to sector director- 2) director gives to a project team- 3) team decides how to manage the special project.
- Contracts and grants- Special initiatives don't always get additional funding- e.g. the Indian Ocean tsunami. For some disasters, money is simply funneled to the disaster bureau and taken away from other bureaus.
- In FY04, \$1.6 billion in FY04 obligations were associated with EGAT managed instruments, which require 67 FTEs for activity management. EGAT FY04 OYB was \$174, and the Bureau also trained a minimum of 5,000 people.
- EGAT noted that the \$175 million it has allocated to the 411 activities is accompanied by \$1.6 billion in field expenditures, and 95-96% of activities in sectors covered by EGAT are in the field.

Portfolio of Projects

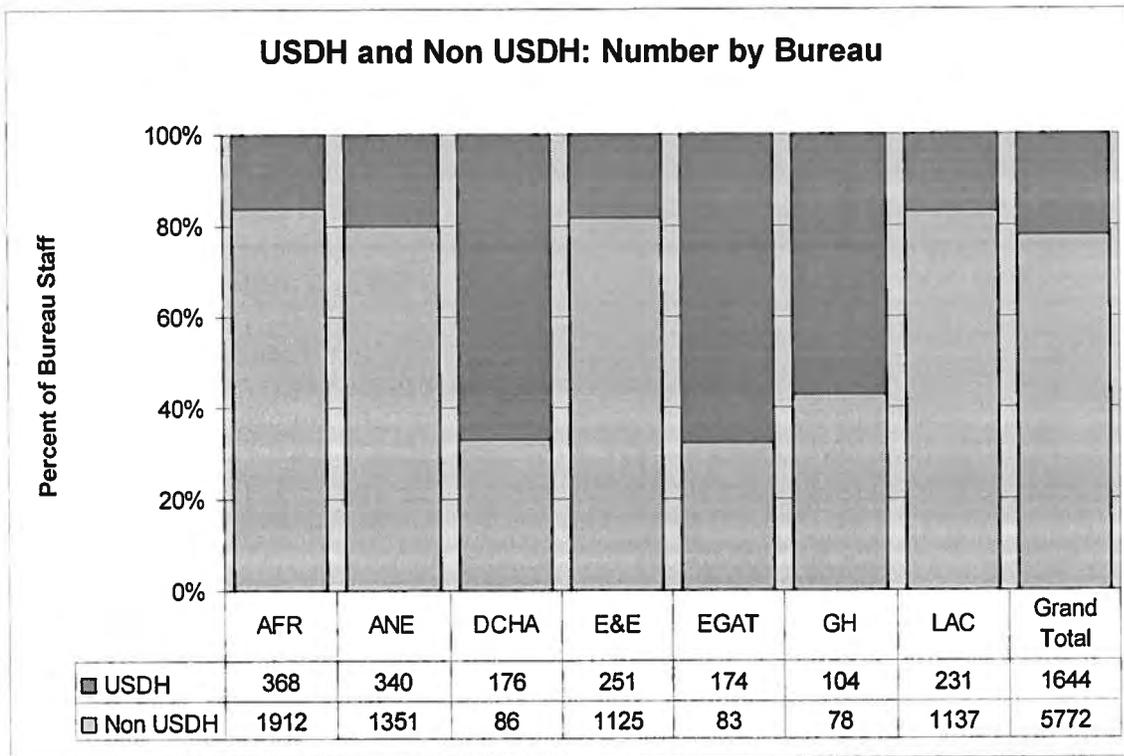
- EGAT will track and actively manage its IQC portfolios carefully to determine which activities need to be altered or eliminated. These activities include the Gender Matters IQC, the Global Workforce Transition IQC, the dot-GOV LWA, Accelerated

Microenterprise Advancement Program IQCs, the Educational Technical Support IQCs, and the Comparative Urban Studies Project.

- At the end of FY04, EGAT had a total of 411 activities in its portfolio, including IQC task orders. Approximately half of the activities are not designed for field support buy-in, as they address earmarks and directives, technical leadership, and staff.
- 25 new activities in FY 04, 4 activities supported mission/region programs or enhanced technical leadership; 8 activities were multi-user mechanisms to facilitate field project implementation; 6 activities were associated with earmarks, administration priorities or directives; and 7 activities were multi-country Global Development Alliances.
- Project lifecycle model work for AID programs: lots of staffing at the beginning of a project; then staff decreases as project matures
- EGAT needs more bodies all the way through the project lifecycle.
- The \$175 million it has allocated to the 411 activities is accompanied by \$1.6 billion in field expenditures, and 95-96% of activities in sectors covered by EGAT are in the field.
- EGAT closed or transferred 86 activities in FY 04.

Staff Demographics

USDH AND NON USDH: NUMBER BY BUREAU



TYPES OF USDH STAFF COMPARED TO ADMINISTRATOR'S SURVEY RESULTS: PERCENT OF BUREAU

Field	Sub Field	AFR	ANE	DCHA	E&E	EGAT	GH	LAC	Grand Total
USDH Pay Plan	AD	0.00%	0.59%	6.82%	3.19%	2.87%	1.92%	0.87%	1.89%
	ED	0.00%	0.00%	0.00%	0.40%	1.72%	0.00%	0.00%	0.24%
	EF	0.00%	0.00%	0.00%	0.00%	2.30%	0.00%	0.00%	0.24%
	ES	0.00%	0.00%	0.57%	0.40%	0.57%	0.96%	0.00%	0.24%
	EX	0.00%	0.29%	0.57%	0.40%	0.57%	0.96%	0.43%	0.36%
	FE	10.05%	9.41%	2.27%	7.97%	6.90%	6.73%	8.66%	8.03%
	FO	34.51%	42.06%	10.80%	31.47%	16.67%	10.58%	38.96%	30.29%
	FP	36.68%	31.76%	3.41%	31.08%	4.02%	0.00%	33.33%	25.00%
	FS	0.54%	0.00%	0.00%	0.80%	0.00%	1.92%	0.00%	0.36%
	GM	0.00%	0.00%	0.00%	0.80%	0.00%	0.00%	0.00%	0.12%
	GS	18.21%	15.88%	75.57%	23.51%	64.37%	76.92%	17.75%	33.21%

TYPES OF NON USDH STAFF COMPARED TO ADMINISTRATOR'S SURVEY: PERCENT OF BUREAU (REGIONS AND PILLARS)

Field	Sub Field	DCHA	EGAT	GH	Grand Total
Non USDH Staff Types	Other (Fellows)	0.00%	18.07%	82.05%	3.43%
	FSN	38.37%	0.00%	0.00%	83.02%
	PASA/PAPA	0.00%	1.20%	7.69%	0.61%
	RSSA	1.16%	71.08%	2.56%	1.52%
	TCH	2.33%	0.00%	5.13%	2.22%
	USPS	58.14%	9.64%	2.56%	9.20%

Global Health Pillar Bureau

Structure: Missions

- GH provides direct Mission Support
- GH has better field support than other pillars because of a system of country coordinators
 - People develop commitment to their projects and clients
 - Staff is usually part of a team with a Desk Officer
- Good management of Mission funds- Ex.: Fellows Program w/ recent MPH grads

Structure: DC Stakeholders

- Congress is a major stakeholder worldwide.
- OMB benefits from strong networks of country coordinators.
- Interagency cooperation is strong due to intricately connected staff and client and teams.

Structure: Other Bureaus

- GH programs and offerings are in demand by the regional bureaus

Types of Staff Work: Staff Support

- Health Officers in the field are now part of the regional bureau.
- It is commonly stated within GH that regional bureaus need increased technical expertise.

Types of Staff Work: Service Support

- Bureau-approved management projects.
- Recent prioritization efforts include more thorough early planning, eliciting field needs in advance, carefully considering ad hoc requests within the parameters of Bureau resources, initiating weekly coordination with regional bureau technical teams, and giving priority to technically urgent areas, PEPFAR, and priority countries.

Types of Staff Work: Direct Services

- Health Officers perform a plethora of functions, overseeing the general management of the project.
- Country/countries (depending on workload); geographical responsibility
- Other donor coordination & technical working groups
- Increased service support is greatly needed in technical areas such as demography.

Portfolio of Service Delivery Methods

- GH is currently restructuring to find better vehicles to deliver services to the regions.
- GH is considering opportunities to translate technical expertise into discrete regional platform programs.
- GH assists Missions with program design.
- Internal consulting is among the important roles that GH plays.
- Easier because of proximity and time-zone considerations.
- GH provides guidance for Missions by utilizing its expert staff such as a Health Economist.
- GH taps into IQC during periods in which surge capacity must be filled.
- Contracts & Grants- GH depends on the Office of Acquisition and Assistance which is bottlenecked and extremely short-staffed.
- GH enables Missions enhanced management and leadership through IQCs and LWAs, consolidation of activities, increasing strategic budgeting, initiating 70 country coordination teams, and working toward increasing personnel surge capacity. The Bureau is also working on cost containment, especially since the core budget has not increased.
- The Country Coordination System offers a host of venues for increased communication and knowledge transfer including monthly team/mission calls, regular emails, a field-focused web page, field health officer TDYs to AID/W, and the ANMIC database.
- GH is increasing its operational capacity and efficiency through simplification of the field support and reporting systems as well as updating the "life cycle" approach to money, partners, and programs.

Funding Sources

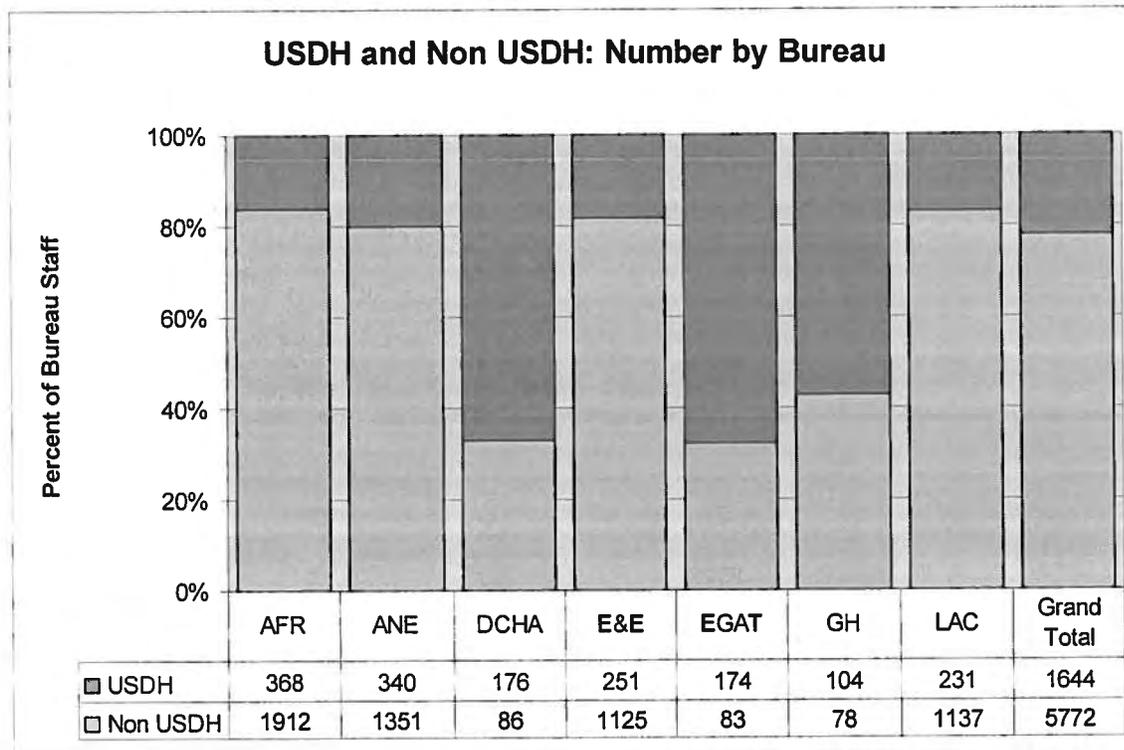
- Given Congress' role, staffing needs must be more cognizant of Congress.
- PEPFAR - A large proportion of GH's funding is channeled through mechanisms such as PEPFAR.
- In FY 2004, program funding was \$1.7 billion. 83%- supported the field, 17% supported other activities.
- Public-private alliances (GDA, GAVI, GFATM), also Foundations and PIOs.
- Other BGH resources included \$72 million for USG transfers, \$99 million for international partnerships, \$589 million for field support and MAARDs, \$547 million for the Global Fund.
- GH experienced a 52% increase in funds over the past two years, while the number of staff has remained constant, resulting in sparser staff coverage.
- Mission funds are program funded and term limited.
- GH must explore way in which existing funds and resources can be utilized for special initiatives.

Portfolio of Projects

- A large proportion of GH's work capitalizes on previous initiatives (follow-on projects).
- At the end of FY 2004, the Bureau had 176 activities in its portfolio, an increase of 50 activities since FY 2002.
- The Bureau launched 20 new activities in FY 2004, including: 11 replacement activities, 3 activities with high Congressional interest, 1 consolidation and 5 activities that split from larger activities. 16 of the new activities received final funding in FY 2004.
- Nineteen new activities are planned for FY 05, including 15 replacements, 4 consolidations, and 4 activities with high Congressional interest.
- GH has developed a new strategy based on FANI and the White Paper and has been rethinking the health programming life cycle to better understand differing needs at different stages of development and to evaluate the programming pathway from USAID/W to the field.
- GH will review buy-in levels for its field support activities and will consolidate or move activities, as needed.
- The new activities fall into 6 main categories, all of which each require strong central management:
 - Presidential Initiatives / Earmarks
 - Administration Priorities
 - USG mandates / new initiatives
 - Changed versions of what BGH has done previously
 - Priority areas to be expanded (e.g., Water/Sanitation, Poultry)
 - FANI / White Paper – integrating health better within the Agency

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