ADS Chapter 101

Agency Programs and Functions

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ADS 101 – Agency Programs and Functions

101.1 OVERVIEW

Effective date: 09/19/2000

This chapter defines the authorities within which USAID operates and provides the necessary policy regarding the Agency's programs, functions, and methods of operations. In addition, this chapter provides the functional statements for all of USAID's organizational units.

101.2 PRIMARY RESPONSIBILITIES

Effective date: 04/12/2010

a. The **Administrator** (A/AID) formulates and executes U.S. foreign economic and development assistance policies and programs, subject to the foreign policy guidance of the President, the Secretary of State, and the National Security Council. Under the direct authority and foreign policy guidance of the Secretary of State, the Administrator serves as a principal advisor to the President and the Secretary of State regarding international development matters. He/she administers appropriations made available under the **Foreign Assistance Act of 1961**, as amended and supervises and directs overall Agency activities in the U.S. and abroad.

b. The **Assistant Administrators** (AAs) of the Bureaus administer programs within delegated authorities and in accordance with policies and standards established by the Administrator.

c. The **Director, Office of Civil Rights & Diversity** (OCRD) serves as the Agency's Equal Employment Opportunity Officer and advises on all aspects of equal employment opportunity and Civil Rights and Diversity. In addition, the Director formulates policy and supervises the administration of EEO and Civil Rights and Diversity programs and activities to assess the effectiveness of Agency implementation efforts.

d. The **General Counsel** (GC) serves as the Agency's Chief Legal Officer, providing legal advice, counsel, and services, and ensures that USAID programs are administered in accordance with legislative authorities.

e. The **Inspector General** (OIG) serves as the principal advisor regarding matters affecting the integrity of Agency operations.

f. The **Director, Office of Small and Disadvantaged Business Utilization/ Minority Resource Center** (OSDBU/MRC) serves as the principal Agency advisor regarding U.S. small and disadvantaged enterprises utilization in USAID-financed development assistance activities and programs.

g. The **Director, Office of Security** (SEC) serves as the Agency's Senior Security Official and advises on all aspects of security. He/she formulates policy and administers the USAID security program.

101.3 POLICY DIRECTIVES AND REQUIRED PROCEDURES

101.3.1 Agency Creation and Authority

Effective date: 09/19/2000

The **Foreign Affairs Reform and Restructuring Act of 1998**, as contained in Public Law 105-277, abolished IDCA and established the U.S. Agency for International Development as an executive agency effective April 1, 1999. The President delegated to the Secretary of State in Executive Order 12163 authority for foreign assistance programs authorized in the Foreign Assistance Act. The Secretary delegated to the USAID Administrator authority for USAID programs in **Department of State Delegation of Authority No. 293**, as amended December 20, 2006.

101.3.1.1 Office of the Administrator (A/AID)

Effective date: 03/15/2012

a. The **Office of the Administrator, Immediate Office (A/AID)** provides overall direction to the Agency in its administration of the U.S. foreign economic assistance programs and the appropriations made available for such purposes under the **Foreign Assistance Act of 1961**, as amended. A/AID also houses the Office of the Chief Operating Officer (A/AID/COO).

b. The **Office of the Chief Operating Officer (A/AID/COO)** serves as the focal point for the Agency's transformational reform processes. Responsibilities include conceptualizing and defining the range of new operational and management priorities and shaping the Agency's business models. This entails

- Addressing organizational and performance management issues;
- Assisting the Administrator and Deputy Administrator in conceptualizing, promoting, and implementing reforms;
- Assessing efforts to integrate Agency performance management and budgeting systems;
- Addressing acquisition and assistance sourcing processes;
- Strengthening the workforce;
- Improving financial management; and

- Ensuring effective results-oriented measurement transparencies and accountability.

Please note the following two offices were removed from this section: the **Management Staff (A/AID/COO/M)** and the **Program Analysis and Coordination Staff (A/AID/COO/PAC)**.

101.3.1.2 Office of Innovation and Development Alliances (IDEA)

Effective date: 11/08/2011

The **Office of Innovation and Development Alliances (IDEA)** supports the Agency by developing, incubating, and scaling specific ways to attain sustainable development outcomes more quickly and effectively than traditional methods using new technologies (especially mobile), approaches, distribution methods, and financing mechanisms. It uses leveraged partnerships, particularly with the private sector, philanthropic, nongovernmental organizations, and diaspora communities to reduce costs, attain additional skills/assets, and mitigate risk. Specifically, the Office of Innovation and Development Alliances will focus on creating innovations with the potential to solve long-standing development challenges. The Office of Innovation and Development Alliances seeks to achieve the following objectives:

- Establish and Manage Partnerships Effectively by encouraging the widespread and decentralized creation of partnerships across the Agency in order to accelerate the Agency's desired development outcomes, delivered at a lower cost and more sustainably; making the Agency easier and more transparent to navigate for external actors and lowering transaction costs for both sides of acquiring and managing these relationships; tracking partnerships with organizations more effectively across the Agency; measuring results; fostering a community of practice and providing training on developing partnerships which focus on shared goals and responsibility for measurable outcomes; and serving as a relationship manager for existing key partners.

- Develop a Select Number of Major Global Partnerships on the Agency's focus areas to accelerate sustainable outcomes by leveraging the assets of others.

- Utilize Development Innovation Ventures to identify, support, test, and bring to scale projects with the potential to produce significant, rather than incremental, impacts on cost-efficient development outcomes.

- Spur Global Adoption of Mobile Banking in key developing countries as a fundamental transformative technology which enables accelerated development outcomes, particularly in financial inclusion,

entrepreneurship, remittance flows and payments (government, business and people to people), realizing cost-efficiencies over current methods.

- Realize the Full Promise of Mobile Technology to produce development outcomes by improving access, standardizing platforms (with preference for open standards) particularly in Agency, contractor and partner work, and creating a community of practice within the Agency to use mobile technologies when appropriate to gather results data and deliver services more efficiently and cost-effectively.

- Engage Broadly and Widely to acquire widespread support for USAID's work, and to expand the number and diversity of USAID's partners and applicants.

- Advocate for Innovation Adoption Across the Agency by identifying, championing, and recognizing innovative, replicable, and scalable projects, processes, and mechanisms across the Agency; and by utilizing the Innovation Fellows program to support other Bureaus, Offices, and Missions in their innovation needs.

The **Office of Innovation and Development Alliances Office of the Director (IDEA/OD)** is headed by the Chief Innovation Officer and is supported by two deputy directors who oversee and administer the office's programs and management activities through five (5) divisions: the Development Innovation Ventures Division, the Global Partnerships Division, the Local Sustainability Division, the Mobile Banking Division, and the Program and Strategic Planning Division.

The Office of the Director includes the Chief Innovation Officer, two deputy directors; the Development Innovations Ventures' Scientific Director; a special advisor for strategy, plans, and operations; the administrative management function; a support staff; and the engagement function which includes the Volunteers for Prosperity program.

a. The Development Innovations Ventures Division (IDEA/DIV) manages a unique mechanism to identify, support, and test projects that have the potential to significantly improve the Agency's ability to produce development outcomes more effectively and cost-efficiently. It focuses on sourcing potential development solutions from a broad range of partners and competitively selecting projects for staged financing that supports proof of concept, testing with a focus on acquiring clear evidence of development impact, and the wide-scale adoption of those solutions that are proven to produce development outcomes. The Division

- Focuses on sourcing, selecting, and supporting DIV projects;

- Works with Bureaus, Missions, and other Offices to establish, as needed and appropriate, DIV mechanisms tailored to specific sectors, regions, or projects; and

- Manages the Innovation Fellows program which seeks to connect the Agency with experts who can assist in designing tailored DIV mechanisms, identifying projects, developing rigorous evaluation criteria, monitoring, and evaluation.

b. The Global Partnerships Division (IDEA/GP) seeks to improve the Agency's management of existing partnerships; acquire a limited number of new strategic partnerships; work with partners to scale programs and projects proven to produce development outcomes cost-efficiently; and work with other Bureaus and Missions to identify and support local partners through a variety programs. The Division includes two components:

(1) The Global Development Alliances (GDA) Advisory Services oversees the GDA initiative and other mechanisms for public-private partnerships in USAID; tracks partnerships more effectively across the Agency; maintains a community of practice and provides thought leadership and training on partnerships; and serves as a relationship manager for the Agency's key partners while encouraging the widespread and decentralized creation of partnerships across the Agency. The Division also resolves procurement, legal, and policy issues related to institutionalizing the GDA business model and reducing the transaction costs for implementing alliances; creates and implements a process to allocate its resources into cross-cutting, high value alliances that address Agency priorities; and directs assessment, research, and reporting activities to measure the value of alliances.

(2) Strategic Partnerships leads the development of a select number of partnerships of strategic importance to the Agency. These partnerships, which number no more than ten, will include higher rates of leverage, have global or at least regional reach, and be expected to produce sustainable results.

c. The Local Sustainability Division (IDEA/LS)

- Provides technical leadership and guidance to the Agency on its partnership with Private and Voluntary Organizations (PVOs) and Non-Governmental Organizations (NGOs) to achieve the Agency's development goals;

- Serves as an institutional bridge between the Agency and the PVO/NGO communities;

- Informs Agency efforts to develop innovative, effective programs that strengthen U.S. PVOs, local NGOs and cooperatives in USAID partner countries;

- Provides technical leadership and guidance to the Agency and PVO community on the design of PVO/NGO programs and organizational capacity building and provides technical support to USAID missions' efforts to utilize the expertise of indigenous PVOs and NGOs in partner countries; and

- Assists in policy formulation on issues of concern to the PVO/NGO community.

The Division manages the registration of U.S. PVOs and promotes and facilitates the exchange of information within the Agency and among U.S., international, and local NGOs. This Division manages the Interagency Agreement with the U.S. Peace Corps for the Small Projects Assistance Program. Through this relationship, the Division facilitates the partnership between USAID and the Peace Corps and the achievement of shared development objectives. The Division also manages and monitors the Development Grants Program, the Cooperative Development Program, and the Limited Excess Property Program.

d. The Program and Strategic Planning Division (IDEA/PSP) develops and monitors implementation of the Office's overall strategy, and serves as the Office's principal point of contact and coordination on all aspects related to the Agency's strategic planning, programming, and budgeting requirements. The Division

- Disseminates policy guidance to Office units, adapted as necessary with respect to Office programs, to ensure effective management and policy integration into Office activities and submissions;

- Advises and supports the Office's divisions in the preparation of budgets and program strategies and associated design, monitoring, implementation, procurement, and evaluation arrangements;

- Assists offices with the preparation of activity design documentation including activity approval documents;

- Oversees the procurement planning process and performance monitoring and evaluation;

- Reviews environmental compliance for all Office activities;

- Consolidates multi-country or multi-functional data with Agency and legislative requests to prepare the overall Office budget submission and the Operational Plan;

- Prepares the Office's reclamas for the Office of Budget and Resource Management, the Department of State and the Office of Management and Budget (OMB);

- Manages the Office 's Congressional Notification preparation and submission process;

- Coordinates the Office's preparation for congressional hearings, OMB hearings, briefings, and Q&As and tracks and prepares reports on the status of legislation and congressional reviews; and

- Manages the outreach and engagement and data tracking activities for the Office.

e. The Mobile Banking Division (IDEA/MB) seeks to incubate mobile banking as a capability with far-reaching relevance for development, and to work with Bureaus and Missions to support mobile banking in multiple countries.

101.3.1.3 Office of the Executive Secretariat (ES)

Effective date: 10/15/2007

The **Office of the Executive Secretariat (ES)** functions as the Office of the Administrator's coordination and communications mechanism. It is the authoritative channel for official communications between USAID and the Director of U.S. Foreign Assistance (F), as well as the interagency community. The ES facilitates and expedites the Agency's decision-making process, ensuring that the Office of the Administrator

- Receives information and recommendations needed to make informed and timely decisions on Agency policy, program, and management; and

- Is able to defend those decisions in Executive Branch, congressional, and public fora.

There are two subordinate organizations within ES.

a. The **Immediate Office (ES)** provides administrative, management, and budget/financial, automated information systems, and chauffeur services. It serves as the designated USAID official authorized to accept service of notice in legal actions against USAID or any USAID officer serving in an official capacity. ES reviews Agency-prepared documents going to the Administrator and Deputy Administrator, ensuring that

- The information supplied is sufficient for decision-making or briefing purposes,
- The views of concerned Bureaus and Offices have been incorporated, and
- The documents are appropriately structured.

ES serves as the official channel for the transmission of documents, including information and recommendations from USAID to the White House, the National Security Council, the Department of State (DOS), and other government departments and agencies.

The Office identifies matters or problems that require the attention of the Administrator and Deputy Administrator and alerts them accordingly. ES also initiates action to resolve issues at the Bureau/Office level and raises irreconcilable issues to the Administrator or Deputy Administrator for a decision. ES serves as the Agency's executive communications center for the receipt, control, review, and dispatch of all written communications to and from the Administrator and Deputy Administrator. It develops Agency standards and instructions governing the preparation and handling of executive communications; and serves as the Agency's Top Secret document control point.

b. The **Executive Secretariat Operations Center (ES/OP)** provides round-the-clock response to emergencies and urgent requirements. It prepares regular, timely briefings for the Office of the Administrator on immediate issues impacting USAID's operations and objectives.

101.3.1.4 Office of Security (SEC)

Effective date: 05/09/2011

The **Office of Security (SEC)** provides centralized security support to the Agency and ensures that appropriate liaison with the Department of State's Bureau of Intelligence, Bureau of Research, and Bureau of Diplomatic Security is conducted on a daily basis.

The **Director of Security (SEC/OD)** supervises, directs, and controls all security activities relating to the programs and operations of USAID, with the exception of unclassified automated systems security. The Director

- Advises the Administrator and USAID senior staff on all security, technical security, and intelligence matters;
- Develops and publishes security and intelligence policy for USAID in

accordance with Public Laws, Executive Orders, appropriate Department of State regulations, and the direction of the Administrator of USAID; and

- Administers a program of centralized security and counterintelligence support to USAID operations worldwide, including overseas and domestic physical security, national security (classified) information, personnel security, industrial security, counterterrorism, and counterintelligence.

The Director serves as a key participant in the defense of the Agency's security resource requests before the Office of Management and Budget (OMB) and Congress. In addition, SEC/OD serves as the USAID focal point on security and technical security matters when dealing with the heads of all security, intelligence, and law enforcement agencies and offices throughout the Federal Government. These responsibilities include the negotiation of operating agreements with intelligence, law enforcement, investigative, and security agencies for the performance of security-oriented, investigative services for USAID.

The Director of SEC also serves as the senior Agency official responsible for implementation of **E.O. 12968, Access to Classified Information**, **E.O. 12958, Classified National Security Information**, **E.O. 12829, National Industrial Security Program**, **E.O. 12333, United States Intelligence Activities**, and **E.O.13224** as it relates to the screening of implementing partners for ties to terrorism.

The Director serves as Chairman of the Security Clearance Review Panel. In addition to the above, SEC/OD is responsible for procuring, securing, and maintaining unique security and intelligence data collection and processing systems used exclusively by the security staff to support operations. There are three divisions within the Office of Security.

a. The **Personnel Security Division (SEC/PS)** develops policies, criteria, and procedures for USAID regarding the scope and conduct of personnel security investigations as prescribed by **E.O. 10450, Security Requirements for Government Employment**, and **E.O. 12968, Access to Classified Information**. SEC/PS conducts, controls, and directs

- Personnel security, suitability, and HSPD-12 background investigations;
- Periodic reinvestigations, special investigations, and limited inquiry investigation;
- Evaluations of integrity, trustworthiness, and loyalty of USAID employees, prospective employees, and contractors.

This Division also investigates complaints of personal misconduct of significance

to the continuation of employment and retention of security clearances. SEC/PS provides the Deputy Assistant Administrator, Office of Human Resources (DAA/HR), who has primary responsibility for decisions as to appropriate actions in suitability cases, with information on significant suitability and employability factors developed during investigations. This Division provides SEC/OD with information regarding significant security issues, which are developed during investigations, and makes appropriate recommendations. SEC/PS develops and maintains effective liaison and counterpart officers in the Director of National Intelligence (DNI), the Office of Personnel Management (OPM), the Federal Bureau of Investigation (FBI), the Department of State's Bureau of Diplomatic Security, and other appropriate Government agencies. The Division is comprised of 4 branches:

(1) Field Investigations Branch (SEC/PS/FI) manages the team of independent contract investigators conducting investigative work in the field. The FI Branch recruits and trains field investigators (agents) to ensure investigative coverage throughout the United States, assigns case work, and monitors the quality of the reports of investigation to ensure the work product meets the investigative standards. The FI Branch also manages the contract mechanism for independent contract investigations, including obligations and payments.

(2) Adjudications Branch (SEC/PS/A) adjudicates cases involving access to classified national security information and HSPD-12 credentialing decisions. The A Branch reviews investigative files to ensure compliance with investigative standards, analyzes security concerns and mitigating factors, prepares adjudicative recommendations, and monitors the progression of cases. SEC/PS/A also notifies the hiring/contracting authority of issues which may impact an individual's suitability for government employment (or ability to represent the Agency as a contractor or personal services contractor).

(3) Background Investigations Branch (SEC/PS/BI) provides investigative program support by performing case control functions. The BI Branch conducts the initial review of all security requests for compliance with standards and reviews cases for an initial determination regarding eligibility for a temporary clearance. SEC/PS/BI also initiates electronic investigative records, dispatches and reviews investigative leads, requests investigative field work, and monitors the progression of cases until investigative work is complete.

(4) Quality Assurance and Periodic Reinvestigations Branch (SEC/PS/QAPR) manages the Division-wide quality assurance program and the periodic reinvestigations program. The QAPR Branch conducts quality assurance reviews of cases to ensure investigative

standards are met, the adjudicative guidelines are applied consistently, and that Division policies, procedures, and timelines are applied to case work. SEC/PS/QAPR also initiates periodic reinvestigations on employees, dispatches and reviews investigative leads or automated records checks, and monitors the progression of cases until the case is complete.

b. The **International Security Programs Division (SEC/ISP)** provides oversight, assistance, coordination, and consultation on all security-related functions at all overseas Missions. In addition, within the continental United States, the Division develops and maintains a domestic physical security program, establishing physical security safeguards in USAID/Washington for information, personnel, and facilities. The Security Safety program also sits within the Division's front office, focusing on implementing partner support of security safety programs at Missions overseas and conducting inspections of security at missions. SEC/ISP provides USAID with security guidance to implement effective overseas activities when confronted with the challenge of having demanding development and humanitarian programs in high threat environments.

There are two teams within the Division, (the **ASIA/ME/LAC Security Support Team** and the **AFR/EUR Security Support Team**) reporting to the Division Chief, which provide support to all USAID missions in assigned geographic areas, to include:

- Travel,
- Inspections,
- Reports,
- Security design, and
- Security project management.

Specific functions of the teams include design, installation, and oversight of security systems to counter terrorist attacks and other acts of violence against USAID facilities and personnel. This consists of administering an emergency, voice-radio communications program to support USAID operations overseas; and assisting in the decision process and implementation phase for new, surge and expanded programs in overseas locations. The teams develop policy promulgating physical security standards in accordance with the Omnibus Anti-Terrorism and Diplomatic Security Act of 1986. In addition, they provide USAID with guidelines to implement an effective USAID security program with emphasis on the protection of personnel, office facilities and employee residences, and the employment of appropriate countermeasures to mitigate vulnerabilities.

The two teams:

- Conduct security inspections of USAID facilities overseas to ensure compliance with Overseas Security Policy Board standards and joint foreign affairs security regulations;

- Conduct quality assurance evaluations of USAID security systems overseas to ensure they are functioning as designed;

- Arrange for appropriate security coverage for USAID conferences overseas;

- Arrange and/or provide appropriate security for the Administrator's travel;

- Develop and conduct security awareness training for USAID employees in all matters pertaining to the protection of personnel, facilities, and classified national security information;

- Coordinate special briefing requirements with other US agencies and departments for USAID personnel destined for overseas assignments; and

- Develop and maintain liaison with counterpart security and intelligence agencies to ensure acquisition of threat and activity information necessary to support agency decisions regarding overseas activities.

There are additional two branches within the International Security Programs Division.

(1) The **Domestic Security Branch (SEC/ISP/DS)** operates and controls the physical security programs for the USAID headquarters building and other USAID facilities in the Washington, DC Metropolitan area. The programs include the headquarters building guard force, building pass office, access control system, and the alarm and CCTV systems. The Branch also oversees the operation of the USAID Visiting Diplomat Protection Program. SEC/ISP/DS serves as a technical authority in assignments requiring the application of theories and developments unique to physical security problems. The Branch performs key decision-making and policy-developing responsibilities in the subject area and advises top-level Agency security and subject matter managers on new developments and advances in security techniques in physical security. In addition, it recommends methods for enhancing efficiencies of security systems through modifications and applications of evolving technology and evaluates and makes recommendations concerning overall plans and proposals for major

agency and interagency security projects. Finally, the Branch implements national level guidance in Agency standards, guidelines, or policies for major security programs.

(2) The **Security Engineering Branch (SEC/ISP/SE)** is responsible for worldwide technical security projects and conducts in-depth technical security analysis, provides technical security countermeasure recommendations, and provides advice on all technical security operations. The Branch implements the security electronic program; armor vehicle program; repair and maintenance program; and provides technical installation support for security projects.

c. The **Counterterrorism and Information Security Division (SEC/CTIS)**

- Develops policies and procedures for USAID regarding the screening of USAID's implementing partners for terrorism ties;
- Manages the counterintelligence, classified national security information, and national industrial security programs;
- Oversees the handling and storage of classified information; and
- Implements an Agency inspection program for storage of classified national security information.

The Division houses the Counterterrorism Team, overseeing the Agency's counterterrorism program at the Terrorist Screening Center. This team manages, conducts, and coordinates the screening activities for all USAID organizations, to include

- Coordinating with the law enforcement and intelligence communities supporting the screening efforts;
- Overseeing the work of CTIS personnel detailed to outside elements for screening purposes; and
- Evaluating information uncovered during the screening process and providing recommendations regarding the impact of the information on USAID programs.

The Counterintelligence Team develops and implements policies and procedures governing the USAID counterintelligence program. This includes coordinating and investigating issues of extreme sensitivity and complexity affecting national security; coordinating technical surveillance countermeasures requirements at USAID facilities; advising Agency leadership on intelligence threats to domestic and international operations; and developing and conducting travel related pre-

briefings and debriefings and conducting counterintelligence training for new and existing employees.

The Information and Industrial Security Team, also housed in this Division, develops policies, criteria, and procedures for USAID governing the preparation, handling, and protection of classified national security information as prescribed by statute, Executive Orders, and other regulations. The team arranges for appropriate security coverage for USAID classified conferences within the United States. In addition, it approves space housing Sensitive Compartmented Information Facilities (SCIF) for the processing, handling, and storage of classified information. The team satisfies all reporting responsibilities required by the Information Security Oversight Office (ISOO) in accordance with Executive Order 12958, developing and implementing an Agency inspection program to detect, document, and correct problems with the marking, handling, and storage of classified national security information and also administers the USAID security violation program.

Additional functions of this Division include developing and conducting information security orientation and recurring security training for USAID Washington employees; and developing policies, criteria, and procedures regarding the protection of classified material from compromise. Finally, the Division

- Manages the National Industrial Security Program (NISP), which includes interacting with Contracting Officer's Representatives (CORs) and Foreign Service Officers to ensure proper security language is included in contracts and issuing the resulting DD254 forms;
- Interfaces with SEC/PS to ensure seamless operation of the visit request system;
- Resolves issues affecting contractor clearances and access; and
- Serves as a point of contact for contractors and Agency organizations for NISP administrative requirements.

101.3.1.5 Office of Human Resources (OHR)

Effective date: 10/15/2007

The **Office of Human Resources (OHR)** oversees the human resources function of the Agency. Its goal is to get the right people in the right place, doing the right work at the right time, with the right skills to create a more secure, democratic and prosperous world for the benefit of the American people and the international community. It includes all 10 of the activities recognized by the Office of Management and Budget as necessary for recruiting and retaining a high quality workforce. These include

- HR strategy,
- Staff acquisition,
- Organization and position management,
- Compensation management,
- Benefits management,
- Performance management,
- Employee relations,
- Labor relations,
- Separation management and
- Human resources management.

Together, they provide a firm basis for managing USAID's most important resource, its employees. It is composed of six subordinate organizations.

a. The **Office of the Director (OHR/OD)** houses the Chief Human Capital Officer (CHCO), the principal advisor for human resources and executive-level positions. This Office plans, develops, manages and administers human resources for the Agency, in support of the Agency's Strategic Plan. That plan calls for active workforce planning, with the objective of guiding the organization and management of work so that resulting positions, structures, and resource allocations result in effective mission accomplishment. The Office of the Director evaluates and improves the efficiency and effectiveness of Agency personnel operations and systems. It also provides leadership and general direction to the component units of HR. This Office houses the Administrative Management Support function which includes HR staff support and the budget for HR labor and the Agency's training support.

b. The **Policy, Planning and Information Management Division (OHR/PPIM)** provides leadership and direction in defining and managing the USAID workforce planning process, in support of the Agency's Strategic Plan requirement for active workforce planning; provides oversight in the use of Agency human resources; manages the Agency's human resources database; directs the Agency's workforce planning program; and provides staff support to the CHCO on the Presidential Management Agenda (PMA) for workforce and human capital requirements. The Division serves as the program manager for the human capital accountability system and has oversight responsibility for assessment, audit, and compliance activities for this system and also under the Federal Managers' Financial Integrity Act (FMFIA). OHR/PPIM

- Ensures the currency of HR policy and procedures;

- Coordinates the development and evaluation of all HR policies and regulations, including interagency regulations and procedural issuances; and

- Maintains the HR Automated Directives System (ADS) chapters in both the 100 and 400 series.

The Division serves as the principal advisor on the development and interpretation of policy, legislative proposals, statutes, and regulatory issuances affecting the personnel management systems of USAID. OHR/PPIM provides personnel policy leadership and direction for all categories of direct-hire staff: Civil Service (CS), Foreign Service (FS), and Foreign Service Nationals (FSNs). It formulates and recommends USAID policy regarding both FSN and Third Country National (TCN) Direct Hire or Personal Services Contract (PSC) employees. The Division also manages the Agency's FAIR Act inventory process. Other responsibilities of the Division include developing and maintaining surveillance over automated HR systems and procedures and coordinating with other units, such as the Bureau for Management, Office of the Chief Financial Officer and Office of the Chief Information Officer, on matters involving the automated data portion of the personnel systems and its interface with the automated payroll and accounting systems.

c. The **Employee and Labor Relations Division (OHR/ELR)** provides leadership, direction, and guidance for the Agency on labor and employee relations and benefits administration. The Division adjudicates grievances presented under the Administrative Grievance Procedures, the Foreign Service Grievance System, and the Negotiated Grievance Procedure. The Division investigates, evaluates, and addresses a broad range of employee concerns and provides advice and guidance to management to facilitate fulfillment of managerial and supervisory responsibilities. OHR/ELR represents the Agency in grievance appeals before the Foreign Service Grievance Board and arbitrators, before the Federal Labor Relations Authority, the Foreign Service Labor Relations Board, the Federal Service Impasses Panel, the Federal Mediation and Conciliation Service, the Foreign Service Impasse Dispute Panel, and other tribunals concerning cases involving negotiability, unfair labor practices, unit determinations, representation, and negotiating impasses. OHR/ELR

- Administers provisions of Title VII of the **Civil Service Reform Act of 1979** and Chapter 10 of the **Foreign Service Act of 1980**;

- Is responsible for collective bargaining with employee representatives and for representing the Agency in all matters relating to labor relations; and

- Maintains and administers the labor relations process, the implementation of collective bargaining agreements, and the administration of the grievance management procedures.

The Division also provides oversight of the administration of benefits and insurance programs (including health, dental, vision, and life), retirement system policies and procedures, the Thrift Savings Plan (TSP), workers' compensation, and employee support referrals. Finally, OHR/ELR provides retirement counseling and application preparation and liaises with OPM on Civil Service retirements and the Department of State on Foreign Service retirements and retirement issues.

The performance management function of OHR/ELR is responsible for all matters pertaining to the Agency's FS, CS and SES performance evaluation systems. Included within this purview is the administration of USAID's incentive, performance, and Presidential award programs, including pay for performance for the SES and the SFS.

d. The **Civil Service Personnel Division (OHR/CSP)** provides leadership and direction in the effective utilization of civil service rules, regulations, and laws to ensure merit promotion principles, practices, and procedures are applied appropriately. The duties and responsibilities includes managing personnel management programs related to staffing, recruitment, delegated examining, classification, executive resources, schedule C appointments, outreach, processing personnel actions, and personnel record keeping. OHR/CSP places emphasis on sustaining a competent core workforce through career management and assignment of employees consistent with the long-range staffing and workforce requirements of USAID. The CSP Division consists of three branches Program Oversight (PO), Recruitment and Staffing (RS), and Classification (C).

(1) The **Program Oversight Branch (OHR/CSP/PO)** conducts evaluations and assessments of Agency human resource policies, practices, and procedures to ensure overall compliance of staffing, recruitment, and classification activities. The staff conducts quality reviews and analyses of all operational related programs and manages all staffing reporting requirements. OHR/CSP/PO maintains oversight for the CS automated recruitment system and procedures; technical oversight of civilian personnel actions transmittals to the National Finance Center (NFC); and manages the USAID Personnel Records Center.

(2) The **Recruitment and Staffing Branch (OHR/CSP/RS)** provides overall staffing and recruitment services for all CS employees. The Branch confers with the Classification Branch in providing advice and assistance in the staffing aspects of reorganizations. The Branch then finalizes and implements all Washington reorganizations in NFC. This Branch manages special recruitment programs such as the

- Federal Intern Programs,

- Contracting Specialist Intern Program,
- Presidential Management Fellows Program, and
- The Persons with Disability Recruitment Program,

and incorporates the Disabled Veterans Affirmative Action Program and the Federal Equal Opportunity Recruitment Program into its recruitment strategies. Advice and consultation pertaining to the Branch function is provided to all levels of management and employees.

(3) The **Classification Branch (OHR/CSP/C)** carries out the Agency's comprehensive classification program in accordance with established Office of Personnel Management policies and with procedures promulgated by the Office of Human Resources. This Branch

- Conducts job evaluations for positions, including evaluation of Classification Act positions through the senior level (SES, SL, and AD), and Washington D.C. based Foreign Service positions at all grade levels;

- Conducts classification surveys;

- Assists in studies in connection with the development of OPM standards and USAID guides; and

- Adjudicates first-level employee classification appeals.

The Branch also provides position management advice and assistance to management on staffing patterns, design and structuring of positions, and the classification aspects of reorganizations.

e. The **Training and Education Division (OHR/TE)** provides leadership and direction to the continuous development of the worldwide workforce in the accomplishment of USAID's global Strategic Goal to remain a premier bilateral development agency. OHR/TE

- Interprets and implements legislative and executive branch mandates that govern training programs for Federal employees;

- Develops policies and regulations that govern learning and staff development programs for all categories of USAID employees, including FSNs and U.S. PSCs;

- Represents the Agency on employee learning- and training-related matters;
- Assesses the learning and training needs of the Agency workforce;
- Develops competencies and mission critical competency-based training;
- Designs and implements traditional and selected state-of-the-art training programs and events to enhance the knowledge, skills, and performance of the Agency's workforce; and
- Undertakes training initiatives in support of the Government Performance Results Act and other Agency reform efforts.

OHR/TE procures and manages equipment, supplies, and facilities in support of employee training programs, including the Agency's Learning Management System (LMS), the headquarters training facility, and its employee learning library (Learning Reference Center).

f. The **Foreign Service Personnel Division (OHR/FSP)** provides leadership and direction in the effective utilization of Foreign Service (FS) personnel worldwide. OHR/FSP places emphasis on sustaining a competent core workforce through career management and assignment of employees consistent with the long-range staffing and workforce requirements of USAID. OHR/FSP is responsible for personnel management programs related to staffing and career development of Foreign Service and Senior Foreign Service personnel. The Division

- Provides oversight for classification of FS position overseas;
- Provides advice and guidance on the classification impact of position management decisions made by the employing organization;
- Conducts recruitment for the Foreign Service, including professional entry programs for FS personnel; and
- Approves and implements all overseas reorganizations.

There are two Branches within this Division.

(1) The **Foreign Service Staffing Branch (OHR/FSP/FSS)** provides overall management of FS staffing services for all Foreign Service and Senior Foreign Service (SFS) Officers worldwide. This Branch

- Classifies FS positions overseas,
- Manages the staffing of the Foreign Service Limited (FSL) program,
- Processes FS commissioning documentation, and
- Processes FS personnel actions.

In addition, OHR/FSP/FSS develops, manages, and coordinates the program governing the assignment of employees to Senior Management Group (SMG) positions as well as subsequent assignment and reassignment staffing actions. The Branch coordinates the development of a uniform system of executive-level policies and practices including, but not limited to, promotions, assignments, retirements, and training, within the SFS. Finally, OHR/FSP/FSS approves and implements all overseas reorganizations.

(2) The **Special Programs Branch (OHR/FSP/SP)** is responsible for FS recruitment, including

- New Entry Professional (NEP),
- International Development Intern (IDI),
- Junior Officer Program (JOP),
- Non-career mid-level, CS-to-FS conversion program, and
- The FSL program.

OHR/FSP/SP manages and provides oversight for the FS Assignments System. This Branch manages cross-cutting FS special programs, including FS Junior Officer orientation, expedited naturalization assistance, and the Drug Free Workplace Programs. It also provides assignments and performance counseling for FSOs as well as employee counseling and crisis referral services.

101.3.1.6 Bureau for Management (M)

Effective date: 03/16/2012

The Assistant Administrator for Management (AA/M) provides centralized program and management support services for the Agency. The Bureau is divided into the following organizational units.

a. The **Office of the Assistant Administrator (AA/M)** serves as the Agency's principal advisor on matters relating to management and

administration. AA/M houses an Assistant Administrator and two Deputy Assistant Administrators who oversee and provide general policy and direction to subordinate Bureau for Management offices. AA/M administers a program of centralized support for Agency operations worldwide that include

- Accounting and finance;
- Management policy, control, and audit coordination;
- Administrative services;
- Procurement policy and operations;
- Information resources management; and
- Overseas support,

as well as encouraging business systems modernization throughout the Agency. In addition, AA/M ensures the integrity of administrative, financial, and information resources management operations and oversees the Agency's Chief Information Officer (CIO), the Chief Financial Officer (CFO) and the Procurement Executive.

b. The **Office of the Chief Information Officer (M/CIO)** is responsible for information resources management (IRM), as defined in the E-Government Act of 2002 and OMB Circular A-130, as well as for all Chief Information Officer functions mandated by the Clinger-Cohen Act of 1996, including:

- Develops, implements, and maintains Agency strategic and operational planning for all information and technology management functions;

- Performs workforce planning to help the Agency meet its IT/IRM workforce or human capital needs;

- Conducts capital planning and investment prioritization and management;

- Performs systems acquisition, development, and integration;

- Undertakes e-Government initiatives to improve services to the public and government operations;

- Develops and maintains enterprise architectures as blueprints to guide IT modernization;

- Protects information and systems;

- Complies with the Privacy Act and related laws;

- Minimizes of public “paperwork” burden associated with government’s information collection;

- Implements and enforces records management policies and procedures;

- Provides timely and equitable public access to information;

- Complies with information access requirements outlined in the Paperwork Reduction Act, the Freedom of Information Act, and related laws; and

- Performs Agency statistical policy and coordination functions.

The Office also oversees Agency knowledge management, maintaining and enhancing business practices through the timely exchange of international development techniques and information across the Agency and with stakeholders in foreign assistance and diplomacy. M/CIO roles are administered by 5 Divisions and 15 Branches, each with specific responsibilities for maintaining modern, secure, user-friendly technology support for USAID bureaus and global missions.

(1) The **Immediate Office of the CIO (M/CIO/OCIO)** reviews and prioritizes all requests and demands for M/CIO IT support services, ensures that those services support the USAID mission, and provides management and oversight of all work efforts managed through the M/CIO organization.

(2) The **Planning & Administration Division (M/CIO/PAD)** is responsible for overall agency IT planning functions as well as the management, oversight, performance tracking and reporting of OCIO programs and projects. This Division includes three Branches: Program and Contract Management, Acquisition Management and Budget, and Capital Investment Planning.

- The **Program and Contract Management Branch (M/CIO/PAD/PCM)** manages the planning, budgeting, risk management, performance reporting and oversight activities of OCIO programs. In addition, M/CIO/PAD/PCM manages information technology contracts that outsource resources to support USAID projects and monitors the contractual performance of projects to ensure deliverables meet agreed upon contractual standards. Additional responsibilities include:

  - Ensures compliance with accessibility to IT for persons with disabilities;

- Communicates with and provides liaison services between the Office of the CIO, the Office of Acquisition and Assistance (M/OAA), and other Agency information technology end-users;

- Works closely with BCIP to monitor an investment's achievement of goals relative to planned contribution to business objectives, costs and schedule as defined in strategic and capital planning documents; and

- Develops and maintains the IT Strategic Plan (ITSP) that describes the agency IT goals and objectives; updating it annually to reflect agency and IT priorities.

- The **Acquisition Management Branch (M/CIO/PAD/AM)** is responsible for acquiring Federal IT resources, commodities and services for USAID in support of General Support Services (GSS) and IT project tasks. The Branch provides acquisition related advice and assistance to project teams on appropriate vehicles for technology work or acquisitions and develops Request for Proposal (RFP) or other solicitations with requesting offices, and issues task orders and oversees competitive selections on multiple vendor vehicles. To assist in this process, the Acquisition Branch establishes an IT cost model based on the service definitions and business needs. M/CIO/PAD/AM delegates contract administrative authority to its Cognizant Technical Officers (CTOs).

- The **Budget and Capital Investment Planning Branch (M/CIO/PAD/BCIP)** oversees the Agency's IT Capital Planning and Investment Control (CPIC) operations on behalf of the Agency and makes recommendations for IT investments to the CIO. It provides guidance and support to the Agency's IT executive sponsors and project managers in preparing IT capital planning materials, business cases, Project Identification Documents (PID) and project cost management. It also manages tasks and activities under the Cost Recovery Act (CRA) including cost center modeling and charge back. This Branch manages integrated IT budgeting, including budget planning, formulation, and execution for all categories of IT funding, and coordinates with CIO, OMB, AA/M and M/MPBP to ensure that financial and budget plans are tightly linked to the CIO's strategic and tactical plans. Additional responsibilities include:

- Interfaces with relevant Department of State staff on capital planning matters of joint interest, and

- Reports Agency progress in achieving investment goals to the Office of Management and Budget (OMB) and to Congress.

(3) The **Information and Process Management Division (M/CIO/IPM)** is responsible for the development and management of standards, business process improvement, enterprise architecture, and system engineering. It leads IT governance and control boards, participates in committees that set the technical direction for the Agency, and communicates technology policies and business rules. This Division consists of three branches: Process & Quality Management, Enterprise Change Management, and Engineering Management.

- The **Process and Quality Management Branch (M/CIO/IPM/PQM)** establishes standardized processes [Control Objectives for Information and Related Technology (COBIT), Information Technology Infrastructure Library (ITIL), IEEE standards] and best practices with Capability Maturity Model Integration (CMMI) Level 3 as a maturity target. It also develops, updates, and maintains the IT Project Governance methodology, manual, templates, tools, processes and procedures, and identifies ways to standardize processes and improve process efficiencies in order to reduce cost and increase productivity. PQM also

  - Performs quality management, including development of quality management plans, procedures, templates, and guidance documents;

  - Performs of quality planning, quality assurance, and quality control on all projects; and

  - Conducts quality audits to ensure user requirements are satisfied as well as meeting quality standards expected on projects.

- The **Enterprise Change Management Branch (M/CIO/IPM/ECM)** establishes a **framework** to structure, plan, and control the process of developing and documenting the Agency's business and technology architecture (EAPMO), and develops and maintains the agency Baseline Architecture, Target Architecture and Enterprise Transition Roadmap artifacts. In support of EA activities, the Branch coordinates and facilitates monthly Enterprise Architecture

Subcommittee (EAS) meetings and provides briefings and updates to members on the EA program status. It develops and maintains the agency Architecture Review Board Standard Operating Procedure (SOP) to ensure alignment of USAID program/projects architecture to the agency EA and IT strategic plan. In addition, the Branch interfaces with customer-facing divisions in OCIO to determine evolutionary architecture requirements of agency and field mission and offices. It also defines the data, application and implementation standards, policy and technical (hardware, operating systems, programming, and networking) standards used by the organization in order to promote standardization and reuse across the agency as well as provide guidance to all IT projects. The Branch also staffs and manages the operations of the Change Control Board (CCB) and establishes and manages the Configuration Management Database (CMDB) and associated configuration management tools.

- The **Engineering Management Branch (M/CIO/IPM/EM)** develops and maintains system, application and infrastructure-related engineering, design specifications and system requirements. It also translates new technologies introduction into feasibility studies and pilots; reviews and validates alignment of IT project technical architecture to the USAID target architecture; and performs readiness assessments of USAID environment to introduce new and emerging technologies and best practices with the potential to increase operational efficiency and reduce costs. The Branch also maintains the design specifications and system requirements for development, pre-production, testing labs and environments. This Branch is responsible for Service Desk Tier 3 problem resolution (issues escalated from Tier 1 and Tier 2 incidents) to address core engineering and design-related issues.

(4) The **IT Operations Division (M/CIO/ITO)** is responsible for development, implementation, operation, and enhancement of enterprise business and infrastructure applications as per customer requirements as provided by the Engineering Branch. This division is also responsible for operating and maintaining USAID infrastructure and its components as well as USAID data administration functions. IT Operations consists of three branches: System Development, Infrastructure/Operations and Database Administration.

- The **System Development Branch (M/CIO/ITO/SD)** develops new business systems and applications, and executes the agency IT project life cycle methodology and establishes and maintains the project's life cycle documentation. The Branch also manages the Web Services that are accessed over the Internet, using

standardized technologies and formats/protocols that simplify the exchange and integration of large amounts of data. It also manages unit testing, system testing, system integration testing, stress/volume testing and user acceptance testing, supports quality audits performed by Quality Management, and packages and distributes software for subsequent deployment by the Infrastructure/Operations Branch.

- The **Infrastructure/Operations Branch (M/CIO/ITO/IO)** provides IT infrastructure implementation, integration, testing and deployment. It operates and maintains USAID IT operations and production systems including overall General Support System (GSS), Wide Area Network/Local Area Network (WAN/LAN), Internet Service Provider (ISP) connectivity, network services (remote access, blackberry, voice over IP, video teleconferencing, etc.), and e-mail servers, and supports the areas of IT infrastructure and software administration, incremental upgrades, and patch upgrades. In addition, the Branch maintains the production lab and i-lab environments for the management and support of existing and new IT systems and conducts Operational Readiness Reviews for all new systems and infrastructure changes before release into production environments. The Branch is responsible for, managing Disaster Recovery, and maintaining the Continuity of Operations Plan (COOP) systems and infrastructure.

  Other responsibilities include:

  - Joins financial, contractual and inventory functions to support life cycle management and strategic decision making for the IT environment, including development of ADS 629 Quarterly Report to CFO on assets and other policies, standards, processes, systems and measurements that enable the Agency to manage its IT assets

  - Establishes the Agency's capacity planning methodology, reviews current capacity needs and metrics, and forecasts future capacity needs

- The **Database Administration Branch (M/CIO/ITO/DA)** supports data, middleware and database related artifacts validation while developing IT systems and applications, and is responsible for all Enterprise Application Integration (EAI) tasks and activities. The Branch maintains the Agency's database systems in middleware infrastructure, provides database testing, translates data storage

and retention requirements into procedures, backs up USAID data according to defined schemas, and establishes and supports data management standards, policies, procedures, and techniques for use, re-use, storage, and other handling of USAID data.

(5) The **IT Service Delivery Division (M/CIO/ITSD)** is responsible for providing sound project management discipline and integrated PMO for the management and delivery of USAID IT systems. This division is also responsible for maintaining effective continuous communication with its business stakeholders to ensure proper IT applicability. The division provides an interface to users via help desk support and user training, and maintains overall USAID knowledge resources and ensures interagency collaboration via knowledge management tools.

- The **Project Management Branch (M/CIO/ITSD/PM)** is responsible for supporting the development, maintenance and enhancement of the project management life cycle methodology, including all major PMI process groups and supporting systems for integration, scope, time, cost, quality, human resources, communications, risk and performance management. It is establishing a Project Management Office (PMO) organization to manage the project management life cycle and its implementation. In support of project management efforts, it provides support for business requirements development, project level IT governance, inputs to EA and strategic planning, financial analysis and reporting, performance measures and audit coordination, and collects best practices in project processes, tools, training and project management. The Branch is also responsible for reporting on the health of IT projects to the program officer, including Earned Value Management (EVM), and providing cost monitoring information to the contract management branch for IT contracts.

- The **Knowledge Management Branch (M/CIO/ITSD/KM)** maintains the overall quality, structural integrity, reliability, and currency of USAID's knowledge resources, and supports interagency collaboration and awareness, information, ideas, lessons learned from experience, staff and institutional expertise to accomplish USAID objectives and more effectively impact U.S. foreign assistance. The Branch establishes content management policies and toolsets, including content management systems, collaboration tools, and search engine tools, and manages and maintains institutional knowledge repositories. It also serves as a hub for managing non-structured data as a key Agency resource, including documents management by providing a platform to share knowledge, retain intellectual capital and reduce redundant work.

- The **Client Services Branch (M/CIO/ITSD/CS)** serves as a liaison between the CIO organization, customer organizations and external agencies, providing advice to clients in the areas of solution concept definition, including establishing rough order of magnitude estimates that quantify and qualify the IT need or request, reviewing proposals, business analysis, business requirements, and needs assessments. It works with vendors and government customers to define business needs and develop IT solutions in line with those needs, and works with clients to define services and agree to customer Service Level Agreements (SLAs). In its advisory capacity, the Branch provides advice to clients on leveraging information technology in terms of IT strategic alignment and integration and provides leadership in conducting technical reviews of project development activities. The Branch is responsible for handling Tier I and II incidents and service requests and monitors incidents and user questions.

(6) The **Information Assurance Division (M/CIO/IA)** is responsible for overall IT security management, regulatory compliance, risk management and independent IT system audit functions. It is comprised of three Branches: Compliance and Risk Management, Security Operations, and Validation and Verification.

- The **Compliance and Risk Management Branch (M/CIO/IA/CRM)** identifies, mitigates and eliminates threats to, and vulnerabilities of, USAID information systems. It also identifies IT-related Federal regulations; ensures that OCIO personnel are aware of and take steps to comply with them; and evaluates and documents compliance and corrective actions taken. The Branch is also responsible for identifying and addressing security and other enterprise risks related to IT.

- The **Security Operations Branch (M/CIO/IA/SO)** develops, enforces, and promotes USAID information security policies, procedures, and standards, and implements tools, processes and procedures to monitor and evaluate IT security performance. The Branch also manages information systems security incidents, supports Agency's privacy standards and monitors and reports on Agency privacy performance, and establishes identity management policies, guidelines, and monitoring. The Branch maintains the Agency’s communications security (COMSEC) and cable room operations.

- The **Validation and Verification Branch (M/CIO/IA/VV)** ensures V&V compliance with OCIO policies, standards, and procedures for all project and GSS operations, supplies independent security tests and evaluation procedures, tools, and equipment needed to establish acceptance for the use of the Agency's IT systems, and conducts independent audits on IT projects.

c. The **Office of Acquisition and Assistance (M/OAA)** oversees the procurement function of USAID. It is comprised of the Office of the Director and nine divisions.

The **Office of the Director (M/OAA/OD)** manages and directs the Agency's Acquisition and Assistance (A&A) system and commodity transportation, including implementation of the unique acquisition and assistance policies, regulations, and standards of the Agency. The Chief Acquisition Officer certifies to the Administrator, through AA/M, that the USAID A&A system

- Meets approved criteria,
- Makes recommendations with regard to the implementation and improvement of the A&A system,
- Coordinates Agency A&A training programs, and
- Leads outreach activities.

As Procurement Executive, the Director oversees the Agency A&A Ombudsman function, which provides a liaison point between the Agency and external grantees, contractors, and PVOs to address procurement-related concerns. This Office recruits, trains, and assigns Contracting Officers and Commodity Management Officers. This Office also houses the Agency Competition Advocate, who has responsibility for promoting full and open competition in Agency procurement actions.

(1-4) The **four Contract Divisions** provide professional advisory and operational support to the technical and program components of the Agency that are related to developing and managing the variety of procurement instruments, including contracts, grants, and participating agency agreements. The four Contract Divisions are listed below.

(1) Democracy, Conflict Resolution & Humanitarian Assistance Division (M/OAA/DCHA) provides acquisition and assistance services for the offices in the DCHA Bureau.

(2) Economic Growth, Agriculture & Trade Division (M/OAA/EGAT)

provides acquisition and assistance services for the offices in the EGAT Bureau.

(3) Global Health Division (M/OAA/GH) provides acquisition and assistance services for the offices in the Global Health Bureau.

(4) GDA, Regional & Other Division (M/OAA/GRO) provides acquisition and assistance services for the Office of Development Partners, the Administrator's office, Regional Bureaus, the Bureau for Management, and other independent offices.

(5) The **Transportation Division (M/OAA/T)** serves as the principal backstop for all issues related to transportation and commodity management. M/OAA/T provides acquisition and assistance services for the offices in the DCHA Bureau and for the Air Force, as requested, and is responsible for administering, developing, and monitoring the policies, regulations, and statutes governing the transportation of commodities financed by USAID and those financed under Title II and Title III of **Pub.L. 480**. The Division administers compliance with the shipping provisions of the **Foreign Assistance Act** and the requirements of the **Cargo Preference Act**. It

- Provides guidance and assistance on the procurement of commodities and implements policies, and
- Manages the provision of excess government property to Private/Voluntary Organizations (PVOs).

(6) The **Cost, Audit and Support Division (M/OAA/CAS)** develops and implements policies and procedures in the areas of

- Contractor/grantee financial audits,
- Audit resolution,
- Indirect cost and rate agreements,
- Contract closeouts,
- Contractor/grantee novation, and
- Name changes.

The Division is responsible for identifying financial audit requirements for Agency contractors and grantees, monitoring the performance of required audits, and for negotiating indirect cost rate agreements. In addition, the Division plans, coordinates, and develops comprehensive operating policies, procedures, and management systems to improve the efficiency and quality of the USAID procurement system. The Division

- Collects Agency contracts data and submits required reports;

- Manages and operates A&A systems, such as the contract writing system, the audit resolution status system, and the indirect cost rate system; and

- Serves as the focal point for FedBizOpps Notices.

(7) The **Policy Division (M/OAA/POL)** reviews and interprets the Federal Acquisition Regulations (FAR); and develops and issues the USAID Acquisition Regulations (AIDAR), setting forth policy standards, guidelines, procedures, and instructions regarding USAID contracts. M/OAA/POL develops policy and provides advice and assistance on matters concerning contracting for personal services.

(8) The **Evaluation Division (M/OAA/EVAL)** conducts evaluations of worldwide procurement and assistance operations as required to support the Procurement Executive's periodic certifications of the Agency's procurement system. M/OAA/EVAL

- Evaluates contracting requirements of USAID overseas organizations and recommends delegations of authority,

- Reviews direct and host-country contracts and grants and cooperative agreements for conformance with established acquisition and assistance policies and procedures,

- Administers the Procurement Management Certification Program, and

- Formulates policy on contractor/grantee and marine insurance matters.

(9) The **Compliance and Oversight of Partner Performance Division (M/OAA/COPP)** develops and provides leadership in implementing the USAID suspension and debarment program both in AID/W and overseas; assures that USAID suspension and debarment activities are managed under procedures which are supportive of the Agency's mission and are consistent with sound business principles and responsibilities of stewardship of public funds; formulates and develops innovative suspension and debarment techniques tailored to effectively carry out the Agency's charge to curb waste, fraud, abuse,

and poor or no performance on federally-funded projects.

d. The **Office of the Chief Financial Officer (M/CFO)** is composed of the Immediate Office of the CFO and seven Divisions.

In addition to the responsibilities conveyed by the **CFO Act**, the **Immediate Office of the CFO (M/CFO/ICFO)** directs USAID financial management operations worldwide; directs the development of financial management information for the Agency strategic plan, annual performance plan, annual performance and accountability report and Congressional Presentation; and, in consultation with the Bureau for Foreign Assistance, ensures that reliable, consistent and timely information on program performance is available to meet CFO reporting requirements. M/CFO/ICFO

- Represents the Agency in external settings to discuss areas under the CFO's authority, including the General Accountability Office (GAO), Office of Management and Budget (OMB), Department of the Treasury, and the CFO Council;

- Participates as a member of Agency senior management teams such as the Management Control Review Committee (MCRC);

- Establishes policy guidance and standards for management controls and audit management;

- Ensures quality in the performance of all overseas controller operations, functions and responsibilities;

- Provides leadership in the assignment process of Foreign Service controller personnel;

- Provides leadership in the formulation of policy and operational responsibilities for the Agency's credit programs; and

- Serves as the Executive Member of the Credit Review Board.

M/CFO/ICFO works with the appropriate staff to create, develop and incorporate advances in electronic commerce, outsourcing linkages, and other innovations into the financial systems of the Agency; and develops policies and guidance on administration and program management. M/CFO/ICFO

- Drafts procedures/guidelines for implementation by the Office of the CFO's component offices;

- Directs and oversees CFO budget preparation, justification, and execution; and

- Serves as the liaison with administrative management staff and human resources management.

(1) The **Financial Systems Division (M/CFO/FS)** manages the development and implementation of USAID's worldwide financial system, Phoenix. M/CFO/FS continually coordinates with the M/CIO staff, Department of State, Office of Inspector General (OIG), contractors, system owners, etc., as necessary to implement and maintain financial systems. M/CFO/FS provides steady-state security administration and operational support for Agency financial systems worldwide, including external feeder systems.

(2) The **Central Accounting and Reporting Division (M/CFO/CAR)** administers the financial control and reporting, at the appropriation and account level, of all foreign assistance funds appropriated for Agency program activities and operating expenses. These funds include

- U.S. dollar and foreign currency appropriations;

- Special deposit, trust fund, and miscellaneous receipt accounts;

- Treasury suspense accounts; and

- Funds appropriated to other government agencies serviced by USAID.

M/CFO/CAR manages the Agency's automated on-line systems for administrative control of funds, as well as the Standard General Ledger and Accounts Receivable. The Division

- Controls the Cash Journal, the pipeline information system, the Buy American Reporting System, and the foreign currency system; and

- Consolidates the financial information from overseas accounting stations, performing summary accounting functions for the Agency, reconciling all cash accounts with the Department of Treasury, and providing reports to Treasury as required.

M/CFO/CAR designates Agency cashiers and certifying officers worldwide; provides collection and disbursing services for the Agency through the USAID/W cashier, and authorizes the write-off of uncollectible claims within the dollar authorities of the Agency. The **Accounting Systems Team (M/CFO/CAR/AST)** houses the credit-funded employees of this Division.

(3) The **Washington Financial Services Division (M/CFO/WFS)** serves as the accounting station for USAID/Washington; manages the USAID accruals process and reporting; conducts ongoing reviews for de-obligation of funds; and processes upward adjustments to obligations. The Division

- Processes centrally funded commitments and obligations;
- Prepares Agency-wide spending reports (i.e., Iraq Program and Tsunami reports);
- Processes Bills for Collection;
- Researches and applies collections to obligations and advances;
- Records incoming reimbursable agreements and collections; and
- Records commitments and obligations for miscellaneous obligations and for payroll.

The Division also manages the Agency's direct loan and guaranty programs, including

- Debt collection,
- Rescheduling of debts receivable from both foreign and private borrowers,
- Credit management, and
- Projections of debt receivables for budget purposes.

In addition, all U.S. dollars and foreign currency payments received for USAID credit programs are monitored as well as sovereign debtor conformance to Section 620(q) of the **Foreign Assistance Act of**

1961. The **Credit Team (M/CFO/WFS/CT)** houses the credit-funded employees of the Division.

(4) The **Cash Management and Payment Division (M/CFO/CMP)** maintains the official record of incoming invoices/bills/vouchers and obligations and monitors and obtains administrative approval for headquarters vouchers to ensure delivery of goods and services. M/CFO/CMP

- Processes requests for stop-payment actions through the Department of Treasury; and
- Provides continuous monitoring and management of cash resources flowing to grantees through cash advances, reimbursements, interagency billings, and Letters of Credit.

The Division ensures that U.S. Treasury funds drawn by or disbursed to contractors, other government agencies, and grantees are the minimum necessary to cover current operational costs and demands; issues bills for collection, records refunds, and processes adjustments; administers related follow-up actions; and provides financial accounting for contracts, grants, interagency agreements, and other miscellaneous documents, as required.

(5) The **Payroll Division (M/CFO/P)** manages payroll and provides technical guidance on payroll matters for all USAID direct hires. The Division maintains official USAID payroll records and coordinates with the payroll service provider, USDA's National Finance Center (NFC). M/CFO/P manages the Labor Cost System and an effective time and attendance system, currently the American Electronic Time and Attendance System (AETA).

(6) The **Audit, Performance and Compliance Division (M/CFO/APC)** serves as liaison to the Office of the Inspector General and other staff regarding the development and audit of the Agency's consolidated financial statements. M/CFO/APC leads a coordinated Agency effort to develop the annual Performance and Accountability Report (PAR), required by the **Government Performance and Results Act (GPRA)** and the **CFO Act**. M/CFO/APC

- Manages agency-wide implementation of the Federal Managers Financial Integrity Act (FMFIA), including providing staff support to the Agency's Management Control Review Committee (MCRC);

- Develops guidelines for ongoing evaluations;
- Reports on the adequacy of systems of internal accounting and administrative control; and
- Performs risk analyses and assessments of management control activities.

M/CFO/APC also manages the Agency's Audit Management and Follow-up Program, which includes serving as the Agency focal point for the analysis, tracking, and follow-up of OIG audits and other reports/reviews. Finally, the Division serves as the Agency's liaison with the General Accountability Office (GAO), providing staff support, scheduling meetings, facilitating the GAO review process at USAID, responding to draft and final reports, and answering Congressional and other inquiries regarding GAO reports.

(7) The **Financial Policy and Support Division (M/CFO/FPS)** provides a broad array of support to overseas Mission Controller operations, including Foreign Service Officer recruitment, training, and assignments. World-wide assignments are made in conjunction with the Office of Human Resources (HR), the geographic Bureaus, and Mission management. M/CFO/FPS is responsible for the formulation of CFO strategic initiatives related to world-wide financial functions and for aligning Mission Controllers' priorities with the CFO strategy, proactively managing financial management modernization initiatives and best practices. The Division

- Establishes training standards and coordinates Controller staff training world-wide;
- Advises Mission Controllers on a wide range of finance-related issues, such as audit management, cash management, methods of payments, and the appropriate uses of U.S. Government funds;
- Develops and directs a program for assessing Missions' financial operations, internal controls, and financial management capabilities; and
- Develops and issues Agency-wide financial management policies and procedures, including the establishment of standard accounting practices.

M/CFO/FPS is responsible for financial policy reviews and guidance to other Agency organizational elements world-wide upon request and in response to specific program or operations issues. Finally, M/CFO/FPS manages the employee credit/debit card program.

e. The **Office of Management Services (M/MS)** provides logistical support services and administrative services in USAID/W. It is comprised of the Office of the Director and four Divisions.

The **Office of the Director (M/MS/OD)** establishes policies, standards, and guidelines for administrative and logistical support services and oversees the development and provision of such services; serves as the Agency's environmental executive, promoting an affirmative program for use of environmentally sound, energy-efficient products; and serves as the Agency's Freedom of Information Act (FOIA) and Privacy Act (PA) Officers in accordance with the Federal Privacy Act. M/MS/OD

- Conducts long-term planning for Agency facilities and other logistic and administrative support requirements;
- Administers the occupational safety, environmental health, emergency preparedness, recycling, parking, and metrication programs;
- Develops and directs the Agency's general administrative support services budget;
- Prepares budgetary documentation and contracts; and
- Performs related actions necessary to ensure program success.

M/MS/OD manages the Federal Advisory Committee (FAC) and provides leadership and general direction to M/MS.

(1) The **Headquarters Management Division (M/MS/HMD)** provides project coordination for construction, space management and design, and relocation/consolidation activities, including moving property and personnel. M/MS/HMD

- Manages real property;
- Acquires, controls, and distributes personal and nonexpendable property;

- Negotiates with private sector organizations and GSA on acquisition and leasing arrangements for USAID/W real property;

- Advises the senior property official in developing property management policies and programs;

- Provides services for mail distribution, the diplomatic pouch, printing, graphics, and the dissemination of classified documents;

- Operates the USAID/W motor pool;

- Develops and implements the USAID/W copy management system and program;

- Administers the Metrochek program; and

- Establishes artistic standards for exhibits, publications, and graphic services, and controls Agency exhibits.

M/MS/HMD coordinates the Agency Occupational Safety and Health Program (OSHA); the employee environmental health and wellness program; and emergency preparedness through the development of policies and procedures and providing oversight of these functions. The Division encompasses the function entailed within the Emergency Preparedness Program, Continuity of Operations Plan (COOP), providing technical guidance and monitoring compliance with government policy.

(2) The **Travel and Transportation Division (M/MS/TT)** establishes USAID travel and transportation policies, provides policy guidance, and manages the travel of USAID employees and the transportation of personal and household effects. M/MS/TT

- Provides customer service by processing travel authorizations, visas, passports, and personal property claims;

- Assists employees in arranging for the movement of household effects, consumables, unaccompanied air baggage, and vehicles;

- Manages the Travel Management Center, coordinating the payment system for Government Travel Services; and

- Assists in the shipment of the remains of employees or their dependents who passed away while working overseas or in travel status.

(3) The **Information and Records Division (M/MS/IRD)** provides technical and policy direction and training in the areas of records management, directives development and dissemination, mandatory and systematic declassification, information collection activities, reports and correspondence management, the Privacy Act (PA), and the Freedom of Information Act (FOIA). M/OMS/IRD is the central processing point for PA and FOIA requests received by the Agency and for the publication of Agency Federal Register notices. The responsibility of the Federal Advisory Committee (FAC) also falls under M/OMS/IRD. Its purpose is to oversee the establishment, use, management, and termination of the Federal advisory, USAID-chaired inter-agency and internal committees.

(4) The **Overseas Management Division (M/MS/OMD)** supports the management functions that underpin USAID's field offices overseas and are generally managed by Backstop 03, Executive Officers. In that effort, M/MS/OMD serves as the business advisor to AA/M and M Bureau Offices in promulgating sound management choices. M/MS/OMD represents the field at senior and working levels with several organizations outside USAID regarding numerous administrative management issues that impact field offices; USAID at the Interagency Working Group of the International Cooperative of Administrative Support Services (ICASS) to ensure equity in financial and administrative dealings with State and other agencies participating in ICASS; and the Agency with the Department of State, Bureau of Administration, to ensure that USAID operational management standards and needs are represented in interagency regulations and procedures.

M/MS/OMD represents field Missions and regional Bureaus with the Department of State, Overseas Building Operations, by providing the appropriate office and residential space needs for employees overseas. M/MS/OMD

- Formulates policies on the technical qualifications, recruitment, performance, training, and retention of all Executive Officer (EXO) personnel and recommends assignment of EXOs;

- Arranges for coverage of gaps in EXO positions with temporary personnel and oversees and manages the

selection, development, orientation, and training of newly appointed EXOs and new entry professionals (NEPs);

- Provides assistance to geographic Bureaus in opening or closing overseas Missions;

- Evaluates Mission administrative and logistics services through periodic on-site reviews;

- Conducts periodic training for U.S. and FSN staff on operational management topics such as ICASS, motor pool, and warehousing; and

- Works with the field Missions to establish standards, policies, and procedures for overseas Mission operations and for the use of overseas administrative resources.

M/MS/OMD provides guidance and support for all administrative management personnel overseas; advises and counsels Missions on the establishment and implementation of enhanced technology and administrative systems; manages overseas nonexpendable property; and serves as the operational manager of the Agency's overseas real property program (FAA 636c) and the revolving fund.

f. The **Office of Management Policy, Budget and Performance (M/MPBP)** functions as the Bureau for Management's central unit for budget planning and implementation, policy formulation, performance monitoring and evaluation and administrative support services. It houses the Bureau for Management's administrative services team. M/MPBP

- Manages the Agency's operating expense (OE) budget;

- Ensures that the Agency's administrative and management services are provided in accordance with established guidelines and policies;

- Is responsible for Agency-wide management policy and performance functions;

- Responds to Congressional inquiries and concerns on management issues and ensures compliance with related legislative directives; and

- Prepares senior Agency officials to testify before Congress about management issues.

In managing the budget function, M/MPBP prepares the Bureau's budget submission, as well as the Agency's annual OE budget submissions, and coordinates long and short term budget planning. This Office

- Disperses resources and tracks their utilization,
- Provides OE budget-related technical guidance and assistance to all Agency bureaus, and
- Implements and monitors compliance with AA/M decisions on Bureau for Management allocation and expenditure of resources.

As appropriate, M/MPBP provides leadership, guidance and advice to the Bureau, and as indicated, to the Agency, on overall strategic direction, as well as monitors and promotes the effectiveness of management and technical programs by monitoring performance and by conducting program evaluations. In addition to the Office of the Director, which contains a communications function, the Office is comprised of four divisions.

(1) The **Policy Division (M/MPBP/POL)** interprets Agency programming policies, develops standard operating procedures and guidance, and coordinates the issuance of specific operational guidance to the Agency. The Division

- Issues guidance that defines the parameters of operation related to Federal law, Presidential initiative or directive, and international agreements governing the use of foreign assistance;
- Updates the Agency's Automated Directive System (ADS) as it relates to program operations guidance and procedures and monitors the work of operating units for compliance with program guidance; and
- Prepares Agency-level analyses of emerging issues, trends and patterns that support U.S. foreign assistance objectives and strategy.

The Division serves as the Bureau's central unit for policy integration and coordination, ensuring that boundaries are established and consistent with the Agency's approved strategic priorities and with implementation guidelines and resource allocation decisions. M/MPBP/POL leads the Agency's efforts to coordinate management policy integration and to provide an Agency-wide perspective. Finally, this Division houses the competitive sourcing program for the Agency.

(2) The **Budget Division (M/MPBP/BUD)** prepares the Agency's OE budget. It also prepares and oversees the budget justification, execution and status reporting. The Division ensures the compilation of financial data to enable effective performance measurement and management decision-making. M/MPBP/BUD plans, coordinates, evaluates, and advises senior Agency and Bureau for Management managers on the formulation, development, and execution of Agency-wide policies, planning and programming guidelines, objectives, and standards relating to Operating Expenses (OE), administrative expenses, and workforce budget. The Division

- Develops workforce budgets for presentation to senior Agency officials, the Office of Management and Budget, and Congress;
- Plans, develops and maintains automated budget systems and OE budget processes for all USAID activities in Washington (including the Congressional Budget Justification (CBJ)), Operational Year Budget (OYB), and Congressional Notifications (CNs);
- Prepares Congressionally mandated reports;
- Coordinates responses to Congressional inquiries regarding Agency budgetary activities and the Agency use of financial resources;
- Participates in the preparation of the annual Performance and Accountability Report (PAR);
- Serves as the principal liaison on budget implementation issues; and
- Provides support and resources for Phoenix users.

(3) The **Performance Division (M/MPBP/PERF)** oversees management, planning and reporting, of performance monitoring and evaluation activities, ensuring Agency compliance with relevant legislative and OMB requirements. To monitor and evaluate the activities of the Agency, the Division coordinates and conducts a wide range of management assessments and program evaluations, using a variety of methods, including

- Field-based assessments,

- Desk studies,
- Secondary data analysis, and
- Evaluation syntheses.

M/MPBP/PERF coordinates participates in the preparation of the Agency's annual Performance and Accountability Report (PAR), and the Agency's participation in OMB's Performance Assessment Rating Tool (PART) process. This Division

- Facilitates the Bureau for Management's strategic planning process, including program planning, monitoring and evaluation;

- Coordinates performance monitoring and evaluation activities with other offices within the Agency and manages related support services (such as the evaluation mechanisms)

- Provides monitoring and evaluation liaison with related agencies (e.g., State/RM and State/F) and with other development donors and institutions;

- Designs and conducts development experience workshops to communicate results of studies and lessons learned;

- Reviews and assesses management programs and management improvement proposals; and

- Develops and applies innovative strategies to improve the performance of individuals, organizations, and systems for the sustainable delivery of quality management services.

This Division partners with other Agency Bureaus to develop and implement monitoring and evaluation procedures and strategies, as well as to develop and implement the Bureau for Management's own analytical and evaluation projects. M/MPBP/PERF disseminates information on program outcomes and evaluation findings, and provides recommendations for enhancements. The Division helps Bureaus conduct sound and timely evaluation of services to ensure an efficient, effective process by which relevant management knowledge can be shared across the Agency. The Division also oversees and coordinates the activities of the President's Management Agenda (PMA) and houses the Performance Improvement Initiative (PII) scorecard.

(4) The **Administrative Management Division (M/MPBP/AMD)** is responsible for the development and execution of the Bureau's Operating Expense Budget and works with Bureau office directors in the preparation and presentation of their operating budgets. The Division

- Serves as the focal point for coordinating all administrative matters for the Bureau for Management's direct-hire and non-direct-hire staff,
- Provides administrative support functions to the Bureau, and
- Serves as liaison between Bureau offices and Agency service providers to facilitate and address overall Bureau for Management requirements.

The Division provides direct administrative and management support to the Bureau for Management, to include

- Designing and maintaining the Bureau and office organizational structures; and
- Providing position and personnel management support, personnel security related services, office systems and automation and general administrative support services.

Under the "Manage-to-Budget" initiative this Division oversees and monitors the Bureau's day-to-day financial activities, informing the Director of all activities which may become potentially disruptive to the Bureau's daily functions. M/MPBP/AMD serves as the principal contact for Agency administrative operations and communicates with other Bureau Administrative Offices to ensure operational and administrative support services are provided in accordance with established organizational and Federal administrative statutes, policies, procedures and regulations.

101.3.1.7 Bureau for Foreign Assistance (FA)

Effective date: 02/28/2012

The **Bureau for Foreign Assistance (FA)** has been established to receive, manage and account for USAID human resource, contract and budgetary support for the Department of State Office of the Director of Foreign Assistance (State F) as it creates and directs the policy, planning, budget and implementation mechanisms required to provide overall leadership for foreign assistance in support of transformational

diplomacy. The Bureau is USAID's adjunct to F. This Office includes all USAID personnel, positions, allocated funds and other resources directed to support F. The Office of the U.S. Foreign Assistance Resources (State F) has government-wide responsibility for foreign assistance funding and programs, including USAID's FA funding and programs. FA will continue to participate in program planning, implementation, and oversight, as directed, with various Bureaus and Offices within State and USAID, as part of the integrated interagency planning, coordination and implementation mechanisms. USAID FA staff work with State F colleagues jointly to

- Develop a coordinated USG foreign assistance strategy, including multi-year country specific assistance strategies and annual country-specific assistance operational plans;

- Create and direct consolidated policy, planning, budget and implementation mechanisms and staff functions required to provide leadership to foreign assistance; and

- Provide guidance to foreign assistance delivered through other agencies and entities of the USG, including the Millennium Challenge Corporation and the Office of the Global AIDS Coordinator.

The administrative staff of FA advises the Bureau on management priorities and obligations and provides consultation, advice, administrative and logistical support, and related services. This staff coordinates the deployment and re-deployment of staff to State F and manages the process. The Bureau is comprised of eight Offices.

a. The **Global/Functional Office (FA/GF)** reports directly to the Deputy Director of F and provides USAID staff to State F to promote achievement of transformational diplomacy across five functional areas by effectively coordinating the provision of USG foreign assistance. The GF Office provides intellectual leadership, promotes the coherence of USG assistance efforts by building consensus among implementers, and exercises oversight to ensure that USG assistance for functional objectives is being spent efficiently and effectively. The Office establishes, leads and coordinates inter-bureau/inter-agency functional teams, comprised of both USAID FA and State F personnel, for

- Peace and Security,
- Governing Justly and Democratically,
- Economic Growth,
- Investing in People, and
- Humanitarian Assistance.

Of these five teams, only three contain USAID personnel at the present time. Through these teams, the Office builds consensus among the many

stakeholders, ensuring an effective and efficient package of assistance to achieve transformational diplomacy goals. The teams

- Assess and track progress achieved towards functional objectives with foreign assistance;
- Develop and refine the foreign assistance strategy, including developing targets and indicators; and
- Review and recommend functional Bureau budget requests and allocations according to the Foreign Assistance Strategic Framework.

FA/GF guides the process of developing operational plans and reviews and assesses programmatic aspects of country operational plans to ensure that the programs produce progress toward transformational diplomacy goals. Finally, this Office works with other donors and international organizations to convey the USG foreign assistance framework and priorities and to improve coordination with those organizations and USG offices utilizing foreign assistance.

b. The **Office of the Chief Operating Officer for F (FA/COO)** has overall responsibility for the oversight and administration of broad and emerging programs which coordinate USG foreign assistance throughout the world. This Office also oversees the Program Management Office, which is responsible for coordinating foreign assistance planning; budgeting; operations management; information systems development and maintenance; monitoring; evaluating; and reporting on USG foreign assistance. Under the direction of the Director (and Deputy Director) of Foreign Assistance, FA/COO has general responsibility and authority for all activities carried out by the Office of the Director of Foreign Assistance to achieve specified foreign assistance goals and objectives. There are 6 Offices subordinate to the FA/COO.

(1) The **Program Management Office (FA/COO/PM)** facilitates the achievement of the Secretary of State's transformational diplomacy goal by coordinating USAID foreign assistance planning, budgeting, operations management, information systems development and maintenance, monitoring, evaluating and reporting on USG foreign assistance in USAID with State F. The Office is comprised of 3 Divisions.

(a) The **Resource and Appropriations Division (FA/COO/PM/RA)** coordinates the development and justification of resource plans and budgets; manages the efficient execution of operating budgets to achieve foreign assistance objectives and assures programmatic results; and coordinates reporting on

resource plans, policies and allocations, and budgetary execution. Functions of the Division include coordinating the formulation of annual budget requests; tracking and analyzing Congressional action on budget, appropriations and authorizing legislation; managing the execution of the foreign assistance budget in USAID, including the development of country and Bureau allocations for the annual Operational Plan guidance; and tracking, monitoring and reporting on foreign assistance budget implementation within USAID. The Division responds to customers, serving as the principal point of contact between F, FA, USAID and external customers.

(b) The **Program Integration Division (FA/COO/PM/PI)** plays a critical role in operationalizing foreign assistance plans and budgets within USAID. FA/COO/PM/PI works closely with other FA units and teams in both State F and USAID which are involved in planning, budgeting, programming, monitoring and evaluating the use of foreign assistance resources. FA/COO/PM/PI develops FA oversight systems within USAID; sets and coordinates overall schedules of work on programming, reporting, reviewing and budgeting foreign assistance; prepares operational plan guidance and training materials, and conducts training on major business processes initiated by State F; improves business processes with regional and function teams; manages GPRA reporting requirements and integrates GPRA into FA oversight systems and business processes within USAID; and leads FA liaison with the management side of OMB regarding the President's Management Agenda.

(c) The **Strategic Information, Monitoring & Evaluation Division (FA/COO/PM/SIM&E)** plays a critical role in articulating what is being done with U.S. foreign assistance resources, and assesses the success of foreign assistance programs in achieving the transformational development goal and related specific objectives of foreign assistance. FA/COO/PM/SIM&E works closely with State F and USAID offices that manage information systems related to foreign assistance. The Division ensures that information is compatible across systems and is collected as economically and efficiently as possible. FA/COO/PM/SIM&E helps to set standards for data quality and information systems to ensure accuracy of reporting. The Division staff, in concert with State F, also updates and maintains the F *Standardized Program Structure and Definitions* ("Program Hierarchy"), which provides detailed information on U.S. foreign assistance objectives, areas under the objectives in which the U.S. works, and the elements and sub-

elements of programs we fund. The Division staff also is responsible for assessing whether foreign assistance is being appropriately evaluated by program managers, whether additional studies and analytical agendas should be defined, assigned and funded, and ensure that evaluations meet acceptable standards. FA/COO/PM/SIM&E also engages other donors and organizations on evaluation standards, best practices, and the turning of lessons identified into widely shared and recognized lessons learned.

(2) The **Africa Regional Office (FA/COO/AFR)** provides USAID staff to State F to ensure the effective coordination of USG foreign assistance in the Africa region. The Office staff, comprised of both State F and USAID FA personnel, work together to ensure that assistance programs are tightly linked with transformational diplomacy objectives; promote the coherence of USG assistance efforts by building consensus among implementers and between Washington and posts on common USG goals; and exercise oversight to ensure that USG assistance in the Africa region is being spent efficiently and effectively. FA/COO/AFR

- Provides intellectual leadership for the development of country assistance strategies;
- Guides the process of developing country operational plans and out-year budget requests in such a way that they support the country assistance strategies;
- Reviews budget allocations according to the F strategic framework;
- Serves as a source for expert advice within USAID FA on all policy and assistance matters concerning the Africa region;
- Serves as a resource for posts in the region to help them better understand and participate in F-led processes; and
- Develops close collaborative relationships with all relevant Bureaus within State and USAID, with other USG agencies involved in assistance in the region, and with non-governmental partners.

Finally, the Office serves as a neutral arbiter and consensus builder among the many stakeholders, with the goal of establishing the most effective and efficient package of assistance to support U.S. foreign policy objectives in the Africa region.

(3) The **Near East Asia Regional Office (FA/COO/NEA)** provides USAID staff to State F to ensure the effective coordination of USG foreign assistance in the Near East Asia region. The Office staff, comprised of both State F and USAID FA personnel, work together to ensure that assistance programs are tightly linked with transformational diplomacy objectives; promote the coherence of USG assistance efforts by building consensus among implementers and between Washington and posts on common USG goals; and exercise oversight to ensure that USG assistance in the Near East Asia region is being spent efficiently and effectively. FA/COO/NEA

- Provides intellectual leadership for the development of country assistance strategies;
- Guides the process of developing country operational plans and out-year budget requests in such a way that they support the country assistance strategies;
- Reviews budget allocations according to the F strategic framework;
- Serves as a source for expert advice within USAID FA on all policy and assistance matters concerning the Near East Asia region;
- Serves as a resource for posts in the region to help them better understand and participate in F-led processes; and
- Develops close collaborative relationships with all relevant Bureaus within State and USAID, with other USG agencies involved in assistance in the region, and with non-governmental partners.

Finally, the Office serves as a neutral arbiter and consensus builder among the many stakeholders, with the goal of establishing the most effective and efficient package of assistance to support U.S. foreign policy objectives in the Near East Asia region.

(4) The **Europe Regional Office (FA/COO/EUR)** provides USAID staff to State F to ensure the effective coordination of USG foreign assistance in the European region. The Office staff, comprised of both State F and USAID FA personnel, work together to ensure that assistance programs are tightly linked with transformational diplomacy objectives; promote the coherence of USG assistance efforts by building

consensus among implementers and between Washington and posts on common USG goals; and exercise oversight to ensure that USG assistance in the Europe region is being spent efficiently and effectively. FA/COO/EUR

- Provides intellectual leadership for the development of country assistance strategies;
- Guides the process of developing country operational plans and out-year budget requests in such a way that they support the country assistance strategies;
- Reviews budget allocations according to the F strategic framework;
- Serves as a source for expert advice within USAID FA on all policy and assistance matters concerning the Europe region;
- Serves as a resource for posts in the region to help them better understand and participate in F-led processes; and
- Develops close collaborative relationships with all relevant Bureaus within State and USAID, with other USG agencies involved in assistance in the region, and with non-governmental partners.

Finally, the Office serves as a neutral arbiter and consensus builder among the many stakeholders, with the goal of establishing the most effective and efficient package of assistance to support U.S. foreign policy objectives in the Europe region.

(5) The **East Asia Pacific and South Central Asia Regional Office (FA/COO/EAP&SCA)** provides USAID staff to State F to ensure the effective coordination of USG foreign assistance in the East Asia Pacific and South Central Asia regions. The Office staff, comprised of both State F and USAID FA personnel, work together to ensure that assistance programs are tightly linked with transformational diplomacy objectives; promote the coherence of USG assistance efforts by building consensus among implementers and between Washington and posts on common USG goals; and exercise oversight to ensure that USG assistance in the EAP and SCA regions is being spent efficiently and effectively. FA/COO/EAP&SCA

- Provides intellectual leadership for the development of country assistance strategies;

- Guides the process of developing country operational plans and out-year budget requests in such a way that they support the country assistance strategies;

- Reviews budget allocations according to the F strategic framework;

- Serves as a source for expert advice within USAID FA on all policy and assistance matters concerning the EAP and SCA regions;

- Serves as a resource for posts in the region to help them better understand and participate in F-led processes; and

- Develops close collaborative relationships with all relevant Bureaus within State and USAID, with other USG agencies involved in assistance in the region, and with non-governmental partners.

Finally, the Office serves as a neutral arbiter and consensus builder among the many stakeholders, with the goal of establishing the most effective and efficient package of assistance to support U.S. foreign policy objectives in the East Asia Pacific and South Central Asia regions.

(6) The **Western Hemisphere Affairs Regional Office (FA/COO/WHA)** provides USAID staff to State F to ensure the effective coordination of USG foreign assistance in the Western Hemisphere. The Office staff, composed of both State F and USAID FA employees, work together to ensure that assistance programs are tightly linked with transformational diplomacy objectives; promote the coherence of USG assistance efforts by building consensus among implementers and between Washington and posts on common USG goals; and exercise oversight to ensure that USG assistance in the Western hemisphere is being spent efficiently and effectively. FA/COO/WHA

- Provides intellectual leadership for the development of country assistance strategies;

- Guides the process of developing country operational plans and out-year budget requests in such a way that they support the country assistance strategies;

- Reviews budget allocations according to the F strategic framework;
- Serves as a source for expert advice within USAID FA on all policy and assistance matters concerning the Western hemisphere;
- Serves as a resource for posts in the region to help them better understand and participate in F-led processes; and
- Develops close collaborative relationships with all relevant Bureaus within State and USAID, with other USG agencies involved in assistance in the region, and with non-governmental partners.

Finally, the Office serves as a neutral arbiter and consensus builder among the many stakeholders, with the goal of establishing the most effective and efficient package of assistance to support U.S. foreign policy objectives in the Western hemisphere.

101.3.1.8 Bureau for Legislative and Public Affairs (LPA)

Effective date: 07/31/2003

The **Bureau for Legislative and Public Affairs (LPA)** is responsible for all of the Agency's external affairs as well as employee communications. It serves as the central point of contact with the American people, Congress, and the media, as well as the Agency's key constituencies. These include, but are not limited to

- Non-governmental and private voluntary organizations;
- Education, labor, ethnic and social organizations; and
- The private business sector.

LPA advises the Administrator and senior management on legislative and public affairs issues and opportunities. LPA provides overall coordination for all aspects of legislative and public affairs matters for the Agency. It also provides counsel on the status and history of pending legislation and the concerns and views of Members of Congress, and devises and implements strategies to support the Agency's goals in Congress. LPA

- Directs the Agency's communications strategy and policies;
- Is responsible for positioning, messaging, and branding;
- Develops outreach and educational programs;

- Leads the Agency's online marketing strategy; and
- Manages the external web site; and
- Produces events and promotional products (such as publications and videos) to generate support for USAID's mission.

The Bureau is composed of the Office of the Assistant Administrator and four Divisions.

The **Office of the Assistant Administrator (AA/LPA)** advises the Administrator and senior staff on the overall presentation of the Agency to generate positive perceptions among key stakeholders and favorable public opinion in the United States and abroad. It serves as the principal advisor on all aspects of legislative and public affairs relating to USAID policies, programs, and operations. AA/LPA is responsible for the strategic positioning and effective communication of the Agency, especially "on the Hill" and in the media, with regard to USAID's role in foreign policy and as the lead Agency providing U.S. economic and humanitarian assistance to foster international sustainable development. The Administrative Management Team provides administrative and management advice and assistance to the Bureau regarding organizational structure, position, and personnel management, office systems, and automation. It provides oversight for administrative support services including travel, space planning, and administrative procurement and manages and prepares the Bureau's OE budget and FTE allocations. AA/LPA is responsible for the administration, staffing, and supervision of the four Divisions that execute the Bureau's capabilities and functions.

(1) The **Congressional Liaison Division (LPA/CL)** maintains continuous liaison with Members of Congress, congressional staff, and committees to inform them about USAID programs and policies and to obtain their views on issues associated with USAID, which are then communicated to the Agency. As the primary advisor regarding relations with the Congress on programs, policies, and issues, LPA/CL recommends response strategies; assists in the development of Bureau strategies with regard to relations with the Congress; and makes recommendations regarding the preparation of materials representing the Agency's position on issues before Congress and congressional meetings and consultation as issues arise. LPA/CL negotiates USAID legislative issues with Members of Congress, their committees, and staff.

(2) The **Strategic Communications and Publications Division (LPA/SCP**) works closely with the Administrator and senior staff to develop and communicate the Agency's mission, vision, positioning, messaging, and brand identity. The Division is the primary liaison with M/MPBP, translating Agency strategies and priorities into communications campaigns and products. It also works with the Bureau for Management to develop the

Agency's publication policy and strategy and to ensure an impactful presence at major development conferences. The Division

- Develops the Bureau's public affairs strategy and plan as well as the Agency's communications policies and procedures;
- Is responsible for developing and executing the Agency's crisis communications plan;
- Spearheads the development of USAID's brand positioning and graphics standards; and
- Is responsible for employee communications and the re-design and production of the Agency's core publication, Frontlines.

LPA/SCP identifies and supports marketing and sponsorship opportunities, produces promotional materials, and maintains the Agency's database and mailing lists. Additionally, the Division contracts photographers and maintains the Agency's photo library.

(3) The **Public Liaison Division (LPA/PL)** develops and implements the Agency's outreach strategies and educational programs with target audiences of the U.S. public as well as non-governmental organizations, businesses, and the higher education community. LPA/PL has public affairs specialists assigned to each Bureau, who work closely with the Bureau's leadership team to identify and manage communications opportunities and issues. The Division

- Makes recommendations to the Administrator and senior officers for participation at events,
- Manages the Agency's official speakers' bureau to increase interface with key constituencies, and
- Creates opportunities for delivery of USAID's messages by sponsoring events and forums to promote Agency initiatives and success stories.

Additionally, the Division manages USAID's domestic outreach programs:

- Operation Day's Work, a USAID-sponsored national student initiative;

- Lessons Without Borders, linking development assistance achievements to domestic public policy challenges; and

- USAID's Development Education program, which facilitates public discussion, analysis, and review of the political, economic, technical, and social factors relating to hunger, poverty, economic growth, and development.

LPA/PL maintains a calendar of key events and monitors public opinion regarding foreign assistance and international development.

(4) The **Public Information, Production and On-line Services Division (LPA/PIPOS)** uses technology, audio-visual, and 3-D mediums to help "tell the Agency's story." It also serves as the primary interface with individual Americans. LPA/PIPOS

- Houses the customer service representatives who respond (via phone and e-mail) to public inquiries, both domestic and international, and FOIA requests about the Agency;

- Develops our online strategy and e-marketing tools and products;

- Drives the functionality and content of our external web site; and

- Sets the policies associated with posting material to the web.

The Division hires crews, produces videos, maintains the Agency's library of film footage and supervises our video-conferencing services. LPA/PIPOS maintains the Agency's Information Center, a facility open to the public that showcases a permanent exhibit explaining the Agency's history and accomplishments. The Division also produces a series of rotating exhibits promoting recent work in the developing world. The Information Center includes a state-of-the-art press briefing room and meeting space. LPA/PIPOS produces Agency events as well as promotional materials and merchandise (banners, posters, pins, and pens, etc.).

101.3.1.9 Office of Civil Rights & Diversity (OCRD)

Effective date: 04/12/2010

The **Office of Civil Rights and Diversity (OCRD)** is the focal point within USAID for programs and activities in furthering USAID policy on diversity, inclusion, and respect for every employee. This Office encourages the innovation and creativity that diversity,

reflecting the rich composition of our nation, can bring to the USAID workplace. OCRD implements statutory and regulatory requirements relating to equal employment opportunity and fosters a fair and respectful work environment free of discrimination. OCRD proactively encourages USAID managers at all levels to support the principles of equity, fairness, and inclusion and to hold their subordinates to the same principles. It engages USAID Bureaus, Offices, overseas missions and employee affinity groups and collaborates with diversity programs of other agencies and organizations to help foster a climate of diversity, inclusion, and respect throughout the Agency. OCRD receives dedicated support for the performance of its functions from the Office of Human Resources and the Office of General Counsel.

OCRD is headed by a Director, who reports directly to the Administrator. The Director is the Agency's Chief Diversity Officer and Settlement Official and is also the Executive Secretary of the USAID Council on Diversity and Inclusion. The OCRD staff includes a Deputy Director and three teams: one for diversity management and outreach; one for dispute intake and resolution; and one for administrative support.

a. The **Diversity Management and Outreach Team** develops policy and program guidance in workforce barrier identification; encourages equity, fairness, and inclusion in the workforce; prepares mandated reports; and organizes programs and observances to promote diversity. It analyzes workforce data and identifies barriers to individuals in the recruitment, hiring, career development, promotion, and retention of employees and applicants for employment. It works with the Office of Human Resources to achieve a diverse and representative workforce, through measures to accommodate employees with disabilities. It actively supports USAID recruitment to increase employment and internship opportunities for women and minority groups in both the Civil and Foreign Service. It maintains an active program of diversity awareness and related communication within and outside the Agency, through EEO counselors, employee affinity groups, Web sites, and the USAID Council on Diversity and Inclusion (Diversity Council).

The team provides advice and guidance to the Council in pursuing a workforce diversity management program, and guides being responsive to the needs of diverse groups within the Agency. OCRD ensures a comprehensive communication strategy is in place that informs employees of new diversity initiatives, highlights advances made, and enhances/addresses employees understanding/concerns of the basis surrounding different employment categories.

b. The **Dispute Intake and Resolution Team** is responsible for the management of informal and formal resolution of workplace disputes, including full investigation of complaints through mediation under the Agency's Alternative Dispute Resolution Program, and equal employment opportunity (EEO) counseling. This responsibility includes monitoring, evaluating, and report

generation for formal and informal processes. The team focuses on the prompt, impartial, and constructive resolution of workplace conflicts, confrontations, and complaints without reprisal.

In EEO cases, the team assures a proactive approach to resolving cases at all stages of the process and ensures that cases not resolved make their way through the process in accordance with applicable timeframes. The team facilitates the informal resolution of disputes and makes recommendations to the OCRD Director for approval of informal resolutions of disputes (subject to determination by the Office of General Counsel and Office of Human Resources of the consistency of the proposed resolution with applicable law and policy). The team manages the selection and training of EEO counselors in the Agency and assures that the counselors are familiar with applicable policies and relevant procedures in order to carry out their responsibilities efficiently and effectively.

c. **Administrative Support Team** manages the OCRD budget, human resources, records, property, support services, office structure, and administrative processes, including advice and implementation actions on matters such as assignments, organization management, property management, administrative services contracts, space planning, travel, security, and maintenance of accurate and complete records of cases and transactions as well as administrative records and Office telephone and staff directories.

101.3.1.10 Office of the General Counsel (GC)

Effective date: 01/10/2000

The **Office of the General Counsel (GC)** provides legal advice, counsel, and services to the Agency and its officials and ensures that USAID programs are administered in accordance with legislative authorities. There are 12 subordinate organizational units.

a. The **Office of the General Counsel (GC)** serves as the Agency's chief legal officer. GC advises the Administrator on Agency-wide policy matters and advises on legal matters arising in the operation and administration of USAID programs, and on matters relating to legislation or proposed legislation affecting USAID. GC provides advice and guidance on congressional investigations and determines what legal courses of action are appropriate for the Agency. GC also maintains liaison with other government organizations to provide advice or assistance in interpreting or applying the legal authorities of the Agency and represents USAID in connection with legal matters affecting it.

b. The **Administrative Management Staff (GC/AMS)** reviews internal office operations and provides management, administrative, and logistic support to all elements of GC. GC/AMS manages the office's OE budget and FTEs and provides services for travel, space planning, administrative procurement, and reproduction and printing services. The Staff develops recruitment requirements, recommends selections, and represents GC in the personnel decision-making

process. GC/AMS administers the automation program and develops and maintains the GC law library.

c. The **Assistant General Counsel for Ethics and Administration (GC/EA)** manages all aspects of USAID's ethics program and provides the full range of legal services to the Agency in the areas of

- Personnel management;
- Equal opportunity;
- Freedom of information;
- Privacy;
- Other information management issues; and
- All aspects of administrative support.

GC/EA serves as primary USAID contact with the Federal Register.

d. The **Assistant General Counsel for Litigation and Enforcement (GC/LE)** represents USAID in contract dispute cases appealed to the Armed Services Board of Contract Appeals and also assists the Department of Justice in USAID contract dispute cases and personnel cases that reach U.S. courts. With respect to bid protest matters, GC/LE represents USAID before the Comptroller General of the United States and the General Services Board of Contract Appeals in cases which arise out of M/CIO procurements. GC/LE

- Provides legal advice on the enforcement of all Agency claims against non-governmental entities, except for those claims arising from housing guarantee transactions;

- Makes recommendations for referral of claims to the Department of Justice and assists in the civil litigation of such claims; and

- Participates in and defends USAID actions with respect to suspension and debarment matters.

In addition, GC/LE coordinates with the Department of Justice and Missions with respect to overseas adversarial proceedings initiated before foreign tribunals, and prepares or furnishes guidance and advice to USAID officials with respect to matters in litigation or potential litigation issues and the preparation of USAID decisions on bid protests.

e. The **Assistant General Counsel for Legislation and Policy (GC/LP)** drafts all proposals for foreign assistance legislation originating in USAID. GC/LP reviews and comments on legislation proposed by Members of Congress and other agencies, and obtains OMB approval on matters of Agency budget or policy, as necessary. GC/LP provides advice to LPA on matters relating to

legislation and legislative strategy; to M/CFO on fiscal and budgetary problems and matters pertaining to the implications of legislation on M/CFO operations for issues involving appropriations accounts, apportionment of funds, and transfers and allocations of funds between accounts and agencies; and to FA on activities relating to human rights.

f. The **Assistant General Counsel for Humanitarian Response (GC/BHR)** provides legal advice in the areas of Food for Peace, American Schools and Hospitals Abroad, and USAID's relationships with private voluntary organizations. GC/BHR also advises the Office of U.S. Foreign Disaster Assistance, the Global Bureau Center for Population, the Environmental Coordinator, and other Agency officials concerning environmental legislation and regulations.

g. The **Assistant General Counsel for Global Bureau (GC/G)** provides legal advice relating to the programs of the Global Bureau. GC/G provides legal interpretation of and assists in negotiating, drafting, and reviewing program and project implementation documents, including authorizations, agreements, and contracts. GC/G reviews Bureau activities with respect to U.S. legislation; U.S., international, and foreign law issues; and applicable USAID policies and prepares legal opinions on questions arising from reviews. GC/G

- Reviews Bureau working relationships with other U.S. Government agencies and international organizations involved in international economic relations;

- Recommends or advises on new legislation, Executive Orders, and regulations;

- Provides legal advice on matters of agriculture, health, nutrition, education, rural development, urban development administration, and international training; and

- Advises the Board for International Food and Agricultural Development (BIFAD).

h. The **Assistant General Counsel for Contract and Commodity Management (GC/CCM)** provides legal advice to the Agency Procurement Executive, M/OAA, and other interested offices on all aspects of procurement of services, contracting, grant activities, commodity procurement, transportation, and maritime affairs. GC/CCM

- Provides legal advice on matters involving application of Federal laws and regulations to USAID-financed contractors and grantees in such areas as equal employment opportunity and wage and price controls;

- Consults with GC/LE and M/OAA/POL concerning recommendations to the Procurement Executive for suspending or debarring suppliers, contractors, and grantees; and

- Provides legal advice on claims arising from commodity-related transactions on transportation issues associated with **Pub.L. 480**; on excess property; and on "Cargo Preference," "Fly America," and similar legislation affecting commodity import programs.

i. The **Assistant General Counsels for Africa (GC/AFR), Asia/Middle East (GC/ASIA/ME), Europe and Eurasia (GC/E&E), and Latin America and the Caribbean (GC/LAC)** advise principal officers of the geographic Bureaus regarding the programs carried out by their respective Bureaus. These Assistant General Counsels

- Assist in negotiating bilateral and multi-lateral agreements;

- Assist in preparing implementation documents; and

- Provide legal interpretation of such documents.

The Assistant General Counsels review Bureau activities with respect to U.S. legislation; U.S., international, and foreign law issues; applicable USAID policies; and GAO and other audit reports; and prepare legal opinions on questions arising from reviews. The Assistant General Counsels review working relationships with other U.S. Government agencies and international institutions and prepare or advise on agreements reflecting those relationships. They render opinions and provide advice on a broad variety of agreements and questions under **Pub.L. 480** programs and USAID-related military assistance and recommend or advise on new legislation, Executive Orders, and regulations. The Assistant General Counsels also advise on the legal implications of self-help, reform measures, and human rights positions undertaken by aid-recipient countries.

101.3.1.11 Office of the Inspector General (OIG)

Effective date: 02/03/2006

The Office of the Inspector General (OIG) reviews the integrity of operations for USAID, the Millennium Challenge Corporation (MCC), the African Development Foundation (ADF), and the Inter-American Foundation (IAF) through audits, investigations, and inspections. OIG conducts and supervises audits and investigations of these organizations' programs and operations, and recommends policies designed to promote economy, efficiency, and effectiveness and to prevent and detect fraud and abuse. The Office is semiautonomous, with its own budget and personnel authorities. OIG provides

a means for keeping the head of the respective organization and Congress fully and currently informed about problems and deficiencies relating to the administration of the organization's activities and the necessity for and progress of corrective action. The Office also includes the legal staff that provides independent legal counsel and services to the Inspector General, Deputy Inspector General, and all Offices within the OIG. The Office has four Assistant Inspectors General, for Audit, the Millennium Challenge Corporation, Investigations, and Management.

a. The **Assistant Inspector General for Audit (OIG/AIG/A)** provides leadership and coordinates all audit activities and operations in Washington and overseas for USAID, ADF, and IAF. AIG/A recommends policies or activities designed to promote economy and efficiency, and to prevent and detect fraud and abuse in the client organizations' programs and operations.

Washington Audit Offices

(1) The Headquarters Liaison and Coordination Division (OIG/A/HL&C) is a staff organization that ensures the OIG's implementation of, and compliance with, professional auditing standards and procedures. OIG/A/HL&C

- Develops and coordinates all OIG operational oversight activities to ensure the proper implementation of the OIG's internal quality control system,
- Develops or coordinates the development of all OIG audit policies and procedures,
- Develops and distributes the audit portion of the OIG's Integrated Annual Plan by coordinating input received from all OIG line audit offices, and
- Serves as liaison between USAID/Washington and OIG overseas audit offices in monitoring and expediting the process for reaching acceptable audit recommendation management decisions.

OIG/A/HL&C reviews draft performance and financial audit reports prepared by all OIG line audit offices. The Division also coordinates the preparation of the Inspector General's Semiannual Report to the Congress.

(2) The **Performance Audits Division (OIG/A/PA)** is a line office that develops and implements the OIG's performance audit program to ensure adequate audit coverage of USAID, ADF, and IAF systems,

programs, projects, and other activities worldwide. OIG/A/PA ensures the implementation of, and compliance with, professional auditing standards and procedures and implements the OIG's internal quality control system in all OIG/A/PA operations. OIG/A/PA

- Provides suggested changes to OIG audit policy and procedures related to its operations to OIG/A/HL&C;
- Provides OIG/A/HL&C with the OIG/A/PA's input to the OIG annual audit plan;
- Issues timely, quality audit reports to client organizations' managements; and
- Monitors and expedites the processes for reaching acceptable audit recommendation management decisions for OIG/A/PA audits.

(3) The **Financial Audits Division (OIG/A/FA)** is a line office that develops and implements the OIG's financial audit program to ensure adequate audit coverage of USAID, ADF, and IAF, and the entities these organizations use to implement their assistance programs. OIG/A/FA ensures the implementation of, and compliance with, professional auditing standards and procedures. The Division

- Implements the OIG's internal quality control system in all OIG/A/FA operations;
- Provides suggested changes to OIG audit policy and procedures related to its operations to OIG/A/HL&C; and
- Provides OIG/A/HL&C with the OIG/A/FA's input to the OIG annual audit plan.

This Division performs annual consolidated financial statement audits as required by the **Government Management Reform Act of 1994** for USAID, ADF, and IAF. The Division issues timely, quality audit reports to the respective organization's management; monitors and expedites the processes for reaching acceptable audit recommendation management decisions for OIG/A/FA audits; and ensures the quality of audits of U.S.-based for-profit contractors performed by the Defense Contract Audit Agency and of audits of U.S.-based non-profit organizations performed by public accounting firms under the requirements of **OMB Circular A-133**. OIG/A/FA

- Performs special follow-up audits of grant recipients or sub-recipients;

- Reviews and evaluates the policies, processes, and operations of USAID's Office of Acquisitions and Assistance, which arranges for contract audits for USAID;

- Selectively performs cost-incurred or other special-purpose audits of contractors; and

- Develops and implements a system for monitoring the quality of all audits of USAID contractors and grantees that are performed by external audit organizations.

(4) The **Information Technology & Special Audits Division (OIG/A/IT&SA)** is a line office that defines and performs audits and analyses of USAID's management accountability and control system (FMFIA process); information technology issues (Clinger-Cohen and Computer Security Acts); and special audits that respond quickly to requests for analyses or allegations of mismanagement. OIG/A/IT&SA

- Implements the OIG's internal quality control system in all OIG/A/IT&SA operations;

- Provides suggested changes to OIG audit policy and procedures related to its operations to OIG/A/HL&C; and

- Provides OIG/A/HL&C with OIG/A/IT&SA's input to the OIG annual audit plan.

This Division also issues timely, independent, and objective analyses (audit and memorandum reports) to client organization management, and monitors and expedites the processes for reaching acceptable audit recommendation management decisions for OIG/A/IT&SA audits.

Overseas Audit Offices

The Overseas Audit Offices develop and implement the OIG's regional performance and financial audit programs to ensure adequate audit coverage of USAID's systems, programs, and projects, and of USAID's contractors and grantees, and assist, as requested, in worldwide audit efforts. The Offices ensure the implementation of, and compliance with, professional auditing standards and procedures. The Offices

- Implement the OIG's internal quality control system in all regional office operations,

- Provide suggested changes in the OIG Overseas Offices' policies and procedures to OIG/A/HL&C, and

- Provide OIG/A/HL&C with the regional office's input to the OIG annual audit plan.

The Offices submit timely, quality audit reports to USAID management on the results of audits and make recommendations to strengthen and increase the efficiency and effectiveness of Agency programs and systems, keeping Agency officials fully informed of fraud, waste, and abuse affecting the administration of programs and operations detected during the course of audits. In addition, these Offices monitor and expedite the processes for reaching acceptable audit recommendation management decisions for their audits, and develop and implement a quality assurance program for financial audits of USAID awards to non-U.S. recipient organizations. Finally, the Offices

- Manage all the technical and administrative operations of a regional office;

- Provide appropriate support to USAID Missions and U.S. embassies in maintaining the OIG's presence overseas; and

- Serve as the OIG's regional liaison with USAID management, the Department of State, foreign government officials, private and public accounting firms, and Supreme Audit Institutions.

b. The **Assistant Inspector General for Investigations (OIG/AIG/I)** reports to the Inspector General (IG) and the Deputy Inspector General (DIG). In addition, the AIG/I reports to and coordinates with the Attorney General on all matters involving the investigation and prosecution of suspected violations of Federal criminal law. The AIG/I

- Supervises the performance of investigative activities relating to the programs and operations of USAID, ADF, IAF, and MCC;

- Is the advisor to – and serves as the representative of – the IG on all investigative matters;

- Represents the IG in conferences with officials from the Department of Justice, other Federal agencies, and other groups with respect to investigative matters covered by the **IG Act of 1978**. and

- Coordinates with state, local, and host government authorities on all matters involving the investigation and prosecution of suspected violations of state, local, or host government law.

There are three Divisions within this office.

(1) The **Africa/Near East Division (OIG/I/AFR-NE)** manages the investigative program for its assigned geographic regions, to include reactive and proactive investigative efforts to detect and prevent fraud, waste, and abuse in the programs and operations of USAID, ADF, IAF, and MCC. In executing its responsibilities, the AFR-NE Division assigns, directs, reviews, schedules, and supervises difficult and complex criminal investigations of alleged violations of Title 18 of the United States Code. In addition, this Division

- Maintains liaison with USAID Missions, U.S. embassies, and host-government counterpart investigative and judicial agencies throughout the respective geographic regions on matters pertaining to investigative programs;

- Coordinates investigative and prosecutorial activities with Federal, state, and local agencies as well as host-country investigative and prosecutorial authorities;

- Prepares and disseminates detailed reports of findings relative to criminal, civil, or administrative proceedings; and

- Provides input for the OIG Annual and Strategic Plans and investigative policy and procedure.

(2) The **Latin America & the Caribbean-Europe & Eurasia-Asia Division (OIG/I/LAC-E&E-A)** manages the investigative program for its assigned geographic regions, to include reactive and proactive investigative efforts to detect and prevent fraud, waste, and abuse in the programs and operations of USAID, ADF, IAF, and MCC. In executing its responsibilities, the LAC-E&E-A Division assigns, directs, reviews, schedules, and supervises difficult and complex criminal investigations of alleged violations of Title 18 of the United States Code. In addition, this Division

- Maintains liaison with USAID Missions, U.S. embassies, and host-government counterpart investigative and judicial agencies throughout the respective geographic regions on matters pertaining to investigative programs;

- Coordinates investigative and prosecutorial activities with Federal, state, and local agencies as well as host-country investigative and prosecutorial authorities;

- Prepares and disseminates detailed reports of findings relative to criminal, civil, or administrative proceedings; and

- Provides input for the OIG Annual and Strategic Plans and investigative policy and procedure.

c. The **Assistant Inspector General for Millennium Challenge Corporation (OIG/AIG/MCC)** provides leadership and coordinates audit and investigative activities for the Millennium Challenge Corporation. The AIG/MCC coordinates with the AIG/I for investigative support and with the AIG/A for supplementary audit support as needed. AIG/MCC recommends policies or activities designed to promote economy and efficiency, and to prevent and detect fraud and abuse in the Corporation's programs and operations. There are two Divisions within AIG/MCC.

(1) The **Performance Audits Division (OIG/MCC/PA)** develops and implements the OIG's performance audit program for the Corporation to ensure adequate audit coverage of the Corporation's systems, programs, projects, and other activities worldwide. OIG/MCC/PA ensures the implementation of, and compliance with, professional auditing standards and procedures and implements the OIG's internal quality control system in all OIG/MCC/PA operations. OIG/MCC/PA

- Develops OIG audit policy and procedures for its operations;

- Develops an annual audit plan for the Division for submission to the AIG/MCC;

- Issues timely, quality audit reports to the Corporation's management and Board of Directors; and

- Monitors and expedites the processes for reaching acceptable audit recommendation management decisions for its audits.

(2) The **Financial Audits Division (OIG/MCC/FA)** develops and implements the OIG's financial audit program for the Corporation to ensure adequate audit coverage of the Corporation and its U.S. and foreign implementing entities. OIG/MCC/FA

- Ensures the implementation of, and compliance with, professional auditing standards and procedures;
- Implements the OIG's internal quality control system in all OIG/MCC/FA operations;
- Develops OIG audit policy and procedures for its operations; and
- Develops an annual audit plan for the Division for submission to the AIG/MCC.

The Division performs the annual audit of the Corporation's consolidated financial statements as required by the **Chief Financial Officer's Act of 1990** and the **Government Management Reform Act of 1994**. The Division issues timely, quality audit reports to the Corporation's management and Board of Directors; monitors and expedites the processes for reaching acceptable audit recommendation management decisions for its audits; and implements a system for monitoring the quality of all audits of the Corporation's contractors and grantees that are performed by external audit organizations.

d. The **Assistant Inspector General for Management (OIG/AIG/M)** provides administrative services and support for all audit and investigative activities and operations in Washington and overseas. AIG/M oversees the administration of programs and formulation of plans, policies, standards, and procedures in the areas of

- Human resources management,
- Information management,
- Financial management,
- Acquisition and procurement,
- Publications and records management,
- Administrative support, and
- Property management

within the OIG. There are three Divisions in this office.

(1) The **Human Capital Division (OIG/M/HC)** oversees the development and implementation of all OIG personnel policies and procedures, including classification, recruitment, benefits, Civil Service merit promotion, Foreign Service tenuring and promotion, training, disciplinary actions, grievances (both Civil Service and Foreign Service), and

retirement processing, for Civil Service, Foreign Service, and law enforcement.

(2) The **Financial Resources Division (OIG/M/FR)** oversees the formulation of the OIG annual budget, the budget submission and justification, budget execution, and budget status reporting. OIG/M/FR ensures the compilation of financial data to enable performance measurement and management decision making. It also oversees the OIG contracting and procurement functions.

(3) The **Information Management Division (OIG/M/IM)** is responsible for the development, implementation, and management of all OIG information technology network activities that support mail, Web, and data, including

- OIG LAN server configuration,
- Administration,
- Internet connections and interfaces,
- Network security auditing,
- Application support, and
- Remote access to the network.

The Division provides standards, guidelines, and technical expertise on LAN issues to OIG Washington and its six regional offices. The Division is also responsible for IT security policy and procedures, disaster recovery and COOP availability, and risk and vulnerability assessment planning. OIG/M/IM is responsible for the design and development of future plans and budgets for matters related to information technology projects. It provides state-of-the-art information technology (IT) applications systems solutions that enhance the business functions of the OIG. This support encompasses enterprise applications software implementation, Web administration and maintenance, business requirements definition, and IT consulting services. OIG/M/IM delivers enterprise systems in compliance with the Federal Enterprise Architecture (FEA) while ensuring alignment with the OIG strategic goals and objectives.

101.3.1.12 Office of Small and Disadvantaged Business Utilization/Minority Resource Center (OSDBU/MRC)

Effective date: 01/10/2000

The **Office of Small and Disadvantaged Business Utilization/Minority Resource Center (OSDBU/MRC)** oversees the formulation, implementation, and administration of Agency programs and activities relating to the participation and utilization of U.S. small and disadvantaged enterprises in USAID-financed development assistance activities

and programs. OSDBU/MRC enhances the use of small and disadvantaged enterprises in USAID programs and activities. The Office provides professional leadership and substantive advice to ensure that Agency use of these enterprises is accomplished effectively and complies with legislative provisions.

The OSDBU formulates USAID policies and develops systematic procedures designed to encourage the effective participation of U.S. small and disadvantaged enterprises in USAID-financed development assistance activities and programs. The OSDBU

- Serves as the central point of contact and coordination for oral and written queries from businesses and institutions,
- Advises and counsels U.S. small and disadvantaged enterprises on those areas related to establishing and/or expanding their participation in USAID-financed development assistance activities and programs,
- Guides the Agency's approach to more effectively integrate U.S. small and disadvantaged enterprises into programming and procurement systems, and
- Assists in the early identification of alternative methods of designing projects that will help create increased opportunities for the involvement of these enterprises.

The OSDBU also administers the programs of the Minority Resource Center (MRC) to establish, maintain, and disseminate information to and for U.S. small disadvantaged enterprises regarding opportunities in USAID-financed development assistance programs. The MRC

- Designs formal and informal systems to encourage, promote and assist U.S. small and disadvantaged enterprises to participate in USAID programs;
- Conducts market research, planning, economic, and business analyses and feasibility studies to identify business opportunities; and
- Enters into such contracts, cooperation agreements, or other transactions as may be necessary in the conduct of its function under **Section 123 of Public Law 95-53**.

The MRC also oversees the administration of the Women's Business Program in accordance with **Executive Order 12138** and related initiatives; and designs and maintains automated statistical and other reporting systems including the subcontracting monitoring system (PL 100-656), the Agency Consultant Registry Information System (ACRIS), and the Procurement Information Access System (PIAS).

101.3.1.13 Bureau for Policy, Planning, and Learning (PPL)

Effective date: 06/07/2010

The **Bureau for Policy, Planning and Learning (PPL)** directs the Agency's policy planning and shapes the Agency's overall strategic development and performance. The Bureau promotes and provides a culture of policy, program planning, innovation, knowledge management, donor engagement guidance, and support for the Agency. The Bureau has the following objectives:

- Lead in the achievement of development impacts for maximum effectiveness;
- Plan strategically for informed policy and programmatic decisions;
- Be accountable for results to the American people and our development partners;
- Share analysis, evaluation, and research for better policy decisions and continuous corporate learning;
- Engage key stakeholders to enhance innovation, leverage resources and magnify results.

The Bureau is divided into the following organizational units:

a. The **Office of the Assistant to the Administrator (AA/PPL)** serves as the principal advisor to the Agency and the Administrator on directing and implementing Agency reforms and programs essential to the Agency's mission. The Office is responsible for ensuring policy coherence internally and externally and aligning policy and strategic planning with resource allocations. AA/PPL advises on matters relating to development issues and approaches, program planning, evaluation and performance monitoring, as well as matters related to the promotion and utilization of science and technology, and improving the effectiveness of donor engagement. The Office represents the Agency in high-level inter-agency and external settings and establishes the Agency as a learning organization.

AA/PPL houses an Assistant to the Administrator and two Deputy Assistant Administrators whose primary responsibilities include maintaining strong linkages among the PPL offices and between PPL and other organizational units—internal as well as external partners. AA/PPL also houses the administrative team, which provides advice and assistance to the AA/PPL and the Bureau, on administrative and management support services. The team works with senior management in the areas of, but not limited to, human resource development, workforce

planning, operating expense budget, space planning, travel, organization, and performance management. The administrative team also ensures Bureau compliance with appropriate statutes, policies, and procedures.

b. The **Office of Policy Planning (PPL/P)** leads the Agency in a collaborative process of formulating and implementing development policies to guide programming decisions; to inform external audiences about Agency direction; ensure through interagency partnerships that development perspectives are actively considered in foreign and national security policy formulation; and reinvigorate USAID's leadership within the development community. Within USAID, it is expected that the office will work closely with the Agency Budget Office and other Bureaus. The Office will:

- Lead the definition of the Agency's annual policy agenda and policy priorities, and clear all policy design and implementation recommendations for Administrator approval;

- Lead or support Agency staff through the formulation, communication, and up-take of Agency policies on important functional, geographic, and cross-cutting program issues, including an important emphasis on aid effectiveness;

- Lead or co-lead high-level interagency initiatives, ensuring that Agency development policies inform high-level, interagency strategy or policy processes (e.g., QDDR, Joint Strategic Plan, PSD-7 efforts);

- Through the Bureau's AA, represent the Administrator in internal and external discussion regarding USG development policy;

- Support the Office of Strategic and Program Planning by ensuring Agency policy priorities are reflected in annual Agency strategic planning guidance and strategy reviews;

- Produce and share cutting-edge policy analysis and idea generation (white papers, policy publications, etc.) with think tanks, USG partners, other donors, etc.; and

- Draft building blocks for the Administrator's policy speeches and testimonies.

c. The **Office of Strategic and Program Planning (PPL/SPP)** will develop and maintain cogent planning processes that align policy and programs, support country-led priorities, demonstrate impacts, and incorporate lessons learned. PPL/SPP will work closely with USAID bureaus and offices and the State

Department to develop and implement strategic and program planning processes at agency, country, and functional levels. At each of these levels, PPL/SPP will ensure that plans are realistic, are informed by the best development expertise, and highlight how the Agency intends to improve our ability to track performance and achieve outcomes. The Office will:

- Establish planning guidance to analytical frameworks that: (a) outline policy, program, and management priorities; (b) balance the need to be directive with encouraging country-led solutions; (c) facilitate sectoral analysis; and (d) include evaluation principles, criteria, and tools that focus on measuring outcomes and advance methods for capturing and disseminating lessons learned.

- Lead implementation of interagency-level planning processes following policy guidance established by the Office of Policy Development. Examples include the Presidential Study Directive on Development (PSD) and the Quadrennial Diplomacy and Development Review (QDDR). SPP will ensure that the policy decisions are implemented through the planning processes.

- Develop guidance for multi-year whole-of-government Country Development Cooperation Strategies that demonstrate how assistance and other non-aid tools can achieve transformational results. SPP will work with other Bureau offices and the Office of Budget and Resource Management to analyze submitted strategies, and lead the Bureau's participation in the official country strategy reviews organized by the relevant regional bureaus.

- Lead formulation of strategic plans targeting selected crosscutting priorities such as youth/urbanization, counterinsurgency, and aid effectiveness, and support dedicated agency teams with other technical leadership developing plans in areas such as Food Security, Global Health, Climate Change, and Education.

- Serve as the "backstop home" for the Agency's Foreign Service and Foreign Service National Program and Project Development Officers (backstops 02 and 94 respectively).

d. The **Office of Learning, Evaluation and Research (PPL/LER)** will assume leadership responsibility for USAID efforts and will promote learning through evaluation, performance monitoring, knowledge management, and research. Bringing these elements together will advance the following objectives: designing interventions with learning in mind; highlighting evaluation as a means for contributing to the overall knowledge base of the Agency as well as for fulfilling the Agency's responsibility to be accountable; ensuring that knowledge

derived from evaluations and other sources, both internal and external, is utilized to inform policy formulation and undergird policy and program decisions at all levels; and committing to sharing Agency knowledge products widely outside of the Agency. While PPL/LER will play a crucial role as a catalyst, other Agency units in Washington Bureaus and overseas Missions, are equally essential to transforming Agency culture and expanding the development knowledge base. PPL/LER will work closely with other offices in PPL, putting into practice the concept of the Bureau itself being a learning organization. The Office will:

- Develop policies, practices, and processes to ensure that USAID promotes learning within the Agency and deepens technical expertise;

- Establish and update periodically a prioritized agenda for evaluation, knowledge management and research, supportive of the Agency's policy agenda, and undertake relevant projects to address priorities;

- Strengthen Agency capacities for evaluation, knowledge management, and research;

- Create and/or strengthen systems that make timely and relevant evidence on program effectiveness available to decision-makers at all levels in the Agency;

- Develop a framework for performance measurement, taking into consideration field-level realities as well as accountability requirements; and

- Develop and implement a process for setting research priorities and evaluating the value of research investments, and develop necessary policies regarding research, including, for example: issues of public access to data, open access publication, conflict of interest, and human subjects' protection.

e. The **Office of Science and Technology (PPL/ST)** is USAID's catalyst for looking forward and outward to identify future development challenges and leverage emerging science and technology to address those challenges. The trends, expertise, and inventive products that PPL/ST identifies will be key inputs into policy planning, country strategy development, learning, and engagement with the donor community and other partners. The products and processes that PPL/ST incubates will inform – and be informed by – policy priorities, evaluation findings, and internal learning. The Office will:

- Monitor and identify long-term trends for effective development and prepare for challenges and opportunities today and in the future. PPL/ST will become the agency hub for monitoring such long-term

trends; synthesizing existing forecasting efforts with the Global Information System (GIS) and other tools, commissioning others, and ensuring that policy planning and country strategies take trends fully into account.

- Engage scientific and technological communities. PPL/ST will ensure that the Agency is an active, knowledgeable, and respected participant in global discussions of the S&T requirements for development. PPL/ST also will survey new research and new products for their development potential, and where potential exists, disseminate that potential to appropriate communities both inside and outside USAID.

- Enhance USAID's capacity and development effectiveness through improved use of science, technology, and innovation. PPL/ST will strengthen USAID's technical excellence by promoting career development of direct hire staff and supplementing those staff with shorter-term scientific expertise through fellowship and other programs.

- Promote innovation for development. PPL/ST will explore and develop cutting edge research ideas, those that may have both a high risk of failure and a high potential for social impact. PPL/ST will identify areas where USAID's development mission and the opportunities to leverage science, technology, and innovation are great; experiment with competitions to develop novel solutions to pervasive challenges in development; incubate particularly promising products or approaches through pilot-testing or joint ventures; and champion the values of innovation and creativity within USAID, creating a corporate culture and establishing performance incentives that reward staff research, creativity and technical excellence.

f. The **Office of Donor Engagement (PPL/DE)** has the following goals: advance the US Government's development policy agenda within the donor community; influence other donor policies or actions in specific areas of interest to the US; and gain and share knowledge with other donors about development approaches, practices and experiences. By including PPL/DE within the same organizational structure that houses policy, planning, evaluation, and science and technology, the Agency is well placed to build and develop mutually beneficial, robust donor relationships. The Office will

- Identify opportunities for the Agency to engage with bilateral and multilateral donors to advance specific policy goals;

- Lead co-lead, or coordinate Agency collaborations with other donors on issues that require USAID/Washington attention;

- Manage the Development Counselors and similar positions overseas and in the US, utilizing them to work with bilateral donors or multilateral organizations to represent the Agency, to identify areas of mutual interest, and to facilitate policy and operational coordination between USAID and other donors;

- Lead the Agency in discussions and negotiations regarding aid effectiveness and other major Administration development initiatives; and

- Coordinate USG policy engagement in reviewing and revising the Millennium Development Goals.

101.3.1.14 Office of Budget and Resource Management (BRM)

Effective date: 09/08/2010

The **Office of Budget and Resource Management (BRM/OD)** is responsible for strengthening USAID's resource planning processes and budget capabilities that prioritize investments and are informed by policy priorities and anticipated impacts. BRM will support the Administrator, in close coordination with the State Department, to recommend program budgets and resource allocations. Specifically, BRM objectives will be to:

- Establish resource planning parameters, frameworks, and guidance to inform long-term and annual planning at the country, regional, and functional initiative level;

- Recommend an annual development budget based on reviews of plans and bureau recommendations;

- Recommend an allocation of program resources, and help ensure that program funds are allotted and reprogrammed quickly for implementation; and

- Ensure linkage between program and operating expenses.

101.3.1.15 Office of Afghanistan & Pakistan Affairs (OAPA)

Effective date: 08/09/2010

The **Office of Afghanistan and Pakistan Affairs (OAPA)** reports directly to the Administrator, and directs and supervises the activities of the Office and its overseas organizations--USAID Afghanistan and USAID Pakistan. The Office formulates, approves, and authorizes U.S. development assistance programs and projects; and approves and directs the allocation of resources among the Office and Missions.

Specifically, the Office is established to optimize USAID assistance to the USG reconstruction and development effort in Afghanistan and Pakistan. The Office will accomplish its objective by:

- Conducting analyses of, preparing strategies related to, and providing recommendations for enhanced U.S. reconstruction and development activities;

- Representing the Agency in the interagency process, with Congress, and to external constituencies;

- Ensuring maximum coordination within USAID in support of USG objectives;

- Supporting the USAID Missions to Afghanistan and Pakistan, and clearing impediments to the successful accomplishment of their work; and

- Building Agency capacity to carry out the above functions over the longer term. Through this work, the Office will support both Afghanistan and Pakistan programs individually, and promote the development of complementary programs between the two countries, where feasible.

The Office implements Afghanistan and Pakistan programs and projects; monitors performance under loan and grant agreements, contracts, and other operating agreements; and, takes or recommends required remedial action. The Director serves as the USAID representative on joint commissions, subcommittees, and working groups involved in the Asia region as they relate to Afghanistan and Pakistan.

The Office of Afghanistan and Pakistan Affairs is composed of six subordinate divisions with distinctive functions. They are:

a. The **Office of the Director (OAPA/OD)** houses the Director for Afghanistan/Pakistan Affairs. This Office is home to the principal advisors for Afghanistan and Pakistan Affairs as well as executive-level positions. The Office is the focal point for conducting analysis, representing the agency with the Department of State's Office of the Senior Representative for Afghanistan and Pakistan, State's Afghanistan and Pakistan Desks, the National Security Council (NSC) and CENTCOM, ensuring maximum coordination, and building the Agency's capacity for Afghanistan and Pakistan Affairs.

b. The **Administrative Management Support Division (OAPA/AMS)** is responsible for a full range of administrative management functions, and ensures that all management and administrative support services for the Office are in place, maintained, and sustained. The Division is responsible for providing

personnel and administrative counsel, direction and expert advice to the Director, D/Directors, Office's senior managers, and staff of both the Task Force as well to all staff of the USAID's Afghanistan and Pakistan missions. In addition, the Division makes appropriate recommendations to the Office's Senior Management Team, and to the senior Management Team of the Afghanistan and Pakistan missions, of the allocation of available management resources (i.e. personnel) for the headquarters Office of Afghanistan and Pakistan Affairs and its overseas missions in Afghanistan and Pakistan, ensuring compliance with appropriate statutes, policies, and procedures.

It ensures that programs are in compliance with the provisions of the Foreign Operations Appropriations Act, Foreign Service Act, Congressional Directives, and Presidential Initiatives. The Division also maintains the Office's operating budget for the USDH and Other Direct Costs budget under the Agency's Manage-to-Budget Compensation Tracking System. Together with the Bureau for Management, the Office of Management and Budget, and other related organizations, participates in the Office's formulation of annual reports, Congressional Notification preparation and submission process, and other budget/resource request exercises and reports, providing technical guidance and assistance administrative/budgetary matters as they relate to OE and personnel/human resources.

The Division takes the lead in, and represents the Office and the Agency at various fora and meetings with other organizations throughout the Agency, and within the Department of State, the White House and other USG and non-USG organizations, the areas of, but not limited to, human resources, space/logistics management, human resources management, security, and overseas buildings management.

The Division's principal counterparts in the field are the Missions' Senior Management, Executive Office staff, and respective staff in the regional platform offices in USAID/Cairo and RDMA in Bangkok.

c. The **Strategic Planning, Monitoring and Evaluation Division (OAPA/SPME)** serves as the principal point of contact with other U.S. Government agencies, international donors, and multilateral organizations on foreign assistance strategy, budget and planning issues. The Division provides leadership, guidance, and advice to the Office on overall development planning, program and budget requirements, policy formulation, broad management implications, and implementation strategies. OAPA/SPME works in tandem with State/F, the Department of State Regional Bureaus, ASIA Bureau geographic offices and other U.S. Government agencies, international donors and multilateral organizations to build, justify, and implement integrated foreign assistance strategies, budgets, and planning issues based on regional and country expertise and analysis.

The Division

- Develops and manages the Office's program and overall operating expense budget allocation process;

- Provides advice on economic trends, policy concerns, and program effectiveness issues; and

- Ensures consistency of programs with Agency and Bureau policies, strategies, and priorities.

Working with the Bureau for Management, the Office of Management and Budget and other related organizations, the Division takes the lead on the Office's formulation of annual reports, Congressional Notification preparation and submission process, and other budget/resource request exercises and reports, providing technical guidance and assistance administrative/budgetary matters for both OE and Program resources. OAPA/SPME is also responsible for management oversight of the design, review, approval, implementation, and central administration of all appropriate bilateral and regional activities.

OAPA/SPME coordinates and participates in the review of Operational Plans to determine whether foreign assistance resources are best allocated to achieve the goal of transformational diplomacy. As part of the Operational Plan review, together with the Division's performance and monitoring and evaluation role, OAPA/SPME coordinates and evaluates operating unit performance as part of the Office performance monitoring and evaluation role. In addition, OAPA/SPME is the Office's principal point of contact in, and serves all operating units by, conducting outreach efforts for both the Office and its Missions in Afghanistan and Pakistan, including outreach to donors on development strategy and engaging with the inter-agency groups across the USG on counter-terrorism and stabilization issues.

The Division also provides leadership and assistance to its respective Missions in developing strategies, activity evaluations, and performance management systems, as well as in analyzing country, regional, sector, and activity-level impact of proposed strategies and development assistance activities. The Division's principal counterparts in supporting the field are the Missions' program/strategy staff, and respective staff in the regional platform offices in USAID/Cairo, and RDMA in Bangkok.

(1) The **Strategy and Monitoring Team (OAPA/SPME/SM)** develops policy guidance for the region; adapts Agency policies as they relate to specific programs; provides strategic planning and analysis support to the Office and the missions supported by the Office; and advises and

supports Missions in the preparation of country and program strategies and associated monitoring and implementation arrangements. In coordination with the Budget Team, M&E leads the development of the annual report and the Office's Program Budget Submission (BPBS) exercises. In coordination with the Office's geographic and technical divisions, the team:

- Identifies and implements regional programs, including the Program Development and Learning (PD&L) budget;
- Provides procurement planning for the Washington-based program funds;
- Provides knowledge management design and support services while assisting the Office in addressing its current and future knowledge management needs;
- Provides full range of country-specific economic analysis support to the Office and its missions; and
- Analyzes performance benchmarks including those mandated by the NSC, OMB, DOS and others, as appropriate, to ensure compliance and success in meeting them.

(2) The **Budget Team (OAPA/SPME/B)** manages the overall Operating Expense (OE) and Program Budget for Afghanistan and Pakistan; consolidates data to meet Agency legislative requests to prepare the overall Afghanistan/Pakistan budget submission; coordinates the planning, execution, management, and tracking of the program budgets and PD&L budget; prepares reclamas for the Department of State and Office of Management and Budget (OMB); and manages the Congressional Notification preparation and submission process. The team also:

- Provides technical guidance and assistance on budget related matters;
- Monitors and tracks compliance with Congressional interests;
- Coordinates among GAO, IG, SIGAR activities specific to Afghanistan and Pakistan audits;

- Coordinates preparation of budget material for Congressional hearings, briefings and Qs&As;

- Prepares responses to legislative requirements; and

- Prepares for and participates in briefings for Capitol Hill staff.

(3) The **Legislative and Outreach Team (OAPA/SPME/LO)** serves as the Office's principal point of contact on all matters relating to legislative, outreach and knowledge management support. In supporting the Office's interagency collaboration and awareness, the Team:

- Provides the Office and its missions with the necessary systems and tools to connect them and their work teams with the knowledge, information, ideas, lessons from experience staff, and institutional expertise to accomplish USAID objectives and more effectively impact U.S. foreign assistance. This includes establishing content management policies and toolsets (including content management systems, collaboration tools, and search engine tools); ensuring and updating procedures, guidance, and standards; and managing and maintaining institutional knowledge repositories (libraries, data, reference information, economic and demographic data, analytical support resources, and archives).

- Conducts and backstops all outreach efforts of the Afghanistan and Pakistan missions and the Office, while engaging with the Hill, the Department of State, NSC, other internal and external governmental and non-governmental entities, providing legislative guidance and expertise, and public outreach of U.S. audiences.

- Coordinates testimony, PowerPoints, and other preparation for Congressional hearings, briefings and Q&As; prepares responses to legislative requirements; tracks and prepares reports on the status of compliance with legislation and congressional directives; and participates in briefings for Hill staff and members.

d. The **Technical Support Division (OAPA/TS)** supports the regional platforms and field missions with technical staff focused on the unique

transformational development issues confronting the Afghanistan and Pakistan regions. For these regions, the division

- Produces technical analyses,
- Develops strategies and sectoral policy guidance,
- Designs programs, monitors, and evaluates country progress, and
- Reaches out to the agency, interagency, and to the public on technical issues.

The division encompasses the health, education, democracy/governance, economic growth, agriculture and environment, conflict management, humanitarian, and civilian-military and security sectors, infrastructure and energy and others that may be added based on need.

The Division is the principal point of contact with other U.S. Government agencies, international donors, and bilateral and multilateral organizations on strategic technical priorities and concerns. Within the U.S. Government, at the direction of the Office leadership, the division engages with other U.S. Government functional or technically-focused agencies and offices, including the State Department's Democracy, Human Rights and Labor (DRL), Economics Bureau (EB), International Narcotics and Law Enforcement (INL), functional teams in the Director of Foreign Assistance (F), coordinating offices for technical issues such as HIV/AIDS, reconstruction and stabilization, and counter-terrorism, and the Departments of Commerce, Justice, Treasury, Defense, and the National Security Council on interagency sectoral initiatives.

Within USAID, the Division sits on sectoral councils and is the principal point of contact on technical issues related to the region's foreign assistance planning and program implementation with technical bureaus (Health; Democracy, Conflict, and Humanitarian Assistance; Economic Growth, Agriculture; and Trade). The Division provides donor coordination support of all in-country technical issues. The technical staff of this Division also engages closely with of the Secretary of State's Special Representative for Afghanistan and Pakistan and the U.S. Departments of Agriculture and Energy.

The main Division counterparts in the field are the technical staff in USAID Missions, and regional platform offices. The Division

- Provides field Missions with technical advice for country strategic and operational planning, program design, evaluation, and implementation;

- Links field Missions with USAID pillar bureaus for services, support, research, and training, and with access to relevant U.S. or international organizations and initiatives;

- Produces evidence-based analysis to monitor and evaluate progress and to communicate with the public, constituency groups, Congress (through LPA), and with other stakeholders on technical matters; and

- Advises the AMS on skill requirements and personnel qualifications for all technical positions, assignments, and recruitment.

e. The **Afghanistan Division (OAPA/AF)** is one of two geographic divisions in the Office which supports and coordinates the bilateral and regional activities in the country. The Division serves as the Country Desk and as the interface for other bilateral and multilateral donor programs in Afghanistan. The Afghanistan Division coordinates country-related matters, including:

- Policy and strategy;

- Project, non-project, and food aid development, analysis, monitoring, implementation, and review;

- Personnel and budgeting;

- External relations and information; and

- Donor coordination of in-country programmatic and project-related issues.

The Afghanistan Division manages USAID/W participation in the development process, conducting analyses and reviewing activities for program impact and country performance; and coordinates with other donors. The Division coordinates support for country strategic plan development, review, and approval.

f. The **Pakistan Division (OAPA/PAK)** is one of two geographic divisions in the Office which supports and coordinates the bilateral and regional activities in the country. The Division serves as the Country Desk and as the interface for other bilateral and multilateral donor programs in Pakistan. The Pakistan Division coordinates country-related matters, including:

- Policy and strategy;

- Project, non-project, and food aid development, analysis, monitoring, implementation, and review;

- Personnel and budgeting;
- External relations and information; and
- Donor coordination of in-country programmatic and project-related issues.

The Pakistan Division manages USAID/W participation in the development process; conducting analyses and reviewing activities for program impact and country performance; and coordinating with other donors. The Division coordinates support for country strategic plan development, review, and approval.

101.3.1.16 Pillar Bureaus
Effective date: 11/21/2010

The **pillar Bureaus** provide technical advice and support to the Regional Bureaus and field Missions on design, implementation, and evaluation of Mission technical strategies and programs. There are four pillar Bureaus:

a. Bureau for Food Security (BFS);

b. Bureau for Global Health (GH);

c. Bureau for Economic Growth, Agriculture and Trade (EGAT); and

d. Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA).

101.3.1.17 Bureau for Food Security (BFS)
Effective date: 11/21/2010

The **Bureau for Food Security (BFS)** is responsible for guiding and directing all USAID development activities under the **Feed the Future (FTF) Initiative**, the U.S. Government's global hunger and food security initiative and all agriculture activities within USAID. The BFS issues policy guidance on food security issues and promotes the Agency's efforts to achieve FTF's overall goal of substantially reducing global hunger and poverty. The Bureau has overall responsibility for the strategic planning, funding, design, implementation oversight, and evaluation of all programs and projects which contribute to the achievement of the FTF's two key objectives: accelerating inclusive agriculture sector growth, and improving nutritional status, especially of women and children. The BFS reviews and approves all FTF-related strategies for investments in FTF focus countries, as well as complementary investments in regional programs, strategic partners, and multi-lateral mechanisms. As a general practice, BFS will collaborate with all relevant Bureaus in carrying out the missions and objectives of

the FTF Initiative, especially with the Bureau for Global Health on those nutrition activities that are closely intertwined with the Global Health Initiative as well as the FTF.

The Bureau is led by an Assistant to the Administrator, who also serves as the Deputy Coordinator for Development of the Feed the Future initiative. BFS is comprised of four subordinate Offices.

a. The **Office of the Assistant to the Administrator (AA/BFS)** provides senior level advice and guidance on food security issues to the Administrator of USAID, as well as other Federal agencies, and FTF partners and stakeholders. The Office provides leadership to the BFS staff in carrying out the Bureau's Agency-wide responsibilities for all development aspects of the FTF. The Office includes the Deputy Assistant to the Administrator of the BFS and houses the Bureau's Administrative Support Staff.

b. The **Country Programs Office (BFS/CP)**, in consultation with Regional and Pillar Bureaus, provides leadership for the Bureau on food security-related country and regional strategic planning, USAID policy development, performance monitoring and evaluation, and Bureau budget functions related to food security. BFS/CP develops and provides oversight on implementation of coherent, region-wide food security agendas and strategies. BFS/CP is the central point of contact on food security issues within the Agency, and on consultation with partners and stakeholders on FTF programs and projects. The Office

- Manages the strategic planning and review function for all USG-led food security programs, including the fielding of teams for strategic planning purposes;

- Provides guidance to USAID/Washington and field Missions on overall food security policy, programming and budgeting strategies and policies;

- Prepares all required food security cyclical documentation, such as Congressional Presentations, Operational Plans, briefing papers and testimony, as necessary; and

- Manages the process for formulation, allocation and tracking of food-security-related budget resources, including preparation of budget responses and reclamas for the Bureau.

BFS/CP provides technical assistance, liaison and backstopping functions for FTF field and USAID/W-based food security activities. The Country Policy Advisors serve as the USAID/Washington principal points of contact with the Agency's external audiences, Bureaus, and Missions' agricultural and food security staff, responding to stakeholder inquiries and requirements for

information specific to their respective regions. They are the focal points for knowledge and information on FTF issues and investments in the countries of their region, including having convening authority on country and region-specific issues, strategies, and investments in advancing FTF objectives. The Office is composed of two Divisions.

(1) The **Program and Budget Division (BFS/CP/PB)** prepares all budget documentation and reports, as well as analyzes USAID/W and overseas food security assistance programs for budget implications; serves as the Bureau's audit and investigation liaison; manages preparation and review of all Agency cyclical documentation for BFS, such as Congressional Presentations and Congressional testimony; tracks compliance with Congressional earmarks; and provides program procurement planning for the USG's Washington-based food security program funds. The Division maintains the Food Security Newsletter and website and manages and tracks responses to all external, i.e., public communications regarding food security issues, ensuring development and dissemination of coordinated messages on the Agency's food security activities. This Division also coordinates other donor and non-governmental participation in food security activities, in collaboration with technical offices, working with the World Bank, U.N. Food and Agricultural Organization, and other international and regional organizations to formulate common agricultural policies.

(2) The **Strategic Planning and Performance Division (BFS/CP/SPP)** provides leadership, guidance, and advice to Agency personnel on food security – related development strategy formulation, performance measurement and monitoring and reporting, as well as evaluation. The Division, in consultation with Pillar and Regional Bureaus and Missions, manages the fielding of teams to provide technical assistance for developing Country Investment Plans; develops food security-related data, including development of indicators, strategies, evaluations, and performance monitoring systems; develops and manages the monitoring and evaluation function of food security activities for USAID/W; and supports and/or provides the analysis of country, regional, sector, and activity-level impact on food security of proposed strategies and development assistance activities, including arranging appropriate procurement instruments for all of the aforementioned. The Division manages oversight of the design, review, approval, implementation, and central administration of all BFS regional activities falling within the strategic planning, monitoring and evaluation and performance measurement area. In addition, in consultation with PPL, BFS/CP/SPP manages program strategy and policy guidance development on food security, coordinating with other relevant Bureaus and agencies.

BFS/CP/SPP houses all strategic, performance and monitoring data information, evaluations and analyses which are collected and made available for USAID and other agencies through the Development Experience Clearinghouse (DEC) and a website that the Knowledge Management unit will implement. BFS/CP/SPP also coordinates closely with technical units and other Bureaus to track potential food insecure situations, performing analyses to determine what measures can be undertaken to prevent situations from worsening, as well as planning for the requirements of future programs.

c. The **Agricultural, Research and Technology Office (BFS/ART)** provides guidance and technical support in the design and implementation of investments that will achieve the FTF initiative's goal of accelerating inclusive agriculture sector growth, defined as the science and practice of activity related to food, feed, and fiber production, processing, marketing, distribution, utilization, and trade, including family and consumer sciences, food security-related nutrition, food science and engineering, agricultural economics and other social sciences, aquaculture, floriculture, veterinary medicine, and other environmental and natural resource sciences. The Division staff participates in the review and approval of all USAID and centrally-funded programs and projects to assure that they support the Agency's agriculture and food security policies. It also participates in the recruitment, assignment, and professional development (including education and training) of all Agency personnel engaged in food security and agricultural development.

(1) The **Research Division (BFS/ART/R)** guides and directs the Agency's research on food security issues and is launching a new global research program that funds investments in the three FTF priority areas:

- *Advancing the productivity frontier,* using the best, most appropriate science to increase the yields and incomes of smallholder farmers by developing improved, highly productive seeds of staple crops and hardier livestock, and lessening the impacts of pests, diseases and drought.

- *Transforming production systems* in the major agro-ecosystems where the poor and food insecure are concentrated; adopting a comprehensive approach that teams global technology advances with local conditions and markets; developing new approaches that conserve soil, water and energy sources, while also increasing productivity and incomes; and reducing risk and fostering investments to increase soil nutrient flows, yields, and sustainability; and

- *Enhancing nutrition and food safety,* increasing the productivity of high-quality, nutritious foods, such as grain legumes;

improving food safety by reducing fungal contamination of staple foods, and increasing the quality and safety of animal source foods; and promoting dietary diversity and health, particularly among women and children.

BFS/ART/R draws on research support from a variety of national and international sources, including the multilateral Consultative Group on International Agricultural Research (CGIAR); the Collaborative Research Support Programs (CRSP); and USAID's biotechnology portfolio, which links to universities, research institutions, and the private sector in the U.S. and focus countries. BFS/ART/R works closely with the U.S. Department of Agriculture on food security initiatives to realign USDA's research with FTF.

BFS/ART/R supports efforts to strengthen focus and non-focus country research institutions. The Division also supports universities and extension services, and develops training programs for local agricultural researchers and research administrators. It also provides a locus for science and technology capacity building related to agricultural research, sustainability and food security-related climate change.

(2) The **Technology Division (BFS/ART/T)** develops, implements, and evaluates Agency strategy and policies for accelerating agriculture sector growth and achieving an enabling policy environment in the focus countries. The Division provides technical guidance and support to Bureaus, USAID Missions and focus countries in the design and implementation of FTF investments that promote increased agricultural productivity linked to related poverty, gender, environment and climate change goals. The Division

- Promotes investments in the development of new agricultural technologies, including the use of biotechnology in plant and animal research and the development of high quality seed, livestock feed and fertilizer. The Division coordinates with other BFS offices in the identification of appropriate agricultural research and the dissemination of research results through various outreach mechanisms;

- Provides advice and technical assistance to Bureaus and Missions in the development and implementation of their Country Implementation Plans, and help guide countries in the development and implementation of their Country Investment Plans;

- Provides technical guidance and assistance to Bureaus, Missions and focus countries in designing, implementing and evaluating agricultural and food security programs and projects, including information on best practices in the agricultural sector;

- Advises Agency leadership on critical issues that impact on efforts to achieve food security and raise nutritional levels;

- Conducts agricultural economic analyses that inform the development of Agency agriculture and food security policies, and supports measures to improve focus country capacity to conduct agriculture policy analysis and build information systems that enable sound decision-making;

- Supports measures to strengthen the enabling policy environment in the focus countries and develop improved the indicators for measuring progress and performance in FTF; and

- Evaluates on-going FTF programs and projects and captures and disseminates information on the lessons learned to Missions, focus countries, and other stakeholders.

BFS/ART/T advises Missions and focus countries on institutions, mechanisms, websites and toolkits that are available to assist in the design and implementation of agricultural and nutrition programs and projects, and contract and grant mechanisms that can be used in efforts to apply biotechnology in research and production. BFS/ART/T also coordinates with the Bureaus for Democracy, Conflict and Humanitarian Assistance (DCHA) and Global Health (GH) in addressing the risks and problems of the most vulnerable groups in the focus countries, and promoting investments that target those groups.

(3) The **Multi-Sector Division (BFS/ART/MS)** provides technical policy guidance and support to Bureaus, Missions and focus countries in addressing cross-cutting issues that are relevant in the design, implementation, and evaluation of FTF programs and projects, as well as support for host country policy development including:

- Gender. With Regional and Pillar Bureaus, integrating gender concerns in all stages of the planning and implementation of FTF investments; encouraging investments that strive for gender equality; incorporating gender best practices in the development and

implementation of Country Investment Plans; supporting gender-sensitive consultation with partners and stakeholders; empowering women by increasing access to new farming skills, agricultural inputs, health knowledge and quality health services; and monitoring and evaluating the gender aspects of all FTF investments;

- Nutrition. In collaboration with the Bureau for Global Health, strategic planning for the nutrition element of Country Investment Plans and strengthening the links between agriculture and nutrition outcomes; assuring that FTF-related nutritional initiatives are coordinated with those of the Global Health Initiative (GHI); and promoting investments that enhance diet quality and diversity and improve the delivery of nutrition services by health systems linked to community-based programs that prevent and treat malnutrition;

- Natural Resources Management. With Regional and Pillar Bureaus, designing and implementing investments in land, water, forests and fisheries projects that provide multiple benefits in terms of food production, environmental health, and nutrition; and promoting policy reforms and the development of a range of improved technologies and approaches through extension and other outreach which improve the management of natural resource assets;

- Climate change. In collaboration with Regional, EGAT, and other Pillar Bureaus, assessing potential climate change risks that could undermine the performance and stability of proposed food security investments and incorporating climate change adaptation and resilience in Mission Country Implementation Plans and focus Country Investment Plans; and

- Democracy and Governance. In coordination with DCHA, PPL, EGAT, and Regional Bureaus identifying critical public sector constraints to private enterprise development, e.g., public sector expenditures related to agriculture, access to credit, customs issues, transparency and corruption. Addressing policy environments in the focus countries that impede advances in farm productivity and enterprise competitiveness and leave segments of populations with unequal rights, especially with regard to land tenure. Working with USAID Missions and host country officials, other stakeholders and partners, including public and private

sector organizations and civil society, ensures that all relevant actors are active participants in USAID food security-related strategic planning, implementation, and evaluation activities. [Note: GH retains the overall technical, management, program and budgetary responsibility for the public health nutrition activities supported with Global Health Child Survival (GHCS) funds.]

BFS/ART/MS works with civil society to build community and household assets; reduce vulnerability to climatic and economic shocks; and accelerate the participation of very poor households and communities in rural economic growth. The Division also coordinates with BFS/ART/R in identifying and supporting research that informs Agency policy and an enabling environment in the focus countries.

d. The **Private Sector and Innovation Office (BFS/PSI)** provides policy guidance and technical support in the design and implementation of FTF investments that will strengthen the role and capacity of the private sector, especially agribusiness, to contribute to the achievement of the FTF's goals and objectives. BFS/PSI promotes policy reforms that will facilitate an enabling environment for increased private sector investments in agriculture and food security. The Office

- Provides policy guidance and technical assistance on private sector development to Missions in preparing their Country Implementation Plans and focus countries in preparing their Country Investment Plans;

- Coordinates with all relevant Bureaus to provide guidance and assistance to Bureaus, Missions and focus countries in the design and implementation of programs and projects that promote outreach to civil society and stimulate productive enterprises that enhance food security and nutrition at the local level;

- Collaborates with relevant Bureaus and Missions to identify research and extension services that enhance the role and capacity of the private sector to participate in public-private partnerships and invest in focus countries, and establishes mechanisms, including political risk insurance, lending facilities, venture capital and investment incentives to engage the private sector;

- Coordinates with the Office of Development Partners (ODP), Missions, and all relevant Regional and Pillar Bureaus on

public-private partnerships that improve food security, including dietary quality and diversity.

- Drawing upon Regional and Pillar Bureau knowledge and expertise, expands market information for producers and enterprise owners, including programs that focus on equitable access for women and strengthen agricultural producer organizations;

- Collaborates with Agency subject matter experts, developing policies and approaches to improve post-harvest market infrastructure, reduces the time and cost of moving goods across borders, and expands regional trade;

- Coordinates with the Regional Bureaus and their Missions on measures to raise sanitary and phytosanitary standards that affect agricultural commodities; and

- Supports efforts to promote innovations in the private sector and serves as the BFS liaison to the Agency's Counselor for Innovation and the Center for Innovation and Entrepreneurship.

101.3.1.18 Bureau for Global Health (GH)

Effective date: 11/21/2011

The **Bureau for Global Health (GH)** is the Agency's center of excellence and focal point in providing worldwide leadership and technical expertise in the areas of child and maternal health and nutrition, HIV/AIDS, infectious disease, population, family planning and related reproductive health, and health systems. As such, the Bureau aligns resources with identified public health and development needs, and influences the global health priorities of the U.S. private sector, U.S.-based foundations, other donor organizations, host country governments, and host country civil society organizations. It also serves as the primary source of technical expertise and intellectual capital to the Agency and other U.S. foreign affairs agencies. The Bureau is the Agency repository for state-of-the-art thinking in biomedical, social science, and operations research and works to produce technical advances and innovations that can be disseminated and replicated at USAID Missions throughout the world.

The Bureau provides program mechanisms (such as grants, cooperative agreements, contracts, and indefinite quantity contracts) and technical expertise to carry out the Agency's global health goals and to facilitate programmatic technical support to field Missions. It also provides field offices the technical and logistical support needed to meet these goals, which includes collaboration with other donors and USG partners. In the sector, GH helps ensure compliance with congressional directives and legislative intentions, and contributes technical content for mechanisms for overall program

evaluation and performance measurement. Finally, the Bureau assists HR in workforce planning, recruitment, development, and assignment of headquarters and field staff in the population, health, and nutrition (PHN) sector. It serves as the "home" for PHN sector professionals and ensures that they are provided with the career support, training, and mentoring needed to meet sector requirements.

a. The **Office of the Assistant Administrator (AA/GH)** serves as the principal advisor to the Agency and the Administrator on broad technical and operational matters relating to the mandate of the Bureau. The AA/GH directs and supervises the Bureau, approving projects and programs and allocating resources among the Offices. The Office has ultimate responsibility for the quality of the Bureau's programs and the capacity of its workforce. It provides leadership on the design, implementation, review, coordination, and evaluation of GH initiatives, programs, and activities. It also ensures that the activities of the Bureau complement and support the broader goals of the Agency and are in compliance with legislation and Agency rules and regulations.

b. The **Office of Strategic Planning, Budgeting and Operations (GH/SPBO)** serves as the staff office for the Bureau's Assistant Administrator and has primary responsibility for the Bureau's strategic planning, budgeting, programming, and procurement functions. The Office

- Provides leadership, advice, and support for overall strategic direction, resource allocation, and procurement planning;
- Works across the Bureau's technical offices to promote program integration and coordination;
- Supports efforts to monitor and promote the effectiveness of programs and the achievement of GH objectives;
- Is integrally involved in performance monitoring and program evaluation; and
- Serves as a central repository and disseminator of relevant cross-cutting trends, issues and information for the sector.

The Office also takes the lead in overall budget planning, and in the preparation of the

- Bureau's Annual Report (including Congressional Budget Justification (CBJ)),
- Bureau Program and Budget Submission (BPBS),

- Operational Year Budget (OYB),
- Congressional Notifications (CNs),
- As well as congressionally mandated sector-wide reports.

The Office ensures that the Bureau is in compliance with congressional and Agency budget guidance, supports the technical offices in the obligation of funds, and is the primary liaison with the Office of Acquisition and Assistance (M/OAA). In addition, the Office provides critical advice and support for the Bureau's donor coordination activities and serves as a technical point of contact for bilateral and multilateral donors and foundations, universities, and the commercial sector. The Office is composed of two Divisions.

(1) The Strategic Planning and Budget Division (GH/SPBO/SPBD) serves two major functions:

- It undertakes strategic planning, including overall sector and program planning, policy, monitoring, and evaluation, and serves to coordinate such activities within the Bureau and with other units within the Agency, including preparation of the Annual Report/CBJ and BPBS; and
- It prepares and monitors the Bureau's budget, including the management of the Bureau's OYB, and monitors the Bureau's pipeline.

Also, the Division monitors and tracks compliance with congressional earmarks and directives and prepares Congressional Notifications and reports. It also takes the lead in ensuring that annual OYB funds are obligated in an efficient and timely manner.

(2) The **Operations Division (GH/SPBO/OPS)** provides programmatic support to Bureau technical office staff, from activity design through implementation. The Division

- Takes the lead in procurement planning, monitoring, and tracking of all procurement actions; and
- Interprets Agency programming policies and develops standard operating procedures and program guidance for the Bureau.

In coordination with the Strategic Planning and Budget Division, it ensures quality control in the application, commitment, and obligation of funds and the preparation of technical office portfolio reviews.

c. The **Office of Regional and Country Support (GH/RCS)** manages the regional and country support systems of the Bureau for Global Health. The Office provides PHN sector technical and logistical support to regions and Missions; coordinates with regional Bureaus and the other pillar Bureaus; and disseminates critical information to the field. The Office maintains a country coordination system that is responsible for identifying country coordinators and country support teams, training them in their respective duties, and monitoring their performance. Through this system, technical requests and visits are tracked and evaluated. Regional Coordinators organize Bureau reviews of Mission sector strategic plans and other critical documents and act as a resource to state-of-the-art (SOTA) and regional PHN sector meetings. In addition, the Office works in conjunction with Bureau leadership and other Bureaus in communication and outreach efforts, including

- Updating and disseminating the PHN Users Guide and the PHN News,
- Chairing the PHN Sector Council,
- Developing and maintaining the Bureau's internal and external web site,
- Disseminating key documents, and
- Preparing briefing materials.

The Office is composed of teams organized by regions parallel to USAID's regional Bureaus, currently Africa, Latin America and the Caribbean, Europe and Eurasia, and Asia and the Near East, as well as a team of field technical advisors to meet pressing regional and country needs.

d. The **Office of Professional Development and Management Support (GH/PDMS)** carries out the professional staff development, personnel, administration, and management functions of the Bureau for Global Health. GH/PDMS staff manage the professional development activities (including training) and work assignments in Washington and overseas. GH/PDMS coordinates intra-Bureau teams in the areas of

- Human resources and development programs;
- Personnel planning;

- Oversight of the Operating Expense budget;
- Management of vital records and Continuity of Operations Plan; and
- Management of administrative services, space planning, procurement, and office supplies.

It also works with Bureau offices and HR on the assignment, promotion, training, career development, and performance evaluation of Bureau employees, as well as those deployed in the PHN sector worldwide. GH/PDMS is composed of two teams that are respectively responsible for professional development and administrative services.

e. The **Office of Population and Reproductive Health (GH/PRH)** provides strategic direction, technical leadership, and support to field programs in population, voluntary family planning, and related reproductive health. It manages programs that advance and apply state-of-the-art technologies, expand access to quality services, promote healthy behaviors, broaden contraceptive availability and choices, and strengthen policies and systems to address family planning and reproductive health needs. USAID is the largest bilateral donor in the health sector in the world, and the Office plays a technical leadership role for the Agency at international conferences and high-level consultations with other donors on health, population, voluntary family planning, and reproductive health. The Office

- Provides input to decisions concerning the strategic allocation of financial and human resources in the sector and assists in designing, implementing, monitoring, and evaluating programs;
- Provides a broad range of technical assistance to field Missions;
- Ensures compliance with congressional and Administration priorities, directives, and restrictions; and
- Provides information on USAID's population, family planning and reproductive health programs.

The Office is composed of four Divisions.

(1) The **Research, Technology, and Utilization Division (GH/PRH/RTU)** provides technical leadership in building scientific and empirical knowledge and ensures its use in the design and implementation of effective, efficient, high-quality family planning, and reproductive health programs.

(2) The **Commodities Security and Logistics Division (GH/PRH/CSL)** ensures the long-term availability of a range of high-quality contraceptives, condoms, and other essential health supplies.

(3) The **Service Delivery Improvement Division (GH/PRH/SDI)** develops and applies innovative strategies that improve the performance of individuals, organizations, and systems for the sustainable delivery of quality reproductive health and family planning services.

(4) The **Policy, Evaluation, and Communication Division (GH/PRH/PEC)** (with Bureau-wide responsibilities) works across the entire portfolio of Global Health activities to improve the collection, analysis, and use of data in policymaking and program planning; and promotes policies, behavior change and community norms that result in improved reproductive and health outcomes.

f. The **Office of HIV/AIDS (GH/OHA)** is the center of HIV/AIDS technical leadership for the Agency and has primary responsibility for the Agency's HIV/AIDS program. GH/OHA provides strategic direction, technical leadership, and support to field programs in HIV and AIDS. It provides input to decisions concerning the strategic allocation of financial and human resources in the sector and assists in designing, implementing, monitoring, and evaluating programs. This entails

- Ensuring the technical integrity of Agency and Mission strategies;
- Providing global technical leadership on the full range of issues related to HIV/AIDS prevention, care, and treatment;
- Managing numerous research and field support programs; and
- Monitoring and reporting on the impact of the Agency's HIV/AIDS program.

The Office is comprised of four Divisions.

(1) The **Technical Leadership and Research Division (GH/OHA/TLR)** provides technical advice and support across USAID/W and to field Missions and has primary responsibility for HIV/AIDS research in areas relevant to Agency goals and objectives. The Division

- Provides technical expertise to develop sound strategies, plans, and programs;

- Develops and disseminates technical policy and guidance;

- Responds to technical inquiries;

- Represents the Agency on technical issues; and

- Designs and manages relevant operational and biomedical research.

(2) The **Implementation Support Division (GH/OHA/IS)** focuses on the provision of assistance to accelerate and scale-up HIV/AIDS programs in the field. The Division

- Designs and manages central activities that support implementation of country and regional programs to achieve Agency results;

- Manages a system to ensure that HIV/AIDS technical assistance needs are met; and

- Participates in cross-cutting teams to plan and coordinate the provision of commodities, training, communications, youth and gender activities, and other service delivery support programs across the Bureau.

(3) The **Strategic Planning, Evaluation, and Reporting Division (GH/OHA/SPER)** provides programmatic expertise to help the Agency and its Missions develop strategies and programs that respond to USG, USAID, and congressional policy and budget priorities and incorporate innovations, best practices, and lessons learned. The Division

- Leverages public and private sector partnerships to support field programs;

- Manages HIV/AIDS assistance to international organizations;

- Coordinates USAID policies, plans and programs with USG agencies; and

- Manages an Agency HIV/AIDS monitoring, evaluation, and reporting system which links Agency resources and programs to targets and reports results to Agency leadership, Congress, and other constituents.

(4) The **Supply Chain Management Division (GH/OHA/SCH)** provides strategic and technical leadership on supply chain issues to ensure adequate quantity and quality of essential commodities for people affected by HIV/AIDS and related infections. The Division:

- Provide technical support and leadership to the field in strengthening partner country capacity to ensure a safe, secure, reliable, and sustainable supply chain system;

- Design and manage the central HIV/AIDS procurement and supply chain technical assistance activities that support country and regional supply chain programs;

- Coordinate with other USG Agencies and donors to provide rapid response in emergency situations and avert stock-outs;

- Manage the day to day functions of the HIV/AIDS Working Capital Fund (WCF)

- Maintains the Agency Anti-retro viral (ARVs) and Rapid Test Kit (RTKs) approval lists; and

- Administer the “restricted commodities” approval of pharmaceuticals and “clearance” authority on source-origin waivers under ADS 310 and 312 for the Agency.

g. The **Office of Health, Infectious Diseases and Nutrition (GH/HIDN)** is responsible for sector-wide strategic planning; technical leadership; coordination with external partners; and numerous operational programs in child survival, maternal health, nutrition/micronutrients, infectious diseases, environmental health, health policy, and health systems strengthening, monitoring, reporting, and performance management, as well as biomedical, applied, and operations research.

USAID is the largest bilateral donor in the health sector in the world, and the Office plays a technical leadership role for the Agency at international conferences and high-level consultations with other donors on health, infectious disease, and nutrition matters. The Office is composed of four Divisions.

(1) The **Maternal and Child Health Division (GH/HIDN/MCH)** provides technical leadership and direction in child survival/child health and maternal health. The Division teams focus on child health and survival; polio; child and maternal health research; vaccine introduction and new technologies; and maternal health/survival.

(2) The **Infectious Diseases Division (GH/HIDN/ID)** provides technical leadership and direction in infectious diseases and related environmental health issues, coordinates the Bureau's infectious disease efforts, and is the Agency lead on infectious diseases. The Division teams focus on malaria, TB, and environmental health (both water-borne and vector-borne diseases).

(3) The **Nutrition Division (GH/HIDN/NUT)** provides technical leadership and direction in food and nutrition. The Division teams focus on infant feeding and breastfeeding, micronutrients, food supplementation, and applied nutrition programming in the public, private, and nonprofit sectors. The Nutrition Division also manages the Child Survival and Health Grants program with Private Voluntary Organizations (PVOs), as well as research and development of new health technologies.

(4) The **Health Systems Division (GH/HIDN/HS)** (with Bureau-wide responsibilities) works across the entire portfolio of Global Health and provides technical leadership and direction in health systems strengthening. The Division teams focus on health policy, quality assurance, workforce policy, pharmaceutical management and standards, and information, monitoring, and evaluation.

101.3.1.19 Bureau for Economic Growth, Agriculture and Trade (EGAT)

Effective date: 04/25/2011

The **Bureau for Economic Growth, Agriculture, and Trade (EGAT)** provides a central Agency focus for the design, implementation, review, coordination, and evaluation of worldwide activities in the areas of

- Economic growth,
- Poverty reduction,
- Education,
- Economic infrastructure,
- Agriculture,
- Environment,
- Natural resources management, and
- Women in development

and for supporting nationally or regionally implemented activities in these areas. The Bureau ensures the quality and capacity of the Agency's technical workforce by overseeing the recruitment, selection, and training for New Entry Professionals (NEPs); designing, implementing, and coordinating technical training opportunities for all USAID staff working in EGAT's areas of expertise; and liaising with regional Bureaus and Mission Directors to address the continuous learning needs of the staff.

a. The **Office of the Assistant Administrator (AA/EGAT)** serves as principal advisor to the Agency and the Administrator on broad technical and operational matters relating to the mandate of the Bureau. The AA/EGAT directs and supervises the Bureau, approving projects and programs and allocating resources among offices. Two Deputy Assistant Administrators assist in directing and supervising the Bureau and provide critical liaison to the National Security Council, National Economic Council, and the Council on Environmental Quality (CEQ) at the White House for issues in their purview.

b. The **Office of Gender Equality and Women's Empowerment (EGAT/GENDEV)** guides USAID in the integration of gender concerns into development programs, identifying constraints to the achievement of development objectives and suggesting ways to further USAID's goals through the broader participation of women in the development process. EGAT/GENDEV is the USAID central point of technical leadership and expertise on gender issues in social, economic, and political development policies and programs. The Office manages, designs, and implements projects that address global and interregional issues or problems pertaining to education, training, and the role of women in development that may not yet be reflected or mainstreamed into regional or country strategies. EGAT/GENDEV has major responsibility for technical coordination with bilateral and multilateral donor and lending agencies on gender matters and provides leadership and technical expertise to the international community in identifying and addressing gender and development issues. (This Office was formerly known as the Office of Women in Development (EGAT/WID). For more information on this restructuring, Mandatory Reference **201mal, Strengthening USAID's Gender Programming and Organizational Structure**.)

c. The **Office of Program Analysis, Implementation, Communication, and Outreach (EGAT/PAICO)** supervises and supports the development of sectoral strategies and action plans in the technical areas in the EGAT mandate; develops annual budget requests, performance plans, and performance reports, as needed; and develops and implements procurement plans that ensure timely completion of contracts and grants and facilitate worldwide use of EGAT-managed contract/grant vehicles. The Office

- Monitors and evaluates programs;
- Performs financial management oversight, audit, and FMFIA reporting;
- Provides support for Agency information and communication services in EGAT's mandate areas; and

- Designs and manages EGAT's information/communications strategy.

EGAT/PAICO responds to routine information requests from Congress, other U.S. Government (USG) agencies, other parts of USAID, and the public; ensures that regional Bureau and Mission needs for EGAT support are met with high levels of satisfaction; and reaches out, both with written communications and in person, to constituent communities in the United States. The Office is comprised of three teams.

(1) The **Communications and Knowledge Management Team (EGAT/PAICO/CKM)** provides Bureau-wide services for communications and knowledge management. EGAT/PAICO/CKM

- Develops communications strategy;
- Manages assigned Bureau actions;
- Tracks written communications from A/AID and other sources;
- Makes recommendations on meetings for A/AID and AA/EGAT related to EGAT programs;
- Works with LPA on preparing and editing speeches, presentations, and reports;
- Serves as liaison with LPA on congressional and public communications;
- Manages the Bureau web sites, including calendaring function;
- Maintains files in accordance with Agency guidelines; and
- Arranges training courses as needed to improve staff communications.

The CKM Team designs and develops IT-based systems to complement face-to-face communications so that real-time communications - Bureau-wide, Agency-wide, and worldwide - create an effective EGAT community within the Agency. Different themes may be chosen to focus these communications to ensure that thematic groups or communities of practice are fostered in a coherent and useful way (e.g., youth in development, the multi-sectoral aspects of the HIV/AIDS pandemic). The Team may

expand these systems via extranet or Internet mechanisms to include partners; coordinate the Bureaus' development of publication plans and conference/workshop sponsorship and participation plans to ensure continuous development and sharing of the EGAT knowledge base within and outside the Agency; provide oversight on Bureau monitoring and evaluation plans; and design/manage knowledge archiving operations for the Bureau (in liaison with M/CIO/KM and others). The Team develops and operates knowledge-sharing techniques to enhance USAID staff and contractor effectiveness in implementing EGAT vision and programs.

(2) The **Program Analysis and Mission Support Team (EGAT/PAICO/PAMS**) provides oversight on the development of Bureau, Office, and sector strategies; prepares consolidated budgets (OE and program) for future-year planning for Bureau operations; prepares final drafts of all EGAT budget documents; and liaises with M/MPBP/BUD to integrate/coordinate EGAT budgets with those of other Bureaus/Missions in the sectoral areas that are the purview of EGAT. EGAT/PAICO/PAMS ensures that regional Bureaus and Missions are fully informed of EGAT actions and plans and for bringing the needs of the regional Bureaus and Missions to the attention of EGAT managers. The Team

- Routinely reviews obligation/expenditure/pipeline information for the Bureau, using an appropriate coding system;

- Provides oversight on databases that track the use of Bureau instruments and results;

- Drafts Annual Performance Reports in collaboration with the other Offices and Teams in the Bureau; and

- Provides support for the annual portfolio review process.

EGAT/PAICO/PAMS liaises with M/OAA to ensure efficient and effective contracting and grant making. A representative of M/OAA is co-located with the Team Leader.

(3) The **Program Implementation Team (EGAT/PAICO/PI)** ensures that OYB allocations are consistent with the budget and adjusted throughout the year to ensure maximum opportunity for achieving objectives; rolls down funds through Phoenix for timely implementation of the program budget, staff travel, and training; and oversees the development of procurement plans for both program and OE acquisitions. The Team

- Ensures the timely completion of obligating documents;

- Liaises with M/CFO and M/OAA;
- Consolidates fiscal information for Bureau programs;
- Provides oversight on databases that track Bureau instruments, especially with regard to Minority Serving Institutions and Small Disadvantaged Businesses;
- Prepares analyses of the field support process; and
- Coordinates the annual portfolio review process for the Bureau.

EGAT/PAICO/PI also provides oversight on implementation of OE budgets and ensures that Bureau CTOs are competent and their training needs have been identified and met.

d. The **Office of Professional Development and Administrative Management (EGAT/PDAM)** serves as advisor to the Bureau in personnel, administration, and management. The Office develops personnel policies and regulations for the Bureau and advises managers on the job specification process, as well as on all aspects of organizational management (structure, size of units, etc.). EGAT/PDAM provides personnel and administrative management services, such as

- Professional development of all USAID staff working in EGAT-mandate areas;
- Management of the Bureau direct-hire and non-direct-hire workforce ceilings;
- Employee counseling; and
- Guidance and oversight on leave policy and procedures, including family-friendly policies.

EGAT/PDAM coordinates the AEF process; serves as liaison with HR, SEC, and other USG agencies and contractors to ensure timely implementation of personnel actions; coordinates the preparation of training plans and provides oversight on their implementation; provides oversight on New Entry Professionals (NEPs) program training, mentoring, and placement; and manages the Bureau awards programs. The Office oversees administrative services including

- Travel,

- Space planning,
- The procurement of Bureau supplies and equipment,
- The allocation of parking permits,
- The Metrochek program, and
- The implementation of security regulations and procedures.

e. The **Office of Economic Growth (EGAT/EG)** provides Agency-wide technical leadership, research, and field support on the issues of national economic growth, including, but not limited to

- Economic policy and governance;
- Trade, investment, and finance; and
- Private sector enterprise development.

The Office assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation. It also uses knowledge management to monitor and advise Agency leadership regarding technical developments that could have an impact on Agency performance. The Office provides the relevant technical content and teaching staff for training programs designed and implemented by EGAT. EGAT/EG

- Provides field support with its staff and manages contract/grant mechanisms that enable Missions and regional Bureaus to access technical expertise capable of implementing programs and activities;

- Develops tracking systems and impact indicators that permit analysis of the results of managed activities; and

- Conducts research on issues related to the portfolio and manages specific research capacity-building activities involving networks of researchers and policy analysts in developing and transition countries.

The Office coordinates its research and implementation agendas and other activities with other donors, international organizations, and other agencies of the USG. The Office is comprised of three teams.

(1) The **Trade and Investment Team (EGAT/EG/TI)** manages Indefinite Quantity Contract (IQC) and cooperative agreement mechanisms for global field support; provides technical expertise and guidance on the issues involved in enabling geographic regions and developing/transition countries to become competitive in global markets; and provides policy and institutional capability to facilitate trade, customs, and improved systems for establishment, monitoring, and compliance with

global trade and standards. Among the specific projects for which the TI Team is responsible for providing oversight and support is the Agency's Trade Capacity Building Initiative. The Team

- Manages global and pilot efforts to build trade capacity, especially in the least developed countries;

- Draws "extended members" from other EGAT offices and other USAID units; and

- Is responsible for Agency reporting on the implementation of the Doha Development Agenda's commitment to provide trade capacity building support to countries committed to working within the World Trade Organization-governed trading systems rules.

(2) The **Economic Policy and Governance Team (EGAT/EG/EPG)** works to promote macroeconomic and sectoral policies in developing countries that enable rapid private sector-led growth. Specifically, the EPG Team provides technical expertise, field support, and training relating to macroeconomics, fiscal policy, economic governance, and poverty-related issues. The Team also manages contract mechanisms that make world class economic policy and governance expertise available to field Missions and sponsors research on issues relating to economic growth and poverty reduction.

(3) The **Enterprise Development and Financial Markets Team (EGAT/EG/EDFM)** provides expert technical assistance, training, and other interventions that enable the Agency to promote the growth of competitive and profitable firms. The EGAT/EG/EDFM Team

- Provides technical expertise and guidance on financial market initiatives that help USAID host countries increase capital available for productive investment through more effective financial intermediation;

- Coordinates with international financial institutions;

- Helps define best practices in financial markets development;

- Leverages USAID funds through co-financing of selected financial sector initiatives;

- Provides resources for in-depth country-specific diagnostics; and

- Assists field missions in project identification, design, and evaluation of impacts.

The Team provides field support for Missions undertaking competitiveness initiatives, through focused research and training of field-based personnel.

f. The **Office of Poverty Reduction (EGAT/PR)** ensures that Agency programs adequately address the needs, capabilities, and vulnerabilities of the poor and contribute to the achievement of the Millennium Development Goal of reducing poverty by half by 2015. The Office assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation priorities regarding poverty reduction and monitors and advises Agency leadership in reducing the number of poor worldwide. There are three teams in this Office.

(1) The **Microenterprise Development Team (EGAT/PR/MD)** provides leadership and field support in implementing the Agency's Microenterprise Initiative. The Team

- Manages programs to foster innovation in microenterprise and microfinance;

- Encourages the growth of a technically competent practitioner community;

- Supplies short-term technical assistance to Missions on the development of microfinance and microenterprise programs; and

- Assesses and monitors experiences to determine best practices in microfinance, business development services for micro entrepreneurs, and meeting poor clients' needs.

(2) The **Poverty Analysis and Social Safety Net Team (EGAT/PR/PASSN)** provides technical leadership and program assistance for efforts aimed at reducing the risks and vulnerabilities of poor and disadvantaged people to income shortfalls, short-term food deficits, and/or the loss of personal or collective assets. Special efforts are directed to informal sector participation in the formal economy through the development and implementation of specific legal and regulatory reforms. The Team coordinates closely with the Bureau for Democracy, Conflict,

and Humanitarian Assistance on Agency approaches and activities that respond to emergencies in which poor people are especially affected.

(3) The **Urban Programs Team (EGAT/PR/UP)** provides technical, analytical, and project assistance support for programs that promote improvements in the way that cities foster economic growth, provide safe and adequate housing and other infrastructure for their citizens, and ensure sound governance. The Team provides expertise in the areas of

- Shelter,
- Urban and municipal financial management,
- Urban pollution prevention, and
- Urban infrastructure and services.

EGAT/PR/UP formulates the Agency's urban development research agenda, provides leadership on emerging issues of urbanization, and advises Agency leadership on the importance of these issues. EGAT/PR/UP has responsibility for technical coordination with bilateral and multilateral donor and lending agencies on urban development matters and for partnerships and alliances that further USAID's urban development agenda.

g. The **Office of Education (EGAT/ED)** mandate spans the policies and programs involved in providing all educational services at the basic, secondary, and tertiary levels, on both short- and long-term bases; degree-oriented as well as oriented toward workforce competence and performance; involvement of communities and families, etc. The Office

- Monitors U.S. support for and the achievement of the Millennium Development Goals for education;

- Assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation priorities and advises Agency leadership regarding technical developments that could have an impact on Agency performance in designing and delivering cost-effective education programs;

- Provides the relevant technical content and teaching staff for training programs designed and implemented by the Bureau; and

- Oversees the recruitment, selection, and training processes for New Entry Professionals (NEPs) in the areas of human resources, education and participant training.

The Office manages contract/grant mechanisms that enable Missions and

regional Bureaus to access a wide range of technical expertise capable of implementing both short- and long-term programs and activities that they initiate. EGAT/ED develops tracking systems and impact indicators that permit analysis of the results of mechanisms to carry out worldwide projects and activities. The Office is composed of three teams.

(1) The **Basic Education Team (EGAT/ED/BE)** manages mechanisms for global field support and provides technical expertise and guidance to the field and USAID/W Bureaus on the design, implementation, monitoring, and evaluation of basic education policy, planning, and programs.

(2) The **Higher Education and Workforce Team (EGAT/ED/HEW)** manages mechanisms for global field support and provides technical expertise and guidance on both workforce development and secondary and tertiary education. University partnerships (between U.S. schools of higher education and partner institutions in developing and transition countries) are managed by the Team and funded by the EGAT Bureau budget. The team leader is the USAID liaison with the U.S. university community.

(3) The **Participant Training Team (EGAT/ED/PT)** manages mechanisms for global field support and provides technical expertise and guidance on the organization, management, and use of short-term training. The Team designs and maintains TraiNet to track and monitor participant trainees.

h. The **Office of Development Credit (EGAT/DC)** introduces and uses the Development Credit Authority (DCA) as an effective and prudent financing vehicle to accomplish a wide range of development goals and objectives. EGAT/DC

- Conducts credit risk analyses needed to calculate the level of subsidy required for each credit-funded activity and to ensure prudent risk management of the overall Agency DCA portfolio;

- Is responsible for quality control of financing and economic analyses conducted by the Agency operating units regarding the use of DCA;

- Provides technical assistance in the conduct and scope of these analyses as requested; and

- Provides the necessary training and support to USAID staff and to potential implementing partners on the development, management, and use of credit as a source of project funding.

Supported by an attorney assigned to the Office of the General Counsel, a budget analyst in M/MPBP/BUD, and the M/CFO credit team, EGAT/DC ensures close coordination with the Office of Management and Budget (OMB) to ensure that USG credit guidelines are respected. Although Missions initiating DCA supported projects assume responsibility for oversight and monitoring, EGAT/DC works with and through Missions to ensure effectiveness in this area.

i. The **Office of Natural Resources Management (EGAT/NRM)** is tasked with the oversight and management of Agency programs that affect the conservation and sustainable use of natural resources: forests, land, biodiversity, and water. EGAT/NRM provides analytical, technical, and project assistance support for programs in

- Macro-environmental policy and program analysis,
- Environmental quality management and pollution prevention programs,
- Biodiversity,
- Forestry management, and
- Water and coastal resources management.

EGAT/NRM coordinates its research and implementation activities with other donors, international organizations, and other USG agencies. The Office manages contract/grant mechanisms that enable Missions and regional Bureaus to access a wide range of technical expertise. EGAT/NRM develops tracking systems and impact indicators that permit analysis of the results of the activities. The Office trains new hires in the environmental area and provides continuous learning programs for USAID staff involved in environment programs. There are four teams in this Office.

(1) The **Land Resources Management Team (EGAT/NRM/LRM)** provides technical, analytical, and project assistance to promote land management systems that conserve or improve the quality of these resources while enhancing household and community incomes. The Team utilizes in-house staff and a variety of implementation mechanisms. It also manages three Collaborative Research Support Programs (CRSPs) and provides technical oversight of several Consultative Group on International Agricultural Research (CGIAR) Centers.

(2) The **Water Team (EGAT/NRM/W**) provides technical, analytical, and project assistance to promote an integrated approach to water resource management for all purposes, human and environmental,

utilizing in-house staff and several implementation mechanisms. The Team also manages one CRSP and provides technical oversight of two CGIAR centers (International Water Management Institute [IWMI] and International Center for Living Aquatic Resource Management [ICLARM]).

(3) The **Biodiversity Team (EGAT/NRM/B)** addresses the conservation of *in situ* biodiversity through technical, analytical, and project assistance worldwide, utilizing in-house staff and a variety of implementation mechanisms.

(4) The **Forestry Team (EGAT/NRM/F)** provides technical, analytical, and project assistance to support the conservation and sustainable use of the world's forests. The Team provides expertise in various forestry-related areas and provides technical oversight of two CGIAR centers (Center for International Forestry Research [CIFOR] and International Center for Research in Agroforestry [ICRAF]).

j. The **Office of Environment and Science Policy (EGAT/ESP)** ensures USAID participation in international forums, treaties, and conventions on environment, agriculture, and science issues (e.g., the Convention on Desertification, the Intergovernmental Framework for Climate Change). The Office is the focal point for Agency involvement in science and technology and manages a portfolio of global agricultural policy and research activities that involve U.S.-based and international scientists. The Office monitors and advises Agency leadership regarding scientific and policy developments that impact Agency performance. EGAT/ESP provides oversight and financial management services for Agency involvement in the international agricultural research system, participating in the CGIAR governance and oversight structures and, as appropriate, taking similar roles in other such donor coordinating bodies. Interagency coordination with the CEQ, the Office of the Science and Technology Advisor at the Department of State, and the National Academy of Sciences are of particular importance. The Office is comprised of three teams.

(1) The **Multilateral Policy and Conventions Team (EGAT/ESP/MPC)** manages USAID engagement in a series of major environmental and agricultural undertakings, including the Convention on Biological Diversity, the Biosafety Protocol, agreements on endangered and invasive species, and other international engagements. The Team works across the Agency and with USG partners, NGOs, and international organizations pursuing consistent approaches multilaterally and within USAID's internal programs.

(2) The **International Research and Biotechnology Team (EGAT/ESP/IRB)** ensures oversight and coordination of the overall agriculture, environment, and natural research management research

portfolio and, specifically, the Agency's Collaborative Agricultural Biotechnology (CABIO) Initiative which comprises a portfolio of research, policy, and regulatory activities, several of which the Team designs, implements, and monitors. The Team also manages various contract/grant mechanisms that enable Missions to tap into expertise to support efforts to apply biotechnology in research and production. The Team ensures adequate monitoring and reporting on USAID support for plant and animal biotechnology.

(3) The **Global Climate Change Team (EGAT/ESP/GCC)** is responsible for USAID's participation in forums that deal with the multisectoral issues of climate change, coordinating with the international organizations that have taken the lead on climate change mitigation (as well as with the Energy Team and its efforts to promote clean technologies), and for analytical work that deepens our understanding of climate change and its impact on agriculture and the environment in developing and transition countries. The Team ensures oversight and reporting on USAID's activities in support of the U.S. Global Climate Change Initiative.

k. The **Office of Infrastructure and Engineering (EGAT/I&E**) provides technical leadership, field support and engineering services for the construction, installation, and effective use of critical economic infrastructure, specifically that of

- Energy (fossil fuel and renewables),
- Information/communication technologies,
- Water sanitation, and
- Transport.

EGAT/I&E assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation priorities, and advises Agency leadership regarding technical developments that impact on Agency performance, e.g., designing and delivering energy programs that moderate or mitigate climate change, and conquering the digital divide that prevents people in developing and transition countries from participating in the global information economy.

The Office provides the relevant technical content and teaching staff for training programs and collaborates in the recruitment, selection, and training of new hires in infrastructure-related sectors and contributes to the training of new hires in the areas of economics, business, industry and private enterprise, human resources, education, and participant training. EGAT/I&E

- Manages contract/grant mechanisms for Missions and regional

Bureaus to access technical expertise and engineering services;

- Conducts research and manages research capacity-building activities involving networks of researchers and policy analysts in developing and transition countries, often working in partnership with non-governmental organizations and institutions of higher education; and

- Coordinates its research and implementation agendas and other activities with other donors, international organizations, and other USG agencies.

There are three teams within the Office.

(1) The **Energy Team (EGAT/I&E/E)** provides analytical, technical, and project assistance for programs in improved economic governance of the energy sector (e.g., regulation, commercialization, privatization, and public sector participation), energy policy, increased access to energy services, energy efficiency, pollution prevention, renewable energy, nuclear safety, environmentally sound energy development, and energy technology. The Energy Team is the focal point within USAID for broad interagency efforts such as the Clean Energy Initiative announced at the World Summit on Sustainable Development in 2002. The Energy Team works closely with field Missions and regional Bureaus in expanding access to energy services to increase economic growth, reduce poverty, protect the environment, and improve the quality of life in rural and urban communities. The Team is also responsible for USAID participation in the Clean Energy Technology Exports Working Group, developing approaches in collaboration with Mission personnel to expand international knowledge of and demand for clean energy technologies.

(2) The **Information and Communications Technology Team (EGAT/I&E/ICT)** provides analytical, technical, and project assistance for programs that serve to expand the access of nations and populations to affordable information and communication technologies, including radios, telephones, the Internet, and computers as well as more specialized applications such as e-government, and smartcards and credit cards to support e-commerce. EGAT/I&E/ICT

- Improves the availability and relevance of content delivered via various information and communication technologies to the challenges of development;

- Demonstrates that use of information and communication technologies can increase competitiveness, social cohesion and stability, and the spread of democratic values; and

- Is responsible for USAID participation in the U.S. response to the Digital Opportunity Task Force of the G-8 and other interagency initiatives to promote digital opportunity in the developing world.

(3) The **Engineering Services Team (EGAT/I&E/ES)** provides the following analytical, technical, and project assistance support to the Agency:

- First response engineering capabilities in all infrastructure sectors for emergency/disaster response, and for conflict, post-conflict, and failed-state reconstruction and stabilization;

- On-demand engineering services to all USAID Bureaus and field Missions to ensure effective oversight of all significant development infrastructure projects in transformational development states;

- Continuing education of USAID staff and host country counterparts on the role of infrastructure engineering in development, and on best engineering practices; and

- An annual summary of the Agency's infrastructure activities.

The EGAT/I&E/ES team focuses on providing civil and mechanical engineering services, principally in the areas of water supply and sanitation infrastructure, as well as transportation infrastructure such as roads, railways and terminals, seaports, and airports.

I. The **Office of Agriculture (EGAT/AG**) is tasked with the challenge of ensuring that the Agency's programs adequately address the challenge of growing food production, rising agricultural productivity, and sound management of the natural resource base necessary for agriculture. "Agriculture" includes activities relating to farming, fishing/aquaculture, livestock production, and forestry as well as the marketing and processing activities that are required before the products reach the consumer. EGAT/AG

- Assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation priorities regarding food and agriculture;

- Monitors and advises Agency leadership regarding technical developments that impact on reducing hunger and poverty;

- Is responsible for the staffing of the Board for International Food and Agricultural Development (BIFAD) and the preparation of the annual Title XII Report to Congress;

- Trains new hires in agriculture; and

- Provides continuous learning programs for USAID staff involved in agricultural development.

The Office provides analytical, technical, and project assistance to support the implementation of two research and development programs that encourage collaboration among scientists and researchers in Israel and developing countries (the Collaborative Development Research program) and among scientists and researchers in Israel and the Middle East (the Middle East Research Collaboration program). The Israel Program unit

- Manages competitive processes that result in one- to three-year grants,

- Coordinates the signing and monitoring of some grants with the American Embassy/Tel Aviv and others with the M/OAA in Washington, and

- Provides regular monitoring and evaluation of the impact of the various research and development activities.

EGAT/AG is comprised of three teams.

(1) The **Agriculture and Rural Policy/Governance Team (EGAT/AG/ARPG)** provides analytical, technical, and project assistance for programs that support development of agricultural and environmental policies, regulations, and institutions that

- Foster good governance,

- Promote technologies that improve productivity in the agricultural sector, and

- Result in environmentally sustainable rural growth.

The Team manages contracts and grants for worldwide use as well as research projects (International Food Policy Research Institute [IFPRI] and International Service for National Agriculture Research [ISNAR] and the Broadening Access and Strengthening Input-Market Systems, Collaborative Research Support Program [BASIS CRSP]). The Team includes the members of the Tropical Forest Conservation Act (TFCA) programs.

(2) The **Agricultural Technology Generation and Outreach Team (EGAT/AG/ATGO)** provides assistance focused on the improvement of yields in crop and livestock systems for reducing production costs, increasing profits, improving nutritional quality or other consumer benefits, reducing variability in output due to weather and pest attacks, etc. The Team collaborates regarding the use of biotechnology in plant and animal research and development efforts. The team leader provides coordination of the CRSP, convening CRSP Council meetings as necessary.

(3) The **Agribusiness and Markets Team (EGAT/AG/AM)** provides assistance in promoting the growth and efficiency of local, national, regional, and global markets for agricultural inputs and commodities. EGAT/AG/AM manages contract and grant instruments that enable the Team to launch and assess pilot efforts as well as permit Missions to acquire technical assistance, training, and other advisory services to support country-based activities. The Team coordinates work on Sanitary and Phytosanitary (SPS) standards that affect agricultural commodities.

*101.3.1.20 Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA)

Effective date: 12/20/2010

The **Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)** provides technical leadership and expertise in coordinating USAID's democracy programs, international disaster assistance, emergency and developmental food aid, aid to manage and mitigate conflict, and USAID's contingent of the Civilian Response Corps. The Bureau also provides technical leadership, support, and advice in developing policy and programs to assist countries transitioning out of crisis and administers disaster assistance, preparedness and mitigation. The Bureau also provides aid to American schools and hospitals abroad. The Bureau provides technical advice and support to the USAID Administrator, the Agency's regional Bureaus, field Missions, and other operational offices with regard to these programs.

a. The **Office of the Assistant Administrator (AA/DCHA)** directs and supervises Bureau activities and provides policy and technical guidance and direction for activities within DCHA's area of responsibility. The AA chairs the Food Aid Consultative Group and serves as a member of the Food Assistance Policy Council.

b. The **Office of Program, Policy and Management (DCHA/PPM)** is composed of four teams.

(1) The Director's Team provides advice, guidance, and operational support to all Bureau senior managers on effective and efficient use of program, OE, and workforce resources; performance management; policy interpretation and compliance; program planning; administration; and evaluation. The team reviews internal operations to propose improvement; represents the Bureau program and budget to the Agency and to Congress; and serves as primary liaison with the OIG and GAO.

(2) The Acquisition, Finance and Budget Team allocates the Bureau's program and OE resources; develops the annual budget; maintains budgets for programs, travel, and supplies; and reviews requests for small purchases. The Team also reviews and coordinates responses to OIG audits; reconciles and certifies bills received for purchases made through the Agency credit card system; manages the Bureau's financial assets; and provides financial planning and allotment of administrative funds.

(3) The Management and Administration Team serves as the focal point for coordinating all administrative matters for the Bureau's direct-hire and non-direct-hire staff including, but not necessarily limited to

- Personnel;
- Security;
- Equal Employment Opportunity (EEO) programs;
- Awards;
- Training;
- Leave programs;
- Special employment programs (Presidential Management Fellows (PMFs), interns, summer hires, etc.);
- Procurement certification;
- Ethics;
- Emergency evacuation plans;
- Office of Workers' Compensation Program (OWCP) claims; and
- information management.

The Team also provides administrative support functions to the Bureau, including coordinating logistical changes, phone and TED (electrical) changes, directory changes, requisitions for services, purchases for supplies, phone cards, cell phones, beepers, equipment repair and replacement, and establishing a duty officer roster. The Team serves as liaison between all DCHA offices and Agency service offices for required

services to ensure that services requested are rendered; follow-up is performed for services requested but not immediately delivered; duplication of effort is eliminated; and coordination between Bureau offices is carried out. The Team ensures the propriety of requests made and that due dates are met.

(4) The Program Planning, Support and Evaluation Team formulates Bureau program policies, objectives, and guidelines; reviews assistance programs and projects; establishes policies and procedures for results monitoring and evaluation of program and project activities; and develops proposed Agency and USG policies, objectives, guidelines, and regulations relating to U.S. foreign disaster assistance, food aid, transition initiatives, private voluntary cooperation, and the American Schools and Hospitals Abroad (ASHA) programs. The Team also provides technical and operational "backstopping" for the Offices of Foreign Disaster Assistance, Food for Peace, Transition Initiatives, and ASHA.

c. The **Office of U.S. Foreign Disaster Assistance (DCHA/OFDA)** coordinates and ensures that the needs of disaster victims are met by providing all forms of relief and rehabilitation. DCHA/OFDA provides technical support to the Administrator, who serves as the President's Special Coordinator for International Disaster Assistance. The Office formulates U.S. foreign disaster assistance policy in coordination with other U.S. Government agencies. DCHA/OFDA works with

- National and international foreign affairs agencies,
- DOD,
- Department of State,
- UN agencies,
- International organizations,
- Private voluntary organizations, and
- The private sector

in disaster prevention, mitigation, preparedness, response, and rehabilitation. DCHA/OFDA funds and procures relief supplies and administrative support for short- and long-term disaster situations and provides humanitarian relief, rehabilitation, and reconstruction assistance to foreign disaster victims. There are three Divisions within DCHA/OFDA.

(1) The **Disaster Response and Mitigation Division (DCHA/OFDA/DRM)** coordinates with USAID offices and others to provide relief supplies and humanitarian assistance. DCHA/OFDA/DRM plans for the level of response needed for an emergency and implements and manages U.S. Government disaster relief and rehabilitation programs worldwide. The Division devises, coordinates, and implements program

strategies for the application of the most current science and technology for prevention, mitigation, and national and international preparedness for a variety of natural and man-made disaster situations. DCHA/OFDA/DRM evaluates the impact of previous disaster response initiatives/programs and ensures the integration of this information into future planning and response activities. The Division coordinates with other USAID geographic Bureaus' donor organizations, United Nations agencies, non-governmental organizations, and private voluntary organizations.

(2) The **Operations Division (DCHA/OFDA/OPS)** develops and manages logistical, operational, and technical support for disaster responses. The Division identifies sources for procurement of relief supplies and manages the stockpiling and transportation of those supplies. DCHA/OFDA/OPS maintains readiness to respond to emergencies through several mechanisms, including

- Managing Search and Rescue (SAR) Teams,

- Maintaining the operational status of the Ground Operations Team (GO Team), and

- Developing and maintaining the Office's capability to field Disaster Assistance Response Teams (DART) and Response Management Teams (RMT) in Washington.

The Division develops and maintains DCHA/OFDA's relationship with the Department of Defense, the Federal Emergency Management Agency, the Department of State, and the Department of Energy.

(3) The **Program Support Division (DCHA/OFDA/PS)** provides programmatic and administrative support, including

- Budget/financial services,
- Procurement planning,
- Contract/grant administration,
- General administrative support, and
- Communication support

for both DCHA/OFDA Washington and its field offices. DCHA/OFDA/PS supports the OFDA mission by providing centralized control of funds, resources, and procurement to facilitate the time-sensitive delivery of relief assistance. The Division also maintains and develops administrative and programmatic policy as it relates to DCHA/OFDA programs.

d. The **Office of Food for Peace (DCHA/FFP)** provides leadership, coordination, and operational support for international food activities. DCHA/FFP develops U.S. Government policy, formal positions, and funding levels for grants and cooperative agreements to the World Food Program (WFP), non-governmental organizations (NGOs), and in selected instances governments, implementing food programs. There are four Divisions within DCHA/FFP.

(1) The **Emergency Programs Division (DCHA/FFP/EP)** and the **Development Programs Division (DCHA/FFP/DP)** perform similar functions with different orientations with respect to **Pub.L. 480 Title II** resources: EP Division provides assistance for emergency operations, while DP Division provides support for Agency food security and developmental objectives. The Divisions implement legislation and policies governing the donation of U.S. agricultural commodities under Titles II and III of **Pub.L. 480**.

(2) The **Program Operations Division (DCHA/FFP/POD)** prepares the Agency's consolidated **Pub.L. 480** Title II and III budget request and acts as the focal point within DCHA for policy regarding the availability of commodities and funding for the Title II donation program. The Division manages a budget of over a billion dollars annually. The Division also oversees the procurement and shipping of over two million metric tons of food annually.

(3) The **Policy and Technical Division (DCHA/FFP/PTD)** provides technical and policy support to the Director, and the Emergency Programs, Development Programs, and Program Operations Divisions. The Famine Early Warning System is also part of this Division.

e. The **Office of American Schools & Hospitals Abroad (DCHA/ASHA)** in accordance with FAA Section 214, provides assistance to schools, libraries, and hospital centers for medical education and research outside the United States founded or sponsored by United States citizens and serving as study and demonstration centers for U.S. ideas and practices. This Office is charged with overall administration of this worldwide program and advises on policy and program matters pertaining to assistance to American schools and hospitals abroad. This Office

- Develops criteria establishing eligibility requirements for assistance;

- Prepares the budget request relating to the level of assistance required to support the ASHA program;

- Evaluates requests for assistance, ranging from budget deficit support to capital improvements, including the construction of complex medical and teaching facilities;

- Negotiates and executes grants and grant amendments; and

- Monitors grantees' activities to ensure that the purposes of grants are achieved and that grant terms and conditions are in compliance.

DCHA/ASHA arranges for periodic overseas inspections of ASHA facilities for the purpose of assisting institutions in attaining more efficient operations and recommending necessary action in connection with the initiation, supervision, and completion of construction projects.

f. The **Office of Transition Initiatives (DCHA/OTI)** supports local partners to advance peace and democracy in priority conflict-prone countries. At the request of and in coordination with the Congress, Department of State, and the appropriate in-country U.S. Ambassadors and USAID field Missions, DCHA/OTI seizes critical windows of opportunity to provide on-the-ground, fast, flexible, catalytic short-term assistance that promotes movement toward political and social stability and democracy. DCHA/OTI programs in such countries should continue until reasonable stability is established and an effective hand-off is completed to longer-term institutional development efforts.

(1) The Management and Program Operations Team enhances and facilitates OTI activities worldwide by contributing to OTI's strategic plan and managing OTI's policy formulation; monitoring and evaluation of activities; internal communications and public outreach; budget formulation, tracking and reconciliation; procurement planning and processing; and general operations support and administrative services.

(2) The Field Operations Team develops and oversees OTI country programs, including country strategies, program design, implementation, and donor coordination; and conducts liaison with USAID Bureaus, field Missions, and other USG agencies to ensure policy compliance and coordination.

g. The **Center of Excellence on Democracy, Human Rights, and Governance (DCHA/DRG)** engages in four distinct activities to carry out its mission to help USAID advance democracy, human rights, and governance as an integral part of the Agency's development and humanitarian assistance.

- The DRG Center systematically generates knowledge on what works best in advancing democracy, human rights, and governance

globally and disseminates the knowledge to Missions, the wider USG, and the international development community.

- Drawing on this knowledge, the DRG Center serves as a consultancy group for the DRG sector to Missions and the wider Agency, helping to apply that knowledge practically and programmatically.

- The DRG Center manages a focused portfolio of grants, contracts, and funds that function as critical tools to help advance democracy, human rights, and governance.

- The DRG Center works with the Policy, Planning, and Learning Bureau (PPL) to represent USAID's DRG sector in interagency arenas, ensuring that DRG programs are integrally linked with U.S. diplomatic efforts and U.S. national-security policy.

The DCHA/DRG Center consists of the following eight teams:

(1) The **Strategic Planning Team (DCHA/DRG/SP)** manages the DRG Center's strategic planning, budget formulation and execution, and program implementation to support the Center's evidence-based technical leadership in DRG to Missions and the wider development community. The SP Team provides leadership to the Center in the areas of financial management, administration, and human resources; provides DRG training to development officers; and implements the DRG Center's communication strategy in line with the goals of the Center and the DCHA Bureau, including a DRG "community of practice" for USAID DRG officers.

(2) The **Learning Team (DCHA/DRG/L)** supports the DRG Center in generating and managing knowledge in the area of DRG programs. This includes the creation, acquisition, dissemination, and implementation of this knowledge across the Agency using qualitative and quantitative methods. The Learning Team oversees cutting-edge impact evaluations, conducts research and innovations in the DRG sector, maintains strong relations with the international academic community, manages (in cooperation with the Strategic Planning Team) a DRG "community of practice" across the Agency's DRG membership, and provides methodological support to other teams in the DRG Center. The L represents the DRG Center directly to PPL's Learning Division.

(3) The **Global and Regional Policy Team (DCHA/DRG/GRP)** supports the development and implementation of evidence-based DRG policies,

strategies, and budgets at the global, regional and country level. The GRP Team leads the Center's efforts at supporting country-specific DRG assessments and strategies. The team also represents the DRG sector in the Governing Justly and Democratically (GJD) budget formulation and execution process, conducting analysis and advocacy to link global and country DRG funding with needs and opportunities as well as ensuring that budget levels are consistent with core policies and strategies. Finally, the team engages within USAID and in the interagency to forge an effective link between U.S. diplomacy, policy, and programs regarding the promotion of DRG.

(4) The **Elections and Political Transitions Team (DCHA/DRG/EPT)** provides leadership and technical assistance on political competition and consensus-building programs to USAID field Missions and bureaus, other U.S. Government entities, and the broader DRG community. In doing so, the EPT conducts technical leadership on specific issues (including cutting-edge electoral issues) and delivers technical assistance to strengthen election administration, political parties, political finance, election monitoring and observation, voter education, and the political participation of women and marginalized groups. The EPT Team also manages the Elections and Political Processes Fund, which provides USAID Missions funds for unanticipated electoral needs and innovative programs.

(5) The **Governance and Rule of Law Team (DCHA/DRG/ROL)** supports activities to improve the accountability, transparency, and responsiveness of governing institutions, systems and processes. It also promotes legal and regulatory frameworks that improve order and security, legitimacy, checks and balances, and equal application and enforcement of the law.

(6) The **Human Rights Team (DCHA/DRG/HR)** provides field support and technical leadership on human rights issues to USAID senior staff, operating units, and other USG agencies. The team identifies and disseminates best practices in the protection and promotion of physical integrity (such as freedom from torture, arrest, and slavery) and other civil and political rights, and equal protection under the law, including protections for minorities, marginalized, and vulnerable groups. The team supports USAID Missions and DRG officers through training and technical support, including strategy and program design, assessments, and evaluations, and the provision of program funding and technical assistance. The empowerment of women is a particular focus of this team. The team also works to ensure that respect for human rights principles is integrated throughout USG development work.

(7) The **Civil Society and Media Team (DCHA/DRG/CSM)** provides technical leadership and support to USAID operating units and other USG agencies on civil society, including youth, labor and media issues, to generate comparative knowledge on effective approaches for strengthening civil society and independent media; piloting state-of-the-art approaches to civil society and media support; strengthening the Agency's DRG staff through training and technical support, including assistance in civil society, labor and media strategy and program designs, assessments, and evaluations; and designing and managing a targeted portfolio of global civil society, labor and media programs. CSM promotes innovations in the civil society, labor and media arenas, including the use of social media and other new media technologies as a means for addressing development challenges, and represents USAID in international processes, networks, and working groups focused on civil society, labor and independent media.

(8) The **Cross-Sectoral Programs Team (DCHA/DRG/CSP)** provides leadership on the integration of DRG across the Agency's development efforts and advances USAID FORWARD's Implementation and Procurement Reform Initiative. The team leads the Center's support of the USG development goals through advocacy, training, information-sharing, research, and targeted technical assistance towards the planning, assessment, design, implementation, and evaluation of cross-sectoral DRG integrated programs and activities The team supports activities and training to enhance conditions and opportunities to engage host-country systems (including public sector, private sector, and civil society), to strengthen the capacity of host country partners to increase sustainability of development investments.

h. The **Office of Conflict Management and Mitigation (DCHA/CMM)** provides technical leadership and field support for USAID programs designed to help countries at risk of violent conflict. The Office develops instruments that allow field Missions to access technical assistance in this field. Staff provides expert advice directly to USAID Missions and the State Department and represents the Agency at international conferences on conflict.

i. The **Office of Civilian-Military Cooperation (DCHA/CMC)** addresses areas of common interests between defense and development, with a focus on improving civilian-military field readiness, programs and coordination. Program areas of common interest include, but may not be limited to

- Humanitarian assistance,
- The global war on terrorism,

- Strategic communications,
- Conflict prevention and mitigation,
- Counterinsurgency,
- Post-conflict reconstruction and stabilization, and
- Transformational development.

The Office serves as the Agency-wide unit for managing the day-to-day aspects of the USAID-military relationship. DCHA/CMC consists of two Divisions.

(1) The **Planning Division (DCHA/CMC/PD)** serves as the overall coordination unit for managing the day-to-day aspects of the USAID-military relationship, and for planning and developing effective operations. This includes

- Developing a joint information network;

- Prioritizing requests for participation in events, exchanges and exercises; and

- Overseeing program planning and development for priority regions and countries.

The Division coordinates USAID civilian-military planning and analysis with the Pentagon, the Department of State Office of the Coordinator for Reconstruction and Stabilization, and other USG departments and agencies. DCHA/CMC/PD

- Manages training programs for selected military and civilian audiences;

- Develops guidance on USAID and NGOs for use in the civilian-military context; and

- Develops and manages staff, budgets, contracts, grants and other mechanisms required to perform Division duties, including program development, planning, training and exercises.

Finally, the Division serves as the base for Agency personnel trained in the war colleges or other DOD institutes.

(2) The **Operations Division (DCHA/CMC/OPD)** serves as the lead unit to develop operational readiness, leadership and coordinated response capacity for field operations requiring joint USAID-military action. The Division's function includes

- Developing a network of contacts in the military as needed for operational readiness;

- Supporting combatant commands (COCOMs) during major operations; and

- Liaising with the Planning Division to develop a joint planning capacity within the COCOMs.

DCHA/CMC/OPD develops and leads the implementation of annual work plans with regional and functional commands; develops and maintains at least two rapid deployment teams that manage emergency responses; and develops a common logistics platform with DCHA/OFDA, field Missions, and DOD for reconstruction and stabilization initiatives. DCHA/CMC/OPD keeps USAID Bureaus informed of pending and ongoing field operations involving the U.S. military; works with NGO and military personnel and organizations to strengthen field coordination; and develops a leadership training program, including long-term and short-term modules.

***j.** The **Office of Civilian Response (DCHA/OCR)** maintains a cadre of professionals to augment USG civilian capacity to prevent, respond to, and recover from crisis and conflict. Its mission is to rapidly mobilize highly qualified technical experts providing critical development skillsets in support of USAID and USG civilian operations essential to crisis prevention, response, recovery and transition efforts, and to help the agency prepare for such action.

To accomplish this Mission OCR:

(1) Makes available a cadre of USDH experts in critical core development and foreign assistance-related technical subject areas who are ready and rapidly deployable, and are trained to navigate the interagency and operate in crisis and conflict environments to augment the efforts of the rest of the U.S. government, the Department of State's Civilian Stabilization Operations Bureau (State/CSO), and USAID overseas or in Washington (Civilian Response Corps – A);

(2) Facilitates access to the great depth of crisis, conflict, development, and foreign assistance expertise across USAID and from other sources to respond to critical, short-term needs (Civilian Response Corps – Standby); and

(3) Coordinates within DCHA and USAID, with State/CSO and with

other interagency partners on the development of operational frameworks, policies, and training in support of conflict prevention and response and stabilization operations as well as specific priority country planning.

101.3.1.21 Regional Bureaus
Effective date: 03/02/2008

The **Regional Bureaus** design, implement, and evaluate regional and country strategies and programs within five specific regions:

a. Bureau for Africa (AFR);

b. Bureau for Asia (ASIA);

c. Bureau for Latin America and the Caribbean (LAC);

d. Bureau for Europe and Eurasia (E&E); and

e. Bureau for Middle East (ME).

101.3.1.22 Bureau for Africa (AFR)
Effective date: 06/01/2005

a. The **Office of the Assistant Administrator (AA/AFR)** directs and supervises the activities of the Bureau and its overseas organizations. AA/AFR exercises responsibility for the formulation, approval, and authorization of

- Economic assistance programs and projects,
- Presentation of the Bureau's program and budget to Congress,
- Approval and direction of the allocation of resources among AFR Offices and Missions,
- Implementation of AFR programs and projects, and
- The furtherance of diversity and increased opportunities for Bureau staff and sources contracted by the Bureau.

The Office includes the Assistant Administrator (AA) and two Deputy Assistant Administrators (DAAs) who serve as alter egos to the AA on matters affecting Bureau operations.

b. The **Administrative Management Staff (AFR/AMS)** provides advice regarding Bureau structure, administrative processes, and resources. AFR/AMS represents the Bureau in management activities such as personnel assignment, organization

management, and administrative support. AFR/AMS develops administrative policies and procedures for the Bureau and implements actions regarding personnel; property and space planning and allocation; travel; security; responses to Freedom of Information Act inquiries; and telephone and personnel directories.

c. The **Office of Sudan Programs (AFR/SP)** serves as the locus of responsibility and coordination for all matters related to Sudan, including

- Policy and strategy;
- Project and non-project assistance, analysis, monitoring, implementation, and review;
- Personnel and budgeting;
- External relations and information; and
- Donor coordination.

The Office manages USAID/W participation in the development process, conducts analyses, reviews activities for program impact and country performance, and coordinates with other donors. The Office Director has principal decision-making authority, as delegated from the AA/AFR, for project and non-project assistance proposals for Sudan. The Office Director also plays an active role in inter-Agency processes that determine USG assistance policy for Sudan, and coordinates closely with officials at the State Department, OMB, and NSC. The country development staff in the Office has the lead role in providing coordination and backstopping support for the Sudan mission in Nairobi, Kenya and Khartoum. The staff also coordinates support for country strategic plan development and manages the review and approval process as well as participates in and advises on donor relations and meetings.

d. The three **Geographic Offices** serve as the locus of responsibility and coordination for country-related matters, including

- Policy and strategy;
- Project, non-project, and food aid development, analysis, monitoring, implementation, and review;
- Personnel and budgeting;
- External relations and information; and
- Donor coordination.

These offices manage USAID/W participation in the development process, conduct analyses, review activities for program impact and country performance, and coordinate with other donors. The Office Directors have principal decision-making authority, as delegated from the AA/AFR, for project and non-project assistance proposals. The country development staffs within the Geographic Offices have the lead role in providing coordination and backstopping support for Missions. These staffs coordinate support for country strategic plan development and manage the review and approval process. They also participate in and advise on donor relations and meetings.

(1) The **Office of East African Affairs (AFR/EA)** supports programs in Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Tanzania, Uganda, Democratic Republic of Congo, and the Regional Economic Development Services Office in Nairobi, Kenya.

(2) The **Office of West African Affairs (AFR/WA)** supports programs in Benin, Ghana, Guinea, Liberia, Mali, Nigeria, and Senegal.

The Program Analysis Staff in AFR/EA and the Program Support and Economic Analysis Staff in AFR/WA manage economic, sectoral, and cross-sectoral research and analysis, and develop and maintain economic and social databases for their respective Geographic Offices. They

- Coordinate all project and non-project assistance design activities in the AFR portfolio, ensuring compliance with established policies, procedures, and regulations as they relate to project design, approval, and implementation;

- Coordinate the preparation of individual country Congressional Presentation submissions;

- Coordinate the annual budget cycle; and

- Monitor country program financial data.

They work with AFR/AMS and other Bureau offices to meet Mission staffing requirements.

(3) The **Office of Southern African Affairs (AFR/SA)** supports programs in Angola, Botswana, Malawi, Mozambique, Namibia, South Africa, Zambia, Zimbabwe, and the Regional Center for Southern Africa located in Botswana. There are three Teams providing coordination of AFR/SA programs.

- The Low-Income Countries Team coordinates bilateral programs in Angola, Malawi, Mozambique, and Zambia.

- The Middle Income Countries Team coordinates bilateral programs in Namibia, South Africa, and Zimbabwe.

- The Regional and Program Analysis Team manages economic, sectoral, and cross-sectoral research and analysis and develops and maintains economic and social databases for the southern African programs. It coordinates all project and non-project assistance design activities in the Southern Africa region, ensuring

compliance with established policies, procedures, and regulations as they relate to project design, approval, and implementation. This Team coordinates inputs for key budget-cycle documents, including the Annual Report and Congressional Notifications. It also provides USAID/W coordination for the Initiative for Southern Africa that is implemented by the Regional Center for Southern Africa. This Team coordinates activities for non-presence programs in Lesotho and Swaziland and other multi-country programs such as disaster response.

e. The **Office of Development Planning (AFR/DP)** provides leadership for Bureau strategy and policy development and oversees development and monitoring of the Development Fund for Africa (DFA) Action Plan. AFR/DP

- Identifies and addresses cross-cutting development issues,
- Manages the allocation and tracking of budget resources,
- Assesses the impact of assistance,
- Coordinates assistance with other donors, and
- Provides guidance on overall program and budgeting strategy and policies.

It is composed of two Divisions and two staff offices.

(1) The Project and Food Policy Staff manages and performs quality oversight of Bureau policies concerning project design and implementation, as well as food aid policy development. This unit monitors compliance with guidance on project issues and assesses the quality of implementation of delegations of authority. It establishes food aid policies and program strategy; prepares Africa-specific guidance; and negotiates, tracks, monitors, and maintains the Bureau food aid budget.

(2) The OE Budget and Financial Management Staff manages the OE budget allocation and tracking system and prepares OE budget allowances. The staff participates in budget responses and reclamas on OE for the Bureau for Management and OMB. It

- Provides financial management services and counsel and participates on design and evaluation assessment teams to provide financial management expertise;
- Serves as the Bureau's audit and investigation liaison;

- Oversees participation, response, and implementation of audit recommendations; and

- Manages the internal control assessment process and the audit management and resolution program.

(3) The **Program Analysis and Budget Division (AFR/DP/PAB)** manages the Bureau budget processes and coordinates preparation of the Congressional Presentation. AFR/DP/PAB

- Prepares budget responses and reclamas for the Bureau for Management and OMB,

- Monitors and tracks compliance with congressional interests,

- Coordinates preparation for and follow-up to congressional hearings and prepares responses to legislative reporting requirements, and

- Tracks and reports on the status of legislation and congressional views and organizes and participates in briefings for Hill staff.

(4) The **Policy, Outreach, Strategy and Evaluation Division (AFR/DP/POSE**) develops and monitors implementation of the Bureau for Africa strategy, as set forth in the DFA Action Plan. AFR/DP/POSE develops program strategy and policy guidance for the region, adapting Agency policies for Africa. In addition, AFR/DP/POSE

- Prepares issue papers and assists the field with strategic concept papers;

- Evaluates program performance and assists Missions in organizing a program assessment system; and

- Participates in country project/non-project reviews and assessments of program impact, coordinating with FA/PM/SIM&E on Agency program evaluation activities.

The Division also acts as the Bureau focal point for outreach activities, managing the Bureau for Africa Information Center.

f. The **Office of Sustainable Development (AFR/SD)** provides leadership on African development issues through analysis, strategy development, program design, technical assistance, advocacy, and information dissemination in areas of capacity

building, institutional strengthening, partnership development, information technology, social sciences, democracy and governance, natural resources management and environment, agriculture, population, HIV/AIDS, health, nutrition, education, and crisis mitigation and recovery. The Office

- Manages a set of strategic objectives that help guide overseas operating units in making decisions about strategic choices, program design, implementation, and monitoring and evaluation;
- Supports, encourages, and strengthens the performance of African regional institutions and other international organizations;
- Leads the Bureau's strategic thinking in technical areas; and
- Reviews performance by operating units and programs within the Bureau and advises AFR/DP on appropriate allocation of resources to them.

AFR/SD is comprised of a staff office and three divisions.

(1) The Health, Population, Nutrition and AIDS Staff engages in programs in policy research, capacity building, institutional strengthening, and dissemination of best practices, to ensure that Africans can build a healthy, sustainable future for themselves. Programs focus on extending healthcare services, protecting maternal and child health, conveying family planning information, expanding immunization, and directly confronting the HIV/AIDS crisis.

(2) The **Economic Growth, Environment and Agriculture Division (AFR/SD/EGEA)** provides support for USAID Missions to accelerate growth and reduce poverty and to combat hunger and environmental degradation in Africa. These include

- Promoting new agricultural methods and technologies;
- Expansion of markets;
- Use of innovative environmental measurement tools; and
- Natural resources management techniques, aimed at sustainably increasing African incomes and social stability.

The Division builds local capacity, strengthens African institutions, and supports African networks of policy analysts, policy makers, and business people in order to promote policy relevant research. It also applies the Internet and related technologies to promote accelerated, sustainable, and equitable growth.

(3) The **Education Division (AFR/SD/ED)** programs support education activities in Africa, with a special emphasis on the education of girls and women, distance learning and innovative technologies, education for democracy, and mitigating the impact of HIV/AIDS on students and teachers. Division programs engage in policy research, capacity building, institutional strengthening, and dissemination of best practices. The Division provides strategic guidance to Missions as they design and evaluate their basic education programs.

(4) The **Communication, Peacebuilding and Governance Division (AFR/SD/CPG)** programs engage in policy research, capacity building, institutional strengthening, and dissemination of best practices. The Division works to prevent and mitigate the effects of conflict by linking crisis management with long-term development programs and by helping African nations integrate democracy and good governance principles across development sectors to consolidate democracy and good governance in their societies. These programs are designed to enable Africa to avoid crises, while ensuring more accountable, effective, and responsive public service systems.

101.3.1.23 Bureau for Asia (ASIA)

Effective date: 03/02/2008

a. The **Office of the Assistant Administrator (AA/ASIA)** directs and supervises the activities of the Bureau and its overseas organizations. AA/ASIA formulates, approves, and authorizes U.S. development assistance programs and projects; presents the ASIA Bureau's program and budget to Congress; and approves and directs the allocation of resources among ASIA Offices and Missions. AA/ASIA implements ASIA programs and projects; monitors performance under loan and grant agreements, contracts, and other operating agreements; and takes or recommends required remedial action. The AA serves as the USAID representative on joint commissions, subcommittees, and working groups involved in the ASIA region.

AA/ASIA houses two shared-services units responsible for providing service to both the Bureau for Asia and the Bureau for the Middle East. These units are: The Administrative Management Support Team which ensures that all management and administrative support services for the Bureau of ASIA and the Bureau for the Middle East are in place and maintained, providing expert personnel and administrative counsel and assistance to the AA/ASIA, the AA/ME, and the senior managers of both bureaus, ensuring their compliance with appropriate statutes, policies, and procedures.

b. The Office of **Strategic Planning and Operations (ASIA/SPO)** is the principal point of contact for both bureaus on foreign assistance budget and planning issues with the State Department's Office of U.S. Foreign Assistance Resources (State/F), and works in tandem with both bureaus' geographic desks on these issues with the State Bureau for South and Central Asian Affairs (SCA), the State Bureau for Near Eastern Affairs (NEA), the State Bureau for East Asia and the Pacific (EAP), and the Office of the U.S. Coordinator for Assistance to Europe and Eurasia in the Bureau for European

Affairs (EUR/ACE.) SPO also is a key point of contact for both bureaus with other U.S. Government agencies, international donors and multilateral organizations on foreign assistance budget and planning issues.

ASIA/SPO works in tandem with State/F, the Department of State Regional Bureaus, and ASIA Bureau and Middle East Bureau geographic offices to build, justify, and implement integrated foreign assistance budgets, based on regional and country expertise and analysis. ASIA/SPO also coordinates and participates in the review of Operational Plans to determine whether the foreign assistance resources are best allocated to achieve the goal of transformational diplomacy.

As part of the Operational Plan review, ASIA/SPO coordinates and evaluates operating units' performance as part of the office's performance monitoring and evaluation role. In addition, ASIA/SPO serves both bureaus and all operating units by conducting outreach, providing legislative analysis and Congressional expertise, engaging in donor coordination efforts, and engaging with the inter-agency on counter-terrorism and counter-insurgency issues.

The Office is comprised of two Divisions.

(1) The **Strategic Planning Division (ASIA/SPO/SP)** plays a critical role in translating State/F and Agency programming guidance into regional operational guidance and procedures and responding to field missions' questions regarding this guidance. ASIA/SPO/SP advises and supports both bureaus and all operating units in the preparation of country and regional Operational Plans and associated performance monitoring and implementation arrangements. In coordination with the Operations Division, ASIA/SPO/SP leads the development of the integrated foreign assistance budget request and justification by working with State/F, Department of State Regional Bureaus, and the Middle East Bureau and Asia Bureau geographic offices to match resources to foreign policy priorities. ASIA/SPO/SP provides feedback and assistance to operating units on performance monitoring and evaluation and in coordination with the Operations Division, links performance with budget decisions.

ASIA/SPO/SPO takes the lead and ensures both bureaus' input into the Agency's required reports, such as the PAR and PART, and into the strategic planning process. In coordination with the Office of Technical Support, ASIA/SPO/SP plans and manages the Asia and Near East Central Program, including preparing the Operational Plan and Performance Report and implementing cross-cutting activities. ASIA/SPO/SP also

- Coordinates preparation for congressional hearings, briefings and Q&As;
- Prepares responses to legislative requirements;

- Tracks and prepares reports on the status of legislation and congressional views; and

- Organizes and participates in briefings for Hill staff.

This division is also responsible for conducting outreach for both bureaus and backstopping the outreach efforts of field missions, in addition to being both bureaus' lead for donor coordination and engagement with the inter-agency community on counter-terrorism and counter-insurgency issues.

(2) The **Operations Division (ASIA/SPO/O)** maintains the USAID portion of the integrated budget, which is based on a number of funding accounts, and provides funds to USAID operating units in a timely manner. It ensures that the Asia and Middle East Bureaus are in compliance with the provisions of the Foreign Operations Appropriations Act, Congressional directives, and Presidential Initiatives. This division plays a critical role in maintaining budget controls and ensuring that operating units follow the programming guidance issued by F, including submitting the required paperwork to reprogram funds. In coordination with the Strategic Planning Division, ASIA/SPO/O plays a vital role in development of the integrated foreign assistance budget request and justification. ASIA/SPO/O is responsible for recommending the allocation of operating expenses among Operating Units and allowing these funds to operating units in both regions. In addition, ASIA/SPO/O manages the Congressional Notification preparation and submission process; provides technical guidance and assistance on budget related matters to both bureaus and all missions. This division is also responsible for executing intra- and inter-agency transfers, monitoring accruals and pipelines, and de-obligating funds.

c. The two **Geographic Offices** provide liaison and backstopping functions for ASIA field posts. The Geographic Offices coordinate and lead the review and approval of all proposed assistance in presence countries, and the strategy development as well as the review and approval of all proposed assistance in non-presence countries, from the standpoint of suitability to the country or area development situation and contribution to the achievement of results as specified in the strategy. The Offices also coordinate and lead the review and follow-up of country program strategies, Annual Report Reviews, field Congressional Presentation input, Congressional Notifications, and other documentation presented for USAID/Washington review and approval. The Offices work in tandem with SPO for interagency review and for approval by F of operational plans and budgets.

The Offices serve as the USAID/Washington principal point of contact with the Agency's external audiences and respond to stakeholder inquiries and requirements for information. The Offices interact with Department of State geographic offices to ensure mutual understanding and meshing of foreign policy goals, program objectives, and

individual agency administrative requirements, and to coordinate USAID participation and representation in USAID/Washington at multilateral and other donor meetings on area countries, particularly the annual Consultative Group Meetings. Other frequent interactions include those with the U.S. Office of Management and Budget, the Treasury Department, the National Security Council, the Department of Defense, and other U.S. Federal departments and agencies, as well as Congress (with LPA), bilateral and multilateral donors, and the Embassies of Asia.

(1) The **Office of East Asian Affairs (ASIA/EAA)** supports and coordinates and regional activities in the countries of Cambodia, Indonesia, Mongolia, Philippines, Vietnam, East Timor, and the Regional Mission in Thailand. In addition, the Desks are the key link for bilateral and regional activities in the countries of Burma, China (including Tibet), Laos, North Korea, and the South Pacific Islands. The Office acts as the interface for other bilateral and multilateral donor programs in all of the above countries.

(2) The **Office of South and Central Asian Affairs (ASIA/SCAA)** supports and coordinates the bilateral and regional activities in the South Asian countries of India, Bangladesh, Nepal, Sri Lanka, Pakistan, and Afghanistan, and the Central Asian Countries of Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. In addition, the South Asian Desks are the key link for bilateral and regional activities in the countries of Bhutan and the Maldives Islands. The Office acts as the interface for other bilateral and multilateral donor programs in all of the above countries.

101.3.1.24 Bureau for Latin America and the Caribbean (LAC)

Effective date: 05/10/2009

a. The **Office of the Assistant Administrator (AA/LAC)** directs and supervises the activities of the Bureau and its overseas organizations. AA/LAC formulates, approves, and authorizes U.S. development assistance programs and projects; presents the LAC Bureau's program and budget to Congress; approves and directs the allocation of resources among LAC Offices in Washington and LAC Missions Overseas; and implements LAC programs and projects. AA/LAC also promotes diversity and increased opportunities for Bureau staff.

The Office of the Assistant Administrator includes the AA, two Deputy Assistant Administrators (DAAs), a Special Advisor for Presidential and Bureau Initiatives, a Senior Advisor for Cuba, a Senior Advisor for Transnational Emergencies and Disasters, a Special Assistant, two Secretaries, and four Administrative Officers. The DAAs serve as alter egos to the AA on matters affecting Bureau operations.

b. The **Strategy and Program Office (LAC/SPO)** provides leadership, guidance, and advice to the Bureau on overall development planning, program and budget requirements, policy formulation, broad management implications, and implementation strategies. The Office also provides leadership and assistance to Missions in

developing strategies, activity evaluations, and performance management systems, as well as in analyzing country, regional, sector, and activity-level impact of proposed strategies and development assistance activities.

The Office

- Develops and manages the Bureau's program and Operating Expense budget allocation process;
- Provides advice on economic trends, policy concerns, and program effectiveness issues;
- Ensures consistency of programs with Agency and Bureau policies, strategies, and priorities; and
- Serves as the focal point of all Bureau outreach activities.

LAC/SPO is also responsible for management oversight of the design, review, approval, implementation, and central administration of all LAC bilateral and regional activities.

c. The **Office of Regional Sustainable Development (LAC/RSD)** provides technical leadership and liaison, regional expertise, sectoral strategies, and advice in the areas of

- Economic growth, agriculture, and trade;
- Democracy and governance;
- Education and human resources;
- Population and health; and
- The environment.

The Office designs, implements, and evaluates selected regional projects and is organized into five teams.

(1) The Broad-Based Economic Growth Team supports economic growth issues including sectoral policy; trade, exports, and markets; agriculture and rural development; micro-enterprise, small business and remittances; financial markets and privatization; legal and regulatory reform; and food security. The team coordinates the technical aspects of food aid programs with DCHA and collaborates with the environment team on habitat preservation, biological diversity, environmental protection, and pollution control and abatement.

(2) The Democracy and Governance Team supports rule of law and human rights; violence and conflict prevention; civil-military relations; participation and decentralization; governance and accountability; civil society; and political processes such as elections support.

(3) The Education and Human Resources Team supports basic education, secondary and vocational education; education policy reform, teacher training, and participant training; and provides advice and support for education and training functions.

(4) The Population, Health, and Nutrition Team supports issues related to family planning and reproductive health; child survival; maternal health; HIV/AIDS; health sector policy reform; tropical and infectious diseases; and sustainability of program impacts.

(5) The Environment Team supports technical areas related to

- Environmental protection;
- Conservation of tropical forests;
- Urban and industrial pollution;
- Energy;
- Pest and pesticide management;
- Global climate change; and
- Coastal resource management.

The Team implements Regulation 216, an environmental regulatory function; and collaborates closely with staff responsible for the broad-based economic growth area in agricultural resource management and environmental regulatory policy related to hemispheric free trade objectives to ensure that production, growth, and income objectives are efficiently pursued.

d. The **Geographic Offices** coordinate country-related matters, including

- Policy and strategy;
- Project, non-project, and food aid development, analysis, monitoring, implementation, and review;
- Personnel and budgeting;
- External relations and information; and
- Donor coordination.

The Geographic Offices manage USAID/W participation in the development process; conduct analyses and review activities for program impact and country performance; and coordinate with other donors. The Offices provide coordination and backstopping support for Missions and also coordinate support for country strategic plan development, review, and approval. There are three Geographic Offices for LAC.

(1) The **Office of South American Affairs (LAC/SA)** supports programs in Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay, and Venezuela.

(2) The **Office of Caribbean Affairs (LAC/CAR)** supports programs in Barbados, Dominican Republic, Guyana, Haiti, Jamaica, and Caribbean Regional Programs.

(3) The **Office of Central American and Mexican Affairs (LAC/CAM)** supports programs in Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, and Central American Regional Programs.

(4) The **Office of Cuban Affairs (LAC/CUBA**) supports programs in Cuba.

101.3.1.25 Bureau for Europe and Eurasia (E&E)

Effective date: 04/19/2004

a. The **Office of the Assistant Administrator (AA/E&E)** directs and supervises the programs of the Bureau and its overseas organizations. AA/E&E formulates regional and sub-regional policies and strategies; approves bilateral and regional programs; together with the Department of State Coordinator, allocates program resources among countries and offices; presents the Bureau budget to Congress; and acts as spokesperson for USAID programs in Eastern Europe and Eurasia.

Two Deputy Assistant Administrators (DAAs) oversee the work of the E&E Bureau. One Deputy Assistant Administrator is responsible for the overall management and operation of the Bureau including financial, personnel, and activity design. In addition, the DAA supervises the policy, strategy, and program resource allocation functions and the Office of Eurasian Affairs. The DAA acts as the Assistant Administrator in the absence of the incumbent and represents the E&E Bureau on the Senior Management Group Panel. The second Deputy Assistant Administrator is responsible for the supervision of the Democracy, Governance, and Social Transition Office of the Bureau. In addition, the DAA supervises the Offices of Economic Growth and European Country Affairs.

b. The **Management Office (E&E/MO)** develops and maintains procedures, policies, and financial, information, and administrative systems that streamline overall program operations and enhance the effective implementation of USAID programs in field Missions and Washington. The Office is composed of two subordinate Divisions.

(1) The **Administrative and Information Services Division (E&E/MO/AIS)** is responsible for a wide range of operational and administrative support and information management functions. E&E/MO/AIS's Administrative Management Services (AMS) Team ensures that all management and administrative support services for E&E Bureau are expeditiously put in place and solidly maintained. The Team provides advice and assistance to AA/E&E and senior Bureau management in support of Washington and overseas administrative/management support activities. Working closely with the Bureau for Management, the AMS Team manages the

- Human resource assignment and development process,

- Bureau organizational structure and workforce planning process,

- Logistical support requirements of the Washington office facility and overseas Missions, and

- Compliance with Government-wide and Agency-wide reporting requirements.

E&E/MO/AIS's Information Services Team activities include development and maintenance of critical Bureau information management systems and databases; and maintenance of regularly scheduled distribution of a range of reports required by the Agency, Bureau, and field staff, including quarterly financial pipeline reports, and FSA and SEED reports. The Team also is responsible for web site development, training for operating units in information technology (IT) applications, and IT procurement.

(2) The **Financial Services Division (E&E/MO/FS)** is responsible for a wide range of financial support functions. E&E/MO/FS is responsible for management of Bureau program funds and operating expenses (OE) and audit management for the Bureau, including GAO and OIG. The Division also

- Tracks vouchers for Bureau-managed activities,

- Coordinates assistance in implementation of the Agency's procurement and accounting systems, and

- Has the lead for Federal Managers Financial Integrity Act (FMFIA) issues and certification.

The Division serves as principal Bureau liaison with OMB, M/MPBP/BUD, and LPA on budget implementation issues. The Division directs Bureau budget implementation processes, including the preparation of guidance on funds apportionment, allowance, distribution, and tracking and on Congressional Notifications. E&E/MO/FS

- Develops and implements the processes by which E&E will work with pillar Bureaus in funding E&E projects transferred to them;

- Coordinates Mission information on field support requests with pillar Bureaus;

- Tracks and reconciles program and OE funds deobligations and identifies funds available for reobligation;

- Serves as a Bureau resource (e.g., providing Phoenix support and roles assignment);

- Ensures compliance with appropriate budgeting procedures; and

- Administers inter-agency transfers.

c. The **Program Office (E&E/PO)** ensures that USAID programs in the E&E region address foreign policy and Administration assistance priorities, as well as Agency policies and the needs of the region. The Office also monitors country and program progress toward achieving transition objectives and works with the Department of State Assistance Coordinator to ensure appropriate program budget allocation. To do this, E&E/PO directs region-wide strategic planning, program policy development, program budget planning, performance monitoring, reporting, and evaluation, as well as support for project development and implementation, for the 27 active country programs and residual programs in non-presence and graduated countries in the Europe and Eurasia region. E&E/PO also

- Tracks foreign assistance legislation,

- Prepares Bureau officials to testify before Congress,

- Responds to congressional concerns and directives,

- Addresses issues raised in the context of USAID's relations with other donors,

- Develops systems and guidance to facilitate the necessary integration of the above considerations into country program strategies and budgets, and

- Supports program evaluation and knowledge-sharing about program results throughout the region. There are two Divisions within this Office.

(1) The **Strategic Planning and Analysis Division (E&E/PO/SPA)** develops the Bureau-wide strategic framework for E&E programs; provides advice and guidance in developing country strategic plans; manages the pre-strategy consultation process; prepares parameters guidance to Missions; and takes the lead in Bureau review and approval of these plans. The Division also

- Monitors economic, democratic, and social trends in the region;

- Identifies emerging country performance trends across sectors;

- Liaises with the Bureau for Foreign Assistance with regard to Agency strategy and policy development and implementation;

- Develops and implements Bureau analytical and evaluation agendas;

- Ensures dissemination of findings;

- Recommends program responses;

- Helps the Bureau to ensure sound and timely evaluation of programs; and

- Works to ensure an efficient, effective process by which relevant program knowledge can be shared across countries and used to improve programs.

The Division also conceptualizes options leading to agreement on criteria for country assistance graduation. E&E/PO/SPA prepares congressional testimony and other strategic documents, and serves as central coordination point for issues involving other donors.

(2) The **Program Planning and Project Development Division (E&E/PO/PPPD)** leads the Bureau in program budget planning, performance monitoring, review, and reporting, as well as in support for project development and implementation. The Division prepares the Bureau Program Budget Submission (BPBS), Congressional Budget Justification, and various program budget analyses, working with Washington and Mission offices and the Assistance Coordinator to guide the Bureau in the program budget formulation and maintenance process. The Division is responsible for reviewing country program progress to ensure appropriate oversight, and, together with Bureau operating units, for making recommendations regarding program budget allocation for Mission and regional programs. The Division also coordinates Bureau preparation of the Agency's and the Assistance Coordinator's annual reports.

E&E/PO/PPPD is responsible for broad implementation support for USAID activities

- Providing assistance with designing activities for field Missions and E&E/Washington;

- Developing Bureau policy guidance and assisting operating units with activity design, graduation and program close-out planning, and post-presence program approval; and

- Developing and disseminating information on "best practices" in the implementation of Bureau operating systems and procedures.

The Division also advises, trains, and assists the Bureau on performance monitoring plan preparation and on meeting Agency programming requirements as put forth in the Agency's Automated Directives System (ADS).

The Division

- Tracks relevant legislation,
- Responds to congressional concerns,
- Prepares Bureau officials to testify before Congress, and
- Ensures responsiveness to legislative directives.

E&E/PO/PPPD also coordinates the Bureau's response to unsolicited proposals.

d. The **Office of Eurasian Affairs (E&E/EA)** provides USAID/Washington with resident expertise on Eurasia country conditions and on USAID's programs in those countries. E&E/EA has responsibility for communication and information flow, representation, input to program policy and strategy coordination, and program coordination for the countries in this area. The Office consists of four country "desk" teams:

- Russia Team, which supports Russia programs;
- Central Asian Republics Team, which supports Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan programs;
- West NIS Team, which supports Ukraine, Moldova, and Belarus programs; and the
- Caucasus Team, which supports Armenia, Georgia, and Azerbaijan programs.

e. The **Office of European Country Affairs (E&E/ECA)** has responsibility for communication and information flow, representation, input to program policy and strategy coordination, project coordination, and limited project management for the countries or provinces in Europe. The Office has four teams:

- Program Support,
- South Eastern Europe;
- The Balkans; and
- Regional Non-Presence.

E&E/ECA provides "desk" support for E&E's Missions in Eastern Europe and serves as the central liaison office between field Missions/Offices and USAID/W senior management. E&E/ECA provides leadership in E&E on regional matters, including the Stability Pact and the Southeast Europe Cooperation Initiative (SECI) and coordination with the European Union.

f. The **Office of Economic Growth (E&E/EG)** provides technical and strategic expertise to E&E in support of the Bureau's core objective of creating functional market economies in the former socialist states of Eastern Europe and Eurasia. Specifically, the Office focuses on

- Macroeconomic policy reform,
- Economic restructuring,
- Energy and infrastructure reform,
- Private sector development, and
- On developing the microeconomic foundations required to sustain competitive economic growth.

E&E/EG designs and manages a limited number of regionally funded programs as well as certain bilaterally funded activities that have unique E&E foreign policy or technical dimensions. This Office is the Missions' principal interlocutor with EGAT. E&E/EG oversees the economic growth portfolio of the region to ensure that the objectives of the Bureau and Agency are met and that the formulation and implementation of country economic growth programs are consistent with the policies and strategies of the Bureau and the Agency. The Office facilitates communication among economic growth officers across the region and provides technical and other support to these officers and their Missions.

The Office is responsible for coordinating with Department of State's Office of the Coordinator for Europe and Eurasia, with the National Security Council, with various other USG departments and agencies, as well as with other donors on all matters affecting economic growth activities in the region. The Office also facilitates and, in certain instances, manages partnerships and alliances with industry and NGO groups. The organizational structure consists of two technical Divisions plus the Bureau Environmental Officer. The Bureau Environmental Officer and staff report to the Director and carry out the Agency Regulatory 216 requirements concerning environment assessment and compliance.

(1) The **Market Transition Division (E&E/EG/MT)** focuses on the development of sound macroeconomic and microeconomic reforms to assist the transition from centrally controlled, command economies to market economies. The areas of concentration include

- Improving the business environment through promulgation and implementation of good commercial law, legal and regulatory reform, and confronting corruption;

- Improving the competitiveness of small- and medium-sized businesses through work with industry clusters, commercial law, and accounting improvements;

- Strengthening financial intermediation through work with banks and securities markets and their regulators (including combating financial crimes) and with non-bank financial services (including municipal bond markets, housing finance, insurance, and leasing); and

- Privatization.

The Division manages USAID's 10 Enterprise Funds.

(2) The **Energy and Infrastructure Division (E&E/EG/EI)** focuses on the development of economically and environmentally sound energy and infrastructure systems that can support economic growth and market development. Areas of concentration include energy production and policy, regulatory and pricing reform, sector restructuring, regulatory reform, energy efficiency, and infrastructure systems including water, transport, information communication technology, and nuclear safety.

g. The **Office of Democracy, Governance and Social Transition (E&E/DGST)** provides the Bureau and the field Missions with technical and strategic expertise on policy and strategies; program design, development, implementation, monitoring, and evaluation; and program management for democracy and governance and social transitions, especially marginalized populations, health, labor, and social safety nets. The Office also directly manages some regional activities. The Office has three teams, which serve as the Bureau's key technical liaison in their respective fields with the pillar Bureaus, Bureau for Foreign Assistance, other USG agencies (particularly the Department of State, the Department of Justice, and the Department of Labor), other international actors, and external stakeholders. The Office also works with other parts of the Bureau and Agency on crosscutting issues, such as corruption, conflict management, etc.

(1) The Democracy and Governance Team provides strategic, political, and technical advice and support to the transition to democracy and democratic governance (D/G):

- Rule of law (including human rights, judicial independence, administrative law, procedural reform, and legal professionalism);

- Good democratic governance (particularly at the local level);
- Civil society (including NGOs and independent media); and
- Democratic political processes (including political parties, electoral administration, and legislative strengthening).

(2) The Social Transition Team provides strategic, political, and technical advice to support the social transition from centralized communist systems to free market, democratic systems. It also includes technical advice and support on reforming service delivery systems related to social safety net restructuring, unemployment, education, and labor markets.

(3) The Health Team provides strategic, political, and technical advice on health care, community-based service delivery, women's health services and family planning, and emerging/reemerging infectious diseases and longer-term health system reform.

101.3.1.26 Bureau for the Middle East (ME)

Effective date: 03/02/2008

a. The **Office of the Assistant Administrator (AA/ME)** directs and supervises the activities of the Bureau and its overseas organizations. AA/ME formulates, approves, and authorizes U.S. development assistance programs and projects; presents the Middle East Bureau's program and budget to Congress; and approves and directs the allocation of resources among Middle East Offices and Missions. AA/ME implements Middle East programs and projects; monitors performance under loan and grant agreements, contracts, and other operating agreements; and takes or recommends required remedial action. The AA serves as the USAID representative on joint commissions, subcommittees, and working groups involved in the Middle East region.

b. The **Office of Technical Support (ME/TS),** housed in the ME Bureau, supports both the ASIA and ME bureaus, regional platforms and field missions with technical staff focused on the unique transformational development issues confronting the Asia and Middle East regions. For these regions, ME/TS produces technical analyses, develops strategies and sectoral policy guidance, designs programs, monitors and evaluates country progress, and reaches out to the agency, interagency and to the public on technical issues. ME/TS teams encompass—and interconnect – the health, education, democracy, economic growth, environment, conflict management, humanitarian, and security sectors.

For both bureaus, ME/TS is the principal point of contact with other U.S. Government agencies, international donors, and bilateral and multilateral organizations on strategic technical priorities and concerns. Within the US Government, at the direction of Bureau leadership, ME/TS engages with other US Government functional or technically-focused

agencies and offices, including the

- State Department's Bureaus of Oceans and International Environmental and Scientific Affairs (OES),
- Democracy, Human Rights and Labor (DRL),
- Economics Bureau (EB),
- International Narcotics and Law Enforcement (INL),
- Functional teams in the Director of Foreign Assistance (F),
- Coordinating offices for technical issues such as HIV/AIDS, reconstruction and stabilization, and counter-terrorism,
- The Departments of Commerce, Justice, Treasury, Defense, and
- The National Security Council on interagency sectoral initiatives.

Within USAID, ME/TS sits on sectoral councils and is the principal point of contact on technical issues related to the region's foreign assistance planning and program implementation with technical bureaus (Health; Democracy, Conflict, and Humanitarian Assistance; Economic Growth, Agriculture, and Trade).

ME/TS's main counter parts in the field are the technical staff in USAID missions and the regional platform offices (OMEP, RDMA). ME/TS provides the bureaus and field missions with technical advice for country strategic and operational planning, program design, evaluation and implementation. ME/TS links the ASIA and ME bureaus and their field missions with links to USAID pillar bureaus for services, support, research and training, and with access to relevant US or international organizations and initiatives. ME/TS produces evidence-based analysis to monitor and evaluate progress and to communicate with the public, constituency groups, Congress (with LPA), and other stakeholders on technical matters. In coordination with the Office of Strategic Planning and Operations (ASIA/SPO), ME/TS plans and manages the Asia and Near East Central Program, including preparing the Operational Plan and annual Performance Reports and leading implementation of regional and cross-cutting activities. The Office advises the Administrative Management Support Team on skill requirements and personnel qualifications for all Bureau technical positions, assignments, and recruitment.

c. The two **Geographic Offices** provide liaison and backstopping functions for Middle East field posts. The Geographic Offices coordinate and lead the review and approval of all proposed assistance in presence countries, and the strategy development as well as the review and approval of all proposed assistance in non-

presence countries, from the standpoint of suitability to the country or area development situation and contribution to the achievement of results as specified in the strategy. The Offices work in tandem with SPO for interagency review and for approval by F of operational plans and budgets. The Offices also coordinate and lead the review and follow-up of country program strategies, Annual Report Reviews, field Congressional Presentation input, Congressional Notifications, and other documentation presented for USAID/Washington review and approval.

The Offices serve as the USAID/Washington principal point of contact with the Agency's external audiences and respond to stakeholder inquiries and requirements for information. The Offices interact with Department of State geographic offices to ensure mutual understanding and meshing of foreign policy goals, program objectives, and individual agency administrative requirements, and to coordinate USAID participation and representation in USAID/Washington at multilateral and other donor meetings on area countries, particularly the annual Consultative Group Meetings. Other frequent interactions include those with the U.S. Office of Management and Budget, the Treasury Department, the National Security Council, the Department of Defense, and other U.S. Federal departments and agencies, as well as bilateral and multilateral donors, Congress (with LPA), and the Embassies of Middle Eastern countries.

(1) The **Office of Middle East Affairs (ME/MEA)** provides effective and efficient headquarters guidance and support to USAID activities and programs in the Middle East Region. Egypt, Jordan, Lebanon, Morocco, West Bank/Gaza, and Yemen are USAID posts with a combination of DA, ESF and International Development Assistance (IDA)-funded programs. Algeria, Israel, and Tunisia are posts where ESF-funded activities continue to operate. ME/MEA also provides advice and assistance to the Office of Middle East Programs (OMEP), based in USAID/Egypt, which supports U.S. Government and multi-lateral initiatives and develops programs that address common, transboundary development issues of impact to the Middle East region. ME/MEA is the principal point of contact and coordination with the Department of State's Bureau for Near East and Asia for the above Middle East programs.

(2) The **Office of Iraq and Arabian Peninsula Affairs (ME/IAPA)** provides headquarters guidance and support to USAID activities in Iraq. The Iraq reconstruction program is the largest and most intensive effort that the United States has mounted since the Marshall Plan. This particularly demanding program requires close coordination with the National Security Council and the Department of Defense in addition to the regular liaison functions performed at the headquarters level. ME/IAPA is the principal USAID point of contact with State/NEA on Iraq and with State's Coordinator for Iraq (S/I).

101.3.2 Overseas Organizations

Effective date: 02/08/2001

USAID manages a wide variety of U.S. foreign economic and humanitarian assistance programs in the developing world, Central and Eastern Europe, and the new independent states of the former Soviet Union.

101.3.2.1 USAID Bilateral Country Missions

Effective date: 02/08/2001

USAID bilateral country Missions are established when the U.S. assistance program is continuing, ranging from minor programs with a single focus to major programs with multiple types of assistance within several sectors. Missions are categorized as small, medium, full, and full support depending on the scope and complexity of their programs, and their program and staff levels. Responsibility for establishing and achieving strategic objectives lies with the organization. Essential services such as program development, problem analysis, project design, program/budget documentation, implementation monitoring, financial management, and administrative/logistical support are provided internally at full and full support Missions and most medium Missions. Small Missions receive support as needed from full support Missions or Regional Service Centers.

101.3.2.2 Offices of the USAID Representative

Effective date: 07/31/2003

Overseas bilateral Missions that have two or fewer U.S. direct hire employees are titled as Offices of the USAID Representative. Their principal officer is the USAID Representative. These Offices have the same characteristics as small bilateral Missions and look to full and full support Missions for many essential services.

101.3.2.3 USAID Centers for Multi-Country Programs and Support

Effective date: 10/15/2007

USAID centers for multi-country programs administer USAID activities and provide support involving multiple countries. Examples include

a. Regional Platform Missions,

b. Regional Program Missions, and

c. Regional Service Centers (RSCs).

101.3.2.4 USAID Bureau for Democracy, Conflict, and Humanitarian Assistance Presence

Effective date: 07/31/2003

The Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA) represents the Agency at the World Food Programs office in Italy and maintains programs both with and without U.S. direct hire presence throughout the world where humanitarian assistance is needed.

101.3.2.5 USAID Representation Offices
Effective date: 02/08/2001

USAID Representation offices are maintained by the Office of Development Partners (ODP) in four international organizations:

a. Office of AID Coordination/Geneva,

b. Development Assistance Committee/Paris,

c. Office of Development Cooperation/Tokyo, and

d. European Commission Coordination/Belgium.

101.3.2.6 Field Offices of the Inspector General
Effective date: 02/08/2001

The field offices of the Office of the Inspector General carry out a comprehensive program of audits and investigations. These Offices include

a. Regional Inspector General for Audit offices, and

b. Investigative Field Offices.

101.3.3 Overall Organizational Approaches for USAID
Effective date: 02/03/2006

To meet the challenges of the twenty first century, USAID is organized to provide assistance to countries so that its resource allocations are aligned with its strategic objectives. (See **ADS 201.3**, Alternative Approaches to Managing Programs**)**

101.3.3.1 Country Focus
Effective date: 10/15/2007

USAID uses the following models to implement country programs (see **ADS 201.3**):

- **Model A (No Specific Country Framework, Strategic Plan, Operational Plan, and In-Country USDH Staff).** Model A represents the least amount of USAID country-level management effort and may be adequate when the nature and scope of activities require limited coordination and oversight. In this model specific activities are implemented but are not governed by country-level SOs. All activities are governed by regional or sector Strategic Plans and Operational Plans of USAID Washington Operating Units or presence country Missions.

- **Model B (Specific Country Framework but No Country Strategic Plan or Operational Plan).** In Model B, Bureaus improve coordination and effectiveness by means of sub-bureau planning frameworks with country-level goals. All activities, including planning, implementation, and reporting, must be managed under a Regional or Pillar Bureau Strategic Plan by the Operating Unit responsible for that plan.

- **Model C (Country-level Strategic Plan and Operational Plan, Annual Report Prepared outside of Country, but No In-country USDH Staff).** Bureaus choose Model C when additional visibility and higher USAID management intensity are useful and when dedicated staff can be assigned to manage achievement of the SOs. This model includes a country-level Strategic Plan and Operational Plan, with one or more Strategic Objectives and corresponding operating year budget (OYB) representing funding for the SOs.

- **Model D (Country-level Strategic Plan and Operational Plan, Project OYB Funding, and In-Country USDH Staff).** Model D represents the traditional "presence" country approach, where full-time, in-country staff conducts the full range of planning, achieving, and assessing and learning functions.

101.3.3.2 Allocation of USAID Resources

Effective date: 02/03/2006

USAID allocates its resources according to the Core Strategic Goal (See **ADS 201.3**) that best characterizes the country program and a strategic budgeting approach encompassing program performance and country need. The approach aligns budgetary availabilities with staffing needs on the basis of Mission Management Assessments and workforce modeling.

101.3.3.3 Policy Framework for Bilateral Foreign Aid

Effective date: 10/15/2007

The Policy Framework for Bilateral Foreign Aid was established in January 2006 to provide strategic management of U.S. bilateral foreign aid. This policy identifies, clarifies, and distinguishes among USAID's core strategic goals; calls for a clearer alignment of resources with each goal; and establishes principles for strategic management to achieve results in terms of each goal. It thereby provides the overarching framework for USAID strategies and policies, and for USAID strategic planning, budgeting and programming. USAID's policy framework is based on five core strategic goals:

- **Promote transformational development** by promoting far-reaching, fundamental changes in governance and institutions, human capacity, and

economic structure, so that countries can sustain further economic and social progress without depending on foreign aid.

- **Strengthen fragile states** by reducing fragility and establishing the foundation for development progress by supporting stabilization, security, reform, and capacity development.

- **Support strategic states** by helping to achieve major U.S. foreign policy goals in specific countries of especially high priority as key allies from a strategic standpoint.

- **Provide humanitarian relief** by helping to meet immediate human needs, save lives, and alleviate suffering in countries afflicted by violent conflict, crisis, natural disasters, or persistent dire poverty.

- **Address global issues and other special, self-standing concerns**, undertaking activities that relate to concerns such as HIV/AIDS and other infectious diseases, climate change, biodiversity, direct support for international trade agreements, and counter narcotics efforts.

101.4 MANDATORY REFERENCES

101.4.1 External Mandatory References

Effective date: 10/15/2007

a. Executive Order 12163, "Administration of Foreign Assistance and Related Functions," as amended March 31, 1999

b. Foreign Affairs Reform and Restructuring Act of 1998, as contained in Public Law 105-277, 112 Stat. 2681-761 et seq., October 21, 1998

c. The Foreign Assistance Act of 1961, as amended (22 U.S.C. Sec. 2151, et seq.)

d. Reorganization Plan and Report submitted pursuant to Section 1601 of the Foreign Affairs Reform and Restructuring Act of 1998, as contained in Public Law 105-277

e. Department of State Delegation of Authority No. 293, as amended

101.4.2 Internal Mandatory References

Effective date: 10/15/2007

a. 201mam, Policy Framework for Bilateral Foreign Aid

b. ADS Chapter 201

c. Policy Framework for Bilateral Foreign Aid, January 2006

101.5 ADDITIONAL HELP

Effective date: 02/08/2001

There are no additional help documents for this chapter.

101.6 DEFINITIONS

Effective date: 02/08/2001

The terms and definitions listed below have been included in the ADS Glossary. See the **ADS Glossary** for all ADS terms and definitions.

participation
The active engagement of partners and customers in sharing ideas, committing time and resources, making decisions, and taking action to bring about a desired development objective. (Chapter 101)

partner
An organization or individual with which/whom the Agency collaborates to achieve mutually agreed upon objectives and to secure participation of ultimate customers. Partners include host country governments, private voluntary organizations, indigenous and other international non-government organizations, universities, other U.S. Government agencies, the United Nations and other multilateral organizations, professional and business associations, and private businesses. (Chapters 101 and 102)

partnership
An association between USAID, its partners and customers based on mutual respect, complementary strengths, and shared commitment to achieve mutually agreed upon objectives. (Chapters 101 and 102)

sustainable development
Continued economic and social progress that rests on four key principles: improved quality of life for both current and future generations; responsible stewardship of the natural resource base; broad-based participation in political and economic life; and effective institutions that are transparent, accountable, responsive, and capable of managing change without relying on continued external support. The ultimate measure of success of sustainable development programs is to reach a point where improvements in the quality of life and environment are such that external assistance is no longer necessary and can be replaced with new forms of diplomacy, cooperation, and commerce. (Chapter 101)