

Functional Series 100 – Agency Organization and Legal Affairs
ADS 101 – Agency Programs and Functions

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ADS 101 – Agency Programs and Functions

101.1 OVERVIEW

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

101.2 PRIMARY RESPONSIBILITIES

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 Equal Opportunity Programs** (EOP) serves as the Agency's Equal Employment Opportunity Officer and advises on all aspects of equal employment opportunity. In addition, the Director formulates policy and supervises the administration of equal opportunity 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.

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101.3 POLICY DIRECTIVES AND REQUIRED PROCEDURES

101.3.1 Agency Creation and Authority

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 Administrator of USAID authority for USAID programs in State Department Delegation of Authority No. 145, as amended March 31, 1999.

101.3.1.1 Office of the Administrator (A/AID)

The **Office of the Administrator (A/AID)** for USAID 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.

101.3.1.2 Global Development Alliance Secretariat (GDA)

The **Global Development Alliance Secretariat (GDA)** is a temporary organization that leads the GDA initiative, institutionalizing it within USAID, and provides support and services to Agency staff and partners working on developing strategic alliances. The Secretariat supports and guides internal and external advocacy efforts; provides technical assistance, including the dissemination of "best practices," through training and other methods, and "due diligence" research on prospective alliance partners; and actively liaises with traditional and non-traditional partners, particularly the corporate community, to stimulate outreach. The Secretariat resolves procurement, legal, and policy issues related to institutionalizing the GDA business model; creates and implements a fair and efficient process to allocate resources; and directs assessment/research/reporting activities.

101.3.1.3 Office of the Executive Secretariat (ES)

The **Office of the Executive Secretariat (ES)** performs the following functions:

- a. Facilitates and expedites the decision-making process for USAID. ES serves as a channel of communication between the Office of the Administrator and Agency senior staff and serves as the focal point for the Administrator on matters requiring consideration, proper coordination, decision, or other action. ES is the primary communicator of the Administrator's decisions, views, and management style.
- b. Provides staff assistance to ensure that the Administrator receives information and recommendations needed to make informed and timely

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decisions on Agency policy, programs, and management; to defend those decisions in Executive Branch, congressional, and public forums; and to respond to inquiries from the Congress and the public regarding Agency policies, programs, and management of U.S. Government funds.

c. Manages the USAID duty system for ensuring round-the-clock response to emergencies and urgent requirements.

d. 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.

e. Reviews Agency-prepared documents going to the Administrator and Deputy Administrator, ensuring that the information supplied is sufficient for decision-making or briefing purposes, that the views of concerned Bureaus and Offices have been incorporated, and that 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.

f. Identifies matters or problems that require the attention of the Administrator or 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.

g. Coordinates preparation for official travel and foreign visits by the Administrator and Deputy Administrator.

h. The Correspondence Analysis and Control Team 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 other senior staff. This team also maintains systems for tracking and follow-through on action assignments and for identifying, locating, and retrieving the Agency's executive communications; develops Agency standards and instructions governing the preparation and handling of executive communications; and serves as the Agency's Top Secret document control point.

i. The Secretariat Support Team provides assistance and support to A/AID, other elements of ES, and the Agency; communicates and confirms assignments or actions personally directed by the Administrator or Deputy Administrator; reviews and edits reports to the White House, Congress, the Office of Management and Budget (OMB), and Department of State (DOS) when prepared for the Administrator's or other designated Agency officials' signature; provides administrative, management, budget/financial, and automated information

systems support services for A/AID and ES; and provides chauffeur and messenger services.

101.3.1.4 Office of Security (SEC)

The **Director of Security (SEC/OD)** provides centralized security support to the Agency and, with the exception of unclassified automated systems security, supervises, directs, and controls all security activities relating to the programs and operations of USAID. He/she advises the Administrator and USAID senior staff on all security matters; develops and publishes security 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 support to USAID operations worldwide, including Overseas and Domestic Physical Security, National Security (classified) Information, and Personnel Security. SEC serves as a key participant in the defense of the Agency's security resource requests before the Office of Management and Budget (OMB) and the Congress. In addition, SEC ensures that appropriate liaison with the Department of State Bureau of Intelligence, Bureau of Research, and Bureau of Diplomatic Security is conducted on a daily basis and, in addition, SEC/OD serves as the USAID focal point on security matters when dealing with heads of all security, intelligence, and law enforcement agencies and offices throughout the Federal government, including the negotiation of operating agreements with intelligence, law enforcement, investigative, and security agencies for the performance of security-oriented, investigative services for USAID. SEC/OD also serves as the senior Agency official responsible for implementation of Executive Orders 12968 – Access to Classified Information, 12958 – Classified National Security Information, and 12829 – National Industrial Security Program and serves as Chairman of the Security Clearance Review Panel.

The Office of Security is divided into two Divisions. The functional statements of each Division follow.

- a. The **Personnel, Information and Domestic Security Division (SEC/PIDS)** develops policies, criteria, and procedures for USAID regarding the scope and conduct of personnel security investigations as prescribed by applicable statutes and regulations. SEC/PIDS conducts, controls, and directs worldwide personnel security investigations, periodic reinvestigations, and evaluations of the suitability, integrity, and loyalty of USAID and OPIC employees, prospective employees, and contractors and their employees. This Division also investigates complaints of personal misconduct of significance to the continuation of employment and retention of security clearances. SEC/PIDS provides counterintelligence support services including briefings, debriefings, coordination of Technical Surveillance Countermeasures (TSCM) requirements at USAID facilities, and investigations involving USAID direct-hire employees and USAID contractors and their employees.

SEC/PIDS provides the Director, Office of Human Resources (M/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. The Division provides the Office of the Director of Security (SEC/OD) with significant security issues, which are developed during investigations, and makes appropriate recommendations.

It develops and maintains effective liaison with counterpart officers in the U.S. Office of Personnel Management, the Federal Bureau of Investigation, the Department of State's Bureau of Diplomatic Security, and other appropriate Government agencies. The 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, other regulations, and/or USAID policy. SEC/PIDS arranges for appropriate security coverage for USAID classified conferences within the United States. The Division also conducts all operations of the Agency's Classified Document Center (CDC).

SEC/PIDS satisfies all reporting responsibilities to the Information Security Oversight Office (ISOO) under the appropriate Executive Order. In this connection, SEC/PIDS develops and implements the USAID inspection program to detect and report security classification abuses. SEC/PIDS administers the USAID security violation program. The Division administers the USAID identification card program; coordinates with the Department of State's Bureau of Diplomatic Security concerning matters involving USAID employee access to the Department of State; and develops and conducts security orientation training for USAID.

SEC/PIDS administers the USAID domestic physical security program; develops policies, criteria, and procedures for USAID regarding the protection of classified material from compromise; and provides physical security safeguards in USAID/Washington for information, personnel, and facilities. In conjunction with the General Services Administration, SEC/PIDS manages the guard program in USAID-controlled buildings in USAID/Washington.

b. The **Physical Security Programs Division (SEC/PSP)** manages the USAID overseas physical security program. SEC/PSP also exercises primary responsibility within USAID for the design, installation, and oversight of security systems to counter terrorist attacks and other acts of violence against USAID facilities and personnel. The Division administers an emergency, voice-radio communications program to support USAID operations overseas; manages an armored vehicle program to support USAID operations at specified posts with sustained terrorism threats; and maintains the SEC logistics and repair facility in the U.S. to support USAID physical security, communications, and armored vehicle projects. SEC/PSP develops USAID policy promulgating physical security standards in accordance with the Omnibus Anti-Terrorism and

Diplomatic Security Act of 1986; and provides 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.

SEC/PSP conducts security inspections of USAID facilities overseas to ensure compliance with Overseas Security Policy Board standards and joint foreign affairs security regulations. In concert with USAID officials, the Division initiates appropriate action to correct cited deficiencies; conducts quality assurance evaluations of USAID security systems overseas to ensure they are functioning as designed; arranges for appropriate security coverage for USAID conferences overseas; and arranges and/or provides appropriate security for the Administrator's travel. The Division, as dictated by local threat conditions, debriefs USAID personnel returning from overseas regarding security aspects of their assignment. SEC/PSP develops and conducts security awareness training for USAID employees in all matters pertaining to the protection of personnel, facilities, and classified national security information; coordinates special briefing requirements with other U.S. agencies and departments for USAID personnel destined for overseas assignments; and develops and maintains liaison with counterpart security and intelligence agencies to ensure acquisition of threat and activity information necessary to support Agency decisions regarding overseas activities. The Division also conducts appropriate briefings for Agency personnel to support decision-making.

101.3.1.5 Bureau for Management (M)

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 a Deputy Assistant Administrator who oversee and provide general policy and direction to subordinate Management Bureau offices. AA/M administers a program of centralized support to Agency operations worldwide that include personnel management, accounting and finance, management control and audit coordination, administrative services, procurement policy and operations, information resources management, and overseas support. AA/M allocates resources among the various components of the Agency and serves as a key participant in the defense of the Agency's resource requests before the Office of Management and Budget (OMB) and the Congress. In addition, AA/M ensures the integrity of administrative, financial, and information resources management operations, and oversees the designated Chief Information Officer (CIO), the Chief Financial Officer (CFO), and the Procurement Executive.

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b. The **Office of the Procurement Executive (M/PE)** manages and directs the Agency's Acquisition and Assistance (A&A) system including implementation of the unique procurement policies, regulations, and standards of the Agency. M/PE 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; and coordinates Agency A&A training programs, oversees the Agency A&A Ombudsman function and leads outreach activities.

c. The **Office of Management Planning and Innovation (M/MPI)**

(1) The **Office of the Director (M/MPI/OD)** establishes general policy guidance for overall management planning and analysis, management controls, and audit management and resolution. M/MPI/OD oversees the institutionalization of Agency management improvement and reform programs.

(2) The **Management Innovation and Control Division (M/MPI/MIC)** manages the implementation of the Federal Managers Financial Integrity Act (FMFIA); coordinates the Agency's system for ongoing evaluations; and reports on the adequacy of systems of internal accounting and administrative control. M/MPI/MIC manages the Audit Management and Resolution System and provides substantive direction to Bureaus and Offices responding to audit recommendations. M/MPI/MIC also develops and maintains Agency policy and essential procedures for implementation and follow-up to audit recommendations; develops and maintains management information systems to track the resolution of audit findings; assesses the adequacy of Mission audit management and resolution systems; and verifies that audit resolution actions have the intended effect. In addition, this Division provides staff support to the Management Control and Review Committee, including formulation of agendas, preparation of discussion papers, and related support activities; conducts studies of internal control and vulnerability issues; ensures that follow-up action is taken regarding recommendations generated from reports, assessments, studies, commissions, etc.; and provides staff support to the Mission closeout coordinator.

(3) The **Management Consulting Division (M/MPI/MC)** designs and conducts comprehensive management studies of USAID organizations and functions; coordinates and ensures that changes resulting from the National Performance Review (NPR) and Agency reforms are properly institutionalized within the Agency's organizational structure, systems, and policies and procedures; and provides management and problem solving assistance. The Division serves as the focal point for theories, principles, and techniques of management analysis; including Total Quality Management (TQM), Re-Engineering, Business Area Analysis (BAA),

Value Analysis/Value Engineering, and so forth. M/MPI/MC ensures that these concepts are appropriately applied within USAID, and conducts analyses based on their premises. M/MPI/MC manages a cadre of management consulting contracts that employ individuals with expertise in organizational and procedural analysis and related management specialties. In addition, it ensures that Federal advisory committees sponsored by the Agency are currently and accurately chartered and are in compliance with the Federal Advisory Committee Act of 1972, P.L. 92-463. It maintains an early warning system aimed at identifying real or potential management problems, assisting organizational units in correcting identified problems.

d. The **Administrative Management Staff (M/AMS)** provides administrative and management advice and assistance to the Bureau for Management regarding organizational structure, position, and personnel management, office systems and automation, and administrative support services. M/AMS facilitates implementation of actions. In addition, M/AMS prepares the Bureau's annual budget submission to include implementing the decisions of the AA/M on allocation of resources; authorizes obligating documents; and tracks and monitors obligations, expenditures, and Full Time Equivalencies (FTE) utilization within the Bureau. M/AMS also serves as the Bureau diversity coordinator.

e. The **Office of Procurement (M/OP)** oversees the procurement function of USAID. It comprises the Office of the Director and seven Divisions.

(1) The **Office of the Director (M/OP/OD)** manages and directs the Agency's commodity, commodity transportation, and contract programs. This Office recruits, trains, and assigns Contracting Officers and Commodity Management Officers and houses the Agency Competition Advocate with responsibility for promoting full and open competition in Agency procurement actions. In addition, M/OP/OD houses a special projects unit that plans, coordinates, and develops comprehensive operating policies and procedures and management systems to improve the efficiency and quality of the USAID procurement system; provides a liaison point between the Agency and external grantees, contractors, and PVOs to address procurement-related concerns; undertakes special automation projects; and collects Agency contracts data and submits required reports. M/OP/OD also houses the Contract Information Management System Staff (M/OP/CIMS), which establishes and maintains the Agency's contract management information system.

(2) The three **Contract Divisions** provide professional advisory and operational support to the technical and program components of the Agency related to developing and managing the variety of procurement instruments, including contracts, grants, and participating agency agreements. The three Contract Divisions are

(a) **Humanitarian Response, Africa & Management Division (M/OP/HRAM)**, which includes the Disaster Assistance & Transition Initiatives Branch (M/OP/HRAM/DATI); the ASHA, Food for Peace and PVC Branch (M/OP/HRAM/AFP); and the Africa & Management Branch (M/OP/HRAM/AFM).

(b) **Global Division (M/OP/G)**, which includes the Environment and Women in Development Branch (M/OP/G/EWID); the Economic Growth Branch (M/OP/G/EG); the Democracy, Governance & Human Capacity & Agriculture Branch (M/OP/G/DGHCA); and the Population, Health & Nutrition Branch (M/OP/G/PHN).

(c) **Europe, Eurasia & Regional Division (M/OP/EER)**, which includes the Democracy, Governance & Latin America Branch (M/OP/EER/DGLA); the Market Transition & Procurement Branch (M/OP/EER/MTP); and the Environment, Energy, Social Transition & Asia-Near East Branch (M/OP/EER/EESTA).

(3) The **Transportation and Commodity Division (M/OP/TC)** serves as the principal backstop for all issues related to transportation and commodity management.

(a) The **Transportation Branch (M/OP/TC/TRANS)** administers, develops, and monitors the policies, regulations, and statutes governing the transportation of commodities financed by USAID and those financed under Title II and Title III P.L. 480; and administers compliance with the shipping provisions of the Foreign Assistance Act and the requirements of the Cargo Preference Act.

(b) The **Commodity Branch (M/OP/TC/COM)** provides guidance and assistance in the development and implementation of Commodity Import Programs and procurement of project commodities; administers policies and develops standards and procedures affecting procurement of USAID-financed commodities, including commodity eligibility and suitability; and monitors commodity programs and commodity-related services transactions financed by USAID to ensure compliance with statutory, regulatory, and contractual requirements and consistency with the terms of loan and grant agreements.

(4) The **Procurement Support Division (M/OP/PS)** promulgates and implements policies and procedures in the areas of contractor/grantee financial audits, audit resolution, indirect cost and rate agreements,

provision of excess government property to PVOs, contract closeouts, contractor/grantee novation, and name changes.

(a) The **Overhead, Special Costs, and Closeout Branch (M/OP/PS/OCC)** establishes indirect cost rates for USAID-financed contracts, grants, and related agreements; and manages the automated systems pertaining to Negotiated Indirect Cost Rate Agreements and contractor indirect cost rate proposals.

(b) The **Support Services Branch (M/OP/PS/SUP)** manages and operates the Audit Tracking System; serves as the focal point for Commerce Business Daily notices; and operates and maintains the M/OP Audit Resolution Status System.

(c) The **Contract Audit Management Branch (M/OP/PS/CAM)** identifies financial audit requirements for Agency contractors and grantees and arranges for and monitors the performance of required audits.

(5) The **Policy Division (M/OP/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/OP/POL develops policy and provides advice and assistance on matters concerning contracting for personal services.

(6) The **Evaluation Division (M/OP/E)** conducts evaluations of worldwide procurement and assistance operations as required to support the Procurement Executive's periodic certification of the Agency's procurement system. M/OP/E evaluates contracting requirements of USAID overseas organizations and recommends delegations of authority. The Division also reviews direct and host-country contracts as well as grants and cooperative agreements for conformance with established acquisition and assistance policies and procedures. M/OP/E administers the Procurement Management Certification Program and formulates policy on contractor/grantee and marine insurance matters.

f. The **Office of Human Resources (M/HR)** oversees the human resources function of the Agency. It is composed of five subordinate organizations.

(1) The **Office of the Director (M/HR/OD)** houses the principal advisor for human resources and executive level positions. This Office plans, develops, and manages the administration of human resources for the Agency in support of the Agency's Strategic Plan. That plan calls for active work force 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 at the most efficient cost. The Office of the Director evaluates the efficiency and effectiveness of internal operations and Agency personnel operations and systems and explores ways to improve efficiency and effectiveness. It also provides leadership and general direction to the component units of M/HR.

(2) The **Policy, Planning and Information Management Division (M/HR/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; and manages and maintains the Agency's human resources database.

(a) The **Policy and Planning Branch (M/HR/PPIM/PP)** develops and implements recruitment, retention, and position management results packages to contribute to the achievement of the Agency workforce planning strategic objective; develops workforce planning models to assist Agency management in decision making; and directs the Agency's organization management program. M/HR/PPIM/PP ensures that policy and procedures regarding organization and management are current, and receives and approves organizational changes. In addition, the Branch monitors workforce data and total Agency staff, providing periodic reports and projections on the Agency human resource configuration. It also provides specialized reports as required, including reports for Agency management. The Branch coordinates the development and evaluation of all HR policies and regulations, including interagency regulations and procedural issuances; maintains the HR Automated Directives System (ADS) chapters, in both 100 and 400 Series; and 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. M/HR/PPIM/PP provides personnel policy leadership and direction for all categories of direct hire staff: Civil Service (CS), Foreign Service (FS), and Foreign Service Nationals (FSN). It formulates and recommends USAID policy regarding both Foreign Service National (FSN) and Third Country National (TCN) Direct Hire or Personal Services Contract (PSC) employees. Additional functions include coordinating the preparation of narrative personnel material and data for use in congressional presentations, reports to Congress, and by USAID witnesses before congressional committees; coordinating all USAID notices and directives issued by M/HR; serving as liaison on human resources concerns and representing the Agency on a variety of interagency task forces, working, and advisory groups and boards,

including at State Department and various U.S. Office of Personnel Management (OPM) Interagency groups and committees. Finally, M/HR/PPIM/PP prepares M/HR inputs for reports to the General Accounting Office (GAO) and the Office of the Inspector General (OIG).

(b) The **Information Management Branch (M/HR/PPIM/IM)** manages and operates personnel management information systems and the automated processes for personnel programs and reviews and evaluates the automated personnel systems within M/HR as well as the operation of those systems as they relate to personnel processes. M/HR/PPIM/IM develops reports, statistical indices, projections, and analyses of various aspects of personnel management operations; conducts periodic reviews of automated personnel systems for conformance with legal and regulatory requirements; and prepares and publishes strength data personnel information required by external organizations, such as U.S. OPM, OMB, GAO, and Congressional committees, and for internal Agency use. The Branch develops and maintains surveillance over automated HR systems and essential procedures and coordinates with other units such as the Bureau for Management, Offices of Financial Management and Information Resources Management (M/FM and M/IRM) on matters involving the automated data portion of the personnel systems and its interface with the automated payroll and accounting systems. It plans and manages the HR local area network (LAN) system and e-mail and Internet communications systems, establishing policies and procedures on use and access and designing special applications for these systems, including the design, development, and maintenance of the HR web site. Additional functions of the branch include proposing and conducting training for users; developing a strategy for continued improvement of HR internal automated processes; and managing and operating the Agency-wide personnel communications systems, including distribution of Agency-wide notices, Internet, e-mail, and other interactive communications technologies. Finally, M/HR/PPIM/IM manages the communications system for HR and ensures the widest possible dissemination of information to the Agency workforce.

(3) The **Executive Management Staff (M/HR/EM)** provides leadership and direction for the development and administration of the Agency's Executive Management Program. M/HR/EM develops, manages, and coordinates the Agency's executive management program governing the assignment of employees to those positions usually staffed by: Presidential, Schedule C, Administratively Determined (AD), Career and Non-career Senior Executive Service (SES) appointees and Foreign

Service (FS and SFS) employees assigned to Senior Management Group (SMG) positions. In this capacity, M/HR/EM serves as the primary liaison within HR with the Office of the Administrator and the USAID White House Liaison. In consultation and coordination with USAID senior management, the Staff develops periodic projections of overall and specific executive-level work force requirements; manages a uniform system for the timely identification and placement of officers selected to fill all executive-level positions; and provides a professional executive-level career counseling service including a structured career development system that outlines specialized assignment and training opportunities. The Staff, in conjunction with M/HR/PPIM, coordinates the development of a uniform system of executive-level policies and practices covering promotions, assignments, retirements, training, performance pay, evaluation, and tenuring within the SES, the SFS, and where applicable, the executive level. In addition, M/HR/EM manages the processing of all personnel actions on behalf of executive-level Foreign Service officers (including promotion into or within the Senior Foreign Service), Presidential Appointments, Schedule C and AD appointments, as well as all activities within the SES. The Staff supports the Senior Management Group (SMG) Selection Panel and assignment process and provides oversight for the Senior Foreign Service Selection Board, including technical guidance regarding nominations for Presidential Rank Awards, performance bonuses, and recommendations for limited career extensions (LCEs). M/HR/EM administers the tenuring, commissioning, and SFS entry selection processes for the Foreign Service and manages the Foreign Service Performance and Performance Standards Board processes. The Staff also provides continuing advisory and technical services to the USAID Executive Resources Board for SES employees; provides technical guidance to the Senior Executive Service performance review panels; provides employee counseling and oversight for the administration of benefits and medical programs, including retirement systems, for all Senior Foreign Service Officers, employees assigned to SMG positions, Presidential Appointments, and Schedule C and AD appointments; and serves as the central point within HR for the assignment of diplomatic titles.

(4) The **Labor and Employee Relations and Performance Management Division (M/HR/LERPM)** provides leadership, direction, and guidance for the Agency on labor and employee relations and performance management. The Division adjudicates grievances presented under the Administrative Grievance Procedure, the Foreign Service Grievance System, and the Negotiated Grievance Procedure. It manages and implements the Agency's Employee Evaluation Program, to include management of the Foreign Service Performance process in accordance with 22 USC 4002, and manages the Agency's Employee Recognition Program.

The Labor and Employee Relations responsibilities of the Division include administering three grievance procedures and serving as the point of contact for all grievance-related issues. The Division represents the Agency in grievance appeals before the Foreign Service Grievance Board and arbitrators. M/HR/LERPM 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 grievances. Additional labor relations functions include representing the Agency in proceedings 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. The Division also administers Chapter 11 of the Foreign Service Act, and reviews formal reports from the Office of Security and the Office of the Inspector General for the DAA/M/HR.

The Performance Management and Awards responsibilities of the Division include administering the performance evaluation and awards programs for Foreign Service, Senior Foreign Service, Civil Service, Senior Executive Service, Administratively Determined and Schedule C employees.

(5) The **Personnel Operations Division (M/HR/POD)** provides leadership and direction in the effective utilization of FS and CS personnel worldwide and 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. M/HR/POD oversees personnel management programs related to staffing and career development of CS (GS-15 and below) and FS (FS-01 and below) personnel. The Division provides oversight for position classification, advice, and guidance on the classification impact of position management decisions made by the employing organization, and recruitment, including professional entry programs for CS and FS personnel, Youth Opportunity, cooperative education, and summer-hire programs. The Division also provides oversight for the administration of benefits and medical programs, retirement systems, and the Thrift Savings Plan (TSP). M/HR/POD manages the USAID Personnel Records Center and maintains official personnel files for GS-15 and FS-01 and below employees; oversees the provision of employee assistance program services by the Department of State to employees and their families; and

advises Agency management in situations relevant to morale and crisis issues.

The Personnel Operations Division comprises four Human Resource Support Teams and one Special Programs Team.

(a) The Human Resource Support Teams provide easy access for client Bureaus on personnel operations support, providing the full range of advisory and operational services to these Bureaus on issues such as classification, recruitment, merit promotion, staffing, and career transition support.

(b) The Special Programs Team manages recruitment programs for the Foreign Service New Entry Professionals (NEPs) and GS to FS conversions; provides career counseling services to Foreign Service officers; manages a variety of benefits programs, including retirement, health and life insurance, injury compensation, FSN insurance, and related areas; and also manages the Agency's Drug Free Workplace Program.

M/HR/POD also uses Subject-Matter Teams to coordinate specific subject matter issues relating to policy application and to provide consistency across HR Support Teams. Subject matter includes but is not limited to recruitment, merit promotion, staffing, classification, performance/career counseling, employee benefits and services, retirement, and placement/assignments. The Human Resource Subject-Matter Teams develop standards and procedures for subject matter, coordinating new policy with M/HR/PPIM, and serve as the first review level on intra-team appeals and reconsiderations.

(6) The **Learning Support Division (M/HR/LS)** provides leadership and direction to the continuous development of the worldwide workforce in accomplishing USAID's global Strategic Goal to remain a premier bilateral development agency. M/HR/LS 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 Foreign Service Nationals and U.S. Personal Service Contractors; and represents the Agency on employee learning- and training-related matters. The Division also assesses the learning and training needs of the Agency workforce; 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. M/HR/LS monitors and evaluates Agency employee training programs, establishing

objectives, selection criteria, and quality control measures for these programs; develops and maintains selected databases of official Agency training records; and procures and manages equipment, supplies, and facilities in support of employee training programs, including the Agency's headquarters training facility and its employee learning library (Learning Reference Center). Finally, the Division develops and directs the Agency's general human resources support services budget, including staff training and training-related travel, preparing budgetary documentation, contract, and related actions necessary to ensure program success.

g. The **Office of Financial Management (M/FM)** is composed of the Office of the Controller and seven Divisions.

(1) The **Office of the Controller (M/FM/CONT)** houses the Chief Financial Officer (CFO) and the Agency Controller (who serves as Deputy Chief Financial Officer), responsible for reviewing and approving financial reports and statements prepared by Agency components for transmittal to the Administrator, OMB, the President, the Congress, or external groups.

(2) The **Policy, Planning and Compliance Division (M/FM/PPC)** formulates and implements financial management policies and systems in response to changes, formal comments, and recommendations regarding USAID financial management policies, including Inspector General (OIG) and Government Accounting Office (GAO) reports. M/FM/PPC monitors pending legislation to evaluate its impact on USAID financial management operations and recommends appropriate actions. In addition, this Division prepares the Annual Joint Financial Improvement Report and is responsible for developing and implementing a control assessment program.

(3) The **Financial Systems Division (M/FM/FS)** manages the development and implementation of USAID's Worldwide Accounting and Control System (AWACS). M/FM/FS continually analyzes work processes and data requirements and provides continuing support for the Mission Accounting and Control System (MACS), including the conversion of MACS to a UNIX platform and eventual integration into AWACS.

(4) The **Central Accounting and Reporting Division (M/FM/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 as well as special deposit, trust fund, and miscellaneous receipt accounts, Treasury suspense accounts, and funds appropriated to other government agencies serviced by USAID. M/FM/CAR manages the Agency's automated on-line systems for

administrative control of funds, as well as the Standard General Ledger and Accounts Receivable; controls the Cash Journal, the pipeline information system, the Country Financial Reporting System, the Buy American Reporting System, the foreign currency system, and the Source Supplier Commodity tracking system; and consolidates 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/FM/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 Division includes the Asset Management/ Mission Reporting Team (M/FM/CAR/AMMR) and the Funds Control/General Ledger Team (M/FM/CAR/FCGL).

(5) The **Accounting Division (M/FM/A)** establishes financial policies and internal accounting controls and provides financial management advice for assigned portfolios and functions. M/FM/A functions as the accounting station for all USAID/W allowed grant project and non-project assistance activities as well as for Disaster Assistance funds, P.L. 480 Transportation funds, Trust Funds, and Trade and Development Agency (TDA) funds; issues and manages Bank Letters of Commitment; maintains official accounting records; monitors and exercises financial control; and establishes operational financial policies for OE funds (except payroll accounts) allotted to USAID and TDA. The Division includes the Project and Non-Project Accounting Team (M/FM/A/PNP) and the Operating Expense Team (M/FM/A/OE).

(6) The **Cash Management and Payment Division (M/FM/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. This Division controls and monitors the production of the Agency's Washington-to-Mission Advice-of-Charge reports and detail listings; 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. M/FM/CMP 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. The Division includes the Reimbursable Payments Team (M/FM/CMP/RP) and the Grants and Interagency Billings Team (M/FM/CMP/GIB).

(7) The **Loan Management Division (M/FM/LM)** administers the accounting and reporting activities for the direct loan program and the controller function for the Housing Guaranty Program and the Micro and Small Enterprise Development direct loan and guaranty programs in conformance with the Credit Reform Act of 1990 (P.L. 101-508). M/FM/LM directs the collection and debt rescheduling efforts for all public and private-sector loans; monitors conformance to Section 620(q) of the Foreign Assistance Act of 1961, as amended, and the Brooke-Alexander provisions of the Foreign Operations, Export Financing and Related Programs Appropriations Acts; and advises Missions regarding violations of these provisions.

(8) The **Payroll Division (M/FM/P)** manages payroll for all USAID direct hires; provides technical guidance regarding payroll matters involving regulatory or statutory requirements; maintains official payroll records; and administers the New American Payroll System (NAPS) and the Labor Cost System.

h. The **Office of Administrative Services (M/AS)** provides logistical support services and administrative services worldwide. It comprises the Office of the Director and four Divisions.

(1) The **Office of the Director (M/AS/OD)** establishes policies, standards, and guidelines for administrative and logistical support services worldwide and oversees the development and provision of such services. M/AS/OD represents the Agency at the Interagency Working Group, International Cooperative Administrative Support Services (ICASS), fielding a senior manager to the ICASS Service Center to ensure equity in financial and administrative dealings with State, Commerce, and other agencies participating in ICASS. M/AS/OD serves as the Agency's environmental executive in promoting an affirmative program for use of environmentally sound, energy-efficient products; serves as the Agency's Freedom of Information and Privacy Officers in accordance with the Federal Privacy Act; and conducts long-term planning for Agency facilities and other logistic and administrative support requirements. M/AS/OD administers the occupational safety, environmental health, emergency preparedness, recycling, parking, and metrication programs. This Office also 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; and provides leadership and general direction to M/AS.

(2) The **Overseas Management Support Division (M/AS/OMS)** establishes standards, policies, and procedures for overseas Mission operations and use of overseas administrative resources; provides

guidance and support for all administrative management personnel overseas; and advises and counsels Missions on the establishment and implementation of enhanced administrative systems. M/AS/OMS also represents the Agency as a member of the Washington Interagency Housing Board. This Division formulates policies on the technical qualifications, recruitment, performance, training, and retention of all Executive Officer (EXO) personnel; recommends assignment of EXOs and arranges for coverage of gaps in EXO positions with temporary personnel; provides assistance to geographic Bureaus in opening or closing overseas Missions; and evaluates Mission administrative and logistics services through periodic on-site reviews. M/AS/OMS conducts orientation and training for newly appointed EXOs and Backstop 03 new entry professionals (NEPs), manages overseas nonexpendable property, and administers the Agency's overseas real property program (FAA 636c) and the revolving fund. M/AS/OMS 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. It serves as the Agency Energy Office, providing technical guidance and monitoring compliance with government policy.

(3) The **Consolidation, Property and Services Division (M/AS/CPD)** provides project coordination for construction, space management and design, and relocation/consolidation activities, including moving property and personnel. M/AS/CPD manages real property; acquires, controls, and distributes personal and nonexpendable property; negotiates with private sector organizations and the General Services Administration (GSA) on acquisition and leasing arrangements for USAID/W real property; and advises the senior property official in developing property management policies and programs. The Division provides services for mail distribution, the diplomatic pouch, printing, graphics, and the dissemination of classified documents. M/AS/CPD 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.

(4) The **Travel and Transportation Division (M/AS/TT)** establishes USAID travel and the transportation policies, provides policy guidance, and manages the travel of USAID employees and the transportation of personal and household effects. M/AS/TT provides customer service by processing Travel Authorizations, visas, passports, and personal property claims; arranging for the movement of household effects, consumables, unaccompanied air baggage, and employee vehicles; manages the Travel Management Center, which coordinates the payment system for

Government Travel Services; and assisting in the shipment of remains of employees or dependents who die while overseas or in travel status.

(5) The **Information and Records Division (M/AS/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/AS/IRD is the central processing point for PA and FOIA requests that are received by the Agency and for the publication of Agency Federal Register notices.

i. The **Office of Information Resources Management (M/IRM)** is responsible for the planning, acquisition, management, maintenance, and policy formulation of all information resources and telecommunications operations within USAID. It is composed of the Office of the Director and five Divisions.

(1) The **Office of the Director (M/IRM/OD)** houses responsibility for IRM strategic planning; budget requirements; policy development and promulgation; and program review for programs containing IRM activities. M/IRM/OD exercises responsibility for the coordination, development, management, and oversight of activities required to carry out IRM functions.

(2) The **Planning, Management and Acquisition Division (M/IRM/PMA)** performs duties in support of the Chief Information Officer (CIO), Deputy CIO, and M/IRM/OD; oversees preparation and implementation of the Agency's Strategic IRM Plan; and manages the capital investment review process, information technology (IT) project performance measurement, and core competence compliance. M/IRM/PMA exercises responsibility for the planning, development, control, and expenditure of the IRM budget; oversees the preparation and implementation of the Agency's five-year IRM strategic plan; coordinates periodic evaluations and audits of products, services, and projects; and manages the review of requirements for IRM services and support. The Division coordinates the acquisition of Federal Information Processing (FIP) resources with the Office of Procurement (M/OP) and the Office of Administrative Services (M/AS) and maintains inventories of IRM resources; and provides core contract management and general policy coordination related to computer accessibility for disabled employees.

(3) The **Information Policy and Administration Division (M/IRM/IPA)** formulates strategic and tactical information technology policies and plans for the Agency's automated information activities. The Division coordinates the integration of information and technical architectures in support of USAID's plan to move toward an integrated

approach to information management. M/IRM/IPA manages the data administration program that includes data standards and procedures and the high-level data model; and plans, develops, coordinates, and oversees implementation of the automated information system security program.

(4) The **Consulting and Information Services Division (M/IRM/CIS)** provides information management (IM) consulting services and integrates IM with information technology (IT) at the Agency, organizational, and individual levels. M/IRM/CIS provides assistance in business analysis consulting and end-user application requirements definition; and supports the IT components of Agency field projects in all aspects related to IT transfer. The Division provides data services to end-users on the Internet; designs and implements end-user computing solutions; and provides the services of programmers, analysts, and other information technology/management professionals.

(5) The **Telecommunications and Computer Operations Division (M/IRM/TCO)** manages voice communications operations for USAID/W and information technology activities supporting USAID/W at the desktop level. This Division develops, implements, and supports connectivity between Missions and USAID/W; manages the local area networks (LANs) and electronic mail (e-mail) services; and provides engineering support for global wide area network infrastructure and connectivity with external services such as Internet. M/IRM/TCO coordinates, plans, and budgets for implementation of wide area network security and for research and development of new information technology products and services.

(6) The **Systems Development and Maintenance Division (M/IRM/SDM)** directs the development and maintenance of corporate information systems; designs, develops, programs, and implements automated information management systems; and manages, designs, and maintains the Agency's database software.

101.3.1.6 Bureau for Policy and Program Coordination (PPC)

*The **Bureau for Policy and Program Coordination (PPC)** functions as the Agency's central unit for policy formulation, cross-sectoral integration, and program coordination in the key sustainable development sectors and humanitarian relief; leads Agency-wide policy formulation on research, participation, and training; and ensures that activities in these cross-cutting areas are coordinated and consistent with the Agency's approved strategic priorities, implementation guidelines, and resource allocation decisions. PPC leads Agency efforts in managing for results; defines and enforces USAID's program and research priorities; tracks results; ensures that budget allocations and program content reflect Administration priorities, Agency policies, and program performance; and houses the Agency's independent evaluation, performance measurement, and development information functions. In addition, PPC leads USAID's interactions with

* An asterisk indicates that the adjacent material is new or substantively revised.

key development partners and advances U.S. Government development assistance objectives in the sustainable development areas, humanitarian response, and research through such interactions. PPC consists of six subordinate organizations.

*a. The **Office of the Assistant Administrator (AA/PPC)** directs and supervises Bureau activities; provides overall policy guidance and oversight for activities within PPC's areas of responsibility and serves as the principal advisor to the Administrator on program and policy issues. Three Deputy Assistant Administrators assist the Assistant Administrator in overseeing the functional activities of the Bureau. The administrative staff advises the Bureau on management priorities and provides consultation, advice, administrative and logistical support, and related services.

*b. The **Office of Strategic and Performance Planning (PPC/SPP)** establishes, monitors and revises, as necessary, the Agency's business processes for planning and implementing U.S. bilateral foreign assistance programs. The Office also integrates bilateral economic and social development assistance in a manner consistent with U.S. foreign policy interests and objectives, Agency policies, and program performance; leads the preparation of the Agency's annual operating plan and reports on progress against that plan; and coordinates Agency performance reporting in conformance to the requirements of the Government Performance and Results Act (GPRA). The Office is comprised of two interdependent Divisions.

*(1) The **Strategic and Performance Analysis Division (PPC/SPP/SPA)** develops out-year resource scenarios; coordinates Agency strategic planning guidance and scenarios with the Department of State's Office of Strategic and Performance Planning and other foreign affairs agencies; integrates Agency policy formulations into resource and planning guidance; coordinates the Agency's annual performance plan and performance report; and manages the preparation of performance reporting by Agency operating units in conformance with the GPRA. The Division also conducts program and performance analyses to identify significant trends that may influence future strategy and resource needs.

*(2) The **Strategy and Resource Coordination Division (PPC/SPP/SRC)** is PPC's institutional link to the major operating units of the Agency. The Division coordinates PPC's review of program strategies developed within the operating unit and ensures that such strategies meet ADS standards; analyzes program and operating expense budgets; identifies resource policy issues and options; recommends to PPC and Agency decision makers positions on strategies, budget levels and budget composition; and serves as liaison between PPC and senior staff of assigned operating units. The Division also participates in operating unit strategy and program performance reviews; ensures that strategy and policy considerations are linked to budget allocation decisions; and leads

teams as needed to address specific strategy and budget issues associated with assigned operating units. Most such teams will include representatives from regional and pillar Bureaus.

*c. The **Office of Resource Allocation (PPC/RA)** establishes future year budget scenarios and reviews resource requests and program strategies of Agency operating units against overall Agency objectives; leads the preparation of Agency appropriation requests to the Congress; and allocates appropriated funds to Agency operating units. The Office is comprised of two Divisions – the Program Budget Integration Division and the Support Budget Integration Division.

*(1) The **Program Budget Integration Division (PPC/RA/PBI)** coordinates the preparation of annual guidance to operating units for the preparation of annual budgets and integrates the program budget operations of the overall Agency. The Division establishes and maintains systems for preparing, justifying, implementing, monitoring, and reporting on the program budget, and provides management support for overall program/strategy decision making to support Agency justifications of appropriation requests and to reflect allocation decisions of program budget resources to Agency operating units.

*(2) The **Support Budget Integration Division (PPC/RA/SBI)** plans, coordinates, evaluates, and advises senior PPC and Agency management 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 budgets. The Division directly prepares the Agency's OE and workforce budgets for presentation to senior Agency officials, the Office of Management and Budget, and the U.S. Congress; and plans, develops, and maintains budget systems and OE budget processes for all USAID activities in Washington and overseas.

*d. The **Office of Policy Planning (PPC/P)** provides policy leadership, analysis and expertise in the major areas of Agency responsibility. It also manages the Agency's efforts to (1) address future foreign policy and economic assistance challenges and (2) tailor policy messages for the variety of development partners with whom USAID is engaged.

*e. The **Office of Donor Coordination and Outreach (PPC/DCO)** advances USAID's objectives in achieving sustainable development among its multiple partners. The Office coordinates donor programs in humanitarian response and post-crisis transition and promotes the U.S. agenda for enhanced economic assistance effectiveness with a wide variety of multilateral institutions and other national and private donors. The Office also coordinates international and regional meetings with development partners, and the Agency's programs with those of other bilateral donors and with other assistance partners. The Office

oversees the work of USAID's representatives in Paris, Japan, Geneva, Brussels, the Executive Director's Office at the World Bank, and the United Nations in New York.

*f. The **Office of Development Evaluation and Information (PPC/DEI)** improves the use of information on development experience and program performance by USAID managers to achieve development results. The Office analyzes program performance information, conducts rigorous and objective evaluations of USAID's experience, and reports results to senior leaders and managers throughout the Agency. The Office also creates and maintains USAID's "institutional memory" of development experience documents; makes it available to the Agency, our development partners, and interested members of the public; draws on this experience to provide responsive reference and research services that enable lessons learned to be reflected in policy formulation and program planning and implementation; and extends development experience information, evaluation and program performance measurement methods and results to developing countries, other donors, and USAID's development partners as an integral part of program management. PPC/DEI has two Divisions.

*(1) The **Development Information and Support Division (PPC/DEI/DIS)** preserves and promotes knowledge of the Agency's performance and experience in the planning, implementation and evaluation of development projects; provides research and reference services to USAID and the development community; promotes the use of development experience information resources in developing countries; and aims to strengthen USAID programs through the use of others' experience. PPC/DEI/DIS responsibilities are clustered in five areas: management of USAID development information services; acquisition and maintenance of development experience information and statistical information resources; provision of reference and research services; dissemination of USAID and external development information; and technical assistance to USAID Offices, Missions, cooperating countries, and international organizations.

*(2) The **Evaluation Studies and Performance Assessment Division (PPC/DEI/ESPA)** manages a wide range of assessments and evaluations of USAID experience using a variety of methods, including field-based assessments of programs and operational systems, desk studies, syntheses of evaluations conducted by Bureaus and Missions, and development experience workshops. The Division provides briefings for senior managers and publishes reports to disseminate results, conclusions and management implications of its assessments; and coordinates the production and regular updating of its Compendium of Evaluation Findings. The Division also supports PPC and Agency

leadership in using strategic planning, performance measurement, and evaluation to manage for results.

101.3.1.7 Bureau for Legislative and Public Affairs (LPA)

*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.

*a. 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.

*b. 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 the Congress and congressional meetings and consultation as issues arise. LPA/CL negotiates USAID legislative issues with Members of Congress, their committees, and staff.

*c. 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 PPC, translating Agency strategies and priorities into communications campaigns and products. It also works with PPC to develop the Agency's publication policy and strategy and to ensure an impactful presence at major development conferences. It develops the Bureau's public affairs strategy and plan as well as the Agency's communications policies and procedures. It is responsible for developing and executing the Agency's crisis communications plan. LPA/SCP spearheads the development of USAID's brand positioning and graphics standards. The Division also is responsible for employee communications and the re-design and production of the Agency's core publication, Frontlines. It 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.

*d. 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 and manages the Agency's official speakers' bureau to increase interface with key constituencies. LPA/PL 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.

*e. 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. It 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.).

101.3.1.8 Office of Equal Opportunity Programs (EOP)

*The **Office of Equal Opportunity Programs (EOP)** is responsible for equal employment opportunity (EEO) within the Agency. EOP has been delegated authority from and on behalf of the Administrator to manage EEO programs. EOP implements, administers, and monitors anti-discrimination laws, regulations, Executive Orders, procedures and programs applicable to the Agency, its employees and applicants for employment, and beneficiaries of USAID Federal financial assistance. EOP ensures that personnel operations and other program activities conform with regulations governing equal opportunity and prohibited discrimination in employment. EOP manages the Agency's discrimination complaints process, including EEO counseling, dispute resolution, investigations, settlements, and remedial actions (where warranted). EOP makes determinations as to the merits of EEO complaints, and issues Final Agency Decisions on such matters. EOP periodically evaluates the sufficiency of the total Agency program of equal opportunity and civil rights, including recommendations of improvement or correction needed. EOP also recommends remedial or disciplinary actions that should be initiated against USAID employees found to have failed in their responsibilities or found to have engaged in illegal discriminatory practices. EOP reviews, evaluates, and influences managerial and supervisory performance to ensure a continuing affirmative application and vigorous enforcement of EEO policy. EOP ensures that Agency staff receives orientation, training, and advice to facilitate compliance and cooperation with EEO laws and policies. EOP participates in the Senior Management Group (SMG) subcommittee as it recommends which officers are assigned to SMG positions.

*a. The Complaints Adjudication Team manages the Complaints Adjudication Program, including the selection, training and supervision of collateral duty EEO Counselors, implementation of the Alternative Dispute Resolution/Mediation program in select EEO complaints, investigation of accepted complaints, and

production of Final Agency Decisions, consistent with regulations referenced in ADS 110.

*b. The Affirmative Employment Team develops, coordinates, and monitors Agency implementation of USAID affirmative employment programs. The Team analyzes and evaluates Agency and related employment trends to assist in EEO policy development and implementation, and prepares the Agency's affirmative action plans for internal application and external review, including submission to the Equal Employment Opportunity Commission. The Team coordinates with the Office of Human Resources and other offices to ensure compliance with USAID commitments on recruitment and employment activities. The Team also oversees the special emphasis employment programs for Asian/Pacific Americans, African Americans, Hispanic Americans, Native Americans, women, and employees with disabilities. The Team manages the Agency's Disability Review Committee, as described in ADS 110.

101.3.1.9 Office of the General Counsel (GC)

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 nine 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 which arise out of IRM procurements. GC/LE also 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/FM on fiscal and budgetary problems and matters pertaining to the implications of legislation on M/FM operations for issues involving appropriations accounts, apportionment of funds, and transfers and allocations of funds between accounts and agencies; and to PPC 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 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 also reviews

Bureau working relationships with other U.S. Government agencies and international organizations involved in international economic relations. The Office 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/OP, 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. The Office consults with GC/LE and M/OP/POL concerning recommendations to the Procurement Executive for suspending or debaring suppliers, contractors, and grantees. GC/CCM provides legal advice on claims arising from commodity-related transactions on transportation issues associated with P.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/Near East (GC/ANE), 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 Public Law 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.

101.3.1.10 Office of the Inspector General (OIG)

The **Office of the Inspector General (OIG)** reviews the integrity of Agency operations through audits, appraisals, investigations, and inspections. OIG conducts and supervises audits and investigations of Agency programs and operations, and recommends policies designed to promote economy, efficiency, and effectiveness and to prevent and detect fraud and abuse in USAID. The Office is semi-autonomous, with its own budget and personnel authorities. OIG provides a means for keeping the Administrator and Congress fully and currently informed about problems and deficiencies relating to the administration of such activities and the necessity for and progress of correction action. The Office also houses 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 three major elements: Audit, Investigations, and Management.

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

(1) Washington Audit Offices

(a) The **Headquarters Liaison and Coordination Division (OIG/A/HLC)** ensures the implementation of, and compliance with, professional auditing standards and procedures. OIG/A/HLC develops and coordinates all OIG operational oversight activities to ensure the proper implementation of the OIG's internal quality control system. This Division 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/W and OIG overseas audit offices, monitoring and expediting the procedure for reaching acceptable audit recommendation management decisions. OIG/A/HLC reviews draft performance- and financial-related audit reports prepared by all OIG audit offices. The Division also prepares or coordinates the preparation of the Inspector General's Semiannual Report to the Congress.

(b) The **Performance Audits Division (OIG/A/PA)** develops and implements the OIG's performance audit program to ensure adequate audit coverage of USAID's 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 develops OIG

audit policy and procedures for its operations; develops an annual office plan for OIG/A/PA for submission to the AIG/A; issues timely, quality audit reports to USAID management; and monitors and expedites the procedures for reaching acceptable audit recommendation management decisions for OIG/A/PA.

(c) The **Financial Audits Division (OIG/A/FA)** develops and implements the OIG's financial audit program to ensure adequate audit coverage of USAID's entities, contractors, and grantees. 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; develops OIG audit policy and procedures for its operations; and develops an annual office plan for OIG/A/FA by coordinating input received from field offices and submitting the plan to the AIG/A. This Division performs the annual audit of USAID's consolidated financial statements as required by the Government Management Reform Act of 1994. This Division issues timely, quality audit reports to USAID management; monitors and expedites the procedures for reaching acceptable audit recommendation management decisions for OIG/A/FA; and ensures the quality of audits of U.S.-based for-profit USAID contractors and of audits performed by public accounting firms under the requirements of OMB Circular A-133. OIG/A/FA performs special follow-up audits of USAID grant fund recipients or sub-recipients; reviews and evaluates the policies, processes, and operations of USAID's Office of Procurement, which arranges for contract audits; and selectively performs cost-incurred or other special-purpose audits of USAID contractors. Finally, OIG/A/FA develops and implements a system for monitoring the quality of all audits of USAID contractors and grantees that are performed by external audit organizations.

(d) The **Information Technology and Special Audits Division (OIG/A/ITSA)** 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, which respond quickly to requests for analyses or allegations of mismanagement. OIG/A/ITSA implements the OIG's internal quality control system in all OIG/A/ITSA operations; develops OIG audit policy and procedures for its operations; and develops an annual office plan for OIG/A/ITSA for submission to the AIG/A. This Division also issues timely, independent, and objective analyses (audit and memorandum reports) to USAID management, and monitors and expedites the procedures for reaching acceptable audit recommendation

management decisions for OIG/A/ITSA.

(2) 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 the OIG's Headquarters Liaison and Coordination Division (OIG/A/HLC); and provide OIG/A/HLC 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 procedures for reaching acceptable audit recommendation management decisions, and develop and implement a quality assurance program for financial audits of USAID awards to non-U.S. recipient organizations. Finally, they manage all technical and administrative operations of a regional office; provide appropriate support to USAID Missions and 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 (AIG/I)** prevents and detects fraud and abuse in the programs and operations of USAID through the investigative activities assigned. 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 Office 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. AIG/I supervises the performance of investigative activities relating to USAID employees, programs and operations. The Assistant Inspector General for Investigations advises, and serves as the representative of, the IG on all investigative matters and 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. There are two Divisions within the AIG/I.

(1) The **Domestic Division (OIG//DD)** manages the investigative program by assigning, directing, reviewing, scheduling, and supervising difficult and complex criminal investigations of alleged violations of Title 18 of the United States Code. OIG//DD evaluates information reported through developed or reported leads to identify the issues involved and the types of evidence that are needed to prove or disprove an allegation. OIG//DD coordinates investigative and prosecutory activities with Federal, state, and local agencies as necessary. The Division writes detailed reports of findings to be used in criminal, administrative, or civil proceedings and also develops policy and procedures for AIG/I divisional operation and prepares input for the annual OIG Investigative Plan.

(2) The **Overseas Division (OIG//OD)** manages the investigative program by assigning, directing, reviewing, scheduling, and supervising difficult and complex criminal investigations of alleged violations of Title 18 of the United States Code. OIG//OD evaluates information reported through developed or reported leads to identify the issues involved and the types of evidence that are needed to prove or disprove an allegation. OIG//OD coordinates investigative and prosecutory activities with Federal, state, and local agencies as necessary. The Division writes detailed reports of findings to be used in criminal, administrative, or civil proceedings. The Division also develops policy and procedures for AIG/I divisional operation and prepares input for the annual OIG Investigative Plan.

c. 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. OIG/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) **Information Management (OIG/M/IM)** oversees all information resource management activities of the OIG, including the maintenance of the OIG LAN, Internet connections and interfaces, computer equipment and software, and automated systems development.

(2) **Personnel Services (OIG/M/PS)** 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.

(3) **Budget and Acquisition (OIG/M/B&A)** oversees the formulation of the OIG annual budget, the budget submission and justification, budget execution, and budget status reporting. OIG/LCM/B&A ensures the compilation of financial data to enable performance measurement and management decision making.

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

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. It serves as the central point of contact and coordination for oral and written queries from businesses and institutions. OSDBU 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. Finally, it guides the Agency's approach to more effectively integrate U.S. small and disadvantaged enterprises into programming and procurement systems. OSDBU/MRC also 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).

*101.3.1.12 Pillar Bureaus

*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 three pillar Bureaus:

- *a. Bureau for Global Health (GH);
- *b. Bureau for Economic Growth, Agriculture and Trade (EGAT); and
- *c. Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA).

101.3.1.13 Bureau for Global Health (GH)

*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, and family planning and related reproductive health. As such, the Bureau aligns Agency 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 cooperative agreements, contracts, and indefinite quantity contracts) and technical expertise to carry out the Agency's global health goals. It also ensures that field offices receive 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 develops mechanisms for overall program evaluation and performance measurement. Finally, the Bureau assists M/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)** provides oversight for GH programs, support to the field, research, legislative relations, and external affairs. The Assistant Administrator supervises two Deputy Assistant Administrators and a small support staff. 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. It also works across the Bureau's technical offices to promote program integration and coordination. It further supports efforts to monitor and promote the effectiveness of programs and the achievement of GH objectives, and is integrally involved in performance monitoring and program evaluation. The SPBO Office serves as a central repository and disseminator of relevant cross-cutting trends, issues and information for the sector. It also takes the lead in overall budget planning, and in the preparation of the Bureau's Congressional Budget Justification (CBJ), Operational Year Budget (OYB), and Congressional Notifications (CNs). 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 Procurement (M/OP). 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. The Office is composed of two Divisions.

* (1) The **Strategic Planning and Budget Division (GH/SPBO/SPBD)** serves two major functions: (a) 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; and (b) it prepares and monitors the Bureau's budget, including the management of the Bureau 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. It also takes the lead in procurement planning, monitoring, and tracking of all procurement actions. The Division coordinates with the Strategic Planning and Budget Division to ensure quality control in the application, commitment, and obligation of funds; preparation of the Agency's Annual Report; preparation of technical office portfolio reviews; and the Agency's Automated Directives System.

*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 Missions; coordinates with

regional Bureaus and the other two 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 including 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. The teams provide technical and logistical support to their respective regions and Missions.

*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 Continuation of Operations Plan; and management of administrative services, space planning, procurement, and office supplies. It also works with Bureau offices and M/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. The Office interacts with other donors, foundations, and private sector organizations to further the achievement of relevant USAID program priorities. 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. The Office 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 family planning and reproductive health 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 locus of HIV/AIDS technical leadership for the Agency and has primary responsibility for the Agency's HIV/AIDS program. This responsibility 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 three Divisions.

*(1) The **Technical Leadership and Research Division (GH/OHA/TLR)** provides technical advice and support across the Agency and 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; and represents the Agency on technical issues. The Division 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; 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.

*g. **The Office of Health, Infectious Diseases and Nutrition (GH/HIDN)** manages a diverse portfolio within the Bureau for Global Health. It 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. The program portfolio also includes service delivery programs and an ambitious agenda of biomedical, applied, and operations research. USAID is the largest bilateral donor in the health sector in the world, and the Office plays a 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; maternal health/survival; and safe motherhood initiatives.

***(2) The Infectious Diseases Division (GH/HIDN/ID)** provides technical leadership and direction in infectious diseases and related environmental health issues. 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.

*(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.

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

*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, 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 Women in Development (EGAT/WID)** 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/WID 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/WID 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.

*c. The **Office of Urban Programs (EGAT/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 Office provides expertise in the areas of shelter, urban and municipal financial management, urban pollution prevention, and urban infrastructure and services. EGAT/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/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.

*d. 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; developing annual budget requests, performance plans, and performance reports, as needed; and developing and implementing 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 to constituent communities in the United States both with written communications and in person. 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. 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 PPC/DEI 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 PPC to integrate/coordinate EGAT budgets with those of other Bureaus/Missions in the sectoral areas that are the purview of 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, and provides oversight on databases that track the use of Bureau instruments and results. The Team drafts Annual Performance Reports in collaboration with the other Offices and Teams in the Bureau and provides support for the annual portfolio review process. PAICO/PAMS liaises with M/OP to ensure efficient and effective contracting and grant making. A representative of M/OP 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/FM and M/OP; 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.

*e. 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 M/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.

*f. 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 priorities and monitors and advises 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 manages contract/grant mechanisms that enable Missions and regional Bureaus to access technical expertise capable of implementing programs and activities. The Office develops tracking systems and impact indicators that permit analysis of the results of managed activities. The Office conducts research on issues related to the scope of 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, Investment, and Finance Team (EGAT/EG/TIF)** 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, management of international financial flows, establishment, monitoring, and compliance with global trade and standards, etc. Among the specific projects for which the 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. The Team draws "extended members" from other EGAT offices and other USAID units. The Team 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)** develops research projects and assessment tools that enable the Agency to better support efforts to improve governance, fiscal soundness, and the equitable distribution of capital (through privatization as well as policy reform).

*(3) The **Private Sector Enterprise Team (EGAT/EG/PSE)** develops research projects, assessment tools, and other approaches that enable the Agency to promote the growth of innovative, productive, and profitable firms that are competitive in local, national, regional, or global markets. The Team also supports the development of business groups and associations to enable them to advocate on behalf of members.

*g. 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 two 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 microentrepreneurs, and meeting poor clients' needs.

*(2) The **Poverty Analysis and Social Safety Net Team (EGAT/PR/PASSN)** provides 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 will be 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.

*h. 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. EGAT/ED 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. The Office 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 TrainNet to track and monitor participant trainees.

*** i. 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. The Office is responsible for quality control of financing and economic analyses conducted by the Agency operating units regarding the use of DCA and provides technical assistance in the conduct and scope of these analyses as requested. The Office 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 PPC/RA, and the M/FM 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.

*** j. 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 mechanism. 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]).

*k. 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 on 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.

*1. The **Office of Energy and Information Technology (EGAT/EIT)** provides technical leadership and field support for the construction, installation, and effective use of critical economic infrastructure, specifically that of energy (fossil fuel and renewables) and information/communication technologies. EGAT/EIT 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 agriculture and environment 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/EIT manages contract/grant mechanisms for Missions and regional Bureaus to access technical expertise. The Office 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. The Office 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/EIT/E)** provides analytical, technical, and project assistance for programs in industrial environmental policy and management, energy policy, energy efficiency, renewable energy, nuclear safety, environmentally sound energy development, and energy technology. The Energy Team is 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 **Technology Transfer Team (EGAT/EIT/TT)** supports the other teams in the Office through the design and operation of the Global Technology Network (GTN), an internet-based platform for facilitating U.S. exports of effective and relevant technologies to developing and transitional countries. The Team also manages programs to facilitate the transfer of clean energy technologies from the United States to developing and transition countries.

*(3) The **Information Technology Team (EGAT/EIT/IT)** 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 smartcards and credit cards to support e-commerce. EGAT/EIT/IT improves the availability and relevance of content delivered via various information and communication technologies to the challenges of development; and demonstrates that use of information and communication technologies can increase productivity, social cohesion and stability, and the spread of democratic values. The Information Technology Team 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.

*m. 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 and monitors and advises Agency leadership regarding technical developments that impact on reducing hunger and poverty. The Office 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. EGAT/AG 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, coordinating the signing and monitoring of some grants with the American Embassy/Tel Aviv and others with the M/OP in Washington, and also 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.

101.3.1.15 Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA)

*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, and aid to manage and mitigate conflict. 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 capacity building for U.S. private voluntary organizations and 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, PPC, 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.

* An asterisk indicates that the adjacent material is new or substantively revised.

(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 Interns (PMIs), 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 national and international foreign affairs agencies, DOD, UN agencies, international organizations, private

voluntary organizations, and the private sector. 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 to 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 to 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 several 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 Washington Response Teams (WRT). DCHA/OFDA/OPS 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, DC 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 P. 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 P.L. 480.

*(2) The **Program Operations Division (DCHA/FFP/POD)** prepares the Agency's consolidated P.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 Private and Voluntary Cooperation (DCHA/PVC)** is the focal point for the Agency's relationship with private and voluntary organizations. The Office promotes policy formulation on issues of concern to the NGO community and provides leadership, direction, outreach, management, and coordination. It serves as the Secretariat for the Advisory Committee on Voluntary Foreign Aid. There are two Divisions in this Office.

*(1) The **Policy Planning and Outreach Division (DCHA/PVC/PPO)** serves as the information and policy center for PVC, providing performance monitoring and analytical information to improve the design and impact of NGO programs. It manages PVC's budget and 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.

*(2) The **Program Development and Management Division (DCHA/PVC/PDM)** uses policy and analytical findings to develop

innovative, effective PVC programs designed to strengthen local NGOs and cooperatives in USAID countries. The Division manages and monitors grantee activities to ensure the achievement of grant purposes consonant with the terms and conditions of grant agreements.

*f. The **Office of American Schools and 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 U.S. citizens and serving as study centers and demonstrations of the ideas and practices of the United States. The Office is charged with overall administration of this worldwide program. DCHA/ASHA advises the AA/DCHA of policy and program matters pertaining to assistance to American schools and hospitals abroad. DCHA/ASHA develops criteria establishing eligibility requirements for assistance and prepares the budget request relating to the level of assistance required to support the ASHA program. The Office evaluates requests for assistance, ranging from budget deficit support to capital improvements, including the construction of complex medical and teaching facilities. DCHA/ASHA negotiates and executes grants and grant amendments. The Office 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.

*g. 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.

*h. The **Office of Democracy and Governance (DCHA/DG)** maintains four functional Divisions corresponding to the four functional areas of emphasis - civil society, elections and political process, governance, and rule of law and one strategic planning Division - strategies and research. These Divisions manage mechanisms for global field support, provide technical expertise and guidance to the field and USAID/W offices, and promote objectives. The Program and Information Staff reports directly to the Office Director, who directs and supervises Office activities and provides policy and technical guidance and direction for democracy and governance activities. The Program and Information Staff coordinates the development and presentation of the Office's democracy program; administers the budget; and monitors the performance of the strategic objectives and operating plan, implements the communications plan, and oversees the Agency democracy database.

*(1) The **Civil Society Division (DCHA/DG/CS)** supports activities that build the capacity of civic groups, professional associations, and other non-governmental advocacy groups that build public demand for democracy and good governance, including assistance to independent media and trade unions.

*(2) The **Elections and Political Process Division (DCHA/DG/EPP)** supports activities that strengthen the organizational capacity and professionalism of political parties so they can better represent their constituencies as well as provide support to electoral administration bodies, voter education, and election monitoring activities.

*(3) The **Governance Division (DCHA/DG/G)** supports activities to improve the accountability, transparency, and responsiveness of governing institutions and processes in areas of anti-corruption, democratic local governance and decentralization, legislative strengthening, civil-military relations, and assisting governments implement policy reforms.

*(4) The **Rule of Law Division (DCHA/DG/ROL)** supports activities that improve legal frameworks, codify human rights, reform justice-sector institutions, increase citizens' access to justice, and work with civil society organizations that advocate for justice-sector reform.

*(5) The **Strategies and Research Division (DCHA/DG/SAR)** provides technical assistance for field support and democracy programs in USAID/W and the field; assesses and evaluates programs and activities; identifies global research needs and lessons learned in furthering the state-of-the-art knowledge; and backstops Mission democracy programs.

*i. 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.

***101.3.1.16 Regional Bureaus**

*The **Regional Bureaus** design, implement, and evaluate regional and country strategies and programs within four specific regions:

- a. Bureau for Africa (AFR);
- b. Bureau for Asia and the Near East (ANE);
- c. Bureau for Latin America and the Caribbean (LAC); and
- d. Bureau for Europe and Eurasia (E&E).

101.3.1.17 Bureau for Africa (AFR)

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 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.

* An asterisk indicates that the adjacent material is new or substantively revised.

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. In addition, these staffs 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.

*(a) The Low-Income Countries Team coordinates bilateral programs in Angola, Malawi, Mozambique, and Zambia.

*(b) The Middle Income Countries Team coordinates bilateral programs in Namibia, South Africa, and Zimbabwe.

*(c) 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.

*d. **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 reclaims on OE for the Bureau for Management and OMB. It also provides financial management services and counsel and participates on design and evaluation assessment teams to provide financial management expertise. The unit 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 reclaims 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 PPC/DEI on Agency program evaluation activities. The Division also acts as the Bureau focal point for outreach activities, managing the Bureau for Africa Information Center.

*e. 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; and leads the Bureau's strategic thinking in technical areas. AFR/SD also 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 engage 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 **Conflict Prevention, Democracy and Governance Division (AFR/SD/CPDG)** programs engage in policy research, capacity building, institutional strengthening and dissemination of best practices. The Division works to prevent and mitigate their effects 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.

101.3.1.18 Bureau for Asia and the Near East (ANE)

*a. The **Office of the Assistant Administrator (AA/ANE)** directs and supervises the activities of the Bureau and its overseas organizations. AA/ANE formulates, approves, and authorizes U.S. development assistance programs and projects; presents the ANE Bureau's program and budget to Congress; and approves and directs the allocation of resources among ANE Offices and Missions. AA/ANE implements ANE 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 ANE region. AA/ANE also houses the administrative team, which ensures that all management and administrative support services for the Bureau are in place and maintained, providing expert personnel and administrative counsel and assistance to the AA/ANE and senior Bureau managers, and ensuring Bureau compliance with appropriate statutes, policies, and procedures.

*b. The **Office of Strategic Planning and Operations (ANE/SPO)** develops and monitors implementation of the Bureau's overall strategy, and serves as the Bureau's principal point of contact and coordination on all aspects related to the Agency's strategic planning and budgeting requirements. ANE/SPO leads the preparation of the Bureau Budget Submission and the Congressional Presentation; plans, manages, and controls the Bureau budget allocation system for Development Assistance (DA), Economic Support Fund (ESF), and Title II food accounts; and supervises analytical and technical inputs and review of ANE programs. ANE/SPO supports the development and management of activities for regional and non-presence programs, and provides donor coordination and external relations with general public, constituency groups, Congress, and other U.S. Government entities when issues are not country specific or relate to technical subjects. The Office is comprised of two Divisions.

*(1) The **Strategic Planning and Program Management Division (ANE/SPO/SPPM)** develops policy guidance for the region; adapts Agency

policies as they relate to specific ANE programs; and advises and supports Missions in the preparation of country and program strategies and associated monitoring and implementation arrangements. In coordination with the Budget Division, SPO/SPPM leads the development of the Bureau's annual report and BPBS. In coordination with ANE geographic offices, the Division identifies and implements ANE regional programs, including the Bureau's Program Development and Learning (PD&L) budget; as required by special consideration, identifies and implements activities in countries where there is no USAID resident mission; and provides procurement planning for the Bureau's Washington-based program funds.

*(2) The **Budget Division (ANE/SPO/B)** consolidates multi-country data with Agency and legislative requests to prepare the overall ANE Bureau budget submission; coordinates the planning, execution, management, and tracking to the ANE Bureau's program budget and PD&L budget; prepares reclaims for the State Department and Office of Management and Budget (OMB); and manages the Congressional Notification preparation and submission process. The Division also provides technical guidance and assistance on budget related matters to Missions and Bureau offices; monitors and tracks compliance with congressional interests; and coordinates maintenance of activity codes and special interests systems. ANE/SPO/B coordinates preparation for congressional hearings, briefings and Qs&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.

*c. The **Office of Technical Support (ANE/TS)** provides leadership on development issues in the ANE region through analysis, strategy development, program design, technical assistance, and information dissemination in the areas of economics, productive sector development, information technology, social sciences, democracy and governance, natural resources management and environment, agriculture, population, HIV/AIDS, health, nutrition, education, and conflict mitigation. The Office leads the Bureau's strategic thinking in technical areas, reviews the performance of Bureau offices and programs, and advises ANE offices on the appropriate allocation of resources. The Office serves as the Bureau's principal point of contact and coordination on all substantive technical aspects of programs in sectors of assigned specialization. It monitors development trends in the region, recommending new strategic directions for the Bureau, including engagement in new areas, as well as the allocation of resources between sectors. ANE/TS recommends new directions for Bureau programs and conducts sectoral analyses and pilot efforts to guide the Bureau's planning processes and new program development. It helps Missions develop new country strategic plans; conducts periodic reviews of Mission program performance; and provides technical oversight of Mission programs. ANE/TS makes recommendations for how Bureau resources should be allocated among Missions and prioritizes sectoral programs throughout the region. The Office maintains close liaison with other USAID Bureaus to provide technical services to Missions; provides technical input for country strategies, impact evaluation, and implementation activities; and supports Missions in

* An asterisk indicates that the adjacent material is new or substantively revised.

formulating strategies and developing programs, especially in new sectoral areas. ANE/TS advises the Bureau's Administrative Officers on skill requirements and personnel qualifications for all Bureau technical positions, assignments, and recruitment.

*d. The three **Geographic Offices** provide liaison and backstopping functions for ANE 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 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, and other U.S. Federal departments and agencies, as well as bilateral and multilateral donors, and the Embassies of Asian and Near Eastern countries.

*(1) The **Office of East Asian Affairs (ANE/EAA)** supports and coordinates the bilateral 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 Asian Affairs (ANE/SAA)** supports and coordinates the bilateral and regional activities in the countries of India, Bangladesh, Nepal, Sri Lanka, Pakistan, and Afghanistan. In addition, the 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.

*(3) The **Office of Middle East Affairs (ANE/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. Also, the Office leads

coordination with the Department of State's Bureau for Near East and Asia on U.S. Government initiatives that transcend national boundaries and seek to achieve results that benefit the entire region.

101.3.1.19 Bureau for Latin America and the Caribbean (LAC)

*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.

101.3.1.20 Bureau for Europe and Eurasia (E&E)

***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 State Department 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 supervises the policy, strategy, and program resource allocation functions of the Bureau. In addition, the DAA supervises the Offices of Economic Growth and European Country 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 overall management and operation of the Bureau, including financial, personnel, and activity design. In addition, he/she supervises the Office of Democracy, Governance and Social Transition and the Office of Eurasian Affairs.

***b. The Office of Operations and Management (E&E/OM)** develops and maintains procedures, policies, 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 as well as the Administrative Management Services Team.

(1) The Administrative Management Services 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.

(2) The **Operations Division (E&E/OM/OD)** provides broad implementation support for USAID activities: assistance with designing activities for field Missions and E&E/Washington; developing Bureau policy guidance and assisting operating units with activity design, graduation planning, program close-out plans, and post-presence approval; developing and disseminating information on "best practices"

in the implementation of Bureau operating systems; coordination with State Department Coordinators in planning, drafting, processing, and tracking Inter-Agency Transfers (IAAs); and implementing important Agency procurement-related initiatives, e.g., small business, Historically Black Colleges and Universities (HBCUs), and disability programs.

(3) The **Financial and Information Services Division (E&E/OM/FIS)** provides a wide range of operational and administrative support functions in the area of finance and information management, including the function of the Bureau Controller. Specific activities of the Division include the development and maintenance of critical Bureau financial and information management systems; and maintenance of regularly scheduled distribution of a range of reports required by Agency, Bureau and field staff, including quarterly financial pipeline reports and FSA and SEED reports. E&E/OM/FIS provides web site development and training for operating units in IT applications; management of Bureau Operating Expenses; and audit management for the Bureau, including GAO and OIG. The Division also develops and maintains Bureau information databases; tracks vouchers for Bureau-managed activities; manages Bureau Washington deobligations; maintains liaison with other Bureaus and technical offices regarding IT program activities in the region; and coordinates assistance in implementation of the Agency's procurement and accounting systems. The Chief of this Division also serves as the Bureau's Controller.

*c. The **Program Office (E&E/PO)** ensures that assistance programs reflect the needs of the countries and the region. The Office responds to congressional concerns and directives and ensures that programs reflect foreign policy priorities and USAID policies. E&E/PO also develops systems and guidance to facilitate the necessary integration of the above considerations into program strategies and budgets and provides donor coordination for the regions of Central and Eastern Europe (CEE) and Eurasia. There are three Divisions within this Office.

*(1) The **Strategic Planning and Analysis Division (E&E/PO/SPA)** develops the strategic framework for E&E programs; provides advice and guidance in developing country strategic plans; and monitors economic, democratic, and social trends and identifies emerging country performance trends across sectors. The Division develops and implements a Bureau analytical agenda, ensures dissemination of findings, and recommends program responses; conceptualizes options leading to agreement on criteria for country assistance graduation; and helps Missions integrate gender considerations into their programs. E&E/PO/SPA represents E&E on trafficking issues and liaisons with Missions regarding country programs addressing trafficking; prepares congressional testimony; and serves as central coordination point for other donor issues.

*(2) The **Budget Planning and Program Review Division (E&E/PO/BPPR)** prepares parameters and guidance to Missions leading to the preparation of country strategic plans; coordinates the Washington review of Mission strategic

plans; and advises, trains, and assists Missions on performance monitoring plan preparation. The Division develops an efficient, effective process by which relevant program knowledge can be shared across countries and used to improve programs; devises an appropriate program review process to improve E&E monitoring of program progress; and provides advice and training on evaluation scopes of work. E&E/PO/BPPR recommends strategic and program responses to evaluation findings; funds and carries out cross-program evaluations; formulates and manages E&E planning and operational year country and regional budgets in cooperation with the State Department Coordinator's Office; and prepares budget analyses as needed. The Division ensures budgeting of legislative directives; coordinates preparation of both the USAID and Coordinator's Annual Reports, as well as the Bureau Program Budget Submission; advises the Bureau on compliance with Agency policy (the ADS); coordinates the Bureau response to unsolicited proposals; and prepares and implements the E&E/PO procurement plan.

*(3) The **Budget Implementation Division (E&E/PO/BID)** serves as principle Bureau liaison with OMB, PPC/RA, M, 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/PO/BID develops and implements processes by which E&E works with pillar Bureaus in funding E&E projects transferred to them; coordinates Mission information on field support requests with pillar Bureaus; and tracks and reconciles funds deobligations and identifies funds available for re-obligation. The Division serves as a Bureau resource and ensures compliance with appropriate budgeting procedures.

*d. The **Office of Eurasian Affairs (E&E/EA)** is USAID/Washington's resident expertise on Eurasia country conditions and on USAID's programs in those countries. E&E/EA's organizational objectives are

- ***Decision-Making Support:** Ensure that USAID decisions on Eurasia country programs are based on the appropriate array of information from the field, USAID/Washington, other agencies, and outside sources, including the Department of State, the Hill, the media, and the public. Provide analyses as needed, organize dissemination, elicit feedback, and manage the flow to produce as transparent a decision process as feasible.
- ***Representation:** Represent the interests of Eurasia field Missions, particularly senior Mission management, in Washington. Advocate Mission positions in discussions within the Bureau, and between the Bureau and State Department's Office of Europe/Assistance Coordinator for Europe and Eurasia (EUR/ACE) or other external organizations. Advise Missions on effective strategies for presenting and advocating their positions with these groups. Articulate Washington priorities, concerns, and context to Mission management.

- ***Advice to DAA:** Provide DAA with staff analyses and information on issues affecting broad Bureau objectives in country programs. Provide management advice and input to negotiations on specific questions (including personnel assignment for Missions). Support DAA's development of the strategic rationale for continued assistance to Eurasia.

*The Office consists of five country "desk" teams:

- *Russia Team: Supports Russia programs.
- *Central Asian Republics Team: Supports Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan programs.
- *West NIS Team: Supports Ukraine, Moldova, and Belarus programs.
- *Caucasus Team: Supports Georgia and Azerbaijan programs.
- *Armenia Team: Supports Armenia 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 20 countries or provinces in Europe. E&E/ECA is 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). The Office has two Divisions.

*(1) The **Balkans Division (E&E/ECA/B)** supports the Federal Republic of Yugoslavia (Serbia and Montenegro), Bosnia and Herzegovina, Croatia, and Kosovo, as well as the Stability Pact and related regional issues.

*(2) The **Southern Europe Division (E&E/ECA/SE)** supports Albania, Romania, Macedonia, Bulgaria, Cyprus, and the Regional Services Center.

*f. The **Office of Economic Growth (E&E/EG)** supports the core Bureau objective of creating functional market economies in the former socialist states of Eastern Europe and Eurasia. Specifically, the Office focuses on economic restructuring, including energy and infrastructure, macroeconomic policy reform, and developing the microeconomic foundations to sustain competitive economic growth.

*The Office oversees the economic growth portfolio of the region, technical assistance activities, and credit programs while providing guidance to the Missions in the E&E region to coordinate economic growth strategies. The Office ensures that the formulation and preparation of country economic growth programs and sector assessments are consistent with technical practices and Bureau guidance and are appropriately integrated into the overall technical policies and strategies of the Agency. The Office is the principal

interlocutor between the Missions' economic growth offices and the EGAT Pillar Bureau. The Office manages and designs regionally funded programs such as the Eurasia Foundation, the Partners for Financial Stability, and the Regional Infrastructure Program (RIP). It is also charged with managing some bilaterally funded activities, including 10 Enterprise Funds with authorized funding levels of \$1.3 billion. The Office is also responsible to the Agency for coordinating with the State Department's Office of the Coordinator for Europe and Eurasia and the National Security Council (NSC) on all matters affecting economic growth activities in the region.

*The Office is composed of two technical Divisions that deal with regional and bilateral program design, strategy, coordination with EGAT, Mission liaison, and implementation activities supporting the Bureau and Agency objectives.

*(1) The **Market Transition Division (E&E/EG/MT)** supports the development of sound macroeconomic and microeconomic reforms to assist transition from centrally-controlled, command economies to market economies. The areas of concentration include privatization, corporate governance, legal and regulatory reform, commercial law, accounting, capital markets, bank and non-bank financial intermediation (including municipal bond markets, housing finance, insurance, and leasing), anti-corruption, financial crimes, fiscal and pension reforms, and competitiveness to improve enterprise development and national productivity and increase intra-regional and international trade.

*(2) The **Energy and Infrastructure Division (E&E/EG/EI)** manages regional energy and infrastructure activities. Areas of concentration include energy production and policy, pricing reform, sector restructuring, regulatory reform, energy efficiency, and infrastructure, including water, transport, telecommunications systems, and nuclear safety. In addition, the Division assists the development of private sector and NGO energy groups.

*g. The **Office of Democracy, Governance and Social Transition (E&E/DGST)** provides to the Bureau and the field Missions advice 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 manages directly some regional activities. The Office has two teams, which serve as the Bureau's key technical liaison in their respective fields with the pillar Bureaus, PPC, 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. This includes health care, community-based service delivery, women's health services and family planning, and emerging/reemerging infectious diseases and longer-term health system reform. It also includes technical advice and support on reforming service delivery systems related to social safety net restructuring, unemployment, education, and labor markets.

101.3.2 Overseas Organizations

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

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**

*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

USAID centers for multi-country programs administer USAID activities and provide support involving multiple countries. Examples include

- a. Regional Economic Development Services Offices (REDSOs),

* An asterisk indicates that the adjacent material is new or substantively revised.

- b. Regional Urban Development Offices (RUDOs), and
- c. Regional Service Centers (RSCs).

101.3.2.4 USAID Bureau for Democracy, Conflict, and Humanitarian Assistance Presence

*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

USAID Representation offices are maintained by the Bureau for Policy and Program Coordination (PPC) 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

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 Operational Approaches For USAID

To meet the challenges of the post-Cold War world, USAID employs certain operational methods: support for sustainable and participatory development; an emphasis on partnerships; the use of integrated approaches to promoting development; and performance results orientation.

101.3.4 Country Focus

USAID programs are administered in the following three types of countries (**see ADS [201.3.4.3](#), [201.3.3.3](#), and [201.3.3.2](#)**):

* An asterisk indicates that the adjacent material is new or substantively revised.

- a. Countries where USAID provides an integrated package of assistance - sustainable development countries. Assistance is based on an integrated strategy that includes clearly defined program objectives and performance targets.
- b. Countries where USAID presence is limited, but where aid to non-governmental sectors is necessary to facilitate the emergence of a civic society, help alleviate repression, meet basic humanitarian needs, enhance food security, or influence a problem with regional or global implications.
- c. Countries that have recently experienced a national crisis, a significant political transition, or a natural disaster and/or where timely assistance is needed to reinforce institutions and national order.

101.3.5 Agency Strategies

USAID supports programs in six areas that are fundamental to sustainable development: population and health, economic growth, environment, democracy and governance, education, and emergency humanitarian assistance and disaster relief.

101.3.5.1 Population and Health

USAID contributes to a global effort to stabilize world population growth and support women's reproductive rights. USAID resources are directed to voluntary family planning systems, reproductive health care, needs of adolescents and young adults, infant and child health, and education for girls and women.

101.3.5.2 Economic Growth

USAID promotes broad-based economic growth by addressing the factors that enhance the capacity for growth and by working to remove the obstacles that stand in the way of individual opportunity. Programs concentrate on strengthening market economies, expanding economic opportunities for the less-advantaged in developing countries, and building human skills and capacities to facilitate broad-based participation.

101.3.5.3 Environment

USAID environmental programs support two strategic goals: reducing long-term threats to the global environment and promoting sustainable economic growth locally, nationally, and regionally, by addressing environmental, economic, and developmental practices that impede development and are unsustainable.

101.3.5.4 Democracy and Governance

USAID's objective is the transition to, and the consolidation of, democratic regimes throughout the world. Programs focus on human rights abuses; misconceptions about

* An asterisk indicates that the adjacent material is new or substantively revised.

democracy and free-market capitalism; lack of experience with democratic institutions; the absence or weakness of intermediary organizations; nonexistent, ineffectual, or undemocratic political parties; disenfranchisement of women, indigenous peoples, and minorities; absence or failure to implement national charter documents; tainted elections; and the inability to resolve conflicts peacefully.

101.3.5.5 Education

USAID provides technical leadership for basic education programs, expanding access to and improving quality and equity in basic education. Education plays a key role in achieving sustainable social and economic development and in contributing to the emergence of strong democratic institutions. The linkages between education and USAID's other strategic goals are well established, particularly in reducing fertility, ensuring improved family health and increased child survival, preventing and mitigating crises, fostering support for democracy and human rights, and accelerating economic growth through a more productive and adaptable work force.

101.3.5.6 Humanitarian Assistance and Disaster Relief

USAID provides humanitarian assistance that saves lives, reduces suffering, helps victims return to self-sufficiency, and reinforces democracy. Programs focus on disaster prevention, preparedness, and mitigation; timely delivery of disaster relief and short-term rehabilitation supplies and services; preservation of basic institutions of civil governance during crisis and support for democratic institutions during periods of transition; and building and reinforcing local capacity to anticipate and deal with disasters and their aftermath.

101.4 MANDATORY REFERENCES

101.4.1 External Mandatory References

- 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. State Department Delegation of Authority No. 145, as amended

* An asterisk indicates that the adjacent material is new or substantively revised.

101.4.2 Internal Mandatory References

- a. [ADS Chapter 200 Series](#)
- b. Agency Reorganization Decision Memorandums, August, 2001

101.5 ADDITIONAL HELP

101.6 DEFINITIONS

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)

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