



Front Office Clearance Request

ACTION MEMO

Title: Placement, Resources, and Reporting of Agency Coordinators

Date Received by ES: 3/30/2015

Date Due: N/A

Draft

Drafter: AID/A – RTucci

Approved: HCTM/CHCO – EKolmstetter

Bureau Level Clearances

<u>Bureau Level Clearances</u>	<u>Initials</u>	<u>Clearance</u>	<u>Date</u>
OSDBU/MRC: KBall	KB	Cleared	03/18/2015
DCHA/AA: TStaal	TS	Cleared	03/20/2015
E3/AA: CNorth	CN	Cleared	03/19/2015
GH/AA: WWarren	WW	Cleared	03/19/2015
HCTM/PPSM/PA: BHorne	BH	Cleared	03/19/2015
AID/A/WHL: ACrabtree	AC	Info	03/18/2015
M/AA: ACrumblly	AC	Info w/ Edits	03/20/2015
PPL/AA: AThier	AT	Info w/ Edits	03/23/2015
AID/A/CSO: CKoppell	CK	Cleared	03/30/2015
HCTM/CHCO: EKolmstetter	EK	Cleared	03/30/2015
ES Spec. Asst.: CColbow	CC	Clear w/Edits	05/14/2015
ES Spec. Asst.: CBodde	CB	Info w/ Edits	04/07/2015
GC: ZZaid	ZZ	Clear	04/14/2015
GC: DGressett	DG	Clear w/Edits	05/13/2015

FO Approval

D-ES: LSwayer:	LS	Info	04/15/2015
ES: MHannafin	MH	Clear w/ Edits	04/15/2015
Counselor: SReichle	SR	Clear	04/20/2015
DCoS: DCorle	DC	Info	05/05/2015
CoS: MSumilas	MS	Clear w/ Edits	05/05/2015
DAAID: EPostel	EP	Clear (per J. Mogul)	05/14/2015

AAID: ALenhardt

For Signature

ES Tasker: ES201402613

Analyst: CColbow

CL 5/20



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ACTION MEMO FOR THE ACTING ADMINISTRATOR

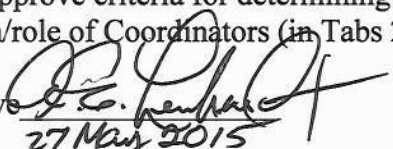
THROUGH: HCTM/CHCO – EKolmstetter /s/

FROM: AID/A/CSO – CKoppell /s/

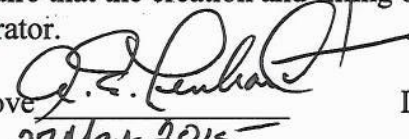
SUBJECT: Placement, Resources, and Reporting of Agency Coordinators

Recommendations

1. That you approve criteria for determining the placement, reporting lines, and description/role of Coordinators (in Tabs 2 and 3).

Approve  Disapprove _____
 27 May 2015
 MAY 27 2015

2. That you require that the creation and filling of all Coordinator positions be approved by the Administrator.

Approve  Disapprove _____
 27 May 2015
 MAY 27 2015

Background

Currently there are a number of Coordinators fulfilling various mandates. These Coordinators serve important roles providing strategic guidance on policy and programming, galvanizing resources, and representing the Agency on key issues at high-level events. Coordinators also play a critical role in ensuring Agency focus on issues that cut across technical fields and for which resources are spread across units, bureaus, and missions. Often, Coordinators are put in place as a result of legal requirements, policy mandates, or are designated to advance technical areas that are relevant across bureaus.

Coordinators currently operate throughout the Agency with varying mandates, budget/staff resources, and reporting structures. Each Coordinator position has a different origin, and the documentation establishing the position may outline primary functions and authorities (see Tab 1). However, the position of “Coordinator” is not included in the ADS as a standard position. Currently, there are 17 Coordinator positions across five bureaus and in the Office of the Administrator (see below and Tab 1) and additional Coordinators are pending.

The chart below outlines the current (and pending) Coordinators, the origin of their mandate, and the current hiring mechanism. Going forward, the Office of the Administrator and HCTM will work with operating units (OUs) to document the initial length of term (term-limited or collateral duties) and determine next steps when the term ends.

Bureau	Type	Mandate	Hiring Mechanism	Current Supervisor
E3	Environment	AA	CS	E3 AA (delegated from A/AID)
E3	Water	Congress	AD	E3 AA
E3	Climate	AA	AD	E3 AA
E3	Education	Congress	AD	E3 AA
E3	Higher Education	AA	AD	E3 AA
DCHA	Indigenous	Congress	IPA	DCHA AA *Delegated from A/AID
DCHA	Children in Adversity	Congress	IPA/FSO	DCHA AA *Delegated from A/AID
DCHA	Youth (incoming)	AA	IPA	DCHA/DRG/CSM
DCHA*	Disabilities	Congress	AD	DCHA/DRG/EI *Currently PPL
Office of the Administrator	Gender	AA/WH EO	AD	DA/AID
Office of the Administrator	Local Solutions	AA	FSO	Counselor
Office of the Administrator	Faith	WH EO	AD	A/AID
Office of the Administrator	LGBT	AA/WH	AD	A/AID *Moving to DRG Center
GH	Malaria	Congress	AD	A/AID
GH	Children and Maternal Health	AA	AD	A/AID
OSDBU	Minority Serving Institutions (MSI)	WH EO	CS	OSDBU Director
BFS	Resilience	AA	AD	BFS AA

HCTM is currently working on codifying this (pending your approval of this memo) in an upcoming revision to ADS 102 and 103.

Resource Implications

Funding for each Coordinator and his/her support staff must be provided by the OUs to which the Coordinator has been assigned.

It may be incumbent upon a Coordinator to build relationships with missions and external groups to help support their involvement. If determined appropriate, funding can be provided in year one from the Administrator's Initiative Fund and/or from the host OU based on specific budgetary needs identified by the Coordinator and available resources. Additional funding requirements beyond year one will be determined on a case-by-case basis at the direction of the Administrator, with the support of BRM and M as necessary.

If determined appropriate, Operating Expenses (OE) should be allocated to enable the Coordinator to: represent USAID at 3 – 4 public events, work with missions, track policy implementation, or to fulfill other requirements of their role and responsibilities. Such details should be outlined in the Letter of Instruction. Initial funds have already been provided by the Administrator's office to a number of Coordinators, or are built into OU budgets.

Based on needs, Coordinators may request support staff at the equivalent of half (0.5) of a Full Time Employee (FTE) for scheduling and basic support. Each Coordinator will be briefed by HCTM on other options for staff resources such as details, rotations, internships, and fellowship opportunities. Any additional FTE requirements to support Coordinators should come from existing staff resources.

Attachments:

Tab 1 – Origin of Individual Coordinators' Positions

Tab 2 – Proposed Guidance for the Placement of a Coordinator

Tab 3 – Proposed Guidance for the Description and Role of a Coordinator

Tab 4 – Sample Application of Criteria used to Determine Placement of Youth and LGBT Coordinators

Tab 5 – Onboarding Checklist

Tab 6 – Sample Letters of Instruction for Gender and LGBT Coordinators

Tab 7 – ADS 102

Tab 8 – ADS 103

Tab 1 – Origin of Individual Coordinators' Positions

Established by USAID:

1. **Climate Change** – Has existed for over fifteen years, initially tasked with a large portfolio that mainly included participation in climate change negotiations; a counterpart exists at the State Department.
2. **Environment** – Established to coordinate the effective implementation of 22 CFR 216 throughout USAID. This includes monitoring its implementation, advising Assistant Administrators (AAs) as set out in ADS 204.3.11, setting Agency standards for compliance, consulting with the Office of General Counsel on its interpretation of 22 CFR 216 when questions of new situations arise, and communicating with the President's Council on Environmental Quality and the public.
3. **Local Solutions** – Request of Agency Counselor Susan Reichle.
4. **LGBT** – Request of former Deputy Administrator Donald Steinberg following President Obama's 2011 Presidential Memorandum on International Initiatives to Advance the Human Rights of Lesbian, Gay, Bisexual, and Transgender Persons; counterpart recently named at the State Department.
5. **Youth** – Established in the USAID 2012 Youth Policy; there is a counterpart at the State Department.
6. **Child Survival and Maternal Health Coordinator** – Created in 2014 at the request of former USAID Administrator Shah. The Coordinator works across the inter-Agency to end preventable child and maternal deaths. Dr. Ariel Pablos-Mendez will concurrently hold the position of Coordinator and Assistant Administrator for Global Health. This dual role serves to emphasize that Child and Maternal Survival is a central priority for the Bureau and the Agency as a whole.
7. **Resilience Coordinator** – In cooperation with the Resilience Leadership Council, the Resilience Coordinator oversees institutionalizing resilience at USAID and manages external partnerships. The Resilience Coordinator will also head the Center for Resilience, a new office in the Bureau of Food Security. The position was created at the request of former USAID Administrator Shah.
8. **Higher Education Coordinator** – Created in 2015 at the request of former USAID Administrator Shah. The Coordinator serves as the primary interface between the U.S. higher education community and the Agency on all aspects of our work. The Coordinator is tasked with engaging directly with the higher education community to improve awareness of USAID's work, improve our understanding of the capabilities that the higher education community brings to development, and identify opportunities for us to work together. The Coordinator will also work with Missions and Bureaus to further the objectives of our higher education programs.

Established by the White House:

1. **Faith-based** – Established by Executive Order 13199 (2001) – Establishment of White House Office of Faith-Based and Community Initiatives: *“(c) The White House OFBCI shall coordinate with the liaison and point of contact designated by each executive department and agency with respect to this initiative. (d) All executive departments and agencies (agencies) shall cooperate with the White House OFBCI and provide such information, support, and assistance to the White House OFBCI as it may request, to the extent permitted by law.”* Updated in EO 13559 (2010) – Fundamental Principles and Policymaking Criteria for Partnerships With Faith-Based and Other Neighborhood Partnerships. There is a counterpart at the State Department.
2. **Gender** – Referenced in Presidential Executive Order; there is a counterpart, Ambassador for Global Women’s Issues at State Department.
3. **Minority Serving Institutions (MSI)** – Executive Order 13532: Promoting Excellence, Innovation, and Sustainability at HBCUs. *“To help fulfill the goals of this order, each executive department and agency identified by the Secretary shall appoint a senior official to report directly to the department or agency head with respect to that department’s or agency’s activities under this order, and to serve as liaison to the President’s Board of Advisors on HBCUs and to the Initiative.”* The order calls for an annual plan to be reported to the White House.
 - Executive Order 12928: Promoting Procurement with Small Businesses Owned and Controlled by Socially and Economically Disadvantaged Individuals, Historically Black Colleges and Universities and Minority Institutions
 - Executive Order 13592: Improving American Indian and Alaska Native Educational Opportunities and Strengthening Tribal Colleges and Universities
 - Executive Order 13336: American Indian and Alaska Native Education
 - Executive Order 13555: White House Initiative on Educational Excellence for Hispanics
 - Executive Order 13515: Increasing Participation of Asian Americans and Pacific Islanders in Federal Programs
 - Executive Order 13621: White House Initiative on Educational Excellence for African Americans

Established by Congress:

1. **Children in Adversity** – Established by amendments made to the Foreign Assistance Act, Section 135(e), by the Assistance for Orphans and Other Vulnerable Children in Developing Countries Act of 2005 – *“(A) IN GENERAL – The Secretary of State, in consultation with the Administrator of the United States Agency for International Development, shall appoint a Special Advisor for Assistance to Orphans and Vulnerable Children. (B) DELEGATION.— At the discretion of the Secretary of State, the authority to appoint a Special Advisor under subparagraph (A) may be delegated by the Secretary of State to the Administrator of the United States Agency for International Development.”*

2. **Indigenous People** – Initially established by the FY 2008 Department of State, Foreign Operations and Related Programs Appropriations Act (SFOAA) (P.L. 110-161, Division J), Section 699B – “... there shall be established within the Department of State in the immediate office of the Director of United States Foreign Assistance an Advisor for Activities Relating to Indigenous Peoples Internationally (hereinafter in this section referred to as the “Advisor”), who shall be appointed by the Director. The Advisor shall report directly to the Director....” However, the Coordinator position was transferred to USAID by section 7034(q)(1) of the FY 2012 SFOAA (P.L. 112-74, Division I) – “the position of Advisor established pursuant to section 699B of division J of Public Law 110-161 shall, within 45 days of enactment of this Act and notwithstanding the requirements of such section, be moved to the [USAID]: Provided, That the Advisor shall hereafter be appointed by the USAID Administrator and shall report directly to the Administrator....”
3. **Malaria** – Established by section 304 of Tom Lantos and Henry J. Hyde United States Global Leadership Against HIV/AIDS, Tuberculosis, and Malaria Reauthorization Act of 2008 (P.L. 110-293) – “There is established within the United States Agency for International Development a Coordinator of United States Government Activities to Combat Malaria Globally (referred to in this section as the ‘Malaria Coordinator’), who shall be appointed by the President.”
4. **Water** – Established by section 4(e) of the Senator Paul Simon Water for the World Act of 2014 (P.L. 113-289) – “The Administrator of the United States Agency for International Development (referred to in this paragraph as ‘USAID’) or the Administrator’s designee, who shall be a current USAID employee serving in a career or non-career position in the Senior Executive Service or at the level of a Deputy Assistant Administrator or higher, shall serve concurrently as the USAID Global Water Coordinator (referred to in this subsection as the ‘Coordinator’).”
5. **Education** – Coordinator position was initially established by the FY 2008 Department of State, Foreign Operations and Related Programs Appropriations Act (SFOAA) (P.L. 110-161, Division J) Section 664(b) – “ there shall be established within the Department of State in the immediate office of the Director of United States Foreign Assistance, a Coordinator of United States Government activities to provide basic education assistance in developing countries (hereinafter in this section referred to as the “Coordinator).” However, the Coordinator position was transferred to USAID by section 7034(q)(2) of the FY 2012 SFOAA (P.L. 112-74, Division I) – “the position of Coordinator established pursuant to section 664 of division J of Public Law 110-161 shall, within 45 days of enactment of this Act and notwithstanding the requirements of such section, be moved to the United States Agency for International Development (USAID); Provided, That the Coordinator shall hereafter be appointed by the USAID Administrator and shall report directly to Administrator....”
6. **Disabilities** – Established by section 579(b) the FY 2005 Foreign Operations, Export Financing and Related Programs Appropriations Act (P.L. 108-447, Division D) – “The Secretary of State and the USAID Administrator shall designate within their respective agencies an individual to serve as Disability “Advisor” or “Coordinator”, whose function it shall be to ensure that disability rights are addressed, where appropriate, in United States

Tab 2 – Proposed Guidance for the Placement of Coordinators

The following criteria, to be applied sequentially, should be used to determine the appropriate placement of Coordinators. The Office of the Administrator will apply the criteria and make the final determination, in consultation with the relevant bureaus and offices.

1. **Existing Structure.** The Agency’s current resources within a given portfolio—whether an office, staff, budget, or existing network (e.g., working group, backstops, points of contact (POC))—should impact the location and needs of the Coordinator.
 - a. **Existence of an Office/Unit Dedicated to the Portfolio.** If the portfolio the Coordinator is covering has an established office dedicated to the issue, the Coordinator should generally be assigned to the office. This model enables the Coordinator to be tightly linked to programming and to build on the office’s progress and utilize its resources. The role of the Coordinator should be clearly defined within the position description and performance plan. The Coordinator should avoid adding a layer of supervision to the unit; instead, the Coordinator should provide cross-Agency leadership and act as a thought-leader, principal focal point with external stakeholders, intra- and inter-agency collaborator, and spokesperson as defined by the scope of work. Examples of Coordinators who fulfill these criteria include the Water and Education Coordinators.
 - b. **Critical Mass of Related Technical Experts and/or Relevant Home.** For portfolios that do not have an office but that have a strong existing network, the Coordinator should be assigned to the office or bureau most related to the issue, even if it is a cross-cutting issue. Given that there is a strong network of contacts throughout the Agency, the portfolio will less likely result in “being narrowed” to one specific thematic issue (for example, there are several youth POCs throughout the agency representing youth issues in a range of fields, such as job development, conflict and reconciliation, and health; therefore, youth issues are and should continue to be addressed through a range of sector effort). The Coordinator will most likely spend time engaged in other bureau’s activities to help ensure effective coordination, noted as multi-engagement (activities might include attending staff or other relevant meetings, ensuring consideration of youth issues, when appropriate (such as in budget discussions). In these cases, a lead bureau must always be designated and that bureau would oversee the Coordinator (the other bureau could be listed as a reviewer of the performance appraisal). The Office of the Administrator will make the final determination regarding the most appropriate home or dual-engagement, based on input from technical experts and relevant bureaus’ leadership. Examples of Coordinators who fulfill this criterion include the LGBT (placed in the most relevant office) and Youth Coordinators (dual-engagement).

- i. A number of the Coordinators are responsible for strategic guidance and external representation. Many of the tasks associated with this role are similar in scope to a Senior Advisor and Coordinators fulfilling these functions should sit in the bureau most relevant to the issue. In certain cases (usually indicated by congressional mandate), the Coordinator may be responsible for providing policy advice directly to the Administrator on their respective subject area.
- ii. A number of Coordinators cover subject areas that have a strategy or policy in place (e.g., Water, Education, and Gender). If specifically identified as a key responsibility of the Coordinator, s/he is responsible for coordinating the intra- and inter-agency implementation of his or her respective strategy.
- iii. A number of Coordinators act as focal points or as a clearing house for the inter- and intra-agency assignments. If the Coordinator is largely responsible for coordinating across bureaus then: (1) the Coordinator should be charged with this responsibility in their mandate; (2) the mandate should be clearly communicated throughout the Agency; and (3) the leadership of the bureau in which they are placed should help reinforce this mandate. This will enable Coordinators to fulfill their role regardless of the unit in which they are placed.
- iv. As noted above, some Coordinators have mandates separate from that of the Office/Unit dedicated to the portfolio. For example, the Coordinator may play a key role in the interagency or in high-level negotiations. These types of functions require that the Coordinator possess the appropriate title and ability to make decisions to allow them to succeed.
- v. Some Coordinators may be responsible for providing broad input on resource allocations in areas of their expertise, which should be made clear from the outset. If this function is a significant component of the Coordinator's functions, they should be grounded in a bureau; for example, Coordinators within the Office of the Administrator do not engage extensively with programs (e.g., Faith Coordinator and Gender Coordinator).

3. Priority for the Administrator, Administration, or Congress. A number of issues have been identified as high profile—determined by the Administrator or other entities such as Congress or the White House (often documented in law or regulation). These issues may merit a location that provides the Coordinator with the stature, access to resources and decision-making to help advance the agenda in an effective and expeditious manner. Coordinators whose portfolio fit this criterion should be placed in the Office of the Administrator or in the Front Office of a bureau,

and report to the head of the relevant office. Examples of Coordinators who fulfill this criterion include the Gender and Local Solutions Coordinators.

Tab 3 – Proposed Guidance for the Description and Role of a Coordinator

As articulated above, a number of factors will contribute to the Coordinator's success and should be considered in the selection process, within the position description, and during the on-boarding of the chosen candidate. The hiring mechanism will be determined on a case-by-case basis. A letter on arrival should be provided to each Coordinator to outline issues 2 – 6.

- 1. Appropriate Skill Set.** Coordinators play a key role in managing relationships as they aim to build connections and foster greater engagement in their issue throughout the Agency. They can be critical in ensuring units are working together effectively and can help to convey objectives and needs to leadership. As such, Coordinators should have strong skills in managing consultative processes, building consensus, and solving problems. These are critical considerations in recruiting and selecting Coordinators.
- 2. Clear Position Description.** A general framework of the coordinator's scope of work should be outlined in advance of selecting a candidate. Once on-board, the coordinator will provide detail to the framework in the initial weeks of their arrival. If the coordinator requires a strong mandate to work across bureaus, this function should be made clear in his/her scope of work, Letter on Arrival, and in the relevant Agency announcement.
- 3. Support and Supervision from Bureau Leadership.** It is important to assess the culture of the office for which the Coordinator is being placed as well as anticipate the level of support from leadership. As a best practice, the bureau should strike a balance between providing the Coordinator with independence to operate and providing adequate supervision to achieve the defined scope of work. This supervision and support helps to avoid feelings of isolation, as well as ensures productivity and maintains an appropriate working culture. For example, bureau leadership can provide assistance with tactics on how to effectively cross-fertilize issues and should help integrate Coordinators into the budget process, if part of their functions is to provide input on resource allocations. Likewise, the appropriate reporting lines should be made clear to Coordinators to ensure that they are operating within the boundaries of office and bureau processes and so that supervisors are able to maintain visibility over their efforts. The reporting lines should be noted in their scope of work and Letter on Arrival. In cases of dual engagement, the lead bureau is responsible for supervision, space (only one desk should be allocated), and salary (if applicable). Additional requests for financial support should be shared between bureaus.
- 4. Managing Access and Resource Expectations.** The existence of a Coordinator is often intended to elevate an issue. As such, there is often the request for the Coordinator to report to the Administrator. Where reporting to the Administrator is mandated, this function may be explicitly delegated to the bureau where the Coordinator has been placed, if deemed appropriate and authorized. In such cases, the reporting line must be clearly articulated to the employee and must be agreed to by the supervisor (who must have supervisory authority) taking on the new

responsibility. The bureau would be responsible for the daily management of the Coordinator. In the absence of delegation, effective supervision by the host bureau can become challenging. An alternative approach is for the Coordinator to attend quarterly check-ins with the Administrator's office (Note: A best practice is for all the Coordinators to meet with an Office of the Administrator representative periodically). In either circumstance, the "chain of command" should be clearly stated. It is important to clarify if Coordinators have oversight over program funds. Such determinations about access and resources should be made by the Administrator and noted in the Letter on Arrival.

5. **Operating Funds.** An uneven approach has been applied in providing Coordinators with Operating Expense (OE) or Program Funds (depending upon the hiring mechanism) funding to cover travel costs, attendance at events, etc. While it is generally incumbent upon the Coordinator to build relationships with missions and external groups to help support their involvement, some funding should be provided in year one, with support from the Administrator's Office and/or from the operating unit, and additional funds should be determined on a case-by-case basis. Such details should be outlined in the Letter on Arrival.
6. **Proper On-boarding.** Coordinators should be introduced to the Agency in a manner that prepares them for success from day one. For example, they should be announced via an Agency Notice and introduced to relevant leadership (e.g., at Senior Management Meeting (SMM) and during periodic one-on-ones). Attendance at SMM should be determined on a case-by-case basis by the Office of the Administrator, and details regarding participation should be included in the Letter on Arrival.

Tab 4 – Sample Application of Criteria used to determine Placement of Youth Coordinator

CRITERIA #1: Existing Structure

DETERMINATION: 1b. Critical Mass of Related Technical Experts and/or Relevant Home. A youth working group meets monthly, with informal POCs from most of the bureaus. The Youth Policy specifically calls for formal POCs (bureaus will be tasked with identifying relevant POCs in the next several weeks). Because there is no Youth Office, no obvious bureau is most relevant to this issue. E3 is the pillar bureau with the greatest volume of integrated youth programming and GH has a considerable youth programming heavily focused on health activities. Since Youth issues cut across several sectors, it would require a strong mandate to work across bureaus. Given the strong grouping of experts on this subject throughout bureaus, placement in a pillar bureau would not necessarily risk a narrowing of the issue. Dual engagement could be a good option for this Coordinator. The chart below outlines potential placement options within pillar bureaus.

Bureau	Pros	Cons
E3	(1) Bureau is engaged in considerable amount of youth work and has a few people tasked to work on youth issues (within the Education Office). (2) Familiarity with Coordinators: E3 currently hosts the Education, Higher Education, Global Climate Change, and Water Coordinators.	(1) Youth work is frequently stove-piped within the Education sector, when it is a cross-cutting issue. Placement in E3 likely would reinforce the tendency to stovepipe the issue within this sector. (2) Coordinator likely would be placed at the office level, Education Office, which would bury the issue too deeply within the bureau. This Office has indicated it is overloaded with its responsibilities to host other Coordinators.
DCHA	(1) Has acquired the Children in Adversity agenda, which aligns with Youth issues. DCHA leads on the inclusive development agenda as well. (2) Familiarity with Coordinators and aligns with inclusive development agenda: DRG is hosting the Disabilities Coordinator part-time, the Indigenous Persons Coordinator, and the LGBT Coordinator, and the Children in Adversity Coordinator.	Concern that the youth issue would be narrowed to a security focus (instability related to ‘youth bulges’) and wouldn’t be treated as a cross-cutting development issue.
GH	GH is increasingly paying attention to youth and has a couple of positions focused specifically on youth.	Considerable concern that the youth issue would be subsumed by the Global Health agenda and would not be treated as a cross-sectoral issue.

CRITERIA #2: Level of Maturity

DETERMINATION: 2a3. Strengthening the Foundation. The Youth agenda has been

organized and coordinated over the last four years;

- The Youth Policy was completed in 2012, and a two-year action plan has been constructed and is currently being implemented.
- There is currently \$300M/year in USAID investments in youth, mostly in basic education, workforce development, family planning/reproductive health (FP/RH), HIV prevention and care, orphans and vulnerable children (OVC), gang prevention, and civic engagement.
- The Coordinator will support additional work to help systematically track youth investments. For example, the Agency has a Youth Development Key Issue, yet Missions are not required to report against it.
- The Coordinator will be responsible for additional functions related to strengthening the foundation (typically under PPL functions) such as integration into policies and planning processes, and advancing learning and evidence-based cross-sectoral youth programs.

2b1-2. Roles and Authorities of the Coordinator. The main function of the Coordinator will drive policy implementation, provide strategic guidance, external representation and coordination across bureaus. Therefore, the Coordinator will need a strong mandate to pursue these objectives.

- Provide strategic guidance to USAID leadership on youth issues (est. 10 percent LOE);
- Lead USAID engagement on youth issues with other interagency colleagues, donors, and external stakeholders (est. 10 percent LOE);
- Implement a strategic communications plan around USAID's youth activities and priorities (est. 10 percent LOE);
- Lead the Youth Corps, USAID's intra-agency working group composed of bureau youth Points of Contact and tasked with assisting with policy implementation (est. 20 percent LOE).
- Work with Missions and other operating units to ensure policy implementation, including but not limited to the following (est. 50 percent LOE):
 - Integrating youth development principles into Agency initiatives, planning processes (i.e., CDCS), other policies and strategies, as well as international processes (i.e., post-2015 discussions);
 - Coordinating technical assistance to Missions on cross-sectoral youth programming;
 - Advocating for systems and procedures to improve the tracking of cross-sectoral youth programming;

- Facilitating the development of Agency common indicators for youth and advocating for the use of age disaggregated data; and
- Coordinating Agency trainings and communities of practice focused on youth.

Based on the outcome of the second criteria, the Youth Coordinator would benefit from some connections with PPL (including potential actions such as providing guidance and advice, attending staff meetings, providing space at discretion of office), but should be closer to Youth programming within pillar bureaus.

CRITERIA #3: Priority/Origin

DETERMINATION: The origin of this Coordinator comes from USAID's 2012 Youth policy. The State Department has a counterpart under U/S Sewall, the Office on Global Youth Issues. In addition, Senator Diane Feinstein, the Senate Appropriation Committee on Foreign Operations, and other donors and youth advocacy coalitions have inquired as to the status of the recruitment of the Coordinator.

RECOMMENDATION: The location of the Youth Coordinator is best nested under DCHA/DRG with enhanced participation in E3 activities, as well as close coordination with PPL (in addition to a POC who covers youth) and other additional bureaus as needed (e.g., Global Health). Both DCHA and E3 are responsible for providing salary (if determined), additional funds (e.g., travel) and supporting a strong mandate that allows him/her to work cross-bureau.

- Placement in DCHA includes responsibilities such as primarily supervision and space allocation.

Placement in E3 includes engagement such as recognized presence in office, attendance at staff meetings or other relevant meetings, bearing responsibility to consider and engage in youth issues when appropriate (e.g., in budget discussion).

Criteria Applied to Determine Placement of LBGT Coordinator

CRITERIA #1: Existing Structure

DETERMINATION: 1b. Critical Mass of Related Technical Experts and/or Relevant Home. The LBGT Agency Coordinating Committee (ACC) has been meeting monthly for two years, with representation from informal POCs in almost all bureaus. In addition, an LBGT Champions list serve has over 250 representatives from over 50 percent of missions. While the LBGT Vision does not request formal POCs, the Associate Administrator has made a request that POCs be designated by all bureaus.

Regarding a relevant home, the most applicable bureau for placement of the Coordinator would be the DCHA/DRG Center. LBGT issues cut across several sectors such as global health and economic growth, and therefore require a strong mandate to work across bureaus.

CRITERIA #2: Level of Maturity

DETERMINATION: 2a2. Laying a Foundation. The foundation for a coordinated LBGT agenda is currently being laid.

- The LBGT Vision was recently completed.
- The Key Issue was recently approved, but has not yet been publicized more broadly.
- No implementation plan or How-to-Notes have been crafted.
- Given the need to build the foundation of this issue, the Coordinator would be responsible for functions (typically within PPL) such as integration into policies and planning processes, improving systems to better track programs, and advancing learning and evidence-based cross-sectoral youth programs.

2b1-2. Roles and Authorities of the Coordinator. The main function of the Coordinator is to:

- Work with Missions and other operating units to ensure Vision implementation;
- Represent the Agency at external domestic and international events, engagements, etc. and engage with external stakeholders;
- Provide strategic guidance to USAID leadership on LBGT issues; for example, create coherent policy response to situations like that in Uganda;
- Provide input on resource allocations for programming and training activities, and to the extent possible, galvanize resources toward agreed upon objectives; and
- Ensure intra- and inter-agency assignments and activities are coordinated among several operating units, and in particular lead the LBGT Agency Committee.

Based on above, the Coordinator will need a strong mandate to pursue these objectives across bureaus. In addition, because the Coordinator will be laying a foundation for the LGBT agenda, he/she would benefit from a robust connection to PPL.

CRITERIA # 3: Priority/Origin

DETERMINATION: The origin of the Coordinator comes from former Deputy Administrator, and has been endorsed by the White House. There is a counterpart at State. This issue has received heightened attention following events in Uganda.

RECOMMENDATION: The LGBT Coordinator is best nested in the DCHA Front Office, reporting to the Assistant Administrator with primary supervision from the Deputy Assistant Administrator that covers DRG issues. Quarterly check-ins with the Front Office will be needed to bolster Administration support, and close coordination with PPL is required (including providing guidance and advice, attending staff meetings, acting as a second supervisor/POC, providing space at the discretion of the office).

Actions to Take In Advance of Arrival

- Host Bureau will draft an Action Memo to the Administrator answering the above questions.
 - Host Bureau will draft proposed Position Description for Coordinator, and attach as tab in Action Memo.
 - Host Bureau will draft proposed Agency Notice announcing arrival of Coordinator, and attach as tab in Action Memo.
 - Host Bureau will draft proposed Letter on Arrival (see tab 6 and 7), and attach as tab in Action Memo.
- The Office of the Administrator will convene a meeting with Bureaus to discuss Action Memo and onboarding next steps.

Tab 6 – Sample Letters of Instruction for Gender and LGBT Coordinators

Dear Susan Markham:

On behalf of the Agency, let me formally welcome you to USAID! You join a team of dedicated staff in regional and pillar bureaus as well as field representatives in over 75 missions working to promote and advance gender equality and women's empowerment. We hope that you have had a smooth arrival into the Agency and have had the chance to meet with several leadership representatives. As you continue to get settled, please see below for additional details related to your position.

Placement and Reporting:

- Office of the Administrator, reporting to the Deputy Administrator.
- Meet with the Deputy Administrator on a regular basis with other Senior Gender Advisors as well as on a quarterly basis one-on-one.
- Meet with Chief Strategy Officer on a weekly basis.

Support Staff and Resources:

- 1 FTE to assist with scheduling and administrative support.
- 1 AD to assist with communications and strategic planning.
- Support funds included as part of the Administrator's office.
- You are encouraged to apply for AAAS, PMF, and intern for additional staff support.

On-boarding Expectations:

- Release of an Agency Notice announcing your arrival.
- Position on the Executive Diversity Council.
- Representation at the Senior Staff Management Meeting.

Objectives of the Position

1. Ensuring implementation of the Gender Equality and Women's Empowerment Policy, the National Action Plan on Women, Peace and Security, and the U.S. Strategy to Prevent and Respond to Gender-based Violence Globally;
2. Providing strategic guidance to bureaus and missions;
3. Representing the Agency at external engagement at high-level;
4. Coordinating assignments across bureaus and engaging with the interagency; and
5. Providing broad input on resource allocations related to gender programming.

As a Coordinator, your role includes building connections and fostering greater engagement on gender issues throughout the Agency. Therefore, it is important that your office provide you with the mandate needed to support the objective of effectively coordinating across bureaus. Please let me know how I can assist in this regard. Additionally, over the next 30 days, I would ask that you draft a work plan for my review. The work plan should include 3 – 5 objectives you plan to achieve over the next year with general ideas on how to achieve them. I look forward to learning more about your plans in the coming weeks.

Dear Todd Larson:

On behalf of the Agency, let me formally welcome you to USAID! You join a team of dedicated staff in regional and pillar bureaus as well as field representatives in over 75 missions working to promote the rights of Lesbians, Gays, Bisexual and Transgender (LGBT) people around the world. We hope that you have had a smooth arrival into the Agency and have had the chance to meet with several leadership representatives. As you continue to get settled, please see below additional details related to your position.

Placement and Reporting:

- Bureau of Democracy, Conflict, Humanitarian Assistance (DCHA), reporting to the Assistant Administrator.
- Meet with the Deputy Assistant Administrator DCHA on a regular basis.
- Meet with the Chief Strategy Officer on a bi-weekly basis.
- Meeting with the Deputy Administrator on a quarterly basis.

Support Staff and Resources:

- .5 FTE to assist with scheduling and administrative support.
- XXX travel funds for the first year provided by the Administrator's Office.
- Encouraged to apply for AAAS, PMF, and intern for additional staff support.

On-boarding Expectations:

- Release of an Agency Notice announcing your arrival.
- Position on the Executive Diversity Council.
- Representation at the Senior Staff Management Meeting.

Objectives of the Position:

1. Establishing an implementation plan for the LGBT Vision;
2. Providing strategic guidance to bureaus and missions;
3. Representing the Agency at external engagement at high-level;
4. Coordinating assignments across bureaus and engaging with the interagency; and
5. Providing broad input on resource allocations related to LGBT programming.

As a Coordinator, your role includes building connections and fostering greater engagement on LGBT issues throughout the Agency. Therefore, it is important that your office provide you with the mandate needed to support the objective of effectively coordinating across bureaus. Please let me know how I can be of assistance in this regard. Additionally, over the next 30 days, I would ask that you draft a work plan for my review. The work plan should include 3 – 5 objectives you plan to achieve over the next year with general ideas on how to achieve them. I look forward to learning more about your plans in the coming weeks.