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# Internal vs. External Roles

- Internal - AID's business model (we use contracts and grants in carrying out work, achieving **OUTPUTS**; the domain of COTRs)
- External - our approach to development (what contractors, grantees, other donors, government and local civil society **AND** USAID staff do, which includes **BOTH** outputs and outcomes)



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# Role of USAID Officer

**USAID staff are NOT just managers of contracts & grants!**

- Involved with host country in negotiating policy changes
- Providing technical assistance in ways only a USG employee can do
- Involved with negotiations, multi-donor discussions, other interactions
- Defining Agency strategies and policies which define the **OUTCOMES** as opposed to **OUTPUTS**



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# FPO Perspective: Cast of Characters



**Russell Quinn**  
Mission Director  
USAID/Afghanistan



**Joe Smith**  
Field Program Officer  
Ghazni PRT  
USAID/Afghanistan



**Joan Uppington**  
COTR  
USAID/Afghanistan



**Ann Bennett**  
PRT Advisor  
US State Department



**Lt. Col. De Sousa**  
NATO Representative  
Ghazni PRT



**Basheer**  
Field Coordinator  
General Contracting Inc.



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# COTR Perspective: Cast of Characters



**Russell Quinn**  
Mission Director  
USAID/Afghanistan



**Joe Smith**  
Field Program Officer  
Ghazni PRT  
USAID/Afghanistan



**Joan Uppington**  
COTR  
USAID/Afghanistan



**William deKoop**  
Regional Contracting Officer  
USAID/Thailand



**Natasha Stolovina**  
Third Country National  
USAID/Afghanistan



**Jeff Taylor**  
General Contracting Inc.  
Representative



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# News Story on Real Project

# FRONTLINES

WWW.USAID.GOV

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## INSIDE THIS ISSUE

Kyrgyzstan farmers are getting access to land once available only to the well-connected. See page 3.



Photo by Penny Galley/Charmix

Gulyumkan Salieva bid at a 2007 land auction in northern Kyrgyzstan and now has a field of wheat.

### FRAMEWORK OBJECTIVES:

#### Peace and Security

"My mission is to help bring hope and stability" to Anbar Province in Iraq. . . . . SEE PAGE 6

#### Governing Justly and Democratically

Azerbaijan schoolchildren hold mock jury trial. . . . . SEE PAGE 5

#### Investing in People

People with HIV in India gain access to group health insurance. . . . . SEE PAGE 5

#### Economic Growth

ATMs on wheels bring banking to poor. . . . . SEE PAGE 6

#### Humanitarian Assistance

Haiti receives relief after storms. . . . . SEE PAGE 12

## Convoy Delivers USAID Turbine to Kajaki Dam

**KABUL** —A convoy of 4,000 coalition troops spent one week fighting off Taliban attacks to clear the way for the delivery of a powerful new turbine to the Kajaki Dam in southern Afghanistan Sept. 2.

It was the latest move by USAID to rejuvenate a major U.S. aid project that was installed five decades ago and to supply electricity to millions of Afghans.

The turbine was flown into Kandahar airport aboard one of the world's largest cargo planes and then was escorted 110 miles to the dam site across territory contested by Taliban militants who have tried to derail the dam repair project.

The new turbine, plus the refurbishing of a second turbine, should



Photo by Louisa Bar

Delivery of a new turbine to the Kajaki Dam in southern Afghanistan is expected to triple electrical power to residents. The dam was constructed by USAID in the 1950s.

READER ALERT

see CONVOY on page 11



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For more information, see the interview with Skip Waskin (former USAID/Afghanistan Mission Director)

[http://www.develebridge.net/assets/USAIDLearningCenter/Conversations/Skip\\_Waskin\\_Interview/player.html](http://www.develebridge.net/assets/USAIDLearningCenter/Conversations/Skip_Waskin_Interview/player.html)



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# Take-aways I

- There are practical consequence of the differences between outputs (what A&A “buys”) and outcomes (what the overall program is trying to achieve).
- Documentation, information sharing, leaving a paper trail, drafting (and requesting) handover notes are all critical in projects that last longer than tours.
- The rest of the USAID team involved with an activity needs to understand the COTR’s role and authority. *It is critical that you understand that many of them will never take this course, and won’t know what your duties are.*



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# Take-aways II

- The risk is not always within one's own personal control; you can be at risk because of the actions of others
- Being careful does NOT mean that one shouldn't take risks, or that change is to be avoided.
- These situations can happen in any country, and in RRB, not just in times of conflict or stress





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# Take-aways III

- Be alert to misperceptions/assumptions of approval and authorization.
- The Mission Director is affected by this in two ways – as head of the development program, AND as the HCA (Head of Contracting Authority) at the Mission.
- Programs where the COTR is removed from the point of implementation pose risks, and threaten either to be roadblocks or landmines.