

commodities from GVN warehouses and their transportation to the airport).

(b) Operates a preshipment warehouse at Tan Son Nhut Airfield; maintains inventory records of commodities in the warehouse to insure that commodities scheduled for air shipment are available at the air strip on time; follows up with the appropriate USAID unit when needed commodities are not received from GVN warehouses.

ii. Schedules official air travel of USAID personnel to the Regions.

(a) Reviews travel requests, clears them with the affected Regional Director(s), and compiles passenger lists.

(b) Arranges, when necessary, passage of USAID personnel on Embassy or MAC/V aircraft.

iii. Maintains records of all air services schedules; reviews statements of changes submitted by contract carrier, Embassy, or MAC/V, and certifies that specified air service has been rendered.

f. Logistics

i. Determines priorities in the shipment of commodities to the field.

ii. Maintains overall surveillance of shipment schedules as compared with commodity requirements of individual provinces.

iii. Expedites the filling of urgent requirements by following up on shipment schedules, revising shipment priorities and, when necessary, scheduling special air shipments.

g. Communications

i. Maintains the Field Operations Center, which allows regional and provincial personnel 24-hour contact with Saigon by teletype, radio, and telephone.

ii. Logs and forwards incoming messages, as necessary, to USAID elements most directly concerned.

iii. Follows up to assure timely action or reply.

OFFICE OF REFUGEE COORDINATION

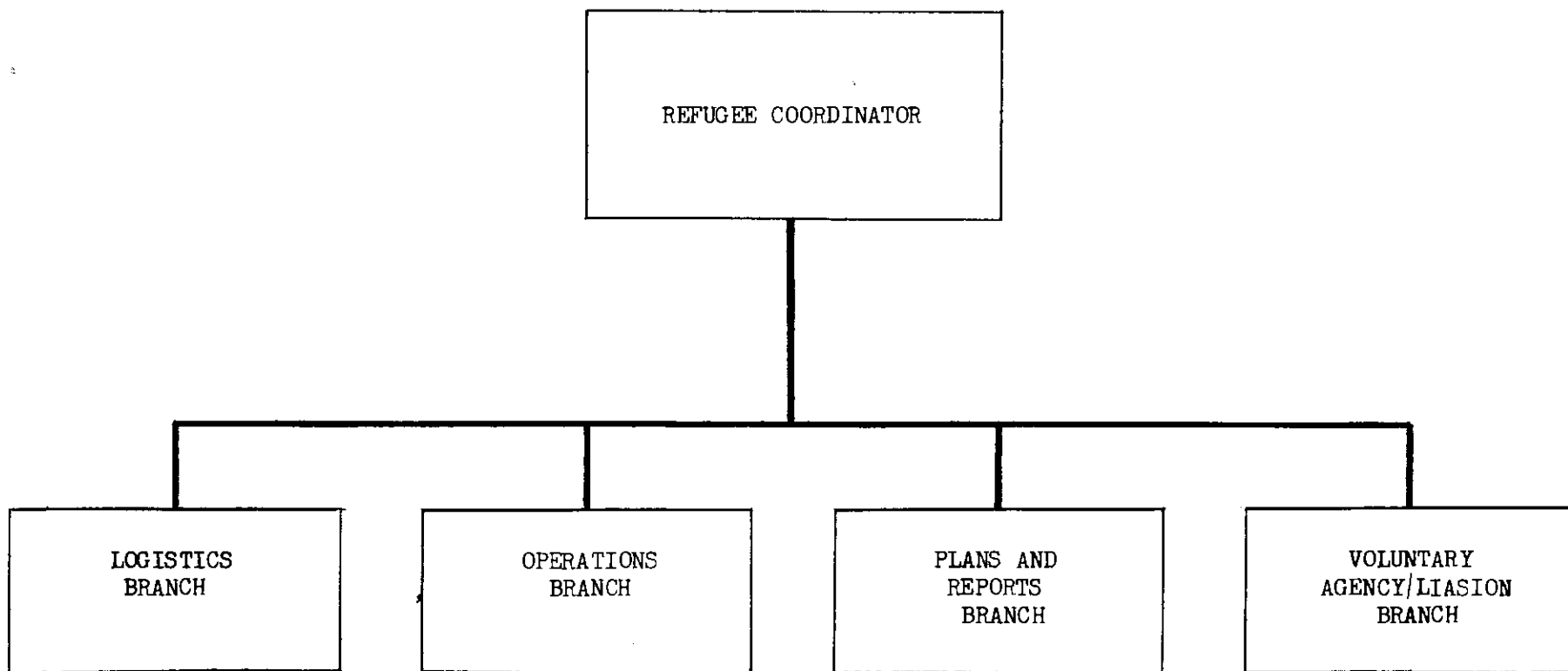
REFUGEE COORDINATOR

LOGISTICS  
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OPERATIONS  
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PLANS AND  
REPORTS  
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VOLUNTARY  
AGENCY/LIASION  
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## Office of Refugee Coordination

### I. General

The Office of Refugee Coordination is responsible for coordinating within the Mission and between the Mission, GVN, and other concerned entities, and for assistance to other Mission elements in, the development, negotiation, evaluation, and execution of plans and programs for all phases of refugee reception, temporary care and maintenance, training and re-establishment. The Office of Refugee Coordination backstops the Regional Refugee Officers and Assistant Provincial Representatives (Refugees). It recommends policies regarding refugee matters to the Director. It is headed by a Refugee Coordinator, who reports to the Mission Director.

### II. Specific

In addition to exercising the normal "backstop" functions of a Technical Office, the Office of Refugee Coordination exercises the following specific functions.

#### A. Policy and Planning

1. Develops policies, guidelines, and operating procedures to govern AID's role in all phases of refugee relief, rehabilitation, and resettlement.
2. Jointly with other affected offices and organizations, develops coordinated contingency plans for unprogrammed refugee influxes.

#### B. Liaison

Maintains continuing liaison, regarding matters of consequence to refugee programs, with the United States military establishment, JUSPAO, and other interested entities of the free world. Serves as the principal point of contact with the Voluntary Agencies in Vietnam. Maintains a catalog of current needs in the refugee area. Advises as to priorities among the needs.

### C. Advice to GVN

Advises GVN on all phases of refugee reception, temporary care and maintenance, training and reestablishment. This includes, in conjunction with other affected elements of the Mission, the provision of assistance in development of:

1. eligibility criteria;
2. policies and procedures governing refugee registration, interrogation, credit facilities, the collection and maintenance of statistics, allowances, reparations payments, and reestablishment, including return-to-village and settlement in new localities;
3. supply norms;
4. programs for immunization, sanitation, medical assistance;
5. programs for vocational training, adult education and other schooling;
6. counselling and employment services;
7. programs for self-government within refugee camps; and
8. information programs (in coordination with JUSPAO).

### D. Logistics

1. In coordination with other offices and GVN, develops commodity requirements for refugee programs.
2. Determines priorities in the shipment of refugee commodities to the field.
3. Maintains overall surveillance of shipment schedules to assure that, to the maximum extent practicable, they satisfy refugee commodity requirements in individual provinces.
4. Expedites the filling of urgent requirements by following up on shipment schedules with AD/L, revising shipment

priorities and, when necessary, scheduling special air shipments through AD/FO.

5. Performs the above functions with regard to the movement within Vietnam of Voluntary Agency and certain GVN commodities.

6. Periodically elicits current inventory information with regard to Voluntary Agency and GVN commodities and circulates such information to Provincial Representatives.

#### E. Disaster Relief

The Refugee Coordinator is USAID/Vietnam's Disaster Relief Officer and has all the authorities and responsibilities of that position as described in AID Manual Order 1565.1, Mission Responsibilities and Procedures for Coordinating Emergency Disaster Relief Operations.

#### F. Regional Refugee Officers

The Regional Refugee Officers, who report to the Regional Directors, receive technical guidance and backstopping from the Office of Refugee Coordination. They coordinate the activities of the Assistant Provincial Representatives (Refugees), carry out periodic inspections of refugee camps and projects, and furnish such statistical and narrative reports pertaining to refugee affairs as may be required by the USAID.

OFFICE OF LOGISTICS

ASSISTANT DIRECTOR

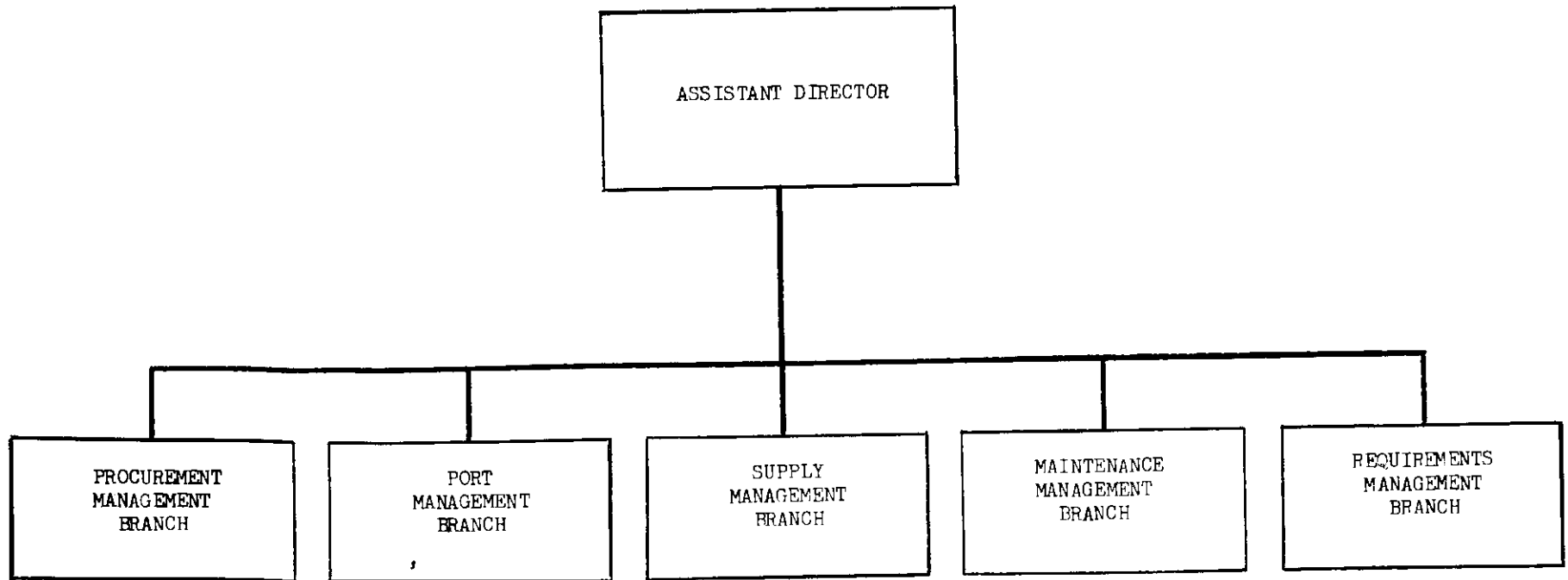
PROCUREMENT  
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REQUIREMENTS  
MANAGEMENT  
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## Office of Logistics

### I. General

The Assistant Director for Logistics is the principal advisor to the USAID Director, other elements of the USAID and to the GVN on all matters relating to logistics and supply management. He is responsible for the timely procurement and receipt of all USAID project commodities and for advising and assisting the GVN in distributing these commodities to their destinations. He reports to the USAID Director.

### II. Specific

The Office of Logistics performs the following specific functions.

#### A. Planning

1. Participates in the review of project proposals (E-1s).
2. Assists, when requested by other USAID elements, in planning the commodity portions of proposed projects. Specifically,
  - a. Develops tentative commodity arrival schedules.
  - b. Identifies possible alternate means of satisfying project commodity needs (such as excess property).
  - c. Advises as to the local capacity for required maintenance.
  - d. Recommends appropriate stock levels of counterinsurgency commodities and of spare parts for programmed equipment.
  - e. Measures overall programmed commodity levels against port, warehouse, receiving, and transportation capacities and makes recommendations on phasing and scheduling of shipments.
3. Briefs the Commodity Import Division of AD/PE periodically on port conditions and projected capacities.

## B. Procurement

1. Assists other USAID elements in determining specific commodity needs and in writing specifications.
2. Receives and, in conjunction with the appropriate Technical Office, reviews for technical adequacy all requests for project procurement (Procurement Authorization Requests); determines method and source of procurement; completes, clears and issues appropriate procurement document — i. e., PIO/C, PA/PR, Purchase Order, etc.
3. Drafts, negotiates and administers all USAID commodity procurement contracts.
  - a. Issues invitations to bid, assuring that Small Business requirements are met; evaluates bids and proposals, selects suppliers and accepts the bids.
  - b. Follows up with the contractor to insure the timely delivery of commodities.
4. Recommends to the Director waiver of source origin restrictions and of other AID requirements when it appears that adherence would seriously impede project objectives.
5. Maintains current information on local sources of supply and, to the maximum extent practicable, meets commodity requirement through local procurement.
  - a. On advice of the Private Investment and Industry Division, investigates new sources of local supply.
  - b. Inspects all items procured locally both at time of delivery and during use to assure conformance with USAID standards.

## C. Receiving

1. Maintains a running tally, by line item, of commodities received under each transaction.
  - a. Receives bills of lading for project commodities; makes, as necessary, physical examinations of commodities

at port site; oversees and records movement of rural construction and Title II commodities to and from the GVN Central Purchasing Authority (CPA) warehouse; receives from the Technical Divisions reports of receipt of commodities in individual ministry warehouses.

b. Checks receiving documents against invoice and recommends to the Controller that payment be made.

D. Assistance to GVN

1. Works directly with GVN port officials, on day-to-day basis, advising and assisting them in making the most effective use of existing port facilities.

a. Assists GVN in developing improved techniques for all logistics operations, such as port traffic control, more efficient cargo handling, developing new river mooring sites and lighterage facilities, developing procedures to improve port security, and methods of scheduling berthings to allow priority for critical shipments.

b. Issues each month a Situation Report on projected shipments of bulk CIP and project commodities (commodities such as cement and grain which have significant effect on port operations) and assists the GVN in scheduling berthings and unloading.

c. In collaboration with the Public Works Division, assists the GVN in planning port construction projects.

2. Advises and assists the CPA in particular and other GVN agencies on request in all facets of supply management, including procurement, warehousing, stock control, quality inspection, and contracting procedures.

a. Maintains jointly with the CPA an inventory of all commodities in the CPA warehouse.

b. Based on joint AID/GVN requisitions received from the field, arranges for delivery of commodities from GVN warehouses to their field destinations, coordinating these movements with available means of transportation.

- i. Submits Delivery Orders to CPA and assists them in selecting method of delivery and in scheduling shipments.
  - ii. Operates, under contract, a fleet of trucks, coastal vessels, junks and barges, to assist CPA in making prompt land, river and/or sea deliveries.
  - iii. Coordinates with AD/FO, which establishes shipment priorities and schedules all air shipments.
  - iv. Based on information submitted regularly from the field, prepares periodic reports showing stock levels in all field warehouses; these reports are used by AD/L in planning future shipments and by AD/FO in determining shipment priorities.
  - v. Coordinates, as necessary, with Technical Divisions in obtaining release of commodities from their counterpart ministry warehouses.
3. Advises and assists the GVN in planning an effective system for maintenance of GVN equipment throughout the country.
- a. Insures that sufficient spare parts are available in CPA stocks.
  - b. Trains GVN personnel in maintenance and repair procedures.
  - c. Advises and, upon request, assists the Regions in development of specific GVN warehousing and maintenance facilities in the field.

#### E. Excess Property

1. Assures optimum use of U. S. Government excess property in meeting USAID commodity and equipment requirements.
  - a. Maintains world-wide liaison with U. S. Government excess property depots and keeps and disseminates current listings of all available excess property.

b. Recommends to the affected line element of the USAID specific items of excess property to fill requirements. Advises these units of exact specifications of items in question, their condition, and anticipated date of delivery.

2. In conjunction with GVN, Director General for Budget and Foreign Aid, authorizes the sale or transfer of grant-financed AID commodities determined to be excess or irreparable by the responsible USAID unit and its GVN counterpart.

#### F. Quality Assurance

1. Establishes procedures for obtaining feed-back from USAID elements on the quality of commodities procured and for using this information as a guide to future procurement.

a. Performs on-site inspections of all equipment suspected of being faulty or inferior.

b. Prepares claims against concerned firms and follows up with them until the claims are satisfied. If the claims are not satisfied, refers them to the General Counsel.

c. Performs pre-award surveys as necessary.

d. Periodically inspects field facilities; advises as to means for improving their operation.

#### G. Technical Guidance and "Backstopping"

1. On a continuing basis, furnishes logistical advice and, upon request, assistance to all elements of the USAID, to Voluntary Agencies, and to AID-financed contractors and participating agencies.

2. At its discretion develops technical guidelines in logistics for inclusion in the USAID/Vietnam manual.

3. Provides orientation in Vietnamese logistical problems to direct-hire, participating agency and contractor employees newly assigned to logistics positions in the USAID.

4. Maintains continuous liaison with the AID regional and GVN logistics staffs in order to (i) keep informed of their

activities, current and projected commodity needs, (ii) keep them informed of overall USAID logistical problems and conditions, (iii) advise them in the development of warehousing and maintenance facilities.

5. Maintains liaison and effects equipment inter-servicing arrangements with the U. S. military establishment.

## H. Personnel Administration

### 1. Saigon Personnel

With regard to all subordinate personnel located in Saigon, the Assistant Director for Logistics performs all the personnel administration functions normally performed by a USAID Technical Office. These include proposing, accepting, and rejecting candidates, through and with the assistance of the Personnel Branch; recommending to the Personnel Branch the assignment and transfer of personnel; training personnel; initiating SPARs; completing and reviewing performance evaluation and development appraisal reports; approving proposed travel and leave; and providing supervision and establishing work priorities.

### 2. Field Personnel

a. All logistical personnel not located in Saigon report operationally to the Regional Office in which they are located. The Regional Office prepares SPARs for such employees, with the advice and assistance of AD/L; supervises them; assigns or transfers them within the Region, with the advice of AD/L; approves their requests for leave; sets work priorities; prepares their performance evaluation and development appraisal reports and, except for personnel reporting immediately to the Regional Director, reviews such reports.

b. With regard to "field" logistical personnel, the Assistant Director for Logistics:

i. Receives (and returns to AD/M) information copies of performance evaluation reports and development appraisal reports.

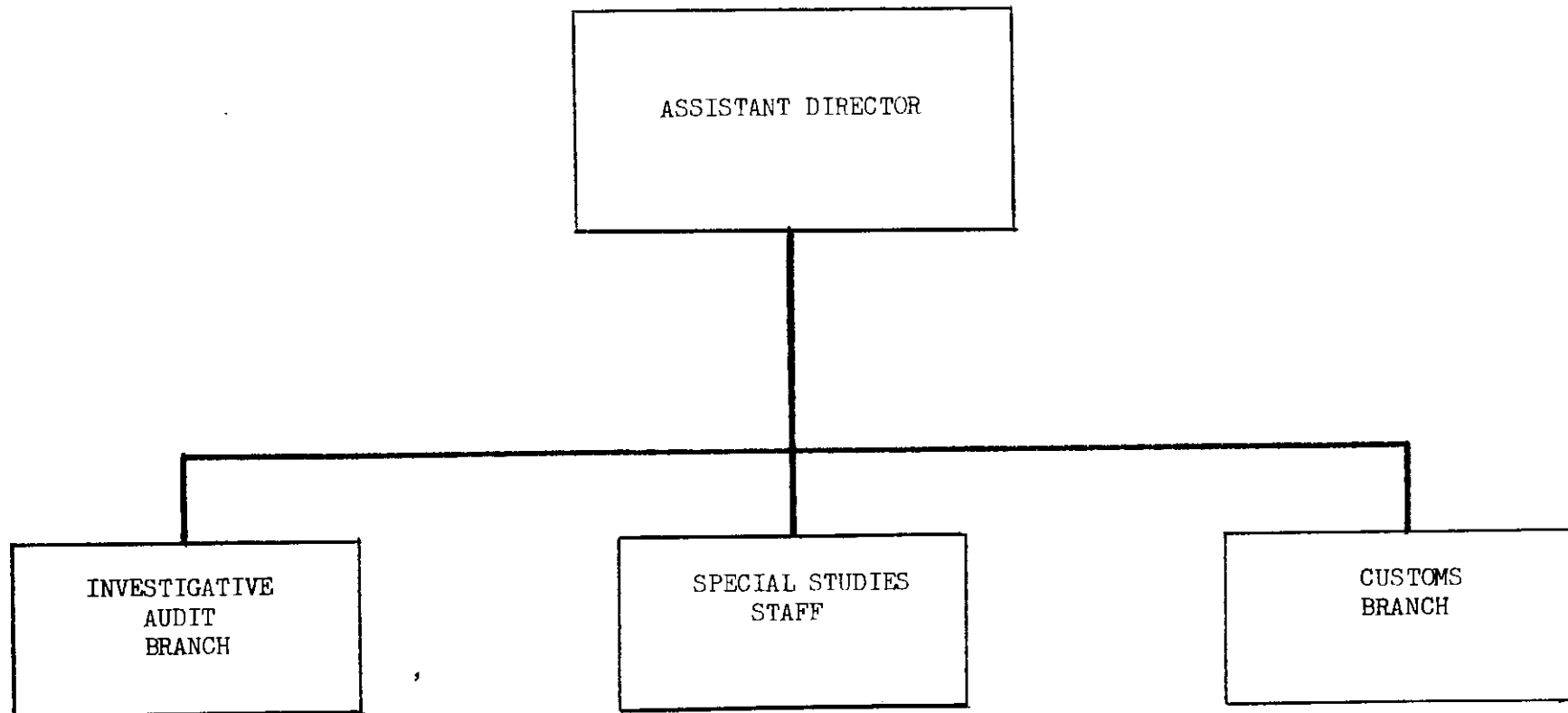
ii. Prepares reviews of performance evaluation and development appraisal reports where the employee (a)

reports immediately to the Regional Director or (b) has not been "rated" or had his rating reviewed by an individual of the same general discipline and the office wishes to append an additional review.

iii. Prepares ratings or reviews of employees where the Regional Director and the Assistant Director for Logistics agree to the arrangement.

iv. Proposes candidates; with the concurrence of AD/FO, accepts personnel for Vietnam field assignment; and with the concurrence of the affected Regional Offices, assigns personnel to the field or transfers them from one Region to another or to Saigon.

OFFICE OF SPECIAL PROJECTS



### Office of Special Projects

The Office of Special Projects, with the cooperation of other USAID offices, and in coordination with other affected U.S. agencies and GVN, undertakes special studies and audits and performs special projects in the areas of commodity diversion, customs evasion, commodity pricing and distribution practices, and the enforcement of foreign exchange and other financial, economic and commercial regulations. It is headed by an Assistant Director.

OFFICE OF MANAGEMENT

ASSISTANT DIRECTOR

MANAGEMENT  
ANALYSIS  
STAFF

PERSONNEL  
BRANCH

GENERAL SERVICES  
BRANCH

CONTRACT SERVICES  
BRANCH

COMMUNICATIONS  
AND RECORDS  
BRANCH

## Office of Management

### I. General

The Office of Management is the primary source of advice and assistance to the Director and other USAID elements on management techniques, policies, and procedures for all aspects of Mission operations. It provides support services to all USAID personnel in the areas of housing, space, office supplies and equipment, travel and transportation, communications and records, personnel administration, and security. The Office of Management is headed by an Assistant Director who reports to the Director.

### II. Specific

The Office of Management performs the following specific functions:

#### A. Administrative Management

1. Advises and assists the Director and all elements of USAID in making improvements in organizational structure, assigning functional responsibilities, effecting maximum utilization of personnel, and developing administrative policies and procedures.

2. Maintains the official USAID issuance system for disseminating policy, procedural and informational material. Specifically, identifies inadequate, obsolete or needed but unwritten USAID manual orders; assigns drafting responsibility; reviews all USAID-wide issuances (manual orders, notices, policy determinations) before publication to assure adequacy of *clearance, consistency with other issuances and USAID policy, clarity, and appropriateness*. Reviews Regional Office issuances, post facto, to assure consistency with other USAID issuances.

3. Controls the numbers and kinds of forms used within the USAID; assists other offices in forms design.

4. Conducts organization and methods and other studies to determine means of improving efficiency. Participates in the formulation of USAID policies to assure that they can be provided the *requisite administrative support; that they are practical and optimally economical from the management standpoint*.

5. Negotiates and administers, for the USAID, administrative support agreements to cover services provided to and received from the Embassy.

6. Develops and monitors the implementation of security measures to protect USAID personnel and property; maintains liaison with the Embassy Security Officer and the Military authorities on security matters; directs USAID Security Guard Services.

7. Plans, in collaboration with the Embassy, procedures for emergency evacuation.

#### B. Budgeting

1. Projects requirements for administrative support of all USAID personnel, including contract personnel, and prepares Administrative, Technical Support and Trust Fund Budget estimates in collaboration with the Office of Financial Management and the Office of Program and Economic Policy.

#### C. Personnel

Develops and administers a comprehensive personnel program for American, Vietnamese and TCN personnel to (1) promote effective employee utilization, (2) augment employee capabilities, and (3) motivate employees to make maximum contributions to the Mission program.

##### 1. American Personnel Administration

a. Advises and counsels employees and management on personnel policies, procedures, benefits, privileges, and related matters.

b. Assists USAID offices in determining personnel requirements and takes necessary actions to satisfy them.

i. Assists offices with the preparation of SPARs, assuring that (a) the information included is sufficient for AID/W approval and recruitment action, (b) the proposed level of the position is appropriate, and (c) all procedural requirements are met.

ii. Assists offices in the review of AID/W nominations; coordinates concurrences, prepares the response to AID/W.

iii. Maintains critical vacancy lists; follows up with AID/W to assure timely recruitment actions; appraises USAID offices of actions being taken to fill vacancies; follows up, where necessary, to assure adequate on-board staffing and, where possible, seeks to achieve at least a two-week overlap between arrival of a new employee and departure of his predecessor.

c. Plans and conducts orientation activities to supplement AID/W programs for new employees, and assists USAID offices in planning and conducting staff development and training activities.

d. Administers and coordinates the following activities:

i. Performance evaluation and development appraisal program.

ii. Incentive awards program, including meritorious step increases, honor awards, and length-of-service awards.

iii. Temporary promotion program.

iv. Completion of assignment report program, including placement recommendation indicator forms.

v. Periodic step increase and language step increase program.

vi. Next-of-kin reporting.

vii. Personnel locator system.

viii. Issuance and control of PX, Commissary, ID, and other credentials, both U. S. and GVN.

ix. Arrival/departure reporting.

- x. Allowance and differential program.
- xi. Fair employment practices program.
- e. Prepares an up-to-date staffing pattern and personnel roster for American employees.
- f. Collaborates with the Embassy in conducting cost-of-living studies and in establishing allowance, differential and per diem rates for various posts.
- g. Approves salary and fringe benefit provisions of PIO/Ts and personal service contracts.
- h. Prepares reports as required and maintains appropriate personnel records.

## 2. Local Personnel Administration

- a. Assists USAID offices in determining requirements for local personnel; recruits and assigns employees to satisfy these requirements.
- b. Administers all local personnel actions, including assignments, promotions, disciplinary actions and separations. Directs placement, classification, wage administration and employee service activities.
- c. Develops and implements a comprehensive training program for the improvement of local personnel skills and capabilities, including English language.
- d. Administers the incentive awards program, a health program, and handles employee relations problems.
- e. Advises and assists local employee welfare organizations such as the Credit Union and various snackbars.
- f. Collaborates with the Embassy in conducting wage surveys and determining adjustments to existing pay schedules.
- g. Prepares reports as required and maintains appropriate personnel records.

### 3. Travel

- a. Approves all Travel Authorizations for international and domestic travel of USAID personnel.
- b. Arranges international travel for USAID personnel, including the making of reservations; issuance of passports; securing of visas, permits and identity papers; preparation of travel authorizations and transportation requests, and procurement of tickets.
- c. Coordinates with the Embassy and the military to secure transportation for international travel, for rest and recuperation or leave.
- d. Provides for reception and departure of passengers, assisting them through customs clearance, and assuring that housing or hotel accommodations are arranged.

### D. Services Contracting

Within the limitations of contracting authority for services delegated from AID/W, performs, in accordance with applicable manual orders and Procurement Regulations, all the functions of a Contracting Officer. These include:

1. Assistance, as requested, in the preparation of and, in all cases, review of PIO/Ts to assure their adequacy as basis for contracting.
2. Solicitation of proposals and preparation and issuance of Invitations for Bids.
3. Contract or selection, with the concurrence of the affected Technical Office.
4. Contract negotiation.
5. Drafting of contract clauses.
6. Execution of contracts and amendments to contracts.
7. Contract administration, evaluation, and the preparation and, as appropriate, signature of necessary waivers and other supporting documentation.

8. Drafting and, with the concurrence of other affected offices, issuance of Letters of Approval for Financing with regard to Borrower/Grantee and "Third Party" contracts for services.

9. Drafting, for issuance by AD/FM, of Letters of Commitment pertinent to Borrower/Grantee or "Third Party" contracts.

10. Interpretation of contract clauses; authorization or denial of exceptions; approval or disapproval of actions requiring approval by the terms of the contract; issuance, with concurrence of the affected USAID office, of contract changes, amendments, or modifications.

11. Development of policies and procedures to govern USAID contracting for services.

#### E. Communications and Records

1. Directs the USAID records management program.

a. Trains U. S. and local personnel throughout the Mission in uniform filing practices.

b. Supervises the maintenance of decentralized official files through periodic inspections and consultations.

c. Schedules disposal and retirement of Mission files through transfer to AID/W or destruction, as appropriate.

d. Develops plans for emergency records disposal.

2. Operates the USAID Restricted Area which serves as an overnight depository for classified material.

3. Receives, processes and distributes incoming and outgoing cables, airgrams, and other official communications received and dispatched by pouch. Assigns identification numbers to all TOAID messages.

4. Provides translation services to the USAID of French to English and English to French.

5. Operates a Mission-wide messenger service for both classified and unclassified communications materials.

6. Receives and distributes APO mail for all USAID personnel and keeps necessary records on insured and registered mail.

7. Maintains and coordinates regular pouch services for personal and official mail between Provincial, Regional and USAID headquarters.

8. Administers the USAID telephone service including the supervision of switchboard operators, preparation of telephone directories and maintenance of personnel locator files.

#### F. General Services

##### 1. Transportation

a. Provides transportation in the Saigon area to Mission personnel and contract employees for official purposes by operating a motor pool on a 24-hour basis, and operating regularly scheduled bus routes.

b. Provides trucks for delivery of fuel, water and furnishings to offices and residences.

c. Provides official vehicles for non-official use by USAID and contract personnel; establishes appropriate rates and prepares billings as necessary.

d. Operates a repair and maintenance service for USAID vehicles; validates costs for repairs completed under contract.

i. Maintains a stock of replacement parts.

ii. Maintains complete cost accounting records on repairs and maintenance on an individual vehicle basis.

e. Advises Regional Field Support Officers in vehicle repair and maintenance and assists them through visits of service and repair teams and provision of replacement parts.

f. Prepares reports as required on USAID vehicles and motor pool operations.

## 2. Procurement

### a. Administrative Procurement

Procures all supplies, equipment and material required for the administrative and technical support of the Mission.

i. Searches out local sources of supply for material and equipment of acceptable quality for USAID needs. Where necessary items of appropriate quality and quantity are unavailable locally, procures them "offshore".

ii. With regard to offshore procurement, receives and reviews bills of lading, packing lists, receiving notices, invoices and other commercial documents.

iii. With regard to all procurements:

(a) Advises and assists potential suppliers, as necessary, by providing them with samples or specifications of items required and offering suggestions on production procedures.

(b) In accordance with applicable Department of State and AID Procurement Regulations, selects suppliers and prepares and executes contracts.

(c) Checks invoices against procurement and receiving documents and approves them for payment.

(d) Maintains complete records of procurement transactions including purchase orders, delivery documents, contracts, inspection reports and other supporting documentation.

(e) Inspects all items procured, both at the time of delivery and during use to assure conformance with contract specifications and standards.

b. Procurement of Housing

i. In collaboration with JAS Embassy or separately, locates suitable housing and office space; drafts, negotiates and administers housing contracts; maintains files of such contracts and validates payment vouchers.

ii. Advises and assists Regional Field Support Officers in leasing housing and office space for Regional personnel.

3. Maintenance and Housing

a. In collaboration with JAS Embassy or separately, provides and maintains office space and living quarters for all USAID personnel within Saigon.

i. Assigns personnel to specific living quarters in accordance with applicable USAID policies and regulations.

ii. Allocates office space for all headquarters Mission units, applying uniform space utilization standards.

iii. Drafts specifications and layout diagrams for office moves; plans and schedules these moves.

b. Advises and assists Field Support Officers assigned to the Regions in the provision of housing, office space, and maintenance services to Regional personnel.

c. Inspects, on a regular basis, all USAID-controlled buildings in Saigon to ascertain their condition; schedules needed repairs.

i. Prepares specifications for all repairs and alterations.

ii. Determines whether work is to be done internally or by contract.

iii. Supervises and inspects all repair and maintenance work.

d. Manages headquarters janitorial and other service maintenance contracts; validates bills for payment.

e. Installs and maintains telephone equipment in offices and residences.

f. Maintains complete cost records on maintenance performed on USAID units throughout the country, recording all expenditures for labor and materials for each individual unit.

#### 4. Property Management and Warehousing

a. Controls the receipt, storage, maintenance, use and disposition of all USAID-owned or leased property.

i. Arranges all internal moves of furniture and equipment.

ii. Maintains property and stock control records, including cost data on all non-expendable and expendable USAID property. Monitors stock levels and prepares stock replenishment requisitions.

iii. Inspects, periodically, all USAID non-expendable property and equipment; services and repairs as necessary.

iv. Develops and administers regulations and procedures for warehousing, distribution, maintenance, and utilization of all administrative supplies and equipment.

b. Administers the USAID Survey Board system of determining liability for lost property, provides information to the Board and assists in its investigations.

c. Makes determinations that given properties are excess to Mission needs and arranges for their disposal by grant-in-aid, sale, or salvage.

#### 5. Shipping and Receiving

a. Arranges for the shipping and receiving of all administrative/technical support commodities and personal effects.

i. Shipping

(a) Arranges for collection and packing of effects and commodities; prepares general bills of lading, shipping orders and other necessary documents, and ensures that appropriate shipping forms are prepared by shipping firms.

(b) Maintains registers of outgoing shipments and general bills of lading issued.

ii. Receiving

(a) Receives bills of lading and prepares necessary documents for Embassy and Customs; arranges for the pickup of freight and delivery to USAID warehouse or addressee.

(b) Prepares documents for temporary duty free admission and licensing of vehicles of the USAID and USAID employees.

iii. In-Country Shipping

(a) Arranges for all in-country shipments of administrative support commodities and personal effects.

(b) Schedules air shipments through AD/FO and delivers cargo to air strip.

6. Telecommunications

a. Plans and develops improved intra-Mission telecommunications systems throughout the country, including improved personal as well as official telephone service.

i. Approves and arranges for all telephone installations and changes in USAID offices and residences in the Saigon area.

ii. Administers all contracts for intra-Mission telecommunication facilities or service.

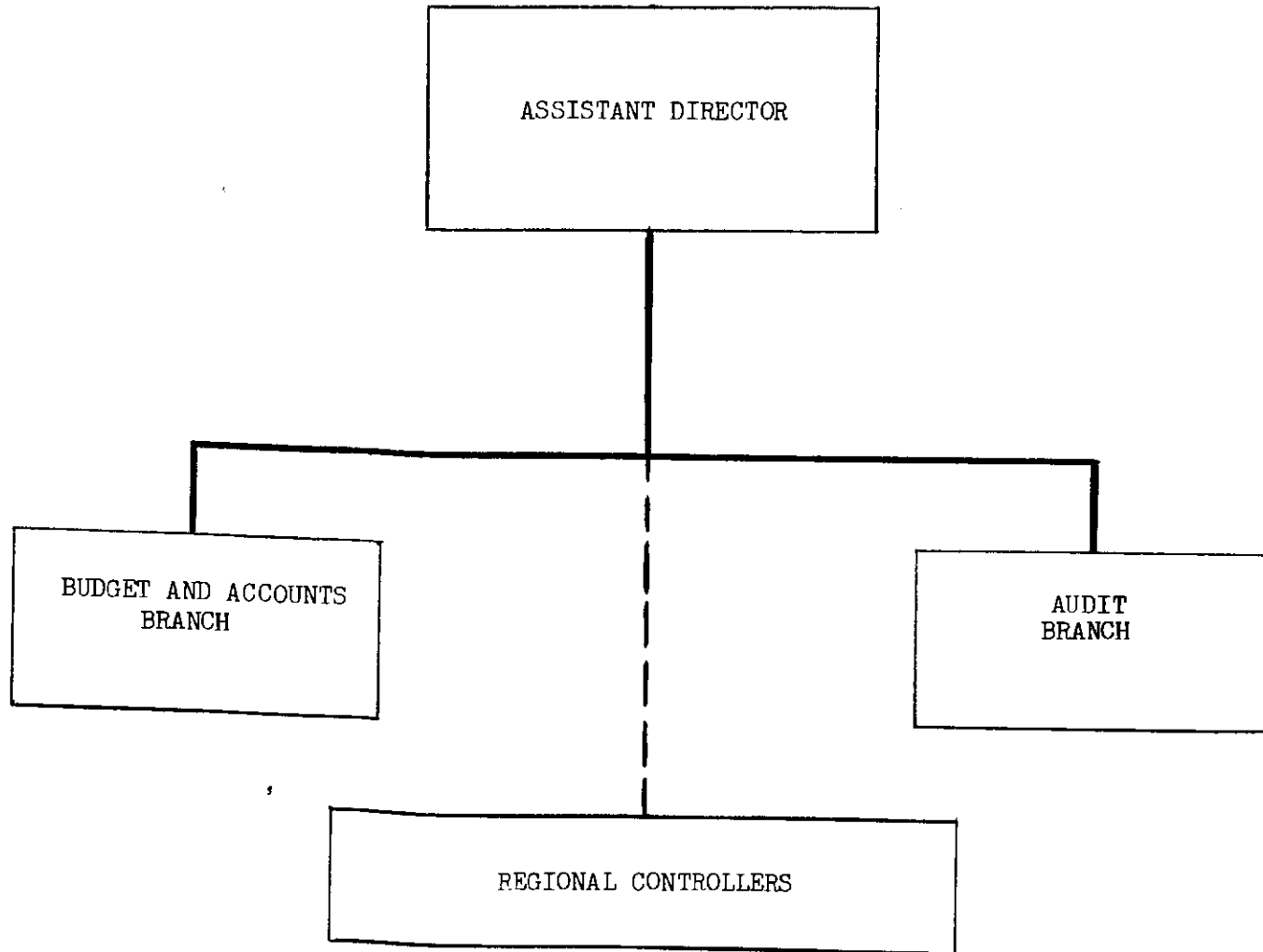
iii. Maintains liaison with the Embassy PTT and the U. S. Military on matters relating to USAID telecommunications.

iv. Advises and assists Regional Field Support Officers in obtaining telephone services in the Regions.

G. Communications Media Services

1. Arranges, through JUSPAO, for the provision of communications media services to the Mission.
2. Advises and assists USAID Regional Offices in acquiring reproduction and communications media services.
3. Operates direct quick-run duplicating facilities and services for the USAID Saigon area offices.

OFFICE OF FINANCIAL MANAGEMENT



Office of Financial Management

I. General

The Assistant Director for Financial Management directs all USAID activities in budgeting, accounting, auditing, financial analysis, and financial reporting. He advises the Director and other elements of the USAID on financial management practices and controls required in the implementation of programs and assures that these practices and controls are adhered to. He also keeps Mission management advised of the status of various fund resources available for administrative and program use. The Assistant Director for Financial Management reports to the Director.

II. Specific

A. Accounting

1. Maintains a comprehensive system of internal control of obligations, disbursements and collections of funds available to the USAID, including appropriated funds, trust accounts, and counterpart funds. Makes reservations of funds and records all allotments, obligations, subobligations, expenditures and receipts.

a. Clears all obligating and subobligating documents -- i. e., PAs (or FRs), PROAGs, PIOs, PA/PRs, Purchase Orders, etc.

i. Certifies availability of funds and records obligations against particular accounts affected.

ii. Numbers PAs, PIOs and PA/PRs consecutively.

b. Examines invoices and vouchers for conformance with regulations, statutory requirements, and underlying documents of commitment; prepares schedules of payment; makes payments upon proper certification, and keeps appropriate records of disbursements and expenditures.

i. Amends program documents to adjust the value to total expended amount at terminal contracting, terminal delivery date or final contribution date, as required.

ii. Approves extensions of procurement contracting and delivery periods when necessary.

iii. Provides additional funds when necessary to complete procurement.

iv. Closes procurement authorizations to final amounts.

c. Prepares financial statements and reports for the USAID and AID/W, as required.

2. Prepares and issues all billings for money due, including bills to employees, suppliers, and, after appropriate clearances, to GVN for refund claims; issues monthly billings to the GVN for local currency in payment for CIP commodities; prepares billings for loan principal and interest payments when due.

a. Keeps records of all refund claims.

b. Follows up on claims and makes collections.

3. Assists other elements of the USAID in preparing documents for counterpart releases.

4. Advises GVN officials on financial management practices applicable to AID-financed programs and assists those officials, in coordination as necessary, with TS/PAD, in developing suitable accounting procedures.

5. Assists the AD/M Contracting Officer in evaluating overhead rates submitted by contractors and in the phrasing of contract payment clauses.

6. Collaborates with the Assistant Director for Management in preparing administrative, technical support and trust fund budgets and assists him in executing shared administrative support agreements with the Embassy.

7. Administers the payroll and maintains all related records required by AID/W centralized payroll procedures for American direct-hire employees. Audits allowance records maintained by Embassy for USAID employees.

8. Directs the system of imprest funds of all USAID Cashiers in Saigon, the Regions, and the Provinces.

a. Forwards necessary information to AID/W for nominating Class "B" Cashiers.

b. Approves the designation of all Subcashiers and alternates.

c. Examines payment vouchers and reimburses imprest funds on basis of approved vouchers.

d. Makes periodic spotchecks of each Cashier's records and cash holdings.

9. Maintains accounting control records of USAID-owned non-expendable and real property; retains copy of arrival accounting records on AID-financed commercial imports. Coordinates with AD/L on maintenance of arrival records for project commodities and PL-480 Title II commodities.

#### B. Auditing

1. Makes comprehensive audits of all USAID activities to measure the efficiency with which they are conducted; prepares audit reports that recommend improvements to reduce cost and/or increase achievement; follows up on the implementation of audit recommendations.

2. Conducts, in coordination with AD/SP, special end-use investigations on categories of AID-financed commodities critical to the war effort.

3. Conducts post-payment examinations of vouchers and schedules presented for payment.

4. Prepares periodic audit activity reports as required by AID regulations and requested by the USAID Director.

## ANNEX A

## MISSION ORDER V130.1

Clearance and Authorization of Official Documents  
and CommunicationsI. Scope

This Mission Order defines the authorities and responsibilities of Mission officers for clearing and, within the limitations of Mission authorities, approving official documents and communications.

II. GeneralA. Authority

Responsibility for authorizing and clearing documents represents authority to act in behalf of the Mission Director in administering USAID operations. In all cases, the Mission Director himself signs every document in excess of \$500,000, or 30,000,000 piasters.

B. Quality and Speed

The day-to-day business of the USAID is conducted in large measure through the documents and communications listed in this Mission Order. The speed of Mission operations therefore depends to a great extent on the speed with which such documents and communications are processed. In turn, the promptness of clearance often depends on the quality and thoroughness with which the original draft is prepared.

C. Principles Governing the Clearance Process

The following principles are normally observed in clearing documents:

1. Each clearing office is responsible only for those aspects of the document within its jurisdictional purview.

2. Only one signature is required of each clearing office or technical division. Other signatures or clearances within the office (or division) are the internal concern of the office itself and should be obtained by it, rather than the originating office.

3. Whenever more than three clearances are required, it is efficient to reproduce the document (by Xerox or otherwise) and obtain the clearances concurrently rather than sequentially. Telephone clearances are recommended when the document is short and simple or differs only slightly from a previously cleared draft.

4. The originating office determines (subject to this Mission Order) the clearances to be required for any document and is itself the control point for obtaining them. When the originating office is a Regional Office, AD/FO is normally the control point.

5. Offices respond to all requests for clearance within a maximum of three working days. Shorter deadlines are imposed as necessary. With regard to "courtesy" clearances --- i.e., clearances not required by this Mission Order --- failure to respond within the established deadline may be construed as concurrence.

### III. Clearance and Authorization Requirements

#### A. Program Documents

##### 1. Memoranda of Understanding

###### a. Authorize

Memoranda of Understanding with the GVN are signed by the Director.

###### b. Clear

Unless drafted by the Director, proposed Memoranda of Understanding are cleared, before presentation to the Director, by AD/PE, AD/FM, AD/FO (if involving field programs), and the affected "backstop" unit.

##### 2. Project Agreements

a. Authorize

PROAGs which involve basic changes in program direction are signed by the Director. Those which initiate or amend projects approved within the programming and Operational Year Budget (See M. O. VI023.1, The USAID/Vietnam Programming Process), are signed by the Associate Director for Program and Economic Policy.

b. Clear

Usually negotiated by the affected "backstop" unit or AD/FO (for certain field programs), PROAGs are cleared by AD/PE, AD/FO (unless limited to Saigon), the affected Regional Director(s) except where AD/FO clears in their behalf, AD/FM, and, if AD/FO conducted the negotiations, by the affected "backstop" unit.

3. PIO/Ts and PIO/Psa. Authorize

PIO/Ts and PIO/Ps are signed and issued by AD/PE.

b. Clear

i. PIO/Ts and PIO/Ps initiated within a Regional Office (or AD/FO) are cleared with the Regional Director, AD/FO, AD/M, AD/FM and the affected "backstop" office.

ii. PIO/Ts and PIO/Ps initiated by a Technical Office or other unit are cleared with AD/M, AD/FM and, when involving field programs, with the affected Regional Director or, in emergency cases, with AD/FO.

4. PIO/Cs and Project Related PA/PRs and Purchase Ordersa. Authorize

PIO/Cs and Project Related PA/PRs, and Purchase Orders (POs or Local Procurement Requests) are signed and issued (unless issued by AID/W) by AD/L.

b. Clear and Draft

i. These documents are cleared with AD/PE and AD/FM.

ii. Except with regard to bulk procurement, they are drafted by AD/L on the basis of USAID/Vietnam Procurement Authorization Requests received from the requesting office.

(a) Procurement Authorization Requests initiated by "backstop" units are cleared when involving a field project with the affected Regional Director or, in emergency cases, with AD/FO.

(b) Procurement Authorization Requests initiated by a Regional Office or AD/FO are cleared with the affected "backstop" unit.

5. Administrative and Technical Support Purchase Orders

a. Authorize

Administrative Purchase Orders are signed by AD/M. Technical Support Purchase Orders are signed by AD/M or AD/L as appropriate.

b. Clear

Purchase Orders are cleared by AD/FM and, in the case of Technical Support, by AD/PE when in excess of \$10,000.

6. PAs and PA/PRs not Related to Projects

a. Authorize

PAs and PA/PRs not related to projects are authorized and signed by AD/PE.

b. Clear

They are cleared with AD/FM.

## B. Other Implementing Documents

### 1. SPARs

#### a. Authorize

SPARs are approved in AID/W. Final USAID signature is given by AD/M.

#### b. Clear

i. All SPARs are cleared with AD/PE.

ii. When initiated by a "backstop" unit for a field project, they are cleared with AD/FO and, except where precluded by emergencies, the affected Regional Director.

iii. When initiated within a Regional Office or AD/FO, SPARs are cleared with the Regional Director, AD/FO, and the affected "backstop" unit.

### 2. Contracts for Commodities

#### a. Authorize

Contracts for commodities are drafted, negotiated and signed by AD/L.

#### b. Clear

No further clearance is required unless a contract contains a variation from standard payment clauses, in which case AD/FM clearance is required. Contracts for commodities are based on a Procurement Authorization Request and on an issued PIO/C, PA/PR, PO, or LPR which has been previously cleared with affected offices and AD/PE.

### 3. Contracts for Personal Services

#### a. Authorize

Contracts for personal services are drafted, negotiated and signed by AD/M.

Contracts in excess of U. S. \$500,000 or 30,000,000 Vietnamese piasters are signed by the Director.

b. Clear

If based on an issued PIO/T, they are cleared with the affected Regional Office(s) (or AD/FO) and the affected "backstop" unit. Contracts which include variations from standard payment clauses are cleared also with AD/FM. If not based on an issued PIO/T, the contract is cleared with AD/FM and any affected Regional Office (or AD/FO) and "backstop" unit.

C. Personnel Nominations and Assignments

1. Approval of Individuals Nominated for Field Assignment

a. Authorize

Approval of individuals nominated for assignment to the field is authorized by AD/FO.

b. Clear

Such nominations are cleared by the concerned "backstop" office and AD/M.

2. Approval of Individuals Nominated for Saigon Assignments

a. Authorize

Approval of individuals nominated for assignment to Saigon is authorized by the Associate Director, Assistant Director, office chief or division chief to whom he would be assigned.

b. Clear

Such approvals are cleared by AD/M.

3. Assignment to Field Positions

a. Authorize

Assignments or transfers to field positions are approved by --- or, when AD/FO is the originating office, made with the advice of --- the affected Regional Director(s).

b. Clear

Assignments or transfers to field positions are cleared by the affected "backstop" office.

D. Cables and Airgrams1. The Director signs the following:

- a. Communications originating in the USAID and prepared for the Ambassador's or DCM's personal approval.
- b. Communications involving significant changes in program or policy.
- c. Requests for waivers or waiver authority.
- d. Communications in which the first person singular is used and which imply that the Director has personally approved the message.
- e. Immediate Action cables.
- f. "Eyes Only" messages.
- g. Communications involving matters of unusual significance which officials who have signing authority feel should receive the Director's attention.

2. Associate Directors, Assistant Directors, Regional Directors, Office Chiefs, and Division Chiefs, on matters within their respective fields of responsibility, authorize communications which are not reserved for signature by the Director. These officials may redelegate, in writing, to appropriate staff members, authority to sign operational communications not involving matters of great sensitivity, policy, or changes in program content.

### 3. Responsibility

Authorizing officials are responsible for assuring that outgoing messages:

- a. Are technically accurate.
- b. Have been cleared by all affected elements of the U. S. Mission, within and outside the USAID.
- c. Have been assigned the proper security classification.
- d. Are brought to the attention of the Director, when necessary.

### 4. Commercial Cables

Commercial cables are dispatched over the name and title of an approving officer. The approving and clearing requirements are the same as they are for normal Embassy cables and airgrams.

### 5. Regional and Provincial Communications

Communications to and from the field are through the Regional Directors, except when precluded by emergency or where the message amounts to purely technical advice, in either of which case a copy is furnished by the originator to the Regional Directors. The Office of Field Operations, Saigon, receives information copies of all reports originating from Provincial Representatives and is furnished by the originator with an information copy of all communications going from other Saigon offices to Provincial Representatives.

#### E. Letters and Memoranda

1. The Director signs or clears all letters and memoranda to:
  - a. GVN Ministers and, when they involve any substantial change in policy, other GVN officials.
  - b. The Ambassador and Chiefs of diplomatic or military missions.

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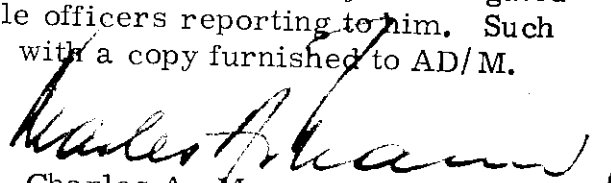
- c. Heads of other U. S. or international agencies, governmental or private.
- d. The Administrator or Assistant Administrators of AID.
- e. Members of Congress, Congressional Committees or staff members.

2. Associate Directors, Assistant Directors, Regional Directors, Office Chiefs, Division Chiefs and their designees may send other external memoranda and letters at their discretion.

They are responsible for assuring that these communications are technically accurate, have been cleared by all affected elements of the USAID, have been assigned the proper security classification, and are brought to the attention of the Director, when necessary.

#### IV. Delegations

Any of the above authorities, except authority to sign contracts for services in excess of \$500,000 or 30,000,000 piasters, may be delegated by the authorizing officer to responsible officers reporting to him. Such delegations should be made in writing, with a copy furnished to AD/M.

  
Charles A. Mann  
Director

GLOSSARY OF PROGRAM DOCUMENTS

Annex A to  
M. O. V130.1  
Manual Order  
Reference

Abbreviation	Document	Function	Reference
CASS	Country Assistance Strategy Statement	Broad U. S. strategy by country	
CAP	Country Assistance Program Part I  Part II	AID's role in achieving U. S. objectives; General magnitude of program; Goal plans. Project detail (ADs, E-1s, MPAs, work plans).	1022, 1023
APG	Annual USAID Program Guidelines	Provide framework for project plans.	V1023.1
AD	Activity Description	Detailed plan for an individual activity.	1320, V1322.1, V1324.1
E-1	E-1	Tabular portion of the AD.	1023
OYB	Operational Year Budget	Budget of appropriated funds.	1033
IAD	Implementation Approval Document	Permission to obligate.	1033
PROAG	Project Agreement	Bilateral obligating document for project assistance.	1330
PAA	Procurement Authorization Application	GVN request for program assistance.	1160, V1163.3
PA	Procurement Authorization	Obligating (or subobligating, where there is a program assistance agreement) document for program assistance.	1160
PA/PR	Procurement Authorization/Purchase Requisition	Same as above, where a U. S. agency will procure as agent for GVN.	1160, V1163.3
PAR	Procurement Authorization Request	Basis on which AD/L drafts PIO/Cs, PA/PRs, PO, or LPRs.	V330.1 to be renumbered V1402.1
PIO/T, C, or P	Project Implementation Order for Technical Services, Commodities or Participants	Requisitions. Usually subobligating, but may be obligating.	1350, 1370, 1380
PO	Purchase Order	Obligating document for technical support. Subobligating document for other project purchases.	
LPR	Local Procurement Request	Obligating document for piaster purchases.	
SPAR	Staffing Pattern Action Request	Request for establishment of a direct-hire position.	330, 1360