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**THE SECRETARY OF STATE
WASHINGTON**

OFFICE OF THE
SECRETARY OF DEFENSE

2004 MAR -9 PM 1:59

March 8, 2004

MEMORANDUM TO SECRETARY OF DEFENSE DONALD RUMSFELD

FROM: Colin L. Powell 

SUBJECT: USAID Folks in Afghanistan

Don: Enclosed is a note from Andrew Natsios responding to your note on this subject.

As you will see from the enclosures, USAID is filling up its positions in Afghanistan and providing incentives and career recognition to those who serve.

Not sure, but we hear you might have gotten the impression from some PRT people who are waiting for their USAID complement. It will be there shortly.

Enclosure:

Memorandum from Andrew Natsios dated March 4, 2004.

cc: Dr. Condoleezza Rice, National Security Council Advisor





March 4, 2004

U. S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

The Administrator

INFORMATION MEMORANDUM
S/ES

UNCLASSIFIED

TO: The Secretary

FROM: Andrew S. Natsios 

SUBJECT:

We recently discussed Secretary Rumsfeld's trip to Afghanistan and his finding that service in USAID Missions in conflict zones was not career enhancing.

Our Senior Foreign Service assignment cycle was just completed. I thought you might like to know that, in both Iraq and Afghanistan, our directors and deputy directors each received their first-choice follow-on assignments. These assignments included U.S. Ambassador to Swaziland (the one ambassadorial position set aside for a senior USAID officer), USAID Representative to the World Food Programme in Rome, Director for West Bank/Gaza in Tel Aviv, and Deputy Director for the Caucasus Region.

I do not know how Secretary Rumsfeld might have formed his opinion, but we are "walking the walk" on rewarding officers for serving in hardship posts, and are widely publicizing this result in order to encourage more volunteers for tough assignments.

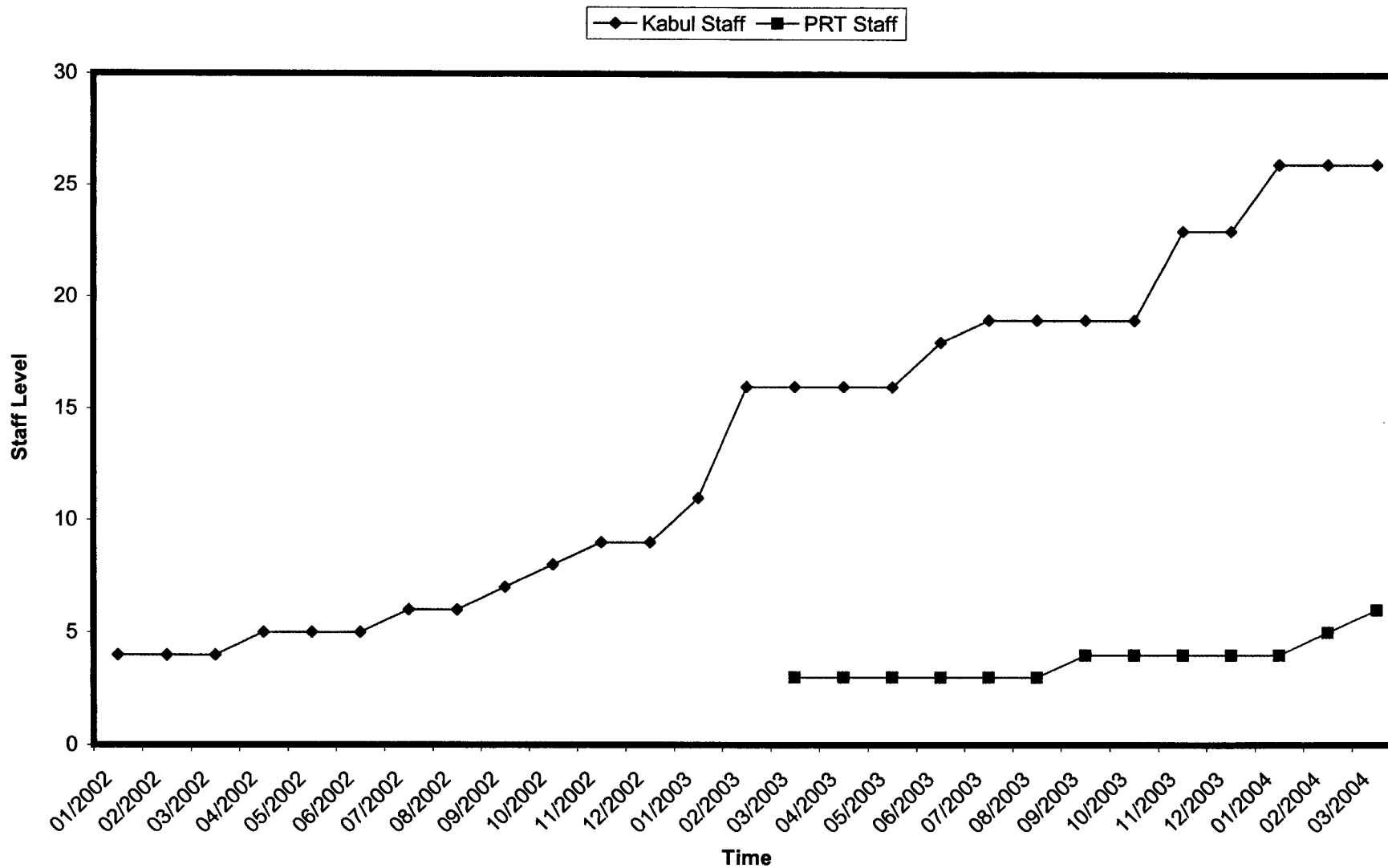


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January 9 2009
IAW EO 12958, as amended
Chief, RDD, ESD, WHS

1300 PENNSYLVANIA AVENUE, N.W.
WASHINGTON, D.C. 20523



USAID/Afghanistan Staffing* 01/2002-03/2004



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*Kabul Staff includes US Direct Hires, Personal Services Contractors and Sector Specialists

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Date: 10/24/2003

Subject: Agency Support for Staffing Iraq and Afghanistan

Type: Executive Message

Agency Notice Message:

This message was released on 10/24/2003, as an Executive Message.
This Notice is being posted to the intranet for record purpose.

ADMINISTRATOR

USAID/General Notice

ES

10/24/2003

E X E C U T I V E M E S S A G E

SUBJECT: Agency Support for Staffing Iraq and Afghanistan

During the recent Worldwide Mission Directors' Conference, I requested the assistance of all USAID employees in supporting the establishment of our new missions in Iraq and Afghanistan.

These new programs constitute an Agency priority, and the involvement of employees at all levels, worldwide, will be required to assure the success of USAID operations in these countries. Until the new missions have recruited and trained sufficient staff, the help of experienced USAID employees from Washington and from other countries will be needed, and calls for volunteers for temporary duty assignments to Iraq and Afghanistan will be issued in the following weeks. We will be searching for seasoned U.S. direct hire employees, U.S. personal services contractors, and foreign service national employees to volunteer for six-month TDYs to either Iraq or Afghanistan.

To be successful, this effort will require not only the dedicated efforts of volunteers, it will also require the continuing support of Agency managers to assure that employees are made available for temporary duty assignments. I expect that every effort will be made to shift workloads and to reward and encourage employees who are ready to serve in Iraq or Afghanistan.



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Chief, IAD, EDD, MIS

Foreign Service Officers are also strongly urged to pursue regular assignment opportunities in these posts. These essential positions must be filled, and there is no more important or rewarding work in the Agency. The Office of Human Resources is working closely with their counterparts in the Department of State to develop allowances and incentives suitable for these difficult postings. Further, it is my intention to assure that service in Iraq and Afghanistan is recognized when onward assignment decisions are made and when individual performance is reviewed by the Selection Boards, and I have instructed HR to work with AFSA and AFGE to this end.

The exceptional dedication and professionalism of our workforce is much appreciated, and I extend my thanks to USAID employees worldwide for their unflagging support for our reconstruction work in these posts.

Andrew S. Natsios

Point of Contact: Any questions concerning this Notice may be directed to Gail Ulrich, ANE/AMS, (202) 712-4030.

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Date: 01/06/2004

Subject: Temporary Duty (TDY) Support for USAID Provincial Reconstruction Teams (PRTs) in Afghanistan

Type: Personnel

Agency Notice Message:

PERSONNEL

USAID/W Notice
M/HR
01/06/2004

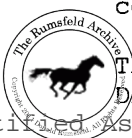
SUBJECT: Temporary Duty (TDY) Support for USAID Provincial Reconstruction Teams (PRTs) in Afghanistan

The USAID Administrator has requested the assistance of all employees in supporting the USAID program in Afghanistan through TDY opportunities. The ANE Bureau is now searching for seasoned U.S. direct hire employees and U.S. personal services contractors to volunteer for temporary duty assignments in special Provincial Reconstruction Teams in Afghanistan.

The ANE Bureau is developing a roster of U.S. direct hire and U.S. PSC employees willing to volunteer for temporary duty assignments. The duration of the TDY assignments may vary according to need, but prospective volunteers must be prepared for temporary duty assignments of six months.

The mission is seeking employees interested in serving as Field Program Officers (FPO) in Afghanistan, working on joint civilian/U.S. military Provincial Reconstruction Teams (PRT), based in provincial cities. PRTs are located throughout Afghanistan and are involved in a wide range of activities related to security and reconstruction. FPOs serve as the primary representatives of USAID in their areas. The FPOs act as liaison with local officials, UN agencies and NGOs, and are involved with collecting and analyzing information on actual and potential USAID projects and will manage projects implemented through the PRTs. Living and working conditions are rustic and challenging.

The allowances and incentives available include the 25% Post Differential (retroactively paid after serving beyond 42 days at



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post) and 25% Danger Pay, which begins upon arrival in-country. In addition, USAID plans to apply the provisions of the special Afghanistan Service Recognition Package which was recently approved by the Department of State. The package includes the following allowances and benefits:

Post Differential Pay Cap Lifted: For employees assigned or detailed to Afghanistan, the hardship differential pay cap, currently established at \$154,700, will be lifted so that the statutory aggregate pay cap of \$171,900 would apply to salary plus benefits. NOTE: The Chief of Mission (COM) and the SFS Pay Caps would still apply.

Rollover of benefits: Danger pay, post differential payments and special differential can roll over to the following calendar year if an employee reaches the statutory aggregate pay cap of \$171,900 (EX-1, 5 USC 5307) in a given year. Retirements immediately after Afghanistan Service: Payments withheld because of the cap are payable when an employee leaves service. NOTE: the COM pay cap does not have rollover provisions, while the SFS pay cap allows for rollover of post differential.

Special Differential: FS-01s to FS-04s, who are assigned to Afghanistan or working extended details there of 180 consecutive days or more, will earn an additional 18 per cent of their basic pay to help compensate for long hours worked.

Permit continuation of differential pay for up to 30 days out of country: Employees assigned or detailed to Afghanistan will continue to receive differential pay while in the U.S. for up to 30 days during their employment in Afghanistan. NOTE: Danger pay ceases upon departure from Afghanistan and re-starts immediately upon re-entry. Employees must still meet the 42-day eligibility requirement before they can receive post (hardship) differential.

TDY support will be required on an intermittent basis until the Mission has recruited and trained sufficient staff. Interested employees should send expressions of interest, through their supervisors, to Nick Marinacci, Field Program Office Coordinator, USAID/Afghanistan.

Point of Contact: Any questions concerning this Notice may be directed to Trent Thompson, ANE/Afghanistan, (202) 712-5187.



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March 2, 2004

*→ Colin
over to you
ck*

TO: Dr. Condoleezza Rice
FROM: Donald Rumsfeld *DR*
SUBJECT: Service in Iraq and Afghanistan

What do you suppose might be done to make service in Afghanistan or Iraq a career-enhancing move for Agency for International Development (AID) employees?

My understanding is that at the present time it is not considered career-enhancing. I don't know that to be true but that is what I am told by people.

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