

Annual Budget Submission

FY 1987

**BUREAU FOR
PRIVATE ENTERPRISE**



JUNE 1985

Agency for International Development
Washington, D.C. 20523

Bureau for Private Enterprise
FY 1987 Annual Budget Submission

<u>TABLE OF CONTENTS</u>		Page
I.	Narrative Summary/Strategy Recap	1
	A. Private Enterprise Initiative	1
	B. Housing and Urban Programs	5
II.	Table I - Overall Program Request and Long Range Plan by Appropriation	13
III.	Table III - Project Obligation, by Account	14
IV.	Table IV - Project Budget Data	18
V.	Table VII - Planned Evaluations	27
VI.	Table VIII - Operating Expenses	29

FY 1987 Annual Budget Submission
Bureau for Private Enterprise

SUMMARY/STRATEGY RECAP

Two major program areas fall under PRE Bureau Management: 1) those more recently activated with the establishment of the bureau including Investment and Mission Support activities, which address the Agency's Private Enterprise Initiative, and 2) the Office of Housing and Urban Programs.* The operations of each will be addressed separately.

Private Enterprise Initiative Programs

The Bureau will continue to expand support for private enterprise initiatives of the AID missions and PRE that have been established over the last four years, and help initiate, design and develop new approaches to private enterprise development in LDCs. The focus will be on the identification and development of points of leverage whereby the AID resources may have maximum impact on multiplying the financial, manpower and other resources in host countries, focusing on private enterprise as a primary engine of development.

Operational Objectives, additional to those in the PRE action plans will be to:

- continue to serve as an innovator, experimenter, and educator in using a private enterprise approach as a means for economic growth and development in LDCs;
- increase and improve evaluation and evaluation follow-on efforts encouraging project replication and dissemination of results.

Management steps, in addition to those included in the action plans, are to:

- establish streamlined program review and implementation procedures within the office.
- continue to improve communications and coordination with regional bureaus and AID missions.

*There are significant issues in the long-term planning for the Housing Guaranty program, which will be addressed in that section of the ABS.

Benchmarks to measure progress in achieving Bureau objectives will include the development of a long term bureau strategy. Specific measurable benchmarks are included in the office action plans.

Policy Dialogue Plan

During this fiscal year PRE will focus on implementing, in selected countries and through our mission support efforts, the policy/guidance we develop in the area of divestiture and privatization. Earlier experiences in Costa Rica, Peru, the Philippines and Malawi will be assessed during the year resulting in the provision of guidance and technical assistance to AID missions where divestiture activities may be feasible.

PRE is working to increase capabilities and opportunities for using IFIs in the development process. This will result in project relationships with a broad range of IFIs such as development banks, commercial banks, investment banks, credit unions, leasing companies, venture capital firms, export trading companies and other intermediate institutions which may provide financing and other services to small businesses.

PRE Evaluations

The evaluation program for the Bureau for Private Enterprise was initiated during the fourth quarter of Fiscal Year 1984. The major focus of the program is conducting process evaluations which provide practical information to Bureau management for decision making purposes. Thus far the program has had the greatest concentration in the area of investment promotion. Four mid-term evaluations in this product line have been performed to date, allowing for corrective measures in project design and implementation. Lessons learned have been directly applied to the strengthening of the grant portfolio monitoring systems and increased collection of development benefits baseline data for the loan portfolio. Additionally, PRE is aware of two USAID's which have used the evaluation findings for major follow-on activities in their rural enterprise development programs, and another which will continue funding of two separate PRE grant activities.

Due to the experimental nature of the portfolio, determining the replicability of PRE projects to other AID-assisted countries remains the single most important evaluation issue facing the Bureau across the board.

Scheduled evaluations for the remainder of FY 1985 will focus on the commercialization of technology and on management training. Results from these reviews will be used in determining future funding efforts.

The PRE plan for Fiscal Year 1986 will include the first evaluation of the Revolving Fund, at least one loan which is fully disbursed, and two end-of-project evaluations. In addition, PRE/H activities will be evaluated in accordance with the schedule included in the ABS.

During Fiscal Year 1987 PRE has scheduled six evaluations, four Revolving Fund mid-term reviews and two end-of-project evaluations - the grants to the International Executive Service Corps and the Cooperative Housing Foundation.

The Bureau wishes to note that its evaluation plans to date have included all of the Administration priorities. A separate evaluation program plan is included.

Forward Plan

Conforming with the recommendations of the President's Task Force on International Private Enterprise, PRE will:

- Support private enterprise initiatives of the USAID missions within the framework of agency policy.
- Encourage the regional bureaus and AID Missions to utilize cost effective private enterprise alternatives to public institution mechanisms.
- Define policies, programs guidance, and direct support services for implementation by USAID missions.
- Provide the leadership in the development of pragmatic approaches based on the optimum returns-on-investment and cost-benefit analyses.
- Coordinate with other international donor agencies.

PRE will continue to assist Missions in the determination of comprehensive strategies for private enterprise development in a more systematic way. Missions will be provided technical assistance in order to understand the composition of existing private sector organizations (firms, cooperatives, individual entrepreneurs, business associations, etc.); to analyze the microeconomic policies which adversely constrain private

enterprise investment and development; to illuminate infrastructural inadequacies which hamper business operations, with special emphasis on electrical supplies, water, roads, ports (air and sea), and free zones; to determine the need for additional privately owned and controlled intermediate financial institutions to cater to the equity, term debt and working capital needs of private businesses; to assess the management, manpower, training and human development needs of the private sector; to focus on the technology transfer potential of private businesses and to catalogue the possible ways private individuals and organizations can help address the social concerns of the country.

PRE is also in the process of developing a long range strategy for future growth. This will be in the form of a Bureau Development Strategy Statement (BDSS) to be completed by late Summer 1985. To support the development of this strategy, the PRE Bureau is in the process of reviewing past accomplishments and is preparing to provide support to Missions in the three areas of private enterprise development strategy and support, financial market development, and divestiture and privatization.

Private Sector Revolving Fund

The PRE Revolving Fund (RF) authorized by Congress in November 1983, was intended to grow to be a \$100 million fund earmarked for investment in LDC private enterprise. As authorized by Congress, the Fund was to be capitalized by:

- \$60 million of direct appropriations (\$20 MM annually in FYs 84, 85 and 86);
- Treasury bill earnings on investment of the revolving fund capital and;
- interest and fees on revolving fund reflow assets (loans).

While Congress authorized \$40 million in FY 84 and 85, funds actually made available through FY 85 total only \$30.5MM. An additional \$17MM authorized in FY 86 will bring the fund to \$47.5 million against the planned level of \$60 million.

Appropriated Revolving Fund capital has been received later and slower than originally planned. Also, it has not been invested in U.S. Government securities prior to being obligated as loans to LDC private enterprise because of Treasury's position that only reflows are to be invested in U.S. securities.

As a consequence of not being able to invest RF capital in U.S. Government securities, the fund will lose an estimated \$10.5 million in earnings planned as part of the original capitalization.

Disbursement of RF loans has also been slower than anticipated. A total of \$2.5 million has been disbursed to date. While the rate of disbursements will increase, the reflow of principal and interest over the five year planning period (FY 86-90) will not provide the basis for a sustained lending program.

An annual lending program of US \$15 to US \$20 million is considered essential to achieve the RF goals, carry out a meaningful program of 5 to 7 loans to be made on a worldwide basis during each fiscal year, and to avoid unacceptable variation in the staff needed to manage the program. To maintain this lending level and to ensure capitalization of the RF at \$100 million, an additional \$40 million in appropriations are required. Additional appropriations are needed in lieu of the initial interest and earnings on reflows which were originally intended to provide the additional capitalization for the fund.

The \$40 million of additional appropriation is required during the planning period as follows:

<u>FY 84-86</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>
47.5MM	\$17MM	\$15MM	\$15MM	\$5.5MM
Cummulative:				
\$47.5MM	\$64.5MM	\$79.5MM	\$94.5MM	\$100MM

After FY 1990, reflows from the RF lending program are estimated at between \$10 and \$20 million, sufficient to permit a meaningful scale of operation on a self-sustaining basis. Of course, any reflows over the \$100 million level will be returned to the Treasury.

Office of Housing and Urban Programs

Long-Range Objectives

The Office of Housing has had the primary responsibility for AID's shelter sector programs and policy development since 1962. During this period PRE/H has undertaken 152 projects in 44 developing countries. It is the largest bilateral assistance program in the shelter sector.

As a result AID has been instrumental in shaping the international consensus on the gravity of the shelter sector problem in the world and on approaches to solve it. In this role AID has been the hub of an international network of donor assistance agencies and developing country shelter sector professionals and political leaders. PRE/H exerts its leadership through its own worldwide experience, its support of technical research and the development of relevant methodologies to facilitate shelter sector development, and as a sponsor of international training, seminars, and conferences. The basic objectives of PRE/H in the shelter sector are as follows:

1. To ensure that low-income households have access to secure land tenure, appropriate types of dwelling units, and financial credit to obtain shelter solutions they can afford.
2. To achieve sustainable shelter sector delivery systems sufficient to meet the needs of the urban population with special emphasis on the urban poor.
3. To encourage and facilitate an increased role for the private sector in low income shelter production and finance.
4. To seek the preparation and implementation of National Housing Policies whether formally written or de facto which reflect these objectives and provide an internally consistent, comprehensive framework for future action.

In 1982 PRE/H was assigned responsibility for AID's urban development activities. The importance of urbanization in the developing countries is now indisputable. The population shift to urban areas is now widely recognized. The United Nations estimates that 45 percent of the total developing country population will be in urban areas by the year 2000, up from 33 percent in 1980. The World Bank estimates that over one half of the "absolute poor" will live in urban areas by the year 2000. PRE/H will continue to support Mission efforts to broadly assess the urban context in which policy reforms and institutional development are required to support national macroeconomic and sectoral development plans.

PRE/H has established the following basic objectives for its urban development programming:

1. Support the contribution of urbanization to the achievement of national economic development objectives.

2. Recognize the interdependence of rural, regional, and urban economies.
3. Support the efficient development of national settlement systems.
4. Pursue social equity for the urban poor.
5. Promote the most efficient uses of capital and human resources through the adoption of appropriate urban development standards, technologies and policies which stress affordability and cost recovery.
6. Seek enhanced performance, efficiency, and capacity amongst urban institutions.
7. Enhance the capacity of the private sector to contribute to economic and urban development through improvement of public/private partnerships.

Forward Plan

Shelter: Implicit in the shelter sector Action Plan objectives stated below are the continuing use of the sites and services, core housing, and upgrading project approaches. These innovative approaches to shelter sector solutions have been pioneered worldwide by PRE/H and will be continued where their application is part of the process of policy change in new national development contexts. The ongoing program in these areas should provide opportunities for additional and more intensive technical assistance efforts to achieve wider sector influence. The following are the shelter sector Action Plan objectives:

1. Develop programs to expand the availability of long-term housing finance to all income levels with emphasis on maximizing private sector institutions.

An important new focus of PRE/H shelter sector initiatives in the Action Plan will be on housing finance. There are two primary motivations for concentrating on strengthening private sector finance institutions and achieving overall institutional reform and greater efficiency in the housing finance sector. First, it has become increasingly apparent that the critical input into the development of housing in developing countries at all income levels, but especially for low income households, is the availability of housing

finance. Second, housing finance offers a natural point of intervention at the sector rather than the project level. The thrust of the new initiative is to increase the volume of long-term financial resources mobilized for the shelter sector in a way which increases the efficiency with which financial markets operate, to make formal financing available to lower income groups (including the informal sector). Depository financial institutions have been an important source of housing finance in LDC's, but at the lower end of the scale more knowledge and experience is needed about how best to mobilize capital.

2. Development of programs which will increase the participation of private developers, and informal sector contractors, in producing low-income housing.

It is becoming increasingly clear that the public sector does not have the resources or the capacity to respond to the scale of low-income shelter required in urban areas. Analysis has shown that the informal sector provides more than 70 percent of the new housing stock in the developing countries. New PRE/H initiatives will be focused on shifting government policies from attempting to build low income housing to facilitating the private and informal sector to meet shelter construction needs. This will include a concern with the provision of serviced urban land for private construction, revision of rules and regulations which make it difficult for the private sector to respond to low-income shelter needs, and the development of appropriate public/private partnerships in the shelter delivery process.

3. Development of programs which will increase the efficiency of public sector shelter institutions in providing shelter to low income groups.

While this target might appear as a contradiction to item 2 above, it is in fact recognized that continuing interaction with public sector institutions is an important part of shifting the housing delivery system toward the private sector. In many developing countries strong public sector housing institutions exist and have been functioning often with international assistance for many years. It will be essential to continue to work with these entities in order to enhance their efficiency, conserve scarce public resources, and redirect their operations toward the provision of serviced land for private sector development.

Urban Development: PRE/H has learned a great deal about urban development problems and processes over the 2 1/2 years during which it has had the urban development function. During this time it has completed Urban Development Assessments in Nepal, Panama, Senegal, Morocco, Somalia, and Jordan. As a result, PRE/H has defined a set of Action Plan objectives which reflect the most critical areas in which AID can use its limited resources to facilitate appropriate developing country responses to their urban problems.

1. Urban Management

Most developing countries are attempting to facilitate in various degrees the decentralization of development from the national to the local levels of government. This process is essential as evidence has clearly shown that central governments frequently have neither the capital resources nor the management capacity to optimize development opportunities throughout the urban settlement system. Through decentralization and other efficiencies it is expected that local governments can be more responsive to local needs and stimulate local economic development and job generation. PRE/H will assist central governments in planning and carrying out decentralization programs. PRE/H will also work with selected local governments to improve management of parastatals and other local agencies delivering public services; assist local governments in improving capital improvement planning, budgeting processes, and seeking ways to enhance local revenue generation; and seek means to enhance the private sector development role, including the substitution of private for public service delivery, through creation of improved economic environments for the private sector and the creation of public and private sector partnerships for development.

2. Local Economic Planning

Urban centers have widely different economic comparative advantage for various types of investment. National economic planning frequently fails to fully consider locational aspects which effect urban investment efficiency at the local level. PRE/H is developing methodological techniques which will facilitate improved efficiency in allocating urban investments in locales with high potential. PRE/H will seek to provide assistance in this area working as appropriate with either central government or individual local governments. The emphasis will be on stimulating the private sector's role in economic development.

Strategy for Implementing the Phase-Out of the HG Component of the Housing Program

Alternative Resources for Capital Assistance Program:

The decision to terminate the HG Program, if not compensated for by the earmarking of alternative sources of funds, will effectively terminate AID's programs in the LDC shelter sector. The U.S. Government's leadership position in this sector would quickly be eroded, a position that has been arduously earned through years of risk taking to introduce economically sensible, but often politically unpopular policies.

Success over the years has been largely the result of being able to use a capital pool to fund projects which incrementally demonstrate the economic wisdom and political acceptability of such policies. AID's planned use of HGs in Central America per the Jackson Plan and in Ecuador and Panama demonstrate the ability of the HG resource to respond to developmentally political problems as well. If AID's moral and financial support for these progressive programs is prematurely withdrawn, it is reasonable to fear that much of our accomplishments to date will be lost.

In addition, the HG Program has increasingly been used to fund other urban investments to support non-agricultural growth. Termination will also retard AID's progress in addressing the larger problems of LDC urbanization. This would occur at a time when cities in LDCs are doubling in size every 10 years, when projections indicate that by the end of the 1990's the majority of the LDC poor will live in urban areas, and when urban economies are increasingly becoming the engines of national development. Land for industrial and commercial purposes, land tenure for the urban poor, water and sewer infrastructure to serve these populations and related economic investments, are all activities the HG Program has funded.

Therefore, PRE/H is seeking the establishment of a Housing Fund in FY 87 to finance priority investments which promise large policy payoffs at a level of \$50 million annually through the planning period. The strategy of the PRE/H capital assistance program under the Housing Fund would be essentially the same as that of the HG resource with the following two exceptions: the scale of project activities would be reduced compared to a HG financed capital assistance program; and the borrower countries would not all be the traditional HG borrowers given the concessional terms of the financing.

PRE/H also will seek budget support from Missions for capital investment programs to be funded with ESF/PL 480 or DA. The Mission support will complement the resources provided under the Housing Fund. The objective is to achieve by FY 88 an annual level of \$160 million for shelter and urban development capital assistance projects. In addition to these new resources, PRE/H will carry out an intensive effort to implement the current HG pipeline of approximately \$500 million.

HG Reserve Fund:

For FY 87 and FY 88 \$10 million annually will be required to increase the level of the HG reserve fund to cover claims for countries rescheduling debt. Since Treasury opposes the PRE/H request to use HG guaranty authority to refinance HG loans otherwise subject to rescheduling, an additional appropriation of \$25 million will be requested in an FY 86 supplemental. The impact of projected reschedulings is shown in the HG Program Cash-Flow Projections on the following page.

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HOUSING GUARANTY PROGRAM
CASH-FLOW PROJECTIONS - FY 1984 THRU FY 1990

	FY 82	FY 83	FY 84	FY 85	FY 86	FY 87	FY 88	FY 89	FY 90
DISBURSEMENT LEVELS	153,150	131,900	50,250	150,000	150,000	150,000	150,000	60,000	
FUNDS W/US TREASURY									
Beginning of Year	31,009	30,154	22,493	13,653	28,236	27,490	25,700	24,800	28,727
REVENUE FROM OPERATIONS									
Fee Income - Regular	5,268	5,570	5,890	5,996	6,542	7,064	7,114	8,302	8,952
Fee Income - Front-End	1,532	1,393	546	1,500	1,500	1,500	1,500	500	0
Other Income	88	106	490	100	100	2,732	3,707	3,892	4,187
Subtotal	6,888	7,069	6,926	7,596	8,142	11,296	12,521	12,794	13,139
OPERATING EXPENDITURES									
US Direct Hire	2,204	2,320	2,359	2,653	2,800	2,940	3,081	3,241	3,407
FN Direct Hire	101	99	75	73	88	92	97	102	107
Contract Personnel	89	210	185	151	282	296	311	326	340
Housing	232	266	301	379	399	419	440	462	482
Office Operations	821	1,728	1,915	2,109	2,219	2,321	2,427	2,536	2,686
Total Admin. Expenses	3,447	4,626	4,835	5,365	5,779	6,068	6,371	6,690	7,024
Contractual Services	2,322	1,762	897	500	500	525	551	579	608
Total Operating Expenditures Before Claims	5,769	6,388	5,732	5,865	6,279	6,593	6,923	7,269	7,632
NET GAIN (LOSS) FROM FEE INCOME BEFORE CLAIM LOSSES	1,119	681	1,194	1,731	1,863	4,694	5,599	5,526	5,507
Investment Income	2,713	2,319	1,768	341	** W/OUT INTEREST ON APPROPRIATED FUNDS **				
NET GAIN (LOSS) ALL INCOME BEFORE CLAIM LOSSES	3,832	3,000	2,962	2,072	1,863	4,694	5,599	5,526	5,507
NON-RECOVERABLE CLAIM PAYMENTS	2,702	2,330	1,908	2,075	2,165	2,165	2,165	2,165	2,165
NET GAIN (LOSS) FROM OPERATIONS	1,130	667	1,054	(3)	(702)	2,529	3,434	3,361	3,342
RECOVERABLE CLAIM PAYMENTS									
Reschedulings	0	465	2,811	23,335	23,335	11,700	11,700	5,900	5,700
Other recoverable claims	4,282	5,622	7,048	1,016	1,016	2,000	2,000	3,500	3,500
Total recoverable claims	4,282	6,087	9,859	24,351	24,351	13,700	13,700	9,400	9,200
Adjustments to income	2297	(2,241)	(35)	(1,063)	(1,042)	(619)	(634)	(434)	(436)
FUNDS W/US TREASURY									
Increase (decrease) in FY	(856)	(7,661)	(8,840)	(25,417)	(25,745)	(11,791)	(10,900)	(6,473)	(6,494)
Appropriations for reserves	0	0	0	40,000	25,000	10,000	10,000	10,000	10,000
End of Year	30,154	22,493	13,653	28,236	27,490	25,700	24,800	28,327	31,832

TABLE 1 - LONG RANGE PLAN BY COUNTRY OR MAJOR PROGRAM AREA

FIA
06/11/85

EPT:OTABLUR

BUREAU FOR PRIVATE ENTERPRISE

DECISION UNIT	FY 1984	FY 1985	FY 1986	FY 1987	PLANNING PERIOD		
	ACTUAL	ESTIMATE	CP ESTIMATE	ESTIMATE	1988	1989	1991

COOPERATIVE DEVELOPMENT ORGANIZATIONS

TOTAL	3557	5997	6000	7000	8000	9000	11000
GRANTS	3557	5997	6000	7000	8000	9000	11000
LOANS	---	---	---	---	---	---	---

HOUSING AND URBAN DEVELOPMENT

TOTAL	2902	4000	7000	9000	9000	10000	12000
GRANTS	2902	4000	7000	9000	9000	10000	12000*
LOANS	---	---	---	---	---	---	---

INVESTMENT

TOTAL	16500	19055	17300	17600	15600	15600	600
GRANTS	---	555	300	600	600	600	600
LOANS	16500**	18500	17000	17000	15000	15000	---

POLICY AND PROGRAM REVIEW

TOTAL	10992	10748	10260	9960	11400	12400	14400
GRANTS	10992	10748	10260	9960	11400	12400	14400
LOANS	---	---	---	---	---	---	---

BUREAU TOTAL

TOTAL	33951	39800	40260	44000	44000	47000	38000
GRANTS	17451	21300	23260	27000	29000	32000	38000
LOANS	16500	18500	17000	17000	15000	15000	---

HG PROGRAM 150000 160000 160000 45000 --- --- ---

* Amount above AAPL:

Reserve Fund Supplement	---	---	25000	10000	10000	10000	10000
Housing Fund	---	---	---	50000	50000	50000	50000

** Comprised of 12,000 RF Loans, 2,500 reob for Pak. Leasing, and 2,000 APDN for Malawi.

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE III - PROJECT DELIBERATIONS BY APPROPRIATION
(\$000)

SUPERU FOR PRIVATE ENTERPRISE

APPROPRIATION ACCOUNT PROJECT NO. TITLE	L/S	FY 85 ESTIMATE	FY 86 CP	FY 87 ESTIMATE	FY 1987 APPL
943 - COOPERATIVE DEVELOPMENT ORGANIZATIONS					
APPROPRIATION ACCOUNT					
PROJECT NO. TITLE					
AGRICULTURE, FUEL, DEV. AND NUTRITION					
7430207 COOPERATIVE TO COOPERATIVE GRANTS	0	897	690	890	1,690
7430219 COOPERATIVE LEAGUE OF THE USA (CLUSA)	0	910	---	---	---
7430221 AGRIC. COUNCIL OF GREAT UNIONS (WCCCU)	0	950	---	---	---
9430224 COOPERATIVE HOUSING FOUNDATION (CHF)	0	450	600	600	600
7430229 NATIONAL RURAL ELEC COOP ASSN (NRECA)	0	710	---	---	---
7430233 VOLUNTEERS FOR COOP ASST (VCCA)	0	740	---	---	---
7430235 AGRICULTURAL COOPERATIVE DEV INTL (ACCD)	0	780	---	---	---
7430237 MULTICOUNTRY COOP DEV (MCCSD)	0	600	---	---	---
7430239 AGRICULTURAL COOPERATIVE DEV INTL (ACCD)	0	780	---	---	---
7430231 COOPERATIVE LEAGUE OF THE USA (CLUSA)	0	---	830	830	930
9430232 WORLD COUNCIL OF GREAT UNIONS (WCCCU)	0	---	950	950	950
7430233 NATIONAL RURAL ELEC COOP ASSN (NRECA)	0	---	710	710	710
7430234 VOLUNTEERS FOR COOP ASST (VCCA)	0	---	740	740	740
APPROPRIATION TOTALS		5,997	6,000	6,000	7,000
GRANTS		5,997	6,000	6,000	7,000
LOANS		---	---	---	---
FUNCTIONAL ACCOUNT TOTALS		5,997	6,000	6,000	7,000
GRANTS		5,997	6,000	6,000	7,000
LOANS		---	---	---	---

TABLE III - PROJECT DELIGATIONS BY APPROPRIATION
 (1000)

BUREAU FOR PRIVATE ENTERPRISE

APPROPRIATION ACCOUNT PROJECT NO. TITLE	L/G	FY 85 ESTIMATE	FY CF	FY 1986 ESTIMATE	FY 1987 APPL
SELECTED DEVELOPMENT ACTIVITIES					
9401001 HOUSING THE URBAN POOR	9	1,500	2,000	2,000	2,000
9401002 URBAN DEVELOPMENT SUPPORT SERVICES	9	1,500	2,000	2,000	2,000
9401003 PROJECT DEVELOPMENT AND SUPPORT	9	1,000	1,000	1,000	1,000
9401009 STUDENT AND URBAN DEVELOPMENT TRAINING	9	---	1,000	1,000	2,000
9401007 SECONDARY CITIES	9	---	1,000	1,000	2,000
OPERATION TOTALS					
GRANTS		4,000	7,000	7,000	9,000
LOANS		4,000	7,000	7,000	9,000
FUNCTIONAL ACCOUNT TOTALS					
GRANTS		4,000	7,000	7,000	9,000
LOANS		4,000	7,000	7,000	9,000

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE III - PROJECT OBLIGATIONS BY APPROPRIATION
(\$000)

BUREAU FOR PRIVATE ENTERPRISE

939 - INVESTMENT								
APPROPRIATION ACCOUNT PROJECT NO. TITLE	L/G	FY 85 ESTIMATE	FY 1986 CP ESTIMATE	FY 1986 ESTIMATE	FY 1987 AAFL			
AGRICULTURE, RURAL DEV. AND NUTRITION								
9400002 INVESTMENT PACKAGING	L	---	3,260	3,260	---			
9402002 INVESTMENT DEVELOPMENT AND PACKAGING	G	110	---	200	300			
APPROPRIATION TOTALS								
		110	3,260	3,460	300			
GRANTS								
		110	---	200	300			
LOANS								
		---	3,260	3,260	---			
HEALTH								
9400002 INVESTMENT PACKAGING	L	---	3,500	3,500	---			
APPROPRIATION TOTALS								
		---	3,500	3,500	---			
GRANTS								
		---	---	---	---			
LOANS								
		---	3,500	3,500	---			
SELECTED DEVELOPMENT ACTIVITIES								
9400002 INVESTMENT PACKAGING	L	---	10,240	10,240	17,000			
9402002 INVESTMENT DEVELOPMENT AND PACKAGING	G	445	---	100	300			
APPROPRIATION TOTALS								
		445	10,240	10,340	17,300			
GRANTS								
		445	---	100	300			
LOANS								
		---	10,240	10,240	17,000			
FUNCTIONAL ACCOUNT TOTALS								
		555	17,000	17,300	17,600			
GRANTS								
		555	---	300	600			
LOANS								
		---	17,000	17,000	17,000			
PRIVATE SECTOR REVOLVING FUND								
9400002 INVESTMENT PACKAGING	L	18,500	---	---	---			
APPROPRIATION TOTALS								
		18,500	---	---	---			
GRANTS								
		---	---	---	---			
LOANS								
		18,500	---	---	---			
DA ACCOUNT TOTALS								
		19,055	17,000	17,300	17,600			
GRANTS								
		555	---	300	600			
LOANS								
		18,500	17,000	17,000	17,000			

TABLE III - PROJECT OBLIGATIONS BY APPROPRIATION
(\$000)

BUREAU FOR PRIVATE ENTERPRISE

640 - POLICY AND PROGRAM REVIEW

APPROPRIATION ACCOUNT
PROJECT NO. TITLE

AGRICULTURE, RURAL DEV. AND NUTRITION

PROJECT NO.	TITLE	L/S	FY 85 ESTIMATE	FY 1986 ESTIMATE	FY 1987 AAFL
9400001	PROGRAM DEVELOPMENT AND SUPPORT	G	---	---	500
9400004	INTL EXECUTIVE SERVICE CORPS (IESC)	G	1,250	1,500	1,300
9400005	JOINT AGRICULTURE CONSULTATIVE CORPORATI	G	547	500	500
9400008	PRIVATIZATION	G	203	100	---
9400009	INVESTMENT DEVELOPMENT AND PACKAGING	G	---	400	---
9400009	INVESTMENT PROMOTION/FEASIBILITY STUDIES	G	---	100	---
9400009	PRIVATE ENTERPRISE STRATEGY	G	378	---	---

APPROPRIATION TOTALS
GRANTS
LOANS

2,378	2,500	2,500
2,378	2,500	2,500

HEALTH

9400004	INTL EXECUTIVE SERVICE CORPS (IESC)	G	300	300	300
9400009	COMMERCIALIZATION OF TECHNOLOGY	G	250	200	250

APPROPRIATION TOTALS
GRANTS
LOANS

550	500	550
550	500	550

SELECTED DEVELOPMENT ACTIVITIES

9400001	PROGRAM DEVELOPMENT AND SUPPORT	G	1,250	2,000	975
9400004	INTL EXECUTIVE SERVICE CORPS (IESC)	G	4,450	4,200	4,200
9400005	PRIVATIZATION	G	756	900	500
9402002	INVESTMENT DEVELOPMENT AND PACKAGING	G	---	360	---
9402005	FINANCIAL MARKETS	G	500	500	500
9402006	INVESTMENT PROMOTION/FEASIBILITY STUDIES	G	180	---	---
9402028	PRIVATE ENTERPRISE STRATEGY	G	122	300	500
9402029	COMMERCIALIZATION OF TECHNOLOGY	G	414	---	425
9402038	TRAINING ENTREPRENEURSHIP	G	108	100	250

APPROPRIATION TOTALS
GRANTS
LOANS

7,820	7,260	7,350
7,820	7,260	7,350

FUNCTIONAL ACCOUNT TOTALS
GRANTS
LOANS

10,748	10,260	10,400
10,748	10,260	10,400

FY 1987 ANNUAL BUDGET SUBMISSION
 TABLE IV - PROJECT BUDGET DATA

PROJECT NUMBER AND TITLE	CBLIG THRU FY 84	FY 84 LINE	ESTIMATED U.S. DOLLAR COST (\$000)		CBLIG - ACTION	EXPENDITURES	CBLIG - ACTION	EXPENDITURES	SUB CAT	PEACE CORPS
			FY 1985	FY 1986						
3 DATE LIMIT FEA AUTH										
TOTAL COST-PLAN										
FUNCTIONAL ACCOUNT										
TOTAL	10329	2466	5997	6215	6000	5860	6000	7000		
GRANT	10329	2466	5997	6215	6000	5860	6000	7000		
LOAN										
OFFICE TOTAL										
TOTAL	10329	2466	5997	6215	6000	5860	6000	7000		
GRANT	10329	2466	5997	6215	6000	5860	6000	7000		
LOAN										

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE IV - PROJECT BUDGET DATA
BUREAU FOR PRIVATE ENTERPRISE

PROJECT NUMBER AND TITLE	CELSIS DATE	TOTAL COST RUSH PLAN	CELSIS TRF	FY 84 PLAN	ESTIMATED U.S. DOLLAR COST (\$000)	CELSIS EXPEND- ITURES	FY 84 LINE	CELSIS EXPEND- ITURES	BY 87	SUB CAT	PEALS % CCRPS PVC
SELECTED DEVELOPMENT ACTIVITIES											
940007 INTEGRATED ENERGY PRG FOR THE POOR-IPRP	9 78 83	10340	10540	10540	1992	---	---	---	---	SDHU	
9401001 HOUSING THE URBAN POOR	9 84 84	12507	12500	1991	569	1562	1500	1500	2000	SDHU	
9401001 URBAN DEVELOPMENT SUPPORT SERVICES	9 84 87	11070	11070	950	531	1375	1500	2000	2000	SDHU	
9401005 PROJECT DEVELOPMENT AND SUPPORT	9 83 8	---	1117	218	1000	310	1000	1000	1000	SDHU	
9401009 SHELTER AND URBAN DEVELOPMENT TRAINING	9 88 80	---	11050	---	---	---	1000	500	2000		
9401007 SECONDARY CITIES	9 85 90	---	7500	---	---	---	1000	200	2000		
APPROPRIATION											
TOTAL	34113	52863	14458	2900	4000	5327	7000	4700	9000		
GRANT	34113	52863	14458	2900	4000	5327	7000	4700	9000		
LOAN	---	---	---	---	---	---	---	---	---		
CA ACCOUNT											
TOTAL	34113	52863	14458	2900	4000	5327	7000	4700	9000		
GRANT	34113	52863	14458	2900	4000	5327	7000	4700	9000		
LOAN	---	---	---	---	---	---	---	---	---		
OFFICE TOTAL											
TOTAL	34113	52863	14458	2900	4000	5327	7000	4700	9000		
GRANT	34113	52863	14458	2900	4000	5327	7000	4700	9000		
LOAN	---	---	---	---	---	---	---	---	---		

TABLE IV - PROJECT BUDGET DATA

PROJECT NUMBER AND TITLE	ESTIMATED U.S. DOLLAR COST (\$000)			SUB CAT	REACH
	FY 84	FY 85	FY 87		

PROJECT NUMBER AND TITLE	TOTAL COST	BY 84	BY 85	BY 87	SUB CAT	REACH

PROJECT NUMBER AND TITLE	TOTAL COST	BY 84	BY 85	BY 87	SUB CAT	REACH

PROJECT NUMBER AND TITLE	TOTAL COST	BY 84	BY 85	BY 87	SUB CAT	REACH

PROJECT NUMBER AND TITLE	TOTAL COST	BY 84	BY 85	BY 87	SUB CAT	REACH

PROJECT NUMBER AND TITLE	TOTAL COST	BY 84	BY 85	BY 87	SUB CAT	REACH

PROJECT NUMBER AND TITLE	TOTAL COST	BY 84	BY 85	BY 87	SUB CAT	REACH

PROJECT NUMBER AND TITLE	TOTAL COST	BY 84	BY 85	BY 87	SUB CAT	REACH

HEALTH

SELECTED DEVELOPMENT ACTIVITIES

PROJECT NUMBER AND TITLE	FY 84		FY 85		FY 86		FY 87		SUB CAT	PEACE CORPS
	CELESTIAL									
940002 INVESTMENT PACKAGING	10000	10000	10000	10000	10000	10000	10000	---		
APPROPRIATION										
TOTAL	14500	12000	12000	12000	12000	12000	12000	---		
GRANT	---	---	---	---	---	---	---	---		
LOAN	14500	12000	12000	12000	12000	12000	12000	---		
SA ACCOUNT										
TOTAL	34210	31710	31710	31710	31710	31710	31710	15185	17300	17600
GRANT	---	---	---	---	---	---	---	355	300	600
LOAN	34210	31710	31710	31710	31710	31710	31710	14630	17000	17000
OFFICE TOTAL										
TOTAL	34210	31710	31710	31710	31710	31710	31710	15185	17300	17600
GRANT	---	---	---	---	---	---	---	355	300	600
LOAN	34210	31710	31710	31710	31710	31710	31710	14630	17000	17000

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE IV - PROJECT BUDGET DATA
BUREAU FOR PRIVATE ENTERPRISE

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE IV - PROJECT BUDGET DATA

940 - POLICY AND PROGRAM REVIEW

PROJECT NUMBER AND TITLE	ESTIMATED U.S. DOLLAR COST (\$1000)	BY 84	BY 85	BY 86	BY 87	PEACE
CELOS	CELOS	TRPU	CELOS	EXPEND	APPL	CCRPS
DATE	TOTAL COST	PIPE	CELOS	EXPEND	APPL	X
LINE	PLAN	LINE	ATTN	ITRES	ITRES	PVC

AGRICULTURE, RURAL DEV. AND NUTRITION

9400001	PROGRAM DEVELOPMENT AND SUPPORT	---	---	---	500	
---------	---------------------------------	-----	-----	-----	-----	--

INVESTMENT PACKAGING

9400002	INVESTMENT PACKAGING	800	485	---	---	FNPE
---------	----------------------	-----	-----	-----	-----	------

INTL EXECUTIVE SERVICE CORPS (IESC)

9400003	INTL EXECUTIVE SERVICE CORPS (IESC)	1350	1500	1500	1500	FNPA
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JOINT AGRICULTURE CONSULTATIVE CORPORATI

9400005	JOINT AGRICULTURE CONSULTATIVE CORPORATI	2100	2100	500	500	FNPE
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PRIVATIZATION

9400008	PRIVATIZATION	---	---	203	100	---
---------	---------------	-----	-----	-----	-----	-----

PRIVATE ENTERPRISE STRATEGY

9400026	PRIVATE ENTERPRISE STRATEGY	---	---	378	100	---
---------	-----------------------------	-----	-----	-----	-----	-----

APPROPRIATION

TOTAL	7000	3149	2304	2378	2450	2500
GRANT	7000	3149	2304	2378	2450	2500
LOAN	---	---	---	---	---	---

HEALTH

INVESTMENT PACKAGING

9400002	INVESTMENT PACKAGING	---	500	---	100	MEPP
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INTL EXECUTIVE SERVICE CORPS (IESC)

9400004	INTL EXECUTIVE SERVICE CORPS (IESC)	600	---	300	300	PEPV
---------	-------------------------------------	-----	-----	-----	-----	------

COMMERCIALIZATION OF TECHNOLOGY

9400029	COMMERCIALIZATION OF TECHNOLOGY	950	---	250	200	250
---------	---------------------------------	-----	-----	-----	-----	-----

Just Self Tech

FY 1987 ANNUAL BUDGET SUBMISSION
 TABLE IV - PROJECT BUDGET DATA
 BUREAU FOR PRIVATE ENTERPRISE

PROJECT NUMBER AND TITLE	ESTIMATED U.S. DOLLAR COST (\$000)		SUE CAT	PVC	BEACE	CORPS
	FY 84	FY 87				
APPROPRIATION	1550	500	500	600	550	---
TOTAL	1550	500	500	600	550	---
GRANT	1550	500	500	600	550	---
LOAN	---	---	---	---	---	---
FUNCTIONAL ACCOUNT	3649	2924	2924	3266	3050	---
TOTAL	3649	2924	2924	3266	3050	---
GRANT	3649	2924	2924	3266	3050	---
LOAN	---	---	---	---	---	---
SELECTED DEVELOPMENT ACTIVITIES						
9400001 PROGRAM DEVELOPMENT AND SUPPORT	357	1000	735	1000	975	SCOPE
9400002 INVESTMENT PACKAGING	4913	3703	---	3000	703	SCOPE
9400003 WORLD TRADE INSTITUTE	125	---	---	125	---	---
9400004 INTL EXECUTIVE SERVICE CORPS (IESC)	4840	3156	4200	4200	4200	SCOPE
9400006 TRADE FINANCING FACILITY	95	45	---	45	---	---
9400007 TRADE AND DEV-RELATED ACTIVITIES	306	42	---	42	---	---
9400008 PRIVATIZATION	---	796	900	700	500	---
9402005 FINANCIAL MARKETS	---	---	500	200	500	---
9402006 INVESTMENT PROMOTION/FEASIBILITY STUDIES	---	---	---	---	---	---

HCR, INC.

American Enterprise

BUREAU FOR PRIVATE ENTERPRISE

FY 1967 ANNUAL BUDGET SUBMISSION
TABLE IV - PROJECT SUGGEST DATA

POLICY AND PROGRAM REVIEW

PROJECT NUMBER AND TITLE	ESTIMATED U.S. DOLLAR COST (\$000)	BY 1965	BY 1966	BY 1967	PEACE
DATE	THRU	EXPENDITURES	EXPENDITURES	EXPENDITURES	CCRPS
LINE	LINE	ATTORNEY	ATTORNEY	ATTORNEY	PVC
3 55 C	---	180	81	100	---
3 55 C	PRIVATE ENTERPRISE STRATEGY	122	100	500	500
3 85 C	COMMERCIALIZATION OF TECHNOLOGY	414	100	425	314
3 95 C	TRAINING PARTNERSHIP	103	50	50	150
APPROPRIATION					
TOTAL	57444	7320	9030	8167	7350
GRANT	57444	7320	9030	8167	7350
LOAN	---	---	---	---	---
DA ACCOUNT					
TOTAL	75994	10748	12296	9960	10400
GRANT	75994	10748	12296	9960	10400
LOAN	---	---	---	---	---
OFFICE TOTAL					
TOTAL	62269	10748	12296	9960	10400
GRANT	62269	10748	12296	9960	10400
LOAN	---	---	---	---	---

Int'l Sci. Tech. Inst. Inc

Partnership

TABLE VII - LIST OF PLANNED EVALUATIONS
 FY 1987 ANNUAL BUDGET SUBMISSION
 Bureau for Private Enterprise
 Policy Program Review

-Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance	
		Start (Qtr.)	To AID/W (Qtr.)	Start (Qtr.)	To AID/W (Qtr.)					
<u>INVESTMENTS</u>										
FINGUASA 518-S-059	N/A	1		1		Issues for all projects: Replicability and spin-off to Missions.				
FINIBER 518-S-060	N/A	1		1		Mid-term reviews and comparative analysis. Interest rate policy concerns.	PD&S 75,000	40	IQC	
Caribbean Basin Corp. 598-S-006	N/A	2		2		Mid-term review allowing for corrective action, if necessary. Loan terms unique.	PD&S 40,000	30	IQC	
Healthlink (PATH) Credit 498-S-002 (L) PDC-0002-G-SS-4104-00 (C)	N/A	4		4		Mid-term review scheduled in the agreement.	PD&S 25,000 OE 10,000	40	IQC TDY	
<u>GRANTS</u>										
International Executive Service Corp. (IESC) AID/SOD/PDC-G-0206	12/84 IG Audit	4		4		Follow-up to new reporting requirements & recommendations from 12/84 IG Audit. End of 4 year funding cycle.	PD&S 65,000	40	IQC	
<u>COOPERATIVES</u>										
Cooperative Housing Foundation PDC-0221-G-SS-4147-00	2/84	3		3		End of three year funding cycle.	PD&S 50,000 OE 5,000	40	IQC TDY	

EVALUATION OFFICER: Sandra P. Reinhardt - 100%

TABLE VII - LIST OF PLANNED EVALUATIONS
 FY 1987 ANNUAL BUDGET SUBMISSION
 OFFICE: PRE/H

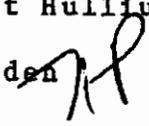
Project List (Proj. No. & Title)	Last Eval (Mo./Yr.)	FY 1987 Start To (Qtr.) AID/W	Reasons/Issues	Funding		Person	
				Source (\$000)	Days		
<u>ASIA</u> India (HG 003B)	N/A	1	Regular Eval.	HG	25	30	Contractor
<u>EAST AFRICA</u> Botswana (HG 002)	N/A	2	Regular Eval.	HG	20	25	Contractor
<u>CARIBBEAN</u> Barbados (HG 002)	N/A	3	Regular Eval.	HG	15	20	Contractor
<u>LATIN AMERICA</u> Costa Rica (HG 007)	N/A	1	Regular Eval.	HG/ESF	12	25	Contractor
Ecuador (HG 006)	N/A	3	Regular Eval.	HG	10	25	Contractor
Honduras (HG 007)	N/A	3	Regular Eval.	HG	12	25	Contractor
<u>NEAR EAST</u> Tunisia (HG 004)	N/A	3	Regular Eval.	HG	10	20	Contractor
Morocco (HG 002)	N/A	1	Regular Eval.	HG	8	15	Contractor

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D. C. 20523

ASSISTANT
ADMINISTRATOR

JUN 18 1985

MEMORANDUM

TO : M/FM/BUD, Albert Hulliung
FROM : AA/PRE, Neal Peden 
SUBJECT : FY 87 Operating Expense Budget

Attached is the FY 86 and FY 87 Operating Expense Budget Request for the Bureau for Private Enterprise including appropriate schedules applicable to the Office of Housing and Urban Programs.

In summary, PRE is requesting a 5% increase in travel funds as a result of additional responsibilities/functions acquired by the Bureau during FY 85 as discussed in both the attached narrative justification and prior (FY 85) budget submissions to your office.

In addition, PRE is requesting re-consideration of the reduction in our non-full time permanent ceiling allocations. The extremely low level (1.4 workyear) of resource availability currently authorized for PRE will severely hamper our ability to provide much needed support services across Bureau lines. It is requested that, at a minimum, we be allotted 2.4 workyears of effort for non-full time permanent personnel in order to augment our limited full-time support staff in meeting the secretarial/clerical services requirements of this Bureau.

Please call Roberta Gray, 235-3241, if you have questions or require additional information in support of this budget request.

Attachment: a/s

BUDGET SUMMARY

SCHEDULE II

Bureau for Private Enterprise
(Dollars in Thousands)Funding Summary

<u>CATEGORY</u>	<u>FY 1985 ESTIMATED</u>	<u>FY 1986 REQUEST</u>	<u>FY 1987 REQUEST</u>
TRAVEL	173.0	176	176
MISCELLANEOUS SERVICES	155.0	40	40
TOTAL	<u>328.0</u>	<u>216</u>	<u>216</u>

Workforce Summary

<u>CATEGORY</u>	<u>FY 1985 ESTIMATED</u>		<u>FY 1986 REQUEST</u>		<u>FY 1987 REQUEST</u>	
	<u>Positions</u>	<u>Workyears</u>	<u>Positions</u>	<u>Workyears</u>	<u>Positions</u>	<u>Workyears</u>
FTEPT	40	44.0	*(43) 40	*(43.0) 40.0	*(43) 40	*(43.0) 40.0
Non-FTEPT *		1.4		** 1.4		** 1.4
TOTAL FTE		<u>45.4</u>		<u>41.4</u>		<u>41.4</u>

* Excludes workyears associated with experts/consultants.

Expert/Consultant
Workdays130

Overtime Hours

755

* Reclama submitted 5/29/85. DA/AID has agreed to 43 positions/workyears. (See narrative
 ** Request increase to 2.4 workyears. See narrative (Schedule I for Justification).

NARRATIVE

BUREAU/OFFICETRAVEL

The Bureau for Private Enterprise, serving as a laboratory for innovative approaches utilizing Private Enterprise in development, has the leadership role in identifying and developing private enterprise opportunities in the LDCs. To effectively administer its programs this "laboratory", centrally-funded and centrally-located in AID/Washington, must have the ability to travel to the LDC's to identify projects and activities that will, through the use of private enterprise mechanisms, enhance indigenous economic development and growth. On-site visits with LDC entrepreneurs, banking/financial institutions and local businesspeople, are prerequisites for PRE to effectively and successfully fulfill its program objectives and goals. Of equal importance, once projects and activities have been identified and approved for PRE-funded assistance, is PRE's ability to 1) provide hands-on advice and assistance; 2) ensure proper implementation of all phases of the project, and 3) conduct the reviews and evaluation essential to the successful completion of all PRE-funded projects. There is no alternative to this course of action. As stated before, these projects, once implemented, are independent, PRE-funded, activities for which we can not depend or appropriately request USAID personnel oversight and management. They are the sole responsibility of the PRE Bureau and PRE must be in a position to provide the necessary managerial surveillance. As PRE's portfolio continues to expand, so will the implementation problems and the critical need for PRE to ensure the integrity of these projects. This is an impossible task to perform from AID/W unless the opportunity for frequent overseas travel is available.

PRE is aware of the OE crisis facing the Agency in the upcoming Fiscal Year and beyond. However, our travel request for FY 86 reflects a request for a 5% increase which hopefully will help us keep pace with the existing and continued growth of our portfolio and additional responsibilities/demands placed upon our travel funds during FY 85. Some examples of the additional responsibilities/demands are as follows: 1) as was indicated in our revised FY 85 Budget package submitted in February, 1985, PRE assumed responsibility for the Cooperatives Program in November 1984. The projects/activities under this program in the LDC's also require close supervision and management oversight from PRE/W. In addition, considerable domestic travel is necessary to the effective administration of the Cooperative Activities. To date, PRE has received no increase in funds to accomodate this increased use of PRE travel funds;

-2-

2) in February 1985, a PRE Representative was placed in Bangkok, Thailand. This individual, upon request and appropriate provision of funding, will be providing advice and assistance to the USAIDs in the Asia region. PRE, however, will be required, by the terms and conditions under which the DA/AID approved the establishment of this position, to fund all PRE-initiated travel performed in support of the independent, PRE-funded projects/activities in the region and, 3) during FY 85 PRE, for the first time implemented a fully operational Evaluation Program. This Program will, for the next two fiscal years at least, be required to play "catch up" in an effort to evaluate all PRE-funded projects undertaken to date. This activity, to the extent possible, should allow for the travel of at least one AID direct-hire employee as a member of the official Evaluation Team for each evaluation undertaken.

In summary, PRE's portfolio of \$23 million and a Revolving Fund of \$15-\$20 million dollars, which must all be administered from AID/W, will require the availability of sufficient operating expense funding levels if we are to successfully implement the programs/activities of this Bureau. A request of \$176,000 reflects a true assessment of travel fund requirements for this Bureau for FY 86.

TRAVEL

SCHEDULE I'

BUREAU/OFFICE PRF (Excluding Housing)
(Dollars in Thousands)

FUNCTION CODE/DESCRIPTION	FY 1985 ESTIMATE		FY 1986 REQUEST		FY 1987 REQUEST	
	TRIPS	AMOUNT	TRIPS	AMOUNT	TRIPS	AMOUNT
511 - Site Visits Project Design/Dev.	40	82	40	82	40	80
514 - Site Visits Project Imp.	21	46	22	46	20	44
517 - Site Visits Project Rev./Eval.	8	15	11	24	15	30
530 - Site Visits for Admin. Support	-	-	-	-	-	-
551 - Information Mtgs. - Prog./Proj.	20	11	20	11	20	11
552 - Information Mtgs. - Non-Prog./Proj.	-	-	-	-	-	-
553 - Speeches and Presentations	10	4	8	3	8	3
554 - Conf. Attendance - Prog./Proj.	6	4	5	3	5	3
555 - Conf. Attendance - Non-Prog./Proj.	4	3	3	1	3	1
560 - Invitational Travel	-	-	-	-	-	-
570 - Travel of Experts/Consultants	-	-	-	-	-	-
581 - Advisory Committee - Exp./Consult.	-	-	-	-	-	-
582 - Other Advisory Committee Travel	-	-	-	-	-	-
591 - Orientation Travel	-	-	-	-	-	-
592 - All Other Travel	26	3	8	2	8	2
TOTAL	135	*168	120	176	122	176

* Does not include \$5,000 allocated to Presidential Task Force.

MISCELLANEOUS SERVICES

The Miscellaneous Services budget request for FY 86 and FY 87 reflects no increase in funds from our FY 85 level of \$40,000 (does not include the \$115,000 allocated to the Presidential Task Force on International Private Enterprise).

Though PRE has need of the more normal types of services/types of material conducive to the effective management of an organization, i.e., subscriptions, printing/publications, conference attendance, etc., our more processing needs are to:

- 1) Develop on a continuing basis "case studies" that will be used as an effective management tool in determining our programming strategies, but more importantly, these case studies are used as an essential ingredient in the Agency-sponsored Private Enterprise Training Course which has been widely acclaimed since its inception December 1984.
- 2) Publish an Annual Report which allows us to continue our dialogue with the business and financial communities by sharing with these organizations the successful activities undertaken by the Bureau and providing them with our strategic plan for future endeavors. If we are to continue to attract the interest/support of the business community, it is essential that the ability to create this effective communication tool remain at our disposal.
- 3) Communicate to the rest of the Agency, the Congress and the business community, the financial methods and mechanisms developed by PRE for the successful incorporation of private enterprise into overall mission strategies for implementation of program/project development. To do this effectively, PRE proposes sponsoring the preparation of reports which will depict the nature and degree of services of private enterprise activities in LDCs. Such reporting, hopefully, will generate greater interest, and willingness to replicate these mechanisms throughout Agency-wide program/project planning activities.

Recognizing, the much reduced resources available to the Agency, PRE, as stated above, is requesting no increase from our current spending level. A reduction from the FY 85 level, however, will place a severe strain on our ability to effectively execute, and share with appropriate clientele, the programs and objectives of this Bureau.

MISCELLANEOUS SERVICES

SCHEDULE V

BUREAU/OFFICE - PRE (Excluding Housing)
(Dollars in Thousands)

PURPOSE/DESCRIPTION OF SERVICE	FY 1985 ESTIMATE		FY 1986 REQUEST		FY 1987 REQUEST	
	FUNDING	PERIOD OF SVC.	FUNDING	PERIOD OF SVC.	FUNDING	PERIOD OF SVC.
Contractual Services:						
Preparation of PRE Annual Report	10	-	10	10/1/85-5/31/85	12	5/1/87-9/30/87
Preparation of Case Studies to be used in PRE-sponsored Training Seminar on Private Enterprise	10	6/1/85-9/30/85	10	2/1/86-9/30/86	8	10/1/86-9/30/87
PRE Retreat/Conference	9	11/1/84-6/30/85	4	4/1/86-6/30/86	4	4/1/87-6/30/87
Preparation of Report on PRE/USAID Successess	4	-	4	10/1/85-2/28/86	5	10/1/86-3/31/87
Conference Attendance/Sponsorship	3	1/14/85-9/30/85	2	10/1/85-9/30/86	1	10/1/86-9/30/87
Preparation of ADP materials in concert SER/IRM	5	6/1/85-9/30/85	-	-	-	-
Descriptions	8	Varied	8	Varied	8	Varied
Financial Reports	1	10/1/84-9/30/85	2	10/1/85-9/30/86	2	10/1/86-9/30/87
Printing/Reproduction of PRE Brochures and other handouts	4	10/1/84-9/30/85	3	10/1/85-9/30/85	3	10/1/86-9/30/87
TOTAL	<u>40</u>		<u>40</u>		<u>40</u>	

WORKFORCE

During the recent, agency-wide exercise on permanent full-time workforce allocations it was agreed that PRE would absorb a 1 position (workyear) reduction in authorized levels - from 44 to 43. As a result of the May 16, 1985 memo issued by Mr. Rollis and the figures reflected by M/FM in Schedule II of this exercise, PRE has submitted an appeal to the 4 position/workyear reduction and is awaiting a response to this appeal.

However, reduction in our non full-time permanent (part-time) workyear levels to 1.4 will have a drastic/impact on PRE's support staff resources. Because of the very limited full-time ceilings allocated to the Bureau, we have, of necessity, relied upon our part-time allocation to provide much needed secretarial support. An allocation of 1.4 workyears provide less than two (2) 32-hour per week employees. It is requested that the part-time allocations for PRE be reconsidered and that, at a minimum, we be allowed the equivalent of 2.4 workyears in part-time employment (three, 32-hour per week employees).

PRE/H
Schedules II(a) and VIII

FY27455 FY 1987 ANNUAL BUDGET SUBMISSION
 SCHEDULE III(a)
 OFFICE OF HOUSING AND URBAN PROGRAMS
 Washington Only
 Funding Summary

OBJECT CLASS	FY 1985 ESTIMATED	FY 1986 REQUEST	FY 1987 REQUEST
11 PERSONNEL COMPENSATION	1,208.8	1,245.9	1,325.7
12 PERSONNEL BENEFITS	99.3	105.4	112.3
13 FORMER PERSONNEL			
21 TRAVEL/TRANSPORTATION	78.5	77.7	122.5
22 TRANSPORTATION OF THINGS	0.0	0.0	0.0
23 RENT/COMMUNICATIONS/UTILITIES	195.4	215.0	237.5
24 PRINTING/REPRODUCTION	44.4	50.0	92.5
25 OTHER SERVICES	833.2	1,027.5	196.9
26 SUPPLIES/MATERIALS	8.0	8.8	13.0
31 EQUIPMENT	52.0	5.0	25.0
SUBTOTAL	2,519.7	2,735.3	2,150.4
CONTRACTUAL SERVICES	750.0	500.0	500.0
TOTAL	3,269.7	3,235.3	2,650.4

WORKFORCE SUMMARY

FTE WORKYEARS

FTEPT

NON-FTEPT

TOTAL

EXPERT/CONSULTANT
 WORKDAYS

OVERTIME HOURS

FY87AB5 FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII - FY 1985
OFFICE OF HOUSING AND URBAN PROGRAMS

GRAND TOTALS

EXPENSE CATEGORY	FUNC. CODE	OBJ. CLASS	DOLLARS	UNITS
U.S. DIRECT HIRE	U100		2,693.5	XIXXX
U.S. CITIZENS BASIC PAY	U101*	110	2,077.6	0.0
PT/TEMP U.S. BASIC PAY	U102*	112	88.3	0.0
DIFFERENTIAL PAY	U103*	116	95.9	XIXXX
OTHER AID/W FUNDED CODE 11	U104*	119	56.9	XIXXX
OTHER MISSION FUNDED CODE 11	U105	119	0.0	XIXXX
EDUCATION ALLOWANCES	U106	126	58.2	0.0
RETIREMENT - U.S. DIRECT HIRE	U107*	120	145.4	XIXXX
LIVING ALLOWANCES	U108	128	0.0	XIXXX
OTHER AID/W FUNDED CODE 12	U109*	129	45.7	XIXXX
OTHER MISSION FUNDED CODE 12	U110	129	1.3	XIXXX
POST ASSIGNMENT - TRAVEL	U111	212	13.5	0.0
POST ASSIGNMENT - FREIGHT	U112	22	40.8	0.0
HOME LEAVE - TRAVEL	U113	212	19.0	0.0
HOME LEAVE - FREIGHT	U114	22	21.7	0.0
EDUCATION TRAVEL	U115	215	7.2	0.0
R & R TRAVEL	U116	215	13.3	0.0
OTHER CODE 215 TRAVEL	U117	215	9.7	0.0
FOREIGN NATIONAL DIRECT HIRE	U200		73.2	XIXXX
BASIC PAY	U201	114	56.9	0.0
OVERTIME, HOLIDAY PAY	U202	115	2.6	0.0
ALL OTHER CODE 11 - F.N.	U203	119	3.5	XIXXX
ALL OTHER CODE 12 - F.N.	U204	129	10.2	XIXXX
BENEFITS FORMER F.N. PERSONNEL	U205	13	0.0	XIXXX
CONTRACT PERSONNEL	U300		218.9	XIXXX
PASA TECHNICIANS	U301	258	0.0	0.0
U.S. PSC - SALARY/BENEFITS	U302	113	23.0	0.0
ALL OTHER U.S. PSC COSTS	U303	255	0.0	XIXXX
F.N. PSC - SALARY/BENEFITS	U304	113	194.9	0.0
ALL OTHER F.N. PSC COSTS	U305	255	1.0	XIXXX
MANPOWER CONTRACTS	U306	259	0.0	XIXXX
JOB COSTS PAID BY AID/W	U307*	113	0.0	XIXXX
HOUSING	U400		355.7	XIXXX
RESIDENTIAL RENT	U401	235	114.8	0.0
RESIDENTIAL UTILITIES	U402	235	24.1	XIXXX
MAINTENANCE AND RENOVATION	U403	259	12.2	XIXXX
QUARTERS ALLOWANCES	U404	127	155.3	0.0
RESIDENTIAL FURNITURE/EQUIP.	U405	311	33.3	XIXXX
TRANS./FREIGHT - CODE 311	U406	22	0.0	XIXXX
SECURITY GUARD SERVICES	U407	259	16.0	XIXXX
OFFICIAL RESIDENCE ALLOWANCES	U408	254	0.0	0.0
REPRESENTATION ALLOWANCES	U409	252	0.0	XIXXX

FY87ABS FY 1987 ANNUAL BUDGET SUBMISSION
 TABLE VIII - FY 1985
 OFFICE OF HOUSING AND URBAN PROGRAMS

GRAND TOTALS

EXPENSE CATEGORY	FUNC. CODE	OBJ. CLASS	DOLLARS	UNITS
OFFICE OPERATIONS	U500		1,893.0	XXXX
OFFICE RENT	U501	234	190.5	XXXX
OFFICE UTILITIES	U502	234	16.0	XXXX
BUILDING MAINT./RENOVATION	U503	259	10.0	XXXX
OFFICE FURNITURE/EQUIPMENT	U504	310	89.2	XXXX
VEHICLES	U505	312	13.0	XXXX
OTHER EQUIPMENT	U506	319	5.5	XXXX
TRANSPORTATION/FREIGHT	U507	22	17.3	XXXX
FURN/EQUIP/VEHICLE REPAIR/MAINT.	U508	259	32.3	XXXX
COMMUNICATIONS	U509	230	183.3	XXXX
SECURITY GUARD SERVICES	U510	254	16.1	XXXX
PRINTING	U511	24	55.1	XXXX
RIG/II OPERATIONAL TRAVEL	U512	210	0.0	0.0
SITE VISITS - MISSION PERSONNEL	U513	210	250.0	0.0
SITE VISITS - AID/W PERSONNEL	U514	210	52.8	0.0
INFORMATION MEETINGS	U515	210	23.2	0.0
TRAINING ATTENDANCE	U516	210	26.7	0.0
CONFERENCE ATTENDANCE	U517	210	24.5	0.0
OTHER OPERATIONAL TRAVEL	U518	210	8.2	0.0
SUPPLIES AND MATERIALS	U519	26	36.0	XXXX
FAAS	U520	257	0.0	XXXX
CONSULTING SVCS. - CONTRACTS	U521	259	0.0	XXXX
MGT./PROF. SVCS. - CONTRACTS	U522	259	0.0	XXXX
SPEC. STUDIES/ANALYSES CONT.	U523	259	0.0	XXXX
ALL OTHER CODE 25	U524	259	34.5	XXXX
AGENCY SUPPORT	U525	259	808.2	XXXX
TOTAL ADMINISTRATIVE EXPENSES			5,234.4	XXXX
CONTRACTUAL SERVICES			750.0	XXXX
TOTAL OPERATING EXPENSE BUDGET			5,984.4	XXXX
RECONCILIATION			2,509.9	XXXX
OPERATING BUDGET REQUIREMENTS			3,474.6	XXXX

FY87ABS FY 1987 ANNUAL BUDGET SUBMISSION
 TABLE VIII - FY 1986
 OFFICE OF HOUSING AND URBAN PROGRAMS

GRAND TOTALS

EXPENSE CATEGORY	FUNC. CODE	OBJ. CLASS	DOLLARS	UNITS
U.S. DIRECT HIRE	U100		3,026.6	XXXX
U.S. CITIZENS BASIC PAY	U101*	110	2,301.7	38.2
PT/TEMP U.S. BASIC PAY	U102*	112	99.6	1.0
DIFFERENTIAL PAY	U103*	116	96.1	XXXX
OTHER AID/W FUNDED CODE 11	U104*	119	20.0	XXXX
OTHER MISSION FUNDED CODE 11	U105	119	0.0	XXXX
EDUCATION ALLOWANCES	U106	126	62.0	5.0
RETIREMENT - U.S. DIRECT HIRE	U107*	120	161.1	XXXX
LIVING ALLOWANCES	U108	128	0.0	XXXX
OTHER AID/W FUNDED CODE 12	U109*	129	50.6	XXXX
OTHER MISSION FUNDED CODE 12	U110	129	4.7	XXXX
POST ASSIGNMENT - TRAVEL	U111	212	34.0	9.0
POST ASSIGNMENT - FREIGHT	U112	22	119.0	9.0
HOME LEAVE - TRAVEL	U113	212	36.0	12.0
HOME LEAVE - FREIGHT	U114	22	23.5	12.0
EDUCATION TRAVEL	U115	215	6.0	2.0
R & R TRAVEL	U116	215	12.3	6.0
OTHER CODE 215 TRAVEL	U117	215	0.0	0.0
FOREIGN NATIONAL DIRECT HIRE	U200		75.8	XXXX
BASIC PAY	U201	114	59.5	1.0
OVERTIME, HOLIDAY PAY	U202	115	3.5	1.0
ALL OTHER CODE 11 - F.N.	U203	119	2.8	XXXX
ALL OTHER CODE 12 - F.N.	U204	129	10.0	XXXX
BENEFITS FORMER F.N. PERSONNEL	U205	13	0.0	XXXX
CONTRACT PERSONNEL	U300		245.1	XXXX
PASA TECHNICIANS	U301	258	0.0	0.0
U.S. PSC - SALARY/BENEFITS	U302	113	20.0	1.0
ALL OTHER U.S. PSC COSTS	U303	255	0.0	XXXX
F.N. PSC - SALARY/BENEFITS	U304	113	224.1	2.0
ALL OTHER F.N. PSC COSTS	U305	255	1.0	XXXX
MANPOWER CONTRACTS	U306	259	0.0	XXXX
JOB COSTS PAID BY AID/W	U307*	113	0.0	XXXX
HOUSING	U400		461.5	XXXX
RESIDENTIAL RENT	U401	235	197.4	8.0
RESIDENTIAL UTILITIES	U402	235	41.6	XXXX
MAINTENANCE AND RENOVATION	U403	259	17.5	XXXX
QUARTERS ALLOWANCES	U404	127	170.8	3.0
RESIDENTIAL FURNITURE/EQUIP.	U405	311	19.9	XXXX
TRANS./FREIGHT - CODE 311	U406	22	0.0	XXXX
SECURITY GUARD SERVICES	U407	259	14.7	XXXX
OFFICIAL RESIDENCE ALLOWANCES	U408	254	0.0	0.0
REPRESENTATION ALLOWANCES	U409	252	0.0	XXXX

FY87ABS FY 1987 ANNUAL BUDGET SUBMISSION
 TABLE VIII - FY 1986
 OFFICE OF HOUSING AND URBAN PROGRAMS

GRAND TOTALS

EXPENSE CATEGORY	FUNC. CODE	OBJ. CLASS	DOLLARS	UNITS
OFFICE OPERATIONS	U500		1,442.8	XXXX
OFFICE RENT	U501	234	229.0	XXXX
OFFICE UTILITIES	U502	234	16.6	XXXX
BUILDING MAINT./RENOVATION	U503	259	11.0	XXXX
OFFICE FURNITURE/EQUIPMENT	U504	310	75.5	XXXX
VEHICLES	U505	312	0.0	XXXX
OTHER EQUIPMENT	U506	319	6.5	XXXX
TRANSPORTATION/FREIGHT	U507	22	0.5	XXXX
FURN/EQUIP/VEHICLE REPAIR/MAINT.	U508	259	38.1	XXXX
COMMUNICATIONS	U509	230	202.4	XXXX
SECURITY GUARD SERVICES	U510	254	17.7	XXXX
PRINTING	U511	24	62.5	XXXX
RIG/II OPERATIONAL TRAVEL	U512	210	0.0	0.0
SITE VISITS - MISSION PERSONNEL	U513	210	280.6	0.0
SITE VISITS - AID/W PERSONNEL	U514	210	59.1	0.0
INFORMATION MEETINGS	U515	210	25.7	0.0
TRAINING ATTENDANCE	U516	210	31.7	0.0
CONFERENCE ATTENDANCE	U517	210	28.9	0.0
OTHER OPERATIONAL TRAVEL	U518	210	8.8	0.0
SUPPLIES AND MATERIALS	U519	26	42.2	XXXX
FAAS	U520	257	0.0	XXXX
CONSULTING SVCS. - CONTRACTS	U521	259	0.0	XXXX
MGT./PROF. SVCS. - CONTRACTS	U522	259	0.0	XXXX
SPEC. STUDIES/ANALYSES CONT.	U523	259	0.0	XXXX
ALL OTHER CODE 25	U524	259	41.6	XXXX
AGENCY SUPPORT	U525	259	1,000.0	XXXX
TOTAL ADMINISTRATIVE EXPENSES			5,987.4	XXXX
CONTRACTUAL SERVICES			500.0	XXXX
TOTAL OPERATING EXPENSE BUDGET			6,487.4	XXXX
RECONCILIATION			2,729.1	XXXX
OPERATING BUDGET REQUIREMENTS			3,758.3	XXXX

FY87A8S

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII - FY 1987
OFFICE OF HOUSING AND URBAN PROGRAMS

GRAND TOTALS

EXPENSE CATEGORY	FUNC. CODE	OBJ. CLASS	DOLLARS	UNITS
U.S. DIRECT HIRE	U100		3,186.4	XXXX
U.S. CITIZENS BASIC PAY	U101*	110	2,527.9	39.8
PT/TEMP U.S. BASIC PAY	U102*	112	106.6	1.0
DIFFERENTIAL PAY	U103*	116	108.3	XXXX
OTHER AID/W FUNDED CODE 11	U104*	119	20.0	XXXX
OTHER MISSION FUNDED CODE 11	U105	119	0.0	XXXX
EDUCATION ALLOWANCES	U106	126	66.2	1.0
RETIREMENT - U.S. DIRECT HIRE	U107*	120	177.0	XXXX
LIVING ALLOWANCES	U108	128	0.0	XXXX
OTHER AID/W FUNDED CODE 12	U109*	129	55.6	XXXX
OTHER MISSION FUNDED CODE 12	U110	129	1.7	XXXX
POST ASSIGNMENT - TRAVEL	U111	212	10.2	3.0
POST ASSIGNMENT - FREIGHT	U112	22	40.0	3.0
HOME LEAVE - TRAVEL	U113	212	34.5	10.0
HOME LEAVE - FREIGHT	U114	22	22.2	10.0
EDUCATION TRAVEL	U115	215	6.6	2.0
R & R TRAVEL	U116	215	9.6	4.0
OTHER CODE 215 TRAVEL	U117	215	0.0	0.0
FOREIGN NATIONAL DIRECT HIRE	U200		83.7	XXXX
BASIC PAY	U201	114	65.5	1.0
OVERTIME, HOLIDAY PAY	U202	115	3.9	1.0
ALL OTHER CODE 11 - F.N.	U203	119	3.1	XXXX
ALL OTHER CODE 12 - F.N.	U204	129	11.2	XXXX
BENEFITS FORMER F.N. PERSONNEL	U205	13	0.0	XXXX
CONTRACT PERSONNEL	U300		267.7	XXXX
PASA TECHNICIANS	U301	258	0.0	0.0
U.S. PSC - SALARY/BENEFITS	U302	113	22.0	1.0
ALL OTHER U.S. PSC COSTS	U303	255	0.0	XXXX
F.N. PSC - SALARY/BENEFITS	U304	113	244.6	2.0
ALL OTHER F.N. PSC COSTS	U305	255	1.1	XXXX
MANPOWER CONTRACTS	U306	259	0.0	XXXX
JOB COSTS PAID BY AID/W	U307*	113	0.0	XXXX
HOUSING	U400		534.7	XXXX
RESIDENTIAL RENT	U401	235	217.8	8.0
RESIDENTIAL UTILITIES	U402	235	46.3	XXXX
MAINTENANCE AND RENOVATION	U403	259	19.2	XXXX
QUARTERS ALLOWANCES	U404	127	201.1	7.0
RESIDENTIAL FURNITURE/EQUIP.	U405	311	24.0	XXXX
TRANS./FREIGHT - CODE 311	U406	32	0.0	XXXX
SECURITY GUARD SERVICES	U407	259	25.9	XXXX
OFFICIAL RESIDENCE ALLOWANCES	U408	254	0.0	0.0
REPRESENTATION ALLOWANCES	U409	252	0.0	XXXX

FY87AB8

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII - FY 1987
OFFICE OF HOUSING AND URBAN PROGRAMS

GRAND TOTALS

EXPENSE CATEGORY	FUNC. CODE	OBJ. CLASS	DOLLARS	UNITS
OFFICE OPERATIONS	U500		2,329.2	XXXX
OFFICE RENT	U501	234	254.3	XXXX
OFFICE UTILITIES	U502	234	18.6	XXXX
BUILDING MAINT./RENOVATION	U503	259	0.0	XXXX
OFFICE FURNITURE/EQUIPMENT	U504	319	35.5	XXXX
VEHICLES	U505	312	0.0	XXXX
OTHER EQUIPMENT	U506	319	5.5	XXXX
TRANSPORTATION/FREIGHT	U507	22	0.0	XXXX
FURN/EQUIP/VEHICLE REPAIR/MAINT.	U508	259	39.0	XXXX
COMMUNICATIONS	U509	230	229.7	XXXX
SECURITY GUARD SERVICES	U510	254	19.4	XXXX
PRINTING	U511	24	66.7	XXXX
RIG/II OPERATIONAL TRAVEL	U512	210	0.0	0.0
SITE VISITS - MISSION PERSONNEL	U513	210	309.4	0.0
SITE VISITS - AID/W PERSONNEL	U514	210	62.3	0.0
INFORMATION MEETINGS	U515	210	27.5	0.0
TRAINING ATTENDANCE	U516	210	33.2	0.0
CONFERENCE ATTENDANCE	U517	210	35.7	0.0
OTHER OPERATIONAL TRAVEL	U518	210	9.7	0.0
SUPPLIES AND MATERIALS	U519	26	46.8	XXXX
FAAS	U520	257	0.0	XXXX
CONSULTING SVCS. - CONTRACTS	U521	259	0.0	XXXX
MGT./PROF. SVCS. - CONTRACTS	U522	259	0.0	XXXX
SPEC. STUDIES/ANALYSES CONT.	U523	259	0.0	XXXX
ALL OTHER CODE 25	U524	259	44.9	XXXX
AGENCY SUPPORT	U525	259	1,100.0	XXXX
TOTAL ADMINISTRATIVE EXPENSES			6,401.7	XXXX
CONTRACTUAL SERVICES			500.0	XXXX
TOTAL OPERATING EXPENSE BUDGET			6,901.7	XXXX
RECONCILIATION			2,995.4	XXXX
OPERATING BUDGET REQUIREMENTS			3,906.3	XXXX