

UNCLASSIFIED

**Annual Budget
Submission**

FY-1992

TUNISIA

JULY 1990



**Agency for International Development
Washington, D.C. 20523**

UNCLASSIFIED

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USAID/TUNISIA**

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TABLE IV PROJECT BUDGET DATA

PROJECT NUMBER	INITIAL	DATE	FINAL	AUTH	TOTAL COST PLAN	ORIG THRU FY 1989	ORIG BY 1990	EXTEND BY 1990	ORIG ATTNS	EXTEND ATTNS	FY 1991 REQUEST	FY 1992 REQUEST	YR END	MONTHS	IND.	PA	IND.	NO
* PROJECT NUMBER: 6640312 TITLE: AGRICULTURAL TECHNOLOGY TRANSFER																		
PN G	78	87			2,945	2,945					400				1A			NO
PS G	78	87			2,945	2,945					400				1A			NO
PROJECT TOTAL:																		
* PROJECT NUMBER: 6640313 TITLE: CENTRAL TUNISIA RURAL DEVELOPMENT																		
PN G	79	85			6,161	3,868									1A			NO
PN I	79	85			9,923	9,923									1A			NO
NR I	79	85			2,250	2,250									1A			NO
NS G	79	85			2,279	2,279									1A			NO
PROJECT TOTAL:																		
PROJECT NUMBER: 6640315 TITLE: TECHNOLOGY TRANSFER																		
SD G	81	91			43,522	34,290			5,000	6,000					PA			NO
NS G	81	91			43,522	34,290			5,000	6,000					PA			NO
PROJECT TOTAL:																		
PROJECT NUMBER: 6640328 TITLE: PRIVATE SECTOR DEV AND TECH TRANSFER																		
PN G	82	90			300	300									PA			NO
PS G	82	90			6,800	5,850		950	1,500	1,500					PA			NO
PROJECT TOTAL:																		
PROJECT NUMBER: 6640331 TITLE: FAMILY PLANNING AND POPULATION DEV.																		
PN G	85	89			2,500	2,500			402						PA			NO
NR G	85	89			285	285			99						PA			NO
NS G	85	89			5,532	5,500			1,300						PA			NO
PROJECT TOTAL:																		
PROJECT NUMBER: 6640334 TITLE: COMPUTER TECHNOLOGY																		
NS G	85	85			3,500	3,500				700					PA			NO
PROJECT NUMBER: 6640337 TITLE: RURAL FINANCE MATR																		
NS G	86	86			6,500	6,500			2,500						PA			NO
PROJECT NUMBER: 6640343 TITLE: AI FACILITY IMPLEMENTATION																		
PN G	87	90			261	261			261						PA			NO
NS G	87	90			4,979	4,839		139	1,750						PA			NO
PROJECT TOTAL:																		
PROJECT NUMBER: 6640348 TITLE: PRIVATE ENTERPRISE PROMOTION																		
NS G	81	88			15,300										PA			NO
PROJECT NUMBER: 6640350 TITLE: TECHNOLOGY APPLICATIONS																		
NS G	80	88			8,000				1,305	200					PA			NO
PROJECT NUMBER: 6640353 TITLE: DEVELOPMENT STUDIES																		
NS G	80	88			4,800				400	400					PA			NO

TABLE IV - PROJECT BUDGET DATA

FUNDING SOURCE	INIT DATE	FINAL DATE	AUTH	TOTAL CEST PLAN	ESTIMATED U.S. DOLLAR CEST (\$000)		FY 1991 CEST	FY 1991 EXPEND ITURES	FY END YR END	FY 1992 REQUEST	
					ORIG THRU FY 1989	ORIG THRU FY 1990					
PROJECT NUMBER: 6840354	91	96		25,000	TITLE: AGRIBUSINESS PROMOTION GRANT		1100/NEW PRGJ IND.: NP	25,000		5,000	
ES G							(10,000)	** (6,000)			
PROJECT NUMBER: 6840355	91	96		18,500	TITLE: PRODUCTIVE SKILLS TRAINING		PRGJ/NEW PRGJ IND.: PA	17,500		3,500	
ES G							1,000	800			
PROJECT NUMBER: 6846003	88	90		12,105	TITLE: COMMUNITY IMPROV PROGRAM		1100/NEW PRGJ IND.: CI				
ES G							4,250	4,250			
PROJECT NUMBER: 6846004	88	90		114,842	TITLE: COMMUNITY IMPROV PROGRAM		1100/NEW PRGJ IND.: CI				
ES G							12,446	7,855			
PROJECT TOTAL:				114,842	181,410	93,015	12,446	20,894	20,894	65,059	15,000

APPROPRIATION SUMMARY

FN	322	2,243
PN	402	
HB	103	
SD		
ES		
PROJECT TOTAL:	12,446	20,894
	12,446	20,894
	10,900	12,446
	10,900	13,274
	62,826	15,000
	65,059	15,000

* See Attached sheet: Yr. end mortgage should be 0.
Report Total should be corresponding lower.

** Non-add: DRPP

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AC/SI SUMMARY REPORT

		FY 1990 ESTIMATE	FY 1991 ESTIMATE	FY 1992 REQUEST
PROJECT NUMBER: 664-0315		TITLE: TECHNOLOGY TRANSFER		
EDID HUMAN RESOURCE DEVELOPMENT FOR INDIVIDUALS				
SI CODE: NSF	100 %	5,000	4,200	
SI CODE: TAC	100 %	5,000	4,200	
SI CODE: TUS	100 %	5,000	4,200	
TOTAL AC CODE:	100 %	5,000	4,200	
PROJECT TOTAL	100 %	5,000	4,200	
PROJECT NUMBER: 664-0328		TITLE: PRIVATE SECTOR DEV AND TECH TRANSFER		
PEED BUSINESS DEVELOPMENT PROMOTION				
SI CODE: DRG	50 %	115		
SI CODE: EXP	40 %	171		
SI CODE: NSF	100 %	427		
SI CODE: PSD	100 %	427		
SI CODE: PVZ	50 %	213		
TOTAL AC CODE:	45 %	427		
PEFM FINANCIAL MARKETS				
SI CODE: DRG	25 %	83		
SI CODE: FSC	50 %	166		
SI CODE: NSF	100 %	332		
SI CODE: PSD	100 %	332		
SI CODE: PVZ	25 %	83		
TOTAL AC CODE:	35 %	332		
PETI TRADE AND INVESTMENT PROMOTION				
SI CODE: DRG	50 %	95		
SI CODE: EXP	50 %	57		
SI CODE: FEX	50 %	95		
SI CODE: NSF	100 %	190		
SI CODE: PSD	100 %	190		
TOTAL AC CODE:	20 %	190		
PROJECT TOTAL	100 %	950		
PROJECT NUMBER: 664-0343		TITLE: AG POLICY IMPLEMENTATION		
AGAB AGRIBUSINESS				
SI CODE: DOM	50 %	34		

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AC/SI SUMMARY REPORT

		FY 1990 ESTIMATE	FY 1991 ESTIMATE	FY 1992 REQUEST
SI CODE: EXP	50 %	34		
SI CODE: NSP	100 %	69		
SI CODE: PSD	100 %	69		
TOTAL AC CODE:	50 %	69		
AGMP AGRICULTURAL MANAGEMENT, PLANNING AND POLICY				
SI CODE: DRG	80 %	55		
SI CODE: FEX	50 %	34		
SI CODE: NSP	100 %	69		
SI CODE: FVZ	50 %	34		
SI CODE: REC	100 %	69		
SI CODE: SPR	100 %	69		
TOTAL AC CODE:	50 %	69		
PROJECT TOTAL	100 %	136		
PROJECT NUMBER: 664-0346 TITLE: PRIVATE ENTERPRISE PROMOTION				
PEED BUSINESS DEVELOPMENT PROMOTION				
SI CODE: DRG	20 %		256	320
SI CODE: EXP	50 %		640	800
SI CODE: NSP	100 %		1,280	1,600
SI CODE: PSD	100 %		1,280	1,600
SI CODE: FVZ	50 %		640	800
SI CODE: TTY	20 %		256	320
SI CODE: TTE	20 %		256	320
TOTAL AC CODE:	40 %		1,280	1,600
PEFM FINANCIAL MARKETS				
SI CODE: DRG	30 %		240	300
SI CODE: FEX	10 %		80	100
SI CODE: FSC	10 %		80	100
SI CODE: NSP	100 %		800	1,000
SI CODE: PSD	100 %		800	1,000
SI CODE: SPR	30 %		240	300
SI CODE: TTE	30 %		240	300
TOTAL AC CODE:	25 %		800	1,000
PETI TRADE AND INVESTMENT PROMOTION				
SI CODE: DRG	20 %		224	280
SI CODE: EXP	70 %		784	979
SI CODE: INS	40 %		448	560
SI CODE: NSP	100 %		1,120	1,400

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AC/SI SUMMARY REPORT

		FY 1990 ESTIMATE	FY 1991 ESTIMATE	FY 1992 REQUEST
SI CODE: PRT	60 %		672	840
SI CODE: PSD	100 %		1,120	1,400
SI CODE: TTE	20 %		224	280
TOTAL AC CODE:	35 %		1,120	1,400
PROJECT TOTAL	100 %		3,200	4,000
PROJECT NUMBER: 664-0350	TITLE: TECHNOLOGY APPLICATIONS			
AGAB AGRIBUSINESS				
SI CODE: EXP	100 %	130	150	150
SI CODE: NSP	100 %	130	150	150
SI CODE: REV	50 %	65	75	75
TOTAL AC CODE:	10 %	130	150	150
AGTD AGRICULTURAL TECHNOLOGY DEVELOPMENT AND DIFFUSION				
SI CODE: EXP	100 %	65	75	75
SI CODE: PSD	100 %	65	75	75
TOTAL AC CODE:	5 %	65	75	75
INCO COMMUNICATIONS				
SI CODE: NSP	100 %	261	300	300
SI CODE: PSD	50 %	130	150	150
SI CODE: REV	100 %	261	300	300
TOTAL AC CODE:	20 %	261	300	300
INPC POWER (EXCLUDING RURAL ELECTRIFICATION)				
SI CODE: EEF	100 %	65	75	75
SI CODE: REV	100 %	65	75	75
TOTAL AC CODE:	5 %	65	75	75
MNFG MANUFACTURING (NOT AGRICULTURALLY RELATED)				
TOTAL AC CODE:	25 %	327	375	375
PEBD BUSINESS DEVELOPMENT PROMOTION				
SI CODE: EXP	100 %	65	75	75
SI CODE: NSP	100 %	65	75	75
SI CODE: PSD	100 %	65	75	75
TOTAL AC CODE:	5 %	65	75	75
PETI TRADE AND INVESTMENT PROMOTION				

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AC/SI SUMMARY REPORT

		FY 1990 ESTIMATE	FY 1991 ESTIMATE	FY 1992 REQUEST
SI CODE: EXP	100 %	130	150	150
SI CODE: NSP	100 %	130	150	150
SI CODE: FSD	100 %	130	150	150
TOTAL AC CODE:	10 %	130	150	150
PNPD FAMILY PLANNING PROGRAM DEVELOPMENT				
SI CODE: NSP	100 %	261	300	300
SI CODE: FSD	100 %	261	300	300
TOTAL AC CODE:	20 %	261	300	300
PROJECT TOTAL	100 %	1,308	1,500	1,500
PROJECT NUMBER: 664-0883 TITLE: DEVELOPMENT STUDIES				
PDAS PROJECT DEVELOPMENT AND SUPPORT				
SI CODE: NSP	100 %	200	250	250
TOTAL AC CODE:	25 %	200	250	250
PEBD BUSINESS DEVELOPMENT PROMOTION				
TOTAL AC CODE:	0 %			
PETI TRADE AND INVESTMENT PROMOTION				
TOTAL AC CODE:	0 %			
FRNS POLICY REFORM, NONSECTORAL N.E.C				
SI CODE: NSP	100 %	600	750	750
SI CODE: REC	50 %	300	375	375
SI CODE: RSS	50 %	300	375	375
TOTAL AC CODE:	75 %	600	750	750
PROJECT TOTAL	100 %	800	1,000	1,000
PROJECT NUMBER: 664-0884 TITLE: AGRIBUSINESS PROMOTION GRANT				
AGAB AGRIBUSINESS				
SI CODE: ERG	30 %			1,500
SI CODE: EXP	100 %			5,000
SI CODE: FEX	50 %			2,500
SI CODE: NSP	100 %			5,000
SI CODE: FSD	100 %			5,000
SI CODE: FVZ	30 %			1,500

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AC/SI SUMMARY REPORT

		FY 1990 ESTIMATE	FY 1991 ESTIMATE	FY 1992 REQUEST
SI CODE: SFR	100 %			5,000
TOTAL AC CODE:	100 %			5,000
PROJECT TOTAL	100 %			5,000
PROJECT NUMBER: 864-0355		TITLE: PRODUCTIVE SKILLS TRAINING		
EDID HUMAN RESOURCE DEVELOPMENT FOR INDIVIDUALS				
SI CODE: NSP	100 %		1,000	3,500
SI CODE: TAC	40 %		400	1,400
SI CODE: TEC	30 %		300	1,050
SI CODE: TTE	60 %		600	2,100
SI CODE: TTH	20 %		200	700
SI CODE: TUS	50 %		500	1,750
TOTAL AC CODE:	100 %		1,000	3,500
PROJECT TOTAL	100 %		1,000	3,500
PROJECT NUMBER: 864-K503		TITLE: COMMODITY IMPORT PROGRAM		
PRNS POLICY REFORM, NONSECTORAL N.E.C				
SI CODE: SIP	100 %	4,250		
SI CODE: NSP	100 %	4,250		
TOTAL AC CODE:	100 %	4,250		
PROJECT TOTAL	100 %	4,250		
REPORT TOTAL		12,446	10,900	15,000

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 FY 1992 ANNUAL BUDGET SUBMISSION

TABLE V - PROPOSED PROGRAM RANKING

RANK	PROJECT	TITLE	PROGRAM FUNDING (\$000)	
			APPROF	INCR
MCC LEVEL				
	664-0350	TECHNOLOGY APPLICATIONS	ES	1.500
	664-0353	DEVELOPMENT STUDIES	ES	1.000
	664-0355	PRODUCTIVE SKILLS TRAINING	ES	3.500
	664-0354	AGRIEBUSINESS PROMOTION GRANT	ES	4.000
	664-0346	PRIVATE ENTERPRISE PROMOTION	ES	2.500
		TOTAL MCC REQUEST		12.500
INCREMENT LEVEL				
1	664-0354	AGRIEBUSINESS PROMOTION GRANT	ES	1.000
2	664-0346	PRIVATE ENTERPRISE PROMOTION	ES	1.500
		TOTAL INCREMENT REQUEST		2.500
		TOTAL REQUEST		15.000

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FY 1992 ANNUAL BUDGET SUBMISSION

TABLE VI: EXPENDITURE OF LOCAL CURRENCY GENERATIONS
(all in U.S. Dollar equivalents, and in \$millions)

SOURCE/PURPOSES	FY 89 ACTUAL	FY 90 EST.	FY 91 PLANNED	FY 92 PROP

III. PL 480				
A. PUBLIC DEVELOPMENT ACTIVITIES	27	22	25	13
B. PRIVATE SECTOR	2	4	4	4
C. PUBLIC SECTOR RECURRING BUDGET				
D. TF FOR PL 480 MONITORING AND IMPLEMENT.				

SUBTOTAL OF PL LC EXPENDITURES	29	26	29	17
UNEXPENDED PL BALANCE AT END OF EACH YEAR, I.E. THE PIPELINE	22	35	19	15

GRAND TOTAL OF ALL LC EXPENDITURES	33	27	34	21
GRAND TOTAL OF ALL UNEXPENDED LC BALANCES, I.E. THE PIPELINE	30	46	25	18

TUNISIA (276640)
FY 1992 ANNUAL BUDGET SUBMISSION

TABLE VI: EXPENDITURE OF LOCAL CURRENCY GENERATIONS
(all in U.S. Dollar equivalents, and in millions)

SOURCE/PURPOSES	FY 89 ACTUAL	FY 90 EST.	FY 91 PLANNED	FY 92 PROP
<hr/>				
I. ECONOMIC SUPPORT FUND				
A. PUBLIC DEVELOPMENT ACTIVITIES	4			
B. PRIVATE SECTOR PROGRAMS		1	5	4
C. PUBLIC SECTOR RECURRING BUDGET				
D. A.I.D. OPERATING EXPENSES (TRUST FUND)				
E. LOCAL CURRENCY MONITORING (TRUST FUND)				
<hr/>				
SUBTOTAL OF ESF LC EXPENDITURES	4	1	5	4
UNEXPENDED ESF BALANCE AT END OF EACH YEAR, I.E. THE PIPELINE	3	11	6	3
<hr/>				
II. DA AND DEVELOPMENT FUND FOR AFRICA				
A. PUBLIC DEVELOPMENT ACTIVITIES				
B. PRIVATE SECTOR PROGRAMS				
C. PUBLIC SECTOR RECURRING BUDGET				
D. A.I.D. OPERATING EXPENSES (TRUST FUND)				
E. LOCAL CURRENCY MONITORING (TRUST FUND)				
<hr/>				
SUBTOTAL OF DA LC EXPENDITURES				
UNEXPENDED DA BALANCE AT END OF EACH YEAR, I.E. THE PIPELINE				
<hr/>				

LOCAL CURRENCY USE PLAN 1992**PL-480-I**

Local currency resources play an integral part in implementing our assistance strategy which emphasizes enterprise, exports and employment. PL-480 Title I resources are the major continuing source of local currency generations. We are also programming generations under past CIPs. These local currencies will be used to advance our private sector and marketable skills development objectives. Title I resources will continue to support the Economic Adjustment Program. This program will be entering its second five year phase in 1992 and transform Tunisia into a market-led, export-oriented economy.

The largest portion of the PL-480-I proceeds will support the GOT's efforts to reduce the pressure on the Structural Adjustment Program which results from unemployment. The traditional vehicle for this effort has been the Tunisian Government's labor intensive public works program to which the Mission has contributed over \$95 million in PL-480-I local currency since 1987. In 1992 the Mission will continue with a new PL-480 local currency use strategy to be launched in FY 1991 and which will be based on the Marketable Skills interventions outlined in the Mission's five year Assistance Management Plan (AMP) submitted in April 1990. This intervention, based on our employment strategy submitted at the same time, will provide \$10.5 million in PL-480-I local currency support to two employment centered activities. The level of support to the labor intensive public works will be reduced somewhat as emergency need for this safety net type of activity hopefully recedes.

In addition to the labor intensive public works, the Mission will support a Skills Program. This program is a new experimental, market-directed training project with IBRD involvement. USAID provided initial bridge financing in 1989/90. USAID and the IBRD have tentatively agreed on broad approaches to ensure complementarity in project criteria and financing levels. This program is a market-driven training program whose needs and participants are identified at the local level in close collaboration with private entrepreneurs.

Training is provided for existing job vacancies followed by immediate placement. The cost per employee placed, on the basis of preliminary experience, is about 1000 TD. The program is essentially a la carte, intended to be highly flexible, and responsive to immediate skill shortages in the private sector. Pilot project efforts that show promise are expected to be replicated. The project is strongly supported by the GOT. We anticipate allocating perhaps \$1-1.5m per year of Title I PL 480 proceeds to this effort.

In addition to the above, \$3.0 million in local currency will be programmed for section 108 private sector activities. Currencies generated under PL 480 Title I are deposited in a GOT account and regular monitoring occurs on the status of the account.

Economic Support Fund: Commodity Import Programs 664-K-602,
664-K603/A/B.

In FY 1992, the Mission expects to disburse \$4.0 million of local currency generated under the above CIPs. These local currencies will be used to support activities targeted under the new Assistance Management Plan. Major emphasis will be directed toward supporting the Marketable Skills interventions and the Private Enterprise Promotion Project. In support of a new initiative by the GOT, local currencies will be used to contribute to a PVO matching fund started in FY 1990.

The Marketable Skills support will include assistance to an apprenticeship program, aimed at young, higher education graduates seeking their first employment. The program's objective is to help these graduates obtain permanent, professional employment by providing one full year of on-the-job training with a company that is a potential employer. The program provides a monthly stipend to its participants ranging from 100 to 250 TD. The program is relatively new and has shown good initial success in placing its participants in permanent positions. The cost per graduate placed has been estimated at 3000-3500 TD, including administration. Since the program currently involves approximately 20% of qualified graduates, there is scope for expansion and USAID will assist.

Under the Private Sector efforts, we anticipate some CIP proceeds will to be used to capitalize a venture capital fund.

Proceeds are deposited in a special account and programmed by a committee chaired by the Ministry of Planning and Regional Development. Concurrence for all uses is required. Regular reporting on the Special Account is required and received.

PROG:0526P-5/22/90

TABLE VII: LIST OF PLANNED REVISIONS
 FY 1992 ANNUAL BUDGET SUBMISSION
 USAID/TUNISIA

PROJECT LIST (Project No. and Title)	LAST B/AL COMPLETED (Mo./Yr.)	FY 1991		FY 1992 TO AID/W	REASONS/ISSUES	FUNDING SOURCE	US AID PERSON DAYS	COLLATERAL ASSISTANCE
		START (Qtr.)	TO AID/W					
Technology Transfer 664-0315	10/87	1 (9/90)	1		PACD: 9/92 To evaluate project progress in accordance with recently agreed upon directions and assess COT/MUST project im- plementation and performance; provide guidance for future training activities.	Project Funds	80	12 Four U.S. consultants for 4 weeks each.
Private Sector Dev. and Technology Transfer 664-0328	6/86	1 (9/90)	1		PACD: 9/91 In-house project review which draws on current strategy documents and assessments	Project Funds	5	15 Local consultant

Mission Evaluation Officer: Nancy Hooff (S1)
 Program Officer

PROJECT LIST (Project No. and Title)	LAST EVAL COMPLETED (Mo./Yr.)	FY 1991		FY 1992		REASONS/ISSUES	FUNDING SOURCE	RNDG (\$000)	(SAID PERSON DAYS)	COLLATERAL ASSISTANCE
		START (Qtr.)	TO AID/W	START (Qtr.)	TO AID/W					
Rural Potable Water Institutions 664-0337	9/89	4 (8/91)		1		<p>PACD: 9/91 Final evaluation will assess project impact in Central Tunisia and concomitant development of national strategy in provision of potable water to dispersed populations.</p>	Project Funds	80	14	Buy-in to WASH for 4 consultants for 4 weeks each.
Housing Guaranty 664-HG-004B	5/89	2 (3/91)		3		<p>PACD: N/A This will be the final evaluation following completion of project activities under HG-004B.</p>	PRE/H	12	5	1 U.S. consultant for 3 weeks.

1977P-SOLIA
PROG: 5/10/90

TUNISIA (270040)

FY 1992 ANNUAL BUDGET SUBMISSION

TABLE VIII: SUMMARY DATA ON OVERSEAS OPERATING EXPENSES

		FY 1989 ACTUAL (\$000)					FY 1990 ESTIMATE (\$000)				
		DOLLARS	TRUST		\$ OBLIG FOR LC	UNITS	DOLLARS	TRUST		\$ OBLIG FOR LC	UNITS
			FUNDS	TOTAL				FUNDS	TOTAL		
OFFICE OPERATIONS	US00	525.3	0.0	525.3	0.0		563.3	0.0	563.3	0.0	
OFFICE RENT	500	62.3	0.0	62.3	0.0		117.1	0.0	117.1	0.0	
OFFICE UTILITIES	502	22.7	0.0	22.7	0.0		25.9	0.0	25.9	0.0	
BUILDING MAINT/RENOVATION	503	27.0	0.0	27.0	0.0		9.1	0.0	9.1	0.0	
FURN/EQUIP/VEH REPAIR/MAINT	508	7.1	0.0	7.1	0.0		10.0	0.0	10.0	0.0	
COMMUNICATIONS	509	52.2	0.0	52.2	0.0		51.2	0.0	51.2	0.0	
* SECURITY GUARD SERVICES	510	62.0	0.0	62.0	0.0	8.4	41.8	0.0	41.8	0.0	11.4
PRINTING	511	0.0	0.0	0.0	0.0		0.2	0.0	0.2	0.0	
* SITE VISITS - MISSION	512	9.8	0.0	9.8	0.0	25.0	9.8	0.0	9.8	0.0	27.1
* SITE VISITS - HQ/*	514	16.0	0.0	16.0	0.0	6.0	19.8	0.0	19.8	0.0	7.0
* INFORMATION MEETINGS	515	7.1	0.0	7.1	0.0	2.0	6.8	0.0	6.8	0.0	2.0
* TRAINING ATTENDANCE	516	2.2	0.0	2.2	0.0	1.0	5.4	0.0	5.4	0.0	3.0
* CONFERENCE ATTENDANCE	517	6.4	0.0	6.4	0.0	3.0	13.3	0.0	13.3	0.0	4.0
* OTHER OPERATIONAL TRAVEL	518	1.6	0.0	1.6	0.0	5.0	4.2	0.0	4.2	0.0	1.0
SUPPLIES AND MATERIALS	519	21.9	0.0	21.9	0.0		41.1	0.0	41.1	0.0	
FAAS	520	188.6	0.0	188.6	0.0		171.9	0.0	171.9	0.0	
* CONTRACT CONSULTING SERVICES	521	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
* CONTRACT MGMT./PROF. SERVICES	522	0.0	0.0	0.0	0.0	0.0	28.0	0.0	28.0	0.0	2.0
* SPECIAL STUDIES/ANALYSES	523	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ADP HARDWARE LEASES/MAINT.	525	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
ADP SOFTWARE LEASES/MAINT.	526	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
TRANS/FREIGHT - ALL US00	598	9.0	0.0	9.0	0.0		0.0	0.0	0.0	0.0	
ALL OTHER CODE 25	599	9.1	0.0	9.1	0.0		6.9	0.0	6.9	0.0	
NAF PROCUREMENT	U600	215.6	0.0	215.6	0.0		34.0	0.0	34.0	0.0	
* VEHICLES	601	36.7	0.0	36.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
RESIDENTIAL FURNITURE	602	69.5	0.0	69.5	0.0		16.3	0.0	16.3	0.0	
RESIDENTIAL EQUIPMENT	603	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
OFFICE FURNITURE	604	31.2	0.0	31.2	0.0		2.9	0.0	2.9	0.0	
OFFICE EQUIPMENT	605	0.0	0.0	0.0	0.0		3.0	0.0	3.0	0.0	
OTHER EQUIPMENT	606	63.7	0.0	63.7	0.0		0.0	0.0	0.0	0.0	
ADP HARDWARE PURCHASES	607	0.0	0.0	0.0	0.0		6.0	0.0	6.0	0.0	
ADP SOFTWARE PURCHASES	608	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
TRANS/FREIGHT - ALL U600	698	14.5	0.0	14.5	0.0		5.8	0.0	5.8	0.0	
TOTAL OPERATING EXPENSE BUDGET:		1,635.7	0.0	1,635.7	0.0		1,693.1	0.0	1,693.1	0.0	
RECONCILIATION (FAAS):		(188.6)	0.0	(188.6)			(171.9)	0.0	(171.9)		
MISSION OPERATING REQUIREMENTS:		1,447.1	0.0	1,447.1	0.0		1,521.2	0.0	1,521.2	0.0	
EXCHANGE RATE USED IN CALCULATIONS:		0.902					0.909				
ESTIMATED INFLATION RATE (PERCENT):		5.0					8.0				

* UNIT DATA MUST BE PROVIDED

TUNISIA (270040)

FY 1992 ANNUAL BUDGET SUBMISSION

TABLE VIII: SUMMARY DATA ON OVERSEAS OPERATING EXPENSES

		FY 1992 PLANNED (0000)				
		DOLLARS	TRUST FUNDS	TOTAL	\$ OBLIG FOR LC	UNITS
U.S. DIRECT HIRE	U100	184.2	0.0	184.2	0.0	
OTHER MISSION FUNDED CODE 11	105	0.0	0.0	0.0	0.0	
EDUCATION ALLOWANCES	106	79.6	0.0	79.6	0.0	9.0
COST OF LIVING ALLOWANCES	108	0.0	0.0	0.0	0.0	
OTHER MISSION FUNDED CODE 12	110	0.0	0.0	0.0	0.0	
POST ASSIGNMENT TRAVEL	111	1.9	0.0	1.9	0.0	1.0
POST ASSIGNMENT FREIGHT	112	17.0	0.0	17.0	0.0	17.0
HOME LEAVE TRAVEL	113	24.0	0.0	24.0	0.0	0.0
HOME LEAVE FREIGHT	114	15.0	0.0	15.0	0.0	0.0
EDUCATION TRAVEL	115	2.0	0.0	2.0	0.0	1.0
F & F TRAVEL	116	42.4	0.0	42.4	0.0	7.0
OTHER CODE 015 TRAVEL	117	2.3	0.0	2.3	0.0	1.0
FOREIGN NATIONAL DIRECT HIRE	U200	227.8	0.0	227.8	0.0	
F.N. BASIC PAY	201	167.7	0.0	167.7	0.0	14.0
OVERTIME/HOLIDAY PAY	202	6.5	0.0	6.5	0.0	14.0
ALL OTHER CODE 11 - F.N.	203	35.9	0.0	35.9	0.0	
ALL OTHER CODE 12 - F.N.	204	17.7	0.0	17.7	0.0	
BENEFITS - FORMER F.N. PERB.	205	0.0	0.0	0.0	0.0	
CONTRACT PERSONNEL	U300	426.5	0.0	426.5	0.0	
F.N.S.M. TECHNICIANS	301	0.0	0.0	0.0	0.0	0.0
U.S. FSC SALARIES/BENEFITS	302	21.0	0.0	21.0	0.0	1.0
ALL OTHER U.S. FSC COSTS	303	0.0	0.0	0.0	0.0	
F.N. FSC SALARIES/BENEFITS	304	388.9	0.0	388.9	0.0	30.0
ALL OTHER F.N. FSC COSTS	305	4.6	0.0	4.6	0.0	
MANPOWER CONTRACTS	306	12.0	0.0	12.0	0.0	1.0
HOUSING	U400	384.9	0.0	384.9	0.0	
RESIDENTIAL RENT	401	172.5	0.0	172.5	0.0	13.0
RESIDENTIAL UTILITIES	402	88.8	0.0	88.8	0.0	
MAINTENANCE & RENOVATION	403	7.0	0.0	7.0	0.0	
QUARTERS ALLOWANCES	404	0.0	0.0	0.0	0.0	0.0
SECURITY GUARD SERVICES	407	112.3	0.0	112.3	0.0	28.5
OFFICIAL RESIDENCE ALLOWANCE	408	3.0	0.0	3.0	0.0	
REPRESENTATION ALLOWANCE	409	1.0	0.0	1.0	0.0	

TUNISIA (276640)

FY 1992 ANNUAL BUDGET SUBMISSION

TABLE VIII: SUMMARY DATA ON OVERSEAS OPERATING EXPENSES

	FY 1991 PLANNED (\$000)					
	DOLLARS	TRUST FUNDS	TOTAL	% OBLIG FOR LC	UNITS	
OFFICE OPERATIONS	US\$	509.0	0.0	509.0	0.0	
OFFICE RENT	501	145.0	0.0	145.0	0.0	
OFFICE UTILITIES	502	23.0	0.0	23.0	0.0	
BUILDING MAINT/RENOVATION	503	0.0	0.0	0.0	0.0	
FURN/EQUIP/VEH REPAIR/MAINT	505	0.0	0.0	0.0	0.0	
COMMUNICATIONS	508	48.7	0.0	48.7	0.0	
1 SECURITY GUARD SERVICES	510	45.1	0.0	45.1	0.0	11.4
PRINTING	511	0.4	0.0	0.4	0.0	
1 SITE VISITS - MISSION	513	7.9	0.0	7.9	0.0	60.0
1 SITE VISITS - AID/A	514	0.0	0.0	0.0	0.0	0.0
1 INFORMATION MEETINGS	515	0.0	0.0	0.0	0.0	0.0
1 TRAINING ATTENDANCE	516	0.0	0.0	0.0	0.0	0.0
1 CONFERENCE ATTENDANCE	517	0.0	0.0	0.0	0.0	0.0
1 OTHER OPERATIONAL TRAVEL	518	0.0	0.0	0.0	0.0	0.0
SUPPLIES AND MATERIALS	519	16.1	0.0	16.1	0.0	
FAAS	520	211.2	0.0	211.2	0.0	
1 CONTRACT CONSULTING SERVICES	521	0.0	0.0	0.0	0.0	0.0
1 CONTRACT MGMT./PROF. SERVICES	522	0.0	0.0	0.0	0.0	0.0
1 SPECIAL STUDIES/ANALYSES	523	0.0	0.0	0.0	0.0	0.0
ADF HARDWARE LEASES/MAINT.	525	5.0	0.0	5.0	0.0	
ADF SOFTWARE LEASES/MAINT.	526	0.0	0.0	0.0	0.0	
TRANS/FREIGHT - ALL US\$	592	0.0	0.0	0.0	0.0	
ALL OTHER CODE 25	599	0.0	0.0	0.0	0.0	
NAF PROCUREMENT	US\$	0.0	0.0	0.0	0.0	
1 VEHICLES	601	0.0	0.0	0.0	0.0	0.0
RESIDENTIAL FURNITURE	602	0.0	0.0	0.0	0.0	
RESIDENTIAL EQUIPMENT	603	0.0	0.0	0.0	0.0	
OFFICE FURNITURE	604	0.0	0.0	0.0	0.0	
OFFICE EQUIPMENT	605	0.0	0.0	0.0	0.0	
OTHER EQUIPMENT	606	0.0	0.0	0.0	0.0	
ADF HARDWARE PURCHASES	607	0.0	0.0	0.0	0.0	
ADF SOFTWARE PURCHASES	608	0.0	0.0	0.0	0.0	
TRANS/FREIGHT - ALL US\$	698	0.0	0.0	0.0	0.0	
TOTAL OPERATING EXPENSE BUDGET:		1,732.4	0.0	1,732.4	0.0	
RECONCILIATION (FAAS):		211.2	0.0	211.2		
MISSION OPERATING REQUIREMENTS:		1,521.2	0.0	1,521.2	0.0	
EXCHANGE RATE USED IN CALCULATIONS:		0.909				
ESTIMATED INFLATION RATE (PERCENT):		8.0				

1 UNIT DATA MUST BE PROVIDED

TUNISIA (276640)

FY 1992 ANNUAL BUDGET SUBMISSION

TABLE VIII: SUMMARY DATA ON OVERSEAS OPERATING EXPENSES

		FY 1992 MINIMUM CARRYING COST (\$000)					FY 1992 INCREASES AT REQUEST LEVEL (\$000)				
		DOLLARS	TRUST FUNDS	TOTAL	\$ OBLIG FOR LC	UNITS	DOLLARS	TRUST FUNDS	TOTAL	\$ OBLIG FOR LC	UNITS
U.S. DIRECT HIRE	U100	170.0	0.0	170.0	0.0		170.0	0.0	170.0	0.0	
OTHER MISSION FUNDED CODE 11	105	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
1 EDUCATION ALLOWANCES	106	79.8	0.0	79.8	0.0	9.0	79.8	0.0	79.8	0.0	9.0
COST OF LIVING ALLOWANCES	108	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
OTHER MISSION FUNDED CODE 12	110	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
1 POST ASSIGNMENT TRAVEL	111	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1 POST ASSIGNMENT FREIGHT	112	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1 HOME LEAVE TRAVEL	113	20.0	0.0	20.0	0.0	7.0	20.0	0.0	20.0	0.0	7.0
1 HOME LEAVE FREIGHT	114	13.0	0.0	13.0	0.0	7.0	13.0	0.0	13.0	0.0	7.0
1 EDUCATION TRAVEL	115	2.2	0.0	2.2	0.0	1.0	2.2	0.0	2.2	0.0	1.0
1 R & R TRAVEL	116	45.0	0.0	45.0	0.0	6.0	45.0	0.0	45.0	0.0	6.0
1 OTHER CODE 115 TRAVEL	117	4.0	0.0	4.0	0.0	2.0	4.0	0.0	4.0	0.0	2.0
FOREIGN NATIONAL DIRECT HIRE	U200	225.4	0.0	225.4	0.0		225.4	0.0	225.4	0.0	
1 F.N. BASIC PAY	201	167.4	0.0	167.4	0.0	13.0	167.4	0.0	167.4	0.0	13.0
1 OVERTIME/HOLIDAY PAY	202	6.6	0.0	6.6	0.0	13.0	6.6	0.0	6.6	0.0	13.0
ALL OTHER CODE 11 - F.N.	203	33.0	0.0	33.0	0.0		33.0	0.0	33.0	0.0	
ALL OTHER CODE 12 - F.N.	204	18.4	0.0	18.4	0.0		18.4	0.0	18.4	0.0	
BENEFITS - FORMER F.N. PERS.	205	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
CONTRACT PERSONNEL	U300	465.8	0.0	465.8	0.0		465.8	0.0	465.8	0.0	
1 F.A.S.A TECHNICIANS	301	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1 U.S. PSC SALARIES/BENEFITS	302	21.8	0.0	21.8	0.0	1.0	21.8	0.0	21.8	0.0	1.0
ALL OTHER U.S. PSC COSTS	303	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
1 F.N. PSC SALARIES/BENEFITS	304	420.7	0.0	420.7	0.0	32.0	420.7	0.0	420.7	0.0	32.0
ALL OTHER F.N. PSC COSTS	305	4.4	0.0	4.4	0.0		4.4	0.0	4.4	0.0	
1 HANDBOOK CONTRACTS	306	13.3	0.0	13.3	0.0	1.0	13.3	0.0	13.3	0.0	1.0
HOUSING	U400	399.0	0.0	399.0	0.0		399.0	0.0	399.0	0.0	
1 RESIDENTIAL RENT	401	173.3	0.0	173.3	0.0	12.0	173.3	0.0	173.3	0.0	12.0
RESIDENTIAL UTILITIES	402	93.2	0.0	93.2	0.0		93.2	0.0	93.2	0.0	
MAINTENANCE & RENOVATION	403	7.0	0.0	7.0	0.0		7.0	0.0	7.0	0.0	
1 QUARTERS ALLOWANCES	404	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1 SECURITY GUARD SERVICES	407	121.2	0.0	121.2	0.0	0.0	121.2	0.0	121.2	0.0	26.5
OFFICIAL RESIDENCE ALLOWANCE	408	3.0	0.0	3.0	0.0		3.0	0.0	3.0	0.0	
REPRESENTATION ALLOWANCE	409	1.3	0.0	1.3	0.0		1.3	0.0	1.3	0.0	

TUNISIA (276640)

FY 1992 ANNUAL BUDGET SUBMISSION

TABLE VIII: SUMMARY DATA ON OVERSEAS OPERATING EXPENSES

		FY 1992 MINIMUM CARRYING COST (\$000)					FY 1992 INCREASES AT REQUEST LEVEL (\$000)				
		DOLLARS	TRUST FUNDS	TOTAL	\$ OBLIG FOR LC	UNITS	DOLLARS	TRUST FUNDS	TOTAL	\$ OBLIG FOR LC	UNITS
OFFICE OPERATIONS	U500	672.4	0.0	672.4	0.0		674.4	0.0	674.4	0.0	
OFFICE RENT	501	145.0	0.0	145.0	0.0		145.0	0.0	145.0	0.0	
OFFICE UTILITIES	502	24.8	0.0	24.8	0.0		24.8	0.0	24.8	0.0	
BUILDING MAINT/RENOVATION	503	10.0	0.0	10.0	0.0		10.0	0.0	10.0	0.0	
FURN/EQUIP/VEH REPAIR/MAINT	508	13.8	0.0	13.8	0.0		13.8	0.0	13.8	0.0	
COMMUNICATIONS	509	68.7	0.0	68.7	0.0		68.7	0.0	68.7	0.0	
SECURITY GUARD SERVICES	510	48.7	0.0	48.7	0.0	11.4	48.7	0.0	48.7	0.0	11.4
PRINTING	511	0.4	0.0	0.4	0.0		0.4	0.0	0.4	0.0	
SITE VISITS - MISSION	512	15.0	0.0	15.0	0.0	7.0	15.0	0.0	15.0	0.0	7.0
SITE VISITS - AID/W	514	18.8	0.0	18.8	0.0	8.0	18.8	0.0	18.8	0.0	8.0
INFORMATION MEETINGS	515	14.2	0.0	14.2	0.0	8.0	14.2	0.0	14.2	0.0	8.0
TRAINING ATTENDANCE	516	17.0	0.0	17.0	0.0	8.0	17.0	0.0	17.0	0.0	8.0
CONFERENCE ATTENDANCE	517	18.5	0.0	18.5	0.0	7.0	18.5	0.0	18.5	0.0	7.0
OTHER OPERATIONAL TRAVEL	518	10.4	0.0	10.4	0.0	5.0	10.4	0.0	10.4	0.0	5.0
SUPPLIES AND MATERIALS	519	15.0	0.0	15.0	0.0		17.0	0.0	17.0	0.0	
FAAS	520	236.6	0.0	236.6	0.0		236.6	0.0	236.6	0.0	
CONTRACT CONSULTING SERVICES	521	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CONTRACT MGMT./PROF. SERVICES	522	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SPECIAL STUDIES/ANALYSES	523	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ADP HARDWARE LEASES/MAINT.	525	6.0	0.0	6.0	0.0		6.0	0.0	6.0	0.0	
ADP SOFTWARE LEASES/MAINT.	526	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
TRANS/FREIGHT - ALL US00	598	3.5	0.0	3.5	0.0		3.5	0.0	3.5	0.0	
ALL OTHER CODE 25	599	6.0	0.0	6.0	0.0		6.0	0.0	6.0	0.0	
WIP PROCUREMENT	U600	54.0	0.0	54.0	0.0		77.0	0.0	77.0	0.0	
VEHICLES	601	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
RESIDENTIAL FURNITURE	602	0.0	0.0	0.0	0.0		16.0	0.0	16.0	0.0	
RESIDENTIAL EQUIPMENT	603	9.0	0.0	9.0	0.0		11.7	0.0	11.7	0.0	
OFFICE FURNITURE	604	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
OFFICE EQUIPMENT	605	5.2	0.0	5.2	0.0		5.2	0.0	5.2	0.0	
OTHER EQUIPMENT	606	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	
ADP HARDWARE PURCHASES	607	24.8	0.0	24.8	0.0		27.4	0.0	27.4	0.0	
ADP SOFTWARE PURCHASES	608	8.7	0.0	8.7	0.0		8.7	0.0	8.7	0.0	
TRANS/FREIGHT - ALL U600	698	6.3	0.0	6.3	0.0		8.0	0.0	8.0	0.0	
TOTAL OPERATING EXPENSE BUDGET:		1,966.6	0.0	1,966.6	0.0		2,011.6	0.0	2,011.6	0.0	
RECONCILIATION (FAAS):		(236.6)	(0.0)	(236.6)			(236.6)	(0.0)	(236.6)		
MISSION OPERATING REQUIREMENTS:		1,750.0	0.0	1,750.0	0.0		1,775.0	0.0	1,775.0	0.0	
EXCHANGE RATE USED IN CALCULATIONS:		0.909									
ESTIMATED INFLATION RATE (PERCENT):		8.0									

§ UNIT DATA MUST BE PROVIDED

TUNISIA (276640)

FY 1992 ANNUAL BUDGET SUBMISSION

TABLE II: MISSION MANAGEMENT IN WORKYEARS AND DOLLARS
 FY 1989: ACTUAL
 (FTE in Workyears; Dollars in Thousands)

WORKFORCE FOR TUNISIA (276640)

	TOTAL FTE	NSM DE FTE	FBN		USPC						
			DE FTE	TF \$	DE FTE	TF \$	PR FTE	PR \$	DE FTE	TF \$	
MISSION MANAGEMENT											
EXEC DIRECTION & MGT	1.4	1.4									
PROGRAM PLANNING & BUD	6.0	3.8	1.8					0.2			
PROGRAM ASSESS. & EVAL.											
PROJECT DESIGN & DEV.											
PROJECT REVIEW & OVSIGHT											
INFORMATION SYSTEM MGT											
FINANCIAL MANAGEMENT	6.4	1.0	1.0			1.0					3.4
CONTRACT MANAGEMENT	2.0	0.4	0.4								1.2
SUPPORT: CLERICAL	18.4	1.0	8.0			1.6					7.8
OFFICE OPS	14.2		3.4								8.2
RESIDENTIAL OPS											
MAINT./CUSTODIAL											
ALL OTHER MANAGEMENT	2.4	0.8	0.6								1.0
MISSION MGMT SUBTOTAL	50.8	8.4	15.2			2.6			0.2		21.6
PROJECT MANAGEMENT											
PROJECT MANAGEMENT	7.4	2.6	1.4			0.4					1.4
MISCELLANEOUS PROGRAMS MANAGEMENT											
HOUSING GUARANTIES											
DISASTER	0.2	0.2									
FOOD AID	1.0	0.2	0.4								0.2
LOCAL CURRENCY	1.4	0.6	0.6								
CENTRAL/REGIONAL PROJECTS											
NUMBER OF PROJECTS: 0											
MISC. PROGRAMS SUBTOTAL	2.6	1.0	1.0								0.2
TOTAL:	60.8	12.0	17.6			3.0			0.2		23.2

TUNISIA (276640)

FY 1992 ANNUAL BUDGET SUBMISSION

TABLE IX: MISSION MANAGEMENT IN WORKYEARS AND DOLLARS
 FY 1989: ACTUAL
 (FTE in Workyears; Dollars in Thousands)

WORKFORCE FOR TUNISIA (276640)

	OTHER USG AND NON-PERM INST				-----USPSC-----			
	DE	TF	---PR---	---	DE	TF	---PR---	---
	FTE	FTE	FTE	\$	FTE	\$	FTE	\$
MISSION MANAGEMENT								
EXEC DIRECTION & MGT								
PROGRAM PLANNING & BUD			0.2					
PROGRAM ASSESS. & EVAL.								
PROJECT DESIGN & DEV.								
PROJECT REVIEW & O'SIGHT								
INFORMATION SYSTEM MGT								
FINANCIAL MANAGEMENT								
CONTRACT MANAGEMENT								
SUPPORT: CLERICAL								
OFFICE OPS					2.6			
RESIDENTIAL OPS								
MAINT./CUSTODIAL								
ALL OTHER MANAGEMENT								
MISSION MGMT SUBTOTAL			0.2		2.6			
PROJECT MANAGEMENT			0.4					
MISCELLANEOUS PROGRAMS MANAGEMENT								
HOUSING GUARANTIES								
DISASTER								
FOOD AID			0.2					
LOCAL CURRENCY			0.2					
CENTRAL/REGIONAL PROJECTS								
NUMBER OF PROJECTS: 0								
MISC. PROGRAMS SUBTOTAL			0.4					
TOTAL:			1.0		2.6			

TUNISIA (276640)

FY 1992 ANNUAL BUDGET SUBMISSION

TABLE IX: MISSION MANAGEMENT IN WORKYEARS AND DOLLARS
 FY 1990: ESTIMATE
 (FTE in Workyears; Dollars in Thousands)

WORKFORCE FOR TUNISIA (276640)

	TOTAL FTE	USDH OE FTE	FNDH				USPS				OE	
			OE		TF		OE		TF		PF	
			FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
MISSION MANAGEMENT												
EXEC DIRECTION & MGT	1.4	1.4										
PROGRAM PLANNING & BUD	2.0	1.0	1.0	19								
PROGRAM ASSESS. & EVAL.	0.9	0.7	0.2	4								
PROJECT DESIGN & DEV.	0.7	0.5	0.2	4								
PROJECT REVIEW & OVSIGHT												
INFORMATION SYSTEM MGT	2.0										2.0	25
FINANCIAL MANAGEMENT	7.6	1.0	1.0	19		1.0	20				4.6	56
CONTRACT MANAGEMENT	1.0										1.0	9
SUPPORT: CLERICAL	8.7	1.0	3.0	30							4.7	38
OFFICE OPS	14.8	2.0	4.0	38							9.8	42
RESIDENTIAL OPS												
MAINT./CUSTODIAL	4.0										3.0	24
ALL OTHER MANAGEMENT	1.2	0.2	1.0	14								
MISSION MGMT SUBTOTAL	44.1	7.6	10.4	128		1.0	20				22.6	195
PROJECT MANAGEMENT	11.0	4.0	1.8	26					1.0		2.0	44
MISCELLANEOUS PROGRAMS MANAGEMENT												
HOUSING GUARANTIES												
DISASTER	0.2		0.2	4								
FOOD AID	0.8	0.2	0.4	8								
LOCAL CURRENCY	1.0	0.2	0.4	8							0.2	4
CENTRAL/REGIONAL PROJECTS	0.3	0.1	0.2	4								
NUMBER OF PROJECTS: 6												
MISC. PROGRAMS SUBTOTAL	2.3	0.5	1.2	24							0.2	4
TOTAL:	57.4	12.3	13.4	178		1.0	20		1.0		25.7	244

TUNISIA (276640)

FY 1992 ANNUAL BUDGET SUBMISSION

TABLE II: MISSION MANAGEMENT IN WORKYEARS AND DOLLARS
 FY 1990: ESTIMATE
 (FTE in Workyears; Dollars in Thousands)

WORKFORCE FOR TUNISIA (276640)

	OTHER USG AND NON-PERM INST				-----USPSC-----			
	DE	TF	---PR---	---	DE	TF	---PR---	---
	FTE	FTE	FTE	\$	FTE	\$	FTE	\$
MISSION MANAGEMENT								
EXEC DIRECTION & MGT								
PROGRAM PLANNING & BUD								
PROGRAM ASSESS. & EVAL.								
PROJECT DESIGN & DEV.								
PROJECT REVIEW & D'SIGHT								
INFORMATION SYSTEM MGT								
FINANCIAL MANAGEMENT								
CONTRACT MANAGEMENT								
SUPPORT: CLERICAL								
OFFICE OPS								
RESIDENTIAL OPS								
MAINT./CUSTODIAL					1.0			11
ALL OTHER MANAGEMENT								
MISSION MGMT SUBTOTAL					1.0			11
PROJECT MANAGEMENT				0.6				
MISCELLANEOUS PROGRAMS MANAGEMENT								
HOUSING GUARANTIES								
DISASTER								
FOOD AID								
LOCAL CURRENCY				0.4				
CENTRAL/REGIONAL PROJECTS								
NUMBER OF PROJECTS: 6								
MISC. PROGRAMS SUBTOTAL				0.4				
TOTAL:				1.0	1.0			11

TUNISIA (276640)

FY 1992 ANNUAL BUDGET SUBMISSION

TABLE 11: MISSION MANAGEMENT IN WORKYEARS AND DOLLARS
 FY 1991: PLANNED
 (FTE in Workyears; Dollars in Thousands)

WORKFORCE FOR TUNISIA (276640)

	TOTAL FTE	USDR DE FTE	FIRM				USPSC							
			DE	TF	DE	TF	PS	DE	TF	PS	DE	TF	PS	
MISSION MANAGEMENT														
EXEC DIRECTION & MGT	1.4	1.4												
PROGRAM PLANNING & BUD	2.1	1.1	1.0	10										
PROGRAM ASSESS. & EVAL.	1.2	0.9	0.3	5										
PROJECT DESIGN & DEV.	0.5	0.4	0.1	2										
PROJECT REVIEW & OVSIGHT														
INFORMATION SYSTEM MGT	2.0										2.0		42	
FINANCIAL MANAGEMENT	6.0	1.0	1.0	16			1.0	20			5.0		74	
CONTRACT MANAGEMENT	1.0										1.0		12	
SUPPORT: CLERICAL	9.0	1.0	3.0	30							5.0		50	
OFFICE OPS	8.0	2.0	2.0	22							4.0		37	
RESIDENTIAL OPS														
MAINT./CUSTODIAL	4.0										3.0		26	
ALL OTHER MANAGEMENT	1.0	0.2	1.0	14										
MISSION MGMT SUBTOTAL	38.6	6.0	8.4	107			1.0	20			26.2		241	
PROJECT MANAGEMENT														
	11.5	5.5	1.5	61					6.2		5.8		61	1.0
MISCELLANEOUS PROGRAMS MANAGEMENT														
HOUSING GUARANTIES														
DISASTER														
FOOD AID	0.7	0.2	0.4	8										
LOCAL CURRENCY	1.0	0.2	0.8	12							0.2			
CENTRAL/REGIONAL PROJECTS	0.3	0.1	0.2	3										
NUMBER OF PROJECTS: 6														
MISC. PROGRAMS SUBTOTAL	2.0	0.5	1.2	23							0.2			
TOTAL:	52.1	14.2	11.1	191			1.0	20			26.2		300	1.0

TUNISIA (276640)

FY 1992 ANNUAL BUDGET SUBMISSION

TABLE IX: MISSION MANAGEMENT IN WORKYEARS AND DOLLARS
 FY 1991: PLANNED
 (FTE in Workyears; Dollars in Thousands)

WORKFORCE FOR TUNISIA (276640)

	OTHER USG AND NON-PERM INST			-----USPSC-----						
	OE	TF	---PR---	---OE---	---TF---	---PR---				
	FTE	FTE	FTE \$	FTE \$	FTE \$	FTE \$	FTE	\$	FTE	\$
MISSION MANAGEMENT										
EXEC DIRECTION & MGT										
PROGRAM PLANNING & BUD										
PROGRAM ASSESS. & EVAL.										
PROJECT DESIGN & DEV.										
PROJECT REVIEW & O'SIGHT										
INFORMATION SYSTEM MGT										
FINANCIAL MANAGEMENT										
CONTRACT MANAGEMENT										
SUPPORT: CLERICAL										
OFFICE OPS										
RESIDENTIAL OPS										
MAINT./CUSTODIAL				1.0	12					
ALL OTHER MANAGEMENT										
MISSION MGMT SUBTOTAL				1.0	12					
PROJECT MANAGEMENT			0.4							
MISCELLANEOUS PROGRAMS MANAGEMENT										
HOUSING GUARANTIES										
DISASTER										
FOOD AID										
LOCAL CURRENCY										
CENTRAL/REGIONAL PROJECTS										
NUMBER OF PROJECTS: 6										
MISC. PROGRAMS SUBTOTAL										
TOTAL:			0.4	1.0	12					

TUNISIA (276440)

FY 1992 ANNUAL BUDGET SUBMISSION

TABLE II: MISSION MANAGEMENT IN WORKYEARS AND DOLLARS
 FY 1992: RIBINON CARRYING COST
 (FTE in Workyears; Dollars in Thousands)

WORKFORCE FOR TUNISIA (276440)

	TOTAL FTE	USDH OE FTE	FIMH				USPC							
			OE		TF		OE		TF		PP		FMPC	
			FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
MISSION MANAGEMENT														
EXEC DIRECTION & MGT	1.4	1.4												
PROGRAM PLANNING & DUC	3.2	1.2	1.0	18								1.0	11	
PROGRAM ASSESS. & EVAL.	1.0	1.0	0.4	7								0.4	7	
PROJECT DESIGN & DEV.	0.1	0.1												
PROJECT REVIEW & DESIGN														
INFORMATION SYSTEM MGT	2.0											2.0	42	
FINANCIAL MANAGEMENT	9.6	1.0	1.0	15			1.0	21				6.0	86	
CONTRACT MANAGEMENT	1.0											1.0	12	
SUPPORT: CLERICAL	9.0	1.0	3.0	30								5.0	52	
OFFICE OPS	12.0	2.0	4.0	38								6.0	54	
RESIDENTIAL OPS														
MAINT./CUSTODIAL	4.0											3.0	27	
ALL OTHER MANAGEMENT	2.0	0.7	1.6											
MISSION MGMT SUBTOTAL	45.8	6.4	11.0	108			1.0	21				24.4	294	
PROJECT MANAGEMENT														
PROJECT MANAGEMENT	9.8	5.0	0.8	15								2.8	62	1.0
MISCELLANEOUS PROGRAMS MANAGEMENT														
HOUSING GUARANTIES														
DISASTER														
FOOD AID	0.8	0.4	0.4	8										
LOCAL CURRENCY	1.0	0.2	0.6	11								0.2	5	
CENTRAL/REGIONAL PROJECTS	0.2	0.1	0.2	3										
NUMBER OF PROJECTS:	6													
MISC. PROGRAMS SUBTOTAL	2.1	0.7	1.0	22								0.2	5	
TOTAL:	57.5	14.1	12.0	145			1.0	21				27.4	361	1.0

TUNISIA (276640)

FY 1992 ANNUAL BUDGET SUBMISSION

TABLE 11: MISSION MANAGEMENT IN WORKYEARS AND DOLLARS
 FY 1992: MINIMUM CARRYING COST
 (FTE in Workyears; Dollars in Thousands)

WORKFORCE FOR TUNISIA (276640)

	OTHER USE AND NON-PERM INST				-----USPSC-----			
	DE	TF	---PR---	---	DE	TF	---PR---	---
	FTE	FTE	FTE	\$	FTE	\$	FTE	\$
MISSION MANAGEMENT								
EXEC DIRECTION & MGT								
PROGRAM PLANNING & BUD								
PROGRAM ASSESS. & EVAL.								
PROJECT DESIGN & DEV.								
PROJECT REVIEW & O-SIGHT								
INFORMATION SYSTEM MGT								
FINANCIAL MANAGEMENT								
CONTRACT MANAGEMENT								
SUPPORT: CLERICAL								
OFFICE OPS								
RESIDENTIAL OPS								
MAINT./CUSTODIAL					1.0		13	
ALL OTHER MANAGEMENT								
MISSION MGMT SUBTOTAL					1.0		13	
PROJECT MANAGEMENT								
MISCELLANEOUS PROGRAMS MANAGEMENT								
HOUSING GUARANTIES								
DISASTER								
FOOD AID								
LOCAL CURRENCY								
CENTRAL/REGIONAL PROJECTS								
NUMBER OF PROJECTS: 6								
MISC. PROGRAMS SUBTOTAL								
TOTAL:					1.0		13	

TUNISIA (276640)

FY 1992 ANNUAL BUDGET SUBMISSION

TABLE 11: MISSION MANAGEMENT IN WORKYEARS AND DOLLARS
 FY 1992: INCREASE AT REQUEST LEVEL
 (FTE in Workyears; Dollars in Thousands)

WORKFORCE FOR TUNISIA (276640)

	TOTAL FTE	USDH DE FTE	FIMH				GIPSC				FIPSC							
			DE FTE	S	TF FTE	S	DE FTE	S	TF FTE	S	PE FTE	S	DE FTE	S	TF FTE	S	PE FTE	S
MISSION MANAGEMENT																		
EXEC DIRECTION & MGT	1.4	1.4																
PROGRAM PLANNING & BUD	3.2	1.2	1.0	10								1.0	10					
PROGRAM ASSESS. & EVAL.	2.2	1.8	0.4	7														
PROJECT DESIGN & DEV.	0.2	0.1	0.1															
PROJECT REVIEW & D'SIGN																		
INFORMATION SYSTEM MGT	2.0											2.0	43					
FINANCIAL MANAGEMENT	9.0	1.0	1.0	15			1.0	21				6.0	99					
CONTRACT MANAGEMENT	1.0											1.0	13					
SUPPORT: CLERICAL	11.0	1.0	3.0	30								7.0	69					
OFFICE OPS	16.0	2.0	4.0	30								10.0	117					
RESIDENTIAL OPS																		
MAINT./CUSTODIAL	4.6											3.6	37					
ALL OTHER MANAGEMENT	2.3	0.7	1.6	23														
MISSION MGMT SUBTOTAL	52.0	9.2	11.1	131			1.0	21				30.0	306					
PROJECT MANAGEMENT																		
				15									62					
MISCELLANEOUS PROGRAMS MANAGEMENT																		
HOUSING GUARANTIES																		
DISASTER																		
FOOD AID	0.8	0.4	0.4	8														
LOCAL CURRENCY	1.0	0.2	0.8	11								0.2	5					
CENTRAL/REGIONAL PROJECTS	0.3	0.1	0.2	3														
NUMBER OF PROJECTS: C																		
MISC. PROGRAMS SUBTOTAL	2.1	0.7	1.0	22								0.2	5					
TOTAL:	54.4	9.9	12.0	160			1.0	21				30.2	457					

TUNISIA (276640)

FY 1992 ANNUAL BUDGET SUBMISSION

TABLE II: MISSION MANAGEMENT IN WORKYEARS AND DOLLARS
 FY 1992: INCREASE AT REQUEST LEVEL
 (FTE in Workyears; Dollars in Thousands)

WORKFORCE FOR TUNISIA (276640)

OTHER USG AND NON-PERM INST				-----USPSC-----					
OE	TF	---PR---		---OE---		---TF---		---PR---	
FTE	FTE	FTE	\$	FTE	\$	FTE	\$	FTE	\$

MISSION MANAGEMENT

EXEC DIRECTION & MGT									
PROGRAM PLANNING & BUD									
PROGRAM ASSESS. & EVAL.									
PROJECT DESIGN & DEV.									
PROJECT REVIEW & OVSIGHT									
INFORMATION SYSTEM MGT									
FINANCIAL MANAGEMENT									
CONTRACT MANAGEMENT									
SUPPORT: CLERICAL									
OFFICE OPS									
RESIDENTIAL OPS									
MAINT./CUSTODIAL				1.0	13				
ALL OTHER MANAGEMENT									
MISSION MGMT SUBTOTAL				1.0	13				

PROJECT MANAGEMENT

MISCELLANEOUS PROGRAMS MANAGEMENT

HOUSING GUARANTIES									
DISASTER									
FOOD AID									
LOCAL CURRENCY									
CENTRAL/REGIONAL PROJECTS									
NUMBER OF PROJECTS:	0								

MISC. PROGRAMS SUBTOTAL

TOTAL:				1.0	13				
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Table VIII(a) - Narrative

The operating budget has been prepared in accordance with instructions provided by the Agency. A straight line of FY'90 allocated levels was employed for FY'91 as required. However, this presents a serious problem in the Mission's ability to support and sustain effective and efficient management operations in support of our programs.

During FY'90 the Mission has realized, planned and approved increases in USDH and FNPSC staff; the Mission has steadily reduced, during recent years, the use of USPSCs to one resident hire. The Mission has also had to increase both FNDH and FNPSC salary and benefit costs, and with the new staff assignments, additional real property leases to accommodate our staff housing needs. Additionally, inflation is at 8% with a significant drop of 10% in the actual exchange rate of the dollar value in all areas exposed 100% to local currency payments. Administratively, the Mission is extremely limited by the FY'90 level restriction imposed on the FY'91 budget in all of the essential program support areas relating to Mission management operations in travel, program/project review and evaluation, training and staff development (an area critical to new programming and Agency directed initiatives in enterprise and private sector development), and post language training.

A wage survey was conducted at post in January 1990, by the DOS, and the recommendations for FSN salary and benefit costs were higher than expected. They represent an increase of 20% added to the base salary level, plus additional benefits for both FNDH and FNPSCs. FY'91 estimates show a substantial increase over FY'90 due to the full implementation of pay increases. FY'91 includes increased year end bonuses payable in quarter one. These projections also include costs for employees that are due promotions from training level to full position grades. In FY'90, OE budget adjustments have been made to cover these costs for the remainder of this fiscal year. However, the impact of these non-discretionary increases creates severe hardships in other areas of our operating expense categories for FY'91. We have been forced to eliminate 3 positions, one planned for late FY'90 and two planned for FY'91. A budget analyst position, essential to sound internal controls and highlighted as a Mission weakness during our Internal Control Assessment, is one of the three.

Additional housing needs, which come as a direct result of approved staffing level commitments, have driven up the overall cost of housing and utilities. An important factor here is the replacement of a tandem couple in late FY'90, with 2 new staff persons requiring separate housing. Every effort is made by Mission management to locate housing adequate for current and future staff requirements. These efforts have minimized cost associated with new property leases and diminish the impact on operating (get ready) costs in this area.

The Mission's local guard program costs have increased substantially due to increased cost of living and the established GOT tax rate. The impact of these factors has been reflected in our share of these costs for FY'91, ensuring that USAID Mission personnel continue to receive and are provided the same level of security service.

Given the imposed budget restrictions for FY'91 the Mission continues to defer NXP procurement, especially in the area of automation. Yet this is the one area that we can least afford to ignore given the increased requirements for ADP equipment as it relates to MACS conversion (which occurred in quarter 3) and the productivity of our professional staff. For the record, in 1988, IRM analysts visited post and assisted in the development of our Mission automation plan, which would move the Mission from a level less than minimally acceptable to one current or closer to Agency norms. Our automation plans, over the past 2 years, have been deferred in order to meet other non-discretionary operating expense obligations imposed by budget limits. The Mission is currently operating at a ratio of 1 PC for every 4 professional staff members - the Agency standard is 1:2. With the growing demand for desk top publishing of program and project documents, the graphic presentation of program information, and our automated accounting system - this Mission can not continue to operate in this unreasonable and disadvantaged environment. In order to meet the Agency's expectations and requirements additional funds must be allocated in this area.

There will be considerable costs savings in the FAAS cost for FY'91 over FY'90. The new system instituted in FY'90, we have been told, will revert back to the old system of accounting for FAAS costs. Items that were traditionally program items and removed from CORE to DAS, will be restored to the CORE program area by the Department of State. While FY'90 costs are high, the projected costs for FY'91 and FY'92 are based on FY'89 actuals plus 12%. The net savings is significant and consideration should be given to allowing the Mission to take advantage of this savings in funds in areas currently limited by other factors in our OE budgets.

In preparing this budget the Mission has adhered to the requirements set forth in the instructions and guidelines provided. Our projected MCC level for FY'92 is more realistic for our FY'91 needs. The reality is that the straight line budget level of FY'90 to FY'91 is unrealistic if this Mission is expected to continue to support its programs and provide the professional quality the Agency has come to expect from USAID Tunisia.

Organization: USAID/Tunis

TABLE VIII(b)
Information on F.N. PSC Costs

<u>Job Title/Description</u>	<u>FY 1989</u>	<u>FY 1990</u>	<u>FY 1991</u>	<u>FY 1992</u>	<u>FY 1993</u>
CHIEF ACCOUNTANT*		03/25/90 09/30/90 \$ 9,364	10/01/90 12/30/90 \$ 5,440		
FINANCIAL ANALYST	11/06/88 09/30/89 \$ 12,265	10/01/89 09/30/90 \$ 15,504	10/01/90 09/30/91 \$ 18,575	10/01/91 09/30/92 \$ 19,619	10/01/92 09/30/93 \$ 20,268
FINANCIAL ANALYST**		06/15/90 09/30/90 \$ 4,627	10/01/90 09/30/91 \$ 18,116	10/01/91 09/30/92 \$ 19,884	10/01/92 09/30/93 \$ 20,537
VOUCHER EXAMINER	10/01/88 09/30/89 \$ 10,530	10/01/89 09/30/90 \$ 10,771	10/01/90 09/30/91 \$ 14,516	10/01/91 09/30/92 \$ 14,516	10/01/92 09/30/93 \$ 14,516
VOUCHER EXAMINER	10/01/88 09/30/89 \$ 8,391	10/01/89 09/30/90 \$ 11,461	10/01/90 09/30/91 \$ 7,943	10/01/91 09/30/92 \$ 8,899	10/01/92 09/30/93 \$ 9,315
VOUCHER EXAMINER	01/01/89 09/30/89 \$ 6,176	10/01/89 09/30/90 \$ 7,968	10/01/90 09/30/91 \$ 9,508	10/01/91 09/30/92 \$ 11,411	10/01/92 09/30/93 \$ 11,800
SECRETARY	10/25/88 09/30/89 \$ 5,805	10/01/89 09/30/90 \$ 5,275	10/01/90 09/30/91 \$ 7,587	10/01/91 09/30/92 \$ 8,577	10/01/92 09/30/93 \$ 8,862
BUDGET ANALYST @				10/01/91 09/30/92 \$ 12,151	10/01/92 09/30/93 \$ 12,805
CLERK-TYPIST @@				10/01/91 09/30/92 \$ 7,558	10/01/92 09/30/93 \$ 7,992

*Incumbent will be transferred to DH position as soon as present incumbent is separated

**Position will be filled in 3rd quarter of FY 90

@ Position will be filled in first quarter FY 92

@@ Position will be filled in first quarter FY 92

Organization: USAID/Tunis

TABLE VIII(b)
Information on F.N. PSC Costs

All PSC's are dollar funded; Trust Funds are not available.

<u>Job Title/Description</u>	<u>FY 1989</u>	<u>FY 1990</u>	<u>FY 1991</u>	<u>FY 1992</u>	<u>FY 1993</u>
SECRETARY*		10/22/89 09/30/90 \$ 4,946	10/01/90 09/30/91 \$ 8,567	10/01/91 09/30/92 \$ 9,782	10/01/92 09/30/93 \$ 10,406
INFORMATION SYSTEMS	02/12/89 09/30/89 \$ 9,277	10/01/89 09/30/90 \$ 15,827	10/01/90 09/30/91 \$ 23,394	10/01/91 09/30/92 \$ 23,411	10/01/92 09/30/93 \$ 23,411
COMPUTER AUTOMATION ASSISTANT*		02/14/90 09/30/90 \$ 9,683	10/01/90 09/30/90 \$ 19,114	10/01/91 09/30/92 \$ 19,224	10/01/92 09/30/93 \$ 19,142
PURCHASING AGENT	12/01/88 09/30/89 \$ 5,210	10/01/89 09/30/90 \$ 8,792	10/01/90 09/30/91 \$ 12,374	10/01/91 09/30/92 \$ 12,805	10/01/92 09/30/93 \$ 12,908
PERSONNEL ASSISTANT*		03/25/90 09/30/90 \$ 4,346	10/01/90 09/30/91 \$ 11,035	10/01/91 09/30/92 \$ 11,322	10/01/92 09/30/93 \$ 11,611
GENERAL SERVICES SPECIALIST	12/01/88 09/30/89 \$ 10,570	10/01/89 09/30/90 \$ 15,256	10/01/90 09/30/91 \$ 17,688	10/01/91 09/30/92 \$ 18,021	10/01/92 09/30/93 \$ 18,951
ADMIN. ASSISTANT (GENERAL SERVICES)*		03/25/90 09/30/90 \$ 6,792	10/01/90 09/30/91 \$ 14,762	10/01/91 09/30/92 \$ 14,774	10/01/92 09/30/93 \$ 14,774
MAINTENANCE INSPECTOR	07/03/89 09/30/89 \$ 2,411	10/01/89 09/30/90 \$ 11,902	10/01/90 09/30/91 \$ 12,434	10/01/91 09/30/92 \$ 12,812	10/01/92 09/30/93 \$ 12,155
ASST GSO MAINTENANCE**	12/01/88 09/30/89 \$ 5,776	10/01/90 11/30/89 \$ 1,172			
MAINTENANCE MAN	01/01/88 09/30/89 \$ 3,444	10/01/99 09/30/90 \$ 6,539	10/01/90 09/30/91 \$ 7,276	10/01/91 09/30/92 \$ 7,518	10/01/92 09/30/93 \$ 7,781
LABORER/GARDENER	10/23/88 09/30/89 \$ 3,925	10/01/89 09/30/90 \$ 4,726	10/01/90 09/30/91 \$ 6,572	10/01/91 09/30/92 \$ 6,792	10/01/92 09/30/93 \$ 7,018

*Positions established in FY 90

**Position deleted in FY 90 and replaced by a new Chauffeur position

5/24/90

Organization: USAID/Tunis

TABLE VIII(b)
Information on F.N. FSC Costs

<u>Job Title/Description</u>	<u>FY 1989</u>	<u>FY 1990</u>	<u>FY 1991</u>	<u>FY 1992</u>	<u>FY 1993</u>
CHAUFFEUR*		12/01/89 09/30/90 \$ 7,198	10/01/90 09/30/91 \$ 10,270	10/01/91 09/30/92 \$ 10,535	10/01/92 09/30/93 \$ 10,784
CHAUFFEUR	12/01/88 09/30/89 \$ 6,160	10/01/89 09/30/89 \$ 7,380	10/01/90 09/30/90 \$ 9,291	10/01/91 09/30/91 \$ 9,605	10/01/93 09/30/93 \$ 9,888
CHAUFFEUR	12/01/88 09/30/89 \$ 5,806	10/01/89 09/30/90 \$ 6,616	10/01/90 09/30/91 \$ 8,865	10/01/91 09/30/92 \$ 9,192	10/01/92 09/30/93 \$ 9,452
CHAUFFEUR	12/01/88 09/30/89 \$ 5,853	10/01/89 09/30/90 \$ 6,155	10/01/90 09/30/91 \$ 8,727	10/01/91 09/30/92 \$ 9,133	10/01/92 09/30/93 \$ 9,382
CORRESPONDENCE & RECORDS MGT SUFV	10/01/88 09/30/89 \$ 13,278	10/01/89 09/30/90 \$ 13,819	10/01/90 09/30/91 \$ 20,026	10/01/91 09/30/92 \$ 20,026	10/01/92 09/30/93 \$ 20,026
CORRESPONDENCE & RECORDS MGT TECHNICIAN	10/01/88 09/30/89 \$ 5,518	10/01/89 09/30/90 \$ 6,660	10/01/90 09/30/91 \$ 7,592	10/01/91 09/30/92 \$ 7,913	10/01/92 09/30/93 \$ 8,556
MAIL CLERK	07/05/89 09/30/89 \$ 1,173	10/01/89 09/30/90 \$ 5,253	10/01/90 09/30/91 \$ 6,693	10/01/91 09/30/92 \$ 6,853	10/01/92 09/30/93 \$ 7,089
TELEPHONE OPERATOR	01/29/89 09/30/89 \$ 4,672	10/01/89 09/30/90 \$ 6,012	10/01/90 09/30/91 \$ 7,375	10/01/91 09/30/92 \$ 8,188	10/01/92 09/30/93 \$ 8,424

*Position established in FY 90

Organization: USAID/Tunis

TABLE VIII(b)
Information on F.N. PSC Costs

<u>Job Title/Description</u>	<u>FY 1989</u>	<u>FY 1990</u>	<u>FY 1991</u>	<u>FY 1992</u>	<u>FY 1993</u>
AID PROJECT MGT SPECIALIST	11/21/88 09/30/89 \$ 15,936	10/01/89 09/30/90 \$ 18,905	10/01/90 09/30/91 \$ 24,115	10/01/91 09/30/92 \$ 24,826	10/01/92 09/30/93 \$ 25,265
AID PROJECT MGT SPECIALIST*		12/30/89 09/30/90 \$ 12,783	10/01/90 09/30/91 \$ 21,149	10/01/91 09/30/92 \$ 21,712	10/01/92 09/30/93 \$ 22,389
AID PROJECT MGT SPECIALIST	10/01/88 09/30/89 \$ 16,061	10/01/89 09/30/90 \$ 19,081	10/01/90 09/30/91 \$ 20,528	10/01/91 09/30/92 \$ 21,061	10/01/92 09/30/93 \$ 21,790
SECRETARY	10/01/88 09/30/89 \$ 14,795	10/01/89 09/30/90 \$ 14,849	10/01/90 09/30/91 \$ 18,502	10/01/91 09/30/92 \$ 18,533	10/01/92 09/30/93 \$ 18,533
SECRETARY		06/18/89 09/30/90 \$ 7,012	10/01/90 09/30/91 \$ 7,584	10/01/91 09/30/92 \$ 8,534	10/01/92 09/30/93 \$ 8,864
SECRETARY**				10/01/91 09/30/92 \$ 7,311	10/01/92 09/30/93 \$ 8,275
AWARDS	\$500	\$3,000	\$ 2,748	\$ 2,748	\$ 2,748
(For FYs 91, 92 and 93 the above amounts exclude Safe Driving Awards which are included in estimates per employee)					
		\$ 289,677	\$ 388,881	\$ 426,264	\$ 438,335

*Position established in FY 90

**Position will be established in first quarter of FY 92, as need arises with arrival of two additional senior USDH employees

Document Name: FY1992AB DISK C

Organization USAID/TUNIS

Table VIII(c)
Manpower Contract Detail

<u>Description</u>	<u>FY 1989</u>	<u>FY 1990</u>	<u>FY 1991</u>	<u>FY 1992</u>
Charforce	6.5 (3 FTE)	11.0 (3 FTE)	11.9 (3 fte)	12.9 (3 FTE)
Casual Labor/		.3	.4	.4

Organization USAID/TUNIS

Table VIII(d)
All Other Code 25 Detail

<u>Description</u>	<u>FY 1989</u>	<u>FY 1990</u>	<u>FY 1991</u>	<u>FY 1992</u>
Language Instruction		3.9	- 0 -	4.2
Temporary Replacements		2.0	- 0 -	- 0 -
Summer Dependent Employment		1.0	- 0 -	1.8

TUNISIA (276640)
 FY 1992 ANNUAL BUDGET SUBMISSION

TABLE X: MICRO-, SMALL-SCALE AND SMALL FARM ENTERPRISES

ESF and DA
 Dollar Commitments for Micro-
 and Small-Scale Enterprise Programs
 (U.S. Dollars Thousands)

	FY 89 ACTUAL	FY 90 EST.	FY 91 PLANNED	FY 92 PROF.
I. ESF DOLLAR COMMITMENTS				
A. MICRO ENTERPRISE				
1. FOR CREDIT				
2. FOR TA/TRAINING				
B. SMALL-SCALE ENTERPRISE				
1. FOR CREDIT				
2. FOR TA/TRAINING				
C. SMALL FARM ENTERPRISE				
1. FOR CREDIT				
2. FOR TA/TRAINING				
SUBTOTAL ESF DOLLAR COMMITMENTS				
II. DA DOLLAR COMMITMENTS				
A. MICRO ENTERPRISE				
1. FOR CREDIT				
2. FOR TA/TRAINING				
B. SMALL-SCALE ENTERPRISE				
1. FOR CREDIT				
2. FOR TA/TRAINING				
C. SMALL FARM ENTERPRISE				
1. FOR CREDIT				
2. FOR TA/TRAINING				
SUBTOTAL DA DOLLAR COMMITMENTS				

TUNISIA (276640)
FY 1992 ANNUAL BUDGET SUBMISSION

TABLE W: MICRO-, SMALL-SCALE AND SMALL FARM ENTERPRISES

The Commitment of Non-Project Assistance
Local Currency Generations for Micro-
and Small-Scale Enterprise Programs
(in Thousands of U.S. Dollar Equivalents)

	FY 89 ACTUAL	FY 90 EST.	FY 91 PLANNED	FY 92 PROG.
III. LOCAL CURRENCY GENERATIONS				
A. MICRO ENTERPRISE				
1. FOR CREDIT				
2. FOR TA/TRAINING				
B. SMALL-SCALE ENTERPRISE				
1. FOR CREDIT				
2. FOR TA/TRAINING				
C. SMALL FARM ENTERPRISE				
1. FOR CREDIT				
2. FOR TA/TRAINING				
SUBTOTAL FROM LOCAL CURRENCY GENERATIONS				

TUNISIA (276640)
FY 1992 ANNUAL BUDGET SUBMISSION

TABLE XI
P.L.480 TITLE I REQUIREMENTS
(Dollars in Millions, Tonnage in Thousands)

	ACTUAL FY 1989		ESTIMATED FY 1990		PROPOSED FY 1991		REQUESTED FY 1992	
	\$	MT	\$	MT	\$	MT	\$	MT
CORN								
	9.6	83.0			7.5	86.0	7.5	86.0
WHEAT								
	15.4	86.0	15.0	92.0	7.5	49.0	7.5	49.0
TOTAL	25.0	169.0	15.0	92.0	15.0	135.0	15.0	135.0

Country/Office 664 TUNISIAFY 1992 ANNUAL BUDGET SUBMISSIONTABLE XI

P.L. 480 TITLE II REQUIREMENTS
 (Dollars in Millions, Tonnage in Thousands)

SECTION 416

	ACTUAL FY 1989		ESTIMATED FY 1990		PLANNED FY 1991		REQUESTED FY 1992	
	\$	MT	\$	MT	\$	MT	\$	MT
<u>COMMODITIES</u>								
CORN		---	7.4	80				
SORGHUM	9.7	61	10.3	115				
FREIGHT		---	4.3					
TOTAL	9.7	61	22.0	195				

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USAID/Tunisia Proposal for DPRP FY 1991 Financing
Agribusiness Program Grant

INTRODUCTION

Enterprise, Exports, and Employment define the Mission strategy of assistance to Tunisia in the 1990's. Tunisia has made substantial progress in restructuring its economy to improve the climate for private investment and to liberalize the agriculture sector. Tunisia is now poised to convert its comparative advantage in production of several high value agriculture exports to a real competitive edge. To complete Tunisia's transition in agriculture to this market orientation, the pace of policy reforms must be quickened and constraints in processing, packaging, marketing and delivery must be alleviated.

The Mission's new \$25 million Agribusiness Program Grant is designed to assist Tunisia to meet these challenges. We request \$10 million in DPRP funding to launch the policy reform program in FY 1991. The Mission proposes to finance the remaining \$15 million from its OYB during the following three years. DPRP funds offer an important incentive to encourage the Government of Tunisia to accelerate its reforms in the agribusiness arena.

RATIONALE

The Mission signaled in last year's ABS its intention to apply for \$10 million from the DPRP incentive fund to launch its Agribusiness Program. FY 91 DPRP funds would enable the Mission to get a full year's headstart on implementing agribusiness which is a major new thrust of our new strategy for the 1992-1996. DPRP funds would also significantly enhance our influence in getting the GOT to reorient agricultural policy and investment in support of private commercial agricultural production, processing and marketing for export. It would clearly show our commitment to helping the GOT move in this direction by its additionality to our regular OYB.

The Agribusiness Program is innovative, policy based, and private sector oriented. It introduces policy based program assistance. The program will directly support the second phase of the Tunisian Economic Adjustment Program which is expected to go into effect in mid CY 1991. This second phase will tackle the remaining challenges of continued agricultural market and price liberalization, parastatal privatization and reform, and private investment promotion in commercial high value agriculture and agro-industry with a view to increasing Tunisia's international competitiveness. In view of Tunisia's bold reforms and impressive performance since 1986 in meeting virtually all its targets (which have been supported by the IMF and IBRD), we believe Tunisia is an excellent candidate for an incentive program like DPRP and that the proposed Agribusiness Promotion Grant can contribute directly to addressing the reform challenges in agriculture.

THE PROGRAM

The Agribusiness Program introduces an "export-first" strategy. It represents a significant departure from the government's traditional agricultural development philosophy, which has emphasized self-sufficiency in domestic production over exports. The program will directly address the major constraints to growth of Tunisia's private agribusiness export sector. It flows directly from the analyses conducted under the Mission's Agricultural Policy Implementation Project and the objectives laid out in the Mission's Private Sector and Agricultural Sector Strategies to transform Tunisia into a market-driven, export-oriented economy spurred on by a revitalized private sector. The program is linked to implementation of Tunisia's basic sectoral reform agenda, through continued support of the reforms initiated under the Seventh Plan and the GOT/IBRD Agricultural Sector Adjustment Programs (ASAP).

The purpose of the Agribusiness Program is to promote and accelerate sustainable market-driven growth in the private agribusiness export sector.

To realize the potentials and address the major constraints in the sector, the Agribusiness Program will target two components:

- a. Implementation of a Policy Reform package including market liberalization and privatization of trade organizations and parastatal marketing functions; and
- b. Strengthening trade organizations to provide upgraded marketing and business services to member firms.

The Agribusiness Program will target policy reform and strengthened trade organizations using a sub-sectoral approach, which combines the specificity required to identify particular areas for intervention and the flexibility to work on a range of commodities within a sub-sector. Specific improvements are needed at the subsectoral level in production, processing, packaging, marketing, transport, refrigeration, quality control, and in resolving supply problems that go well beyond a specific commodity approach. Policy reforms aimed at particular subsectors will also have significant beneficial impacts across a wide spectrum of commodities. The policy agenda to be implemented is based on this sub-sectoral approach.

AGRIBUSINESS POLICY AGENDAPOLICY OBJECTIVE 1:

Liberalization of the FISHERIES Sub-sector

TARGET: Removal of tuna and sardine import restrictions

POLICY OBJECTIVE 2:

Liberalization of the VEGETABLES Sub-sector

TARGET A: Lowering of import tariffs

TARGET B: Deregulation of tomato prices

POLICY OBJECTIVE 3:

Privatized Trade Associations

TARGET: Phased divestiture of public ownership of trade associations

POLICY OBJECTIVE 4:

Accelerated PRIVATIZATION of public enterprises in agribusiness export sector

TARGET A: Privatization of SODAD (Date Parastatal)

TARGET B: Privatization of the ONP (Fish Parastatal)

POLICY OBJECTIVE 5:

Liberalization of the WINE Sub-sector

TARGET: Phased withdrawal of ONV (Wine Parastatal) from marketing

POLICY OBJECTIVE 6:

Liberalization of EDIBLE OILS Sub-sector

TARGET A: Deregulation of olive oil prices

TARGET B: Elimination of ONH (Oil Parastatal)

marketing monopoly to allow direct marketing by private producers/presses to export sector

TARGET C: Reduction of import tariffs on edible oils.

IMPACT

DPRP funds will be used to jump start the program and finance the first two years of policy reforms. Although policy reform is the key to the program, Mission funding in the course of program will provide technical assistance and training to strengthen trade associations to assist in searching out new and expanded markets and in adjusting to the competitive world market. The Agribusiness Program will support development of the Interprofessional Groups

which are targetted for privatization under the policy agenda: (GID)(dates), GICA (canned and frozen food industries), GIL (vegetables), and GIAF (fruit). An added benefit of promoting private trade organizations is strengthening the private exporter's voice in sectoral policy implementation and in representing their interests in an increasingly pluralistic and democratic society. The Agribusiness Grant represents an innovative transition in the Mission's portfolio from project to policy based non-project assistance. The program grant approach, which acknowledges the maturing relationship between Tunisia and the U.S., offers the potential of achieving significant income and employment impacts over a relatively short period of time, of promoting private investment, of flexibly addressing the sectoral constraints in an innovative area, and providing the GOT with quick-disbursing source of foreign exchange.

PROGRAM IMPLEMENTATION

USAID assistance to agribusiness has been formulated as a six year program grant, with an AID investment of \$25 million and a Government of Tunisian Dinar contribution equivalent to \$10 million.

Of the total AID contribution, \$20 million will be resource transfers to the GOT in the form of performance-based disbursements. The Mission is requesting 50% of these funds from DPRP. The Agribusiness Program PAIP, submitted to Washington in May, 1990, includes the illustrative six year timetable of benchmarks against each of the policy agenda targets. After initial negotiations over the timetable, and an initial disbursement against startup CPs, we envision a system of progress reviews triggering annual disbursements. The remaining \$5 million of the Grant will be utilized directly by AID to acquire long and short term technical assistance, to provide in-country training, and to establish the performance monitoring system and to conduct periodic evaluations.

The estimated \$10 million contribution from the Government of Tunisia will establish and incrementally finance a Dinar Fund. As currently envisaged the funds in the account will be drawn upon by the Tunisian trade associations and firms in the subsectors supported by the Agribusiness Program. The Dinar Fund would support the targetted trade associations in promotional marketing events, hiring local technical assistance and training, conducting market research, and disseminating information to member agribusiness firms.

Assuming PAIP approval in June 1990, the Mission will proceed with negotiations and additional analyses during the Summer and Fall. We plan to complete the PAAD by January 1991.

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664 - TunisiaFY 1992 ANNUAL BUDGET SUBMISSIONPRIVATIZATION PLAN1. The Context

Privatization continues to be a major element of the Government of Tunisia's ("GOT") plan to move away from a state dominated economy to a more market-driven, export-oriented economy based on private ownership and private production of goods and services. According to the Governor of the Central Bank, the ratio of public to private-sector ownership in Tunisian enterprise in 1987 was approximately 60% to 40%. Through its structural adjustment process and selected privatization the GOT wants to reverse this ratio.

Parastatal enterprises dominate the economy. They provide approximately 60% percent of exports, 20% of GDP and 33% of all wages. Public enterprises employ nearly 50% of the workforce in the formal productive sector, and more than 10% of all productive employment (this excludes public administration). They account for 36% of gross value-added in the economy.

There are about 200 state owned enterprises ("SOEs") in Tunisia, which have more than 50% direct or indirect state ownership. In 1988 the revenue of 40 major public enterprises was 1,950.6 million dinars, with a net loss of 168.3 million dinars, a cash flow of 61.9 million dinars and a total debt of approximately 3,165.8 million dinars (D 1.000 - \$ 0.967).

About 40 of the 100% state-owned enterprises (excluding the administrative sector), are considered "strategic" and in the past were not eligible for privatization (e.g., the public telephone system, phosphate mines, the petroleum industry, the cement industry, and other, mainly public service, enterprises). In the past two months, however, the GOT has begun discussions with the IFC regarding privatization of some or all of the cement industry. This industry is worth an estimate \$900 million. For the first time the GOT has asked foreign financial institutions to submit proposals aimed at assessing the worth of this sector.

The GOT can no longer afford the financial burden of its present public enterprise system -- a system which has incurred chronic deficits and has not produced to meet effective market demand. Given the limited revenues and high debt obligations of most of Tunisia's public enterprises, privatization has become both a financial necessity and a policy imperative for the GOT in its structural adjustment process.

The privatization program has already realized significant results and has overcome many technical, structural and procedural obstacles over the past three years to reach its current good position. Now the program objectives target to go far beyond the simple act of divesting SOEs to the much larger goal of developing a viable, dynamic and competitive private sector with widespread individual participation and ownership. The GOT is considering privatization as an efficient tool to improve the new market driven export oriented Tunisian economy.

2. The Framework

On August 2, 1987 the Tunisian Parliament passed Law 87-47, which created a framework for restructuring and privatizing state-owned enterprises. The law represented a landmark decision by the GOT to pursue privatization in a systematic fashion. It provided for the creation of three decision-making bodies: (1) an Inter-Ministry Commission to select enterprises to be privatized, (2) Restructuring/Privatization Commission to undertake required analyses and to structure the privatization transaction, and (3) a Follow-up Commission to carry out the individual privatization transactions.

On February 1, 1989, the Parliament, under the administration of President Ben Ali, passed a new Law 89-9 which merged the above three commissions into one with full decision-making and operational power. This commission is known as the Commission for Restructuring Public Enterprises (French acronym "CAREP"). It is chaired by the Prime Minister and includes the Ministers of Economy and Finance, of Interior and of Social Affairs as well as the Chairman of the Central Bank and the General Secretariat of the Government. This legislation was followed by a circular of application (No. 33 of June 21, 1989) which gives details of the procedures and methods of privatization to be applied.

The CAREP meets frequently to review and discuss plans for restructuring and privatizing selected public enterprises. Under the privatization program twenty nine state owned enterprises were privatized (hotels, textile activities, a wood products firm, a marble company, light industry etc.). An additional 40 public enterprises have been scheduled for privatization in the next several years.

3. The Political Decision

The political decision to pursue privatization has been made. Legislation has been passed and the Prime Ministry is directing implementation of the program. Actual implementation, however, raises a number of difficult issues: the employment impacts of privatization, the weakness of capital markets and the minor role of the Stock Exchange in financial markets. In these areas, among others, the GOT has requested advice and expertise in the planning and implementation of its privatization program.

4. The Progress So Far - Procedurally

Privatization continues to move at a systematic pace in accordance with the new government's step by step approach. However, since January 1989, with the arrival in Tunisia of the USAID-funded technical advisor to the Prime Ministry, a new strategic focus and procedural certainty concerning privatization seems to have developed in the CAREP.

Specifically, in January 1989 the CAREP approved an action plan for privatization which moved away from a case-by-case, ad hoc approach to a more organized approach which included: (1) an overall strategy and program for privatization of public enterprises and their portfolios, (2) an approval of a series of studies related to privatization to be made by Tunisian and international consultants and (3) an authorization to undertake a seminar on the rationale and methodologies for Employee Leveraged Management Buy-outs (ELMBOs).

At the end of January, 1989 a first, overall study and listing of subsidiaries and participations of major public enterprises eligible for privatization were forwarded to the CAREP. This was followed in February 1989 by a compilation of key financial data on all 200 companies being considered for privatization.

In mid-February, 1989 selected members of the CAREP and its technical advisory committee, went to London for two weeks to study the privatization process in the UK. The trip was organized in a collaborative fashion by the British Central Office of Information for Foreign Countries and the Commonwealth, USAID/ Tunis and the Center for Privatization's technical advisor who, along with the British Ambassador to Tunisia, accompanied the group to London.

In April 1989 an expanded listing of additional public companies and holdings considered eligible for privatization was presented to the CAREP. Currently a final statistical study, including recommended methods which might be applied to the various privatizations, is being completed.

At the end of May, 1989 a seminar on the Employee Leveraged Management Buy-out ("ELMBO") method of privatization took place in Tunis. The seminar, organized by the Center for Privatization's technical advisor on privatization to the Prime Ministry, and jointly sponsored by the Prime Ministry and USAID, brought international experts on ELMBO's to Tunisia to speak with members of the CAREP, directors of public companies, bankers and representatives of Tunisian unions on the employee/management buy-out methodology of privatization. Since that seminar modified ELMBO's have been used to allow employees to purchase some stock in three privatized companies.

In August 1989, all technical members of CAREP took a study tour to the United States and Canada in order to learn about other countries privatization experiences, the functioning of stock markets and the potential role of investment banks in the privatization process.

5. Progress So Far - Privatization Actions

Todate twenty nine state owned enterprises were partially or totally privatized using the following privatization methods:

- Private sale of assets after bid offer
- Public offering by tender at the Stock Exchange
- Leveraged management buy out
- Reducing government shareholding.

The following are representative samples of the privatization program:

<u>Company Name</u>	<u>Type of Enterprise</u>	<u>Method of Privatization/Restructuring</u>
SHTT	3 hotels	Private sale of assets after bid offer Sold to Swiss Group
Les Carrelages de Thala (subsidiary of SOTIMACO)	ceramic tile industry	Private sale of assets after bid offer to a Tunisian businessman
EMACOR	Shipyard	Private sale of assets after bid offer to a private Tunisian buyer
SIECM	Production of mechanical parts and selling of industrial equipment	Leveraged Management buy-out
SITEX	Textile	Public offering by tender at Stock Exchange
Chaffoteaux et et Maury	Construction of boilers	Public offering by tender at Stock Exchange
Société OMARIT	Hotel	Public offering by tender at Stock Exchange
STUMETAL	Metallic packaging	Public offering by tender at Stock Exchange
LE CONFORT	Household appliances	Most difficult sale to date. Private sale of assets after bid offer. Sold to a new company owned by private businessmen and development banks.

A number of other public enterprises and/or participations are currently being reviewed by the CAREP and decisions on privatization or restructuring are expected within the year.

6. USAID Support for the Tunisian Privatization Program

USAID's top priority for private sector development is to support the GOT's privatization program. USAID is currently providing technical advice/expertise and training to the Prime Ministry's National Restructuring Commission, to the Tunisian Stock Exchange and is prepared to provide some technical advice to selected privatized companies. USAID has also funded seminars on savings mobilization and development of financial markets in the Maghreb and the methodology of Employee Leveraged Management Buy-outs. The ultimate objective of this assistance is to increase the size and the efficiency of productive private enterprise in Tunisia. USAID's present and proposed support can be summarized in the following four general categories:

A. POLICY DIALOGUE: USAID will continue to provide assistance to improve the policy framework for privatization. This will include assistance to promote changes in the legal, fiscal, regulatory and institutional environment, which in turn affects privatization. Significant steps toward bringing these policy issues into discussion were taken through the USAID-financed Privatization Conferences held in April 1987 and in April 1988, and the Savings Mobilization and Financial Markets Development Conference which took place in May, 1989.

B. TECHNICAL ASSISTANCE: USAID is currently providing long and short term expertise to the National Commission to assist in the "how to" of privatization. To date this has encompassed assistance in privatization planning; financial analyses and audits; company valuation. Additional assistance will be furnished to provide advice concerning the marketing of public enterprises and the financing arrangements involved in privatization. Technical assistance also may be provided to selected privatized companies to improve performance.

C. STUDIES/ASSESSMENTS: AID-financed studies are examining the employment impacts of privatization and the cross-holdings of public companies. Investor protection after privatization is also being reviewed. The Prime Ministry has also asked that the commercial code be reviewed to improve its structure and to make it more relevant for a growing private sector economy.

D. CREDIT: A potential use for the PL 480, Section 108 funds would be to provide medium and long-term investment capital to privatized public sector enterprises. USAID continues to explore other innovative uses of Section 108 funds to support privatization, such as financing leveraged buyouts and underwriting small mutual funds comprised of privatized companies.

7. USAID's Program with the Center for Privatization

In the FY 1989 and FY 1990 ABS Privatization Plans, USAID presented short-term strategies for addressing privatization in Tunisia. These plans suggested the organization and financing of three regional privatization conferences as vehicles for substantive policy dialog which were expected to increase the motivation of the GOT in pursuing a privatization program.

USAID successfully undertook the conferences and firmly established a policy forum at the GOT Prime Ministry and the Stock Exchange on three interrelated development issues: (1) privatization, (2) capital markets development, and (3) trade liberalization and expansion.

Directly resulting from our conferences and dialog, USAID signed a subproject agreement with the Prime Ministry for a program of technical assistance and training to support the GOT's nascent privatization program. The program is being implemented by the Center for Privatization. This \$2.2 million buy-in has financed two long-term advisors: a privatization policy advisor attached to the Prime Ministry and a financial markets advisor attached to the Tunis Stock Exchange.

The buy-in is also financing a number of short and medium-term consultancies to perform specific privatization and financial markets-related tasks. The Employee Leveraged Management Buy-out Seminar was also being financed under the buy-in.

The initial buy-in to the CFP contract was for a one year period to September 29, 1989. It has been extended to October 30, 1990 and the Mission plans to execute a further buy-in through the PACD

of 9/29/91. The GOT Prime Ministry and the Tunis Stock Exchange are the implementation agents for the Center for Privatization programs in Tunisia. Currently USAID is exploring options for continuing this program beyond September 1991. Consistent with the Mission private sector strategy, USAID has added \$950,000 to the Private Sector Development Project 664-0328, via a Project Agreement Amendment No. 8, for follow-on privatization, financial markets and trade/investment support.

Following upon the above activities, and assuming funds availability, USAID plans to design a new private sector project for an expected FY 1991 obligation to finance additional activities in the strategic emphasis areas of privatization, financial markets, trade and investment expansion.

We anticipate that our privatization program will continue to be the centerpiece of our concentrated focus on private sector development in Tunisia for the next several years and over the course of the GOT's continuing structural adjustment process.

PROG:0553P-5/18/90

PROGRESS REPORT ON PROGRAM PERFORMANCE INDICATORS

Part I of this report provides baseline data and 1991 targets for USAID/Tunisia's program performance indicators submitted in Tunis 04225. We consider the 1991 targets realistic and measurable. Part II provides a progress report comparing the 1988 baseline data with performance to date, supplemented by qualitative assessments where appropriate. We believe the record shows considerable progress, though at different rates, in advancing our program objectives relating to private sector revitalization, agribusiness promotion, and marketable skills development. Progress on privatization and financial markets objectives are the furthest along. Our agricultural policy analysis and dialogue has been effective in encouraging the Tunisian Government to pay more attention to realizing their comparative advantages in agribusiness exports. We have also succeeded in helping Tunisians bring their employment problem into sharper focus and to improve training programs to match private sector demand for skills.

PPI BASELINE, PROGRESS AND TARGETS

Private Sector Revitalization

1. To transfer public enterprises and services to the private sector

<u>INDICATOR</u>	<u>BASELINE</u>	<u>CY 1989 PROGRESS</u>	<u>TARGET 1991+</u>	<u>TARGET 1996</u>
1A) No. and transaction value of public operations privatized	Average 1986-88 5 operations TD 10.9 million	25 operations TD 56 million	10-12 operations TD 20 million	80 operations TD 162.1 million
1B) Percent of all users of contraceptives served by private sector	-	18.5 %	20.5 %	50 %

2. To expand and deepen capital markets in support of increased private investment

<u>INDICATOR</u>	<u>1988</u>	<u>SICAV*</u>	<u>1991+</u>	<u>1996</u>
2A) No. of diversified financial instruments (muni bonds, mutual funds, private housing loans, small/medium enterprise credit and guarantees (vs. strict collateral based instruments)	No. of SICAF* registered: 0 New bond issues (2 installment sales): 5 3	1 2 plus continuing installment sales;	10 5 2	A wider range of financial instruments publicly offered and bought
	Section 108 Loans: 1	LPGs: 2		Municipal Infrastructure Improvement loan fund: 1

†Data as of end CY 1990 or where possible end first quarter 1991.
 *SICAF: Closed end mutual fund
 †SICAV: Open end mutual fund

Agribusiness Promotion3) To advance market liberalization and increased competitiveness in selected export subsectors

<u>INDICATOR</u>	<u>BASELINE</u>	<u>CY 1989 PROGRESS</u>	<u>TARGET 1991+</u>	<u>TARGET 1996</u>
3A) Decline in import restrictions		Tariff: Tuna: 27 percent Vegetables: 43 percent Fruit: import embargo		To be determined in PAAD
3B) Privatization of trade organizations and parastatal marketing functions in subsectors		Trade organizations 100 percent public Olive oil marketing 100 percent controlled	Private sector entry to olive oil marketing;	TBD in PAAD

Marketable Skills Development

4. To assist in reorienting GOT employment and training programs to prepare youth for private sector jobs

<u>INDICATOR</u>	<u>BASELINE</u>	<u>CY 1989 PROGRESS</u>	<u>TARGET 1991+</u>	<u>TARGET 1996</u>
4A) Percent share GOT employment related budget allocated to youth employment and training programs	Average 1987-1989 4.2 %	3.9 %	5 %	25 %
4B) Persons employed in private sector after training under USAID supported programs		Technology Transfer 52 % returnees employed in private sector	55 %	67 % participant returnees employed in private sector At least 6,000 trainees employed in private sector on completion of vocational training.

Our baseline data has a range of reference points to accommodate variation in project and program start dates and flow. We intend to report on achievement of our 1991 targets in spring 1991 using CY 1990 data or first quarter CY 1991 data where available.

PROGRESS REPORT

Private Sector Revitalization

a) Progress on the transfer of public enterprises and services to the private sector has been exceptional. Since the December 1988 arrival in Tunisia of the USAID-financed, Center for Privatization Technical Advisor, the privatization program has picked up both focus and momentum. For the investment of roughly dols 2 million in technical assistance, USAID has contributed directly to the realization of 25 privatization operations for a value of over dols 60 million. Thanks to careful planning, sound financial and technical preparation, and growing confidence with successful privatizations, the GOT has gradually begun to implement some of the more difficult privatizations and to broaden the sale of shares to include special provisions for employees. As the process continues, the complexity of the privatizations increases. Current GOT plans include a pre-privatization study of the cement industry, in a sector previously considered 'strategic' and not open to privatization, and, over the next five years, privatization of approximately 40 large parent companies. The contractor's quarterly reports and Prime Ministry statistics provide an accurate and timely data on privatizations.

The success of our long term support for the family planning program in Tunisia is well reflected in the significant expansion of contraceptive availability through private pharmacies which now serves 18.5 percent of all contraceptive users. Mission original baseline and estimates were drawn from the Demographic Health Survey which is based on survey data and personal interviews with women. Mission now has access to "Office Nationale du Planning Familial" (ONFP) data on contraceptive distribution to the public and private sectors. As all contraceptives are, at present, imported through the ONFP, their data includes the entire universe of distribution. Our percentages have dropped, but are more accurate. Mission will be able to provide this data annually.

b) Progress on capital market development in support of increased private investment has been steady. We are helping expand the number of diversified financial instruments offered and bought. These instruments include both those made available by USAID to the GOT and those made available by the GOT to private investors. Among the former are Section 108 loans, and loan portfolio guarantees; the latter include a range of mutual funds and bond issues. Since 1988, we have supported a number of initiatives to assist in the development of Tunisian financial markets. We sponsored two high level conferences on Financial Markets Development and Savings Mobilization. We provided a long-term advisor to the Stock Exchange, whose advice on legal, regulatory and administrative changes helped activate securities trading. A number of changes have now been put in place including improved criteria for listing on the Stock Exchange, the development of mutual funds and new bond instruments and the approval of independent brokerage firms. Currently we are undertaking a study of the potential in Tunisia for a dollar or local currency-funded venture capital mechanism to encourage new productive investments and to attract U.S. joint venture partners. Under the auspices of our Housing Guaranty program, we have supported the creation of an autonomous housing bank which is mobilizing private capital and lending to private developers, as well as individual home owners. Our data sources for this indicator are USAID/Tunisia RHUDO project staff.

Agribusiness Promotion

c) Progress in support of agribusiness promotion is best measured by the contribution of APIP supported policy analyses which have helped the GOT restructure the agricultural sector and identify constraints to realizing their comparative advantage in exporting commodities like dates, wine, and speciality fruits. As a result, we are now positioned to focus on the next round of policy changes which will lead to a decline in import restrictions and, result in increased efficiency for export producers. Two major consultancies and discussions with GOT policy makers in 1989-90 have laid the foundation for the development of an agribusiness program grant which will be obligated in fiscal year 1991 subject to funding availability.

Marketable Skills Development

Progress for Marketable Skills Development in reorienting GOT employment and training programs to prepare youth for private sector jobs is modest but significant. We are looking to increase the percent share of the GOT employment-related budget allocated to youth employment and training programs. To this end we have supported over the past year a major employment research effort which provides a comprehensive analysis of the problem and identifies policy options. Our efforts in support of GOT policy reform will culminate in an employment policy seminar in June 1990. The policy research will help the GOT identify and formulate effective solutions to the employment challenge. We have begun working with the GOT in cooperation with the IBRD to engage the private sector in marketable skills development through a pilot program (F.I.A.P.). Early results point up the cost effectiveness of GOT targeting of unemployed youth and enlisting the private sector in identifying needed skills and in filling job vacancies. The actual measure of youth employed is calculated from program statistics supplied by the OFPE and can be tracked over the years ahead.

Measurement of our second indicator, "persons employed in private sector after training under USAID supported programs" is derived from statistics on the returnees under our technology transfer project. Over the past year, we have strengthened follow up and job placement services through a contract with AMIDEAST. As Productive Skills Training (PROS) is designed over the next year it will focus more on short-term and long term training in support of private sector development.

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