

# Action Plan

**FY 1992 - 1993**

## Uruguay and Argentina

**December 1990**



Agency for International Development  
Washington, D.C. 20523

FY 1992-93  
ANNUAL ACTION PLAN  
URUGUAY AND ARGENTINA  
December 1990

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## SECTION I. Program Overview and Relationship to Bureau Objectives

### A. Program Context and LAC Bureau Objectives

In December 1990, President Bush completed a tour of the advanced developing countries of Latin America, including Uruguay and Argentina. This tour, and the earlier announcement by President Bush of the Enterprise for the Americas Initiative (E.A.I.), served to highlight several themes which provide the context for the present and proposed ADC program for Uruguay and Argentina. In short, these are:

-- The dramatic economic and political changes that have occurred in the world have led to a reassessment of U.S. interests in Latin America. By virtue of the increased priority this reassessment places on economic integration, trade and investment within the hemisphere, ADCs such as Uruguay and Argentina take on considerably more importance to the U.S. than they would have under a U.S. foreign policy agenda dominated by security concerns or an issue such as drug trafficking.

-- This reassessment comes at a time when the economic difficulties and political environments in both Argentina and Uruguay have led the leaders of these two countries to place a premium on strengthening and expanding relations of all kinds with the U.S., while concurrently undertaking or attempting to undertake significant structural changes internally.

-- This convergence of interests and the strong desire to enhance bilateral relations have created an extremely favorable environment for A.I.D. to significantly contribute to the accomplishment of LAC objectives in these two countries with relatively modest resources.

-- Both the U.S. and the Uruguayan and Argentine governments see strengthening democratic institutions and promoting free-market growth as intertwined objectives. A dramatic illustration of this was the determination by President Bush and President Menem to proceed with the visit to Argentina, despite the coup attempt by disaffected military elements, and the mutual concern that the coup attempt could undermine investor confidence in Argentine stability.

The general USAID objectives are essentially the same for both Argentina and Uruguay, although the more specific objectives and the particular programs in the two countries do differ based on differences in opportunities and circumstances. In both countries the A.I.D. program seeks to identify and exploit the most suitable opportunities to promote the following LAC objectives:

(I.A.) Encourage the adoption or assist in the implementation of policies that promote investment, productive employment and export-led economic growth.

(I.B.) Encourage a vigorous response by the private sector to a favorable policy environment.

(II.A.) Encourage the strengthening of competent civilian government institutions that will merit the confidence of political and military leaders, citizens and investors.

(III.A.) Contribute to cooperation between the U.S. and countries of the region in the area of environmental research.

The central thesis of the A.I.D. strategy for Uruguay and Argentina is that the development issue of paramount importance in both countries is the attempt to "Reform the State". Critical fiscal problems, rising public demands for greater efficiency and accountability, and the poor performance of the economy, have led to the formation of a broad consensus (particularly strong in Argentina) that there is a compelling need to rationalize what services the state provides and how the state goes about providing those services. The result is a reform impetus which is manifested through efforts to privatize, demonopolize, deregulate, debureaucratize, decentralize and generally modernize the management, control and administration of essential public services. Examples include such diverse services as public health and justice.

Given the dynamic nature of this reform climate, this AAP does not attempt to pinpoint where the optimal A.I.D. interventions will be in 1992 and 1993.

#### B. Uruguay Program Overview

Following Uruguay's return to democracy, A.I.D. provided an ESF cash transfer of \$25.5 million and a companion ESF project of \$955,000. Funds were obligated in FY86 and FY87. Local currency counterpart from the cash transfer has funded approximately three dozen activities in support of the economic reactivation of Uruguay. Approximately \$14.5 million was programmed as counterpart to IDB regional development and investment promotion projects and UNDP technical assistance and training projects. Other uses of funds included \$3.5 million for other GOU regional development projects, \$4.1 million for private sector credit to stimulate productivity and exports, and \$1.5 million for non governmental institutions engaged in private sector development. As of 09/30/90, \$9.6 million in local currency equivalent remains undisbursed from the special account, of which \$200,000 is unprogrammed.

Jointly programmed activities approved in FY90 and early FY91 include a study to develop recommendations for capital market development in Uruguay, economic advisory service to the Central Bank and Ministry of Finance, and additional funds for the International Executive Service Corps (IESC).

The ESF grant project was broadly defined to support the GOU's economic reactivation program. The largest allocation of funds \$400,000 was for long-term participant training. Other activities included \$200,000 for technical assistance to enterprises, provided by IESC, and \$50,000 for assistance to one of the GOU investment promotion offices. In FY90 \$200,000 from this project and \$40,000 in ITT funds were committed for a feasibility study for a regional oceanographic research institute. In addition, \$16,800 was committed from the project in FY90 for executive management training for the state telephone company. Approximately \$95,000 remains uncommitted.

The Uruguay program received \$140,000 and \$732,000 in ITT funds in FY89 and FY90, respectively, and \$100,000 in ESF funds for administration of justice in FY90. Three projects have been initiated with these funds. The first is the Advanced Education for Development project, which is assisting the Catholic University develop a post-graduate business management program.

The other two projects, both of which were signed up in September 1990, are the Junior Achievement project and the part of the AQJ program that will support the development of a judicial training school.

In FY90, ITT funds were also used to send Uruguayans to the U.S. for privatization training.

In FY91, \$1.0 million in ITT funds are budgeted. The final \$270,000 of the business management project with the Catholic University will be funded, and \$75,000 will finance a two-week case study methodology seminar by INCAE for business professors from several Uruguayan institutions. Approximately \$400,000 is planned for a trade and investment project in support of the Enterprise for the Americas Initiative.

Approximately \$250,000 is planned for the next study and planning stage of the regional oceanographic research institute proposed under the Southern Cone Initiative. The final element of the FY91 program is a \$300,000 amendment to the AQJ project, which will provide funding for the court administration component.

FY90 A.I.D. activities not funded by LAC included an S&T family planning project through IPPF, a donation of 20,000 tons of corn under Section 416 Food for Progress and a \$1.0 million TDP grant for a channeling dredging feasibility study. The Food for Progress donation was provided to help the GOU cushion the social impact of fiscal measures. The TDP grant relates to a large scale program to improve the transportation capacity of the Rio de la Plata, thereby increasing trade opportunities for Brazil, Argentina, Paraguay and Uruguay.

### C. Argentina Program Overview

Shortly after President Menem was inaugurated and began to establish new policy directions for Argentina, A.I.D. reinitiated activities in Argentina. Because Argentina was in violation of Brooke-Alexander, and remained so until a bilateral rescheduling took effect in 1991, only training activities could be authorized. The first initiative was a \$200,000 administration of justice project, signed in September 1989. The same month a five-person team was sent to the U.S. for a privatization seminar.

In early FY90 a privatization training needs assessment was conducted. This led to the development of a tailored privatization seminar which included the preparation of Argentine cases. The seminar was given twice, in May 1990 in Buenos Aires and in September 1990 in Mendoza. Between the two seminars, 91 ranking officials and advisors from the federal, provincial and Buenos Aires municipal governments attended. Topics included valuation, deregulation and workforce restructuring.

By late FY90, with the prospect that Argentina would shortly no longer be under Brooke-Alexander sanctions, USAID, the Embassy and the LAC Bureau began to identify the areas for attention in the next phase of the Argentina program. With regard to privatization, it was concluded that the major technical assistance needs for the GOA were being covered by the World Bank or GOA-contracted consulting firms or investment banks. Nonetheless, it was agreed that circumstance might warrant future action by A.I.D. in this area. In this regard, a proposal was developed by IESC and reviewed by the LAC Bureau, which is now proposed for funding in FY92.

It was further agreed that A.I.D. should support other elements of President Menem's agenda to reform the state. For FY91 the area of concentration is to be financial control, accountability and reducing opportunities for corruption through the elimination of unnecessary regulations. It was also determined that short-term technical assistance would be provided to the Ministry of Health in the area of health administration and finance.

Finally, administration of justice will continue to be an important element of the A.I.D. program in Argentina. The FY91 program includes a \$250,000 amendment to the present AOJ project.

## SECTION II. Performance

### A. Uruguay Program Performance

#### 1. Positive Public Policy and Administration Objective

In the past year, local currency funds have been used to finance six contract economists and technical experts for the Central Bank, Planning Office and Ministry of Economy. Subject areas of assistance include monetary policy, other macroeconomic policy, budgeting and financial control and restructuring of state enterprises. This activity has enabled policy makers to readily recruit key expertise not available within the government service. Information available to AID does not permit an assessment of the link between this assistance and economic performance. The Central Government budget has gone from a deficit of 3% of GDP to a slight surplus since the Lacalle administration began in March 1989. On the other hand, the monetization of increasingly large trade surpluses, caused in large part by the excessively strong currencies in neighboring Brazil and Argentina, combined with a system of wage indexation, have driven inflation rates up to 130% per annum.

In addition to providing technical assistance on restructuring state enterprises, A.I.D. has financed privatization training in the U.S. for the key people in the Planning Office that serve as the task force for the Uruguayan privatization/demonopolization process and for key managers and advisors in the national telephone, natural gas and electricity companies. For the telephone company, which is expected to be the most significant restructuring effort, A.I.D. provided six scholarships to a four-week executive management program given by INCAE. This was done to provide the new president of the telephone company with stronger management capabilities within the institution to assist her in the restructuring process. Finally, in October 1990, A.I.D. helped finance a one-day conference in Uruguay entitled "Public Enterprises and Economic Growth". The conference was well attended by top politicians, legislators, government officials, labor representatives, press and academics.

Legislation to permit the planned privatizations or demonopolizations is now in the Legislative, and a consultant firm has been contracted to prepare the analysis and recommendations for the telephone company.

The USAID strategy does not have as one of its specific aims the improvement of health services. Nonetheless, this is one area of government service where fiscal pressures (plus a particularly forward looking and technically qualified minister) have created conditions where A.I.D. can support public sector management improvements for a very modest input. The feasibility study for the development of a health policy and administration training program at the Catholic University is in draft stage, with

uncertain results at this time. Local currency resources have just been approved for technical assistance from PROSALUD in Bolivia regarding the possible development of community-run clinics in the poorer peripheral areas of Montevideo. S&T/H has initiated an effort with the Ministry of Health to study the impact on the health system of the aging of the population.

## 2. Private Sector Response Objective

The project with the Catholic University to develop a post-graduate business management program has been delayed due to the need to first strengthen the team in the University responsible for managing the program and the need to review and revamp the undergraduate program. The U.S. university consortium with which the Catholic University has been linked, has been very helpful in providing strategic guidance to the Catholic University .

In an attempt to foster cooperation between the various Uruguayan institutions that provide some form of business administration training, and to promote improved training by the various institutions, A.I.D. is financing a seminar on case methodology study for about 50 Uruguayan professors in February 1991. The 10 day intensive in-residence seminar is being conducted by INCAE. That the local institutions involved have agreed to cooperate in this joint seminar is itself an accomplishment.

In the last quarter of FY90 key people involved in the emerging Junior Achievement project visited projects in Mexico and the U.S. By September 1990, when the project agreement was signed, a strong board of directors had been formed, the project director had been hired and trained, and an accounting firm was establishing the internal control procedures and bookkeeping for the new organization.

## 3. Strengthening Democratic Institutions Objective

A two-component AOJ project was approved in last year's AAP for a FY90 start. Due to some initial sensitivities on the part of the Supreme Court, the proposed component to develop a planning and administration unit for the Supreme Court was rescheduled for a FY91 start. Those sensitivities have now been overcome, to the point that the Supreme Court inserted in its budget submission the establishment of such a unit. This was accepted by the executive and approved by the legislature.

Our dialogue with the Supreme Court resulted in a jelling of opinion around the A.I.D. proposal and a specific GOU action that bodes well for the court administration component of the AOJ project.

The agreement with the UNDP for the judicial school component was signed in September 1990. The law faculty of the National University, the ministry which covers the fiscales, and the Supreme Court are all represented in the governing commission. The project-funded director and sub-director have been hired and a proposal from Florida International University is now under review for a training needs assessment.

#### 4. International Cooperation for the Environment

In May 1990, President Lacalle hosted a visit by a six-person team from the Lamont-Doherty Geological Observatory of Columbia University, the Rosenthal School of Marine and Atmospheric Sciences and the Hawaii Institute of Geophysics of the University of Hawaii. The purpose of the visit to Uruguay and to Argentina, was to discuss the next steps toward the development of the "Southern Cone Initiative" to create a regional center, or various centers, for earth sciences research, financed in part by the use of external debt to fund endowment trusts. The movement of Uruguay toward a Brady Plan agreement with its commercial creditors (eventually concluded in December 1990) significantly reduced the prospects of using conversions of Uruguayan commercial debt to help fund such a center, due to the removal of discounted debt from the market. Nonetheless, President Lacalle assured that he would make every effort to contribute to the creation of the proposed institute in Uruguay. In addition, he expressed interest in having U.S. official concessional debt utilized to support the center. Such a proposal would fit nicely under the debt side of the EAI, particularly as Uruguay meets all the proposed conditions for EAI debt relief.

Shortly thereafter, the Office of Science and Technology Policy (OSTP) of the White House began developing and communicating to the field the concept of the "Western Hemisphere Institute for Global Warming Research". The Southern Cone Initiative study proposal was then reformulated to include examination of the linkage between the two initiatives, and to include Argentina as well as Uruguay in the study. On that basis a grant was approved for Hawaii University on behalf of the U.S. Southern Cone Initiative (U.S. S.C.I.) Group. The U.S. S.C.I. group subsequently made a presentation of the S.C.I. concept to the Interagency Working Group on Global Warming in Washington, and the President's Science Advisor was briefed as well. During President Bush's visit to Uruguay, the two presidents discussed the subject, and President Bush had his Science Advisor remain with President Lacalle for a more in-depth discussion. The President's Science Advisor indicated that he was impressed with the S.C.I. and views it as potentially contributing significantly to the White House OSTP initiative.

## B. Argentina Program Performance

The Argentina program was only initiated in September 1989, and has been limited to date to training activities. Nonetheless, the first fifteen months of the new A.I.D. program have been fruitfully used to lay the foundations of an ADC program that will contribute to LAC objectives.

Given the size and complexity of the country and its public sector, and given A.I.D.'s limited resources, the possibility of A.I.D. having an impact on LAC objectives depends above all else upon the counterparts with whom A.I.D. is able to work.

### 1. Positive Public Policy and Administration Objective

A.I.D. began its involvement in the privatization training area with individuals in the Ministry of Public Works who were key players in the privatization process. The September 1989 privatization seminar in the U.S. included the Secretary of Public Works (now a Supreme Court justice), an advisor who became the secretary of the privatization committee (now the Sub-secretary of Public Works) and the chief of staff of the Minister (who also runs the privatization committee on behalf of the Minister). In July 1990 the new secretary of the privatization committee also received training in the U.S.

These individuals, in turn, provided the entree to obtain the participation of 91 officials and advisors from 44 institutions for the two privatization seminars delivered in Argentina. By using material developed from current Argentine privatization cases, the seminars served to help broaden the understanding of the issues being confronted in the key test cases. As more and more state enterprises are added to the list of privatization candidates, it is expected that the A.I.D. contribution in preparing the responsible officials will be further in evidence.

The next phase of A.I.D.'s assistance to Argentina's public sector reform effort began with a project design effort in September 1990. The counterpart was the Secretary for Legal and Technical affairs of the Presidency. The A.I.D. consultant was a public administration expert with eight years' experience in the White House. Although the LAC Bureau did not approve the full scope of the proposed project, this visit was extremely important in terms of cultivating a counterpart relationship with an office in the Presidency that is key to the reform process in Argentina. All decrees or legislation proposed by the executive are prepared, finalized or cleared by this office. In addition, the office is the closest thing to a technical policy coordinator that exists in the Presidency.

USAID proceeded in December 1990 to finalize a project with the Legal and Technical Affairs Secretariat which focuses on improving financial accountability and reducing opportunities for corruption.

The fact that the administration of justice project could only fund training has created increasing pressures. This is due to the fact that the environment for reform has become more favorable and the counterparts are pushing much harder for technical assistance. This problem will be resolved as soon as the \$250,000 in FY91 AOJ funds are received.

In the court administration area, both the Supreme Court of the Nation and the Supreme Court of Buenos Aires conducted the planned training programs for their respective personnel. The Supreme Court of the Nation is pressing now for early release of FY91 funds in order to begin an administrative assessment and reform study. The Supreme Court of the Nation also plans to use FY91 funds to do a training needs assessment and develop the plans for a permanent judicial training institution.

At the beginning of the project, only the private foundation FORES had a legal aid activity under the project. Now the Sub-secretariat of Justice is using the project to train the personnel in five pilot legal assistance centers located in low income neighborhoods of Buenos Aires.

### Section III. New Initiatives and Resource Requirements

#### A. Uruguay New Initiatives

##### 1. Public Policy/Administration

In FY91 \$400,000 is planned for this objective. The principal initiative will be a project with the UNDP-supported National Debureaucratization Program (PRONADE). The initiative has two objectives. The first is to design an institutional scheme for the coordination of Uruguayan efforts to promote investment. At present these functions are scattered among dozens of institutions, making investment promotion efforts relatively ineffective and hampering the efforts of potential investors. In a country where investment levels are below that required for replacement purposes, there is a clear need to rationalize the way the government organizes itself to promote investment. The second related objective is to eliminate needless bureaucratic barriers to investment. The PRONADE activity involves 1) an assessment of present institutions, procedures and policies, 2) an examination of Uruguayan experience and models from other countries, 3) the design of a recommended Uruguayan model, and 4) the instigation of the policy decisions required to move toward the recommended model.

It is expected that the above activity will lead to the identification of follow-up areas of assistance in the rationalization of the GOU's trade and investment laws, regulations or institutions. Consequently, another \$1.0 million is programmed for these purposes in FY92 and FY93. In addition, \$1.2 million is budgeted in the planning period for other public policy/administration activities. Possibilities range from privatization to support for reform in the public education sector.

## 2. Private Sector Response

In FY92 this objective is supported by \$350,000 for business management education. Approximately \$200,000 is planned for business management education in each of the next two years.

In FY92 a new initiative will be undertaken, possibly in conjunction with the International Executive Service Corps (IESC), to help Uruguayan companies obtain the technology and market connections needed to meet the challenges of the coming regional integration. Full market integration with Brazil, Argentina and Paraguay is scheduled for 1995, and tariff barriers are already being reduced. The planned funding level for this initiative is \$700,000 per year.

## 3. Strengthening Democratic Institutions

As previously mentioned the administration and planning activity with the Supreme Court will be initiated in FY91. follow-on funding for this activity and the judicial training activity are planned for FY92 (\$400,000) and FY93 (\$300,000).

## 4. International Environmental Cooperation

While the feasibility and planning work for the "Southern Cone Initiative" (SCI) is far from complete, the level of interest in Washington, as well as in Uruguay and Argentina, seems to warrant planning for further support for the SCI in FY92 (\$500,000) and FY93 (\$250,000). During these years limited funding for scientific research will be considered on a matching basis, to the extent that such research contributes to the development of the SCI operational model of international cooperation in research.

### A. Argentina New Initiatives

#### 1. Public Policy/Administration

An essential element of reform in Argentina must be the establishment of effective and efficient mechanisms to control government expenditure, and to reduce fraud, waste and corruption. The World Bank has made available to the Ministry of Economy a major technical assistance loan, which includes assistance for financial control. Also President Menem established two key

inter-institutional commissions, one called the Commission on Control of Administrative Reform and the other the Commission on Public Expenditure, both of which include the participation of the President's Legal and Technical Affairs Secretariat. In order to enhance the prospects for effective reform, A.I.D. will be providing technical assistance to this office and, in turn, to the two mentioned committees. The initial project, which was prepared in December 1991, provides technical assistance and training in financial control as well as an element to reduce corruption and improve both private and public sector efficiency through deregulation. The initial project is for two years at a cost of \$1.0 million (\$500,000 funded each year). In FY92 USAID will review both the project and the general situation with respect to administrative reform in Argentina. It is expected that the project will then be amended to broaden the scope to other key administrative reform areas and to extend the period of assistance covered by the original project. Depending on the results of the consultancy with the Ministry of Health (scheduled for March 1991), a FY92 activity may be developed to assist with administrative reforms in that Ministry. An additional \$1.5 million is planned in FY92 and FY93 for these purposes.

## 2. Private Sector Response

A project concept has been developed jointly with IESC/Argentina which has the following three elements. First, IESC would help develop small privatization projects, working jointly with private sector interests and federal, provincial or municipal officials. IESC has received expressions of interest from both private individuals and public officials for this service. Second, IESC would provide technical assistance to carefully selected firms seeking to adjust their operations to an open market situation. Finally, and in support of the above two elements, IESC will establish a trade and investment program for promoting joint ventures between Argentine and U.S. firms. This project was formally reviewed by the LAC Bureau in October 1990 for FY91 funding. It is now proposed that the project be initiated in FY92. A total of \$1.0 million is planned for FY92 and FY93, to fund this project and other activities in support of this objective.

## 3. Strengthening Democratic Institutions

USAID proposes to continue to build on the on-going court administration, judicial training and legal aid activities. For FY92 and FY93 \$350,000 and \$200,000, respectively, are planned for this purpose. Beginning in FY92, it is proposed that the LAC regional Legislative Strengthening project begin to provide assistance in operational and informational management systems to the Argentine legislature. Over two years, \$450,000 is proposed for this activity.

### C. Operating Expense (OE) Requirements

A significant increase in OE requirements in FY92 is unavoidable. The Uruguayan trust funds that have been paying the bulk of operating costs for the USAID office in Montevideo will be virtually exhausted by the beginning of FY92. Only \$10,000 will be left. Also, the cost of travel of the A.I.D. Representative to conferences or AID/W was previously split between the OE budgets of Paraguay and Uruguay. Now each budget must fully cover the cost of its own A.I.D. Representative.

Finally, the expansion of the program in Argentina requires the addition in FY92 of one FSN/PSC project officer, who will be located in Argentina. This will give USAID a total of 3 FSN/PSCs, one exclusively dedicated to Uruguay, one exclusively dedicated to Argentina and one (resident in Uruguay) responsible for AOJ/DI and other items in both countries. The Embassy in Buenos Aires agrees that A.I.D. should have a staff person in Argentina, and favors the location of the person in the Embassy. Funds have been included in the requested OE budget to cover related FAAS costs and travel and communications costs. In addition, budgetary provision is made for part-time secretarial support or the cost-sharing of a full-time secretary.

The FY92 OE requirement is \$419,000 (inclusive of the estimated \$10,000 in trust funds). A portion of the increase is attributable to a planned A.I.D. Representative transfer in FY 92, and the replacement of the single A.I.D. official vehicle. With these costs excluded in the following year, the FY93 OE requirement drops to \$383,900.

#### SECTION IV. A.I.D. Representative Initiated Issues

1. This AAP begins with the premise that developments such as President Bush's Enterprise for the Americas Initiative and his recent visit to the ADCs in Latin America signal a high level shift in geographical priorities within the region. Is this premise correct, and to what extent does it impact on the LAC Bureau's internal budget preparation process?

2. The lack of a LAC regional or central project in public administration has been identified by this A.I.D. Representative on previous occasions as a serious gap. A review of this AAP will show that "reform of the state" is viewed as the most important objective, and that this means effective public administration, not just privatization. Is the LAC Bureau planning to undertake the development of a regional public administration reform project with buy-in capability?

TABLE I  
SUMMARY FUNDING TABLE FOR NEW AND ON-GOING ACTIVITIES  
(\$000)

U R U G U A Y

<u>Objective/Activity</u>	<u>FY 91*</u>	<u>FY 92</u>	<u>FY 93</u>
1. Public Policy/Administration (ITT)			
- Trade and Investment Promotion	400	600	400
- Other	-	500	700
2. Private Sector Response (ITT)			
- Business Management	350	200	200
- Other	-	700	700
3. Democratic Institutions			
- Admin. of Justice (AOJ)	300	400	300
- Other Demo. Initiatives (DI)	-	100	100
4. Int'l Environmental Coop. (ITT)			
- Southern Cone Initiative**	<u>250</u>	<u>500</u>	<u>250</u>
Total Uruguay	<u>1,300</u>	<u>3,000</u>	<u>3,000</u>

A R G E N T I N A

<u>Objective/Activity</u>	<u>FY 91***</u>	<u>FY 92</u>	<u>FY 93</u>
1. Public Policy/Administration (ITT)			
- Financial Control	500	500	300
- Other	-	500	700
2. Private Sector Response (ITT)			
- IESC	-	500	250
- Other	-	-	250
3. Democratic Institutions			
- Admin. of Justice (AOJ)	250	350	200
- Other Demo. Initiatives (DI)	<u>-</u>	<u>150</u>	<u>300</u>
Total Argentina	<u>750</u>	<u>2,000</u>	<u>2,000</u>

Notes: \* FY91 amounts are estimates of LAC Regional funding as no OYB has yet been provided  
 \*\* This activity also benefits Argentina  
 \*\*\* FY91 level is higher than indicative figure provided by LAC due to present cost estimate for Financial Control project

TABLE II  
 SUMMARY ACCOUNT FUNDING TABLE FOR LAC BUREAU  
 (\$000)

	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>
<u>URUGUAY</u>			
ITT	1,000	2,500	2,600
- PSEE	(800)	(2,300)	(2,400)
- EHR	(200)	(200)	(200)
AOJ/DI	<u>300</u>	<u>500</u>	<u>400</u>
Uruguay Total	1,300	3,000	3,000
 <u>ARGENTINA</u>			
ITT			
- PSEE	500	1,500	1,500
AOJ/DI	<u>250</u>	<u>500</u>	<u>500</u>
Argentina Total	750	2,000	2,000
 GRAND TOTAL	 <u>2,050</u>	 <u>5,000</u>	 <u>5,000</u>

USAID/URUGUAY  
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Activity Title and Project Number	Implement. Agency	Oblig. Instr. date	PACD	AID LOP	Counterpart	Oblig. planned this FY	Cumulative to date	FY 90 Exps.	Om. Exps	Pipeline
<u>FHR</u>										
- Advanced Education for Development 598-0616.18	UCUDAL	Grant 06/89	12/92	650,000	104,000	270,000	380,000	30,000	86,800	293,200
- Southern Cone Initiative 598-0616.18	Univ. Hawaii	Grant 09/90	03/91	40,000	--	--	40,000	--	--	40,000
<u>P S E E</u>										
- Junior Achievement 598-0616.18	CEJU	Grant 09/90	12/92	264,933	48,000	--	264,933	12,933	12,933	252,000
- Judicial System Strengthening 598-0616.18	UNDP	Grant 09/90	12/93	100,000	25,000	--	100,000	--	--	100,000
- Privatization GOU Training Staff		06/90	07/90	34,566	--	--	34,566	34,566	34,566	--
<u>HE</u>										
- Association of University Programs in Health Admin. 598-0616.18	AUFHA	Buy-In contr.	09/90	13,000	--	--	13,000	--	--	13,000
<u>E S F</u>										
- Regional Admin. of Justice 598-0642.18 - Judicial System Strengthening	UNDP	Grant 09/90	12/93	100,000	25,000	--	100,000	--	--	100,000
- Economic Program Support 598-0108.00	GOU AID	Proj. Agreement	09/86	955,000	700,000	--	955,000	7,370	559,231	395,769
- ESF Counterpart Funds 528-0107.00	GOU OFF	Prog. Agreement	N/A	25,522,000	--	--	22,192,269	3,065,415	14,004,178	8,188,091

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PORTFOLIO REPORT

1. Advanced Education for Development Project

Project Data

Title and Number: Advanced Education for  
Development Project (AEDP),  
Grant No. 598-0616.18.1

Estimated Completion Date: December 1992

Implementing Agency: Universidad Católica del Uruguay  
"Dámaso Antonio Larrañaga"  
(UCUDAL)

Activity Purpose

The purpose of the Grant is to support UCUDAL in its efforts to develop the professional, technical and managerial manpower resources to meet the demands of an export-oriented economy. This project finances: a) short and long-term training in the U.S., b) technical assistance, and c) commodities.

Project Status

Budgeted:	Committed:	Expended:
\$650,000.00	\$86,800.00	\$86,800.00

The project has been delayed and the PACD extended by six months. USAID approved a new action plan and budget with no changes in the total cost of the program. The AEDP had to face the effects of a broader reorganization in UCUDAL, the Business School contracted a new academic advisor who had to redesign the business program curriculum of the University and, later on, the University appointed a new business school director who gave greater dynamics to the business administration department. The AEDP has contributed to both the attitudinal and organizational changes in UCUDAL, both of which are necessary in order to have an educational program of international level quality. It is expected that the estimated completion date for the project will be December 1992.

2. Junior Achievement Project

Project Data

Title and Number: Junior Achievement  
Grant No. 58-0616-00013

Estimated Completion Date: December 1992

Implementing Agencies: - Confederación Empresarial del Uruguay (CEDU)  
- Desarrollo Empresarial del Uruguay (DESEM)

Activity Purpose

The purpose of the Grant is to develop a program to train Uruguayan youth in the principles of private enterprise. By the end of the grant, it is expected that an Uruguayan institution is established and capable of continuing a program for junior entrepreneurs based upon support from the Uruguayan business community.

Project Status

Budgeted:	Committed:	Expended:
\$264,933.00	\$12,933.00	\$12,933.00

After one year of USAID efforts testing the water to know the local reactions of the business community and promoting the idea of having a JA program in Uruguay, a Grant was awarded to a not-for-profit organization at the end of FY90. The board of directors, a group of executives from the rural area and the city of Montevideo, are working together in a joint effort to start the program in 1991. It is expected that the JA minicompany activities begin with the training of 80 to 140 teenagers in 1991, and 500 to 750 in 1992. The Board is now preparing the action plan, staffing the project and recruiting consultants for the JA minicompanies first cycle.

### 3. Judicial System Strengthening Project

#### Project Data

Title and Number: Judicial System Strengthening Project, Grant No. 598-0616-00014

Estimated Completion Date: December, 1993

Grant Administrator: U.N.D.P.

Implementing Agency: Centro de Estudios Judiciales (CEJU)

#### Activity Purpose

The purpose of the Grant is to develop the institutional capacity of the Centro de Estudios Judiciales del Uruguay (CEJU) to train the judicial, professional and support personnel required to operate a modernizing and expanding judicial system. CEJU will provide entry level and in-service training in response to the identified needs of the judicial system.

#### Project Status

Budgeted:	Committed:	Expended:
\$200,000.00	\$130,000.00	\$0.00

Since 1986, USAID has been making efforts to establish an AOJ project in Uruguay without success. A GOU-UNDP project was in implementation since 1987 but the project was out of touch with the Supreme Court.

By april 1990 USAID submitted to the Supreme Court two documents for a preliminary discussion concerning a future AOJ project. The first was aimed at strengthening the administrative capacity of the Supreme Court, proposing the creation of a Planning Office for its technical support. The second was related to the judicial training activity.

Fear of change and reluctance to be seen as compromising independence served to prevent initiation of the court administration activity in FY90. These attitudes dramatically changed, however. During FY90 the Uruguayan court system started to face an extraordinarily difficult period of retraining, adaptation and expansion due to the entry into effect in November of 1989 of a new General Code of Procedure.

Thus, the judiciary was suddenly confronted with an acute need of defining and installing the new administrative and operational procedures they would need to make the new code's dictates operative plus to recruit and train the new judges, attorneys, and technical and administrative staff. That created a commotion in an institution where change was almost unknown. Also, two reform-minded Judges were appointed for the Supreme Court (one a founder and member of the CEJU Commission who had participated in ILANUD activities and the other one a Fulbright participant).

This environment created an opportunity for a catalytic intervention by USAID. People motivated to reform embraced USAID involvement and in turn were encouraged by USAID in their efforts. The USAID opinion strengthened the position of the new members of the Court and helped them to include in the Budget Law one article creating the Planning Office for the Supreme Court.

Additionally, USAID played an intermediary role between the Supreme Court and the current GOU-UNDP AOJ project. Since the first development of this project, attempts to improve the communications were made which resulted in a more productive use of the remaining funds of the UNDP project with more direct input from the Court (and \$50,000 taken out to increase this project).

At present there is a very positive attitude from high ranking judiciary officials for the development of a project to help strengthen the administrative capacity of the Supreme Court.

4. Program Development and Support

Uruguay Privatization

Budgeted:	Expended:
\$34,566.00	\$34,566.00

A group of three professionals working for the Budget and Planning Office and one official working for a State-owned company were sent to a privatization seminar in Washington. After they came back from the training course, the head of the Budget and Planning Office, and as a result of the training performance, requested USAID to send a second group in November. This second group was funded by Project Agreement 528-0108.

Southern Cone Initiative

Budgeted:	Expended:
\$40,000.00	\$0.00

Same comments as for Project Agreement No. 528-0108.

Health and Administration Policy Program

Budgeted:	Expended:
\$13,000.00	\$13,000.00

This buy-in to a LAC/DR/H project helps the Catholic University of Uruguay (UCUDAL) to conduct a study to determine whether or not to develop a Health Administration and Policy Training Program in Uruguay. As a result of this study UCUDAL should be able to determine its future plans and actions regarding developing such training course in health administration. The first draft of the study was submitted to UCUDAL in late November. The total cost of the study (\$26,000.00) also has been cofunded by LAC/DR/HPN.

5. Program Agreement No. 528-0107

Program Data

Title and Number: 528-0107, ESF Program Agreement,  
Local Currency Counterpart Funds.

Counterpart Contribution: \$25,522,000.00

Terminal Date: Not specified

Coordinating Agency: GOU Office of Planning and  
Budget (OPP)

Activity Purpose

The local currency generated by the Agreement is programmed to support the economic recovery program of the GOU.

- (a) To support the GOU efforts to expand Uruguayan exports through the rationalization of agricultural and agro-industrial production with the aim of improving Uruguay's ability to compete in the international market.
- (b) To support the Private Sector and NGO activities involving micro-enterprise employment generation, technology innovation, and private sector efficiency.
- (c) To finance training and studies relevant to long-term economic development.

Program Status

The activity lines included in this program were restructured by AID's PIL No. 12 of October 26, 1989 which introduces three broader categories for the use of the local currency: a) GOU Economic Recovery Sector Program, b) counterpart to A.I.D. Agreement No. 528-0108, and c) Trust Fund.

1. GOU Economic Recovery Sector Program

Budgeted:	Committed:	Disbursed:
\$22,271,512.00	\$21,116,869.00	\$13,230,170.00

A) New Sector Program Activities

Counterpart to UNDP. In 1990 two new activities were included under this counterpart fund. The GOU approved an increment of funding (\$500,000.00) for an educational program (PEDECIBA) which will

establish a solid scientific infrastructure in biology, physics, information systems, mathematics and chemistry. In addition, the GOU also approved financial assistance to the EMPRETEC program (\$293,800.00), an entrepreneurship and technology-based small enterprise project.

The estimated completion date for PEDECIBA is 1990. The EMPRETEC financial assistance ends in August 1992.

Private Sector Promotion. This activity made it possible to USAID to find an alternative source of funding for the IESC program. By late FY 90, the GOU programmed and committed \$200,000.00 to IESC for technical assistance in 1990. Due to the success of the project, the GOU agreed to program an additional \$200,000.00 for 1991.

Program Support. The GOU carried out two seminars to promote its public sector economic reform program. The local currency program provided financial support to both activities. The topics were a) the economic impact of the public companies performance and b) the regional privatization experience in the telecommunications sector.

In addition to this, a group of six professionals were sent to a management program held in Asunción by INCAE in November 1990. This training program is an activity addressed towards upgrading the technical level of a group of selected senior staff employees who are engaged in developing the GOU's economic strategy.

B) Local Currency Value Depreciation

Exchange Loss as of 09/30/90: \$1,824,387.00

The ESF local currency fund lost its value over the life of the program, despite the fact that funds were deposited in an interest bearing bank account.

The inflation and peso depreciation rate eroded the ESF account so the total program amount of \$25.5 million had to be reduced to absorb the exchange loss. At present the fund is gaining rather than losing.

2. Counterpart to A.I.D. Agreement No. 528-0108

Budgeted:	Committed:	Expended:
\$500,000.00	\$149,300.00	\$68,008.00

A) New Counterpart Activities

Capital Market Study. A capital market study is being carried out by the GOU. This is a 9-month activity to explore the Uruguayan capital market potential and weaknesses. The final product will be delivered next March.

Salary Fund. This is a fund of up to \$200,000.00 to contract Uruguayan or other resident economists and technical advisors to assist in the design and implementation of various aspects of the economic plan of the new government. Contracts are for full-time service and do not exceed eighteen months. Individuals holding permanent positions with the government are ineligible for contracts. Until December 1990 the institutions who have had access to the fund are the Budget and Planning Office, the Central Bank and the Ministry of Economy.

Health Delivery System Study. This is an activity to help design a pilot project to assist the GOU in developing a more decentralized health delivery system. Of immediate concern is the interest of the Ministry of Public Health in exploring the potential of community groups to support public institutions to serve as vehicles for more effective use of public resources. A team of two professionals from PROSALUD, a Bolivian USAID-funded not-for-profit organization, are scheduled to come over next January to carry out the study.

3. Trust Fund

Budgeted:	Committed:	Expended:
\$926,100.00	\$926,100.00	\$706,000.00

As stated in the Trust Fund Agreement signed by GOU and A.I.D., the local currency funds have been used to cover the mission operating expenditures. Based on the four-year experience gained so far and the current level

of expenditures, the remaining local currency under the Trust Fund agreement should cover only fiscal year 1991.

#### 4. Management

##### A) IG Audit

An audit was performed by the IG from November 3, 1988 to March 3, 1989. It covered the \$25.5 million ESF dollars that AID disbursed to the GOU and the \$25.5 million in local currency equivalent deposited by the GOU. The report contains four findings: 1) ESF dollars could not be tracked to their end use, 2) interest earned on a duplicate cash transfer had not been appropriately returned, 3) AID/Uruguay did not adequately monitor local currency activities, and 4) local currency was inappropriately used for low interest loans and other subsidies.

The recommendation relating to the second finding was closed in 1989. Recommendations No. 1 and No. 4 were also closed in 1990. In 1991 USAID will focus on closing finding No. 3. with the support of actions stated in B) and C) below.

##### B) Administrative Reorganization in the Planning Office (OPP)

A reorganization of the Budget and Planning Office is underway. It aims to improve the GOU's technical and administrative capacity to monitor the government's economic development program. An internal control assessment contract will be carried out in 1991 by a local consulting firm. The scope of work includes the revision and recommendations to define the appropriate level of effort for the implementing unit, the administrative procedures for approving expenditures and disbursements, and the financial framework and monitoring program mechanisms to adequately monitor the local currency activities.

##### C) Audit of the Local Currency Disbursements

In addition to the administrative reorganization, an audit of the local currency will be carried out soon. It covers all disbursements from the GOU's implementing unit to the grantees. A complete analysis of the supporting documents, disbursement and accounting reconciliation are the major concerns included in the audit scope of work.

D) Estimated Termination Date

The estimated termination date for the local currency program is 1994.

6. Project Agreement No. 528-0108

Project Data

Title and Number: Economic Program Support and Administration of Justice, No. 528-0108

Estimated Completion Date: December 1991

Implementing Agencies: - GOU Office of Planning and Budget (OPP)

- International Executive Service Corps (IESC)

- AID/W, Office for International Training.

- University of Hawaii at Manoa

Activity Purpose

This project has three priority activities: a) postgraduate training in the U.S. of Uruguayans working in development-related fields, b) promotion of income and investment generation in the private sector, and c) studies, workshops, technical assistance, training and support related to the formulation of development policies.

Project Status

Budgeted:	Committed:	Expended:
\$955,000.00	\$860,174.00	\$559,231.00

Two new activities were approved under the project in 1990, a feasibility study to explore the potential of creating a multilateral and interdisciplinary research institute for global warming change (Cono Sur Initiative), and training activities to support the GOU plans for privatization.

New Project Activities

a) Cono Sur Initiative. Since the new Uruguayan administration took office in March 1990, it has been engaged in exploring the potential for creating a multilateral research institute for global warming change. President Lacalle will get a feasibility study document with an assessment of the potential for an international research center. The initiative meshes with the Western Hemisphere Research Institute for Global Change initiative from the White House Office of

Science and Technology (OSTP). The grant was signed with the University of Hawaii on September 25, 1990. The cost of the study is \$240,000.00 which is also cofunded (\$40,000.00) by the FY90 ITT project.

- b) Privatization. Another activity carried out in 1990 was the training of a group of GOU's officials to help them understand the privatization process and rationale in developing countries. Short-term training was provided in Washington for this group of professionals. The group was sent to Washington in November.

It is expected that funds under Project Agreement No. 528-0108 will be completely used by December 1991.

Other LAC Activities

A) Entrepreneurs International Scholarship Program

Budgeted:  
\$18,000.00

Expended:  
\$18,000.00

It is a joint activity with the Office for International Training and USAID to provide the private sector with training (in U.S.) for two Uruguayan and two Argentinian executives. This short-term, on-the-job training opportunity, suits the country strategy to increase the business sector productivity; it makes it possible to access to needed inputs such as capital and technology. This activity also complemented the IESC technical assistance in Uruguay. IESC Representatives have been asked by USAID to screen and select the candidates from the companies assisted by the program. Participants will leave to U.S. during early 1991.

B) Food for Progress

Under Section 416 Food for Progress, 20,000 tons of corn were granted to Uruguay. Delivery occurred in November 1990. The program does not involve monetization, consequently no A.I.D. action is required.

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(11/30/90)

Activity Title and Project Number	Implement. Agency	Oblig. Instr. date	PAOD	AID IOP	Counter- part	Oblig. planned this FY	Cumulative to date	FY 90 Exps.	Cum. Exps	Pipeline
<u>EHR</u>										
- Privatization 598-0616.21	-	12/89	10/90	134,453	-	-	134,453	98,216	134,453	-
• Instituto de Altos Estudios Empresariales (IAE)	-	12/89	10/90	28,958	-	-	28,958	19,558	28,958	-
• Arthur D. Little Int'l Inst.	-	12/89	10/90	83,571	-	-	83,571	63,571	83,571	-
• Privatization Seminars	-	04/90	10/90	15,456	-	-	15,456	12,308	15,456	-
• GOA Training Staff - Nora Nofal	-	05/90	06/90	6,468	-	-	6,468	2,779	6,468	-
<u>ESF</u>										
- Public Administration 598-0616.21	-	08/90	09/90	19,675	-	-	19,675	-	19,675	-
- Regional Admin. of Justice 598-0642.21	Fundación La Ley	9/89	9/91	200,000	-	250,000	200,000	123,840	155,607	44,393

1990 ARGENTINA ANNUAL  
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1. Privatization Professional Development Program

Project Data

Title and Number: Privatization Professional  
Development Program, Contract  
No. 598-0616.21

Completion Date: October 1990

Implementing Agency: USAID Direct Contracts

Activity Purpose

The purpose of the Contract was to support the Government of Argentina in its privatization efforts. An executive training program was designed to help senior government officials and advisors to:

a) analyze key problem areas related with Argentina's privatization program, and explore alternative strategies for their solution; b) develop a better understanding of the strategies other countries have used when facing problems similar to those being faced in Argentina; and c) share experiences and approaches used by different groups working on privatization in Argentina.

Project Status

Obligated: \$134.453

Total Expended: \$134.453

Three case studies were developed focusing on valuation, deregulation and downsizing work force levels; and describing respectively the experiences of the Argentine national telephone company (ENTEL), the state-owned petroleum monopoly (YPF), and a winery owned by a provincial government (Bodegas GIOL).

The cases were presented at two seminars; the first was held on May 17-18 in a suburb of Buenos Aires and the second on September 26-28 in Mendoza. A total of 91 GOA high officials and advisors from about 44 different institutions from all over the country actively participated.

Both seminars were successful in achieving the objectives of providing government officials with a preliminary understanding of the privatization process, the strategies and tactics available, and a framework for deciding when to use them.

These seminars and the earlier privatization participant training activity in the U.S. were extremely valuable to A.I.D. in terms of developing counterpart relationships after so many years without a program in Argentina.

A few names should be pointed out: In September, 1989, three officials were sent to Washington through this project to participate in a Privatization Seminar: Rodolfo Barra, Emilio Fluixá and Mario Guaragna.

Rodolfo Barra was the Secretary of Public Works at that moment, but was soon promoted to Vice Minister of the Interior and lately appointed to be a Member of the Supreme Court of the Nation. In these different positions he has been a promoter and defender of the state reform and has been in close relation with AID. As a matter of fact, he has recently traveled to the U.S. by the AOJ project to learn about the U.S. judicial training experience as he is one of the most active promoters of the reform in the justice system.

Emilio Fluixá has stayed in his position as Chief of Advisors at the Ministry of Public Works and has also been in charge of the Secretary of the Privatization Committee, so playing an active role in every national privatization carried out.

Mario Guaragna, then just one of several advisors of the Ministry of Public Works, was the working liaison for the first seminar and was soon promoted to Vice Minister of Public Works.

Lucio Ponsa Gandulfo, Organization Undersecretary at the Public Duty Secretariat of the Presidency, was the liaison for the second seminar and has been of help for the Public Administration Reform project.

Osvaldo Pérez Cortés, Legal Undersecretary at the Legal and Technical Secretariat of the Presidency, met in one of the Privatization events, is now the counterpart for the Public Administration Reform project.

Another outcome of the project is that IAE, an institution with widespread recognition in the business sector, had the opportunity to gain more experience in case development, as it had official backing to study big public enterprises and

the supervision of Arthur D. Little International Institute for that purpose. And the IAE faculty also had the opportunity to enlarge its appreciation of the privatization process, which they are going to share with their students. The cases developed for this project are going to be presented in future executive seminars of IAE and in its regular M.B.A. courses, expanding the acquired knowledge to the private sector.

2. Public Administration Reform Activities

Project Data

Title and Number: (Project Development)  
Contract No. 598-0616.21

Completion Date: September 1990

Implementing Agency: USAID Direct Contract

Activity Purpose

The purpose of the Contract was to develop a concept paper for a proposed A.I.D.-financed public administration reform project.

Project Status

Obligated: \$19.675

Total Expended: \$19.675

A two-person team was in Argentina from September 2 to 11, 1990, where it held numerous meetings with government officials, and private industry and professional leaders. Osvaldo Pérez Cortés, Legal Undersecretary at the Legal and Technical Secretariat of the Presidency was the GOA counterpart for this activity.

A final oral presentation was made to Dr. Granillo Ocampo, Legal and Technical Secretary of the Presidency, Pérez Cortés, DCM Thomas Forbord of the American Embassy and USAID.

On September 20, 1990 a document was issued with three recommendations for alternative project approaches:

- 1) Assist the Executive Committees on Public Expenditures and on Control of Administrative Reform,
- 2) Provide assistance in the design and implementation of a Senior Career Executive Service for the GOA, and
- 3) Provide assistance to the Office of the President for improving the organization and operation of the President's immediate staff.

The first recommendation served as the basis for a project that is being designed concerning financial control, accountability and reducing opportunities for corruption.

### 3. Administration of Justice Project

#### Project Data

Title and Number: Administration of Justice Project, Grant No. 598-0642.21

Estimated Completion Date: September, 1991

Grant Administrator: Fundación La Ley

Implementing Agencies: National Supreme Court, Supreme Court of the Provincia de Buenos Aires, Secretariat of Justice and FORES

#### Activity Purpose

The purpose of the Grant is to support improvements in the Administration of Justice in the Republic of Argentina. The Grant finances training, certain research activities and studies that are required to formulate the training programs. The project has three components aimed at improving: a) court administration, b) the system for training judges, and c) the system of legal aid.

#### Project Status

Budgeted:	Committed:	Expended:
\$200,000.00	\$200,000.00	\$155,607.00

The project had to be designed contemplating the legal restrictions against funding activities other than training in Argentina and has been in implementation for a year with very good results, specially in components a) and c).

a) Court Administration: This component promotes the reorganization and modernization of the judicial administration through the incorporation and development of the role of Court Administrators into the national and provincial judicial structure. The implementation includes course design and delivery for high level administrative officials through seminars, workshops, lecture presentations by visiting specialists and training by correspondence.

This component gave the opportunity to many professionals working in the administrative area of the Judicial system to analyze the key problems they are facing, share their experience with colleagues, visitors and professors and discuss alternative solutions to implement.

Additionally, at the provincial level, a Seminar for Camaristas (Members of Appellate Courts) gave a unique opportunity for a meeting of these high level judges from all over the Province of Buenos Aires with the Supreme Court of the Province. As many judges pointed out, what was taught by the professors was significant but still more important was having the chance to discuss their problems among themselves and with the members of the Supreme Court for the first time they could remember.

At the national level and for FY91 a research, diagnosis and recommendations project has been submitted for approval, to help the Supreme Court of the Nation implement an administrative reform.

b) Judicial Training: This component, originally handled by the Sub-Secretariat of Justice, has been limited to date to training related to the oral procedure reform. By mid-1990 two reform-minded new members of the Supreme Court of the Nation requested that the Supreme Court be the implementing institution for the judicial training school. In FY91 and under the direct supervision of these two Justices, a training needs assessment is proposed, with the aim of establishing a permanent judicial training institution.

c) Legal Aid: The purpose of this component is the improvement of the system of legal aid through the training of persons related to it at three levels: 1) young lawyers and law students, 2) public defenders and experienced lawyers, and 3) social leaders, law professors and officials with special responsibility on the subject. The way to reach the objectives depend on the levels: meetings, participative seminars and audiovisual materials are employed in the first two; meetings and a congress for the latter. This subject area was at the beginning being addressed only by FORES, but later the Sub-Secretariat of Justice initiated a social aid activity which included professional help to the common people on their rights not only related to the Court Room but to the Public Administration as well. This activity involved the opening of 5 centers (Centros de Atención Jurídica Popular) in different neighborhoods of Buenos Aires with low income population.