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**U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT**

**LAC REGIONAL**

**ACTION PLAN**

**FY 1994-FY 1995**

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## Introduction and Overview

Profound economic and political changes continue to sweep Latin America and the Caribbean. Democracy gained ground slightly in LAC during the past year, as measured by the Freedom House annual survey. Country after country is turning to a more outwardly oriented, liberalized economic system, undergoing rapid and deep structural adjustments. These changes are taking place in the context of a quickly changing world situation, presenting both new opportunities and risks for the region, many of them as yet unclear and ill defined. These same forces of change are affecting the way the U.S. interacts with the region, redefining relationships in the direction of greater equality and more balanced partnerships. Foreign policy initiatives aimed at strengthening newly evolving democracies and at paving the way for hemisphere wide trade, in concert with growing international concern for the environment, have provided a new framework for U.S. economic and development assistance and for cooperation in the region.

The LAC Regional portfolio plays two critical roles in advancing the objectives of A.I.D. and the U.S. Government in the region. First, the portfolio provides the technical resources which support the Bureau, its missions, and the Agency in defining and redirecting our economic and development agenda for Latin America and the Caribbean in the face of a rapidly evolving political, economic, and social situation in the region. Second, the portfolio supports a carefully selected group of high priority or Congressionally mandated regional development initiatives which cannot be effectively managed on a bilateral basis. These activities complement our bilateral programs and help to create and strengthen vital networks among informed Latin American and Caribbean citizens. The initiatives reinforce national efforts aimed at addressing selected common development constraints and objectives and encourage cooperation in addressing regional, hemispheric and international development problems.

Following last year's Program Objectives Document, the LAC Regional portfolio is structured around six strategic objectives and a special category of Bureau and mission support activities which represent those resources used to help the Bureau and its missions set, refine, implement, monitor and evaluate our development agenda. For presentational purposes only, the first six strategic objectives are discussed which directly further the Bureau goals of supporting achievement of broadly-based, sustainable economic growth and the evolution of stable participatory democratic societies. Next is discussed some of the most significant and far reaching elements of our regional portfolio--those LAC Bureau program support activities which help mold and guide our development agenda, and significantly influence the direction of our development programs in Washington and in missions throughout the region. These projects have realized some very solid accomplishments which are described in the discussion of individual strategic objectives.

## SECTION I: STATUS OF STRATEGIC OBJECTIVES

### **Strategic Objective No. 1: Improved investment climates and liberalized trade in LAC countries.**

**Overview:** To achieve sustained economic growth, LAC countries must adopt open market-based economies that promote liberalized trade, foreign and domestic investment, productive employment, and diversification. The regional trade and investment (T&I) programs work with both public and private sectors to improve investment climates and promote liberalized trade. Specifically, LAC Regional T&I programs: 1) support increased harmonization of trade and regulatory reforms required for free trade, 2) assist Mission programs on selected trade and policy reforms, and 3) increase access to information for the private and public sectors regarding A.I.D. programs affecting trade opportunities.

The T&I implementation strategy employs five principal elements: 1) support in specific areas to the USTR led trade and investment council (TIC) process that promotes trade liberalization and sub-regional integration, 2) support Department of Commerce and OPIC sponsored business outreach events and OPIC sponsored investment Missions on a regional or sub-regional basis, 3) support countries in investment climate and sectoral assessments, 4) support Missions in design and development of T&I projects, and 5) support the dissemination of fresh produce market information.

**Refinements or Changes in Strategic Objectives:** There has been no change in the strategic objective; however, following the enactment of Section 599 of the Foreign Assistance Act, which severely limits the kinds of activities A.I.D. funds can support, in November 1992 and the issuance of preliminary guidance from Policy Directorate (POL), LAC/TI outputs were reviewed. Based on this review, program outputs proposed in the previous Action Plan were modified to align them with the requirements of section 599 and with the manageable interest of TI.

The previous LAC Regional T&I program focus on U.S. private sector outreach events and increased levels of exports and investments was modified to reflect LAC/TI's new focus on technical assistance, support for regulatory reforms, and improved access to trade related information for both the U.S. and the LAC business community.

**Strategic Objective Performance:** Technical assistance provided by LAC/TI to support the trade and investment liberalization in the region is administered primarily through the Trade and Investment Development Project (TIDP). The TA contract for this project was awarded to Robert Nathan Associates in September, 1992. Out of the fourteen preliminary technical support orders (TSO's) identified in their workplan, Nathan has conducted the Guyana T&I assessment and provided technical assistance to USAID/Santo Domingo in the design of their new trade and investment project. The contractor is currently engaged in deploying technical assistance teams to complete a number of

TSO's in the region which will continue during the next year. As part of the Trade and Investment Council (TIC) process, LAC/TI collaborates with the other USG agencies and Missions to provide technical assistance necessary to improve their trade and investment climate and move the TIC process forward with an eventual goal of hemispheric free trade.

LAC/TI's PASA with the Department of Commerce provided for the publication of the LAC business bulletin - a newsletter with updates on policies, events, and specific business opportunities. It has generated key publications and newsbriefs on CBI, ATPA, and NAFTA including financing guidebooks. The PASA has also supported regional workshops, seminars, and business outreach programs which identified specific sectors, projects and investment opportunities, and helped explain the benefits under the CBI, ATPA and NAFTA and the rules and intricacies involved in exporting to the United States. An investor attitude survey for Nicaragua has been completed.

The completion date for the DOC PASA is September 30, 1993. Prior to this date, LAC/TI is planning to put in place a new DOC PASA with more amplified scope of work to include technical assistance and training from patents and trademark office (PTO), National Institute of Standards and Technology (NIST), and other institutions within DOC that can provide technical assistance and training relevant to market access and trade liberalization in the region.

LAC/TI's OPIC PASA supported investment missions to El Salvador, Uruguay/Paraguay and Trinidad/Tobago. In addition, OPIC participation in a number of conferences, seminars, business round tables helped in identifying specific sectors, projects and investment opportunities in latin America that offer comparative advantage to U.S. companies.

A grant to Citizens Network will provide for an outreach program to make U.S. businesses and U.S. States aware of the opportunities in the LAC region. These outreach programs will complement those supported under the DOC PASA to provide U.S. entrepreneurs an opportunity to discuss business options with local businesses and with LAC government officials. This grant will also help in the coordination and support of events such as the Southern Governors Conference which promotes trade and investment relations between Central America and the Southern U.S. states.

The Bureau continues to support the publication of the Miami Market News which provides timely, transparent, and accurate price and quantity information to shippers, growers, wholesalers, and retailers of fresh produce which contributes to the stabilization of this market. Attached is a New Project Description for a Training for Inter-American Free Trade project. The purpose of the project is to assist in eliminating mechanical and legal obstacles to free trade in the Western Hemisphere by providing training and research on legal, regulatory and judicial aspects of trade harmonization for lawyers, scholars, and other appropriate candidates in the LAC countries.

**Monitoring and Evaluation Status and Plans:** Activities to stimulate international trade and investment will be monitored through documentation of legislation enactment and of other legal, regulatory, or institutional actions taken toward development of an enabling business environment which is open to foreign investment, removes protection and which avails business access to markets including capital and labor.

As part of the TA contract, the Contractor will track legal and regulatory policy reforms in the region and also serve as LAC trade and investment information clearing house. The contractor will access USAID Mission, DOC, OPIC and other public and private sector organizations to compile this information. Bureau LACIS country files and IBRD tables will be accessed to report on economic indicators for trade and investments.

The mid-term evaluation of the T&I project is planned for June 1994. DOC and OPIC PASA evaluations will be held toward the end of FY93. The evaluations will provide more information as to the impact of PASA activities on trade and investment in the LAC region and could form the basis for continuation of PASA activities.

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

<b>STRATEGIC OBJECTIVE NO. 1 Improved investment climates and liberalized trade in LAC countries</b>				
<b>PROGRAM OUTPUT NO. 1.1 Increased Regional Harmonization of trade Policy &amp; Regulatory Reforms required for Free Trade</b>				
<b>Indicator: Increasing number of legal and regulatory reforms adopted by countries in the LAC sub-regions</b>				
<b>Unit: TDYs</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Missions, World Bank, IMF, IDB, Contractor Reports</b>	<b>Baseline</b>		-----	
<b>Comments:</b>		1992		
		1993	6	
		1994	6	
	<b>Target</b>	1995	6	
<b>STRATEGIC OBJECTIVE NO 1 Improved investment climate and liberalized trade in LAC countries</b>				
<b>PROGRAM OUTPUT NO 1.2 Increased Support to Mission Programs on Selected Economic, Trade and Investment Policy Reform</b>				
<b>Indicator: Increased Mission use of LAC/TI resources in project and program design implementation and evaluation</b>				
<b>Unit: TDYs</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Contractor Report</b>	<b>Baseline</b>		-----	
<b>Comments:</b>		1992		4
		1993	4	
		1994	5	
	<b>Target</b>	1995	5	

<b>Indicator: Increased Mission use of LAC/TI technical assistance in studies related to trade and investment</b>				
<b>Unit: TDYs</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Contractor Report</b>	<b>Baseline</b>		-----	
<b>Comments:</b>		1992		
		1993	8	
		1994	8	
	<b>Target</b>	1995	8	
<b>PROGRAM OUTPUT NO. 1.3 Increased Access to Information for U.S. States and U.S. Private Sector Regarding A.I.D. Programs Affecting Trade Opportunities</b>				
<b>Indicator: Increased number of trade and investment outreach events</b>				
<b>Unit: Outreach events</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Contractor Report, OPIC, LACBDC</b>	<b>Baseline</b>		-----	
		1992		
		1993	8	
		1994	8	
	<b>Target</b>	1995	8	
<b>Indicator: Number of U.S. businesses assisted</b>				
<b>Unit: U.S. businesses</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Contractor Report, OPIC, LACBDC</b>	<b>Baseline</b>		-----	
		1992		
		1993	40	
		1994	40	
		1995	40	

<b>STRATEGIC OBJECTIVE NO. 1 Increased investment and trade in horticulture products in the Caribbean Basin</b>				
<b>PROGRAM OUTPUT NO. 1.4 Markets stabilized through the collection, analysis and dissemination of price and volume informatio on horticulture products from the Caribbean.</b>				
<b>Indicator: Continuing publication for Daily Dock Price, Origin and Shipping Point, and Wholesale Market Reports, twice weekly Ornamental Report</b>				
<b>Unit: Number of Publications</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Agricultural and Rural development technical service project</b>	<b>Baseline</b>		-----	
<b>Comments: Three reports are published: 1) The daily "Wholesale Fruit and Vegetable Report" 2) the twice-weekly "Florida Cut-Flower and Fern Report" and 3) the twice-weekly "Caribbean Basin Fruit and Vegetable Marketing Report"</b>	468	1992	468	468
	468	1993	468	468
		1994		
		1995		
		1996		
	<b>Target</b>	1997		

**TABLE 2: STRATEGIC OBJECTIVE PROGRAM "TREE"**

<b>LAC Regional</b>
<b>Bureau Objective: Broad-Based, Sustainable Economic Growth</b>
<b>Bureau Sub-objective:</b> <ol style="list-style-type: none"> <li>1. Encourage the adoption of and continued adherence to outward-oriented economic policies that promote investment, productive employment and diversification.</li> <li>2. Encourage vigorous response by the private sector to a favorable policy environment.</li> </ol>
<b>STRATEGIC OBJECTIVE NO. 1 Increased investment climates and liberalized trade in LAC countries</b>

<b>PROGRAM OUTPUT NO. 1.1 Increased Regional Harmonization of trade policy &amp; regulatory reforms required for free trade</b>	<b>PROGRAM OUTPUT NO. 1.2 Increased support to Mission programs on selected economic, trade and investment policy reform</b>	<b>PROGRAM OUTPUT NO. 1.3 Increased access to information for private and public sector regarding A.I.D. Programs affecting trade opportunities</b>
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Projects (Number\Title)	Projects (Number\Title)	Projects (Number\Title)
Trade and Investment Development, 598-0797 Training for Inter-American Free Trade, 598-0814	Trade and Investment Development, 598-0797 Training for Inter-American Free Trade, 598-0814	Trade and Investment Development, 598-0797

<b>PROGRAM OUTPUT NO. 1.4 Markets stabilized through the collection, analysis and dissemination of price and volume information on horticulture products from the Caribbean</b>
<b>Projects (Number\Title)</b>
598-0807 LAC TECH II

**Strategic Objective No. 2: Improved human resources skills.**

**Overview:** The benefits to be derived from focused investments in human resources development and training in the LAC Region are well established. Current development literature documents the high economic and social returns on investments in human resources development. The ability of a LAC nation's people to utilize available natural and financial resources to establish a productive and stable society is crucial to lasting economic and social development.

This strategic objective recognizes that a critical mass of human resources skills is a necessary, but not sufficient condition to achieve sustainable economic growth and stable democracy. LAC regional education and human resources investments in: a) higher education textbooks, b) strengthening volunteerism to facilitate indigenous solutions to human development constraints, and c) managing, monitoring, and evaluating congressionally mandated training programs promote the development of that critical mass of human resources.

In order to contribute to providing that critical mass of improved human resource skills in the LAC region, the following activities are being undertaken: 1) training of potential leaders in areas such as: economics, business administration and management, environmental and energy studies, democratic processes and institutions, education administration and policy reform, health and population, and productive technical skills; 2) provision of university textbooks that address specific areas directly relating to economic and political growth and improved social well-being; and 3) the institutional strengthening of indigenous volunteerism to resolve human constraints to development.

**Refinements or Changes in Strategic Objective:** One program output dealing with technical support to field missions previously listed under this strategic objective has been deleted. This output duplicated outputs of the strategic objective dealing with increasing field mission capacity to analyze human resources constraints to LAC strategic objectives.

**Strategic Objective Performance:** The LAC Regional EHR program will utilize two human resource training projects to increase the number of people trained in appropriate development areas. To date, 82 trainees are in graduate study in economics; 18,000 trainees have been trained in CLASP I and CLASP II; and over five million university textbooks in 22 professional fields have been sold. During 1993-94, the Advanced Training in Economics project will have trained over 100 LAC economists at the Masters level and 8 or more to the doctorate level. The Cooperative Association of States for Scholars component of the CLASP-II training program will train approximately 1,200 young male and female leaders in subject areas of high demand in their local economies, such that approximately 90% are employed upon return to their country.

The RTAC-II project, in addition to continuing to provide demand driven higher education textbooks in Central America will solidify its institutional expansion in Ecuador, Uruguay, and Peru and explore expressions of interest in Bolivia, Colombia, Venezuela, Chile, and the Dominican Republic. Financial self-sustainability of the RTAC-II program is anticipated by the end of FY-94 based on a fee-for-service structure with the RTAC-II Mexico office converting to a not-for-profit NGO/PVO governed by a board with representatives from all interested parties. Under the cooperative agreement with the National Association of the Partners of the Americas (NAPA) institutional strengthening activities will take place to facilitate more effective volunteer development.

**Monitoring and Evaluation Status and Plans:** The LAC/DR Education and Human Resources (EHR) program has some built-in monitoring and evaluation mechanisms which enable it to measure the progress in overall project implementation as well as program impact. The Education and Human Resources Technical Services (EHRTS) project has been utilized to evaluate and measure the growth and impact of the RTAC-II university textbook program in Central America and chart its course for expansion into South America and the Hispanic Caribbean. Feasible targets for contracting with book distribution centers, annual textbook orders, university and private sector participation modalities have been established. The EHRTS project has also evaluated and designed new modalities for the NAPA program.

Under the Caribbean and Latin American Scholarship Program II (CLASP-II) its management information system provides programmatic, academic, technical, financial, and social/economic data on over 18,000 leaders or potential leaders, over 40% female, 30% long-term, and 80% economically disadvantaged, who entered appropriate U.S. training programs since 1985. This information system provides policy guidance, continual analysis of quality, financial costs of training, management effectiveness, and more recently assessments of the economic and social impact of the training on the participants and their local communities. Such impact evaluations have been completed for Guatemala and El Salvador and are planned for Honduras and Bolivia in FY-94.

<b>LAC-Regional</b>				
<b>STRATEGIC OBJECTIVE NO. 2 Improved human resources skills</b>				
<b>Indicator: LAC trainees in CLASP, CASS, ATIE</b>				
<b>Unit: Combined new enrollment starts</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Contractor/Grantee</b>	<b>Baseline</b>	<b>1991</b>	-----	<b>1,840</b>
<b>Comments:</b>		<b>1992</b>	<b>1,600</b>	<b>1,652</b>
		<b>1993</b>	<b>880</b>	
		<b>1994</b>	<b>1,100</b>	
		<b>1995</b>	<b>1,340</b>	
		<b>1996</b>	<b>1,440</b>	
		<b>Target</b>	<b>1997</b>	<b>1,330</b>
<b>Indicator: Regional workshops for NAPA long term planning and institutional management</b>				
<b>Unit: Workshops</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Grantee</b>	<b>Baseline</b>	<b>1991</b>	-----	<b>5</b>
<b>Comments:</b>		<b>1992</b>	<b>6</b>	<b>8</b>
		<b>1993</b>	<b>6</b>	
		<b>1994</b>	<b>6</b>	
		<b>1995</b>	<b>6</b>	
		<b>1996</b>		
		<b>Target</b>	<b>1997</b>	

Indicator: Technical service orders for missions under EHRTS				
Unit: TSOs		Year	Planned	Actual
Source: Contractor	Baseline	1991	-----	12
Comments:		1992	6	6
		1993	8	
		1994	8	
		1995		
		1996		
		Target	1997	
Indicator: Textbooks provided in CA and SA under RTAC Project				
Unit: Textbooks purchased/calendar year		Year	Planned	Actual
Source: RTAC Contractor	Baseline	1991	-----	348,914
Comments:		1992	400,000	406,345
		1993	522,000	
		1994	690,000	
		1995	850,000	
		1996	1,000,000	
		Target	1997	

**STRATEGIC OBJECTIVE NO. 2 Improved human resources skills**

**PROGRAM OUTPUT NO. 2.1 Skilled and trained women and men in selected academic, professional and technical disciplines and in leadership**

**Indicator: Long and short term CLASP/CASS trainees employed in LAC region**

Unit: Employment		Year	Planned	Actual
Source: Contractor	Baseline	1991	-----	1,799
Comments:		1992		1,624
		1993	880	
		1994	1,080	
		1995	1,340	
		1996	1,440	
	Target	1997	1,330	

**Indicator: Trained economists of MA and PHD level in CA, SA and CARIB**

Unit: New enrollments		Year	Planned	Actual
Source: ATIE Grantee	Baseline	1991	-----	41
Comments:		1992	28	28
		1993	16	
		1994	15	
		1995	3	
		1996	1	
	Target	1997	0	

<b>STRATEGIC OBJECTIVE NO. 2 Improved human resources skills</b>				
<b>PROGRAM OUTPUT NO. 2.2 Increase capacity of NAPA to strengthen partnerships through TA and training focussed on LAC objectives</b>				
<b>Indicator: Small development grants</b>				
<b>Unit: Small grants</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Grantee</b>	<b>Baseline</b>	<b>1991</b>	<b>-----</b>	<b>3</b>
<b>Comments:</b>		<b>1992</b>	<b>16</b>	<b>16</b>
		<b>1993</b>	<b>16</b>	
		<b>1994</b>	<b>16</b>	
		<b>1995</b>	<b>16</b>	
		<b>1996</b>		
		<b>Target</b>	<b>1997</b>	
<b>Indicator: TA for planning, management evaluation and self financing programs</b>				
<b>Unit: TA visits</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Grantee</b>	<b>Baseline</b>	<b>1991</b>	<b>-----</b>	<b>168</b>
<b>Comments:</b>		<b>1992</b>	<b>164</b>	<b>163</b>
		<b>1993</b>	<b>164</b>	
		<b>1994</b>	<b>164</b>	
		<b>1995</b>	<b>164</b>	
		<b>1996</b>		
		<b>Target</b>	<b>1997</b>	

<b>LAC Regional</b>
<b>Bureau Objective:</b> - Support the achievement of broadly-based, sustainable economic growth  - Support the evolution of stable, participatory democracies
<b>Bureau Sub-objective:</b>
<b>STRATEGIC OBJECTIVE NO.2 Improved human resources skills</b>

<b>PROGRAM OUTPUT NO. 2.1</b> Skilled and trained women and men in selected academic, professional and technical disciplines and in leadership	<b>PROGRAM OUTPUT NO. 2.2</b> Increase capacity of NAPA to strengthen partnerships through TA and training focussed on LAC objectives
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Projects (Number\Title)	Projects (Number\Title)
598-0774, ATIE	598-0793, NAPA
598-0661, CLASP-II	
598-0661, CASS	
598-0791, RTAC-II	

**Strategic Objective No. 3: Increased effectiveness and efficiency of immunization services**

**Refinements or Changes in Strategic Objective:** There are no substantive changes in the strategic objective or program outputs. We have reduced the number of indicators to be tracked, choosing the one we regard as the most important for each output.

**Strategic Objective Performance:** Performance of this program continues to be very good. PAHO focuses well on having regional impact on mortality, morbidity, and vaccination coverage. We are especially concerned about polio eradication, measles elimination, and control of neonatal tetanus during this five year grant.

There has been no polio in the hemisphere during the past year. The last case of indigenous transmission of wild polio virus was detected in September 1991 in Peru. Routine surveillance of cases of acute flaccid paralysis in children (the usual presenting symptom) has been strengthened by emphasizing testing of contacts as well as cases of AFP. Where the negative weekly reporting of AFP is inadequate, some special studies have been conducted to detect silent transmission. None has been found. Recent mathematical modeling strongly suggests that with reasonable surveillance, in the absence of confirmed cases, the probability of undetected transmission during a 4 year period is less than 5%.

Measles has been the most controversial aspect of this program during the last 9 months. The Central American Presidents and Ministers of Health decided to attempt to eliminate measles from Central America, as is being done in the Caribbean. Technical advisors to PAHO cautioned that this would be more difficult there, if not impossible, because unlike the English-speaking Caribbean, Central America is not geographically isolated from introduction on new cases. Nonetheless, the advisors recommended that technical advice and support be provided to these government efforts, since they were determined to proceed in any case.

In 1992, there were record low numbers of cases of measles in the hemisphere. Two major factors contributed to this: first, the epidemic in Central America and Mexico of 1989-1991 has abated; and second, epidemics expected in Brazil, Chile, and Peru were prevented by massive campaigns which eliminated the susceptible populations<sup>1</sup> which had built up.

The strategy to reduce neonatal tetanus is to identify areas with high incidence, and to target program resources to routine

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<sup>1</sup>Susceptible populations are those who were not vaccinated or whose vaccination was not effective in conferring immunity.

vaccination of all women in fertile ages there. Research on progress in doing so was begun in January 1993 in the Dominican Republic.

None of the child survival emphasis countries has had a repeat study of missed opportunities to vaccinate, so we do not know what progress is on this indicator. New field guides for training in vaccination programs and a revision of the polio field guide have been completed. These are to be duplicated and distributed in 1993.

PAHO field staff members have focused on increasing the number and variety of organizations supporting vaccination programs in LAC. Among the nine AID child survival emphasis countries, most have multiple external donors, which will increase program sustainability in the long run. Progress has been slower on bringing additional national organizations which provide vaccination services into the ICCs.

Efforts have begun to study how vaccination programs engender improvements in health systems, such as training or surveillance. The principal investigator for the study has been named, and a field test of the methodology is underway in Colombia.

Analysis of the country five-year (1992-1996) plans shows that 89% of funds for immunization services are planned to come from national sources, an increase over the previous five-year plans.

Continued implementation of the regionally-funded portions of the grant is planned. We anticipate buy-ins from Peru and RD/H this year. Buy-ins have not been as great as anticipated, because missions are implementing vaccination support activities directly with governments and PVOs in country. We believe this represents progress in the management and implementation abilities of the host country organizations.

**Monitoring and Evaluation Status and Plans:** Target values for all indicators have been established, and are shown in tables 1 and 2. An annual workplan and budget have been submitted, as called for in the grant. Quarterly reporting of project purpose and output level indicators has improved. An evaluation is planned for late 1993, with results available to inform a decision regarding any follow-on activities to begin in 1996--in time to include an NPD in next year's action plan.

LAC-Regional				
STRATEGIC OBJECTIVE NO. 3 Increased effectiveness and efficiency of immunization services				
Indicator 3.1: Missed opportunities to vaccinate reduced 50% or more in LAC Child Survival Emphasis countries				
Unit: Number of countries		Year	Planned	Actual
Source: Missed opportunities studies Coverage surveys, where conducted	Baseline	1990	-----	0
Comments: A missed opportunity to vaccinate is a contact with the health system of a person needing vaccination which does not result in vaccination. This indicates increased effectiveness of vaccination system in reaching entire countries with some services. The 9 targeted countries are the LAC region's Child Survival Emphasis countries: Peru, Bolivia, Ecuador, Guatemala, Honduras, El Salvador, Nicaragua, Haiti and the Dominican Republic.		1992	3	0
		1993	5	
		1994	7	
		1995	9	
		1996	9	
	Target	1997	NA	
Indicator 3.2: Percent of LAC municipios with 95% or higher coverage of first does of polio or DPT vaccine				
Unit: Percent of municipios		Year	Planned	Actual
Source: Country MOH Reports to PAHO Coverage surveys, where conducted	Baseline	1990	-----	<10%
Comments: Both polio vaccine and DPT vaccine require 3 applications to be fully effective. Delivery of the first dose of either indicates that vaccination services reach that place.		1992	NA	NA
		1993	50%	
		1994	60%	
		1995	75%	
		1996	75%	
	Target	1997	NA	

<b>STRATEGIC OBJECTIVE NO. 3 Increased effectiveness and efficiency of immunization services</b>				
<b>PROGRAM OUTPUT NO. 3.1 Improved norms, training and supervision for neonatal tetanus and measles vaccine delivery, and for avoiding missed opportunities</b>				
<b>Indicator: LAC Child Survival Emphasis Country Interagency Coordinating Committees (ICCs) monitor implementation of improved training and supervision according to new manuals.</b>				
<b>Unit: Number of country ICCs</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: PAHO Reports, from country reports</b>	<b>Baseline</b>	<b>1991</b>	<b>-----</b>	<b>0</b>
<b>Comments: ICC=Interagency Coordinating Committee, composed of donors and host country implementing agencies; all 9 Child Survival Emphasis countries have ICCs. (There is also a regional one, without membership of implementing agencies.)</b>		<b>1992</b>	<b>0</b>	<b>0</b>
		<b>1993</b>	<b>9</b>	
		<b>1994</b>	<b>9</b>	
		<b>1995</b>	<b>9</b>	
		<b>1996</b>	<b>9</b>	
		<b>Target</b>	<b>1997</b>	<b>NA</b>
<b>STRATEGIC OBJECTIVE NO. 3 Increased effectiveness and efficiency of immunization services</b>				
<b>PROGRAM OUTPUT NO. 3.2 Improved geographic targeting of immunization program resources</b>				
<b>Indicator: LAC Child Survival Emphasis countries where resources are allocated to districts with lower than average coverage or higher than average disease incidence.</b>				
<b>Unit: Number of countries</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: PAHO project reports, based on country annual workplans</b>	<b>Baseline</b>	<b>1991</b>	<b>-----</b>	<b>0</b>
<b>Comments: This indicator measures whether program resources are being applied in proportion to the problem, rather than the size of the population.</b>		<b>1992</b>	<b>0</b>	<b>0</b>
		<b>1993</b>	<b>3</b>	
		<b>1994</b>	<b>6</b>	
		<b>1995</b>	<b>9</b>	
		<b>1996</b>	<b>9</b>	
		<b>Target</b>	<b>1997</b>	<b>NA</b>

<b>STRATEGIC OBJECTIVE NO. 3 Increased effectiveness and efficiency of immunization services</b>				
<b>PROGRAM OUTPUT NO. 3.3 Decreased reliance on donor financing for immunization services</b>				
<b>Indicator: LAC Child Survival Emphasis countries with increased proportion of recurrent costs of immunization programs paid with national funds</b>				
<b>Unit: Number of countries</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: PAHO Project Reports, based on monitoring of country annual plans</b>	<b>Baseline</b>	<b>1991</b>	-----	<b>0</b>
<b>Comments:</b>		<b>1992</b>	<b>0</b>	<b>0</b>
		<b>1993</b>	<b>3</b>	
		<b>1994</b>	<b>6</b>	
		<b>1995</b>	<b>9</b>	
		<b>1996</b>	<b>9</b>	
		<b>Target</b>	<b>1997</b>	<b>NA</b>
<b>STRATEGIC OBJECTIVE NO. 3 Increased effectiveness and efficiency of immunization services</b>				
<b>PROGRAM OUTPUT NO. 3.4 Country ICCs with published schedules, open agendas, consultation on new actions, and published minutes</b>				
<b>Indicator: LAC Child Survival Emphasis country ICCs with published schedules, open agendas, consultation on new actions, and published minutes</b>				
<b>Unit: Number of countries</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: PAHO Project Reports, based on ICC Minutes</b>	<b>Baseline</b>	<b>1991</b>	-----	<b>0</b>
<b>Comments:</b>		<b>1992</b>	<b>5</b>	<b>5</b>
		<b>1993</b>	<b>9</b>	
		<b>1994</b>	<b>9</b>	
		<b>1995</b>	<b>9</b>	
		<b>1996</b>	<b>9</b>	
		<b>Target</b>	<b>1997</b>	<b>NA</b>

<b>LAC Regional</b>
<b>Bureau Objective: Support the achievement of broadly based, sustainable economic growth</b>
<b>Bureau Sub-objective: Encourage increased economic opportunities for the disadvantaged</b>
<b>STRATEGIC OBJECTIVE NO. 3 Increased effectiveness and efficiency of immunization services</b>

<b>PROGRAM OUTPUT NO. 3.1 Improved norms, training and supervision for neonatal tetanus and measles vaccine delivery, and for avoiding missed opportunities</b>	<b>PROGRAM OUTPUT NO. 3.2 Improved geographic targeting of immunization program resources</b>	<b>PROGRAM OUTPUT NO. 3.3 Decreased reliance on donor financing for immunization services</b>
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<b>Projects (Number\Title)</b>	<b>Projects (Number\Title)</b>	<b>Projects (Number\Title)</b>
598-0786 Accelerated Immunization II	598-0786 Accelerated Immunization II	598-0786 Accelerated Immunization II

<b>PROGRAM OUTPUT NO. 3.4 Country ICCs with published schedules, open agendas, consultation on new actions, and published minutes.</b>
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<b>Projects (Number\Title)</b>
598-0786 Acc. Immunization II

**Strategic Objective No. 4: Improved practices at local and national levels for sustainable use of natural resources.**

**Overview:** The LAC Regional environment and natural resource management program responds to specific congressional concerns about the use of natural resources in the region, and both complements and strengthens Mission programs. The program promotes natural resource use that is both economically and ecologically sound, and that provides equitable benefits within and between generations. The program: (a) develops and disseminates alternative technologies and practices for the sustainable use of forest, agriculture, water, energy, and biodiversity resources; (b) strengthens local communities', NGOs', and host governments' capacity to manage resources sustainably; and (c) assists in the development and promotes the adoption of improved policies. The region contains over 50% of the planet's remaining tropical forests and perhaps the richest store of biodiversity. Consequently, the sustainable use and conservation of these two resources are foci of the program.

**Refinements and Changes in Strategic Objective:** The objective tree has been modified substantially. The strategic objective was changed to clearly indicate that change is being promoted at both national and local levels. At the national level important policies and budget allocations are set that establish incentives or dis-incentives for the way in which natural resources are used. At the local level individuals evaluate their options and making decisions about resource use. Action is essential at both levels if sustainable use is to be accomplished.

Two program outputs--(a) training of natural resource management personnel, and (b) improved exchange of information and technologies--have been subsumed under a third expanded output, "Strengthened community, NGO, and government capacities to sustainably manage natural resources." A new output, "Renewable and energy efficiency technologies disseminated and adopted," has been added. This is in recognition of the increasing portfolio of energy activities being implemented through regional projects as a result of Congress's increased appreciation for the important impact that energy has on both economic growth and global environmental issues.

Indicators for the strategic objective and all program outputs have been revised to increase their value as indices of program progress.

**Strategic Objective Performance:** As concluded in the last regional SAR and recent Mission AP reviews, significant progress has been made in project implementation for achievement of the strategic objective. A description of activities being conducted to achieve each output and progress thus far are summarized in the comments section for each indicator in Table 2. At this point baseline and target data has been established for few of the indicators. When this data is in place with a system for ongoing monitoring and evaluation, measuring progress will become more exact.

Shortage of staff is a serious problem threatening achievement of the Strategic Objective. USAID/Mexico's one global climate change advisor is over extended. R&D/EI in addition to providing funds for complementary activities, is also funding an in-country foreign-national energy advisor, who will assist in management of the expanding regionally-funded energy program there. This assistance will not correct, though, the staff shortage problem in Mexico. When fully staffed, LAC/DR/E was under staffed. The loss of basically two staff without replacement has aggravated the problem. R&D/ENR's provision of some staff support has reduced the problem somewhat.

Reduction by \$1 million per year in the planned E/GCC budget is causing significant problems, particularly for the Mexico component.

**Monitoring and Evaluation Status and Plans:** Through a buy-in to PRISM, assistance from MSI is being used to develop a monitoring and evaluation system for the Environment/Global Climate Change Program. MSI is: (1) helping to refine objectives and indicators for the program; (2) designing a monitoring and evaluation system; and (3) training implementing agencies in the necessary data collecting and reporting techniques. An MSI workshop in Brazil was enthusiastically received by an initially skeptical group of grantees. A workshop for Mexico's E/GCC grantees is scheduled for early this summer. When completed, the E/GCC monitoring system will report progress at both the Mexico and Brazil country program levels, and on E/GCC program overall.

Evaluations are also being designed for the Environmental Support Project and the Parks in Peril Program. Assuring that these projects have adequate systems for providing the needed indicator data will be part of these evaluations.

Successfully meeting the needs of people is essential to sustainable resource use. Several of the program's activities specifically focus on gender and other social issues to assure their incorporation into ongoing program design and implementation. For example, buy-ins for socio-economic analyses into the WID GENESYS program are important parts of both the Mexico and Brazil E/GCC projects. With our encouragement The Nature Conservancy strives to incorporate social considerations into the implementation of the Parks in Peril Program.

STRATEGIC OBJECTIVE NO. 4 Improved practices at local and national levels for sustainable use of natural resources.				
Indicator: Rates of deforestation in targeted areas.				
Unit: Hectares/year deforested		Year	Planned	Actual
Source: Projects' M&E components	Baseline		-----	
Comments: E/GCC and PIP M&E components are being implemented to establish baselines and collect data on future year's rates.		1992		
		1993		
		1994		***
		1995		***
		1996		***
	Target	1997		***
Indicator: Hectares & Number of targeted parks/protected areas secure.				
Unit: Hectares & Number of Parks		Year	Planned	Actual
Source: Projects' M&E components	Baseline		-----	
Comments: Activities initiated in 30 protected areas and buffer zones covering approximately 15 million hectares. Criteria for determining security are being developed.		1992		
		1993		***
		1994		***
		1995		***
		1996		***
	Target	1997	15m Hec./ 30 parks	***

Indicator: Watts saved or produced through introduced efficiency/renewable technologies.				
Unit: Watts		Year	Planned	Actual
*Source: E/GCC Mexico program M&E component	Baseline		-----	
Comments: This new indicator was added because of the significant growth in the alternative energy portfolio of the E/GCC Mexico component		1992		
		1993		***
		1994		***
		1995		***
		1996		***
	Target	1997		***
STRATEGIC OBJECTIVE NO. 4 Improved practices at local and national levels for the sustainable use of natural resources				
PROGRAM OUTPUT NO. 4.1 Alternative technologies and practices adopted for the sustainable multiple-use of forest resources, and reduction in deforestation.				
Indicator: Number of sustainable forest and agricultural technologies identified and developed, and adopted by target populations.				
Unit: technologies/practices		Year	Planned	Actual
Source: Projects' M&E components	Baseline		-----	
Comments: Most of the regional funds directed toward S.O. 4 are used to develop/disseminate economically as well as environmentally sustainable forestry and agricultural practices that lead to reduced deforestation and greenhouse gas emissions, the conservation of biodiversity, and increased income for local people and companies. P.O. 4.1 was added as a measure of these efforts' success. Approximately 40 pilot/demonstration activities have been initiated.		1992		
		1993		
		1994		***
		1995		***
		1996		***
	Target	1997		***

Indicator: Income generated from sustainable multiple use of forest resources.				
Unit: \$\$		Year	Planned	Actual
Source: Projects' M&E components	Baseline		-----	
Comments: Data being collected under buy-in to WID GENESYS project and by grantees.		1992		
		1993		
		1994		***
		1995		***
		1996		***
		1997		***
PROGRAM OUTPUT NO. 4.2 Strengthened community, NGO, and government capacities to sustainable manage natural resources.				
Indicator: Non-A.I.D. funds available to local NGO's.				
Unit: \$\$		Year	Planned	Actual
Source: Projects' M&E components	Baseline		-----	
Comments: In addition to efforts described under indicator 2 of P.O. 4.4, training has been initiated with approximately 50 NGOs to strengthen their financial resource development abilities.		1992		
		1993		
		1994		
		1995		
		1996		
		Target	1997	

Indicator: Number of people trained.				
Unit: person		Year	Planned	Actual
Source: Projects' M&E components	Baseline		-----	
Comments: Approximately 250 people in addition to 300 park personnel have received training.		1992		
		1993		
		1994		
		1995		
		1996		
	Target	1997		
Indicator: Number of target institutions whose effectiveness has significantly increased.				
Unit: Number of institutions		Year	Planned	Actual
Source: Judgement of Mission staff.	Baseline		-----	
Comments:		1992		
		1993		
		1994		
		1995		
		1996		
	Target	1997		

PROGRAM OUTPUT NO. 4.3 Development & Implementation of Improved policies for sustainable natural resource use.

Indicator: Number of target policies analyzed, drafted, adopted, and implemented.

Unit: Policies		Year	Planned	Actual
Source: Projects' M&E components	Baseline		-----	
Comments: Policy analyses have been initiated on such things as timber harvesting, environmental assessments, and park funding. In addition studies of countries' environment and natural resource management issues are being conducted. Such LAC funded studies in the past have had significant effects by focusing host countries' attention on the need to improve policies and implementation. List of target policies is being developed.		1992		
		1993		
		1994		
		1995		***
		1996		***
	Target	1997		***

PROGRAM OUTPUT NO. 4.4 Parks and protected areas adequately staffed with plans for achievement of financial security and economic integration with local communities being implemented.

Indicator: # parks with an adequate # of trained and equipped staff.

Unit: parks/protected areas		Year	Planned	Actual
Source: Projects' M&E components	Baseline		-----	
Comments: To date over 300 park personnel and community extensionists have received on-site training. In addition over 250 LAC park personnel attended a workshop that provided both south-south as well as north-south exchange. Criteria for indicator being developed.		1992		
		1993		***
		1994		***
		1995		***
		1996		***
	Target	1997	60	***

Indicator: # Parks with reliable and adequate long-term funding				
Unit: Parks/Protected Areas		Year	Planned	Actual
Source: Project M&E components	Baseline		-----	
Comments: For eight sites, long term sustainable financial options have been identified and are being developed. Options include debt-for-nature swaps, environmental trust funds, park-based income generation, and increased host government commitment. (Criteria being developed.)		1992		
		1993	2-3	***
		1994		***
		1995		***
		1996		***
	Target	1997	30	***
PROGRAM OUTPUT NO. 4.5 Renewable and energy efficiency technologies disseminated and adopted.				
Indicator: Number of users (households, companies) adopting target efficiency/renewable energy technologies.				
Unit: households/companies		Year	Planned	Actual
Source: Projects' M&E components	Baseline		-----	
Comments: 3 demonstration activities are in design, as are workshops and training on least-cost energy production, energy conservation, and renewable energy technologies.		1992		
		1993		
		1994		
		1995		***
		1996		***
	Target	1997		***

<b>LAC Regional</b>
<b>Bureau Objective: Support the achievement of broad-based sustainable economic growth.</b>
<b>Bureau Sub-objective: Encourage preservation and sustainable use of the natural resource base.</b>
<b>STRATEGIC OBJECTIVE NO. 4 Improved practices at local and national levels for sustainable use of natural resources.</b>

<b>PROGRAM OUTPUT NO. 4.1 Alternative technologies &amp; practices developed/ disseminated for the sustainable multiple-use of forest resources, and reduction in deforestation.</b>	<b>PROGRAM OUTPUT NO. 4.2 Strengthened community, NGO, and government capacities to sustainably manage natural resources.</b>	<b>PROGRAM OUTPUT NO. 4.3 Development &amp; implementation of improved policies for sustainable natural resource use.</b>
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Projects (Number\Title)	Projects (Number\Title)	Projects (Number\Title)
(598-0654) LAC Technical Services	(598-0654) LAC Technical Services	(598-0654) LAC Technical Services
(598-0784) Environment/Global Climate Change	(598-0784) Environment/Global Climate Change	(598-0784) Environment/Global Climate Change
(598-0782) Parks in Peril	(598-0782) Parks in Peril	(598-0782) Parks in Peril
(598-0780) Environmental Support Project	(598-0780) Environmental Support Project	(598-0780) Environmental Support Project
(598-0795) Neotropical Migratory Birds	(598-0795) Neotropical Migratory Birds	
	(598-0809) Mexico-U.S. Foundation for Science	

<b>PROGRAM OUTPUT NO. 4.4 Parks and Protected Areas adequately staffed and financed, and economically integrated with local communities.</b>	<b>PROGRAM OUTPUT NO.4.5 Renewable and energy efficiency technologies disseminated and adopted.</b>	
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<b>Projects (Number\Title)</b>	<b>Projects (Number\Title)</b>	
<b>(598-0782) Parks in Peril</b>	<b>(598-0784) Environment/Global Climate Change</b>	
<b>(598-0780) Environmental Support Project</b>	<b>(598-0780) Environmental Support Project</b>	
<b>(598-0784) Environment/Global Climate Change</b>		

**Strategic Objective No. 5: Strengthened Competent Civilian Institutions**

**Refinements or Changes in Strategic Objective:** There have been no changes of consequence in the strategic objective or outputs during the past year.

**Strategic Objective Performance:**

The Administration of Justice Program: The centerpiece of the LAC Bureau AOJ program is the AOJ Technical Support Project carried out by the National Center for State Courts (NCSC). This program has evolved into a mechanism to support access and availability of new AOJ materials and ideas to the field through an innovative schedule of conferences and workshops in the region for Latin American judicial reformers. Activities planned for the year include sub-regional conferences on delay reduction and judicial statistics. This latter conference intends to develop a framework for supporting performance standards in judicial systems through measurable indicators. Other topics include Appellate Court Management, Alternative Dispute Resolution and an important international event to discuss the future of judicial reform in Latin America with key US and Latin American experts. Over the year, consultants from the National Center for State Courts have assisted USAID missions in Peru, Nicaragua, Jamaica, and even the INM Unit in US Embassy Bahamas in the design and/or evaluation of AOJ programs. The National Center for State Courts has bridged the gap from an entity with solely a US base of experience to one with practical and performance-based experience in Latin America. Additional highlights include the publication of the first newsletter dedicated to information dissemination on AOJ issues in Latin America. We are also supporting a publication of the International Association of Women Judges, a growing movement and voice for active reformers throughout Latin America. A new program with the National Institute for Citizen Education in the Law (NICEL) is designed to develop and test methodologies for providing public legal education in three Latin American countries. The program is just underway in Bolivia and Ecuador with a third site yet to be determined. The program has already made progress in setting up contacts with NGOs that will implement the legal assistance programs.

A number of early programs in support of AOJ are ending this FY, including the Cooperative Agreement with Florida International University. This program ends on a high note with several new publications such as a compendium of criminal procedure codes in effect throughout the region; a compilation of papers on the status of women in the judiciary and the proceedings of the International Conference of Women Judges; and a concise and practical handbook on Latin American Legal Systems, in English and Spanish. The regional program with ILANUD is also nearing completion. ILANUD, beset by numerous management problems identified by AID, is making progress in focusing its program on specific targets, increasing support from other donors and rationalizing its management structure. Future AID support will be conditioned on further management reforms as identified by the

Board of Directors, including the search for a new Executive Director and more professional, regionally based staff. The grant with the InterAmerican Bar Foundation (IABF) also ends this Fiscal Year. This program has successfully supported the involvement of regional bar associations in the administration of justice reform program throughout the hemisphere. It has successfully encouraged the bars to be more responsive to the needs of its members and the citizens and to take a more active role in public affairs that concern the rule of law. In particular, in Central America, the IABF programs have assisted legal professionals in alternate dispute resolution mechanisms and arbitration programs. In the Andean region, IABF has promoted dialogues with bar members on constitutional reforms, revisions of judicial codes and judicial career legislation.

Legal/Regulatory/Judicial Issues: In coordination with the Inter-American Development Bank the DI office provided support to the bank's office of general counsel in preparation for a regional conference on the changing judicial assistance needs in the region, held in San Jose, Costa Rica, in February, 1992. This cooperative effort, which included the participation of many A.I.D. grantees and missions, marks the beginning of greater donor coordination in this area.

The DI office also convened a meeting of specialists from the private sector and the World Bank to explore the state of research and practice in the field of legal regulatory reform. In this respect, the DI office, in conjunction with the TI Office will continue the important coordinating effort on projects in this area, especially as these projects relate to our regional Administration of Justice Programs.

Human Rights: LAC continues its support of the Inter-American Institute of Human Rights (IIDH). IIDH has made promotion of human rights more than an ideology. It has created the practical mechanisms through seminars, training programs and activities with governments and NGOs about human rights as part of a broader component of democratic governance.

In the last year the Institute conducted its 10th human rights training program, bringing together more than 125 individuals from the hemisphere to study the practice of human rights. Over 1000 persons applied for the course, more than double the applications from the previous year. The course maintains high academic standards and has had an important impact on the development of local and regional Human Rights networks. It also conducted specialized seminars on various aspects in human rights, including refugee rights, gender related rights, and indigenous rights.

IIDH also conducts other types of human rights education activities in the region. This past year IIDH conducted assessments of school curricula in Guatemala, El Salvador, Nicaragua, Colombia, Bolivia, Argentina, Brazil and Paraguay. In El Salvador, IIDH worked with the Ministry of Education to revitalize its civic education program, targeted at teenagers in

the formal education system. Evaluations were also performed for the governments of Honduras and Panama during early 1993.

IIDH continues to develop and distribute educational material on human rights. Most recently IIDH executed a joint agreement with Amnesty International to prepare teaching resources on Human rights.

The IIDH focussed on gender issues in 1992 as a vital component of all its programming. In particular, the work done with refugee women was significant. Working in Costa Rica with refugee women, IIDH has begun research on human rights violations against women in the region. In conjunction with UNHCR, IIDH is designing a module on women to provide assistance to refugee, displaced and repatriated women in the Central American region.

Electoral Process: During 1992 IIDH/CAPEL remained a vital source of electoral assistance in the region. Two major projects, in Panama and Ecuador, are currently being staffed by CAPEL. The Panama project includes a multi-phase technical assistance program and civic-education campaign including the development of pollworker training courses, logistics and computerized data bases. In Ecuador, CAPEL provided technical assistance for the presidential elections, the first round of which was held in May of 1992 and the run-off was held in July of 1992. CAPEL is currently assisting the electoral council in Bolivia as preparations for the June 1993 elections take place.

IIDH/CAPEL has also been the guiding force in efforts to improve the professionalization of election managers. Through the Tikal and Quito Protocols, CAPEL has established a process by which election officials may gain better understanding or responsibilities while simultaneously creating informal networks of communication in the hemisphere on electoral reform.

Education on elections will also be featured in the fall of 1993 when CAPEL resumes its training program on elections. This training program will be open to election officials and NGOS from around the hemisphere.

Support for an election observation mission provided by the Organization of American States for the November, 1992 was part an effort by A.I.D. to coordinate efforts to restore a freely elected constituent assembly to Peru. The DI Office has continued to provide support to the NGO community, including a grant to the National Democratic Institute, to provide election observers and poll watcher training for the Paraguayan presidential elections, schedules for May, 1993. Finally, an evaluation of all electoral activities is being planned in 1993 to determine the types of assistance, the nature of grants and the effectiveness of assistance delivery in support of improved citizen participation.

A.I.D. assistance helped bring about a free and fair presidential election in Guyana on October 5, 1992, after a year and a half of politically motivated, then technical delays. With A.I.D. support, the International Foundation for Electoral Support

(IFES) was able to provide long-term, hands-on technical assistance to the Elections Commission to address the myriad technical problems in the voter registration and districting processes. Also with A.I.D. support, the Center for Freely Elected Heads of Government (Carter Center of Emory University) was able to focus and maintain international interest on the election, promote peaceful resolution of conflict, monitor the elections and facilitate an orderly transfer of power.

Financial Management: As a result of LAC's Financial Management Improvement Project, a consensus in the hemisphere is being reached on a new strategy for financial management reform, and technical know-how on putting reforms into place and fighting corruption has been provided. Under this project, thirty-one conferences have been supported at which over 5,000 financial managers have participated. In February, 1992, the Second Interamerican Conference of the Problems of Fraud and Corruption in Government. (RESPONDACON) was held as a teleconference uplinked via INTELSAT from studios in Miami to an audience estimated at over 10,000 people. Three national presidents made presentations along with 18 other speakers. Individual country session conclusions and recommendations were compiled. The project has added momentum to the wave of demand throughout the region for an end to waste and corruption in government.

Improved Civil-Military Relations: LAC/DI considers this an important, yet often ignored, area for the consolidation of democracy in Latin America in the 1990s. If democracy is to flourish, militaries must be supportive of the rule of law and constitutional government and civilians must be knowledgeable of national security issues including military budgets and oversight of the military. The American University has contributed greatly to the knowledge base in the region through scholarship, exchange, dialogue and networking with prominent Latin American experts, both civilian and military. It continues to sponsor events and to publish current, thoughtful works on the subject matter as well as to respond to specific requests such as assisting with the establishment of the Strategic Studies Center for National Security (ESTNA) in Guatemala. A second volume of studies, funded under the AID grant, will soon be published, tentatively titled "Civil-Military Relations in the Year 2000." This work examines the consolidation of democracy and the importance of civilian-military relations in the post-cold war period. In April 1992, an important regional conference was sponsored in Paraguay for civilian political leaders to examine, in a regional context, the meaning of civil-military relations; this was followed by a special program at the War College that examined the geo-political implications for civil-military relations. The conference specifically targeted Paraguay for discussion and resolution of key questions to strengthen democracy and support civilian government after 30 years of military rule. Another conference was co-sponsored in October 1992 on the lessons of democracy in Venezuela with a focus on civil-military relations in the wake of the attempted coups in that country. The conference proceedings were published by the Wilson Center and a book of collected essays, the first new work on Venezuela, is planned for the fall of 1993. To follow up on

situations in important countries, the project sponsored a visit to Guatemala and El Salvador to assess the need for consensus building in support of the recent peace accords in the case of El Salvador and the climate for dialogue on civil-military relations in Guatemala.

A follow-on proposal from American University is being reviewed to continue support for this important subject in more concrete and objectively verifiable means such as training and technical consultancies as well as research and dialogue. Unfortunately, an adverse legal opinion has delayed approval of this project.

Legislatures: LAC/DI began working with Latin American legislatures in 1989 in Chile, followed by a separate project in 1990 targeted mainly in Central America. The purpose of these efforts are to enhance the capacity of Latin American legislatures, to improve the accountability and responsiveness of government and to check unrestrained executive power. After three years of experience, we are just beginning to compile evaluation materials that will help determine how we might best address information, technical, administrative and public relations needs of the legislatures on a regional basis.

The Regional Legislative Development project, being implemented by the Consortium for Legislative Development (CLD), has provided an important beginning by raising the consciousness of the governments in Central America and the Caribbean about the critical role of the legislature in the democratic process and of the functions of legislators and staff. In addition, the Consortium's support for the Association of Central American Legislative Technicians (ATELCA) has improved ATELCA's potential to serve as a vehicle for future legislative strengthening activities.

Having completed most activities called for in the grant, such as assessments of training and other institutional needs of legislatures in Nicaragua, Guatemala, Haiti, Panama, Costa Rica and the Dominican Republic, the Consortium is concentrating its efforts on buy-in or bilateral projects in Costa Rica, Nicaragua and Panama. The Consortium also is completing a number of publications and is providing graduate level training to four participants at University of Albany/SUNY and Florida International University.

A recent mid-term evaluation revealed that the absence of an overall strategic plan, compounded by internal conflict within the Consortium and communication problems between the Consortium and A.I.D., have hampered project implementation. The Consortium is in the process of revising its program and budget, shifting its resources from regional conferences to support for ATELCA and graduate level training and internships in the United States.

It will probably take considerable additional time before Latin American legislators and executives fully accept the legislature's role as a law-formulating and oversight body. A follow-on project is being proposed (see NPD below) to assist this process.

**Monitoring and Evaluation Status and Plans:** LAC/DI has been tasked by AA/LAC Michel with developing six to eight intermediate-level indicators that can be used to measure democratic progress in the region: less macro-level than the overall numerical Freedom House country rating, but of a higher level than the indicators associated with the LAC/DI regional portfolio. Possible indicators under consideration include:

- efficiency of judicial activity;
- percentage of elections that are free and fair;
- frequency of military coup attempts, and percentage that are successful;
- per capita number of human rights violations.

There are numerous methodological problems with these and other possible indicators, including especially the lack of past data for time series (neither Freedom House nor the survey's originator, Raymond Gastil, have kept worksheets for the 23-25 indicators they used in creating country ratings). LAC/DI will nevertheless try to come up with something useful during the coming year.

In regard to project-level evaluations, only one is planned during the coming year: a mid-grant evaluation of IIDH/CAPEL in the second quarter of FY 94. Evaluations of the Legislative Strengthening project, the AIFLD program, and the Financial Management Improvement project were carried out during the past year.

STRATEGIC OBJECTIVE NO. 5 Strengthened competent civilian government institutions				
Indicator: Increased public confidence in government performance				
Unit: public opinion polls		Year	Planned	Actual
Source: USIA; other polls	Baseline		-----	
Comments: Arrangements will be made to access existing USIA survey data both regionally and country specific		1992	-	
		1993	-	
		1994	1	
		1995	1	
		1996	1	
	Target	1997	1	
		Year	Planned	Actual
PROGRAM OUTPUT NO. 5.1 Free, fair, open elections				
Indicator: 5.1 Elections verified by international/local observers and/or results accepted by political parties				
Unit: Election				
Source: Observer reports; press; Embassy reports	Baseline		-----	
Comments: LAC/DI would report elections in which we provide direct electoral support; Missions would report bilaterally assisted electoral activities.		1992		4
		1993	4	
		1994	3	
		1995	3	
		1996	3	
	Target	1997	3	

STRATEGIC OBJECTIVE NO. 5 Strengthened competent civilian government institutions				
PROGRAM OUTPUT NO. 5.2 Methodologies for Judicial Reforms Introduced				
Indicator: Research and pilot activities initiated				
Unit: TSOs		Year	Planned	Actual
Source: Contractor/Grantee	Baseline		-----	
Comments: Conferences (4), pilot activities (Nicel plus one new in each year) and publications		1992		
		1993	11	
		1994	9	
		1995	9	
		1996	9	
		Target	1997	9
Indicator: Increased exposure to judicial reform concepts, skills, methodologies				
Unit: No. of persons trained		Year	Planned	Actual
Source: Contract/grantee	Baseline		-----	
Comments: NCSC, NICEL, IABF, IIDH, CAJP		1992		
		1993	250	
		1994	250	
		1995	250	
		1996	250	
		Target	1997	

STRATEGIC OBJECTIVE NO. 5 Strengthened competent civilian institutions				
PROGRAM OUTPUT NO. 5.3 Modalities for enhancing legislative capacity supported				
Indicator: ATELCA operational and self-sufficient				
Unit: Meetings		Year	Planned	Actual
Source: Grantee reports and External evaluation	Baseline		-----	
Comments: ATELCA is in the process of developing a workplan and agenda, which will provide the planned levels of mtgs.		1992		2
		1993	2	
		1994	2	
		1995		
		1996		
		Target	1997	
PROGRAM OUTPUT NO. 5.4 Government accountability and financial management strategy expanded in LAC countries				
Indicator: No. of Countries having adopted STRATAC				
Unit: Country		Year	Planned	Actual
Source: Contractor	Baseline		-----	
Comments: The definitions of adapting STRATAC in LAC countries will be on of the first activities to be after contractor selection process completed. Right now, this indicator is defined as a country that has an approved, comprehensive public sector management reform law.		1992		
		1993		
		1994	2	
		1995	2	
		1996	3	
		Target	1997	3

PROGRAM OUTPUT NO. 5.5 Enhanced public official comprehension of internationally recognized human rights				
Indicator: Expanded network of trained official advocates of human rights				
Unit: Conference Participants		Year	Planned	Actual
Source: Grantee Reports	Baseline		-----	
Comments: Data will be disaggregated by gender; targets includes IIDH Annual Human Rights Course, CAPEL's biannual Electoral Training Program, and other various training courses.		1992		124
		1993	250	
		1994	150	
		1995	300	
		1996	150	
	Target	1997	300	
Indicator: Increased availability of human rights-related research and materials				
Unit: publications		Year	Planned	Actual
Source: Grantee Reports	Baseline		-----	
Comments: IIDH and CAPEL: monthly newsletter, 2 Quarterly Journals, Special Monographs. Will also attempt to track distribution of materials		1992		
		1993	30	
		1994	35	
		1995	35	
		1996	40	
	Target	1997	40	

PROGRAM OUTPUT NO. 5.6 Improved civil-military relations				
Unit:		Year	Planned	Actual
Source:	Baseline		-----	
Comments: To Be Determined (project being designed)		1992		
		1993		
		1994		
		1995		
		1996		
		Target	1997	
PROGRAM OUTPUT NO. 5.7: Strengthened local governments				
Comments: To be measured/reported by RHUDO		1993		
		1994		
		1995		
		1996		
		Target	1997	

<b>LAC Regional</b>
<b>Bureau Objective: Support the evolution of stable, participatory democracies</b>
<b>Bureau Sub-objective:</b>
<b>STRATEGIC OBJECTIVE NO. 5 Strengthened competent civilian government institutions</b>

<b>PROGRAM OUTPUT NO. 5.1 Free, fair and open elections</b>	<b>PROGRAM OUTPUT NO. 5.2 Methodologies for Judicial Reforms introduced</b>	<b>PROGRAM OUTPUT NO. 5.3 Modalities for enhancing legislative capacity supported</b>
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<b>Projects (Number\Title)</b>	<b>Projects (Number\Title)</b>	<b>Projects (Number\Title)</b>
598-0591 Human Rights Initiatives (CAPEL)	598-0642 Regional AOJ (ILANUD)	598-0669 AOJ Support (NCSC)
598-0591 Human Rights Initiatives (NDI)	598-0642 Regional AOJ (NICEL)	598-0770 Regional Legislative Mgmt.
598-0591 Human Rights Initiatives (IRI)	598-0642 Regional AOJ (FIU)	598-0815 Legislative Strengthening II
598-0591 Human Rights Initiatives (Other 0591)	598-0642 Regional AOJ (IABF)	

<b>PROGRAM OUTPUT NO. 5.4 Government accountability and financial management strategy expanded in LAC countries</b>	<b>PROGRAM OUTPUT NO. 5.5 Enhanced public official comprehension of internationally recognized human rights</b>	<b>PROGRAM OUTPUT NO. 5.6 Improved civil-military relations</b>
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<b>Projects (Number\Title)</b>	<b>Projects (Number\Title)</b>	<b>Projects (Number\Title)</b>
598-0800 Accountability & Financial Management	598-0591 Human Rights Initiatives IIDH/CAPEL 598-0798 Dem. Dev.Sup.	598-0803 Civil Military Relations II

**PROGRAM OUTPUT NO.  
5.7 Strengthened Local  
Governments**

**Projects (Number\Title)**

**598-0799 Local Municipal  
Government  
598-0798 Dem. Dev. Sup.**

**Strategic Objective No. 6: Enhanced Democratic Values and Pluralism**

**Refinements or Changes in Strategic Objective:** There have been no changes of consequence in the strategic objective or program outputs.

**Strategic Objective Performance:**

Free Media: Five years ago, journalism in Central America was an ethical and professional wasteland. A 1986-87 regional assessment found widespread corruption and a low level of competence among journalists. Now, under the guidance of the Central American Journalism project, news media managers have drafted a regional code of ethics, the first voluntary regional code of ethics in Central American journalism history. In a public opinion survey following completion of a special one-year in-country program for Panamanian journalists, 75% of Panamanians think their news media are more relevant, better balanced, more professional and more influential than they did when the training program began. Some 1,178 media professionals -- or 39 percent -- have participated in project activities, including 944 in seminars and 234 in round table discussions.

Of the first group of 14 candidates for the Master's degree program, 11 will graduate in May 1993. A second group of 11 will graduate in 1994. A professional certificate program will begin this summer to reach journalists who do not meet the Master's entrance requirements.

Owners of news media in Central America have pledged more than \$500,000 toward a permanent endowment for a Central American journalism training center and expect to raise \$1.5 million by late 1993. Media owners in Panama, where the center will be located, guaranteed to pay \$7,000 a month toward site rental.

Other accomplishments include publication of the 1993 Media Directory, establishment of a journalism library, publication of the first two textbooks in Fall 1993, and publication of PULSO magazine and a monthly alumni newsletter, Tomando el pulso.

Free Labor Development: To promote free, democratically oriented labor unions, LAC/DI supports the activities of the American Institute for Free Labor Development (AIFLD) and certain AFL/CIO unions. AIFLD provides technical assistance and training focused on free trade union development, improved labor-management relations, worker rights, the increase of the role of women in democratic labor unions, and the role of labor in economic restructuring programs. As a result of AIFLD activities, there has been an improvement in union leadership in the Dominican Republic and in Honduras, increased union stature in the Dominican Republic and in Paraguay, a unification of labor movements in Argentina, Brazil, Chile, and Paraguay, improved labor management relations in Guatemala, Chile, the Dominican Republic, and Panama, and strengthened democratic elements within unions in Bolivia and Chile. Over the years, AIFLD-supported

unions have often been in the vanguard of democratic movements, and have helped train and develop national as well as labor leaders for these struggles.

A five year follow-on project to support AIFLD will begin June 30, 1993. Under this program, education in issues related to the structural adjustment and regional integration processes is being emphasized, while rural and social development projects are being de-emphasized. The program is being reduced by 5% per year during the five year period, and emphasis is being put on improved dues-paying performance by LAC unions.

AID/LAC is currently preparing a labor development strategy to guide programming in this area for the next few years, taking into account changes from the Cold War era to an era of global economic competition. See the NPD below proposing a new Free Labor Development Project that would complement the AIFLD program.

Community/Civic Education: We plan to authorize a grant to the Partners of the Americas and Conciencia, an Argentine civic education organization, in May 1993 to enable them to strengthen civic organizations throughout the region that are working to promote democratic knowledge, values and skills.

Democratic Culture: A new FY 1995 project, Education for Democratic Values and Leadership, is proposed to strengthen formal civic education efforts in the region, provide in-region democratic leadership training, and provide family education in democratic parenting and spousal/partner relationship.

Monitoring and Evaluation Status and Plans: See discussion under above Strategic Objective.

<b>STRATEGIC OBJECTIVE NO. 6 Democratic Values and Pluralism Enhanced</b>				
<b>PROGRAM OUTPUT NO. 6.1 Improved citizen awareness of democratic rights</b>				
<b>Indicator: Increased participation in electoral process</b>				
<b>Unit: Election Results</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Grantees (Election Commissions)</b>	<b>Baseline</b>		-----	
<b>Comments: Election results will be analyzed in accordance to the following criteria: Is voting mandatory? Comparison of voter turnout over time; percentage participation of females/ethnic groups overtime.</b>		1992		
		1993	4	
		1994	3	
		1995	3	
		1996	3	
	<b>Target</b>	<b>1997</b>	<b>3</b>	
<b>PROGRAM OUTPUT NO. 6.2 Expansion of Civil Society</b>				
<b>Indicator: Number of civic organizations receiving assistance</b>				
<b>Unit: Civic Organizations</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Grantee/Contractor reports</b>	<b>Baseline</b>		-----	
<b>Comments: Expanding network of national level NGOs to both local level affiliates and replication to other countries in the region. Program output indicator does not necessarily anticipate under new NGOs.</b>		1992		
		1993	4	
		1994	4	
		1995	4	
		1996	4	
	<b>Target</b>	<b>1997</b>		

<b>STRATEGIC OBJECTIVE NO. 6 Democratic Values and Pluralism Enhanced</b>				
<b>PROGRAM OUTPUT NO. 6.3 Responsible, professional media</b>				
<b>Indicator: Improved perception of media by public</b>				
<b>Unit: Public opinion polls</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Grantee</b>	<b>Baseline</b>		-----	
<b>Comments: gender disaggregated by country</b>		1992		
		1993	2	
		1994	1	
		1995	1	
		1996	1	

<b>LAC Regional</b>
<b>Bureau Objective: Support the evolution of stable, participatory democracies</b>
<b>Bureau Sub-objective:</b>
<b>STRATEGIC OBJECTIVE NO. 6 Democratic Values and Pluralism Enhanced</b>

<b>PROGRAM OUTPUT NO. 6.1 Improved citizen awareness of democratic rights</b>	<b>PROGRAM OUTPUT NO. 6.2 Expansion of civil society</b>	<b>PROGRAM OUTPUT NO. 6.3 Responsible, professional media</b>
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<b>Projects (Number\Title)</b>	<b>Projects (Number\Title)</b>	<b>Projects (Number\Title)</b>
598-0813 Partners of the Americas 598-0796 PARTICPA 598-0798 Dem. Dev. Sup. 598-0817 Ed. for Dem. Values and Leadership	598-0806 AIFLD 598-0813 Partners of the Americas 598-0796 PARTICPA 598-0798 Dem. Dev. Sup. 598-0816 Free Labor Dev. 598-0817 Ed. for Dem. Values and Leadership	598-0802 Central American Journalism 598-0798 Dem. Dev. Sup. 598-0817 Ed. for Dem. Values and Leadership

**Strategic Objective No. 7: Increased LAC Bureau and Mission capacity in Selected Development and Policy and Program Areas**

**Activity 7.1 Increased Bureau and mission capacity to 1) analyze host country agricultural and natural resources, and 2) take appropriate action to design and implement effective programs needed for economic, social and political development.**

**Refinements or Changes to Strategic Objective:** There have been no changes in the strategic objective or program outputs.

**Strategic Objective Performance:** LAC/DR/RD provided over 686 person days of technical assistance to missions via the LAC TECH Project. While demand for services was much greater than the available LAC TECH resources, the feedback from missions on the TA provided under the project was unanimously very positive. A small representative sample of services provided to missions includes:

--A synthesis study and review of recent modifications to agrarian reform laws in Latin America was prepared. The review evaluated legislative changes in terms of their potential impact on (a) Agricultural Trade and Investment Policy, (b) the Historically Disadvantaged and (c) Sustainable Use of Environmental Resources. Recommendations were made for improving the changes in the countries where they are already taking place (Nicaragua, Honduras, Mexico and Peru) and for initiation of the modernization process in other countries in the region. The study has already been mentioned in policy dialogues and debates in Bolivia, Ecuador and Brazil.

--A synthesis study of the property registry in Guatemala was prepared. The study noted the current problems of the registry, negatively impacting refugee and displaced persons relocation programs, agricultural productivity, access to land for disadvantaged groups, the environment, tax collection processes, and democratization efforts. In February, 1993, the World Bank sent a team to Guatemala, in part, to follow up on the findings of that study and to coordinate future policy dialogue on the subject.

--Ten seminars have been held on potential for exporting processed fruits and vegetables to the USA, Europe, and Japan. The presentations have been made in Jamaica, Ecuador, Nicaragua, Belize, Colombia and Miami, with total audience approximately 300 persons.

Seminars will be conducted in the next few months in Uruguay, Argentina, El Salvador, and Bolivia. Requests from other countries were not accepted because of lack of time and budget allocations.

The impact will be to increase interest in and understanding of international trade in processed foods and therefore to increase demand for non-exportable fresh produce, employment in the food processing industry, and export earnings. Countries that have

increased exports of fresh horticultural products should now emphasize value-added processing in order to increase overall returns to their investments and benefits to their countries.

--Crucial assistance provided with the development of a one year \$7 million grant food assistance (Title III) program for Guyana. This high-visibility program will enable Guyana, which is the poorest and most highly indebted country in the LAC region, to import a major food staple without having to go further into debt or having to choose to use its scarce foreign exchange to import a consumable like wheat and having to forgo imports of capital and intermediate goods which are essential for the resumption of economic growth and long-term, sustainable food security. The food assistance program and its follow-on will involve AID more deeply in the policy dialog in the country by providing support to specific agricultural sectoral reforms designed to remove the constraints that are preventing farmers from responding to the improved structure of economic incentives that are now in place as a result of the country's new macro-economic policy framework.

--A review of the food security situation in the AID-Assisted LAC countries at the beginning of the 1990s was funded by the LAC TECH Project. Despite improvements at the macro economic levels in these countries, national calorie supplies in eight of the 12 major AID-Assisted LAC countries were still inadequate in 1990. Even worse, growth in per capita calorie supplies were negative in five of these countries during the 1980s. These food security problems were caused by declines in the amount of food produced per person in these countries and declines in commercial food imports. Food aid has helped prevent per capita calorie supplies from dropping further, but has also left countries dependent on food assistance for a greater percentage of their food supplies. The analysis also links the food security problem to the problems of poverty in the region, another problem which the Bureau is beginning to renew its interest in. Solving the food security problem in the AID-Assisted LAC countries will require getting more income into the hands of poorer households so that they can compete more effectively for the calorie supplies that are available. Given the highly skewed income distributions in the countries in the region, poor households actually endure lower levels of calorie supplies than the averages suggest.

--The LAC TECH Project provided crucial assistance to the Haiti Mission in the evaluation and rapid redesign of its agriculture portfolio. Emerging from a strict watershed conservation project the new Productive Land Use Systems project (PLUS) will capitalize on the agroforestry project's proven outreach faculties to promote development and dissemination of improved crops and remedial farming practices. In areas with higher agriculture potential PLUS will seek to identify non-traditional and higher value export-oriented crops to support income generation. PLUS's unique capacity to influence the farming system behavior of over 400 thousand disadvantaged small farmers is a critical component of food security in Haiti where public sector extension has ceased to exist.

--The LAC TECH Project provided support for the development of USAID/Bolivia's Environment and Natural Resources Strategy. This strategy, and subsequent programming guidelines for a \$20 project developed by the Advisor, identified sustainable management of Bolivia's natural forest reserves, which generate nearly \$100 million/year, as a unique opportunity to combine conservation with sustainable economic development. This bold new effort to develop new environmental standards and supporting policies for commercial timber and non-timber production teams international and domestic conservation NGOs up with capitalized private industry to achieve a common goal: sustained-yield management of tropical forests for economic gain and minimized ecological disturbance.

--The LAC Bureau benefitted from the application of LAC TECH intellectual resources to the examination of future direction for the country strategies and the sector. Considerable effort has been dedicated towards elaboration of a new definition of the sector that would better meet changing Agency needs and resource levels.

**Monitoring and Evaluation Status and Plans:** The monitoring and evaluation plan for LAC TECH II is comprised of a set of operational tracking and descriptive reports that summarize each product as it is produced, two project evaluations (a mid-term and a final) and a mid-term audit. The needs and requests of LAC missions and the Bureau will be surveyed and analyzed throughout each year of the project and reflected in advisor workplans. Every time assistance is provided to a project client (LAC missions and the LAC Bureau), a report will be produced which responds to the request as defined by the scope of work developed for that specific request and to the annual work plan developed each year for each advisor under the project based on mission needs. Project reports, studies and analyses will then be reviewed during the two scheduled project evaluations.

STRATEGIC OBJECTIVE NO. 7.1 Increased Bureau and Mission capacity to a) analyze host country agricultural and natural resources and b) take appropriate action to design and implement effective programs.

Indicator: IAC missions benefitted by IAC TECH

Unit: Number of IAC Missions benefitted	Baseline	Year	Planned	Actual
Source: Project reporting	14	1992	14	
	15	1993	15	
Comments:		1994		
		1995		
		1996		
	Target	1997		

Indicator: IAC bureau programs and strategies benefitted by IAC TECH services

Unit: Number of programs and strategies benefitted	Baseline	Year	Planned	Actual
Source: Project reporting	28	1992	28	
	67	1993	50	
Comments:		1994		
		1995		
		1996		
	Target	1997		

STRATEGIC OBJECTIVE NO. 7.1 Increased Bureau and Mission capacity to analyze host country agricultural and natural resources				
PROGRAM OUTPUT NO. 7.1.1 Bureaus have better addressed policy induced distortions affecting the agricultural and natural resource sectors				
Indicator: Number of LAC TECH products requested and received by the LAC Bureau and Missions				
Unit: Number of products		Year	Planned	Actual
Source: Project reporting	Baseline		-----	
Comments:	20	1992	20	26
	26	1993	25	
		1994		
		1995		
		1996		
	Target	1997		
STRATEGIC OBJECTIVE NO. 7.1 Increased Bureau and Mission capacity to analyze host country agricultural and natural resources				
PROGRAM OUTPUT NO. 7.1.2 Bureaus have better addressed constraints impeding growth in agricultural investment, production and trade				
Indicator: Number of LAC TECH products requested and received by the LAC Bureau and Missions				
Unit: Number of products		Year	Planned	Actual
Source: Project reporting	Baseline		-----	
Comments:	20	1992	20	26
	26	1993	25	
		1994		
		1995		
		1996		
	Target	1997		

STRATEGIC OBJECTIVE NO. 7.1 Increased Bureau and Mission capacity to analyze host country agricultural and natural resources

PROGRAM OUTPUT NO. 7.1.3 Bureaus have better addressed efforts to increase small farmer incomes and employment opportunities

Indicator: Number of LAC TECH products requested and received by the LAC Bureau and Missions

Unit: Number of products		Year	Planned	Actual
Source:	Baseline		-----	
Comments:	10	1992	10	17
	17	1993	15	
		1994		
		1995		
		1996		
	Target	1997		

STRATEGIC OBJECTIVE NO. 7.1 Increased Bureau and Mission capacity to analyze host country agricultural and natural resources

PROGRAM OUTPUT NO. 7.1.4 Bureaus have better addressed sustainable production from forests and other renewable natural resources

Indicator: Number of LAC TECH products requested and received by the LAC Bureau and Missions

Unit: Number of products		Year	Planned	Actual
Source:	Baseline		-----	
Comments:	5	1992	5	10
	10	1993	15	
		1994		
		1995		
		1996		
	Target	1997		

<b>LAC Regional</b>
<b>Bureau Objective: Support the achievement of broad based, sustainable economic growth</b>
<b>Bureau Sub-objective:</b>
<b>STRATEGIC OBJECTIVE NO. 7.1 Increased Bureau and Mission capacity to analyze host country agriculture and natural resource sectors</b>

<b>PROGRAM OUTPUT NO. 7.1.1 Bureaus have better addressed policy induced distortions affecting the agriculture and natural resource sectors</b>	<b>PROGRAM OUTPUT NO. 7.1.2 Bureaus have better addressed constraints impeding growth in trade, agricultural investment and production</b>	<b>PROGRAM OUTPUT NO. 7.1.3 Bureaus have better addressed efforts to increase small farmer incomes and employment opportunities</b>
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Projects (Number\Title)	Projects (Number\Title)	Projects (Number\Title)
598-0654 LAC TECH I	598-0654 LAC TECH I	598-0654 LAC TECH I
598-0807 LAC TECH II	598-0807 LAC TECH II	598-0807 LAC TECH II
598-0784 Environmental Support Project	598-0784 Environmental Support Project	

<b>PROGRAM OUTPUT NO. 7.1.4 Bureaus have better addressed sustainable products from forests and other renewable natural resources</b>
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598-0654 LAC TECH I
598-0807 LAC TECH II
598-0780 Environmental Support Project

**Strategic Objective No. 7 Increased Bureau and Mission Capacity in Selected Development Policy and Program Areas**

**Activity 7.2: Increased Mission capacity to analyze human resources constraints to achieving LAC strategic objectives.**

**Overview:** An educated human resource base is essential for economic productivity, political stability, and social well-being. Development literature now amply demonstrates direct correlations between: a) education and democracy; b) education and economic growth; c) education and reduction of population growth rates; and d) education and child survival.

**Refinements or Changes to Strategic Objective:** There has been no change in the strategic objective.

**Strategic Objective Performance:** EHRTS has become a valuable tool for LAC field missions. They have enthusiastically utilized the Education and Human Resources Technical Services (EHRTS) project for design and evaluation of human development projects and activities in addressing human resources constraints to achieving mission strategic objectives. Field missions also have obtained rapid short-term implementation assistance.

In this regard, EHRTS has carried out pioneering education and human resources policy research for the benefit of missions, thus assisting them, especially in the Central American Region to identify critical issues for their human development policy dialogue agenda. EHRTS has focussed on salient issues in useful Reviews of Experience in: Basic Education, Development Training, Vocation Education and Training, and soon to be completed a Review of Experience in Management Education and Training.

Through its advocacy series, EHRTS also has focussed on salient policy dialogue issues in a useful series of working papers, such as: a) the finance of education systems; B) Can schools teach democracy?; and c) Educational innovations in the LAC Region. EHRTS also has designed a new education and human resources sector assessment which proceeds from analyses of the human resources constraints to the achievement of mission strategic objectives and also adds a new additional element of performing labor market analyses. Moreover, in order to begin to raise awareness and mobilize demand for reform in the education sector, EHRTS also has developed a computer graphics storyboard in Spanish for host country private sector and public sector policy makers in the LAC Region that demonstrates the impact and relationship of education with economic growth, political development, and social well-being. In addition, for this same target audience, interactive computer simulation programs on education policy are also being developed.

In the recent decade, LAC countries have been successful in expanding access to basic education services to a majority of children. Many of the gains in education have been illusory due to disparities in the distribution of economic resources and the ongoing pressures of servicing debt that most LAC countries

face. Most education systems must provide for a constantly increasing flow of new children with dwindling resources. The lack of learning materials and poorly trained teachers coupled with weak administrative and managerial oversight creates the conditions of deprivation that result in children being denied the opportunities to gain the competencies required for grade promotion. As a result, in some LAC countries, nearly 50 per cent of children enrolled in the first grade fail. These children continue to stay in school and repeat grades for a number of years and eventually drop out. In large part, this deteriorating situation accounts for most of the recent estimate of 43 million absolute illiterates in the LAC Region plus a higher number of functional illiterates, who are unable to make minimal use of reading, writing, or arithmetic in their daily lives. The challenge for A.I.D. in the 1990's is to focus and concentrate its resources for maximum effect upon improvement of educational quality, especially for disadvantaged children and for improvements in the quality of the labor force.

LAC field missions rely on LAC/DR/EHR to provide State of the Art expertise through the EHRTS Project. It provides them quickly with technical assistance services on a wide array of human resources development and policy expertise in: a) basic education, vocational training, management education and training, and development training. It also provides a forum periodically for education and training officers to receive the latest policy guidance from LAC/DR/EHR and exchange views and experiences to date through conferences and evaluations of experience in the human resources development sector. More importantly, EHRTS compliments and reinforces field mission policy dialogue activities through the advocacy series working papers and computer storyboards and simulations designed to provoke dialogue and mobilize demand for educational reform. In this manner, EHRTS leverages mission resources by making their existing projects and activities more effective.

To date, 73 technical service orders have been executed providing missions education sector assessments, country training plans, evaluations, scopes of work, requests for technical proposals, policy based studies, reviews of experience in design and implementation of human resources development projects, and products focused on creating host country demand for human resources development sector policy reform.

**Monitoring and Evaluation Status and Plans:** Although the final report of a formative evaluation on-going at this time is not available, the general conclusions are that EHRTS was extremely successful and highly valued by the field missions as an important tool in assisting them to attain their human resources strategic objectives and as an important tool in advancing human resources/education reform policy dialogue. A final summative evaluation will be conducted approximately at the EHRTS PACD of October 1994.

<b>LAC Regional</b>				
<b>STRATEGIC OBJECTIVE NO. 7.2 - Increased Field Mission capacity to analyze human resources constraints to achieving LAC strategic objectives.</b>				
<b>Indicator: Education sector assessments linked with labor force analyses</b>				
<b>Unit: Education sector assessments</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: LAC/DR/EHR</b>	<b>Baseline</b>	<b>1991</b>	<b>-----</b>	<b>0</b>
		<b>1992</b>	<b>0</b>	<b>0</b>
		<b>1993</b>	<b>1</b>	<b>0</b>
		<b>1994</b>	<b>0</b>	
		<b>1995</b>	<b>1</b>	
		<b>1996</b>	<b>0</b>	
	<b>Target</b>	<b>1997</b>	<b>1</b>	
<b>PROGRAM OUTPUT 7.2.1 - Increased awareness of Human Resources constraints to attaining LAC strategic objectives</b>				
<b>Indicator: assessments, training plans, evaluations</b>				
<b>Unit: assessments, training plans, evaluations</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: EHRTS contractor</b>	<b>Baseline</b>	<b>1991</b>	<b>-----</b>	<b>5</b>
		<b>1992</b>	<b>7</b>	<b>8</b>
		<b>1993</b>	<b>8</b>	<b>0</b>
		<b>1994</b>	<b>10</b>	<b>0</b>
		<b>1995</b>	<b>12</b>	<b>0</b>
		<b>1996</b>	<b>12</b>	<b>0</b>
	<b>Target</b>	<b>1997</b>	<b>12</b>	<b>0</b>

PROGRAM OUTPUT NO. 7.2.2 - Increased collaboration in developing a common framework towards addressing human resource constraints to improved economic, political, and social well-being.

Indicator: LAC/DR/EHR and Mission donor and inter-ministerial consultations

Unit: donor consultations		Year	Planned	Actual
Source: LAC/DR/EHR and field missions	Baseline	1991	-----	3
		1992	5	5
		1993	7	0
		1994	10	0
		1995	10	0
		1996	12	0
	Target	1997	12	0

PROGRAM OUTPUT NO. 7.2.3 - Mobilization of demand for for human resources/education policy reform in both host country and public and productive sectors

Indicator: Social marketing of human resource/education sector policy reform

Unit: LASER Storyboard and policy simulations		Year	Planned	Actual
Source: LAC/DR/EHR and field missions	Baseline	1991	-----	0
		1992	3	10
		1993	7	0
		1994	10	0
		1995	10	0
		1996	10	0
	Target	1997	10	0

<b>LAC Regional</b>
<b>Bureau Objective:</b> - Support the achievement of broadly-based, sustainable economic growth - Support the evolution of stable, participatory democracies
<b>Bureau Sub-objective:</b>
<b>STRATEGIC OBJECTIVE NO. 7.2</b> - Increased Mission capacity to analyze human resources constraints to achieving LAC strategic objectives.

<b>PROGRAM OUTPUT NO. 7.2.1</b> - Increased analyses of human resources constraints to attaining LAC strategic objectives.	<b>PROGRAM OUTPUT NO. 7.2.2</b> - Increased collaboration in developing a common framework towards addressing human resources constraints to economic and political development and improved well-being.	<b>PROGRAM OUTPUT 7.2.3</b> - Mobilization of demand for human resources/education policy reform in both host country public and productive sectors.
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Projects (Number\Title)	Projects (Number\Title)	Projects (Number\Title)
598-0659, EHRTS	LAC/DR/EHR Coordination 598-0659, EHRTS	598-0659, EHRTS/LASER
598-0811, HRPPS	598-0811, HRPPS	598-0811, HRPPS

**Strategic Objective 7: Increased LAC Bureau and Mission Capacity in Selected Development Policy and Program Areas**

**Activity 7.3: Increased Mission capacity in selected health, population, and nutrition program and policy areas facilitating improved accessibility, effectiveness and sustainability of HPN programs.**

**Refinements and Changes to Strategic Objectives:** The strategic objective and program output remain valid. Based on the recent mid-course HNTSS Project evaluation, we are revising some of the indicators used to measure performance of the LAC Health and Nutrition Sustainability (HNS) contract.

**Strategic Objective Performance:** The following are six indicators for Mission use of contract products and services. Under each indicator we describe the nature of products and services which support HPN policy reform, improved financial and management systems, and better nutrition programming.

**1. Increased mission activities/funding in financing, management and nutrition.**

Of 16 mission activities expected during FY93 as a result of HNTSS initial support, six have been completed. They include: health financing and management T.A. to the MOH in Guatemala; reorganization of the MOH in Paraguay and institutionalization of a management training system; management, cost and budgeting assistance to the Jamaica mission's bilateral health project; and concept paper development in Peru for a new Child Survival project. Activities to begin or that are currently underway include: assistance in finance and management in Bolivia and Paraguay; PP development in Peru; an evaluation of a ROCAP institution strengthening project; an assessment of the costs and effectiveness of food distribution programs in Honduras.

**2. Donor Coordination**

In Guatemala and Nicaragua we participated through LAC/HNS in efforts to coordinate Inter-American Development Bank (IDB)/World Bank program development. Participation in the Guatemala donor coordination effort is on-going and is leading to an IDB/World Bank program that will build on USAID activities and complement future mission activities. Similar donor coordination activities are planned for Jamaica, Paraguay and Bolivia. Also this FY we have begun to define objectives and implement activities to promote donor coordination on water and sanitation and environmental health programs as a complement to the LAC regional cholera component of the HNTSS Project.

**3. Special Studies, Analyses, Evaluations, Strategies, Management/Policy Tools**

Recurrent cost analyses of primary health care in Bolivia, Paraguay, Peru and Nicaragua have been completed. Further development of the initial analyses is in process in Guatemala

and Jamaica. In Paraguay, a management training needs assessment for the Ministry of Health and continued work on the ministry reorganization are in process. In Guatemala LAC HNS staff have initiated a special study on the effectiveness and cost implications of hospital-based quality assurance interventions.

With respect to nutrition, the project completed a national assessment of breastfeeding activities in Guatemala. Data collection on the adequacy of breastfeeding curricula in schools of medicine, nursing and public health schools in six child survival emphasis countries is underway. Work on developing nutrition policy tools for the region has begun. Meanwhile, work on cost-effectiveness studies on breastfeeding, micronutrient and food distribution systems continues.

A peer review of indicators of health financing and management was completed. Field-testing of the indicators will begin in April 1993 in Honduras and Ecuador. A Practical Guide to Policy Dialogue in Health Financing is undergoing continued refinements and will be ready for peer review and field-testing in May 1993. Indicators for pharmaceutical management have been completed and field-tested in three countries and are ready for dissemination with collaboration from the Pan American Health Organization. Development of procedures for privatization/divestiture of support services in Jamaican hospitals has been completed. In the area of policy development and donor coordination, project advisors participated in an IDB sector review to explore the development of a new health project in Guatemala.

#### **4. Workshops**

Four workshops/conferences were conducted as follows:  
Peer review of recurrent cost analyses in four countries and identification of cost-containment alternatives.  
A national conference in La Paz, Bolivia to discuss findings and national replicability of prior project initiatives on costs, quality and cost recovery in primary health care.  
Two workshops on sustainability of non-governmental organizations -- one in the Dominican Republic with NGOs active in child survival and one in Guatemala with NGOs active in support of breastfeeding.

#### **5. Information Dissemination**

Four technical reports on project studies in financing, nutrition and management have been disseminated since June 1992. These include: Financing and Recurrent Costs in MOH Primary Health Care (Guatemala); Maximizing Effectiveness of PL 480 Title II in the LAC Region; The State of Breastfeeding in the Dominican Republic; and Analysis of Activities and Practices in Support of Breastfeeding in Bolivia. Two additional reports (Quality, Costs and Cost Recovery, a Comparative Study in Bolivia, and Cost Recovery in Jamaican Health Facilities) are scheduled for distribution by May 1993.

Since October 1992, the LAC HNS contract has also disseminated three mailings on subjects of special interest. These mailings,

published in a concise, user-friendly format, included reports on cost-effectiveness of hospital-based breastfeeding; quality, costs, and cost recovery in the public and private sectors in Bolivia.

**Monitoring and Evaluation Status and Plans:** An external, mid-project evaluation of the HNTSS project was completed in February 1993, with the final evaluation report anticipated in April. A survey of all LAC Missions and OARs has led to additional indicators on the effect of project technical assistance on Mission funding and new initiatives in health financing, management and nutrition.

LAC-Regional				
STRATEGIC OBJECTIVE NO. 7.3 Increase mission capacity in selected health, population, and nutrition, program and policy areas facilitating improved accessibility effectiveness, and sustainability of HPN programs				
Indicator 7.3.1: Mission activities/funding in financing, management and nutrition resulting from Missions' use of project's products and services.				
Unit: Activities		Year	Planned	Actual
Source: Survey/project data	Baseline		-----	
Comments:		1992	-	4
		1993	16	
		1994	10	
		1995		
		1996		
		Target	1997	
Indicator 7.3.2: Major complementary country HPN sector plans and activities generated.				
Unit: Major Plans and Activities Generated		Year	Planned	Actual
Source: Project data	Baseline		-----	
Comments: Project promotes coordination between AID and other donors.		1992	-	3
		1993	5	
		1994	6	
		1995		
		1996		
		Target	1997	

PROGRAM OUTPUT NO. 7.3.1: Products and services supporting HPN policy reforms, improved financial and management systems and better nutrition programming.				
Indicator: Studies, analyses, evaluations, strategies, management/policy tools				
Unit: Project products		Year	Planned	Actual
Source: Project data	Baseline		-----	
Comments:		1992	-	30
		1993	31	
		1994	17	
		1995		
		1996		
		Target	1997	
Indicator: Workshops				
Unit: Number of workshops		Year	Planned	Actual
Source: Project data	Baseline		-----	
Comments:		1992	-	4
		1993	21	
		1994	12	
		1995		
		1996		
		Target	1997	

Information Dissemination				
Unit: Mailings/Report Dissemination		Year	Planned	Actual
Source: Project data	Baseline		-----	
Comments:		1992	-	19
		1993	31	
		1994	29	
		1995		
		1996		
		Target	1997	

<b>LAC Regional</b>
<b>Bureau Objective: Support the achievement of broadly based, sustainable economic growth</b>
<b>Bureau Sub-objective: Encourage increased economic opportunities for the disadvantaged</b>
<b>STRATEGIC OBJECTIVE NO. 7.3 Increase mission capacity in selected health, population, and nutrition, program and policy areas facilitating improved accessibility effectiveness, and sustainability of HPN programs</b>

**PROGRAM OUTPUT NO.  
7.3.1 Products and services supporting HPN policy reforms improved financial and management systems and better nutrition programming**

<b>Projects (Number\Title)</b>
<b>Health &amp; Nutrition Technical Services Support Project (598-0657)</b>

**Strategic Objective 7: Increased LAC Bureau and Mission Capacity in Selected Development Policy and Program Areas**

**Activity 7.4: Increased mission capacity to assist countries to prevent and control cholera**

**Refinements and Changes in Strategic Objective:** The strategic objective is unchanged. The program outputs have been changed to add country cholera plans and multi-country activities or studies applicable in multiple countries. These changes reflect the move towards a more proactive program, as the epidemic becomes less of an emergency in most places.

**Strategic Objective Performance:** The cholera epidemic in Latin America has continued throughout the last year, with an increase in the number of countries infected from 15 to 20<sup>2</sup>, but a decrease in total cases from 392,000 in 1991 to 352,000 in 1992. The case fatality rate declined from 1% to 0.6%--remarkable anywhere for a disease which can have 50% mortality if untreated.

The regional cholera program has continued to satisfy mission needs for assistance in response to the epidemic, which they could not provide for out of bilateral programs. In turn, these services and supplies have continued to support country responses to this epidemic. Proactive programming has begun, and we are working to establish improved program development and implementation procedures between LAC and RD/H, which implements a great deal of the program for us. As of the end of March 1993, 193 requests have been received and responded to from 19 countries and sub-regions. There are a few region-wide activities as well.

As a result of making such services and supplies available mission and central programs have been supplemented in ways which have made substantial differences to country efforts to combat cholera. For example, in Bolivia, a shipment of antibiotics and 1,000,000 ORS packets supplemented Ministry of Health supplies available through their own purchases and other donor contributions. In Ecuador, a national cholera communications plan, based on scientific research to assure its impact on behavior change, is being implemented. In Peru, the local producer of ORS is receiving assistance in quality control, good manufacturing practices, and marketing. In Guatemala, community health workers are being trained to recognize cholera and assist the populace to seek appropriate care quickly, which can be lifesaving. In Honduras, we are providing supplies to replicate a successful local water purification program--the initial effort has proved sustainable with local resources.

For FY 93 obligation, funds are about 40% of what they were in 1991. Missions have advised us that they will be programming some funds for cholera as part of their in-country programs, but

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<sup>2</sup>A twenty-first country, Paraguay, reported its first cholera cases, imported from Argentina, in January 1993.

do not anticipate using any significant amount of mission funds to buy-in to substitute for the resources provided regionally to date. The program implemented in FY 94 using the regional funds obligated in FY 93 will therefore be substantially smaller, and will focus much more on two types of prospective tasks: TA to missions in bilateral countries with substantial cholera cases for planning technically appropriate use of mission resources, and multi-country efforts, such as developing prototype training materials, which will be useful hemisphere-wide.

**Monitoring and Evaluation Status and Plans:** As part of the evaluation of the Health and Nutrition Technical Services Support project, the cholera program procedures were evaluated in late 1992. Based on that evaluation, we have developed improved management procedures, which we are negotiating with RD/H.

<b>LAC Regional</b>				
<b>STRATEGIC OBJECTIVE NO. 7.4 Increased Mission capacity to assist countries to prevent and control cholera</b>				
<b>SO Indicator 7.4: Mission use of project products and services to support country efforts to prevent and control cholera</b>				
<b>Unit: Mission request for assistance satisfied or Mission use of regional activities</b>		<b>Year</b>	<b>Planned Period</b>	<b>Actual Period</b>
<b>Source: LAC/DR/HPN Cholera Tracking System</b>	<b>Baseline</b>	<b>July 1991</b>	-----	<b>0</b>
<b>Comments: In the 6/92-3/93 period, there were 53 new tasks, and at least 20 tasks which were amended. In general, tasks were larger and more significant than in the earlier period. This accounts for the lower numbers of tasks than projected. The program has been able to respond to all known mission requests. In 1994, program is expected to change to 30% responding to mission requests, 70% regional activities to support country programs; budget drops for 1994 activities to 40% of level for 1992 activities.</b>		<b>June 1992</b>	<b>NA</b>	<b>140</b>
		<b>Mar 1993</b>	<b>80</b>	<b>53</b>
		<b>1994</b>	<b>40</b>	
		<b>1995</b>	<b>NA</b>	
		<b>1996</b>	<b>NA</b>	
		<b>Target</b>	<b>1997</b>	
<b>PROGRAM OUTPUT NO. 7.4.1 Country plans for cholera programming as part of diarrhea control programming.</b>				
<b>Indicator: LAC cholera emphasis countries with plans for cholera programming as part of diarrhea control programming.</b>				
<b>Unit: Number of countries with plans</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Mission reporting</b>	<b>Baseline</b>	<b>1991</b>	-----	<b>0</b>
<b>Comments: Emphasis countries subject to change annually, depending on numbers of cases in bilateral countries.</b>		<b>12/1992</b>	<b>0</b>	<b>1</b>
		<b>12/1993</b>	<b>5</b>	
		<b>12/1994</b>	<b>tbd</b>	
		<b>1995</b>	<b>NA</b>	
		<b>1996</b>	<b>NA</b>	
		<b>Target</b>	<b>1997</b>	<b>NA</b>

PROGRAM OUTPUT NO. 7.4.2 Multi country studies and activities				
Indicator: Multi-country studies and activities initiated				
Unit: Number of multi-country studies and activities initiated		Year	Planned	Actual
Source: Project records	Baseline	1991	-----	NA
Comments:		1992	NA	NA
		12/1993	10	NA
		12/1994	10	
		1995	NA	
		1996	NA	
		Target	1997	NA

<b>LAC Regional</b>
<b>Bureau Objective: Respond to specific challenges</b>
<b>Bureau Sub-objective: Respond to epidemics that threaten the region</b>
<b>STRATEGIC OBJECTIVE NO. 7.4 Increased mission capacity to assist countries to prevent and control cholera</b>

**PROGRAM OUTPUT NO. 7.4.1 Country plans for cholera programming as part of diarrhea control programming**

<b>Projects (Number\Title)</b>
598-0657 Health and Nutrition Technical Services Support

**PROGRAM OUTPUT NO. 7.4.2 Multi-country studies and activities**

<b>Projects (Number\Title)</b>
598-0657 Health and Nutrition Technical Services Support

## SECTION II: PORTFOLIO ANALYSIS

A. New Project Descriptions

Eight new projects are proposed--six in FY 94 and two in FY 95. Two of the eight are follow-ons to current projects. In addition, one project will undergo an amendment in FY 94. Following are the new starts and the amendment with NPDs included as appropriate.

## FY 94

- 598-0657 - Health & Nutrition Technical Services  
(NPD for PP Amendment approved last year)
- 598-0798 - Democratic Development Support  
(Being postponed from FY 93)
- 598-0810 - Resources for Latin America Training and Education  
(NPD included)
- 598-0811 - Human Resources Policy & Planning Services  
(NPD approved last year)
- 598-0812 - Human Resources Support for Environmental  
Education Activities  
(NPD included)
- 598-0814 - Training for Inter-American Free Trade  
(NPD included)
- 598-0815 - Legislative Strengthening II  
(NPD included)

## FY 95

- 598-0816 - Free Labor Development  
(NPD included)
- 598-0817 - Education for Democratic Values and Leadership  
(NPD included)

In addition, modest funding is budgeted for new AOJ private sector grants in FYs 94 and 95 in order to continue to support the development and testing of new approaches and methodologies for judicial reform. Experience has shown that the non-governmental organizations are generally the leaders in developing proposals for pilot and experimental approaches and that these pilot programs are useful in laying the groundwork for follow-on reform efforts. For instance, the National Institute for Citizen Education in the Law (NICEL) is carrying out a pilot public legal education program in three countries which is expected to be the model for other programs. The American Bar Association piloted a program of commercial and labor arbitration, and is leading a growing trend toward the use of alternative methods of dispute resolution in Latin America. These private sector grants are funded under LAC/DI's Regional Administration of Justice Project based on unsolicited proposals. Therefore, no NPDs are included.

B. Terminating Projects

During the Action Plan period the following projects will be ending:

**FY 94**

598-0605 Dev. Env. Management Systems  
598-0654 Ag. & Rural Dev. Tech. Services  
598-0659 Education & Human Resources Tech. Services  
598-0669 Reg. AOJ Support  
598-0797 Trade and Development Support  
598-0815 Training for InterAmerican Free Trade

**FY 95**

598-0777 Chile Legislative Assistance  
598-0796 Chile - Participa  
598-0780 Environmental Support Project  
598-0809 U.S.-Mexico Science Foundation

## New Project Description

FY 1994

LAC Bureau Objectives: Support the Achievement of Broadly Based, Sustainable Economic Growth;  
Support the Evolution of Stable, Participatory Democracies

Project Title: Resources for Latin American Training and Education (RELATE)

Project Number: 598-0810

Fiscal years: FY 1994 - 98

LOP funding: \$50 Million  
\$45 Million buy-in  
\$ 5 Million Core

Type of Funding: DA (EHR)

**A. Consistency of project with mission statement**

The project is consistent with and directly supports LAC Bureau strategic objectives of achieving broad-based sustainable economic growth and supporting the evolution of stable, participatory democracies through more cost-effective participant training. It also supports the sub-objective of supporting IAC field missions in designing and implementing appropriate responses to human resource constraints to achieving their own strategic objectives. RELATE will help Missions increase the cost effectiveness of their participant training while continuing to support Bureau objectives through targeted recruitment and project-related training.

**B. Relationship to A.I.D. and other donor activities**

RELATE will optimize the use of training resources in the LAC Region. The cost-saving and cost-sharing mechanisms of RELATE will serve as models to other Bureau's for their own training programs, and free up Mission funds for other priority activities.

**C. Relationship of project to overall A.I.D. policy objectives**

The purpose of the RELATE Project is to cut the rapidly escalating cost of participant training activities while strengthening commitment among U.S. universities to Latin

American Development. This will preserve Mission commitment to "Experience America" activities to affect broad-scale attitudinal change and skill transfer.

#### **D. Project Description**

**Problem:** The cost of participant training has been rapidly escalating to the point where it now costs an average of \$25,000-\$27,000 per annum for long term academic training. Over the last few years, USAIDs in all geographic bureaus except for Eastern Europe have shown declining enrollments of participant trainees. Global enrollments dropped 9.4% over comparable periods from FY 92 to FY 93; in LAC, the drop was 14.0%, from 3,182 to 2,738 enrollments. The reasons universally given relate to cost increases per unit of participant training. This is forcing some USAIDs to consider alternatives to participant training in the United States such as CLASP; new programs that rely more heavily on third-country training in Spanish-language countries.

Although third-country training does provide institution-building, makes efficient use of trainees' native language, and bolsters local-area training relevance, it deprives trainees of a major CLASP benefit. Trainees do not learn first-hand how to draw on America as a model or as a source of contacts for career-long networking. The longer-term benefit of providing future leaders predisposed to an American way of thinking or working is lost. So is the short-term benefit of transferring American skills and attitudes at the technical level as well as in voluntary community service, group leadership or political involvement.

Two other cost-related issues bear mention:

a) Lack of knowledge concerning the most cost effective quality training institutions available in a given field keeps USAIDs from optimizing the use of training dollars. Selection/placement contractors do not always share this type of knowledge with colleagues.

b) Contractors make poor matches all too often between training sites and trainee learning goals with less than full understanding of what a given course actually provides, and how the trainee can apply training gains to his or her job after returning. (This is a major, consistent ex-trainee complaint.)

The new project will a) reduce cost dramatically, and b) reduce time in training (and therefore cost) by seeking congruence and relevance between training needs and training providers.

#### **Proposed Activity:**

RELATE is a very simple project. It seeks to reduce the unit cost of long term academic participant training by encouraging creative ways of sharing cost and enhancing cost effectiveness of training providers. Since A.I.D. does not have all the answers, we will seek, in the design process to tap the creativity of the private sector in this regard.

Trainee selection and enrollment criteria will reflect those elements found useful and sustainable under CLASP-II in response to a probe of LAC Mission attitudes now under way. Current CLASP targets of 10% HBCU enrollments, 40% women selectees and emphasis upon the selection of leaders will remain. The 70% LOP enrollment target of socio-economically disadvantaged will be reviewed and clarified in response to Mission comments solicited in a recent probe of CLASP-II efficiencies.

RELATE will provide a Regional project shell, analogous to that of CLASP-II, for individual USAIDs to buy into. The regional project will furnish a list of preselected training institutions in specified topic areas that guarantee enrollments under a fixed cap on costs per trainee-month, analogous to a list of IQC's which Missions may access for specific services. Unlike CLASP, a single contractor will handle all placement and maintenance.

LAC regional costs will be limited to project management, contract management, and evaluation.

1. Cost control: LAC/DR/EHR will draft an Invitation for Bids requesting prospective contractors to develop ideas as to how they would go about limiting the cost to A.I.D. of long term participant training to an amount not to exceed \$1,200/month including tuition, health and accident insurance (HAC), fees and administrative costs. To encourage more widespread HBCU participation, A.I.D. will cover up to \$1500/mo of HBCU costs.

2. Cost sharing: The contractor will make clear to responding bidders that they are free to consider co-funding (cost sharing) to cover individual participant trainee costs above the ceiling amount that A.I.D. will pay, from universities, private foundations, state governments or interested business enterprises but not from another branch of A.I.D. or the host government of the trainee's home country.

**Benefits to LAC Missions:** Access to training under this project will be available to all LAC Missions, and not limited to current CLASP members, and to all participant trainees of a Mission (even project funded) not restricted to those under CLASP.

-Missions retain the freedom to use training institutions outside of RELATE, which only exists to provide cost savings with no loss of training quality and to make continuance of CLASP criteria economically feasible.

**Project Design:** Since the eventual RFP for this activity would require considerable investment on the part of hopeful bidders for travel and negotiation in constructing consortia of training providers who are willing to participate at a reduced level of A.I.D. sponsorship, it is likely that the design mode chosen will be the Design and Perform (DAP) mode. Competition for design will take place at an earlier stage, based upon an expanded concept paper, and the criteria for selection of the successful bidder will be based upon creativity of approach combined with

proven experience. Under the DAP mode, AID will be free to award the implementation contract without further formal competition.

**Feasibility Issues:**

What indications are there that Universities will be willing to substantially reduce or share the cost of Participant training?

-Under the AFGRAD project which was managed by the African American Institute, all participating universities waived tuition entirely.

-Under the Europe Bureau participant training program, universities have agreed to accept \$12,000 per year as A.I.D.'s share of the cost.

-Under the Georgetown CASP/CASS activity, all participating Colleges have agreed to charge in-state tuition; some have entirely waived tuition.

-The State of Florida has already proposed to absorb 1/3 of the cost of A.I.D. sponsored participants enrolled in Florida State Institutions.

## NEW PROJECT DESCRIPTION

Human Resource Support for Environmental Education Activities  
(HERENCIA)

LAC Bureau Objective I	Support the achievement of broadly-based, sustainable economic growth.
LAC Sub-Objective	Encourage preservation and sustainable use of the natural resource base.
Project Title	Human Resource Support for Environmental Education Activities (HERENCIA)
Project Number	598-0812
Funding	\$3 million, Total Authorized \$2 million Core Funding \$1 million Field Buy-Ins FY-94 Start with 5-year LOP
Type of Funding	DA

A. Consistency of project with mission statement

This project is fully consistent with the LAC Bureau objective of supporting broadly-based, sustainable economic growth. Human resource investments add value to technical investments in all sectors. HERENCIA will directly support LAC Bureau sub-objectives by providing resources where appropriate for mission support of host-country efforts to educate and involve citizens in preserving and sustaining the natural resource base.

B. Relationship to A.I.D. and other donor activities

This project is intended to support current A.I.D. efforts in the environmental and education sectors. While the newly proposed Environmental Education and Communication Project (GREENCOM) from the R&D/ED and R&D/ENR offices focuses broadly on development communication, social marketing, and communication research, the HERENCIA Project will respond to specific mission requests from LAC Bureau countries to provide resources for current or potential formal and nonformal environmental education activities. The HERENCIA Project will deal with educational activities at the ground level rather than take on the broader, social marketing focus of the GREENCOM Project.

C. Relationship of project to overall A.I.D. policy objectives

This project directly supports the A.I.D. Environment Initiative targeting environmental education as a key intervention for global attention by A.I.D. The Environment Initiative states that public education across age groups, from school children to policy-makers, is important in building individual and societal responsibility and accountability. HERENCIA strengthens both formal and nonformal education that supports national environmental goals.

D. Project Description

Growing international concern with environmental questions has underscored the need for increased public education and awareness at every level of society. The HERENCIA Project focuses on both formal and nonformal environmental education.

HERENCIA provides seed money to A.I.D. missions for environmental education activities in countries where local interest and conditions warrant such investment. Resources provided under HERENCIA will be used for a variety of purposes, e.g.:

- (1) To provide assistance to missions in the planning and design phase of formal or nonformal environmental education projects.
- (2) To provide resources for existing projects to "take a new twist" by adding environmental education activities.
- (3) To work with missions to support local NGO's doing environmental education activities both in schools and in nonformal adult-education settings.
- (4) To support the development of materials and/or training courses that will enable educators to integrate environmental components into their curricula (formal or nonformal).
- (5) To provide technical support services to missions to identify and assess ways in which educational activities can help to attain national environmental priorities.
- (6) To make available to host countries and missions current, state-of-the-art information on experience and lessons learned in the environmental education field in Latin America.

The project will work with A.I.D. missions supporting host-country efforts to integrate environmental components and activities into current educational efforts. A great deal of work is already being done in both formal and nonformal environmental education in a number of countries. The Ecuadorian NGO Fundacion Natura is a well-known example of a successful

environmental-ed group that has received A.I.D. assistance. Fundacion Natura has involved school children in the formal education system in activities that range from learning about air pollution and water contamination to participating in Ecology Clubs and Recycling Teams. The HERENCIA Project will further enhance basic education by supporting and/or expanding upon efforts of this type to bring environmental learning into the formal education system.

The HERENCIA Project will also support nonformal environmental education activities. A.I.D. recently worked with the Guatemalan Ministry of Communications, Transportation, and Public Works, for example, to design and produce nonformal education materials for rural populations involved in a rural roads project. These educational materials added an environmental conservation component to the roads project and included elements addressed to both adults and children. Building on the Guatemalan experience, the HERENCIA Project will enable the LAC Bureau to respond to countries wishing to integrate environmental education components into other relevant projects and/or activities.

Although HERENCIA is focussed upon environmental awareness, it will also develop a capacity to influence curriculum development in other critical areas of social concern such as democratization/values, population, AIDS awareness and narcotics prevention; as needs dictate.

#### E. Planned Implementation Arrangements

The services of an institutional contractor will be utilized to carry out necessary analyses and provide technical assistance, as well as to provide a rapid response mechanism for field mission buy-ins in any facet of design, short-term implementation, and/or evaluation of project activities.

#### F. Sustainability of the Proposed Activities

The HERENCIA Project will support activities in environmental education that encourage the preservation and sustainable use of natural resources. Project focus will be on the sustainable integration of environmental educational components into both formal and nonformal education programs.

#### G. Management Role

A direct-hire EHR development officer will manage the overall project, including core contract activities.

**NEW PROJECT DESCRIPTION**

**LAC OBJECTIVE:** Support the achievement of broad-based, sustainable Economic Growth

**LAC SUB-OBJECTIVE 1:** Encourage the adoption of and continued adherence to outward-oriented economic policies that promote investment, productive employment and diversification

**LAC SUB-OBJECTIVE 2:** Encourage vigorous response by the private sector to a favorable policy environment

**LAC REGIONAL STRATEGIC OBJECTIVE:** Improved investment climates and liberalized trade in LAC countries

**PROJECT TITLE:** Training for Inter-American Free Trade

**PROJECT NUMBER:** 598-0814

**FISCAL YEARS:** FY 1994 - 1995

**LOP FUNDING:** \$500,000 (Grant)

**TYPE OF FUNDING** DA LAC Regional & Missions Buy-Ins

**CONSISTENCY OF PROJECT WITH LAC/TI STRATEGY:** The goal of the project is to complement our overall strategy of fostering a hemispheric free trade environment in Latin America and the Caribbean. Achievement of this goal will be measured by increased level of effort by highly trained LAC experts for implementing reforms for harmonized trade policy and regulations required for free trade, on both a country by country basis and a regional basis. In addition, this will complement on-going efforts to provide technical assistance for such activities and other efforts to increase access to quality information for the private and public sectors.

The purpose of the project is to assist in eliminating mechanical and legal obstacles to free trade in the Western Hemisphere by providing training and research on legal, regulatory and judicial aspects of trade harmonization for lawyers, scholars, and other appropriate candidates in the LAC countries.

**PROJECT DESCRIPTION:** The program will focus on 1) research assistance to the Center to continue and expand its projects for unification and harmonization of laws and simplification and standardization of documentation, and 2) educate Latin American young attorneys on the trade, customs, and commercial law issues that are essential to moving forward with Latin American and Caribbean free trade and economic integration, through a specialized LL.M curriculum and study/research program.

**PLANNED IMPLEMENTATION ARRANGEMENTS:** Individual candidates (young attorneys) would be selected from the Latin American and Caribbean countries to spend time at the Center and College of Law. During this time, the students/researcher would participate in regular course offerings at the College of Law, specialize in curriculum emphasizing the trade, customs and commercial law of the countries and GATT essentials, and introduced to the civil law or the common law, as appropriate. The objective will be national diversity so that harmonization efforts could benefit from a broad range of specific country law knowledge, building over time a cadre of alumni who would assist in the legal harmonization process after returning to their home countries. Funds will come from both LAC Regional and Mission buy-ins.

## NEW PROJECT DESCRIPTION

LAC Goal: Support the evolution of stable participatory democratic societies

LAC Objective: Strengthen the competence of civilian government institutions

PROJECT TITLE: Legislative Strengthening II

PROJECT NUMBER: 598-0815

PROJECT FUNDING: FY 94 -- 250,000  
LOP -- 750,000

FUNDING TYPE: Development Assistance (DA) -- Grant

A. Consistency with LAC Bureau Strategy: Enhancing the capacity of LAC legislatures supports the LAC objective of strengthening the competence of civilian government institutions. We also seek to improve the accountability and responsiveness of government and to check unrestrained executive power.

B. Relationship to A.I.D. and Other-Donor Activities: This project provides funding for one activity that A.I.D. has been supporting through the existing Legislative Development project. Funding for this activity, which was one component of that project, will run out in FY 92 (although the PACD is FY95.) Legislative strengthening activities are also being implemented within certain country programs.

C. Relationship of Project to A.I.D. Policy Objectives: A key U.S. foreign policy and A.I.D. policy objective is strengthening democracy. Strengthening legislatures has been identified in both the A.I.D. Democracy Initiative and LAC's DI strategy as an important component of the effort to build effective democratic institutions.

D. Project Description: A three-year regional project in legislative development commenced in September 1990, with five inter-related components, plus provision for the continued support of ATELCA, The Association of Central American Legislative Technicians. The mid-term evaluation of that project, completed in April 1993, pointed out significant

problems with the project, which has led to the decision not to provide additional support for the five components. However, the evaluation recommended continued assistance for institutional and programmatic support to ATELCA. LAC/DI agrees that, while the

association is not without problems, it would be a worthwhile endeavor to build on the investment made under the Regional Legislative Development Project by A.I.D. and by the legislatures themselves.

This follow-on project is required to reinforce the legislative information support and training mechanism provided by the Association of Central American Legislative Technicians (ATELCA). ATELCA, formed in 1989 in Guatemala, is a regional association of the technical and administrative staff from the national legislatures in Central America, including Panama and Belize. The very existence of ATELCA is an important achievement in that it is the only mechanism for information exchange and training at the regional level for legislative technical and administrative staff.

This project would provide \$750,000 over the next three years in institutional and programmatic support to ATELCA through the Center for Democracy, which would act as an advisor to the organization. These funds would be used to help ATELCA with major changes in the structure of the organization and to carry out substantive training, information development and information sharing programs. Training would include activities such as budget analysis, computer operation, library systems management and improved bill-drafting techniques. ATELCA would develop a publications plan, including such materials as a dictionary of parliamentary terms, a manual of parliamentary procedure, and a summary of the constitutions in the region. Regional seminars would update ATELCA professionals in the areas of law, economics, social issues and politics.

ATELCA would develop a three year action plan that would include a clear definition of the goals of the organization, clarification of membership criteria, the opening of an office in the region, training priorities, a plan to strengthen communication within the organization as well as between the legislative staff members of ATELCA and their host legislatures, and regularized dissemination of information about ATELCA's activities and other publications, and a plan to secure funds to ensure its perpetuation beyond AID support.

In addition, the project would reinforce the relationship of ATELCA to the legislative leadership groups in Central America, particularly the Encuentros de Presidentes de Congresos y Asembleas Legislativas Centroamericanas.

E. Implementation Arrangements and LAC/DI Management Role:

The project will be implemented via a cooperative agreement with the Center for Democracy. LAC/DI will carry out an updated needs assessment and project design, then monitor and evaluate progress within that framework.

F. Issues: None

## NEW PROJECT DESCRIPTION

LAC Bureau Objective and Sub-objective

Encourage pluralism and strengthen the democratic values, knowledge and skills of citizens and their leaders; democratize the political culture by expanding/improving civic education programs and leadership training.

Project Title: Education in Democratic Values and Leadership

Project Number: 598-0817

Fiscal Years: 1995-1999

LOP Funding: \$7.5 million

Type of Funding: DA/ESF

A. Consistency with LAC/DI Strategy

One portion of LAC/DI's strategy is to strengthen democracy by making the political culture more democratic. This project supports that objective.

B. Relationships to A.I.D. and Other Donor Activities

The project will reinforce ongoing and planned non-formal civic education activities and, in some cases, Mission basic education projects. Some NED grants are complementary. Further information on other relevant other-donor activity will be developed during project design.

C. Project Description

LAC's democratic development strategy has three components: strengthening the institutions of governance, civil society and democratic culture. As the National Endowment for Democracy's very similarly focussed strategy statement notes, "Although political scientists and other experts may disagree about the relative importance of these three aspects of democratic development, it is generally acknowledged that all three are essential to the achievement and maintenance of stable democratic orders." LAC's regional program to date has concentrated heavily on the governance dimension, with a lesser emphasis on civil society. Although the AIFLD program and the forthcoming Partners/Conciencia program do address leadership and democratic values training to some degree, LAC/DI has done nothing to date in the areas proposed below.

This project will seek to strengthen the democratic culture --the democratic knowledge, values, and skills of citizens and their leaders-- in three ways. First, in-region leadership training courses will be offered to supplement democratic education provided only in the U.S. under CLASP. These courses will emphasize the values and techniques of tolerance for other viewpoints, willingness to compromise, effective/empathetic listening skills, building coalitions and alliances, and communications skills. Local institutions will be identified in which to institutionalize these courses.

Second, extension of assistance in improving formal civic or democratic values education will be offered, building on experience with the current project in Nicaragua with the American Federation of Teachers that is redesigning Nicaragua's K-12 grade civic education curriculum. Emphasis will be on grade-appropriate level instruction in knowledge of democratic laws and institutions, civil rights and political liberties; appreciation for individual and minority rights; and history of the development of democracy, or its failure to develop and why. Rather than a separate "civics" program, these concepts will be built into history and government courses as much as possible. Methodological and technical assistance will be provided to analyze country situations, building on the AED survey being done now, and to design appropriate country-specific curricula. Emphasis will be placed on interactive, non-authoritarian pedagogic techniques in the classroom as well as subject matter. This project will provide core expertise in this area and information exchanges, conferences, etc. and actual country programs would be Mission funded.

Third, a family education component to the project will begin the task of introducing education in democratic knowledge, values and skills (KVS) into families as well as in civic and school life. This effort may help counter widespread male authoritarianism in LAC family life and incidentally, help reduce the widespread incidence of child and spouse or partner abuse as well as promote democratic KVS. Courses, modelled after existing Parent Effectiveness Training and other efforts in this area, will emphasize respect for the dignity and views of every individual and techniques of democratic as opposed to authoritarian methods of child rearing and communication with spouses/partners. One approach to implementing this component may be to strengthen women's groups in the region that are oriented toward womens' rights.

#### D. Planned Implementation Arrangements

The project will likely be implemented through a contract or cooperative agreement with an organization with experience in

values education and/or leadership training, and possibly a U.S. firm with experience working with Latin American womens' organizations.

E. Sustainability of Proposed Activities

This issue will be dealt with during project design.

F. LAC/DI Management Role

LAC/DI will manage the project.

G. Potential Issues and/or Innovative Program Approaches

One issue is the potential sensitivity of the civic and family education components. The family education component is believed to be highly innovative insofar as U.S Government support is concerned, though private foundations are reportedly involved in this.

## NEW PROJECT DESCRIPTION

LAC Bureau Objective and Sub-objective

Support the evolution of stable, participatory democratic societies; encourage pluralism and strengthen the democratic values, knowledge and skills of citizens and their leaders.

Project Title: Free Labor Development

Project Number: 598-0816

Fiscal Years: 1995-1999

LOP Funding: \$5,000,000

Funding Type: DA/ESF

A. Consistency with Bureau Strategy

Part of the Bureau's democratic development strategy is to encourage pluralism, including democratic free trade unions. This project supports that element of the strategy.

B. Relationships to A.I.D. and Other Donor Activities

This project will complement the regional core grant to AIFLD and Mission private-sector development programs. Other-donor support to Labor is provided by NED, the ILO, and various European countries, notably the German Fredrich Ebert and Conrad Adenauer Foundations.

C. Project Description

At AA/LAC Michel's request, Development Associates was contracted not only to evaluate AIFLD's current program but also to make recommendations regarding a labor development strategy for the next five years that would look broadly at the labor sector in light of U.S. interests and development priorities in the region, and make program recommendations based on this analysis. The draft report, delivered in March 1993, argues that there is a large measure of congruence between U.S. interests --fostering economic growth and strengthening democracy-- and those of Labor, and that the USG should give greater priority than in the past to working with Labor to further both parties' interests. The report defines three inter-connected objectives: involving Labor more fully in policy discussions at the national and international level on matters affecting its interests, which requires strengthened analytic and research capability; helping

develop new models of labor-management relations to replace the old, confrontational modes with collaborative modes based on increased productivity from which both labor and management gain; and work to gain fuller compliance with basic workers' rights (e.g. the right to organize, to strike, to adequate working conditions in such areas as safety, length of day, child labor, environmental conditions, etc.).

To address these objectives, Development Associates recommended initiation of the following activities: up to four labor research centers in the region to provide analytical capability in economics, law and social science to help labor leaders develop strategic approaches to the problems they face, gather information on union membership, and search for successful labor-management relations models (\$6 million over 5 years); strengthen labor courts to better uphold workers' rights, provide prompt and just relief in labor-management disputes, and provide remedies for abuse of power by union leadership (\$5 to \$10 million over five years); train labor inspectors and strengthen their ability to carry out their jobs in an adequate, professional manner, to strengthen enforcement of worker rights (\$2.5 million); a pilot activity to train labor inspectors in mediation techniques (\$100,000); a pilot independent arbitration body with limited geographic focus as alternative dispute resolution mechanism (\$250,000); and introduction of labor-management relations courses into LAC business schools (e.g. INCAE) if these do not already exist (no cost estimate). These activities, totalling \$16.35 million over five years or \$3.3 million per year for the costed-out activities, would almost certainly contribute to achieving the stated objectives but in sum are beyond LAC'S probable budget capacity. LAC/DI is proposing a more modest program of around \$1 million per year (\$5 million LOP) that would encompass one or two rather than four labor research centers (\$2.25 million), encourage labor court and labor inspector strengthening as part of country AOJ programs with only limited regional funding (\$2.0 million), the pilot independent arbitration body (\$250,000), and assistance in establishing labor-management relations courses in LAC business schools (\$500,000).

#### D. Planned Implementation Arrangements

The research centers and labor relations courses would likely be developed under contract to a U.S. university with a center for labor research and studies. Labor court and inspector strengthening may be done through the AOJ Support Project contractor. The pilot arbitration body could be done by the U.S. Federal Mediation and Conciliation Service. The U.S. Department of Labor could be used to coordinate the entire program.

**E. Sustainability of Proposed Activities**

This issue will be dealt with in the course of project design.

**F. LAC/DI Management Role**

LAC/DI would manage, monitor and evaluate the project. Staffing is being augmented to increase labor expertise and time to manage this and the AIFLD projects.

**G. Potential Issues and/or Innovative Program Approaches**

The multiple activities and possible multiple contractors may pose a management burden unless an overall coordinating contractor is used, which would increase overhead costs. The project is innovative in that it is LAC's first effort to define and undertake a comprehensive labor development program apart from traditional support to AIFLD.

**B. Status of Portfolio**

A timeline table of the current and proposed projects in the LAC Regional portfolio during the Action Plan period follows.

**C. Central and Regional Projects**

Funds included in the LAC Regional portfolio are used to buy into centrally and regionally managed projects. The projects being bought into contribute to the accomplishment of the LAC Regional strategic objectives. There are no specific issues to be addressed at this time.

**SECTION III: ENVIRONMENT**

This section is not applicable to the LAC Regional portfolio as the status of tropical forest and biodiversity activities are being addressed in the individual Mission and MDC Action Plans.

Table 3: LAC/REGIONAL PORTFOLIO -- PROJECT TIMELINE

PROJECT NUMBER/TITLE	FY92				FY93				FY94				FY95				FY96				FY97							
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
<b>1. Improved Investment Climates and Liberalized Trade in LAC</b>																												
004 Trade Credit Insurance	X	X	X	X																								
0619 Priv. Sector Initiatives	X	X	X	X	X	X	X	X																				
0779 Carib. Project Dev.	X	X	X	X																								
97 Trade & Dev. Support	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X												
14 Training for Inter- can Free Trade											X	X	X	X	X	X												
<b>TOTAL (Proj. at end FY)</b>				2				2				2				0												
<b>Improve Human Resource</b>																												
647 Andean Peace Scholar.	X	X	X	X	X	X	X	X																				
660 ADC Training	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
CLASP II	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
ATIE	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
91 RTAC II	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X								
93 Partners of the Amer.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X											
10 Resources for LA & Ed.											X	X	X	X	X	X	X	X	X	X	X	X	X	X				
<b>TOTAL (Proj. at end FY)</b>				6				6				6				6				4								3

Table 3: LAC/REGIONAL PORTFOLIO -- PROJECT TIMELINE

PROJECT NUMBER\TITLE	FY92				FY93				FY94				FY95				FY96				FY97					
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
<b>3. Increased Effectiveness and Efficiency of Immunization Services</b>																										
598-0786 CS-Acc. Immuniz. II	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
<b>SUBTOTAL (Proj. at end FY)</b>				1				1				1				1				0						
<b>4. Improved Practices at Local and National Levels for Sustainable Use of Natural Resources</b>																										
598-0605 Dev. Env. Mgmt. Sys.	X	X	X	X	X	X	X	X	X	X																
598-0780 Environ. Support Proj.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X										
598-0782 Parks in Peril	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
598-0784 Env./Glob.Cli.Change	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
598-0795 Neotropical Mig. Birds	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
598-0809 Mexico-U.S. Science Foundation				X	X	X	X	X	X	X	X	X	X	X	X	X										
598-0812 Human Res. Support for Environ. Ed. Activities											X	X	X	X	X	X	X	X	X	X	X	X	X	X		
<b>SUBTOTAL (Proj. at end FY)</b>				6				6				6				4				1				1		
<b>5. Strengthened Competent Civilian Government Institutions</b>																										
1-0591 Human Rights Init.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
1-0642 Reg. Admin. of Justice	X	X	X	X	X	X	X	X	X	X	X	X														
1-0644 ICITAP	X	X	X	X	X	X	X	X	X	X	X	X														

**Table 3: LAC/REGIONAL PORTFOLIO -- PROJECT TIMELINE**

PROJECT NUMBER/TITLE	FY92				FY93				FY94				FY95				FY96				FY97			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
98-0658 LAC Fin. Mgt. Imp. I	X	X	X	X	X																			
98-0669 Reg. AOJ Support	X	X	X	X	X	X	X	X	X	X	X	X												
70 Reg. Legislative Dev.	X	X	X	X	X	X	X	X																
77 Chile Leg. Assist.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X								
99 Local Municipal Govt.									X	X	X	X	X	X	X	X	X	X	X	X				
Munt. & Fin. Mgt.									X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Military II								X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
slative Stren. II											X	X	X	X	X	X	X	X	X	X	X	X	X	X
AL (Proj. at end FY)				7				8				6				5				4				4
anced Democratic and Pluralism																								
89 AIFLD Union-to-Union	X	X	X	X	X	X	X	X																
LD Core	X	X	X	X	X	X	X	X																
e - Participa	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X								
e.ocratic Dev. Sup.									X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
A Journalism Stren.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
98-0806 AIFLD II								X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
98-0813 Partners/Conciencia Civic Education								X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
98-0816 Free Labor Dev.															X	X	X	X	X	X	X	X	X	X
98-0817 Ed. for Democratic Values and Leadership															X	X	X	X	X	X	X	X	X	X
<b>SUBTOTAL (Proj. at end FY)</b>				4				5				5				6				6				5

Table 3: LAC/REGIONAL PORTFOLIO -- PROJECT TIMELINE

PROJECT NUMBER/TITLE	FY92				FY93				FY94				FY95				FY96				FY97					
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
<b>7. LAC Bureau and Mission Support: Increased LAC Bureau and Mission capacity in selected development policy and program areas.</b>																										
3-0654 Ag. & Rural Dev. Ser.	X	X	X	X	X	X	X	X	X	X																
3-0657 Hlt. & Nut. Tech. Ser.	X	X	X	X	X	X	X	X	X	X	X	X	X	X												
59 Ed. & Hum. Res. Ser.	X	X	X	X	X	X	X	X	X	X	X	X														
Ag. & Nat. Res. Mgt. Ser.								X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
11 Human Res. Policy & Services											X	X	X	X	X	X	X	X	X	X	X	X	X	X		
TOTAL (Proj. at end FY)				3				4				3				2				2				2		
PROJECTS (number of FY 4th Quarter)				29				32				29				24				17				15		

#### IV. RESOURCE REQUIREMENTS

##### 1. Program Resources

Over the past years, the LAC Regional program has been consolidated to reduce the number of management units and to focus only on those projects which must be managed in the Bureau. LAC Regional projects fall into two categories: (1) technical support for the Bureau, Mission and the Agency in defining and redirecting our economic and development assistance programs in LAC; and (2) support for a selected group of high priority or Congressionally mandated regional development initiatives which cannot be effectively managed on a bilateral basis. For FY 94, it is estimated that approximately \$79.3 million will be required to implement the program described in this Action Plan. For FY 1995, approximately \$79.9 million is requested. See Table IV for a program summary.

The LAC/DI's control level of \$27 million in FY 94 and 95 is constraining development of the program laid out in the Regional Strategy Framework, which envisioned a level of \$30-\$35 million. Consequently, the important new initiatives described above will not be funded without an increase to the \$28-29 million level in FYs 94 and 95. Without such funding, important areas of the Bureau's democracy strategy will not be addressed adequately.

##### 2. Operating Expenses

A. Staff Levels: The minimum Direct Hire (DH) staff required to carry out regional portfolio management responsibilities is as follows:

<u>Personnel</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>
<b>LAC/DR</b>			
Director's Office	2	2	2
Technical Divisions	16	15	15
PSS Division	2	2	2
Admin./Clerical (Tech.)	5	4	4
Subtotal LAC/DR	25	23	23

**LAC/DI**

Professional	6	6	6
Admin./Clerical	2	3	3
Subtotal LAC/DI	8	9	9

**LAC/TI**

Professional	5	6	6
Admin./Clerical	2	2	2
Subtotal LAC/TI	7	8	8
<b>TOTAL</b>	<b>40</b>	<b>40</b>	<b>40</b>

LAC/DI's portfolio (including the proposed new projects) can be managed without an increase in Direct Hire staff, assuming that the addition of one additional PASA position will be filled by a Labor Specialist who will handle AIFLD and the new labor project if it can be funded, as well as labor affairs in general. The amount of time devoted to labor affairs by LAC/DI has increased tremendously in the past six months and is not likely to diminish; also, a recent evaluation is the second one to note the inadequate time devoted by the office to monitoring AIFLD and labor matters. This Labor position, together with a second planned PASA position for an AOJ advisor, will ease the office's overall project management burden sufficiently to permit assumption of the planned new starts in FY 93-95.

One additional FTE will be required for an AOJ officer if ICITAP management responsibility is transferred from State to LAC/DI, unless another officer can be obtained via PASA or detailed from another Agency. STATE/ARA is having difficulty managing the program and seems on the verge of proposing such a transfer. Programmatically it would make sense, to ensure adequate linkage between this major program and the rest of the DI portfolio.

The addition of these three additional officers will also require one additional clerical support person. At present, the office has two clericals supporting seven officers. Three clericals are needed to support 9-10 officers.

LAC/TI is requesting an additional professional position in FY 94. As harmonization of trade policy and regulatory reforms continues to be a program of the LAC Bureau, LAC/TI's support to Missions increased demand for intergovernmental coordination through PASAs and TICs will increase LAC/TI management responsibility. Therefore LAC/TI requests an increase in their FTE level.

B. Travel

Following is the estimated OE funds required for travel during the Action Plan period:

<u>Office</u>	<u>FY 94</u>	<u>FY 95</u>
LAC/DR	\$ 70,000	\$ 74,000
LAC/DI	41,300	43,400
LAC/TI	20,500	20,500
<b>Total Travel</b>	<b>\$131,800</b>	<b>\$137,900</b>

Bureau staff involved in management of LAC Regional projects require sufficient OE funds to permit travel to: review/monitor regional project activities in the field, attend regional or sub-regional meetings of USAID Technical Officers involved in the regional projects, and participate in key regional project-related meetings of donors and counterparts. LAC/TI must also provide direct technical assistance to donor governments in TIC-related matters. Lack of annual site visits by USDH staff to monitor implementation of the LAC Regional projects has been identified in the past as a serious accountability concern--the problem is growing as a result of shrinking OE resources. All Offices will continue to make maximum advantage of Mission-funded travel to review regional project activities in the same or adjacent countries.

C. Conferences/Workshops

The following funds for conferences/workshops are required during the Action Plan period:

<u>Office</u>	<u>FY 94</u>	<u>FY 95</u>
LAC/DR/HPN - HPN Officers Conference	\$10,000*	0
LAC/TI - Private Sector Conference	5,000	5,000
LAC/DI - DI Conference	4,700	4,800
<b>Total</b>	<b>\$19,700</b>	<b>\$9,800</b>

\*Additional funds may be requested for travel of Mission Direct Hire staff from those Missions not able to pay for travel costs but whose participation would be critical.

D. Other

LAC/DR/PSS requires funds to maintain the microfiche files of the Bureau's projects. Earlier this year a decision was made by the Agency's Records Management office to discontinue central funding

of the contract for microfiching the Agency's project files. Each Bureau/Office wanting to continue with the microfiche format is now required to contract separately via an IQC. Funds for these services must come from Bureau OE. LAC/DR/PSS is working with staff of the Records Management office to determine the cost to maintain the microfiche system vs. changing to some alternative system (such as CD-ROM). The cost implications are currently unknown.

**TABLE 4**  
**LAC REGIONAL**  
**SUMMARY PROGRAM FUNDING TABLE**  
**DA And ESF Dollar Program**

Funding Category	FY93 Estimated	FY94 Requested	FY95 Requested
<b>Strategic Objective #1</b>			
598-0772 Private Sector Institution Reform	1,404	1,000	1,000
598-0797 Trade and Dev. Support	1,697	2,500	1,500
598-0814 Training for InterAmerican Free Trade	0	500	0
<b>Subtotal</b>	<b>3,101</b>	<b>4,000</b>	<b>2,500</b>
<b>Strategic Objective #2</b>			
598-0661 CLASP II	17,750	12,750	12,750
598-0774 ATIE	400	600	0
598-0791 RTAC	665	500	0
598-0793 Partners of the Americas	800	800	0
598-0810 Resources of LA Trng. & Ed.	0	500	800
<b>Subtotal</b>	<b>19,615</b>	<b>15,150</b>	<b>13,550</b>
<b>Strategic Objective #3</b>			
598-0786 Accelerated Immunization II	2,000	2,000	1,662
<b>Subtotal</b>	<b>2,000</b>	<b>2,000</b>	<b>1,662</b>
<b>Strategic Objective #4</b>			
598-0780 Environmental Support Project	1,605	1,605	1,605
598-0782 Parks in Peril	5,000	3,000	3,000
598-0784 Env./Global Climate Change	7,182	6,000	6,000
598-0795 Neotropical Migratory Birds	750	0	0
598-0812 Human Res. Sup. for Environ. Ed. Act.	0	0	500
<b>Subtotal</b>	<b>14,537</b>	<b>10,605</b>	<b>11,105</b>

	FY 93 Estimated	FY 94 Requested	FY 95 Requested
<b>Strategic Objective #5</b>			
598-0591 Human Rights Initiatives	2,748	4,836	3,938
598-0642 Reg. Admin. of Justice	2,319	3,049	2,818
598-0644 ICITAP	4,000	4,000	4,000
598-0669 AOJ Support Project	913	185	1,000
598-0770 Regional Legislative Management Trng.	151	0	0
598-0777 Chile Legislative Education Program	800	600	500
598-0799 Local/Municipal Government	700	500	500
598-0800 Accountability & Financial Management	2,259	2,000	2,000
598-0803 Civil Military II	550	750	750
598-0815 Legislative Strengthening II	0	250	250
<b>Subtotal</b>	<b>14,440</b>	<b>16,170</b>	<b>15,757</b>
<b>Strategic Objective #6</b>			
598-0790 AIFLD - Core	195	0	0
598-0796 Chile Civic Education	600	700	250
598-0798 Democratic Development Support	0	1,630	1,700
598-0802 CA Journalism	1,376	950	1,920
598-0806 AIFLD II	8,015	7,550	7,050
598-0813 Partners/Conciencia Civic Education	250	250	250
598-0816 Free Labor Development	0	1,000	1,000
598-0817 Ed. in Democratic Values & Leadership	0	0	1,500
<b>Subtotal</b>	<b>10,436</b>	<b>12,080</b>	<b>13,670</b>
<b>Strategic Objective #7</b>			
598-0654 Ag. & Rural Dev. Services	675	0	0
598-0657 Hlt. & Nutrition Tech. Services	4,996	4,399	7,250
598-0659 Ed. & Human Res. Tech. Services	750	850	
598-0807 Ag. & Nat. Resources Mgmt. Tech. Services	925	2,200	2,600
598-0811 Human Res. Policy & Planning Services	0	500	500
<b>Subtotal</b>	<b>7,346</b>	<b>7,949</b>	<b>10,350</b>

	<b>FY 93 Estimated</b>	<b>FY 94 Requested</b>	<b>FY 95 Requested</b>
<b>Other</b>			
598-0000 PD&S	1,118	725	725
598-0616 ITT	10,600	10,580	10,580
598-0651 Mexico Narcotics Demand Reduction	195	0	0
598-0801 Andean Counterdrug Mgmt. Info.	302	0	0
<b>Subtotal</b>	<b>12,215</b>	<b>11,305</b>	<b>11,305</b>
<b>TOTAL LAC REGIONAL DA AND ESF</b>	<b>83,690</b>	<b>79,259</b>	<b>79,899</b>

**Section V: Issues**

1. **New Starts** - How can the Bureau accommodate the anticipated new starts during the Action Plan period given the severely constrained program budget. Given staffing constraints, how will these new projects be managed. Is it critical that these projects be implemented as part of the LAC Regional portfolio or can they be accommodated in Mission bilateral programs.
2. **Budget** - Inadequate program and OE budgets.
3. **LAC/DR/EHR Technical Support Project** - The \$850,000 in FY 94 to split between the EHRTS project, whose PACD is September 1994, and the HARPS project, originally planned to start in FY 94, is insufficient, especially in view of increased field mission support requests for human resources development services. Delaying the new project to FY 95 will cause a substantial gap in services to the Missions.
4. **Labor Program** - In a number of Missions, the labor program is being monitored by and is more closely intertwined with the Trade and Investment (TI) Office than with the DI Office. LAC/DI's proposed new labor project has at least as much to do with economic productivity as with democratic development objectives. Should responsibility for the labor projects (and the PASA position) be transferred from LAC/DI to LAC/TI?
5. **OYB/Apportionment Process** - The inability to obtain on OYB or apportionments until late in the fiscal year is extremely wasteful of scarce staff time and a constraint to program development. The atmosphere of uncertainty created by the Agency's inability to make or obtain budget decisions in recent years hinders planning and creates a negative impression on the organizations with which we deal.
6. **InterAmerican Dialogue** - The Bureau supported the InterAmerican Dialogue in FY 93 in the amount of \$50,000 from PD&S funds. This PVO's agenda mirrors our and complements our human resources policy dialogue in LAC. We believe it important to continue to be catalytic and support them in the amount of \$50,000 per year through FY 95 to reach the highest levels of opinion makers in LAC countries. Is it appropriate to continue supporting this effort using PD&S funds or should it be continued as a separate project?
7. **HIV/AIDS** - Because of the rapidly increasing transmission of HIV/AIDS in LAC countries, its threat to other development efforts, the advantages of intervening early and the limitations of the R&D AIDSCAP project, should additional resources be provided for an LAC Regional program to combat the pandemic?