

**I. Mission Director's Overview**

**A. Portfolio Review**

The theme of USAID/Ecuador's Spring 1993 Semi-Annual Report (EAR) Review was project design and redesign. Now that the Program Performance Assessment System (PPAS) is fully in place in the Mission, each Strategic Objective (SO) team leader is responsible for assuring that a system is in place to measure impact at the SO level. Project implementation issues were discussed in light of the need to direct or redirect projects to achieve the desired impact.

In the area of policy dialogue, the Mission has continued to have a strong impact on GOE policy, and the GOE has been introducing a series of policy reforms drafted with the assistance of USAID and its counterparts. Examples are the newly enacted Capital Markets Law and the Law on the Modernization of the State (which includes privatization), currently being considered by Congress. The Mission's counterparts under various projects now routinely take an active role in promoting policy dialogue and reform. For example, the Corporación Latinoamericana para el Desarrollo (CLD), a counterpart under the Administration of Justice project, conducted most of the analysis and staff work necessary for the Ecuadorian Congress to legislate reforms of the judicial system. Fundación Ecuador held a series of seminars on the Capital Markets Law. The Mission now finds that its Policy Dialogue Matrix needs to be revised since so many targeted policies have been adopted. The emphasis in the future will be on implementation of the new policies.

During the SAR period, the Mission had a total of 22 active projects, down from 25 in the last SAR period. Portfolio performance was excellent. The Mission has, however, tightened its standards for "A" projects in accordance with the move to an Agency-wide, standardized portfolio reporting system. Therefore, during this SAR period, a total of 13 projects were qualified as "A" projects, 7 as "B" and 2 as "C".

The highlights of the portfolio review are presented below by Strategic Objective.

SO 1

**BEST AVAILABLE COPY**

There are two projects that contribute to this SO: Non-Traditional Agricultural Exports and Trade and Investment. The Non-Traditional Agricultural Exports Project continues to surpass expectations, and with one and one-half years left until its PACD, it will meet or exceed all of its major outputs. Under the Trade and Investment Project, all of the components are underway with technical assistance in place. In addition to the policy dialogue activities described above, technical assistance to the ceramics and food processing industry, to stimulate non-traditional industrial exports, has been provided. The Price Waterhouse/International

Privatization Group continued to carry out appraisals of firms owned by the Ministry of Agriculture, the National Development Bank and the National Finance Corporation as part of the privatization process. A National Council for Export and Investment Promotion has been formed within the GOE. President Clinton approved Ecuador's access to the Andean Trade Preference Act.

#### SO 2

Consonant with the rest of the portfolio, the project implementation highlights during the reporting period came in the policy dialogue area. Under the Agricultural Sector Reorientation Project, policy dialogue activities were instrumental in fostering regional liberalization, and in advances with regard to a common external tariff. Our private-sector counterpart, IDEA, drafted and lobbied for a new Agrarian Law. The Mission is currently developing a new project that will consolidate Mission activities in the sector, and encourages greater donor coordination to enhance our impact.

#### SO 3

The performance of this SO during the semester was especially evident in the significant progress in the Child Survival Project, in a number of activities under the Water and Sanitation Project and in an increased definition of possible directions for the FY-94 Health Care Financing Project. Changes were made in the technical assistance component of the Child Survival project. The objective was to further focus technical assistance on Ministry of Health managerial and administrative improvements. This is part of an overall redesign of the project that will be completed by the end of FY-93.

The Water and Sanitation Project was to reach its PACD by December 31, 1993. An evaluation conducted during the semester indicated that the technology transfer being accomplished under the Project is very valuable to Ecuador, but that the Project is behind schedule. Therefore, it was decided to extend the PACD for one year, and to study the possibility of assisting the GOE to restructure the implementing agency and possibly expand the project.

The Health and Family Planning Project has made considerable headway in guaranteeing adequate and sustainable family planning services in Ecuador. NGOs that receive funds under the project have moved quickly and decisively to consolidate their financial position and to improve their internal management. The GOE has begun to adopt policies in favor of family planning within the state-provided health care system. Information, Education and Communication with regard to family planning is now receiving GOE support.

BEST AVAILABLE COPY

2

SO 4

SO 4 is an example of how new project design was a critical consideration in this semester's SAR review. The principal project under the SO, the Justice Sector Reform Project (JSRP), will be authorized by the end of FY93. Meanwhile, spectacular progress has been made by the active projects under the SO. This includes a reform of the Ecuadorian Constitution that will make selection of Supreme Court judges more dependent on academic and professional merit and less dependent upon political patronage. The Administration of Justice Project will be redesigned to achieve the most impact in the sector prior to the authorization of the JSRP. The RTAC II project continually increases sales of texts in Ecuadorian universities, and has introduced an innovation for the project: seminars for professors on how to use texts to take fullest advantage of their availability. Under CLASP II, long-term trainees are being selected and trained in English, and short-term training continues.

SO 5

The highlight of the reporting period was the consolidation of activities under the SUBIR project. After the initial phase of hiring personnel, opening local offices and signing agreements, the SUBIR project is now fully underway. Biological monitoring plots have been established so that the impact of the project on biodiversity can be fully measured. Local communities are learning new agricultural and agroforestry techniques, park guards are being trained and policy research and dialogue is in full swing. An early victory was an increase in Galapagos cruise ships' fees, which go to protection of national parks throughout Ecuador and which were widely recognized to be insignificant compared to revenues from this lucrative industry.

New project development is an important consideration under this SO, and the Mission received two proposals for follow-on projects (to the Conservation of Biological Resources in the Galapagos Islands and the EDUNAT IV Projects) which will be reviewed and funded in the next semester.

#### Conclusion

In sum, two factors were important to achieving impact at the SO level during the reporting period: design and redesign of the portfolio and continued progress in the policy dialogue. Another on-going concern which influences each decision made by the Mission is the need to make that impact sustainable. To this end, given that the Mission works a great deal through local NGOs, the Mission arranged for technical assistance to be provided to the Board of Directors of each of our counterparts. This assistance, provided by PACT (Private Agencies Collaborating Together) is designed to

BEST AVAILABLE COPY

make Board members aware of their oversight and planning responsibilities, and to help them perform these duties more effectively. By strengthening our counterparts, we expect that private-sector advocates of policy reform will be active in Ecuador for many years after our individual projects terminate. Most importantly, our strategic planning tool, the PPAS, has proved to be an effective compass by which to make effective implementation and design decisions, and has highlighted for the Mission the importance of policy dialogue to achieving impact on Ecuador's development constraints.



H. Robert Kramer  
Acting Mission Director

Clearances: PPD:PMaldonado   
AD/DIR:MJordan

Drafted by: PPD:PLietz  (06-04-93) (F:\ppd\pl\sar93)

BEST AVAILABLE COPY

FINANCIAL SUMMARY OF USAID/EQUADOR PORTFOLIO  
OCTOBER 1, 1992 - MARCH 31, 1993  
(\$000)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	
PROJECT NO.	PROGRAM/PROJECT TITLE	CATE-GORY	DATE OF INIT. OBLIG.	LAST REVISED PACD	% OF LOP ELAPSED	% OBLIG. EXPEND.	AUTH. LOP AMOUNT	CURRENT FY OBLIG. TO DATE	CUMUL. AMOUNT OBLIG.	MORTGAGE	BEGINNING FY PIPELINE	PLANNED SEMESTER EXPEND.	ACCRUED SEMESTER EXPEND.	ACCRUED AS % OF PLANNED	CUMULATIVE ACCRUED EXPEND.	ENDING PIPELINE	PLANNED EXPEND. (NEXT SEM.)	
<b>ACTIVE PROJECTS</b>																		
<b>Strategic Objective No. 1</b>																		
510-0018	Non-Traditional Ag. Exports (G)	A	08-13-84	08-30-94	88%	81%	7,250	0	7,115	145	2,106	760	840	112%	5,706	1,317	780	
510-0019	Non-Traditional Ag. Exports (L)	A	08-13-84	12-31-90	100%	100%	7,500	0	7,475	0	0	0	0	N/A	7,475	0	0	
510-0004	Trade and Investment Project	B	08-30-81	08-30-87	25%	25%	10,000	0	6,841	3,050	5,972	1,771	740	42%	1,710	5,231	3,085	
<b>Subtotal Strategic Objective 1</b>							<b>70%</b>	<b>24,700</b>	<b>0</b>	<b>21,531</b>	<b>3,294</b>	<b>8,130</b>	<b>2,531</b>	<b>1,580</b>	<b>62%</b>	<b>14,803</b>	<b>6,540</b>	<b>3,865</b>
<b>Strategic Objective No. 2</b>																		
510-0051	Agr. Sector Reorientation (G)	B	07-30-85	12-31-94	98%	93%	10,700	214	10,640	00	943	740	410	57%	9,902	730	251	
510-0051	Agr. Sector Reorientation (L)	B	07-30-85	12-31-94	82%	100%	1,000	(4)	1,306	4	4	4	0	N/A	1,306	0	0	
510-0008	Agri. Research/Extension/Education (G)	B	05-27-88	12-31-94	68%	86%	7,000	0	7,000	0	1,721	420	700	100%	5,000	1,812	385	
510-0002	Agricultural Education II (G)	A	07-26-88	12-31-87	47%	58%	1,000	0	1,000	0	7	7	(500)	N/A	500	500	2	
<b>Subtotal Strategic Objective 2</b>							<b>80%</b>	<b>20,100</b>	<b>210</b>	<b>29,036</b>	<b>64</b>	<b>2,875</b>	<b>1,170</b>	<b>620</b>	<b>52%</b>	<b>17,700</b>	<b>2,250</b>	<b>638</b>
<b>Strategic Objective No. 3</b>																		
510-0004	Health and Family Planning II	A	08-18-91	08-30-97	25%	53%	10,500	340	3,837	6,653	1,303	1,000	520	23%	2,032	1,805	800	
510-0071	Child Survival and Health (G)	C	07-14-88	12-31-94	68%	41%	12,200	0	10,702	1,400	7,152	2,414	805	33%	4,355	6,347	1,583	
510-0001	Water and Sanitation for Health (G)	B	08-22-88	12-31-88	82%	64%	4,000	100	2,833	1,067	1,441	500	467	62%	1,679	1,664	381	

FINANCIAL SUMMARY OF USAID/ECUADOR PORTFOLIO  
 OCTOBER 1, 1982 - MARCH 31, 1983  
 (\$000)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	
PROJECT NO.	PROGRAM/PROJECT TITLE	DATE- OF INIT. GORY	DATE OF INIT. OBLIG.	LAST REVISED PACD	% OF LOP ELAPSED	% OBLIG. EXPEND.	AUTH. LOP AMOUNT	CURRENT FY OBLIG. TO DATE	CUMUL. AMOUNT OBLIG.	BEGINNING FY MORTGAGE PIPELINE	PLANNED SEMESTER EXPEND.	ACCUMULATED SEMESTER EXPEND.	ACCUMULATED AS % OF PLANNED	CUMULATIVE ACCUMULATED EXPEND.	ENDING PIPELINE	PLANNED EXPEND. (NEXT SEM.)		
518-0188	Cholera Control Care	A	08-30-81	12-31-83	0%	83%	1,428	0	927	483	387	150	150	100%	770	157	157	
518-0883	Private Pharmaceutical Distribution (G)	A	08-22-80	08-30-83	83%	88%	232	0	232	0	81	41	8	15%	157	75	48	
Subtotal Strategic Objective 3							48%	28,352	448	18,831	8,721	18,874	4,883	1,876	48%	8,183	1,438	2,847
Strategic Objective No. 4																		
518-0881	Ec. Development Scholarship Program	A	08-30-81	08-30-86	38%	32%	8,800	831	2,882	3,900	1,252	588	381	72%	864	1,828	770	
518-0886	Regional Technical Aid Center II	A	08-29-81	03-24-88	35%	51%	1,855	461	888	58	42	244	17	7%	813	488	212	
518-0815	Administration of Justice	B	08-04-82	12-30-83	58%	18%	588	8	888	188	382	72	88	N/A	73	387	72	
Subtotal Strategic Objective 4							38%	8,155	1,392	4,881	4,884	1,686	818	444	54%	1,458	2,841	1,054
Strategic Objective No. 5																		
518-0879	Environmental Education (G)	A	07-22-80	07-21-83	83%	85%	1,100	0	1,100	0	138	98	81	90%	1,042	58	49	
518-0888	Sustainable Use of Biological Resources	A	08-30-81	08-15-87	28%	51%	8,888	8	3,884	5,818	3,148	548	1,218	22%	2,851	1,833	540	
518-0887	Charles Berrie Foundation	A	08-30-81	08-30-84	58%	38%	788	0	288	0	124	28	0	8%	78	124	28	
Subtotal Strategic Objective 5							88%	10,388	8	5,284	5,818	3,412	858	1,287	188%	3,188	2,115	615
SUBTOTAL STRATEGIC OBJECTIVES							87%	81,887	2,842	68,573	22,888	28,886	18,177	5,833	58%	48,581	22,888	8,118

SENT BY: USAID/ECUADOR : 8-10-83 : 10:14 : USAID- : 202 847 479018 7

FINANCIAL SUMMARY OF USAID/ECUADOR PORTFOLIO  
OCTOBER 1, 1982 - MARCH 31, 1983  
(0000)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
PROJECT NO.	PROGRAM/PROJECT TITLE	DATE CASE-NO. OF INT. OBLIG.	LAST REVISED DATE	% OF LOP ELAPSED	% OBLIG. EXPEND.	AUTH. LOP AMOUNT	CURRENT FY OBLIG. TO DATE	CUMUL. AMOUNT OBLIG.	RESTORING FT PIPELINE	PLANNED SEQUESTER EXPEND.	ACCUMULATED SEQUESTER EXPEND.	ACCUMULATED AS % OF PLANNED	CUMULATIVE ACCUMULATED EXPEND.	ENDING PIPELINE	PLANNED EXPEND. (NEXT SEM.)		
Policy Before Agency																	
518-0000	Policy Dialogue Support (G)	A 00-20-80	00-20-84	62%	42%	3,402	0	3,402	0	2,187	285	11%	40%	1,460	2,042	300	
Targets of Opportunity																	
518-0042	Financial Administration Development (G)	B 00-20-85	04-30-83	80%	83%	4,000	0	4,700	12	295	40	(121)	N/A	4,402	325	0	
518-0042	Financial Administration Development (L)	B 03-20-85	04-30-83	80%	91%	2,250	(150)	1,905	255	324	175	(10)	N/A	1,805	180	0	
518-0084	Drug Information & Public Awareness (G)	C 04-00-80	04-01-84	80%	80%	1,125	65	800	230	37	147	94	64%	870	0	122	
518-0087	Andean Peace Scholarship Program (G)	A 00-21-87	00-30-83	80%	83%	0,870	0	0,520	300	440	115	23	N/A	0,800	424	0	
518-0076	National Shelter Railway System	B 00-10-87	12-31-85	67%	80%	2,100	200	1,700	400	405	0	100	N/A	1,154	546	0	
518-0004	Special Development Activity	A 10-01-85	N/A	N/A	80%	1,370	0	1,272	107	31	0	10	80%	1,210	54	70	
Subtotal Targets of Opportunity																	
						91%	10,513	161	17,181	1,373	1,520	507	11%	80%	15,814	1,647	252
TOTAL ACTIVE PROJECTS																	
						71%	113,002	2,283	90,225	23,642	30,570	10,000	6,104	80%	60,546	20,581	9,600
ACTIVE PROGRAM																	
518-0010	Economic Stabilization Program III (A)	A 00-30-82	N/A	N/A	100%	0,200	0	0,200	0	0,200	0,200	0,200	100%	0,200	0	0	
TOTAL ACTIVE PROGRAM																	
						100%	0,200	0	0,200	0	0,200	0,200	100%	0,200	0	0	

BEST AVAILABLE COPY

FINANCIAL SUMMARY OF USAID/ECUADOR PORTFOLIO  
OCTOBER 1, 1992 - MARCH 31, 1993  
(\$000)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
PROJECT NO.	PROGRAM/PROJECT TITLE	DATE OF INT. OBLIG.	LAST REVISED PRCD	% OF LOP ELAPSED	% OBLIG. EXPEND.	AMT. LOP AMOUNT	CURRENT FY OBLIG. TO DATE	CUMUL. AMOUNT OBLIG.	BEGINNING FY PIPELINE	PLANNED SEMESTER EXPEND.	ACCUMULATED SEMESTER EXPEND.	ACCUMULATED AS % OF PLANNED	CUMULATIVE ACCRUED EXPEND.	ENDING PIPELINE	PLANNED EXPEND. (NEXT SEM.)		
<b>TERMINATED PROJECTS</b>																	
518-0028	Population and Family Planning (G)	00-29-91	00-29-91	100%	99%	14,000	(193)	11,230	2,764	1,782	0	0	0%	11,173	03	0	
518-0023	Forestry Sector Development (G)	00-30-92	00-30-91	100%	92%	2,300	0	2,240	60	177	0	7	0%	2,071	100	0	
518-0023	Forestry Sector Development (L)	00-30-92	00-30-91	100%	100%	6,500	(1)	4,061	1,830	1	0	0	0%	4,061	0	0	
518-0050	Land Titling (G)	00-29-95	12-31-91	100%	90%	8,800	0	1,873	4,927	21	0	(17)	N/A	1,896	37	0	
518-0050	Land Titling (L)	00-29-95	12-31-91	100%	100%	3,500	0	1,262	2,230	1	0	(15)	N/A	1,262	0	0	
518-0049	Malaria Control (G)	03-29-95	02-29-92	100%	90%	3,000	0	2,575	425	15	0	0	N/A	2,530	10	0	
518-0049	Malaria Control (L)	03-29-95	02-29-92	100%	87%	8,500	(36)	6,076	424	825	0	(13)	N/A	5,274	802	0	
518-0044	Technical Training (G)	00-16-94	00-30-92	100%	100%	1,194	0	1,194	0	0	0	0	N/A	1,194	0	0	
518-0043	Narcotics Awareness (G)	03-30-90	00-30-92	100%	73%	80	0	80	0	11	0	(13)	N/A	85	24	0	
518-0048	ELECT Project	00-30-91	00-30-92	100%	100%	1,115	0	1,115	0	147	0	147	N/A	1,115	0	0	
<b>TOTAL TERMINATED PROJECTS</b>						96%	42,600	(230)	29,923	12,677	2,822	0	(36)	N/A	28,836	1,087	0

PIPELINE ANALYSIS  
USAID/ECUNOOR  
MARCH 31, 1983

PROJECT NO.	PROGRAM/ PROJECT TITLE	CUMULATIVE OBLIGATIONS	FY OBLIGATIONS						CUMULATIVE PIPELINE	PIPELINE ASIAN					
			THRU 1980	1980	1980	1981	1982	1983		THRU 1980	1980	1980	1981	1982	1983
STRATEGIC OBJECTIVE NO. 1															
518-0019	Non-Traditional Ag. Exports (G)	7,115	2,618	1,872	2,332	293	0	0	1,317	0	228	844	245	0	0
518-0319	Non-Traditional Ag. Exports (L)	7,475	7,475	0	0	0	0	0	0	0	0	0	0	0	0
518-0054	Trade and Investment Project	6,941	0	0	0	2,100	4,832	0	5,231	0	0	0	1,125	4,105	0
STRATEGIC OBJECTIVE NO. 2															
518-0051	Ag. Sector Reorientation (G)	10,811	7,100	300	800	976	1,250	305	738	0	5	47	72	425	189
518-0051	Ag. Sector Reorientation (L)	1,400	1,400	0	0	0	0	0	4	4	0	0	0	0	0
518-0080	Agri. Research/Extension/Education (G)	7,000	2,900	1,550	1,182	1,344	0	0	1,812	85	111	242	574	0	0
518-0082	Agricultural Education II (G)	1,900	0	1,000	0	0	0	0	500	0	500	0	0	0	0
STRATEGIC OBJECTIVE NO. 3															
518-0084	Health and Family Planning II	3,837	0	0	0	1,384	2,113	340	1,885	0	0	0	73	1,382	340
518-0071	Child Survival and Health (G)	10,702	0	1,770	4,211	2,375	2,337	0	6,347	0	330	1,842	2,287	1,780	0
518-0081	Water and Sanitation for Health (G)	2,833	0	854	1,005	813	270	100	1,851	0	122	340	324	185	100
518-0100	Cholera Control Care	927	0	0	0	620	307	0	157	0	0	0	0	157	0
518-0083	Private Pharmaceutical Distribution (G)	232	0	0	151	0	81	0	75	0	0	5	0	70	0

PIPELINE ANALYSIS  
USAID/ECUADOR  
MARCH 31, 1983

PROJECT NO.	PROGRAM/ PROJECT TITLE	CUMULATIVE OBLIGATIONS	FY OBLIGATIONS						CUMULATIVE PIPELINE	PIPELINE AGING					
			THRU 1980	1980	1980	1981	1982	1983		THRU 1980	1980	1980	1981	1982	1983
STRATEGIC OBJECTIVE NO. 4															
518-0001	Ec. Development Scholarship Program	2,322	0	0	0	782	1,650	931	1,820	0	0	0	138	70	928
518-0005	Regional Technical Aid Center II	900	0	0	0	238	300	461	400	0	0	0	18	10	400
518-0115	Administration of Justice	400	0	0	0	0	400	0	327	0	0	0	0	327	0
STRATEGIC OBJECTIVE NO. 5															
518-0079	Environmental Education (B)	1,100	1,700	0	0	0	0	0	50	50	0	0	0	0	0
518-0080	Sustainable Use of Biological Resources	3,804	0	0	0	2,900	900	0	1,933	0	0	0	1,077	856	0
518-0107	Charles Darwin Foundation	200	0	0	0	100	100	0	124	0	0	0	24	100	0
POLICY REFORM AGENCIES															
518-0000	Policy Study	2,042	0	0	2,450	350	882	0	2,042	0	0	1,000	350	882	0
TARGETS OF OPPORTUNITY															
518-0042	Fiscal Admin	4,700	4,700	0	0	0	0	0	328	328	0	0	0	0	0
518-0042	Fiscal Administration Development (L)	1,925	1,925	0	0	0	0	0	180	180	0	0	0	0	0
518-0004	Drug Information and Public Awareness (B)	1,025	0	0	820	0	0	205	0	0	0	0	0	0	0
518-0003	Narcotics Awareness (B)	80	0	0	80	0	0	0	24	0	0	24	0	0	0

PIPELINE ANALYSIS  
USAID/ECUADOR  
MARCH 31, 1983

PROJECT NO.	PROGRAM/ PROJECT TITLE	CUMULATIVE OBLIGATIONS	FY OBLIGATIONS						CUMULATIVE PIPELINE	PIPELINE ABINS					
			THRU 1980	1980	1980	1981	1982	1983		THRU 1980	1980	1980	1981	1982	1983
518-0067	Andres Bello Scholarship Program (G)	6,519	3,131	3,388	0	0	0	0	424	0	424	0	0	0	0
518-0108	ELECT Project	1,115	0	0	0	440	675	0	0	0	0	0	0	0	0
518-0078	Shalcar Section Technical Assistance (G)	1,700	583	837	0	0	0	280	546	124	222	0	0	0	200
518-0044	Technical Training (B)	1,194	821	279	0	88	28	0	0	0	0	0	0	0	0
<b>TOTAL</b>		<b>11,605</b>	<b>33,867</b>	<b>11,908</b>	<b>13,141</b>	<b>14,587</b>	<b>15,442</b>	<b>2,621</b>	<b>20,562</b>	<b>788</b>	<b>1,856</b>	<b>4,444</b>	<b>0,384</b>	<b>18,843</b>	<b>2,225</b>
<b>ACTIVE PROGRAM</b>															
518-0118	Economic Stabilization Program III (B)	6,200	0	0	0	0	6,200	0	6,200	0	0	0	0	6,200	0
<b>TOTAL</b>		<b>6,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,200</b>	<b>0</b>	<b>6,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,200</b>	<b>0</b>

TABLE IV - PROJECT BUDGET DATA (U.S. \$000)

PROJECT NUMBER	FUND SRC	NFA IND	DATE INIT/FINAL	OBLIG AUTH	--TOTAL COST--		OBLIG THRU FY 1991	--FY 1992 EST.--		--FY 1993 PLANNED--			OBLIG ATIONS	PROP. EXPENSE ITURES	FY 1993 OBLIG PROP
					PLAN			OBLIG ATIONS	EXPEND ITURES	OBLIG ATIONS	EXPEND ITURES	YR END MORTGAGE			
315-0000					PROGRAM DEVELOPMENT AND SUPPORT										
	FN B		78 C			15,149		50	156		24				
	FM B		78 C			397		33	33	30	30		30	30	30
	ME B		78 C			1,158		39	56		6				
	CB B		78 C												
	EH B		78 C			2,172		113	150		10				
	SD B		78 C			4,714		221	300	463	395		601	475	574
	PROJECT TOTAL:				0	0	23,590	478	717	493	465	0	631	505	604
315-0004					SPECIAL DEVELOPMENT ACTIVITIES										
	SD B		79 C			1,762		113	90	149	130		150	135	150
318-0015					INTEGRATED RURAL HEALTH DELIVERY SYSTEM										
	HE B		81 90		5,991	5,054	5,054								
	CS B		81 90		960	584	584								
	PROJECT TOTAL:				6,951	5,638	5,638	0	0	0	0	0	0	0	0
318-0019					NONTRADITIONAL AG EXPORTS										
	FN B		84 91		5,260	5,116	5,115		560		300	1		400	
	FN L		84 91		8,000	7,500	7,500								
	BB B		84 91		2,000	2,000	2,000		800		500			48	
	PROJECT TOTAL:				15,260	14,616	14,615	0	1,360	0	800	1	0	448	0
318-0023					FORESTRY SECTOR DEVELOPMENT										
	FN B		82 91		2,299	2,239	2,239								
	FN L		82 91		5,500	4,679	4,679								
	PROJECT TOTAL:				7,799	6,918	6,918	0	0	0	0	0	0	0	0
318-0026					POPULATION AND FAMILY PLANNING										
	PN B		81 91		14,000	11,780	11,780								
318-0032					RURAL TECHNOLOGY TRANSFER SYSTEM										
	FN B		80 90		7,200	7,128	7,128								
	FN L		80 90		2,600	2,587	2,587								
	PROJECT TOTAL:				9,800	9,715	9,715	0	0	0	0	0	0	0	0
318-0042					FISCAL ADMINISTRATION DEVELOPMENT										
	EH B		85 92		2,200	2,200	2,200		4						
	SD B		85 92		2,600	2,600	2,600								
	SD L		85 92		2,250	2,250	2,250		760						
	PROJECT TOTAL:				7,050	7,050	7,050	0	764	0	0	0	0	0	0
318-0044					TECHNICAL TRAINING - OPB										
	EH B		84 92		1,194	1,194	1,166	28	38		30				

TABLE IV : PROJECT BUDGET DATA (U.S. \$000)

PROJECT NUMBER	FUND SRC	NPA IND	OBLIG DATE INIT/FINAL	--TOTAL COST--		OBLIG THRU FY 1991	--FY 1992 EST.--		-----FY 1993 PLANNED-----			--FY 1994 PROF.--		FY 1995 OBLIG PROP	
				PLAN	AUTH		OBLIG ATIONS	EXPEND ITURES	OBLIG ATIONS	EXPEND ITURES	YR END MORTGAGE	OBLIG ATIONS	EXPEND ITURES		
518-0049			MALARIA CONTROL												
	HE B		85 92	3,000	3,000	3,000		479							
	HE L		85 92	6,500	6,500	6,500		824							
	PROJECT TOTAL:			9,500	9,500	9,500	0	1,303	0	0	0	0	0	0	0
518-0051			AG SECTOR REORIENTATION PROGRAM												
	FN B		85 95	10,820	10,820	7,176	1,250	1,009	394	900				400	
	FN L		85 95	1,400	1,400	1,400				74					
	PROJECT TOTAL:			12,220	12,220	10,576	1,250	1,009	394	974	0	0	0	400	0
518-0055			TECHNICAL SKILLS DEVELOPMENT - GPG												
	EH B		86 90	597	94	54									
518-0056			SMALL BUSINESS DEVELOPMENT												
	SD B		86 91	5,000	4,243	4,243		717							
518-0057			SMALL FARMER SUPPORT SERVICES - OPE												
	FN B		85 91	467	467	467									
518-0059			LAND TITLING												
	FN B		85 91	6,800	2,000	2,000		104							
	FN L		85 91	3,500	3,500	3,500		1,422							
	PROJECT TOTAL:			10,300	5,500	5,500	0	1,526	0	0	0	0	0	0	0
518-0060			PRIVATE SECTOR HEALTH DELIVERY-OPB												
	HE B		85 91	745	745	745		84							
518-0064			DRUG AWARENESS AND PUBLIC EDUCATION												
	EH B		87 93	2,725	2,725	2,420		276	305	150				155	
518-0067			ANDEAN PEACE SCHOLARSHIP PROGRAM												
	FN B		87 94	1,962	1,962	1,962		175							
	HE B		87 94	1,083	1,083	1,083		90							
	EH B		87 94	3,500	3,491	3,491		326							
	EB B		87 94	334	334	334									
	PROJECT TOTAL:			6,879	6,870	6,870	0	591	0	0	0	0	0	0	0
518-0068			AGRICULTURAL RESEARCH, EXTENSION & EDUC												
	FN B		88 95	7,000	7,000	7,000		1,306		1,300				984	
518-0069			SUSTAINABLE USES FOR BIOLOGICAL RESOURCE												
	FN B		91 97	9,000	9,000	2,986	998	200	1,200	600	3,816	1,358	1,500	1,083	
518-0071			CHILD SURVIVAL												
	HE B		89 95	1,110	1,110	919	191	415		300				120	
	CS B		89 95	11,090	11,090	7,446	2,146	2,915	1,047	3,000	451	451	1,900		
	PROJECT TOTAL:			12,200	12,200	9,365	2,337	3,330	1,047	3,300	451	451	2,020		

BEST AVAILABLE COPY

TABLE IV : PROJECT BUDGET DATA (U.S. 0000)

PROJECT NUMBER	FUND SRC	MPA IND	DATE INIT/FINAL	OBLIG --TOTAL COST-- THRU PLAN AUTH	OBLIG THRU FY 1991	--FY 1992 EST.--		-----FY 1993 PLANNED-----			--FY 1994 PROP.-- EXPEND ITURES	FY 1995 OBLIG PROP
						OBLIG ATTIONS	EXPEND ITURES	OBLIG ATTIONS	EXPEND ITURES	YR END MORTGAGE		
518-0074				SMALL FARM IRRIGATION - GPE								
	FN 8		87 91	600 600	600							
518-0076				SHELTER SECTOR TECHNICAL ASSISTANCE								
	SD 8		87 94	1,500 2,100	1,500	403	457	500	143	143	370	
518-0075				ENVIRONMENTAL EDUCATION III-GPE								
	EH 8		88 93	1,100 1,100	1,100	370		134				
518-0081				WATER & SANITATION FOR HEALTH EDUCATION								
	HE 8		87 94	4,000 4,000	2,563	270	885	400	500	757	767	1,200
518-0082				AG EDUCATION III - GPE								
	FN 8		89 94	1,000 1,000	1,000	280		367				
518-0083				MARCOTICS AWARENESS IN BUAYAGUIL								
	EH 8		90 90	89 89	89	24						
518-0084				POPULATION & FAMILY PLANNING II								
	PN 8		91 97	10,500 10,500	1,384	2,113	1,455	2,470	2,000	4,533	2,470	1,800 2,063
518-0085				MUNICIPAL GOVERNMENT STRENGTHENING								
	SD 8		92 92									
518-0086				EMPLOYMENT & INFORMAL SECTOR STRENGTHEN								
	SD 8		92 94									
518-0087				POLICY DIALOGUE SUPPORT								
	EH 8		90 93	1,750 1,750	1,750	298		300				350
	SD 8		90 93	1,050 3,752	1,050	692	200	300	506	1,710	810	210 900
	PROJECT TOTAL:			2,800 5,502	2,800	692	498	300	800	1,710	810	560 900
518-0091				EQUADOR DEVELOPMENT SCHOLARSHIP/CLASP II								
	EH 8		91 96	1,762 1,762	703	1,059	905		600			257
	SD 8		91 96	4,838 4,838				1,400	800	3,438	1,546	850 1,892
	PROJECT TOTAL:			6,600 6,600	703	1,059	905	1,400	1,400	3,438	1,546	1,107 1,892
518-0092				SUSTAINABLE LAND USE MANAGEMENT								
	SD 8		90 96	241 241	241							
518-0093				PRIVATE PHARMACEUTICAL DISTRIBUTION								
	HE 8		90 92	232 232	151	81	43		153			
518-0094				TRADE AND INVESTMENT PROGRAM								
	FN 8		91 97	4,534 4,534	675	3,879	1,150		1,000			1,200
	SD 8		91 97	5,446 6,446	1,434	953	1,029	500	500	5,559	800	600 2,190
	PROJECT TOTAL:			10,000 11,000	2,109	4,832	2,179	500	1,500	5,559	800	2,000 2,190

BEST AVAILABLE COPY

TABLE IV - PROJECT BUDGET DATA (U.S. \$000)

PROJECT NUMBER	FUND SRC	RPA IND	OBLIG DATE INIT/FINAL	--TOTAL COST--		OBLIG THRU FY 1991	--FY 1992 EST.--		-----FY 1993 PLANNED-----			--FY 1994 PROP.--		FY 1995 OBLIG PROP
				PLAN	AUTH		OBLIG ACTIONS	EXPEND ITURES	OBLIG ACTIONS	EXPEND ITURES	YR END MORTGAGE	OBLIG ACTIONS	EXPEND ITURES	
2.8-0095			REGIONAL TECHNICAL AID CENTER II											
	EM B		91 96	1,000	1,814	239	300	420	461	400	514	514	260	
2.8-0105			STRENGTHENING DEMOC INST											
	SD B		92 95		8,000				500	50	7,500	2,250	600	2,200
2.8-0106			SMALL ENTERPRISE EXPORT LINKAGES											
	SD B		93 95											
2.8-0107			PLANT CONSERVATION/GALAPAGOS ISLANDS											
	FM B		91 92	200	200	100	100	50			100		50	
2.8-0108			CHOLERA CONTROL											
	HE B		91 93	1,300	1,300	500	307	490	493	400			410	
	CS B		91 93	120	120	120		120						
	PROJECT TOTAL:			1,420	1,420	620	307	610	493	400	0	0	410	0
2.8-0109			ELECTORAL EDUCATION AND CIVIC TRAINING											
	SD B		91 92	1,115	1,115	440	675	1,115						
2.8-0111			AGRICULTURAL SECTOR DEVELOPMENT PROGRAM											
	FM B	PA	93 98		8,000				831	550	7,169	2,000	700	2,138
2.8-0113			HEALTH CARE FINANCING											
	HE B	PA	94 98		2,000							410	200	800
	CS B	PA	94 98		5,000							500	200	780
	PROJECT TOTAL:			0	5,000	0	0	0	0	0	0	910	400	1,580
2.8-0115			ADMINISTRATION OF JUSTICE											
	SD B	PA	92 92	400	400		400	350			50			
2.8-0116			ECONOMIC REFORM PROGRAM											
	EB B	NP	92 94	6,200	21,200		6,200		10,000	16,200	5,000	5,000	5,000	
2.8-3057			CENTRAL CONTRACEPTIVE PROCUREMENT											
	PM B		91 C			377		377						
2.8-3518			COASTAL RESOURCES MANAGEMENT											
	FM B	PA	92 93	250	250		150	75	100	100			75	
	REPORT TOTAL:			167,934	219,528	157,006	22,383	23,147	21,900	33,453	40,601	19,800	20,679	14,800

TABLE IV : PROJECT BUDGET DATA (U.S. \$000)

PROJECT NUMBER	FUND	MPA	DATE	OBLIG	INITIAL	AUTH	--TOTAL COST-- PLAN	OBLIG THRU FY 1991	--FY 1992 EST.--		--FY 1993 PLANNED--			--FY 1994 PROP.--		FY 1995		
									OBLIG ATIONS	EXPEND ITURES	OBLIG ATIONS	EXPEND ITURES	YR END MORTGAGE	OBLIG ATIONS	EXPEND ITURES	OBLIG PROP		
APPROPRIATION SUMMARY																		
									6,427	6,487	2,525	5,515	10,986	3,338	5,309	3,221		
									2,168	1,887	2,500	2,030	4,533	2,500	1,830	2,093		
									888	3,366	893	1,639	767	1,177	1,930	800		
									2,146	3,033	1,047	3,000	451	931	2,100	780		
									1,500	2,608	766	1,644	514	514	1,022	0		
									3,054	5,764	3,769	3,425	18,350	6,300	3,488	7,906		
									6,200	0	10,000	16,200	5,000	5,000	5,000	0		
									REPORT TOTAL:		22,383	23,147	21,500	33,453	40,601	19,800	20,679	14,800

BEST AVAILABLE COPY

16

PROJECT STATUS REPORT

Country: Ecuador  
 Date as of: 03-00-83  
 Date Completed: 06-83

(1) PROJECT No. AND NAME	(2) DATE OF INITIAL OBLIGATION	(3) PROJECT DESIGNATION (A,B,C)	(4) STATUS OF CP'S (Cite only if there are no yet issued CP's older than 18 months)	(5) SIZE OF PIPELINE (Cite if pipeline exceeds 2 years estimated average term) obligations)	(6) AGE OF PIPELINE (Cite if any obliga- tion remains more than 90% unexpended 4 years after initial obligation)	(7) ACCUMULATED EXPENDITURES (Cite if accrued expend- itures are less than 90% of planned)	(8) UNCOMMITTED BALANCE (Cite if exceeds 90% of obligation 18 months after the obligation)	(9) EBPS A. (Cite if mission believes there is little chance of achieving EBPS before current PRCB) planned)	(10) EBPS B. (Cite if EBPS are being achieved at higher level or faster rate than planned)	(11) AUDIT A. (Cite if financial audit has not been done in last 18 months)	(12) AUDIT B. (Cite if there are unresolved IG recommendations older than six months)	(13) EVALUATION A. (Cite if project has not been evaluated in last three years)	(14) EVALUATION B. (Cite if activity has PES recommenda- tions opened 6 or more months past PES target date for closure)
510-0018 Non- Traditional Ag- Exports	00-13-84	A		X					X				
510-0004 Trade and Investment	00-30-81	B		X	X	X			X				
510-0051 Agr. Sector Reorientation	07-30-85	B				X							
510-0000 Agr. Research/Extension/ Education	05-27-80	B		X					X				
510-0002 Agr. Education II	07-20-80	A											
510-0004 Health and Family Planning II	10-81	A				X			X				

BEST AVAILABLE COPY

10  
/

PROJECT STATUS REPORT

Country: Ecuador  
 Data as of: 03-30-83  
 Data Completed: 00-00

(1) PROJECT No. AND NAME	(2) DATE OF INITIAL OBLIGATION	(3) PROJECT DESIGNATION (A,B,C)	(4) STATUS OF CP'S (Cite only if there are as yet unmet CP's older than 18 months)	(5) SIZE OF PIPELINE (Cite if pipeline exceeds 2 years estimated average annual obligations)	(6) AGE OF PIPELINE (Cite if any obliga- tion remains more than 50% unexpended 4 years after initial obligation)	(7) ACCUMULATED EXPENDITURES (Cite if accrued expend- itures are less than 80% of planned)	(8) UNCOMMITTED BALANCE (Cite if exceeds 50% of obligation 18 months after the obligation)	(9) EDPS A. (Cite if mission believes there is little chance of achieving EDPS before current PACB)	(10) EDPS B. (Cite if EDPS are being achieved at higher level or faster rate than planned)	(11) AUDIT A. (Cite if financial audit has not been done in last 18 months)	(12) AUDIT B. (Cite if there are recommendations in last six months)	(13) EVALUATION A. (Cite if project has not been evaluated in last three years)	(14) EVALUATION B. (Cite if activity has PES recommenda- tions opened 6 or more months past PES target date for closure)
518-0071 Child Survival and Health	07-14-80	C		X	X	X							
518-0081 Water and Sanitation For Health	08-22-80	B		X				X					
518-0100 Cholera Control Care	08-30-81	A								X			
518-0083 Private Pharmaceutical Distribution	08-22-80	A				X				X			
518-0081 Ecuador Development Scholarship Program	08-30-81	A			X								
518-0085 Regional Technical Aid	08-23-81	A				X							

BEST AVAILABLE COPY

PROJECT STATUS REPORT

Country: Ecuador  
 Date as of: 03-30-83  
 Data Completed: 06-83

(1) PROJECT No. AND NAME	(2) DATE OF INITIAL OBLIGATION	(3) PROJECT DESIGNATION (A,B,C)	(4) STATUS OF CP'S (Cite only if there are as yet unmet CP's older than 18 months)	(5) SIZE OF PIPELINE (Cite if pipeline exceeds 2 years estimated average annual obligations)	(6) AGE OF PIPELINE (Cite if any obliga- tion remains more than 50% unexpended 4 years after initial obligation)	(7) ACCUMULATED EXPENDITURES (Cite if ..... items are less than 50% of planned)	(8) UNCOMMITTED BALANCE (Cite if exceeds 50% of obligation 18 months after the obligation)	(9) EDPS A. (Cite if mission believes there is little chance of achieving EDPS before current FMOB planned)	(10) EDPS B. (Cite if EDPS are being achieved at higher level or factor rate than planned)	(11) AUDIT A. (Cite if financial audit has not been done in last 18 months)	(12) AUDIT B. (Cite if there are unresolved IS recommendations older than six months)	(13) EVALUATION A. (Cite if project has not been evaluated in last three years)	(14) EVALUATION B. (Cite if activity has PES recommenda- tions opened 6 or more months past PES target date for closure)
Center II													
518-0115 Administration of Justice	06-04-82	B		X	X*			X					
518-0079 Environmental Ed.	07-22-80	A							X				
518-0088 Sustainable Use of Biological Resources	08-30-81	A											
518-0107 Garvin Foundation	08-30-81	A											
518-0080 Biological Support	08-29-80	A		X	X		X						
518-0042 Finance	08-21-85	B											

BEST AVAILABLE COPY





UNCLASSIFIED  
 AGENCY FOR INT'L DEV.  
 TELECOMMUNICATIONS CENTER

OUTGOING  
 TELEGRAM

PAGE 01 OF 04 STATE 125805 241503Z 2862 026394 AID7410  
 ORIGIN AID-00

STATE 125805 241503Z 2862 026394 AID7410

INFO TREQ-01 /001 A7 07/1211Z

ORIGIN OFFICE FAAA-01  
 INFO AFEA-04 AFSA-03 AFSW-06 AFDP-06 RDPO-01 NIS-03 ASAA-01  
 AFPE-02 PRMS-01 AFMS-03 OL-01 LACE-01 LASA-02 LACA-03  
 AALA-01 IG-01 GC-01 FVPP-01 FVMS-01 ES-01 PRPC-02 FHAA-01

IGFA-03 PRFM-01 IGLC-01 SEOP-01 IRMO-01 NEME-03 IGPP-02  
 IGRM-02 FM-01 FFP-09 SERP-01 SEC-01 AMAD-01 ASPD-02  
 NENA-03 ASSA-03 WEDP-03 OUT-01 ASEA-02 NEMS-02 LADP-04  
 NEAA-03 EUAA-02 EURM-01 EUDP-03 EUMS-02 IIPA-01 AFFW-02  
 WIDE-01 HERB-01 /110 AB 24/1515Z

INFO LOG-00 AF-00 AGRE-00 ARA-00 ANHR-01 EAP-00 EUR-00  
 IO-19 NEA-00 OIG-04 SA-00 /031R

DRAFTED BY: AID/DAA/FA:RBURKE:RB  
 APPROVED BY: AID/AA/FA:RAAMES  
 AID/DAA/FA:BLANGMAID AID/ES:GJOE  
 AID/ASIA/DR/PD:JDEMPSEY (DRAFT) AID/EUR/POP:PO'FARRELL (DRAFT)  
 AID/LAC/DPP:JSTEPANEM (DRAFT) AID/NE/DP:VMOLLDREM (DRAFT)  
 AID/R&D/PO:JBIERKE (DRAFT) AID/PRE/DP:RVAN RAALTE (DRAFT)  
 AID/AFR/DP:MBOONER (DRAFT)  
 AID/FNA/PPE:LTANNER (DRAFT)  
 AID/NIS/PAC:HJOHNSON (DRAFT)  
 AID/FA/IRM/IPA:DDICIURCIO (DRAFT)  
 AID/POL:GHILL (DRAFT)  
 AID/A/AID:LROGERS (DRAFT)

-----B76BCJ 241507Z /38

R 241502Z APR 93  
 FM SECSTATE WASHDC  
 TO AID WORLDWIDE

UNCLAS STATE 125805

AIDAC  
 E.O. 12356: N/A  
 TAGS:  
 SUBJECT: GUIDANCE FOR REVISED PORTFOLIO REVIEW SYSTEM

REF: A) STATE 92-355133, B) STATE 055707, C) STATE 066657

1. SUMMARY. THIS IS AN ACTION MESSAGE. IT TRANSMITS GUIDANCE FOR THE IMPLEMENTATION OF THE REVISED AGENCY-WIDE PORTFOLIO REVIEW SYSTEM APPROVED BY ACTING A/AID JIM MICHEL ON FEBRUARY 3, 1993. THE REVISED SYSTEM REQUIRES THREE LEVELS OF REPORTING: (1) THE FIELD-LEVEL SEMIANNUAL PORTFOLIO REVIEWS, (2) THE NEW ANNUAL REPORT OUTLINED IN PARA 3, BELOW, AND FURTHER DETAILED IN PARA 5, AND (3) A SUMMARY OF THE ANNUAL REPORTS FROM THE GEOGRAPHIC BUREAUS (AND APPROPRIATE AID/W BUREAUS/OFFICES.)

FOR THE FIELD-LEVEL PORTFOLIO REVIEWS, THE CONTENTS AND FORMATTING REMAIN AT THE DISCRETION OF THE GEOGRAPHIC BUREAUS WORKING WITH THE RESPECTIVE MISSIONS, PROVIDED ONLY THAT THEY (1) BE CONDUCTED SEMIANNUALLY AND (2) AT A MINIMUM THEY BE ADEQUATE IN SCOPE TO PRODUCE THE CORE INFORMATION AND DATA REQUIRED IN THE NEW ANNUAL REPORT. FOR THEIR FIELD-LEVEL REVIEWS, MISSIONS AND THE GEOGRAPHIC BUREAUS ARE FREE TO INCLUDE ANY OTHER DATA AND INFORMATION THEY FIND MUTUALLY USEFUL.

PARA 4, BELOW, PROVIDES A LIST OF STANDARD DEFINITIONS COMMONLY USED IN THE SEMIANNUAL REVIEWS AND ELSEWHERE. PARA 5 PROVIDES GUIDANCE AND STANDARD DEFINITIONS AND MEASUREMENT PARAMETERS FOR DATA ELEMENTS TO BE USED IN THE

ANNUAL REPORT MATRIX. AN IMPORTANT PART OF THE NEW SYSTEM IS TO ENSURE STANDARDIZED DEFINITIONS FOR ALL PORTFOLIO REPORTING FROM YEAR TO YEAR AND MISSION TO MISSION AND THAT ALL DATA REPORTED BE CONSISTENT WITH OFFICIAL MISSION RECORDS SYSTEMS, SUCH AS MACS.

THIS CABLE IS A CONTINUATION OF THE INFORMATION DEVELOPED, APPROVED AND REPORTED ON IN REFS A, B AND C, AND IT SHOULD BE USEFUL FOR MISSIONS TO KEEP THESE TOGETHER AS A PACKAGE FOR EASY REFERENCE UNTIL THE REVISED SYSTEM IS INCORPORATED INTO THE AGENCY HANDBOOKS. IT IS IMPORTANT TO NOTE AGAIN THAT EXISTING DELEGATIONS OF AUTHORITY TO FIELD MISSIONS ARE NOT REPEAT NOT AFFECTED BY THIS REQUIREMENT.

THE FIRST ANNUAL REPORT REQUIRED UNDER THE REVISED PORTFOLIO REVIEW AND REPORTING SYSTEM IS DUE NO LATER THAN JUNE 15, 1993. (LAC MISSIONS: PLEASE NOTE THAT IN STATE 105305, LAC REQUESTED THAT YOU SUBMIT YOUR ANNUAL REPORTS BY MAY 15.) THE APPROPRIATE GEOGRAPHIC AND CENTRAL BUREAUS WILL BE RESPONSIBLE FOR REVIEWING THESE SUMMARY REPORTS AND SUBMITTING A CONSOLIDATED BUREAU REPORT TO THE ADMINISTRATOR.

PLEASE NOTE THAT WHEREVER THIS CABLE SAYS QUOTE FIELD-LEVEL UNQUOTE, ITS REQUIREMENTS APPLY EQUALLY TO GEOGRAPHIC AND CENTRAL OFFICES/BUREAUS WITH PROGRAM-FUNDED PORTFOLIOS. FINALLY, WE WOULD LIKE TO AGAIN EXPRESS OUR THANKS AND APPRECIATION FOR THE MANY EXCELLENT AND COGENT CONTRIBUTIONS MADE BY FIELD MISSIONS AND WASHINGTON-BASED PERSONNEL TO THE SUCCESSFUL INITIATION OF THIS MANAGEMENT IMPROVEMENT. END OF SUMMARY.

2. PARAS ONE THROUGH FOUR OF REF A PROVIDED DETAILED INFORMATION ON THE BACKGROUND AND REASONS FOR THE EXERCISE TO IMPROVE PORTFOLIO REVIEW AND REPORTING PRACTICES IN THE

AGENCY. PARAS FIVE THROUGH TEN OF REF A DETAILED AID/W MANAGEMENT RESPONSIBILITIES FOR PORTFOLIO MATTERS, SPECIFYING THE RESPECTIVE RESPONSIBILITIES AT THE FOLLOWING LEVELS: GEOGRAPHIC BUREAU (PARAS 5 AND 6), THE ASSOCIATE ADMINISTRATOR FOR OPERATIONS (PARA 7), THE ASSOCIATE ADMINISTRATOR FOR FINANCE AND ADMINISTRATION (PARA 8), THE DIRECTOR FOR POLICY (PARA 9), AND THE OFFICES OF THE DEPUTY ADMINISTRATOR AND ADMINISTRATOR (PARA 10). THESE RESPONSIBILITIES WERE REAFFIRMED IN THE A/AID ACTION MEMORANDUM DECISIONS (SEE ALSO PARA 2, REF

C) .

3. THE NEWLY REQUIRED ANNUAL REPORT HAS THREE COMPONENTS: A MISSION DIRECTOR'S NARRATIVE (SEE PARA 5, SECTION (1), BELOW), A PIPELINE TABLE (THE ABS TABLE FOUR), AND A PROJECT CATEGORY AND OUTLIER MATRIX (SEE PARA 5, SECTION (3) BELOW). THIS REPORT WILL FULFILL THE RESPONSIBILITIES FOR ANNUAL REPORTING ASSIGNED TO FIELD MISSIONS IN THE ACTING ADMINISTRATOR'S DECISION MEMO SIGNED FEBRUARY 3, 1993.

4. STANDARD DEFINITIONS FOR FIELD-LEVEL PORTFOLIO REVIEW AND REPORTING. IN THE INTEREST OF CLEAR COMMUNICATIONS, THE FOLLOWING STANDARD DEFINITIONS SHOULD BE USED IN BOTH FIELD-LEVEL REVIEWS AND IN THE ANNUAL REPORTS.

(1) PROJECT CATEGORY: INDICATES WHETHER THE ACTIVITY IS DESIGNATED AS A, B OR C. THESE RATINGS MUST BE CONSISTENT

WITH THE FIELD-LEVEL REPORTS AND IN THE MATRIX PORTION OF

UNCLASSIFIED  
AGENCY FOR INT'L DEV.  
TELECOMMUNICATIONS CENTER

OUTGOING  
TELEGRAM

PAGE 02 OF 04 STATE 125805 241503Z 2862 026394 AID7410  
THE NEW ANNUAL REPORT TO THE GEOGRAPHIC BUREAUS AS WELL AS  
IN CENTRAL BUREAU/OFFICE PORTFOLIO REPORTS. THE  
DEFINITIONS OF THESE CATEGORIES ARE AS FOLLOWS:

STATE 125805 241503Z 2862 026394 AID7410

(7) MORTGAGE: THE DIFFERENCE BETWEEN PLANNED LOP FUNDING  
AND CUMULATIVE OBLIGATIONS, AS OF THE REPORTING DATE.

(8) PIPELINE: THE TOTAL OF THE PROJECT'S LOP OBLIGATED TO  
DATE BUT AS-YET UNEXPENDED THROUGH THE SAME DATE.

CATEGORY A: THESE ARE PROJECTS THE MISSION WISHES TO  
CHARACTERIZE AND REPORT ON AS REAL SUCCESS STORIES. NOT  
ONLY IS IMPLEMENTATION PROCEEDING WELL UNDER SUCH PROJECTS  
WITH ONLY MINOR PROBLEMS, BUT THEY ARE HAVING A  
SIGNIFICANT IMPACT ON THE PROBLEMS THEY WERE DESIGNED TO  
SOLVE AS INDICATED BY SUCCESSFUL PROGRESS TOWARD THE MOST  
IMPORTANT END-OF-PROJECT STATUS (EOPS) INDICATORS.

(9) ACCRUED EXPENDITURES AS A PERCENTAGE OF PLANNED  
CURRENT FY EXPENDITURES: THIS IS A RATIO EXPRESSED IN  
PERCENTAGE TERMS OF PLANNED VERSUS ACTUAL EXPENDITURES FOR  
THE CURRENT FISCAL YEAR AS PROJECTED IN THE CONGRESSIONAL  
PRESENTATION TABLE TWO FOR THE SAME YEAR. FOR THE FIRST  
ANNUAL REPORT THIS WILL BE ACCRUED EXPENDITURES FROM  
OCTOBER 1, 1992, THROUGH MARCH 31, 1993.

CATEGORY B: THESE PROJECTS ARE PROCEEDING MORE OR LESS AS  
PLANNED THOUGH THEY ARE EXPERIENCING TYPICAL  
IMPLEMENTATION PROBLEMS AND MINOR DELAYS WHICH CAN BE  
RESOLVED THROUGH NORMAL PROJECT MANAGEMENT. SHORT PACD  
EXTENSIONS OF A YEAR OR LESS MAY BE NECESSARY. THE  
PROJECT IS STILL EXPECTED TO HAVE A POSITIVE IMPACT ON THE  
PROBLEM IT ADDRESSES BUT IMPACT IS STILL UNCERTAIN OR IS  
NOT SO SIGNIFICANT TO DATE THAT THE PROJECT CAN BE SINGLED  
OUT AS A SUCCESS STORY

(10) CUMULATIVE ACCRUED EXPENDITURES: ALL ACTUAL

DISBURSEMENTS PLUS ACCRUED AMOUNTS FROM THE BEGINNING OF  
THE PROJECT THROUGH THE REPORTING DATE.

CATEGORY C: THESE ARE PROJECTS WITH SIGNIFICANT PROBLEMS  
WHICH REQUIRE EXTRA ATTENTION FROM SENIOR MISSION  
MANAGEMENT OR, ON AN EXCEPTIONAL BASIS, FROM SENIOR  
WASHINGTON BUREAU MANAGEMENT. CATEGORY C PROJECTS MAY  
HAVE ONE OR MORE OF THE FOLLOWING TYPES OF PROBLEMS: THE  
PROJECT IS SIGNIFICANTLY BEHIND SCHEDULE; A PACD EXTENSION

(11) UNCOMMITTED BALANCE: THE TOTAL AMOUNT IN DOLLAR TERMS  
THAT HAS BEEN OBLIGATED BY PROJECT AGREEMENT BUT NOT YET  
SUBOBLIGATED (COMMITTED) BY A CONTRACT, GRANT, PURCHASE

ORDER, ETC. THIS ONLY APPLIES TO ACTIVITIES FOR WHICH THE  
PRIMARY OBLIGATION IS A PROJECT AGREEMENT. IT DOES NOT  
APPLY TO AID/W OR OTHER PROGRAMS WHICH OBLIGATE BY  
CONTRACT OR GRANT.

OF MORE THAN ONE YEAR IS LIKELY; THE HOST COUNTRY OR NGO  
NO LONGER APPEARS TO SUPPORT THE PROJECT; THE HOST  
COUNTRY/NGO IS NOT PROVIDING PLANNED RESOURCES AND THE

5. FOR PREPARATION OF THE NEW ANNUAL REPORTING  
REQUIREMENT, THE FOLLOWING GUIDANCE APPLIES. AS NOTED  
EARLIER IN THIS CABLE AND IN PARA 2 OF REF C, THERE ARE  
THREE COMPONENTS TO THE NEW ANNUAL PORTFOLIO REPORT, I.E.,  
(1) A MISSION DIRECTOR'S NARRATIVE, (2) THE ABS TABLE  
FOUR, WHICH IS A PROJECT AND PROGRAM SUMMARY TABLE, AND  
(3) A MATRIX LISTING ALL MISSION ASSISTANCE ACTIVITIES,  
INCLUDING ALL DOLLAR ASSISTANCE ACTIVITIES, ALL PL-480,  
ALL LOCAL CURRENCY (LC) PROGRAMS MANAGED BY THE MISSION,  
AND ALL GUARANTEE PROGRAMS. THE MATRIX MUST INCLUDE A  
PROJECT DESIGNATION OF A, B OR C FOR EACH ACTIVITY AND  
INFORMATION AS TO WHETHER KEY APPLICABLE PERFORMANCE  
INDICATORS ARE OUTSIDE OF SPECIFIC NORMS. IN THE CASE OF  
PL-480, LC AND GUARANTEE PROGRAMS, THE MISSION DIRECTOR'S  
NARRATIVE RATHER THAN THE MATRIX SHOULD BE USED TO BRIEFLY  
DESCRIBE THEIR STATUS USING INFORMATION MORE PERTINENT TO  
THESE KINDS OF PROGRAMS. HOWEVER, ALL ACTIVITIES, THESE  
INCLUDED, MUST BE LISTED ON THE MATRIX AND GRADED.

SHORTFALL SIGNIFICANTLY IMPEDES IMPLEMENTATION;  
EXPENDITURE OF AID'S ASSISTANCE IS MOVING VERY SLOWLY,  
I.E., THE PIPELINE EXCEEDS THAT PLANNED BY A LARGE MARGIN;  
IT IS POSSIBLE THAT PROJECT IMPACT WILL BE MUCH LESS THAN  
PLANNED; ACHIEVEMENT OF MACROECONOMIC OR OTHER POLICY-  
BASED CHANGE IS SERIOUSLY LAGGING OR IS IN DOUBT; THE  
IMPLEMENTATION AGENCY SEEMS INEFFECTIVE, UNABLE OR  
UNWILLING TO IMPLEMENT THE PROJECT; OR THE PROJECT HAS  
MAJOR AUDIT PROBLEMS.

(1) THE MISSION DIRECTOR NARRATIVE. MISSIONS IN  
COOPERATION WITH THEIR RESPECTIVE GEOGRAPHIC BUREAUS ARE  
FREE TO STRUCTURE THE FORMAT AND CONTENTS OF THIS  
NARRATIVE PROVIDED ONLY THAT IT INCLUDES AT A MINIMUM  
DISCUSSION OF THE FOLLOWING ELEMENTS. THE TOTAL NARRATIVE  
LENGTH SHOULD NOT EXCEED THREE PAGES.

(2) PERCENTAGE OF LOP ELAPSED: THE NUMBER OF MONTHS SINCE  
INITIAL OBLIGATION DIVIDED BY THE NUMBER OF MONTHS IN THE  
AUTHORIZED LOP, INCLUDING MONTHS ADDED BY APPROVED PACD  
EXTENSIONS.

(3) PERCENTAGE OBLIGATED THAT IS EXPENDED: THE CUMULATIVE  
ACCRUED EXPENDITURES FOR A GIVEN PERIOD DIVIDED BY THE  
TOTAL AMOUNT OBLIGATED THROUGH THE SAME PERIOD.

(A) A BRIEF OVERVIEW STATEMENT ASSESSING THE STATUS OF THE  
ENTIRE PORTFOLIO.

(4) ACCRUED EXPENDITURES: COSTS FULLY DISBURSED AND  
DOCUMENTED FOR A GIVEN PERIOD PLUS COSTS INCURRED TO DATE  
FOR GOODS RECEIVED AND SERVICES RENDERED OVER THE SAME  
PERIOD. FOR SUCH GOODS RECEIVED AND SERVICES RENDERED,  
EXPENDITURES ACCRUE REGARDLESS OF WHEN CASH PAYMENTS ARE  
MADE OR WHETHER INVOICES HAVE BEEN RECEIVED. THE ACCRUED  
EXPENDITURES FOR A GIVEN PERIOD MUST BE THE SAME AS THOSE  
REPORTED IN THE MISSION'S MACS SYSTEM.

(B) A SECTION ON ACTIVITY HIGHLIGHTS CENTERED ON POSITIVE  
RESULTS.

(5) CURRENT FY OBLIGATIONS TO DATE. THE AMOUNT OF FUNDS  
OBLIGATED TO DATE DURING THE CURRENT FISCAL YEAR.

(C) A SECTION ON SIGNIFICANT PROBLEMS AND DELAYS IN  
SPECIFIC PROJECTS OR ACTIVITIES.

(6) CUMULATIVE AMOUNT OBLIGATED: THE TOTAL AMOUNT  
OBLIGATED FOR THE PROJECT FROM THE DATE OF INITIAL  
OBLIGATION TO THE DATE ON WHICH THE REPORT IS BASED.

(D) A DISCUSSION OF THE PIPELINE STATUS AND PROSPECTS.

UNCLASSIFIED

UNCLASSIFIED  
AGENCY FOR INT'L DEV.  
TELECOMMUNICATIONS CENTER

OUTGOING  
TELEGRAM

PAGE #3 OF 04 STATE 125805 241503Z

2862 026394 AID7410

STATE 125805 241503Z

2862 026394 AID7410

(E) FOR THE FIRST ANNUAL REPORT ONLY, A BRIEF DESCRIPTION OF THE MISSION'S SEMI-ANNUAL REVIEW AND REPORTING SYSTEM

ALONG WITH ANY RECOMMENDATIONS YOU WISH TO MAKE ON IMPROVING THIS REPORTING AND OVERSIGHT SYSTEM.

(2) THE ABS TABLE FOUR, CONTAINING PIPELINE AND MORTGAGE DATA. PLEASE INCLUDE A SEPARATE COPY OF THE ABS TABLE FOUR WITH THE ANNUAL PORTFOLIO REPORT.

(3) THE MATRIX. THE MATRIX FORMAT AND CONTENTS WILL BE INCLUDED IN A DISKETTE TO BE SENT TO THE MISSIONS SEPARATELY ON OR ABOUT MAY 1. INITIALLY, HOWEVER, YOU MAY

FIND IT USEFUL TO PRINT YOUR OWN MATRIX USING THE INFORMATION PROVIDED HEREIN. THIS MATRIX FORMAT SHOWS IN THE LEFT HAND VERTICAL COLUMN ALL, REPEAT ALL, MISSION-MANAGED ACTIVITIES AND THE ACTIVITY IDENTIFICATION NUMBER. THE HORIZONTAL LINE WILL INCLUDE A NUMBER OF BOXES, EACH REFERRING TO A SPECIFIC FINANCIAL OR PERFORMANCE INDICATOR. THE HEADINGS IN ORDER FROM LEFT TO RIGHT ARE: COLUMN 1 - PROJECT NAME AND NUMBER; COLUMN 2 - DATE OF INITIAL OBLIGATION; COLUMN 3 - PROJECT DESIGNATION; COLUMN 4 - STATUS OF CP'S; COLUMN 5 - SIZE OF PIPELINE; COLUMN 6 - AGE OF PIPELINE; COLUMN 7 - ACCRUED EXPENDITURES; COLUMN 8 - UNCOMMITTED BALANCE; COLUMN 9 - EOPS-A; COLUMN 10 - EOPS-B; COLUMN 11 - AUDIT-A; COLUMN 12 - AUDIT-B; COLUMN 13 - EVALUATION-A; COLUMN 14 - EVALUATION-B.

THESE BOXES ARE TO BE CHECKED (ACTUAL DATA NOT REQUIRED) ONLY IF THE MEASUREMENT PARAMETER FOR THAT INDICATOR EXCEEDS OR FALLS SHORT OF THE INDICATOR'S DEFINITION AND MEASUREMENT PARAMETER. IF THE SAME CONDITION EXISTED AT THE END OF THE PREVIOUS REPORTING PERIOD (FOR THIS FIRST REPORT THAT WOULD BE THE FISCAL YEAR ENDING SEPTEMBER 30, 1992), THE MATRIX BOX SHOULD CONTAIN TWO CHECKS. THE SOURCE OF ALL FINANCIAL OR PERFORMANCE INDICATORS SHOULD BE THE FIELD-LEVEL SEMI-ANNUAL REVIEW.

THE MATRIX CONTAINS PROGRAM AREAS INDICATIVE OF VARIOUS ASPECTS OF PORTFOLIO MANAGEMENT. INDICATORS OF THIS TYPE CAN OVER-EMPHASIZE POTENTIALLY NEGATIVE OUTCOMES. SPECIAL EFFORT WILL BE NEEDED TO ACHIEVE BALANCED REPORTING. WE EXPECT THE FIRST CYCLE OF THIS REPORTING TO BE A LEARNING

PROCESS AND PLAN TO EVALUATE THE MANAGEMENT UTILITY OF THESE INDICATORS, ALTERNATIVES TO THEM OR OTHERS AS WE GAIN EXPERIENCE. YOUR OWN COMMENTS ON THE UTILITY OF THESE INDICATORS OR SUGGESTIONS OF OTHERS WOULD BE APPRECIATED

AS NOTED IN THE FIRST PARAGRAPH OF PARA 5, ABOVE, TO THE EXTENT ACTIVITY DATA (PRINCIPALLY FINANCIAL) IS NOT RELEVANT OR ATTAINABLE FOR ACTIVITIES SUCH AS LOAN GUARANTEES, PL-480, LC, ETC., THE PARTICULAR HORIZONTAL

BOXES SHOULD BE MARKED NA FOR NOT APPLICABLE. HOWEVER, ALL ACTIVITIES SHOULD BE GIVEN A PROJECT CATEGORY DESIGNATION CONSISTENT WITH THE A,B,C DEFINITIONS GIVEN IN PARA 4, SECTION (1), ABOVE. START-UP DATES AND THE STATUS OF EOPS, AUDIT AND EVALUATION OUTLIERS SHOULD, TO THE FULLEST EXTENT POSSIBLE, BE USED FOR ALL ACTIVITIES.

THE STANDARD DEFINITIONS FOR SPECIFIC MATRIX INDICATORS AND THE APPLICABLE MEASUREMENT PARAMETERS FOR THEM ARE AS

FOLLOWS. DATA FOR ALL INDICATORS EXCEPT FOR PIPELINE SIZE SHOULD BE AS OF MARCH 31, 1993, FOR THE FIRST ANNUAL REPORT. PIPELINE SIZE SHOULD BE AS OF THE END OF FY 1992. IF THE INDICATORS ARE WITHIN THE DEFINED PARAMETERS, LEAVE THE BOX BLANK.

COLUMN 3 - PROJECT DESIGNATION: A, B OR C AS DEFINED IN PARA 4, SECTION (1), ABOVE. TO REPEAT, EVERY ACTIVITY LISTED IN THE LEFT-HAND VERTICAL COLUMN MUST HAVE A

PROJECT DESIGNATION, I.E. A, B OR C.

COLUMN 4 - STATUS OF CONDITIONS PRECEDENT (CP): CITE ONLY IF THERE ARE AS-YET UNMET CP'S OLDER THAN 18 MONTHS.

COLUMN 5 - SIZE OF PIPELINE: CITE IF PIPELINE EXCEEDS TWO YEARS ESTIMATED EXPENDITURES USING AN AVERAGE OF THE LAST THREE YEARS OBLIGATIONS AS THE BASE, I.E., UNEXPENDED OBLIGATIONS AS OF SEPTEMBER 30, 1992 DIVIDED BY THE AVERAGE OF OBLIGATIONS IN FY 91, 92, AND CURRENT PLANNED FOR 93. FOR NEWER PROJECTS, THE BASE WOULD BE THE AVERAGE ANNUAL OBLIGATIONS SINCE INCEPTION.

COLUMN 6 - AGE OF PIPELINE: CITE IF ANY OBLIGATION REMAINS MORE THAN 50 PERCENT UNEXPENDED FOUR YEARS AFTER THE OBLIGATION WAS MADE.

COLUMN 7 - ACCRUED EXPENDITURES: CITE IF ACCRUED EXPENDITURES ARE LESS THAN 60 PERCENT OF PLANNED CURRENT FY AMOUNTS SHOWN IN THE MACS REPORT (OR SIMILAR ACCOUNTING SYSTEM).

COLUMN 8 - UNCOMMITTED BALANCE: CITE IF BALANCE EXCEEDS 50 PERCENT OF OBLIGATIONS 18 MONTHS AFTER MOST RECENT OBLIGATION.

COLUMN 9 - EOPS ONE: CITE IF MISSION BELIEVES THERE IS LITTLE TO NO CHANCE OF ACHIEVING THE MOST IMPORTANT EOPS BEFORE CURRENT PACD.

COLUMN 10 - EOPS TWO: CITE IF EOPS ARE BEING ACHIEVED AT HIGHER LEVEL OR FASTER RATE THAN PLANNED.

COLUMN 11 - AUDIT ONE: CITE IF A FINANCIAL AUDIT HAS NOT BEEN DONE IN THE LAST 18 MONTHS.

COLUMN 12 - AUDIT TWO: CITE IF THERE ARE UNRESOLVED INSPECTOR GENERAL (IG) RECOMMENDATIONS OLDER THAN SIX MONTHS.

COLUMN 13 - EVALUATION ONE: CITE IF THE ACTIVITY HAS NOT BEEN EVALUATED IN THE LAST THREE YEARS.

COLUMN 14 - EVALUATION TWO: CITE IF ACTIVITY HAS PROJECT EVALUATION SYSTEM (PES) RECOMMENDATIONS STILL OPEN SIX OR MORE MONTHS AFTER PES TARGET DATE FOR CLOSURE.

6 THE DUE DATE FOR RETURNING THE DISKETTE WITH THE ANNUAL REPORT IS NO LATER THAN JUNE 15, 1993 (EXCEPT FOR

UNCLASSIFIED

UNCLASSIFIED  
AGENCY FOR INT'L DEV.  
TELECOMMUNICATIONS CENTER

OUTGOING  
TELEGRAM

PAGE 04 OF 04 STATE 125605 241503Z 2802 026394 AID741B  
LAC AS NOTED IN THE FIFTH PARAGRAPH OF THE SUMMARY  
SECTION, ABOVE).

7. IN CLOSING, THE REVISED PORTFOLIO REVIEW AND REPORTING

PROCESS, PARTICULARLY THE ANNUAL REPORT, WILL BE SUSTAINABLE ONLY TO THE DEGREE THAT IT SERVES THE NEEDS OF FIELD MISSIONS AND WASHINGTON USERS. THOUGH THE CHANGES AND NEW REQUIREMENTS ARE RELATIVELY MODEST IN STAFF DEMAND TERMS, THEY ARE IMPORTANT MANAGEMENT AND OVERSIGHT IMPROVEMENTS AND ARE RESPONSIVE TO THE INTERNAL AND EXTERNAL DEMANDS FOR SUCH IMPROVEMENTS. THE VIEWS OF FIELD UNITS ARE IMPORTANT CONTRIBUTIONS TO THESE OVERALL GOALS AND AS THE PROCESS CONTINUES TO UNFOLD, COMMENTS AND SUGGESTIONS ARE WELCOME. EARLIER CONTRIBUTIONS WERE VITAL IN ADVANCING THE PROCESS THUS FAR. COMMENTS SHOULD BE ADDRESSED TO RICHARD BURKE BY E-MAIL, CABLE, MEMO, FAX OR PHONE. MR. BURKE CAN BE REACHED AT 202-647-4832 (FAX), 202-736-4297 (PHONE) OR AT AA/FA, ROOM 3665 NS. YOU MAY ALSO INCLUDE COMMENTS YOU THINK APPROPRIATE IN THE MISSION DIRECTOR'S NARRATIVE OR BY SEPARATE MEMO SUBMITTED WITH THE FIRST REPORT. PLEASE PROVIDE YOUR GEOGRAPHIC BUREAU WITH COPIES OF SUCH COMMENTS. FINALLY, THANK YOU AGAIN FOR YOUR EARLIER CONTRIBUTIONS TO THE DESIGN OF THE NEW PORTFOLIO REVIEW AND REPORTING SYSTEM.

CHRISTOPHER

UNCLASSIFIED