



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

PD-ABI-889
15N 88998

June 15, 19

TO: See Distribution
FROM: LAC/DR/PSS, Susan Bugg *SB*
SUBJECT: Guatemala Semi-Annual Report (SAR)

Attached for your information and file is a copy of the Guatemala SAR for the period Oct. 1, 1992 - March 31, 1993. For the Spring SAR, the Bureau requires Missions to submit the Mission Director's Narrative Overview and the Financial Summary Table (including a Pipeline Analysis Table). In conjunction with the Agency's Portfolio Review System, Missions are also required to submit an ABS Table IV and a Project Category and Outlier Matrix. (State 125805, attached, explains the requirements of the Portfolio Review System.)

Attachment: Guatemala SAR

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June 4, 1993

FROM: Director USAID/Guatemala, Terrence J. Brown

TO: A-AA/LAC, Stacy Rhodes

THROUGH: LAC/DR, Eric Zallman

SUBJECT: Mission Director's Narrative--Semi-Annual Reports (SARs) for
Period Ending March 31, 1993

1. GENERAL PROCEDURAL COMMENTS

a) Revised Portfolio Review System: While the reporting period marked the beginning of the Agency-wide Portfolio Review System, the Mission did not have to significantly modify its semi-annual project review process. The new summary information to be submitted to AID/W does not result in any significant increase in our workload. However, we remain unclear as to the utility of a stand alone matrix reflecting, what often seem arbitrary, "exceptions." (One indicator, "Size of Pipeline," seems particularly illogical. Instead of dividing the project pipeline by the average annual obligations over a three-year period, it would make more sense to divide the pipeline by the average expenditures over the period.) While I have always considered the SARs a valuable project implementation and planning tool for the Mission, it would be useful for us to receive feedback on the Agency's new efforts to centralize, coordinate and react to Mission submissions. We are also interested in the status of the Agency's plans to convert to a uniform data base systems for project-level reporting.

b) Project-level Mission Management: During the reporting period, the Mission formed Sectoral Implementation Committees to provide on-going, consistent, team-based oversight of the USAID/Guatemala Program. These Committees, comprised of project managers and support office representatives, meet and report to me on a monthly basis, identifying issues, determining courses of action, and assigning responsibilities relating to audits, funds management, procurements, coordination with counterparts, and other implementation concerns. These six Committees (one for each technical area in the Portfolio) have been successful in shifting the burden of project management from one person (the project manager) to the Controller's/Contracts/Program-Projects Office/Technical Office Team. The impact of this approach was evident in the quality of SAR Reviews just completed, as major issues had been dealt with comprehensively throughout the period. Therefore, the week-long SAR reviews served as a forum for reporting on actions already taken/planned and consulting with me on

required follow-up relating to only the most serious issues. We intend to formalize the Sectoral Implementation Committees, incorporating the ROCAP portfolio and personnel, in a new Mission Order on Project Management during the next few months.

2. PORTFOLIO OVERVIEW

The USAID/Guatemala portfolio continues to become more focused around the Mission's approved Strategic Objectives. While 12 "other" projects remain active, none of these projects (except the Special Development Fund) are likely to receive additional funding, and will be phased out over the next 1-2 years. The Mission will continue to obligate approximately \$100,000 to \$200,000 per year under the Special Development Fund (520-0145) to support community-level infrastructure activities. As part of these focusing efforts, the Mission has taken steps to rationalize project-level monitoring and evaluation so as to better feed the Mission's and Bureau's Program Performance Assessment System. Included in these efforts is the Mission's analysis of the possibility of utilizing a geographic information system to more effectively attribute and present the developmental impact of A.I.D. projects in Guatemala. We expect to finalize these plans by the end of FY 1993.

3. PIPELINE

During the period, the Mission's project pipeline was reduced by more than \$20.0 million to \$78.7 million. While almost all FY 1993 obligations (approximately \$30.0 million if we retain access to FY 1992 ESF carryover) will take place during the next six months, we also intend to deobligate more than \$10.0 million during the same period. The Mission's steady trend towards reducing its pipeline (from approximately \$112 million at the end of FY 1991) reflects project implementation which has remained generally on track, successful efforts to shift resources within projects to better address developmental needs, and serious scrutiny of project pipelines to deobligate excess funds. At this point, only the Maya Biosphere (0395) and Highlands Water and Sanitation (0399) Projects have pipelines that are of concern. (These concerns are discussed below.)

4. MORTGAGE

The mortgage of the Mission's portfolio increased slightly over last semester (by approximately \$1.0 million to \$53.9 million). However, of this total, approximately \$3.6 million is from projects that are terminating and from which funds have already been deobligated without adjusting the authorization. Additionally, the Mission is unlikely to fund the mortgages

of the Rural Electrification, Small Farmer Coffee, and Guatemala Peace Scholarship Projects (a total of approximately \$6.5 million). As final decisions are made regarding the LOP funding of these projects, authorizations will be amended, further reducing the Mission's mortgage. Given present planning levels, only the \$1.1 million mortgage of the Democratic Institutions Project might prove problematic because of the anticipated shortage of ESF and unrestricted DA funding.

5. ACTIVITY HIGHLIGHTS

a) Highlands Agricultural Development Project (520-0274): Based on the results of a non-federal audit, disbursements under the Ministry of Agriculture component were suspended in April 1992. Of the 13 audit recommendations, 12 were closed during the reporting period, and 1 is resolved pending payment of a Bill for Collection. The Mission is prepared to resume reimbursing the Ministry for costs incurred during the suspension and the remainder of the Project. The Ministry continued to implement the Project and restructured the Project Implementation Unit during the suspension period, and it is therefore expected that all planned EOPS will be achieved. Support for activities related to private sector promotion of non-traditional exports, watershed & pesticide management, and private sector extensionist services to farmers proved particularly successful. These pilot activities will be continued under new projects with the intent to steadily decrease the percentage of A.I.D. support and consolidate technical advances.

b) Altiplano Higher Education (520-0304): While promoting university-level education amongst Mayans no longer fits within the strategic framework of the USAID/Guatemala Program, this Project will have achieved significant impact by its December 1993 PACD. A.I.D. funding has been instrumental in the development and implementation of recruitment and scholarships systems, curriculum development, and career enhancement of Mayan groups served by the Highlands branch campus of the Rafael Landivar University. It is expected that more than 600 Mayans, who previously had little access to higher education, will have received short-term training or bachelor/associate degrees by PACD. The University will continue to utilize the systems that have been developed under this Project (indeed the University will cover 100% of the costs after September), and job placement efforts have been largely successful.

c) Immunization and ORT (520-0339): During the life of this Project (authorized in August 1985), significant problems and delays have resulted from difficulties in meeting conditions precedent and suspension of A.I.D. funding due to financial/administrative anomalies identified in a February

1990 audit. However, since the suspension was lifted in June 1991, immunization coverage is back up to 68% (70% is the Project' target) and a U.S. institutional contractor (Clapp & Mayne) has made great strides in reestablishing the Ministry of Health's (MOH) cold chain, and is positioned to provide important administrative and management assistance that will enhance the sustainability of service delivery after PACD. Another contractor, PATH, is on schedule to complete the renovation of LAPROMED's oral rehydration salts production facility by November 1993. Finally, the Mission has proposed an amendment to the Project (\$3.0 million in A.I.D. funds, a similar amount of new counterpart, and more than \$800,000 repaid by the MOH as a result of the audit cited above) to add an acute respiratory illnesses component and consolidate the administrative strengthening of the Ministry.

d) Guatemala Peace Scholarships (520-0393): This Project was originally authorized at a \$37.0 million LOP level in 1990. However, due to the shrinking resource levels allocated for the USAID/Guatemala Program, authorized LOP funding has been reduced to \$15.0 million. Despite the reduced scope of the Project, the training mechanisms which have been put in place by Development Associates continue to be critical to the achievement of the Mission's "Sustained Exercise of Inalienable Rights" Strategic Objective. Furthermore, the Mission has focused training through this Project in areas that not only promote our democratic interests, but which also technically complement our other Strategic Objectives. We also expect to maximize the medium and long-term impact of U.S.-based training by placing greater emphasis on in-country follow-on training throughout the remainder of the Project.

6. SIGNIFICANT PROBLEMS AND DELAYS

a) GOG Counterpart: The Mission ended all project advances to the GOG as of January 1, 1993 (except for the Basic Education Strengthening Project which had access to advances through March 31, 1993). Though the GOG has used PL-480 associated local currency to establish a rotating fund for A.I.D. projects, not all implementing ministries were able to gain access to the fund in a timely manner. Furthermore, since the GOG has yet to amend the decree that established the A.I.D.-specific fund to allow for the payment of project-related salaries, ministries must depend on their uncertain access to adequate resources from the GOG global rotating fund. Due to the lack of coordination between the Ministry of Finance and line ministries, as well as what may be decisions based on strict IMF fiscal targets, the availability of timely GOG counterpart has emerged as a generic concern across the Mission's portfolio.

b) Pilot Commercial Land Markets (520-0343): Prior to this reporting period, the Mission already had concerns about the feasibility of many of the initiatives undertaken by the Penny Foundation under this Project. However, a recently completed audit and technical review of Penny Foundation activities revealed problems that go beyond those attributable to falling coffee prices and the decreasing liquidity of Penny Foundation accounts. Indeed, preliminary findings indicate an unacceptably slow land titling process, undocumented credits to farmers, overcharging for inputs, and questionable investments in land and coffee processing plants. During the next several months, the Mission, in consultation with the RIG, will be analyzing the results of the audit and identifying appropriate actions to be taken.

c) Rural Electrification III (520-0353): Based on a RIG audit of the Mission's commodity end-use systems, an assessment will be performed of the use of commodities under this Project. Additionally, unused commodities from the terminated Rural Electrification II Project must be transferred to the active project. To date, construction under the Project has been slower than planned. The assessment will allow the Mission to determine the appropriateness of current construction targets, and revise them as needed. Regardless of the result of the assessment, it is unlikely that the Mission will finance the remaining \$1.5 million project mortgage.

d) Basic Education Strengthening (520-0374): While this Project has had particular difficulty in phasing-out dependence on A.I.D. advances, it remains a "C" Project only because of the ongoing reprogramming exercise which responds to the concerns raised in the mid-term evaluation regarding the institutionalization and sustainability of project activities and which continues to demand significant Mission management attention. However, negotiations with the Ministry of Education have been finalized, and it is expected that the Project Amendment will be approved in June-July 1993.

e) Maya Biosphere (520-0395): The targets under the NGO component of this project continue to be met. Likewise, CONAP, with the apparently increased cooperation of other GOG entities (the military, the Public Ministry) can point to several notable successes in protecting the Biosphere. However, CONAP remains a weak institution, with limited support from the Presidency. The Mission, in conjunction with the Embassy and other donors, continues to bring these institutional problems to the attention of high level GOG officials. The Mission has been considering the possibility of amending the Project in FY 1995 to expand/accelerate NGO activities. Decisions related to the possible amendment of the Project and CONAP's status, as well as the effective use of the nearly \$1.0 million in the CONAP pipeline, will be addressed in a September evaluation of the Project.

f) Highlands Water and Sanitation (520-0399): Problems related to the Project's pipeline and access to counterpart resources are the most serious in the portfolio. Largely due to the FY 1992 congressional hold on the Trade and Investment Sector Program, the remaining project mortgage was financed last year. Therefore, while the Project is fully funded and has more than \$9.0 million in the pipeline, the Ministry of Health (MOH) was slow to meet conditions precedent to disbursement, some MOH positions under the Project have yet to be established, and the lack of GOG counterpart has made construction nearly impossible. The Mission will continue its efforts to encourage the GOG to take the necessary steps to rectify this Project's problems. However, if execution is not accelerated shortly, the Mission will need to make a decision as to the overall feasibility of the Project.

- Attachments:
- 1) Financial Summary Table (Active Projects)
 - 2) Financial Summary Table (Terminated Projects)
 - 3) Pipeline Analysis
 - 4) Exceptions Matrix
 - 5) FY 1994 ABS Table IV (Draft)

Drafter:	TDelaney, PDSO	<u>TRD</u>	Date	<u>6/4/93</u>
Clearances:	TTruong, OEPA	<u>Draft TRD</u>	Date	<u>6/4/93</u>
	PNevick, ORD	<u>Draft TRD</u>	Date	<u>6/2/93</u>
	TCornick, TIO	<u>Draft TRD</u>	Date	<u>6/2/93</u>
	GCook, OH&E	<u>Draft TRD</u>	Date	<u>6/2/93</u>
	BArellano, ODDT	<u>Draft TRD</u>	Date	<u>6/2/93</u>
	EWarfield, PDSO	<u>EBW</u>	Date	<u>4/4/93</u>
	SWingert, DDIR	<u>SL</u>	Date	<u>6/7/93</u>

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FINANCIAL SUMMARY OF GUATEMALA PORTFOLIO OCTOBER 1, 1992 THROUGH MARCH 31, 1993 (S000)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
[REDACTED]																	
ACTIVE PROJECTS																	
5200332.00	FARM-TO-MARKET AC(L)	03/20/85	03/19/95	80	62	27,900	0	27,856	44	11,275	850	962	113	17,543	10,313	1,480	
5200332.00	FARM-TO-MARKET AC(G)	03/20/85	03/19/95	80	69	2,100	0	2,100	0	722	42	84	200	1,462	638	46	
5200341.00	PRIVATE ENTERPRIS(G)	08/31/87	12/31/93	88	68	10,000	100	9,974	26	4,061	1,322	1,035	78	6,848	3,126	1,268	
5200380.00	ENTREPRENEURIAL L(G)	07/31/89	03/31/93	100	99	1,250	0	1,250	0	144	144	144	100	1,250	0	0	
5200381.00	SMALL FARMER COFF(G)	07/26/89	07/21/97	46	37	11,000	0	8,029	2,971	5,425	679	391	57	2,995	5,034	890	
SUBTOTAL TRADE AND INVESTMENT				79	67	52,250	100	49,209	3,041	21,627	3,037	2,616	86	30,098	19,111	3,684	
5200339.00	IMMUNZTN & ORAL R(G)	08/27/85	09/30/94	83	72	16,418	0	16,418	0	5,453	2,369	884	37	11,849	4,569	2,057	
5200357.00	FAMILY HEALTH SER(G)	09/01/92	08/31/96	14	26	29,500	0	6,481	23,019	6,481	2,432	1,715	70	1,715	4,767	2,480	
5200399.00	HIGHLANDS WATER A(G)	09/27/91	12/31/96	28	3	9,500	0	9,500	0	9,407	349	230	65	322	9,178	811	
5200408.00	CARE WATER AND SA(G)	09/26/91	06/30/93	85	85	500	0	500	0	330	230	256	111	426	74	100	
SUBTOTAL SMALLER HEALTHIER FAMILIES				53	47	55,918	0	32,899	23,019	21,671	5,380	3,085	57	14,312	18,988	5,448	
5200282.00	RURAL PRIMARY EDU(G)	12/27/84	07/30/93	96	100	3,300	0	2,745	555	0	250	0	0	2,745	0	0	
5200282.00	RURAL PRIMARY EDU(L)	12/27/84	07/30/93	96	86	10,204	0	8,218	1,986	1,177	0	36	0	7,077	1,141	0	
5200364.00	PRIVATE SECTOR ED(G)	07/30/87	05/31/93	97	82	1,500	0	1,500	0	306	0	37	0	1,231	269	0	
5200374.00	BASIC EDUCATION S(G)	07/07/89	07/01/95	62	58	30,090	0	14,776	15,224	9,567	2,969	3,491	117	8,700	6,076	3,363	
SUBTOTAL BASIC EDUCATION				88	82	45,004	0	27,239	17,765	11,050	3,219	3,564	111	19,753	7,486	3,363	
5200274.00	HIGHLANDS AGRICUL(L)	09/30/83	09/30/93	94	84	13,500	0	12,004	1,496	1,831	0	0	0	10,173	1,831	1,489	
5200274.00	HIGHLANDS AGRICUL(G)	09/30/83	09/30/93	94	74	18,600	0	18,316	284	6,663	2,142	1,990	92	13,643	4,673	4,515	
5200395.00	MAYA BIOSPHERE PR(G)	09/30/90	08/30/96	42	37	10,500	0	8,400	2,100	6,054	450	807	179	3,153	5,247	540	
SUBTOTAL NATURAL RESOURCE MANAGEMENT				77	65	42,600	0	38,720	3,880	14,548	2,992	2,797	108	26,969	11,751	6,544	
5200000.40	PUBLIC MINISTRY STRE	01/23/92	09/30/93	0	0	140	0	140	0	140	0	3	0	1	136	136	
5200393.00	GUATEMALA PEACE S(G)	04/30/90	08/31/96	46	58	15,000	(4)	12,066	2,934	6,838	2,555	1,790	70	7,021	5,044	1,714	
5200398.00	DEMOCRATIC INSTT(G)	09/30/90	09/30/97	35	25	6,000	0	4,942	1,058	3,953	459	285	62	1,274	3,668	607	
5200407.00	JUDICIAL SECTOR R(G)	00/00/00	09/30/93	0	0	450	0	0	450	0	0	0	0	0	0	0	
SUBTOTAL SUST. EXERCISE OF INALIENABLE RIGHTS				20	21	21,990	(4)	17,148	4,442	10,931	3,014	2,078	69	8,296	8,848	2,457	

**FINANCIAL SUMMARY OF GUATEMALA PORTFOLIO
OCTOBER 1, 1992 THROUGH MARCH 31, 1993
(\$000)**

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
TERMINATED PROJECTS																	
5200288.00	EXPANSION FAMILY (G)	08/31/82	08/31/92	100	96	35,331	(557)	34,744	0	1,899	0	23	0	33,424	1,320	0	
5200320.00	PRIMARY EDU MGT I(G)	06/31/87	12/31/91	100	87	500	0	500	0	65	0	5	0	440	60	0	
5200337.00	PRIVATE SECTOR DE(G)	03/27/85	03/27/90	100	98	1,700	0	1,700	0	24	0	0	0	1,676	24	0	
5200362.00	CENT. AMER. PEACE(G)	04/30/87	07/31/92	100	98	26,200	0	26,200	0	469	0	86	0	25,816	384	0	
5200363.00	AGRIC PROD & MKT (G)	07/31/87	12/31/92	100	72	1,400	0	1,400	0	394	20	10	50	1,015	385	0	
5200369.00	IMPROVED ADMIN. O(G)	09/25/88	12/31/91	100	93	5,000	(289)	3,111	0	480	0	0	0	2,920	192	0	
5200386.00	GUA STRENGTHENING(G)	08/16/88	04/15/91	100	94	1,700	0	1,700	0	86	0	0	0	1,614	86	0	
5200998.00	CENTRAL AMERICA E(G)	06/30/89	06/30/91	100	99	1,000	0	1,000	0	136	0	128	0	993	8	0	
SUBTOTAL TERMINATED PROJECTS				100	92	72,831	(846)	70,355	0	3,553	20	252	1,260	67,898	2,459	0	

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**FINANCIAL SUMMARY OF GUATEMALA PORTFOLIO
OCTOBER 1, 1992 THROUGH MARCH 31, 1993
(\$000)**

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
PROJECTS		NO. OF PROJECTS															
SUBTOTAL ACTIVE PROJECTS		66	60	281,679	(964)	227,757	53,922	96,696	21,514	16,887	78	148,874	78,811	25,965			
SUBTOTAL TERMINATED PROJECTS		100	92	72,831	(846)	70,355	0	3,553	20	252	1,260	67,898	2,459	0			
FINAL TOTAL		83	76	354,510	(1,810)	298,112	53,922	100,249	21,534	17,139	80	216,772	81,270	25,965			

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Report Option:

(0 = Projects by Mission)

Pipeline Analysis
USAID Guatemala - 520
as of March 31, 1993
(000)

Project Number	Project Title	Cumulative Obligation	FY Obligations (4)									Pipeline	Pipeline (6)							
			1986	1987	1988	1989	1990	1991	1992	1993	3/31/93	1986	1987	1988	1989	1990	1991	1992	1993	
0145	SPECIAL DEVELOPMENT ACTIVITY G	1,263	398	100	100	100	100	200	254		11	43								
0274	HIGHLANDS AGRICULTURAL DEVE G	19,316	1,816		3,800	5,500	4,000	1,700	1,500			4,673	110		331	945	1,085	1,063	1,140	
0274	HIGHLANDS AGRICULTURAL DEVE L	12,004	12,004																27	
0276	AGRI-BUSINESS DEVELOPMENT NT G	1,335	1,335									1,831	1,831							
0276	AGRI-BUSINESS DEVELOPMENT NT L	9,297	9,297									0	0							
0282	RURAL PRIMARY EDUCATION IMP G	2,745	2,745									0	0							
0282	RURAL PRIMARY EDUCATION IMP L	8,218	8,218									0	0							
0286	COOPERATIVE STRENGTHENING G	15,430	11,000					1,000	2,800	850		1,141	1,141							
0286	EXPANSION FAMILY PLANNING S G	34,744	8,656	3,450	7,919	5,379	5,360	4,000				3,833	821					2,062	850	
0304	ALTIPLANO HIGHER EDUCATION G	5,000	5,000									1,320	105	79	444	339	319	33		
0320	PRIMARY EDU NET IMPR G	500	500									943	943							
0332	FARM-TO-MARKET ACCESS ROADS G	2,100	1,100	1,000								60		60						
0332	FARM-TO-MARKET ACCESS ROADS L	27,856	10,322	7,220	9,934	379						638	52	586						
0337	PRIVATE SECTOR DEV. COORDIN G	1,700	1,500			200						10,313	387	2,261	7,285	379				
0339	IMPROVING & ORAL NUTRITION TH G	16,418	9,700	6,718								24								
0341	PRIVATE ENTERPRISE DEVELOPM G	9,974		6,679	1,779	877	190	348				4,569	707	3,862						
0343	PILOT COMMERCIAL LAND PHASE G	13,500	2,000	7,465	1,035		2,600	400			110	3,126		1,739	750	380		146	110	
0353	RURAL ELECTRIFICATION III G	8,500					3,300	2,000	2,000	1,200		1,252		261				591	400	
0357	FAMILY HEALTH SERVICES G	6,481										3,352						558	1,200	
0362	CENT. AMER. PEACE SCHOLAR. G	26,200		19,200		7,000						4,767							4,767	
0363	AGRIC PROD & MKT SERV-ATPLD G	1,400		200	300	600			300			384		203		181				
0364	PRIVATE SECTOR EDUC INITIAT G	1,500		1,500								385		5	46	168		166		
0369	IMPROVED ADMIN. OF JUSTICE G	3,111			965	2,146						269		269						
0371	FISCAL ADMINISTRATION PROJ G	12,400				1,400	3,400	4,200	3,400			192			192					
0374	BASIC EDUCATION STRENGTHEN G	14,776				3,500	3,335	4,421	3,520			2,291						37	2,254	
0380	ENTREPRENEURIAL DEV. OPS G	1,250				925	100	225				6,076								
0381	SMALL FARMER COFFEE IMPROVE G	8,029				2,617	2,032	585	2,795			0								
0383	SPECIAL PROJECT ASST FUND P G	171				69	2		100			5,034								
0384	DEVELOPMENT TRAINING G	5,890										30							30	
0386	GUA STRENGTHENING OF DONOR G	1,700			3,014	1,337	1,539					1,125								
0393	GUATEMALA PEACE SCHOLARSHIP G	12,066			700	500	500					86			354	110	661			
0395	MAYA BIOSPHERE PROJ ONVARE G	8,400					4,079	5,337	2,650			5,044								
0398	DEMOCRATIC INSTITUTIONS G	4,942					1,310	5,291	1,799			5,247						2,395	2,850	
0399	HIGHLANDS WATER AND SANITAT G	9,500					590	1,495	2,858			7,668						551	2,897	
0408	CARE WATER AND SANITATION G	506										4,559	4,941					239	692	
0409	CHILD IN NEED G	300										74							4,236	
0958	CENTRAL AMERICAN ENERGY RESU G	1,000										158							74	
Total by Mission:			308,536	85,091	54,003	29,615	36,762	32,135	38,261	32,548	121	81,134	6,197	9,325	9,263	5,134	5,103	17,678	28,311	121

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EXCEPTIONS MATRIX
USAID/GUATEMALA PORTFOLIO
October 1, 1992 - March 31, 1993

Project No.	Project Name	Date of Init. Oblig.	Project Rating	Status of CP's	**Size of Pipeline	Age of Pipeline	Accrued Expend.	Uncommitted Balance	EOPS-A	EOPS-B	Audit-A	Audit-B	Eval-A	Eval-B
520-0145	Special Development (G)	10/01/92	B											
520-0274	Highlands Agriculture (G/L)	09/30/03	B								N/A		✓	
520-0282	Rural Primary Education (G/L)	02/27/85	B								✓			
520-0286	Cooperative Strengthening (G)	06/18/86	A		✓								✓	
520-0304	Altiplano Higher (G)	06/19/86	B										✓	
520-0332	Farm-to-Market Roads (G/L)	03/20/85	B		✓✓	✓✓							✓	
520-0339	Immunization & ORT (G)	08/25/85	B		✓	✓	✓				✓			
520-0341	Private Enterprises (G)	06/31/87	B		✓✓									
520-0343	Pilot Commercial Land Mkts(G)	08/30/85	C				✓✓			✓				
520-0353	Rural Electrification (G)	08/25/89	B								✓			
520-0357	Family Health Service (G)	09/11/92	B											
520-0364	Private Sector Ed. (G)	07/31/87	B											
520-0371	Fiscal Administration (G)	07/31/89	B											
520-0374	Basic Ed. Strengthening (G)	07/07/89	C		✓✓						N/A			
520-0380	Entrepreneurial Development (G)	07/31/89	B							✓	✓			
520-0381	Small Farmer Coffee (G)	07/26/89	B		✓✓		✓				N/A			
520-0383	Special Project Assist (G)	01/04/88	B		✓✓		✓							
520-0384	Development Training (G)	08/12/88	B		✓✓		✓				N/A		N/A	
520-0393	Guatemala Peace Scholarship (G)	04/30/90	A		✓✓						N/A		✓	

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Project No.	Project Name	Date of Init. Oblig.	Project Rating	Status of CP's	**Size of Pipeline	Age of Pipeline	Accrued Expend.	Uncommitted Balance	EOPS-A	EOPS-B	Audit-A	Audit-B	Eval-A	Eval-B
520-0395	Maya Biosphere Project (G)	09/30/90	B		✓✓						✓			
520-0398	Democratic Institutions (G)	09/30/90	A		✓✓								✓	
520-0399	Highlands Water & Sanitation (G)	08/27/91	C		✓✓						✓			
520-0408	Care Water and Sanitation (G)	09/26/91	B						✓					
520-0000.6	Child in Need (PD&S)	09/31/91	B											
N/A	PL-480 Title II	N/A	B	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
520-0000.4	Public Ministry Streight (PD&S)	01/23/92	B											

**Pipeline/three-year expenditure average

PDSOPUBDOCSSARTAB

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

PROJECT NUMBER	FUND SRC	NPA IND	OBLIG DATE INIT/FINAL	--TOTAL COST-- AUTH PLAN	OBLIG THRU FY 1991	--FY 1992 EST.-- OBLIG ATIONS	EXPEND ITURES	-----FY 1993 PLANNED----- OBLIG ATIONS	EXPEND ITURES	YR END MORTGAGE	--FY 1994 PROP.-- OBLIG ATIONS	EXPEND ITURES	FY 1995 OBLIG PROP	
520-0000			PROGRAM DEVELOPMENT AND SUPPORT											
	FN G		86 C		11,375	385	135	175	1,377		200	200	200	
	PN G		86 C		1,030	100	363	36	119				60	
	HE G		86 C		1,520	80	252							
	CS G		86 C		546	261	502	90	90		99	99	170	
	CS G		86 C		546									
	EH G		86 C		2,614	80	60		206		40	40	40	
	SD G		86 C		3,869	264	202	616	1,113		220	200	220	
	ES G		86 C		444									
	PROJECT TOTAL:			0	0	21,944	1,170	1,514	917	2,905	0	559	539	690
520-0145			SPECIAL DEVELOPMENT FUND											
	SD G		63 C	2,171	2,867	2,002	256	320	200	348		200	200	200
520-0245			RURAL ENTERPRISES DEVELOPMENT											
	FN G		79 83	850	735	735								
	FN L		79 83	6,000	3,615	3,615								
	PROJECT TOTAL:			6,850	4,350	4,350	0	0	0	0	0	0	0	
520-0251			COMMUNITY-BASED HEALTH AND NUTR SYSTEMS											
	HE L		80 85	9,500	9,500	9,500								
520-0255			SMALL FARMER DIVERSIFICATION SYSTEMS											
	FN G		81 85	3,696	3,537	3,537								
	FN L		81 85	4,350	4,294	4,294								
	PROJECT TOTAL:			8,046	7,831	7,831	0	0	0	0	0	0	0	
520-0261			LOW COST HOUSING											
	SD G		88 89	600	600	600								
520-0274			HIGHLANDS AGRICULTURAL DEVELOPMENT											
	FN G		83 93	24,100	18,600	17,100	1,500	3,172		3,500		3,500		
	FN L		83 93	13,500	13,500	13,500		11						
	PROJECT TOTAL:			37,600	32,100	30,600	1,500	3,183	0	3,500	0	0	3,500	0
520-0276			AGRI-BUSINESS DEVELOPMENT											
	ES G		85 89	3,000	2,679	2,679								
520-0281			INTEGRATED NON-FORMAL EDUCATION											
	EH G		82 85	860	816	816								
	EH L		82 85	3,000	1,980	1,980								
	PROJECT TOTAL:			3,860	2,796	2,796	0	0	0	0	0	0	0	
520-0282			RURAL EDUCATION IMPROVEMENT											
	EH G		85 92	3,300	3,300	3,300		85	500			532		
	EH L		85 92	10,204	10,204	10,204		1,630	1,500			1,000		
	PROJECT TOTAL:			13,504	13,504	13,504	0	1,715	0	2,000	0	0	1,532	0

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

PROJECT NUMBER	FUND SRC	NPA IND	OBLIG DATE INIT/FINAL	--TOTAL COST-- AUTH PLAN	OBLIG THRU FY 1991	--FY 1992 EST.-- OBLIG ATIONS	EXPEND ITURES	-----FY 1993 PLANNED----- OBLIG ATIONS	EXPEND ITURES	YR END MORTGAGE	--FY 1994 PROP.-- OBLIG ATIONS	EXPEND ITURES	FY 1995 OBLIG PROP	
520-0286			COOPERATIVE STRENGTHENING											
	FN	G	86 92	19,000	15,450	14,600	850	1,807		1,248		2,000		
520-0288			EXPANSION OF FAMILY PLANNING SERVICES											
	PN	G	82 91	24,501	28,131	28,131		5,458						
	CS	G	82 91	6,830	7,200	7,200		1,930						
	PROJECT TOTAL:			31,331	35,331	35,331	0	7,388	0	0	0	0	0	
520-0304			ALTIPLANO HIGHER EDUCATION											
	EH	G	86 86	5,000	5,000	5,000		513		700		585		
520-0320			PRIMARY EDUCATION MANAGEMENT IMPROVEMENT											
	EH	G	87 87	500	500	500		24						
520-0332			FARM-TO-MARKET ROADS											
	FN	G	87 93	1,100	1,400	1,100		100	300	401				
	FN	L	87 93	22,400	22,399	22,399		1,547		1,500		3,350		
	ES	G	87 93	1,000	1,000	1,000		53		149		149		
	ES	L	87 93	5,500	5,500	5,500		248						
	PROJECT TOTAL:			30,000	30,299	29,999	0	1,948	300	2,050	0	0	3,499	0
520-0335			RURAL WATER AND SANITATION II - OPG											
	HE	G	85 85	1,000	875	875								
520-0336			RURAL WATER, OPG											
	HE	G	85 90	900	900	900		5						
	SD	G	85 90	600	600	600		14						
	PROJECT TOTAL:			1,500	1,500	1,500	0	19	0	0	0	0	0	
520-0337			PRIVATE SECTOR DEVEL COORDINATION, OPG											
	SD	G	85 89	1,700	1,700	1,700								
520-0339			IMMUNIZATION/CHILD SURVIVAL											
	HE	G	85 93	8,348	8,348	8,348				535		1,146		
	CS	G	85 93	5,570	8,570	5,570		427	3,000	2,156		2,000		
	ES	G	85 93	2,500	2,500	2,500				289		490		
	PROJECT TOTAL:			16,418	19,418	16,418	0	427	3,000	2,930	0	0	3,636	0
520-0341			PRIVATE ENTERPRISE DEVELOPMENT											
	FN	G	87 93	2,050	2,050	2,050		475		468				
	SD	G	87 93	7,954	7,954	7,824		1,000	130	2,008		1,906		
	PROJECT TOTAL:			10,004	10,004	9,874	0	1,475	130	2,476	0	0	1,906	0
520-0343			PILOT COMMERCIAL LAND MARKETS II (OPG)											
	FN	G	85 91	14,500	13,500	13,500		788		800		754		

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

PROJECT NUMBER	FUND SRC	NPA IND	OBLIG DATE INIT/FINAL	--TOTAL COST-- AUTH PLAN	OBLIG THRU FY 1991	--FY 1992 EST.-- OBLIG ATIONS	EXPEND ITURES	-----FY 1993 PLANNED----- OBLIG ATIONS	EXPEND ITURES	YR END MORTGAGE	--FY 1994 PROP.-- OBLIG ATIONS	EXPEND ITURES	FY 1995 OBLIG PROP
520-0344			ELECTRICAL POWER RESERVE										
	SD	G	85 85	7,000 6,882	6,882								
520-0348			ASSINDES PVO DEVELOPMENT PROGRAM										
	SD	G	86 90	2,443 2,443	2,443		83						
520-0353			RURAL ELECTRIFICATION III										
	FN	G	89 95	10,000 9,000	7,300	1,200	2,258		1,200	500	500	1,500	
520-0355			GUATEMALA DA'RY DEVELOPMENT										
	FN	G	86 86		1,200	1,200							
520-0357			FAMILY HEALTH SERVICES										
	PN	G	92 95	24,234 24,734		4,766	200	6,564	4,000	13,404	8,289	4,000	5,115
	CS	G	92 95	5,266 5,266		1,715	100	2,054	2,000	1,497	1,497	2,000	
	PROJECT TOTAL:			29,500 30,000	0	6,481	300	8,618	6,000	14,901	9,786	6,000	5,115
520-0362			GUATEMALA PEACE SCHOLARSHIPS										
	FN	G	87 89	424 424	424		5						
	PN	G	87 89	208 208	208		2						
	EH	G	87 89	5,006 5,006	5,006		122						
	ES	G	87 89	20,562 20,562	20,562		811						
	PROJECT TOTAL:			26,200 26,200	26,200	0	940	0	0	0	0	0	0
520-0363			AG PROD & MARKET SERVICES PVO - OPG										
	FN	G	87 92	1,400 1,400	1,400		176						
520-0364			PRIVATE SECTOR EDUCATION INITIATIVES										
	EH	G	87 87	1,500 1,500	1,500		146		100				
520-0369			ADMINISTRATION OF JUSTICE IMPROVEMENT										
	ES	G	88 91	5,000 4,606	4,606		159						
520-0371			FISCAL ADMINISTRATION IMPROVEMENT										
	EH	G	89 92	400									
	SD	G	89 92	2,700 2,700	2,400	300	301						
	ES	G	89 92	9,300 9,300	6,200	3,100	3,097		3,161				
	PROJECT TOTAL:			12,400 12,000	8,600	3,400	3,398	0	3,161	0	0	0	0
520-0374			BASIC EDUCATION STRENGTHENING										
	EH	G	89 95	30,000 30,000	11,256	3,520	3,722	2,410	4,500	12,814	3,000	4,500	3,000
520-0376			GUATEMALA JUDICIAL DEVELOPMENT:										
	ES	G	87 90	2,283 2,283	2,283								

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

PROJECT NUMBER	FUND SRC	NPA IND	OBLIG DATE		OBLIG THRU FY 1991	--FY 1992 EST.--		-----FY 1993 PLANNED-----			--FY 1994 PROP.--		FY 1995 OBLIG PROP	
			INIT/FINAL	--TOTAL COST-- AUTH PLAN		OBLIG ATIONS	EXPEND ITURES	OBLIG ATIONS	EXPEND ITURES	YR END MORTGAGE	OBLIG ATIONS	EXPEND ITURES		
520-0377			MICRO BUSINESS PROMOTION (OPG)											
	SD G		87 92	2,092	2,092	2,092							90	
520-0378			ELECTION SYSTEM SUPPORT											
	SD G		87 90	1,400	1,400	1,400								
520-0379			VOLCANIC HAZARDS PREPAREDNESS											
	SD G		87 91	338	338	338							41	
520-0380			ENTREPRENEURIAL DEVELOPMENT											
	SD G		89 92	1,250	1,250	1,250							247	
520-0381			SMALL FARMER COFFEE											
	FN G		89 95	11,000	11,000	5,234	2,793	831		1,500	2,973	1,970	2,000	1,003
520-0383			SPECIAL PROJECT ASSISTANCE FUND (PC)											
	FN G		88 91	180	280	180	100	210						
520-0384			DEVELOPMENT PLANNING TRAINING AND SUPPOR											
	EH G		88 94	5,000	3,850	3,850		871					884	
	SD G		88 94	500	500	500				680			116	
	ES G		88 94	2,500	2,500	2,500				430				
	PROJECT TOTAL:			8,000	6,850	6,850	0	871	0	1,110	0	0	1,000	0
520-0385			ECONOMIC STABILIZATION PROGRAM											
	ES G		90 91	50,000	70,000	70,000		30,000						
520-0386			GUATEMALA STRENGTHENING OF DEMOCRACY											
	SD G		88 91	700	700	700								
	ES G		88 91	1,000	1,000	1,000								
	PROJECT TOTAL:			1,700	1,700	1,700	0	0	0	0	0	0	0	
520-0392			IRRIGATED AGRICULTURE SUPPORT											
	FN G		92 95											
520-0393			GUATEMALA PEACE SCHOLARSHIPS II											
	FN G		90 95	1,835	1,313	1,313		67						
	EH G		90 95	165	3,665		165			165	3,500		1,852	
	ES G		90 95	35,000	10,592	8,107	2,485	3,100		3,000			3,000	
	PROJECT TOTAL:			37,000	15,570	9,420	2,650	3,167	0	3,165	3,500	0	3,000	1,852
520-0395			MAYA BIOSPHERE NATURAL RESOURCES MGMT											
	FN G		90 95	4,000	2,560	2,560		1,000		1,000			502	
	SD G		90 95	6,500	8,829	4,041	1,779	1,275	250	1,000	2,759	909	1,000	
	PROJECT TOTAL:			10,500	11,389	6,601	1,779	2,275	250	2,000	2,759	909	1,502	1,850

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

PROJECT NUMBER	FUND SRC	NPA IND	OBLIG DATE		OBLIG THRU FY 1991	--FY 1992 EST.--		-----FY 1993 PLANNED-----			--FY 1994 PROP.--		FY 1995 OBLIG PROP	
			INIT/FINAL	AUTH		OBLIG ATIONS	EXPEND ITURES	OBLIG ATIONS	EXPEND ITURES	YR END MORTGAGE	OBLIG ATIONS	EXPEND ITURES		
520-0398 DEMOCRATIC INSTITUTIONS														
	EH G		90 95	922	500	500				194				
	ES G		90 95	4,457	4,457	1,600	2,857			500			500	
PROJECT TOTAL:				5,379	4,957	2,100	2,857	800	0	694	0	0	500	0
520-0399 HIGHLANDS WATER AND SANITATION														
	FN G		91 92	6,951	6,951	2,400	4,551			250			250	
	HE G		91 92	2,349	2,349	1,959	390			250			250	
	CS G		91 92	200	200	200				118				
PROJECT TOTAL:				9,500	9,500	4,559	4,941	174	0	618	0	0	500	0
520-0403 TRADE AND LABOR														
	FN G		93 93		1,315				1,315				529	
	ES G		93 93		5,400				5,400				1,500	
PROJECT TOTAL:				0	6,715	0	0	0	6,715	0	0	0	2,029	0
520-0404 COMMUNITY NATURAL RESOURCE MGT.														
	FN G		93 96											
	SD G		93 96		8,550				2,260	200	6,290	3,000	1,500	3,290
PROJECT TOTAL:				0	8,550	0	0	0	2,260	200	6,290	3,000	1,500	3,290
520-0405 ECONOMIC STABILIZATION														
	ES G		92 92											
520-0407 JUDICIAL SECTOR REFORM PROGRAM														
	ES G		93 95		8,000				5,000	100	3,000		1,000	3,000
520-0408 CARE WATER AND SANITATION														
	HE G		91 92	500	500	300	200			170			330	
520-0409 ORPHANS / DISPLACED CHILDREN														
	CS G		91 91	170										
	SD G		91 91	300	300	300				89				
PROJECT TOTAL:				470	300	300	0	89	0	211	0	0	0	0
520-0412 STREET KIDS SUPPORT														
	CS G	CT	93 93		1,500						1,500			
520-0998 CENTRAL AMERICA ENERGY SELF-SUFFICIENCY														
	ES G		89 89	1,000	1,000	1,000				125				
REPORT TOTAL:				485,319	506,209	412,097	33,697	71,393	29,800	43,896	48,237	19,924	43,182	20,000

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JUN - 3 1993

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

PROJECT NUMBER	FUND SRC	NPA IND	OBLIG DATE INIT/FINAL	--TOTAL COST-- AUTH 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

FN					11,379	12,674	1,790	13,244	3,473	2,670	14,585	1,203
PN					4,866	6,023	6,600	4,119	13,404	8,289	4,000	5,175
HE					670	427	0	1,115	0	0	1,396	0
CS					1,976	3,041	5,144	4,364	2,997	1,596	4,099	170
EH					3,765	7,405	2,410	8,545	16,314	3,040	7,541	4,892
SD					2,599	3,662	3,456	4,880	9,049	4,329	4,922	5,560
ES					8,442	38,161	10,400	7,629	3,000	0	6,639	3,000
REPORT TOTAL:					33,697	71,393	29,800	43,896	48,237	19,924	43,182	20,000

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UNCLASSIFIED
AGENCY FOR INT'L DEV.
TELECOMMUNICATIONS CENTER

OUTGOING
TELEGRAM

PAGE 01 OF 04 STATE 125805 241507Z 2862 026394 AID7410
ORIGIN AID-00

STATE 125805 241503Z 2862 026394 AID7410

INFO TREQ-01 /001 A7 07/1211Z

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.

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

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 REPEATED NOT AFFECTED BY THIS REQUIREMENT.

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
NEMA-03 ASSA-03 NEDP-03 OUT-01 ASEA-02 NEMS-02 LADP-04
NEAA-03 EUA/-02 EURM-01 EUDP-03 EUMS-02 IIPA-01 AFFW-02
WIDE-01 HFKB-01 /118 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

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.

DRAFTED BY: AIO/OAA/FA:RBURKE:RB
APPROVED BY: AIO/AA/FA:RAAHES
AID/DAA/A:BLANGMAID AIO/EC:GJOE
AID/ASIA/DR/PO:JOEMPSEY (DRAFT) AIO/EUR/POP:PO'FARRELL (DRAFT)
AIO/LAC/DPP:JSTEPANEK (DRAFT) AID/NE/DP:VMOLLDREM (DRAFT)
AID/R&D/PO:JBIERKE (DRAFT) AID/PRE/DP:RVAN RAALTE (DRAFT)
AID/AFR/DP:MBONNER (DRAFT)
AID/FHA/PPE:LTANNER (DRAFT)
AID/NIS/PAC:HJOHNSON (DRAFT)
AID/FA/IRM/PA:DDICIURCIO (DRAFT)
AID/POL:GHILL (DRAFT)
AID/A/AID:LROGERS (DRAFT)

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.

-----0760C3 241507Z /38

R 241507Z APR 93
FM SECSTATE WASHDC
TO AID WORLDWIDE

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

UNCLAS STATE 125805

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

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

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.)

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.

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.

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.

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

(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

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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:

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

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

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.

(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.

(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.

(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.

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

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

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

(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.

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

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

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(E) FOR THE FIRST ANNUAL REPORT ONLY, A BRIEF DESCRIPTION OF THE MISSION'S SEMIANNUAL 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 (OR 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 SEMIANNUAL 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 50 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

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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.
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