



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

PD-AAL-157
7/2/93

June 1, 1993

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

Attached for your information and file is a copy of the Jamaica 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: Jamaica SAR

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MEMORANDUM

TO: Peter Bloom, LAC/DR

INFO: K. Milow, FA/B

FROM: Robert S. Queener, USAID/Jamaica

DATE: May 17, 1993

SUBJECT: Mission Director's Narrative for the Portfolio Review period ending March 31, 1993

PORTFOLIO OVERVIEW

I have been generally pleased with the portfolio results we have achieved so far during FY93. We are consolidating our portfolio around three strategic objectives in accordance with the schedule we established in the Action Plan process, we have refined our program performance system, and we are making some important contributions to key development objectives. Our most important contributions have included helping Jamaica to: (1) stabilize its economy, (2) increase its exports and employment in selected sectors, (3) initiate important efforts to protect its natural resource base, and (4) continue to move toward a more sustainable health system with improved family planning and STD/HIV prevention efforts. Progress in the above areas occurred despite increasing fiscal austerity, significant staff cuts, and temporary disruptions caused by a parliamentary election and a cabinet reshuffle.

During this period USAID Jamaica also managed to reduce its pipeline by 10 percent and reduce its mortgage by 5 percent. To control portfolio proliferation during a time of declining staff and financial resources we do not intend to begin any new projects this fiscal year. Instead, we will continue to amend or close out existing projects as necessary to increase portfolio concentration and impact.

Our most significant problems over the period have included difficulties in expediting an orderly withdrawal from activities we wish to close, and assuring adequate management attention on our projects as staff rapidly decline.

PORTFOLIO HIGHLIGHTS: NOTABLE SUCCESSES

Strategic Objective One: Increased Foreign Exchange Earnings and Employment

Jamaica has made continuing strides in restructuring its economy. Positive results are that inflation, exchange rates and interest rates have all stabilized over the past year, and Jamaica was able to sign a three year Extended Fund Facility in December, 1992. USAID contributed to the stabilization process (Policy Reform in Support of Private Investment (532-0164) through our ESF- supported policy dialogue process that has emphasized foreign exchange liberalization and appropriate fiscal and monetary control. We continue to follow the economic situation closely as large government wage increases put pressure on fiscal controls, and foreign exchange shortages exert upward pressure on fixed exchange rates and price levels.

Export areas we are supporting under our Export Development Investment Promotion Project- EDIP- (532-0135) are growing rapidly and are currently meeting or exceeding our objectives. For example, targetted non-Agricultural exports grew from US\$1.02 billion to an estimated US\$1.26 billion between 1991-1992 compared with our objective of US\$1.2 billion. Technical assistance provided under EDIP has also facilitated the recent passage of the Fair Competition Act and "ready for passage" status of the Employee Share Ownership Act, two important pieces of legislation for a more liberalized economy. Privatization assistance under EDIP has also contributed to 10 new privatizations over the past year. To help assure continued good performance, we are in the process of amending the EDIP project to focus more tightly on areas with the most potential impact based on a recent project evaluation.

Agricultural exports have been given a boost through the "A" rated Hillside Agriculture Project (532-0101) which expects to show a sharp increase in cocoa and small holder coffee this year. More than 120 acres of cocoa and coffee were resuscitated and 480 acres were planted since September, 1992, with the cooperation of small farmers in impoverished hillside farming areas, and this is also helping to stabilize an area susceptible to severe erosion. We are working to help assure the important benefits from this project are sustainable over the long term.

The Inner Kingston Development Project (532-0120) has continued to show significant progress. Rehabilitation of the 83,000 square foot Public Buildings West was initiated in January of this year, and eight other properties as well as a mixed use housing project comprising almost 200,000 square feet in total are nearing start up. A USAID financed Downtown Development Plan is nearing completion, and a series of public hearings have generated significant interest in the Plan and future prospects for downtown Kingston. Finally, the KRC youth program was given a special achievement award by the International Downtown Association for its successful youth leadership development project.

University of the West Indies Management Education Project

(532-0129) received a favorable evaluation earlier this year, with the Executive MBA (EMBA) program at the Institute of Business (IOB) receiving particularly high marks for excellence. Key accomplishments include 52 graduates employed in productive sectors, major progress in cost recovery, and increasing emphasis on export marketing. However, sustainability of the IOB after the project's PACD was identified as an important issue in the evaluation. USAID has decided to protect its existing investment by providing \$1.25 million for an amendment to address this issue within the existing PACD.

The Microenterprise Development Project (532-0156) has been characterized by accelerating credit and training activity, and it has contributed to the creation or strengthening of over 1,300 jobs during the past year. Our emphasis on sound lending practices and financial sustainability has also been instrumental in convincing other donors dealing with informal sector credit to move toward market-oriented interest rates.

Strategic Objective Two: Improved Environmental Quality and Natural Resource Protection.

USAID has made important contributions to improve environmental quality and natural resource protection, our second Strategic Objective. A number of significant events occurred over the past several months: two USAID - assisted national parks were opened, the Environmental Fund for Jamaica under the EAI was registered in November and the Fund's Executive Director was hired. Moreover, we have helped the fledgling National Resource Conservation Authority with policy formulation, priority setting, and organizational development. The FY92 **Development of Environmental Management Organisations - DEMO - (532-0173) Project** is the Mission's flagship for addressing environmental objectives.

The North Coast Development Support (532-0168) After some initial difficulties on the contractor selection process, engineering design/supervision contractors have been selected for all project components, and all firms should be mobilized by June. Under the Negril water supply subproject, USAID-financed technical services have produced a water-loss (leakage) management plan, and initiated corrective action. We have also identified actions to provide an interim increase in output capacity of the water treatment plant to "bridge" the service period until construction of new plant facilities. Work is also advanced on a water quality baseline and monitoring system for the marine environment of Montego Bay, prior to the development of an improved sewerage treatment system to be financed by the OECF. However, the sewerage treatment system and other components of this joint USG-OECF financed program are falling behind schedule, and we are working with the GOJ and OECF to expedite the implementation process.

Strategic Objective Three - Healthy, Smaller Families:

Our activities to assure healthy, smaller families in Jamaica (Strategic Objective 3) have also yielded significant results despite the major challenges Jamaica has faced during a period of budgetary austerity. Under the Health Sector Initiatives Project (532-0152) The Health Ministry hiked health fees to cover more of actual costs, and AID-financed consultants are assisting with formulation of a long term cost recovery strategy. The Ministry has also begun decentralizing health care administration through appointment of CEO's, promoted broader use of generic drugs throughout the system, and contracted out catering and laundry services at an emphasis hospital near Kingston.

The AIDS/STD Prevention and Control Project was rated "A" as it successfully continued to strengthen AIDS/STD prevention services. There has been a significant decline in the incidence of syphilis as improvements in STD treatment facilities start to have their impact. Several successful media campaigns have been launched on AIDS/STDs, including a highly successful, locally produced musical drama financed by USAID that has been shown to 25,000 students.

Under the "A"-rated Family Planning Initiatives Project (532-0163), the NFPB has demonstrated increasing effective leadership in its policy, planning, and advocacy role. Among other things, the NFPB developed a strategy to fully privatize the existing contraceptive marketing program, and increased the price of social marketing contraceptives by an average of 66 percent. Even with the price increase, sales of condoms increased significantly. The NFPB also secured agreement to initiate the process for incorporating family life education in the schools. While claims to settle the NFPB fraud case are still pending, the NFPB instituted legal action to recover part of the funds, and submitted additional cost documentation to USAID to offset what cannot be recovered.

Other Concerns

In the Other Concerns area, the Sustainable Justice Reform Project (532-0175) is off to a good start with the appointment of the Chief Court Administrator, the establishment of the Justice Coordinating Council, establishment of the 16 court administrator positions and progress towards allowing additional court revenues to be retained by the court system. The Primary Education Assistance Project (532-0155) has continued with the successful School/Community Outreach Program for Education (SCOPE). Over the past six months it has conducted workshops to promote community involvement in education for more than 900 teachers, community leaders and principals. An AID-financed contractor began work in February to improve curriculum, instruction and testing in mathematics, and contract signature is imminent for the critical education policy analysis and management component added under the FY92 amendment.

SIGNIFICANT PROBLEMS AND DELAYS

Significant problems continue to plague the Housing Guarantee Portfolio, but an intensive review exercise earlier this year was helpful in developing a firm close-out strategy. Assuming acceptable GOJ action on financial risk issues that have delayed implementation, and actionable recommendation from a consultant report on environmental implications of introducing water into the Norwood and Rosemount Squatter areas (Montego Bay), we will work out a firm schedule for close-out of the HG 12 program by the end of FY95, one year later than we anticipated in the last SAR. To compensate and to permit concentration of our effort on the more complicated HG12 program, we plan to close HG-013 by the end of 1993, assuming the GOJ allocates adequate budget for subproject completion. This is roughly one-year ahead of our recent plans. If the above issues are not rapidly resolved, we are prepared to ask the GOJ to terminate the programs and prepay the loans.

Another "C" project, the Drug Abuse and Prevention Project (532-0161) received an unfavorable financial systems review and has had continuing implementation problems which have culminated in a reprogramming exercise for the balance of the funds. The Mission does not plan further activity in support of drug abuse prevention after this project terminates in FY94.

Our other "C" project is the Crop Diversification/Irrigation Project (532-0123) which has suffered from damaged infrastructure and poor land use in irrigated areas. It also has experienced long delays in contracting for reconstruction of the Rio Cobre Dam that was washed away two years ago. We amended the project in late 1991 to focus on restoring the dam to assure critical irrigation water is available for farmers in the area. A plan of action to restore irrigation service to several areas disrupted by illegal sand-mining and vandalism is progressing, and we will evaluate its results in June. In addition, the contract for rebuilding the dam (USAID is supporting the engineering design and supervision as well as some materials) was finally signed on May 17, 1993. We expect to close the project by the end of FY94.

Pipeline

Our pipeline continues to shrink as OYB levels decline, and as we close out older projects. We had a DA pipeline of \$31.5 million at the end of March, 1993, compared with \$35 million at the end of September, 1992 and \$37.3 million at the end of September 1991. The \$31.5 million pipeline represents 2.34 times our FY93 OYB of \$13.45, but only 1.9 x our ABS planning level for FY93 and FY94 of \$16.5 million. We expect the pipeline to continue to decline as we continue to consolidate our portfolio and focus on efficient implementation of our projects.

COMMENTS ON PORTFOLIO REVIEW SYSTEM

We have been using the LAC Bureau Semi Annual Review (SAR) system and have found it useful and comprehensive. The financial table used by LAC for SARRS allows a quick check of the kinds of data

requested by the new central system, but it is presented in a different form. We see little advantage in having to do two separate reports that contain much of the same information. We do not think the various ratios requested under the central system will be very meaningful to Washington. One likely conclusion is that project categories with large earmarks will show large pipelines and uncommitted balances, and that unearmarked project categories will generally have smaller pipelines. Controlling for the earmark variable will be necessary for more meaningful results. Even then, without knowing the specifics of a project the data will be inconclusive. For example, projects with large construction elements or services contracts, policy based disbursement systems, and/or that are relatively early in the project cycle could have large pipelines, but such pipelines may still be sensible given the structure of the projects. We use indicators on accrued expenditures and uncommitted balances regularly in our project review process to identify problem areas. But again, without knowing the details of a country's situation and of each project, it is difficult to draw meaningful conclusions with these data. We suggest this whole exercise be re-evaluated for its comparative costs and benefits.

- Attachments:
- (1) FY 1994 Annual Budget Submission
 - (2) Financial Summary of USAID/Jamaica Portfolio
 - (3) Pipeline Analysis - Jamaica
 - (4) Project Category & Outlier Matrix

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	
532-0113			HILLSIDE ASSESMENT											
	FN	G	85 85	600	600	573				27				
532-0117			URBAN SECTOR TECHNICAL ASSISTANCE											
	SD	G	85 85	900	900	889				11				
532-0120			INNER KINGSTON IMPROVEMENT											
	SD	G	86 96	13,000	13,000	10,500	270	889	666	2,300	1,564	600	800	500
	SD	L	86 96	5,000	5,000	5,000								
	PROJECT TOTAL:			18,000	18,000	15,500	270	889	666	2,300	1,564	600	800	500
532-0123			CROP DIVERSIFICATION/IRRIGATION											
	FN	G	85 93	11,905	11,906	11,906							345	
	FN	L	85 93	8,095	8,095	9,095							169	
	PROJECT TOTAL:			20,000	20,001	20,001	0	683	0	1,200	0	0	345	0
532-0128			AGRICULTURAL RESEARCH											
	FN	G	86 96	7,600	7,600	5,052	800	1,210	300	700	1,448	200	1,289	800
532-0129			UWI MANAGEMENT EDUCATION											
	EH	G	87 95	4,450	4,450	3,083	592	544	570	430	205	205	200	
532-0135			EXPORT DEVELOPMENT & INVESTMENT PROMOTIO											
	FN	G	90 97	1,600	1,600	1,600								
	SD	G	90 97	5,400	14,400	1,875	1,600	1,293	1,930	1,700	8,995	2,000	1,800	2,000
	ES	G	90 97		1,000				1,000	530			470	
	PROJECT TOTAL:			7,000	17,000	3,475	1,600	1,293	2,930	2,230	8,995	2,000	2,270	2,000
532-0147			PTIIC											
	FN	G	87 89	600	600	600								
	EH	G	87 89	2,700	1,845	1,845								
	PROJECT TOTAL:			3,300	2,445	2,445	0	0	0	0	0	0	0	0
532-0148			PROTECTED AREAS RESOURCE CONSERVATION											
	FN	G	89 92	1,950	2,451	1,951	500	240		1,000				
532-0149			TECHNICAL SUPPORT FOR SHELTER & URBAN SE											
	HE	G	89 96		1,500					1,500			100	
	SD	G	89 96	3,000	3,500	1,141	302	797	619	550	1,438	927	900	
	PROJECT TOTAL:			3,000	5,000	1,141	302	797	619	550	2,938	927	900	100
532-0151			INNER KINGSTON DEVELOPMENT II											
	SD	G	92 94											
532-0152			HEALTH SECTOR INITIATIVE											
	HE	G	89 96	5,000	5,000	2,240	682	414		1,000	2,078	600	900	400

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PROJECT NUMBER	FUND SRC	NPA IND	OBLIG DATE		--TOTAL COST--		OBLIG THRU FY 1991	--FY 1992 EST.--		-----FY 1993 PLANNED-----			--FY 1994 PROP.--		FY 1995 OBLIG PROP	
			INIT/FINAL	AUTH	PLAN	OBLIG ATIONS		EXPEND ITURES	OBLIG ATIONS	EXPEND ITURES	YR END MORTGAGE	OBLIG ATIONS	EXPEND ITURES			
532-0153			AIDS/STD PREVENTION & CONTROL													
	HE G		88 97		735	855	855									
	DG G		88 97		4,765	5,075	1,645	965	829	1,500	900	965	965	1,000		
	PROJECT TOTAL:				5,500	5,930	2,500	965	829	1,500	900	965	965	1,000	0	
532-0154			PRODUCTION AND EMPLOYMENT X (BOP)													
	ES G		90 91		18,729	18,729	18,729									
532-0155			PRIMARY EDUCATION ASSISTANCE II													
	EH G		90 95		5,600	5,600	1,780	664	432	1,400	900	1,756	1,460	2,000	118	
532-0156			MICROENTERPRISE DEVELOPMENT													
	FN G		90 98		800	1,300	320	480	38		280	500			700	
	SD G		90 98		1,200	3,450	416	120	448	720	720	2,194	800	800	144	
	PROJECT TOTAL:				2,000	4,750	736	600	486	720	1,000	2,694	800	800	844	
532-0157			FOOD AID SUPPORT AND MONITORING													
	FN G		89 93		2,500	1,265	800	465	351		515					
532-0158			HURRICANE RECONSTRUCTION													
	FN G		89 89		15,745	15,745	15,745									
	PN G		89 89		8,245	8,245	8,245									
	HE G		89 89		4,061	4,061	4,061									
	CS G		89 89		1,254	1,254	1,254									
	EH G		89 89		695	695	695									
	PROJECT TOTAL:				30,000	30,000	30,000	0	0	0	0	0	0	0	0	
532-0161			DRUG ABUSE PREVENTION													
	HE G		89 93		246	246	147		58	99	188					
	EH G		89 93		254	254	254		48		65			19		
	PROJECT TOTAL:				500	500	401	0	106	99	253	0	0	19	0	
532-0162			CARIBBEAN JUSTICE IMPROVEMENT													
	SD G		89 92		50	50	50									
	ES G		89 92		800	800	800		105							
	PROJECT TOTAL:				850	850	850	0	105	0	0	0	0	0	0	
532-0163			FAMILY PLANNING INITIATIVES													
	PN G		91 98		7,000	7,000	678	3,365	112	1,300	180	1,657	1,300	1,000	357	
532-0164			POLICY REFORM SUPPORT OF PRIV INVESTMENT													
	ES G		91 94		5,000	24,000	5,000	15,000	15,000	4,000	9,000					
532-0165			AGRICULTURAL EXPORT SERVICES													
	FN G		89 96		10,000	10,000	3,785	1,083	1,065	186	2,000	4,946	693	1,000	2,000	

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532-0166	ES G	PA	94 96	30,000							15,000	15,000	15,000
POLICY REFORM FOR TRADE & INVESTMENT													
532-0168	HE G		91 96	2,000	2,000	1,532	400		670	68		532	
	SD G		91 96	3,000	3,000	1,738	200	823	1,115	1,062	1,030	1,030	32
PROJECT TOTAL:				5,000	5,000	3,270	600	823	0	1,785	1,130	1,030	1,562
NORTH COAST DEVELOPMENT SUPPORT													
532-0169	FN G		90 98	2,750	2,750	1,100				1,650	392		1,258
	EH G		90 98	2,000	5,000	1,693	959	1,194	900	1,800	1,448	448	999
	SD G		90 98	750	750		8			742			
PROJECT TOTAL:				5,500	8,500	2,793	967	1,194	900	3,840	840	999	1,258
CLASP II													
532-0170	FN G		92 94										
	EH G		92 94										
	SD G		92 94										
PROJECT TOTAL:				0	0	0	0	0	0	0	0	0	0
LOCAL PARTICIPATION IN DEVELOPMENT													
532-0173	FN G		92 97	3,250	3,250		500						
	HE G		92 97	1,500	1,500			1,842	600	908	908	1,800	
	EH G		92 97	1,500	1,500					1,500	766		
	SD G		92 97	1,500	1,500		200			1,500			
PROJECT TOTAL:				7,750	7,750	0	700	0	1,842	600	5,208	2,440	1,800
D E M O													
532-0175	SD G		92 96		2,500		433			140	2,067	1,000	1,000
	ES G		92 96		500		251			251	249		705
PROJECT TOTAL:				0	3,000	0	684	0	0	391	2,316	1,000	1,000
SUSTAINABLE JUSTICE REFORM													
532-0185	FN G		89 C				5,000						
EMERGENCY REHABILITATION													
532-0200	HE G	PA	94 98		1,500						200	200	400
	EH G	PA	94 98		1,500								798
PROJECT TOTAL:				0	3,000	0	0	0	0	0	200	200	1,198
NARCOTICS AWARENESS EDUC. & COUNSELLING													
532-9103	FN G		86 C			918	200	200	100	170	100	100	100
PROGRAM DEVELOPMENT AND SUPPORT													
532-9104	PN G		86 C			155			50	50	100	172	
PROGRAM DEVELOPMENT AND SUPPORT													

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532-9105			PROGRAM DEVELOPMENT AND SUPPORT												
	EH	G	86	C	895	37	37	60	50		50	50	50		
532-9106			PROGRAM DEVELOPMENT AND SUPPORT												
	SD	G	86	C	1,119	110	165	100	10		100	100	100		
936-3057			CENTRAL CONTRACEPTIVE PROGRAM												
	PN	G	91	C	1,019										
REPORT TOTAL:					304,798	355,180	240,670	31,114	29,068	18,200	30,824	44,061	31,510	34,692	26,142

APPROPRIATION SUMMARY

FN	4,863	5,447	3,186	8,175	11,762	3,093	5,620	5,338
PN	3,365	452	1,350	230	1,657	1,400	1,172	357
HE	1,082	472	99	1,858	5,146	1,566	1,632	900
CS	0	0	0	0	0	0	0	0
DG	965	829	1,500	900	965	965	1,000	0
EH	2,252	2,255	2,930	3,245	4,909	2,163	3,268	966
SD	3,336	4,508	4,135	6,635	19,373	7,323	6,530	3,581
ES	15,251	15,105	5,000	9,781	249	15,000	15,470	15,000
REPORT TOTAL:	31,114	29,068	18,200	30,824	44,061	31,510	34,692	26,142

31-Mar-93

FINANCIAL SUMMARY OF USAID/JAMAICA PORTFOLIO
(OCTOBER 1, 1992 - MARCH 31, 1993)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
Project Number	Project Title	CATE GORY	DATE OF INIT. OBL.	LAST REVISED PACD	% OF LOP ELAPSED	% OF OBLIG EXPD.	AUTH. LOP AMOUNT	CURR. FY OBLIG. TO DATE	CUM. AMOUNT OBLIG.	MORTGAGE BEGINNING PT PIPELINE	PLAND SEM. EXPD.	ACCRD SEM. EXPD.	ACC. AS % OF PLANNED	CUMULAT. ACCRUED EXPD.	ENDING PIPE-LINE	PLANNED EXPEND (NEXT SEM)	
S.O. #1: Increased P/E & Employment																	
5320135.00	EXPORT DEV. & INVESTMENT PROM.	(G) B	29-Mar-90	15-Mar-94	76	51	7,000	840	5,916	1,004	2,070	850	790	93	2,900	2,920	1,300
5320155.00	MICROENTERPRISE DEVELOPMENT	(G) B	30-Aug-90	15-Aug-94	65	62	2,000	400	1,736	264	724	700	464	66	1,076	660	800
5320165.00	AGRICULTURAL EXPORT SERVICES	(G) B	14-Sep-89	30-Sep-96	50	47	10,000	0	4,860	5,132	3,020	1,000	410	42	2,266	2,602	1,000
5320101.00	HILLSIDE AGRICULTURE	(G) A	20-Feb-87	20-Feb-97	61	65	10,000	0	6,959	3,041	2,931	500	471	94	4,499	2,460	
5320120.00	AGRICULTURAL RESEARCH PROJECT	(G) B	30-Jul-86	29-Jul-93	95	82	7,600	0	5,851	1,749	1,400	1,000	421	42	4,792	1,059	1,059
5320120.01	INNER KINGSTON DEVELOPMENT/UDC	(L) B	31-Jul-86	30-Sep-94	82	89	5,000	0	5,000	0	1,157	1,157	500	51	4,431	569	569
5320120.01	INNER KINGSTON DEVELOPMENT/KRC	(G) B	30-Jul-86	30-Sep-96	66	31	1,006	0	1,006	0	1,035	650	(220)	-34	552	1,254	
5320120.02	INNER KINGSTON DEVELOPMENT/KRC	(G) B	30-Jul-86	30-Sep-96	66	89	10,373	600	8,742	1,631	640	500	280	50	7,780	954	800
5320160.00	NORTH COAST DEVELOPMENT SUPPORT	(G) B	27-Aug-91	31-Jul-96	32	36	5,000	0	3,070	1,130	3,047	850	557	66	1,300	2,490	493
5320169.00	CLASP 2	(G) B	06-Apr-90	30-Sep-90	35	41	5,500	750	4,510	990	2,394	900	505	56	1,871	2,639	500
5320129.00	UNI SCHOOL OF MGT IMPROVEMENT	(G) B	11-Sep-87	30-Sep-95	69	73	4,450	500	4,173	277	713	715	72	33	3,034	1139	300
	SUB TOTAL S.O.#1:				50	65	60,729	3,090	53,431	15,290	20,027	8,325	4,354	52	34,677	10,754	6,821
S.O. #2: Impvd. Environ.Mgmt.& Prot.																	
5320140.00	PROTECTED AREAS RESOURCE CONSERV	(G) A	20-Aug-89	31-Aug-93	90	88	2,450	0	2,450	0	735	500	442	80	2,157	293	293
5320173.00	DEV. ENVIRON. MGT. ORGS/PARC. II.	(G) B	20-Sep-92	30-Sep-97	10	27	7,750	0	700	7,050	700	300	192	0	192	500	400
5320149.00	TECH. SUPP. FOR SHELTER & URBAN SV	(G) B	30-Jun-89	30-Sep-93	40	52	3,000	400	1,854	1,146	797	275	323	117	901	873	275
	SUB TOTAL S.O.#2:				63	67	13,200	400	5,004	8,196	2,232	1,075	957	89	3,330	1,674	968
S.O. #3: Healthy, Smaller Families																	
5320152.00	HEALTH SECTOR INITIATIVES	(G) B	27-Jul-89	27-Jul-96	53	27	5,000	0	2,922	2,070	2,310	500	187	37	790	2,132	500
5320163.00	FAMILY PLANNING INITIATIVES	(G) A	31-Jul-91	31-Jul-90	24	15	7,000	0	3,200	3,792	3,096	90	369	410	401	2,727	300
5320161.00	DRUG ABUSE PREVENTION	(G) C	21-Sep-89	30-Sep-94	70	49	500	100	500	0	180	70	33	47	245	255	70
5320153.00	AIDS/STD PREVENTION & CONTROL	(G) A	29-Aug-80	31-Aug-97	51	55	5,500	0	3,465	2,035	1,995	450	419	93	1,809	1,576	450
	SUB TOTAL S.O. #3:				364	34	10,000	100	10,095	7,905	7,597	1,110	1,000	91	3,405	6,690	1,320
OTHER CONCERNS																	
5320117.02	URBAN SECTOR TECH. ASSIST.	(G) B	30-JUN-85	31-Jul-93	100	100	550	0	549	1	0	0	0	0	549	0	0
5320123.00	CROP DIVERSIFICATION/IRRIGATION	(G) C	25-Sep-85	30-Sep-93	94	91	11,906	0	11,906	0	1,391	450	320	71	10,835	1,071	450
5320123.00	CROP DIVERSIFICATION/IRRIGATION	(L) C	25-Sep-85	30-Sep-93	94	90	0,095	0	0,095	0	153	152	(6)	-4	7,936	159	152
5320029.00	SPECIAL DEVELOPMENT ACTIVITIES	(G) D	01-Oct-82	30-Sep-93	95	89	1,332	100	1,332	0	132	100	82	82	1,186	146	100
5320155.00	PRIMARY EDUCATION ASSISTANCE II	(G) B	25-Apr-90	31-Aug-95	55	31	5,600	0	2,444	3,156	1,969	450	289	64	764	1,600	1,000
5320082.00	AGRICULTURAL EDUCATION	(G) B	31-Aug-84	31-Aug-93	95	92	3,544	0	3,544	0	355	355	60	19	3,257	287	287
5320082.00	AGRICULTURAL EDUCATION	(L) B	31-Aug-84	31-Aug-93	95	100	6,005	0	6,005	0	0	0	0	0	6,005	0	0
5320157.00	FOOD AID MONIT. & SUPP. GRANT	(G) B	31-Aug-89	31-Aug-94	72	70	2,500	0	1,265	1,235	515	515	130	25	800	385	364
5320175.00	SUSTAINABLE JUSTICE REFORM	(G) B	01-Jul-92	30-Sep-96	10	5	3,000	0	604	2,316	604	70	33	0	33	651	230
	SUB TOTAL S.O.#4:				62	80	41,982	100	35,275	6,707	5,199	2,092	916	44	30,096	4,379	2,583
TOTAL ACTIVE PROJECTS:																	
					70		141,911	3,690	103,805	30,106	35,055	12,599	7,235	57	72,300	31,497	11,692

FINANCIAL SUMMARY OF USAID/JAMAICA PORTFOLIO
(OCTOBER 1, 1992 - MARCH 31, 1993)

TERMINATED PROJECTS

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
Project Number	Project Title	Category	Date of Init. Obl	LAST REVISED PACD	% OF LOP ELAPSED	% OF OBLIG EXPD.	AUTH. LOP AMOUNT (000's)	CURR. PY OBLIG. TO DATE (000's)	CUMULAT AMOUNT OBLIGTD	MORTGAGE BEGINNING PY PIPELINE	PLAND SEN. EXPD. (000's)	ACCRD SEN. EXPD. (000's)	ACC. AS % OF PLANNED EXPD. (000's)	CUMULAT. ACCRUED EXPD. (000's)	ENDING PIPE-LINE (000's)	PLANNED EXPEND (NXT SEM)	
5320079.00	TC & TC	(G)	05-Jun-81	31-Dec-90		100	27,460	0	24,887	2,573				24,875	12		
5320150.00	HURRICANE RECONSTRUCTION	(G) B	15-Feb-89	31-Mar-92		100	30,000	0	29,359	641				29,359	0		
5320162.00	CARIBBEAN JUSTICE IMPROVEMENT	(G) A	20-Jul-89	30-Dec-92		100	850	0	703	147				703	0		
5980645.00	CARIBBEAN JUSTICE IMPROVEMENT	(G) A	01-Sep-86	30-Dec-92		100	2,000	0	1,732	268				1,732	0		
5320095.00	REVENUE BOARD ASSISTANCE	(G) A	07-Jun-83	31-Mar-92		100	4,600	0	4,592	8				4,592	10		
5320095.00	REVENUE BOARD ASSISTANCE	(L) A	07-Jun-83	31-Mar-92		100	4,522	0	4,522	0				4,522	0		
5320069.00	POPULATION & FAMILY PLANNING	(G) A	31-Mar-82	31-Mar-92		110	100	6,752	0	6,744	8			6,737	7		

 * SUBTOTAL TERMINATED PROJECTS: 76,184 72,539 3,645 72,502 37 0 0 *

ACTIVE PROGRAM

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
Project Number	Project Title	Category	Date of Init. Obl	LAST REVISED PACD	% OF LOP ELAPSED	% OF OBLIG EXPD.	AUTH. LOP AMOUNT (000's)	CURR. PY OBLIG. TO DATE (000's)	CUMULAT AMOUNT OBLIGTD	MORTGAGE BEGINNING PY PIPELINE	PLAND SEN. EXPD. (000's)	ACCRD SEN. EXPD. (000's)	ACC. AS % OF PLANNED EXPD. (000's)	CUMULAT. ACCRUED EXPD. (000's)	ENDING PIPE-LINE (000's)	PLANNED EXPEND (NXT SEM)	
5320164.00	POL. REPORT IN SUP. OP PVT INV.	(G) B	30-Sep-91	26-Sep-93		75	100	32,000	15,000	27,000	5,000	15,000	15,000	100	27,000	0	5

5

PIPELINE ANALYSIS
JAMAICA
(OCTOBER 1, 1992 - MARCH 31, 1993)

*Project Number	Project Title	!CUMULATIVE ! !OBLIGATION ! ! (000s) !	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	!CUMULATIVE ! !PIPELINE !	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983
*** GRANTS ***																									
S.O.#1: Increased P/E & Employment																									
*5320135.00	EXPORT DEV. & INVESTMENT PROM.	5,916	840	1,601	948	2,527	0	0	0	0	0	0	0	2,920	800	1069	389	670	0	0	0	9	0	0	0
*5320156.00	MICROENTERPRISE DEVELOPMENT	1,736	400	600	216	520	0	0	0	0	0	0	0	660	399	155	50	40	0	0	0	0	0	0	0
*5320165.00	AGRICULTURAL EXPORT SERVICES	4,868	0	1,083	1,000	600	2,177	0	0	0	0	0	0	2,603	0	0	744	530	430	0	0	0	0	0	0
*5320101.00	HILLSIDE AGRICULTURE	6,959	0	835	1,874	1,250	800	1,400	800	0	0	0	0	2,459	0	829	935	673	12	9	1	0	0	0	0
*5320120.00	AGRICULTURAL RESEARCH	5,852	0	800	712	640	1,350	1,000	850	500	0	0	0	1,050	0	400	275	247	134	2	0	0	0	0	0
*5320120.02	INNER KINGSTON IMPROVEMENT/KRC	8,742	600	270	500	2	1,151	2,259	2,460	1,500	0	0	0	955	589	270	40	1	6	0	0	1	0	0	0
*5320120.01	INNER KINGSTON IMPROVEMENT/UDC	1,807	0	0	0	516	1100	91	0	100	0	0	0	1,254	0	0	0	482	772	0	0	0	0	0	0
*5320168.00	NORTH COAST DEV. SUPPORT	3,870	0	600	3,270	0	0	0	0	0	0	0	0	2,490	0	545	1,945	0	0	0	0	0	0	0	0
*5320169.00	CLASP 2	4,510	750	967	1,693	1,100	0	0	0	0	0	0	0	2,639	750	727	861	301	0	0	0	0	0	0	0
*5320129.00	UWI SCHOOL OF MGT IMPROVEMENT	4,175	500	592	333	300	1,250	550	650	0	0	0	0	1,138	500	477	82	0	66	13	0	0	0	0	0
	SUB TOTAL S.O.#1:	48,435	3,090	7,340	10,554	7,455	7,828	5,300	4,760	2,100	0	0	0	18,184	3,030	5,363	5,377	2,960	1,420	24	1	1	0	0	0
S.O.#2: Improved Environ.Mgmt. & Prot.																									
*5320140.00	PROTECT AREAS RESOURCE CONSERV	2,450	0	500	349	1,051	550	0	0	0	0	0	0	293	0	186	103	3	1	0	0	0	0	0	0
*5320173.00	DEV. ENVIRON.MGT. ORGS/PARC II	700	0	700	0	0	0	0	0	0	0	0	0	508	0	508	0	0	0	0	0	0	0	0	0
*5320149.00	TECH.SUPP.FOR SHELTERGRADUAN SV	1,854	400	303	176	375	600	0	0	0	0	0	0	873	394	94	82	180	115	0	0	0	0	0	0
	SUB TOTAL S.O.#2	5,004	400	1,503	525	1,426	1,150	0	0	0	0	0	0	1,674	394	788	185	191	116	0	0	0	0	0	0
S.O.#3: Healthy, Smaller Families																									
*5320152.00	HEALTH SECTOR INITIATIVES	2,922	0	682	732	540	968	0	0	0	0	0	0	2,132	0	682	677	361	412	0	0	0	0	0	0
*5320163.00	FAMILY PLANNING INITIATIVE	3,208	0	2530	678	0	0	0	0	0	0	0	0	2,726	0	2360	366	0	0	0	0	0	0	0	0
*5320161.00	DRUG ABUSE PREVENTION	500	100	0	197	50	153	0	0	0	0	0	0	255	100	0	117	20	10	0	0	0	0	0	0
*5320153.00	AIDS/STD PREVENTION & CONTROL	3,465	0	965	865	845	250	540	0	0	0	0	0	1,576	0	847	366	304	34	25	0	0	0	0	0
	SUB TOTAL S.O.#3	10,095	100	4,177	2,472	1,435	1,371	540	0	0	0	0	0	6,689	100	3,889	1,526	685	464	25	0	0	0	0	0
S.O.#4: OTHER CONCERNS																									
*5320123.00	CROP DIVERSIFICAT./IRRIGAT.	11,905	0	0	1,172	828	855	2,350	1,500	4,000	1,200	0	0	1,070	0	0	840	142	80	0	0	0	0	0	0
*5320029.00	SPECIAL DEVELOPMENT ACTIVITIES	1,331	100	92	100	140	140	125	140	99	99	147	149	145	100	22	2	17	4	0	0	0	0	0	0
*5320155.00	PRIMARY EDUCATION ASSISTANCE II	2,445	0	664	1,111	670	0	0	0	0	0	0	0	1,679	0	624	812	243	0	0	0	0	0	0	0
*5320082.00	AGRICULTURAL EDUCATION	3,544	0	0	0	560	0	0	0	2,684	300	0	0	287	0	0	287	0	0	0	0	0	0	0	0
*5320157.00	FOOD AID MONITOR.& SUPP. GRANT	1,265	0	465	0	500	300	0	0	0	0	0	0	385	0	329	0	26	30	0	0	0	0	0	0
*5320175.00	SUSTAINABLE JUSTICE REFORM	684	0	684	0	0	0	0	0	0	0	0	0	651	0	651	0	0	0	0	0	0	0	0	0
	SUB TOTAL S.O.#4	21,174	100	1,905	2,383	2,698	1,295	2,475	1,640	4,099	3,983	447	149	4,217	100	1,626	1,654	715	114	0	0	0	0	0	0
*** LOANS ***																									
*5320120.01	INNER KINGSTON IMPROVEMENT/UDC	5,000	0	0	0	0	0	0	0	5,000	0	0	0	569	0	0	0	0	0	0	0	0	569	0	0
*5320123.00	CROP DIVERSIFICATION/IRRIG.	8,095	0	0	0	0	0	740	2,555	0	4,800	0	0	159	0	0	0	0	60	99	0	0	0	0	0
*5320082.00	AGRICULTURAL EDUCATION	6,005	0	0	0	0	0	0	0	0	829	5,176	0	0	0	0	0	0	0	0	0	0	0	0	0
	SUB TOTAL LOANS	19,100	0	0	0	0	0	740	2,555	5,000	5,629	5,176	0	728	0	0	0	0	60	99	569	0	0	0	0
TOTAL		103,808	3,690	14,933	15,934	13,014	11,644	9,055	8,955	11,199	9,612	5,623	149	31,492	3,632	11,666	8,742	4,551	2,114	117	100	570	0	0	0

PROJECT CATEGORY AND OUTLIER MATRIX -- UBAID/JAMAICA, SAR PERIOD 10/1/82 - 3/31/83

1 Project Name & Number	2 Date of Obligation	3 Project Designation	4 Status of CPs	5 Size of Pipeline	6 Age of Pipeline	7 Accrued Expend.	8 Uncommitted Balance	9 EOPE-A	10 EOPE-B	11 Audit-A	12 Audit-B	13 Eval-A	14 Eval-B
Strategic Objective 1													
Malaria Agriculture (532-0101)	28-Feb-87	A		XX									
Inner Kingston Dev/WHC (532-0120)	30-Jul-88	B				X			X				
Inner Kingston Dev/UDC (532-0125)	30-Jul-88	B	X										
Ag Research (532-0128)	30-Jul-88	B		XX		X							
UNH Boh of Mgmt Improvmt (532-0129)	11-Sep-87	B				X							
Export Dev't & Invest Prom (532-0130)	28-Mar-88	B								X			
Microenterprises Dev't (532-0168)	30-Aug-88	B							X				
Policy Nat in Supp of Pol Inv (532-0164)	25-Sep-81	B											
Ag Export Services (532-0168)	14-Sep-88	B		XX		X							
No Coast Dev't Proj (532-0165)	27-Aug-81	B		XX									
CLASP II (532-0169)	6-Apr-80	B		XX		X							
PL480, Sec 418 (Human)	31-Aug-88	B											
PL480, Title I, Sec 108	23-Jan-88	B											
PL480, Title II, JADP	6-Jan-84	U											
Strategic Objective 2													
Protected Areas Resource Care (532-0148)	28-Aug-88	A		XX									
Yacht Supp. for Shiber & Lim Serv (532-0149)	30-Jan-88	B		XX									
Dev't of Environ't Mgmt Org's (532-0173)	28-Sep-82	B											
Strategic Objective 3													
Health Sector Initiative (532-0153)	27-Jul-88	B		XX	X	X				X			
AIDS/STD Prevention & Control (532-0155)	28-Aug-88	A							X				
Drug Abuse Prevention (532-0181)	21-Sep-88	C		X		X	XX	X					
Family Planning Initiative (532-0183)	31-Jul-81	A		X									
Other Concerns													
Special Dev't Activities (532-0288)	01-Oct-82	U											
Ag Education (532-0287)	31-Aug-84	B				X				X			
Crup Diversification/Integration (532-0122)	25-Sep-85	C		XX				X				X	
Primary Ed Assistance II (532-0158)	28-Apr-80	B								X			
Food Aid Monitoring & Supp Grant (532-0187)	31-Aug-88	B		XX		X						X	
Sustainable Justice Reform (532-0175)	01-Jul-82	B		X									
Jo Shiber Sector - Prv Sec (532-140-0128)	Dec-84	C											
Jo Shiber Sector - Prv Sec (532-140-012C)	Dec-84	C											
Jo Shiber & Lim Services (532-148-013)	28-Sep-88	C											

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

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
AFFE-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 REPEAT 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
MENA-03 ASSA-03 NEDP-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 AD 24/1515Z

INFO LOS-00 AF-00 AGRE-00 ARA-00 ANHR-01 EAP-00 EUR-00
10-19 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: 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/PDP:PO'FARRELL (DRAFT)
AID/LAC/DPP:JSTEPANEK (DRAFT) AID/NE/DP:VMOLLDREM (DRAFT)
AID/R&D/PO:JBIERKE (DRAFT) AID/PRE/DP:RYAN RAALTE (DRAFT)
AID/AFR/DP:MBONNER (DRAFT)
AID/FHA/PPE:LTANNER (DRAFT)
AID/NIS/PAC:HJOHNSON (DRAFT)
AID/FA/IRM/IPA: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.

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

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

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.

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.

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.

(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

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

UNCLASSIFIED

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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:

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.

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.

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

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

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.

(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.

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

(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.

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.

(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.

(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.

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.

(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.

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

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

(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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16

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OUTGOING
TELEGRAM

PAGE 03 OF 04 STATE 125805 241503Z

2862 026394 AID7410

STATE 125805 241503Z

2862 026394 AID7410

(1) 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 (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 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 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

199

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TELECOMMUNICATIONS CENTER

OUTGOING
TELEGRAM

PAGE 04 OF 04 STATE 125605 241503Z 2002 026394 AID7410
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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UNCLASSIFIED

20