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LIST OF ACRONYMS

ADS	Automated Directive System
AIP	Accelerated Immunization Program
BBEG	Broad-Based Economic Growth
CAPEL	Center for Electoral Assistance and Promotion
CCAD	Central American Commission for Environment and Development
DG	Center for Democracy and Governance, Global Bureau
DOJ	Department of Justice
DOL	Department of Labor
DHR	Democracy and Human Rights Team, LAC/RSD
E	Environment Team, LAC/RSD
EG	Center for Economic Growth
EHR	Education and Human Resources Team, LAC/RSD
ENV	Center for Environment, Global Bureau
EPA	Environmental Protection Agency
FDA	Food and Drug Administration
FTAA	Free Trade Area of the Americas
G	Global Bureau, USAID
GEF	Global Environmental Fund
GIS	Geographic Information Systems
HPP	Health Priorities Project
HFTE	Hemispheric Free Trade Expansion Project
IDB	InterAmerican Development Bank
IFI	International Financial Institutions
IGDN	Inter-American Geospatial Data Network
IIDH	InterAmerican Institute of Human Rights
ILO	International Labor Organization
IRM	Information Resources Management, USAID
ISO	International Standard Organizations
LAC	Latin America and the Caribbean
LAC/RSD	LAC/Office of Regional Sustainable Development
MCH	Maternal Child Health
NAD	New Activity Description
NAFTA	North American Free Trade Agreement
NCFAP	National Center for Food and Agricultural Policy
NIST	National Institute of Standards and Technology
NGO	Non-Government Organization
OAS	Organization of American States
PAHO	Pan American Health Organization
PERA	Partnership in Educational Reform in the Americas
PHN	Population, Health and Nutrition Team, LAC/RSD
PPC	Bureau for Policy and Program Coordination, USAID
PVO	Private Voluntary Organizations
R4	Results Review and Resource Request
RFMIP	Regional Financial Management Improvement Project
ROL	Rule of Law
RSD	Office of Regional Sustainable Development, LAC
SME	Small and Medium Enterprise
SO	Strategic Objective
SPM	Office of Strategy and Portfolio Management, LAC
SpO	Special Objective
TCA	Amazon Cooperation Treaty

TNC	The Nature Conservancy
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USDA/APHIS	United States Department of Agriculture
USG	United States Government
USIA	United States Information Agency
USTR	United States Trade Representative
WRI	World Resources Institute

SECTION 1 - FACTORS AFFECTING PROGRAM PERFORMANCE

A. Introduction

Latin America and the Caribbean is the most "regional" of regions in which USAID works and this presents unique opportunities for sustainable development partnerships throughout the hemisphere. There exist broad similarities across the region in language, institutions and culture based on the shared experience of Iberian colonialization. Patterns of land tenure, view of the nature and role of government and governors, social stratification and markers of status, the Catholic Church and the particular mixtures of afro-indian religions and beliefs, patterns of patronage and relationships to authority, and the role of the military, are examples of some of the features of society and culture which manifest numerous parallels throughout the region. The countries of the region share many problems and, because of these similarities, solutions developed in one country often have great relevance for the others. This is one of the reasons why the development of regional institutions (public and private), and regional approaches to problem solving are so relatively well developed. The LAC Regional program managed by the Office of Regional Sustainable Development, harnesses the potential and comparative advantage of these regional institutions to achieve the strategic objectives of the Agency and the Bureau. The activities that make sense to do regionally, complement Mission and Global programs. Another important objective of the regional program, is to break down the barriers between technical specialities to create a more coherent sustainable development approach to development cooperation. We do this by focusing on "themes on the seams" such as trade and environment, environment and health, health and education, education and democracy, democracy and economics.

The Latin America and Caribbean (LAC) region has experienced dramatic, positive changes over the past 15 years. Democracy, economic growth and regional integration, and advances in education and health, characterize the region's rapid progress. United States' foreign policy is firmly committed to reinforcing and emphasizing these trends, to increasing sustainability of regional development efforts, and to helping LAC countries ensure reductions in poverty--with special attention to the least well-off 20% of the region's population, including indigenous groups.

It is in the U.S. national interest to care about what happens in this neighboring region. We share the benefits of their success and bear some of the costs of their failure. Experience shows that the U.S. benefits from the LAC region's progress. Trade increases when populations are better able to purchase U.S. goods and services, and when new technologies are introduced to an expanding and better-educated LAC market. Migration to the U.S. tends to decrease if LAC populations are

politically and economically more secure in their own countries. The need for U.S. peace-keeping diminishes if democracy is strengthened, and democratic institutions are created, supported until strong, and guided to involve local communities and the poor. The U.S. is less likely to be affected by disease outbreaks, when health services improve and sanitary practices in the LAC region become more widespread.

The LAC Regional program advances Agency and regional priority strategic objectives in the areas described above: broad-based economic growth; education; health and population; environmental management; democracy and human rights. The distinctive feature of the regional program, compared with the bilateral program of the LAC Bureau or the Global program of the Agency, is that it works with regional institutions, and seeks regional approaches and efficiencies to complement national, sub-regional and global approaches in obtaining sustainable development results. The regional program has also focused on high-priority U.S. foreign policy interests. Over half the program budget is devoted to Congressional directives. The remainder is focused on specific initiatives of the Summit of the Americas' Plan of Action, for which the LAC Bureau has been given lead or other important follow up responsibilities.

Regional activities under the program are those that are most effectively managed out of USAID/Washington, due to the interagency nature of required actions or the need for the U.S. to coordinate with actions of international and regional organizations, institutions and approaches that emanate from Washington as a hemispheric and regional center.

The LAC Regional Program Strategic Plan (FY 1995-2000) and Action Plan (FY 1995-96) presented ten sustainable development objectives, later in FY 1995 consolidated to six. These continue to form the basis of this R4. Support was and is provided for regional institutions in instances where they have a mandate, the legitimacy and/or the unique capability to carry out sustainable development objectives targeted under the regional program, or when strengthening regional institutions is the most viable and cost-effective approach to sustainable development. Support is also provided to reinforce regional trends and development approaches and, in some cases, to expand the benefits of country-level activities to sub-regions and the region as a whole.

LAC Regional program staff in the Bureau's Regional Sustainable Development Office (LAC/RSD), organized into five sectoral teams (Broad-based Economic Growth; Education and Human Resources; Population, Health and Nutrition; Environment; and Democracy and Human Rights), provide day-to-day strategy, policy and program support to the Bureau's Assistant Administrator that is specific and sensitive to the needs and issues of the region. In addition, Congressionally-mandated initiatives are most

effectively managed by the Agency at the regional bureau level.

B. The Development Challenge

Each of the five sustainable development areas mentioned above contain great challenges and opportunities for regional problem solving approached. One of the greatest challenges in the LAC region is to broaden the opportunities for the poor, particularly small entrepreneurs and agricultural producers, to participate in environmentally-sound economic growth. The 1994 Summit of the Americas recognized that free trade and increased economic integration are key factors in raising standards of living, improving working conditions, and protecting the environment. The LAC Regional program works with LAC countries which do not yet meet hemisphere-wide standards and conditions essential for sustainable trade, either with the U.S. or in sub-regional LAC trade groupings.

Quality education in an "information age" is critical for full participation of our target group and necessary for stable broad-based growth. Education is a high economic-return investment, which directly enhances the productivity of individuals, and enables them to increase earnings and purchase more sophisticated goods and services within the hemisphere. Education is also the foundation of full participation in democratic, stable societies. Expanding the benefits of high-quality basic education is a major, desired, policy outcome. The LAC Regional program helps countries make better human resource investments and establishes a basis for countries to devote a larger proportion of their gross domestic product to higher-quality basic education.

In spite of encouraging progress in the LAC region in lowering infant mortality and deaths among children under five (measles cases in 1994 were down by 99% from levels in the early 1990s; polio transmission ceased in 1991 through out the hemisphere), extending life expectancy at birth, and decreasing fertility, the rate of preventable deaths each year is almost five times the rate in the developed world. Fertility among women under 20 has remained constant over the last 30 years, and fully one-half of all births are unwanted or mistimed. Clearly, the need for continued improvements in family planning and other basic health services is great. Equitable access to basic health services, and public and private sector reforms in health management and financing are required.

While the region is endowed with a rich natural resource base, including more than half of the globe's remaining forests and biodiversity, it is also experiencing rapid industrialization and urbanization. Therefore, USAID's LAC Regional program has expanded its traditional focus on sustainable forestry, agriculture, and biodiversity-related issues to address urban and

industrial environmental and pollution prevention issues. Among countries and within subregions, there is a need for exchanges of knowledge and experience with policy reforms, strengthening of both public and private environmental institutions, and transfer of technologies appropriate to the unique requirements of the region.

A decade ago, citizens in the LAC region had few opportunities to participate freely in elections or in decision-making in their municipalities and communities. National governmental institutions had little cause to seek internal reform, and dialogue between governments and non-governmental organizations (NGOs) in allocation and use of public revenues was rare. Today, democratic processes are taking hold but the institutional framework to support them remains fragile. Additional efforts are required to strengthen rule of law and judicial reform, to improve the administrative efficiency of the justice system, and to extend justice to citizens, including: (1) building institutions and mechanisms to encourage citizen participation at municipal and community levels of society, (2) opening up to public scrutiny and making more effective government institutions at all levels, and (3) promoting dialogue between government and NGOs.

C. Factors Affecting Program Performance

As one of 34 nations in the hemisphere which committed itself to achieving the 1994 Summit of the Americas' Plan of Action, the U.S. has made essential contributions to institutionalize democracy and promote economic growth with equity. Recent developments related to Summit of the Americas' follow-up attest to the relevance of pursuing economic and social development that is environmentally sound and sustainable, and the likelihood for achieving success in advancing sustainable trade through the LAC Regional Hemispheric Free Trade Expansion (HFTE) program. At the Second Ministerial Trade Meeting held in Cartagena, Colombia, LAC Ministers agreed to consider further the topics of environment and trade and workers rights and trade by establishing study groups. These two agenda items, and two other Summit focal points (trade liberalizing reforms and market access), are the crux of the HFTE program. The global information revolution and pace of telecommunications deregulation is also transforming Latin America. Information technology has been increasingly emphasized in both USTR-led trade negotiations and within public and private sector Summit of the Americas business' fora.

With the shift in most of the LAC region to open economies, countries have come to recognize that political stability and success in world trade are dependent on increasing human capacity. Education is the foundation of democracy and the key to reducing poverty and income inequality. Education reform is a

timely issue on the hemispheric agenda, illustrated by the commitment of the Summit of the Americas to an initiative to ensure universal access to high quality basic education. In an effort to increase awareness and understanding of education policy and program options, the LAC Regional program established a consultative forum of government, the private sector, NGOs and donors, to develop a broader and more active constituency for education policy reform hemisphere-wide, as well as within selected LAC countries.

Discussions with other major donors on sustainable country health sector reforms so far indicates that the initial vision of the Summit Action Plan (for a single Network for sharing experiences and supporting the countries as they design and implement health reforms) will not be possible due to significant differences in approach. However, promising alternate means to achieve the same ends of the Summit Initiative are being developed by the donors, and will receive USAID assistance.

There are several external influences which may affect the success of our efforts to more effectively deliver selected health services. The reforms of the health sector underway and that will take place in the future are likely to increase the focus of health services resources on the priority areas USAID seeks to support: vaccinations, care of children sick with diarrhea and/or acute respiratory infections, and maternal mortality. Progress can already be seen in that LAC countries, in their national budgets, are assuming responsibility for vaccine procurement, in part due to previous USAID programs and assisted by the growing reform movements. Another factor is changing donor budgets: simultaneously, USAID and PAHO budgets have been reduced but IFI budgets for the social sectors are growing. One factor which has affected program implementation is the inherent tension between the Pan American Health Organization (PAHO) headquarters' strong leadership of the ongoing program, and country-specific planning and budgeting for country vaccination program implementation. The Interagency Coordinating Committees (all donors plus all program implementing agency representatives, led by the country program manager and supported by PAHO technical assistance) have proved effective in most cases, however, in resolving differences of opinion and achieving smooth program implementation.

Social, economic and political developments around the region are affecting the accomplishment of the LAC Regional objective of protecting selected LAC parks and reserves important to conserve the hemisphere's biological diversity. Decertification of Colombia has delayed implementation at four sites, three of which were expected to "graduate" from the Parks in Peril (PiP) program this year. In Mexico, the Global Environmental Facility (GEF) may withdraw the remaining \$20 million from its Mexico biodiversity program. These funds were

expected to support park personnel and long-term park management activities at four sites. USAID and U.S.-based conservation NGOs, especially The Nature Conservancy, are working with the GEF and the Government of Mexico to resolve remaining issues. Resources were diverted from parks in Dominica and the Yucatan Peninsula, Mexico, to clean up damage left by hurricanes. For example, damaged signs and trails were repaired rather than focusing on other park management activities. At Kian Ka'an, Mexico, maps of forest damage using GEOGRAPHIC INFORMATION SYSTEMS (GIS) technology are being completed to develop strategies to prevent potential increased forest fires that often result from increased tree fall after hurricanes. At these sites, hurricanes are a natural part of the ecosystem dynamics.

While the 1980s and early 1990s witnessed dramatic advances in LAC efforts to establish democracy, a new democratic order has yet to be consolidated. Still fragile LAC democracies face difficult challenges from growing crime and drug trafficking, endemic corruption, uneven access to justice, and continuing human rights abuses. Internally, many democratic institutions are weak and remain unrepresentative, and the legacy of authoritarian rule has been highly-centralized and unresponsive government. The poor remain unrepresented and unable to participate effectively in political life. Despite these difficulties, the democratic transition that has taken place throughout the region offers a strong foundation for further progress in building sustainable democratic systems. Over the past few years, LAC politics has been marked by important positive trends including: (1) growing pluralism and increasing citizen participation, (2) a rising popular demand for judicial reform, (3) a movement to decentralize political and financial decision making, and (4) repeated calls for government institutions to become more accountable and responsive to citizens. Underlying each of these trends is the principle that a new democratic order in Latin America needs to promote the rights of citizens and the rule of law. These favorable conditions enable the LAC Regional program to move forward with its objective of promoting key trends to deepen democracy in the LAC region.

In addition to the political, social and economic factors in LAC countries that affect performance of the LAC Regional program, design issues and USAID's continuing budget constraints have had serious impact on LAC/RSD's ability to initiate and fully implement activities under several strategic objectives. Although the "free trade" strategic objective was authorized in early FY 1996, FY 1996 funds were made available only on an emergency basis, and then for only a few activities under the HFTE program. The possibility of initiating the Partnership for Educational Revitalization in the Americas (PERA) activity at the end of FY 1995 was eliminated because of budget reductions. PERA was delayed even further by some thorny design issues, which

required considerably more time and effort to resolve than originally anticipated. Declining resources limited evaluations of the CLASP II program in the region and because Mission field support transfers did not take place as expected, the monitoring and evaluation contractor for the CLASP program may run out of funds by July 1996. Missions are examining more cost effective means of providing training (short-term and in-country training) which, while they may yield the desired cost savings, could mean a loss in quality of instruction and the benefits gained from long-term exposure to American culture and ideology. To fully meet the LAC Regional program's environment objective, Parks in Peril activities and investments need to be initiated at several new sites with critical ecosystems, currently poorly protected in the LAC region. However, if environment budgets continue to be reduced, it will be much more difficult to support new sites in these important areas. With respect to the "delivery of health services" strategic objective, a recent increase in the funds expected to be available has enabled LAC/RSD to proceed with earlier plans to develop a sick child component. Because of this recent development, substantial design work on the sick child component remains.

While solutions are constantly devised by LAC/RSD to cope with these and other problems, design work will undoubtedly face setbacks as staff find it impossible to travel within the region to meet with counterparts, partners, clients and beneficiaries as a result of decreases in OE travel funding. And the need to constantly rephrase and reduce budgets, and at short notice reallocate funding to cover activities that are on particularly tight implementation schedules, is an inherent drag on overall program implementation - and is not apt to go away in the coming years. These constraints must be taken into account in assessing the regional program's progress and results.

SECTION II - PROGRESS TOWARD STRATEGIC OBJECTIVES

SO 1: Resolution of Key Market Issues Impeding Environmentally Sound and Equitable Free Trade in the Hemisphere

At the Summit of the Americas, it was recognized and affirmed by leaders of the hemisphere's governments that free trade and increased economic integration were key factors for raising standards of living, improving the working conditions of people in the Americas and better protecting the environment. The heads of governments resolved to begin immediately to construct the "Free Trade Area of the Americas" (FTAA). Strategic Objective 1 directly supports this goal. In addition, as with the North American Free Trade Agreement (NAFTA), Strategic Objective 1 includes a focus on labor and environment issues. Support for democratic free labor movements and for modern labor-management relations are crucial in helping ensure stable, equitable economic growth in the region. Expanded trade and hemispheric economic integration cannot be achieved at the cost of a degraded environment if both current and future generations are to realize the benefits.

The purpose of Strategic Objective 1 is to resolve key market issues impeding environmentally-sound and equitable free trade in the hemisphere. The objective focuses on six key components (Intermediate Results) containing a series of activities which, with a relatively small amount of funds each, are expected to have substantial catalytic impact: (1) implementation of trade liberalization measures; (2) trade facilitation/telecommunications; (3) market access; (4) environmental soundness and sustainability of increased trade; (5) labor and management relations; and (6) outreach. The Broad-based Economic Growth Team in LAC/RSD (BBEG) collaborates closely with the Office of the U.S. Trade Representative to participate in international working groups meeting on the Free Trade Area of the Americas (FTAA), and works with U.S. and LAC partners to carry out trade liberalization initiatives in support of the creation of the FTAA.

A. Summary of Data

Even though the LAC Regional free trade program has been underway for less than a year, substantial progress has been made and significant accomplishments realized with the \$1.36 million obligated late in FY95. Examples of these activities include: (1) developing an electronic commerce prototype to be used by small and medium enterprises, (2) redirecting technology institutions to support agricultural free trade in the LAC region, (3) increasing the participation of indigenous groups in natural resource markets, (4) a conference on sustainable forestry resulting in the signing of an MOU to enhance collaboration among South and Central American Ministers of

Forestry, (5) a regional initiative to promote environmentally sustainable development in the mining sector, launched through a hemispheric conference attended by LAC policy makers, representatives of U.S. mining and environmental technologies industries, and donors; (6) a USAID environmental law program providing coordination with other donors, and federal agencies, and technical support to USAID/W and Missions, (7) introducing new labor and management relations practices and processes in the LAC region, (8) creating a network of geo-spatial data repositories to support trade expansion, and (9) developing an information database system that will link partners, customers, and beneficiaries through the Internet.

B. Analysis of Data

Intermediate Result 1: Key Barriers to Free Trade in Selected Countries to Facilitate Construction of the FTAA Removed

Progress has been made in tracking activities with parallel initiatives of the Summit International Working Groups. We are working with several U.S. Government agencies on FTAA reforms and with an NGO on policy studies to identify key issues that may constrain construction of the FTAA. USAID will play a catalytic role to assist countries identify and make the necessary reforms in their business-facilitating trade disciplines to enable a country to move ahead in negotiating membership in the FTAA.

Given the fundamental principle of the FTAA, negotiations as a single undertaking with no free riders, USAID supports the smaller economies in the region which are facing special problems meeting obligations for FTAA ascension. USAID's catalytic assistance through HFTE will generate the necessary momentum for countries to advance in the FTAA process and will be instrumental in attaining the "concrete progress" sought by the year 2000. The net result of USAID's assistance will be the increased ability of the smaller economies to negotiate for membership in the FTAA. This is particularly critical for construction of the FTAA which could collapse and cease to be a Hemispheric force for trade-driven economic growth if not all countries are able to participate fully.

In the area of FTAA reforms, the target is to have FTAA-consistent agricultural regulatory systems and practices operational at the earliest possible date. Absent compliance with these systems, countries will not be able to effectively negotiate membership in the FTAA. We are working with USDA/APHIS to establish the Hemispheric Plant Protection Training Center to train public officials responsible for regulating animal and plant health and fostering compliance with trade-related sanitary and phytosanitary standards. We are also working with the FDA to assist selected countries, sectors, and industries develop and implement Hazard Analysis Critical Control Point programs to

foster trade-supportive food-product safety regulatory systems.

Our work with the U.S. Customs Service will provide leadership in developing a compendium of current customs practices in each country as the first step toward developing a standardized set of customs practices to support free trade. A common customs standard system is essential for producers throughout the region to be able to move products to destination markets unimpeded.

In the area of policy studies, we are exploring assistance to regional trading blocs to establish capacity to apply trade policy research models that will strengthen each bloc's capacity to negotiate for membership in the FTAA. In preparation for this work with USDA/ERS, a grant will be made to the National Center for Food and Agricultural Policy (NCFAP) to play a catalytic role in establishing trade policy analysis networks. NCFAP will target smaller economies which are disadvantaged in terms of accessing and analyzing the kinds of legal, regulatory and policy changes that will be needed to ensure participation in the FTAA. Information relevant to the construction of the FTAA will be disseminated by NCFAP to the public and private sectors through workshops, conferences, and other mechanisms. This process will also ensure that key trade issues relevant to the construction of the FTAA are brought to the attention of the Summit International Working Groups.

Intermediate Result 2: Use of Trade Facilitating Telecommunications Technology in the Hemisphere to Support Equitable Trade Creation Expanded

Progress has been made in tracking the Summit of the Americas' free trade process, which is stimulating greater action and cooperation on telecommunications issues among U.S. Government agencies, other donors, and the private sector. Telecommunications studies conducted by LAC/RSD, LAC's on-going electronic commerce seminar series, and participation in policy dialogue, have also helped to inform, move policy agendas forward, develop new partnerships within the information technology sector, and refine HFTE trade facilitation activities.

We have been engaged in policy dialogue with CITELE, the OAS-affiliated regional telecommunications regulatory and policy discussion body, to move toward greater hemispheric liberalization and promote Internet connectivity throughout the region. We are also working with sub-regional institutions that are involved in information technology to implement regional trade facilitation activities through our partnership with CLAA in an Agrinet pilot project. The Agrinet pilot project will design and deploy in Central America an on-line network of product and pricing information to assist small farmer cooperatives and small and medium enterprises (SMEs) in the

agribusiness sector trade more efficiently. A related effort is research by the National Institute of Standards and Technology (NIST) to develop a model for electronic commerce suitable for SMEs in Latin America. Based on its experience with similar research flowing from the G-7 Telecommunications Summit, NIST has developed a preliminary design which will be shared with both regional institutions (OAS, IICA and IDB) as well as with the private sector. Finally, under an Inter-Agency Agreement with the U.S. Geological Survey, the Bureau is developing a database network, the Inter-American Geospatial Data Network (IGDN), that will permit Internet users throughout the Hemisphere to access geo-spatial data. Geospatial data is increasingly used by NGOs for conservation and sustainable development projects, by governments for policy formulation, implementation and evaluation in natural resources management and economic development, and by business to plan and conduct commercial activities. The IGDN will provide the growing community of geographic information systems users with information on the existence, characteristics and manner of accessing geospatial data held by a network of data suppliers.

Driven by the free trade goals of the Summit of the Americas, more modern communications and trade-facilitating information technology has become a critical ingredient for sustainable economic growth as the Latin American region moves toward a system of free and equitable trade. Companies which do not have access to current product, pricing and shipping information that modern communications systems provide will not be as competitive in a free regional trading environment. Exporters and importers who transmit their shipping documents electronically will increasingly have a greater advantage in their transactions with regional and global customs authorities. Access to market information and buyers for their products are often key obstacles for small and medium-sized business and small-scale farmers. Having access to information through better telecommunications infrastructure in general, and through specific trade data systems such as "Agrinet," generally strengthens free market institutions and "levels the playing field" allowing all producers to compete fairly. In turn, a variety of private market mechanisms work more efficiently, both domestically and internationally. The intense interest in telecommunications at the July 1995 Hemispheric Business Forum in Denver, and the addition of such issues as value-added services as part of USTR's trade negotiating agenda for the Cartagena Trade Ministerial in March 1996, underscore the importance of this sector.

Intermediate Result 3: Access and Participation for Small- and Medium-Size Enterprises in Key Markets Adjusting to Free Trade Expanded

This Intermediate Result will advance the understanding and

development of trade supportive registration and certification systems to improve market access for small- to medium-sized enterprises and producers. The formulation of its activities have been closely coordinated with, and build on, the activities of the Summit International Working Group for Science and Technology. This Intermediate Result has also been shaped by the results of several activities that have been funded by USAID. One of these activities was an experts' round-table discussion on "New Certification Procedures and their Likely Effects on Small Farmers and Agroenterprises in Latin America and the Caribbean." This two-day event examined the possible effects on small farmers of the factors affecting the global trade environment and the possible areas of donor intervention in response to these effects. It is clear that assistance to smaller and medium-sized entrepreneurs is necessary to prevent the widening of the already gaping income gap in Latin America.

A study of Technology Institutions for Agricultural Free Trade in the Americas (TIAFTA), which has generated a lot of interest on the part of donors, academia, other regional organizations and the private sector, focused on the agricultural sector's response to trade liberalization opportunities; the existing institutional capacities of national agricultural technology systems to respond to trade-driven agriculture; and the activities of key international, regional, and U.S.-based institutions that potentially could support the development of hemispheric technology generation and transfer capacity to support trade-driven agriculture. This activity will be followed up by an initiative to design a new hemisphere-wide agricultural technology system to support trade-driven agriculture and assist small- to medium-sized agricultural producers to access trade-relevant technology. This new system would allow small producers to be competitive in a global marketplace that will have quality assurance standards applied to every step in the production to marketing process.

HFTE has also made great progress in the area of land administration. Based on a regional registry synthesis that included property taxation, property registration and property survey of most LAC countries produced in 1995 by the Land Tenure Center, we are designing a regional land administration initiative, already of great interest to World Bank and IDB representatives. Through HFTE's work with land administration, USAID has been successful in leveraging multilateral donor funding for follow-on activities. The IDB recently funded the Government of Nicaragua to begin an urban land titling process after assessing the application of new technologies in addressing titling of land for the urban poor during a visit to the Land Tenure Center. Land regularization in Nicaragua is of essential importance for the development of the country. In Belize, a HFTE-funded activity helped to define a MIF-funded land administration effort, and in Guyana, the IDB has committed to

financing a country-wide program of land administration. HFTE contributions to the planning meeting for the World Conference on Cadastral and Registry Systems were crucial to defining the framework for the upcoming event.

Under HFTE, LAC TECH advisors carried out a forest product certification study on the cost-benefits of managing forests for certification. It is expected that the study's findings will provide an incentive to the private producer to switch to more environmentally sound management practices. Sustainably managed forests offer important public goods and they allow the small-scale and indigenous producer to participate in the market. As trade barriers between countries become less restrictive, the pressure to develop indigenous lands will increase. We are working with Harvard to develop ways that indigenous people can collectively bargain with reduced conflictive tensions for their rights and reap the financial benefits from the natural resources products that they have governed for generations.

Intermediate Result 4: Improved Environmental Policies, Technologies and Practices Introduced and Disseminated in Support of Sustainable Trade

Intermediate Result 4 supports hemispheric trading partners as they struggle to harmonize increased trade objectives with environmentally-sound policies and practices. This Intermediate Result, through studies, conferences, workshops, and demonstrations, will advance understanding and capability for reducing negative impacts of increased trade on the environment, enhancing the positive impacts, and establish environmental policies that advance and do not unnecessarily restrict increased trade.

HFTE's environmental component has two major elements. The first supports developing improved legal, regulatory and policy frameworks to sustain the productivity of key natural resources, reduce environmental contamination in targeted countries or sub-regions, and promote environmentally sound free trade. The second supports introducing and disseminating improved technologies and practices, including pollution prevention, energy efficiency, environmental management systems, and the sustainable use of natural resources--so that LAC countries are better able to participate in trade at a time when demands for environmentally more sound production are being made.

Significant accomplishments have already been realized. These include:

- Minister's Conference on Forestry - For the first time, forestry ministers from South and Central America came together, and along with private sector, NGO, and indigenous group and donor representatives, focussed on sustainable

forest management. Addressed were criteria and indicators for sustainable management, the role of the public sector, and ways to promote sustainability through private sector involvement. A new cooperative framework and Memorandum of Understanding between the Central American Commission for Environment and Development (CCAD) and the Amazon Cooperation Treaty (TCA) Secretariat were signed.

- Policy Maker's Conference on Mining - A regional initiative to promote environmentally sustainable development in the mining sector was launched through a hemispheric conference, attended by LAC policy makers, representatives of U.S. mining and environmental technologies industries, LAC private sector, and donor representatives. The conference focused on trade and investment opportunities, and trade and environmental issues.
- Environmental Law Program - In conjunction with the Global Bureau, LAC established an environmental law program that is providing legal and regulatory policy support to USAID/W, and the Missions. Through the program USAID has developed close working relationships with the Organization of American States (OAS), Environmental Protection Agency (EPA), Inter-American Bar Association and various NGOs on environmental law issues. The program has also been well received by the Missions.
- Eight additional on-going activities were developed and launched including:
 - a World Resources Institute (WRI) assessment of key environmental issues related to sustainable trade which will provide recommendations for prioritizing sustainable trade interventions by USAID, LAC governments, donors, targeted industries, and others;
 - a policy conference on forest concessions carried out by WRI and US Forest Service in collaboration with CCAD and TCA as a follow-up to the regional conference on private investment for sustainable forest management;
 - a University of Rhode Island assessment of policies, incentives and approaches required to promote environmentally sustainable, ecologically sound shrimp mariculture;
 - a series of workshops in selected LAC countries to key industries on ISO 14000 (international voluntary environmental management standards) and its potential significance for key LAC economic sectors on international market competitiveness and sustainable trade in the LAC region;

- the Environmental Fund for the Americas launched with the Global Bureau will offer 20 grants over 2 years of up to \$10,000 each to assist in identifying and introducing improved environmental technologies and best practices by LAC industries to meet international environmental productivity standards;
- six workshops in selected LAC countries on the economic and environmental merits of the adoption of pollution prevention/"clean" technologies and practices in place of end-of-pipe pollution control;
- an assessment (in cooperation with PAHO) of human health risks related to the use of leaded gasoline-- part of a multi-donor supported effort to promote phase-out of leaded gasoline in the LAC region; and
- continuing activities under the Environmental Law Program including policy case studies, expansion of an environmental law database, a trade and environment conference for southern cone countries, and an assessment of the role of regional organizations in promoting environmentally sustainable trade.

Intermediate Result 5: Improved Modern Labor Relations Systems Introduced to Advance Productivity and Competitiveness

Progress has been made in working with the Federal Mediation and Conciliation Service to provide skills training in sound and advanced industrial relations practices in Ecuador. As an alternative to collective bargaining, these practices advance productivity while rewarding and benefiting the workers. Training at three companies is scheduled for June and formation of a National Labor Committee is planned for August. Local support was provided by a staff member of the American Institute for Free Labor Development in Quito. We are working with the Occupational Safety and Health Administration of the Department of Labor to conduct a workshop in occupational safety and health for workers and management teams from selected companies in target countries.

Both of these activities, advancing interest-based negotiations and raising health and safety standards, strengthen internationally recognized worker rights standards. By trying to increase the adoption of internationally recognized worker rights that benefit both workers and managers, USAID's assistance is leveling the international trade playing field for currently disadvantaged U.S. workers which will enable them to compete more effectively in the region. In both of the training activities, an effort is being made to secure the participation of women.

Intermediate Result 6: Full Utilization of Modern Information Systems and Practices to Increase Efficiency and Support the Achievement and the Monitoring and Evaluation of the Strategic Objective

An information management and dissemination system is a critical tool for achieving Strategic Objective 1. This Intermediate Result focused on the development of the HFTE Technical Operations Information System (TOIS), a modern information system to increase efficiency, enhance transparent information exchange, and support the achievement, monitoring and evaluation of the Strategic Objective. The HFTE TOIS will complement USAID's New Management System (NMS) and provide Internet connectivity to ensure Hemispheric-wide access to HFTE information and results.

The dissemination throughout the Hemisphere of information about USAID's prototype activities to those who will undertake follow-on activities is a critical element to support successful exit strategies and critical to the catalytic impact of HFTE to support equitable economic growth in Latin America. To link partners, customers, and stakeholders, information on HFTE demonstration activities will be made widely available through the latest information technologies, including Lotus Notes and the World Wide Web. Utilizing these information technologies will ensure that all programmatic information will remain available to stakeholders and customers via the Internet long after USAID-funded activities have ceased. Other outreach activities will include a publications series and other public information activities designed to fully apprise the USAID constituency of HFTE activities and results.

Through the Lotus Notes database system, team members, partners, and stakeholders will have access to all relevant program documentation and can participate in all phases of the design, implementation and evaluation process. Missions will be linked to the HFTE to allow fuller collaboration on trade development-related activities. Parallel linkages to other regional and bilateral trade projects will be established through Lotus Notes and we will be assisting any Missions that would like to replicate HFTE activities and demonstrations. We will also assist Missions in developing Lotus Notes systems to track their Strategic Objectives and link their partners and customers using the HFTE databases as models.

To date, we have made solid progress toward fully developing the HFTE TOIS databases and linking members of results packages teams and partners through Lotus Notes. Five databases have been designed, user access and security protocols have been established to protect proprietary information, licenses for partners have been purchased, information is being added by team

members, and a quality assurance review is under way to ensure uniformity and consistency in the documentation. We are also establishing a geospatial information-based performance monitoring and evaluation system.

C. Contribution of USAID Activities

The focus of HFTE is to develop policies and incentive structures and introduce efficient profitable technologies and practices that eliminate barriers to trade and encourage private sector investment in environmentally sustainable trade and economic development. The strategy of HFTE-sponsored demonstration activities is to provide a catalyst to coalesce disparate public and private sector actors in forming trade-supportive networks to replicate multilateral pilot activities in certain strategic areas of economic integration: telecommunications, property markets, labor issues, environmental processes, and agricultural systems. The Summit of the Americas' process has underscored the importance of these areas of focus and any lessons learned will be conveyed to the corresponding International Working Groups to be used as models for future activities. In the larger areas of business and private sector export promotion and other areas of global importance such as intellectual property rights, the LAC Bureau will continue to collaborate fully with USAID's Global Bureau which is responsible for such issues through its emerging markets and microenterprises programs.

HFTE demonstration activities are expected to catalyze other U.S. Government agencies, multilateral donors, and/or the private sector to invest in broad replication of trade-supportive activities and technologies. Within this context, funding from other donors and the private sector will be sought to co-sponsor or leverage several HFTE-supported activities and provide funding and other support for their follow-up. To date, USAID has been able to leverage funding from other donors, international organizations, and the private sector in the areas of land titling administration, sustainable development in the mining sector, and sustainable forest management.

USAID's leadership role in linking development partners was underscored at the "Getting Wired for Development" workshop which featured panels drawn from USAID, other donors, and the private sector. This event, jointly sponsored by G/SAT, IRM and LAC, helped establish USAID as an inter-agency leader in promoting the international applications of information technology. The mining and forestry conferences also attested to USAID's ability to bring together key stakeholders from LAC and U.S. government, industry, NGOs and donors.

D. Expected Progress in FY 1997 and FY 1998

Intermediate Result 1: Trade Liberalization - The balance of FY 1996 and the first quarter of FY 1997 will be allocated to getting each of the activities of the trade liberalization partners under way with the objective of establishing a draft set of baseline data by early 1997. This will enable us and our partners to begin to define realistic targets and associated program objectives relative to the two indicators for this Intermediate Result. Experience gained during implementation will be used to more precisely define next steps in terms of targets and the most appropriate prioritization of partner activities to achieve results.

These early start-up activities will enable identification of the targets to be achieved in FY97 and FY98, the appropriate activities that will need to be implemented to achieve the intermediate result, and the identification of issues that may need to be resolved in order to assist the countries to continue to make concrete progress toward being able to negotiate their membership in the FTAA. Early achievement of targeted reforms in country-specific trade-related regulatory systems, particularly in the small economies, will be essential for creating a successful demonstration effect. Further, this process will create additional pressures for the remaining countries to move toward making the appropriate changes in their own regulatory systems, the end result being that each country has reengineered its trade-related regulatory systems so that they are supportive of hemispheric free trade, consistent with the WTO obligations which are to serve as the foundation for the FTAA negotiations.

Intermediate Result 2: Trade Facilitation - New activities will advance telecommunications policy dialogue in the Hemisphere, begin implementation of the "Agrinet" on-line agribusiness information system in Central America, and support the continued development of the Inter-American Geospatial Data Network (IGDN) by the U.S. Geological Survey. These activities are important for providing concrete and low cost product and pricing information services and infrastructure for SMEs and encouraging trends of privatization, de-regulation and modernization of telecommunications services in the Hemisphere by the Year 2005. In 1997, USAID will also begin to examine the policy environment to expand the role of Global Positioning Systems technologies to hemispheric-wide transportation infrastructure, such as air traffic control and electronic charting, land surveying, and environmental monitoring and compliance.

In cooperation with CLAA and Chemonics, we will be assessing the needs of small farmers and SMEs for the Agrinet system, as well as for the telecommunications policy support aspects of the

HFTE project. By September 1996, we plan to have a grant in place supporting initial technical studies linked to the OAS CITEL Communications Ministerial which will take place in Washington, D. C. In December 1996, CLAA will hold its annual Conference on the Caribbean and Latin America in Miami at which tested designs for Agrinet as well as issues surrounding telecommunications modernization and de-regulation in Latin America will be discussed by senior public and private sector officials from the region. The same topics are likely to be continued at the next Summit of the Americas Tarde Ministerial and Hemispheric Business Forum in Bela Horizonte in early 1997.

It is important to relate the above telecommunications and informations technology policy and technology demonstration activities to Mission and host country programming in the LAC region, and to demonstrate their relevance to a variety of development sectors, ranging from health and democracy to environment and trade. Consequently, LAC, the Global Bureau and IRM will organize a two-day workshop for all LAC Missions and counterparts to take place in Guatemala in March 1997.

Intermediate Result 3: Trade and Market Access - New activities which will be funded through HFTE include assistance in certifying timber and organic produce, introducing new International Standard Organizations (ISO) processes of quality assurances through the private sector, assisting NGOs to seek out market opportunities and employ more efficient contracting techniques, improving food processing and food fortification procedures in both local and export products, exploring conflict management techniques for use by indigenous groups in cases of conflict over natural resources, and designing a new hemisphere-wide agricultural technology system to support trade-driven agriculture and assist small- to medium-sized agricultural producers to access trade-relevant technology.

In July, 1996, we will conduct a conference to develop a framework to provide common approaches to private property administration and local management of resources. For countries that are contemplating programs of land registration, awareness of new technologies which impact the transaction costs for small- and medium-size producers and how they function is critical. In addition, the Microenterprise Support Project (598-0821) will continue to provide funding to transform ACCION International's affiliates into sustainable institutions that can access formal financial markets and can effectively deliver services to the poor.

Intermediate Result 4: Trade and the Environment - During FY97 and FY98, the program will build on major accomplishments to-date and ongoing activities that have: enhanced the understanding by various LAC stakeholder groups of critical trade/environment concerns; fostered regional and hemispheric

policy analysis and dialogue on key issues (mining, forestry, lead contamination, shrimp mariculture); and introduced improved environmental technologies and practices (pollution prevention/"clean technologies, environmental management systems) to targeted industries. The ongoing assessment by WRI of key environmental issues related to environmentally sustainable trade will help prioritize and shape future activities. Direct input from LAC governments, industry and other stakeholders at HFTE sponsored policy conferences and technical seminars, along with ongoing consultations with USG agencies, USAID Missions, and donors will also help shape specific interventions in FY97 and FY98.

The program will enhance its collaboration with other donors and international organizations. Some likely areas for continued or expanded collaboration include: mining (IDB and WB); forestry (WB), coastal resources (IDB); legal and regulatory development and compliance (OAS, IDB and WB). To measure impact, the program will track follow-up by LAC governments, LAC key industries, LAC targeted natural resource managers, and/or international donors of HFTE supported activities carried out during FY95 and FY96. Anticipated areas for support in FY97 and FY98 for the environmental program include:

Element 1 - Environmental Legal and Regulatory Frameworks: This element supports the development in targeted countries or sub-regions of, and compliance with, improved environmental legal and regulatory frameworks (laws, policies, regulations, standards) to sustain the productivity of key natural resources and reduce environmental contamination and human health risks. Emphasis will be placed on incorporating incentives for sustainable resource use and pollution prevention. Tentative issues for support include:

- sustainable management of coastal resources;
- environmentally sound use of pesticides;
- sustainable management of forest products;
- environmental policy and investment analysis tools;
- incentives and strategies to improve environmental regulatory compliance

Element 2 - Environmental Technologies and Practices: This element supports the introduction and dissemination of improved technologies and practices, including pollution prevention, energy efficiency, "clean" technologies, environmental management systems, and sustainable use of natural resources. Through case studies, technical seminars/workshops, information dissemination through electronic networks, and direct assistance from US

industries and agencies, LAC industries and natural resource managers will be assisted to successfully compete in and sustain international trade through improving their environmental performance. In addition opportunities and demand for the export of U.S. environmental technologies will be increased. Environmental contamination, along with associated human health risks, and natural resource degradation will be reduced. Major issues for support in targeted industries may include:

- wastewater treatment, water reuse, and water conservation;
- pollution prevention/"clean" technologies and practices;
- energy conservation and efficient utilization;
- comparative risk assessment/risk management; and
- ISO 14000 environmental management systems.

Intermediate Result 5: Labor and Management Relations - A document will be completed in May which summarizes the view of many of our stakeholders and presents common ground for more specific intervention through USAID programming. Activities key to accomplishing this Intermediate Result include the following:

-- Improve the implementation of existing worker rights - This is in keeping with the Plan of Action of Ministers of Labor which sought to "promote the adoption and enforcement of the International Labor Organization's (ILO) worker rights clauses" under the Social Dialogue section.

-- Encourage the development of strong trade unions which can ensure that the benefits of free trade in LAC are shared equitably by the region's workforces and enterprise owners - This is part of the Social Dialogue section of the Labor Ministers' Action Plan. Given the LAC Bureau's limited funding, "encourage" will mean that the LAC Bureau will seek a substantial amount of funding under the Global Bureau's cooperative agreement with the AFL-CIO's international development institutions such as AIFLD. The LAC Bureau will also encourage LAC bilateral Missions to consider augmenting funding for support of trade unions.

-- Create and disseminate materials which educate people about worker rights, how to improve worker conditions and what the U.S. is doing to promote improved conditions - This links directly with the Labor Force of the Future section of the Labor Ministers' Action Plan item to "support public education and advocacy to raise public awareness concerning the social advantages to be gained from local and international provisions protecting the right of workers to form unions, to organize for

the purpose of bargaining collectively, and to strike." Information would be available through information highway mechanisms. LAC/RSD will also examine ways of shaping education and training programs to be more supportive of worker rights.

-- Develop cost-effective means of introducing modern labor-management techniques - This links directly with the Labor Ministers' Action Plan Social Dialogue section to "Support experimentation with cooperative models of labor-management relations in LAC countries and seek to assist firms, labor and governments in defining their respective roles in the process."

-- Conduct worker safety and health workshops related to work-place standards - This activity is one that can provide short-term tangible results appreciated by both labor and management. While some changes, no doubt, will require initial cash outlays, in general there are a number of low cost/no cost changes that can be made which will immediately improve worker satisfaction, health and, ultimately, productivity.

-- In addition, USAID/LAC will use every opportunity to encourage the Inter-American Development Bank to support more fully labor-related activities.

Intermediate Result 6: Achieving and Outreach - The success of the HFTE program relies heavily on the catalytic effect and successful replication of HFTE activities. Wide dissemination of information and results of HFTE activities is the key to having a broad impact in the Latin American region. To address the need for far-reaching information dissemination, we are linking our development teams, including HFTE partners, Missions, customers and stakeholders, to Lotus Notes databases developed exclusively for the purpose of providing access to HFTE information in an easy and transparent manner. For those without the technical ability to link to Lotus Notes through a modem connection, access to HFTE information will be available through the Internet. An Internet web site will be developed in conjunction with USAID's Legislative and Public Affairs Office and the IRM office. We anticipate having all partners on-line by the end of FY 1996 at which time, customers and stakeholders will also have access to all of the HFTE databases through the Internet. We also are developing an aggressive public outreach strategy that will incorporate the use of press releases, results bulletins and technical bulletins to alert customers and stakeholders to the impact of HFTE activities.

REVISED
STRATEGIC OBJECTIVE PERFORMANCE

STRATEGIC OBJECTIVE NO. 1 - Resolve key market issues impeding environmentally sound and equitable free trade in the Hemisphere.					
Intermediate Result 1.1: Key barriers to free trade in selected countries to facilitate construction of the FTAA removed.					
Indicator 1.1.1: Number of FTAA- consistent business facilitating reforms adopted by the countries.					
Unit:	Reforms		Year	Planned	Actual
Source:	Information provided by partners in monitoring the implementation of HFTE	Baseline	1996	TBD	TBD
Comments: The baseline for this indicator will be established during 1996 based on the work of the Summit International Working Groups. Currently USAID is reviewing proposals in the following four areas of trade disciplines that have been identified by the International Working Groups: 1. Food-Product Safety Regulatory Systems 2. Sanitary and Phytosanitary Systems 3. Agricultural Quarantine & Inspection Practices/Systems 4. Customs Systems			1997	TBD	
			1998	TBD	
			1999	TBD	
		Target	2000	TBD	

Intermediate Result 1: Key barriers to free trade in selected countries to facilitate construction of the FTAA removed.

Indicator 1.1.2: Number of policy research activities to identify key trade issues to be addressed by the Summit International Working Groups as potential trade policy issues.

Unit: Number of reports		Year	Planned	Actual
Source: Information provided by partners.	Baseline	1996	TBD	TBD
Comments:		1997	TBD	
		1998	TBD	
		1999	TBD	
	Target	2000	TBD	

STRATEGIC OBJECTIVE PERFORMANCE

STRATEGIC OBJECTIVE NO. 1 - Resolve key market issues impeding environmentally sound and equitable free trade in the Hemisphere.

Intermediate Result 1.2: Use of trade facilitating telecommunications technology in the Hemisphere to support equitable trade creation expanded.

Indicator 1.2.1: Number of demonstrations of trade facilitating information technologies to broaden the participation of small- and medium-sized enterprises.

Unit: Country-specific demonstrations		Year	Planned	Actual
Source: Ag. Coop's, Trade Associations, SME Survey/Evaluation re On-line use of trade information	Baseline	1996	TBD	TBD
Comments:		1997	TBD	
		1998	TBD	
		1999	TBD	
	Target	2000	TBD	

Intermediate Result 1.2: Use of trade facilitating telecommunications technology in the Hemisphere to support equitable trade creation expanded.

Indicator 1.2.2: Number of reports to identify key information technology issues to be implemented under the Summit of the Americas.

Unit: Number of reports		Year	Planned	Actual
Source: USTR, FCC, Commerce Dept., PTTs, CITEL (OAS)	Baseline	1996	TBD	TBD
Comments: Annual qualitative assessment re results in form of: (1) telecommunications deregulation; (2) bilateral, multilateral or other donor studies or working groups triggered (e.g. re telecommunications equipment certification, radio spectrum allocation; liberalization of value-added services); (3) expanded local and foreign investment in LAC information technology sector.		1997	TBD	
		1998	TBD	
		1999	TBD	
		2000	TBD	

STRATEGIC OBJECTIVE PERFORMANCE

STRATEGIC OBJECTIVE NO. 1 - Resolve key market issues impeding environmentally sound and equitable free trade in the Hemisphere.				
Intermediate Result 1.3: Access and participation for small- and medium-sized enterprises in key markets adjusting to free trade expanded.				
Indicator 1.3.1: Reports to identify issues related to key markets, market access and participation for small- and medium-sized enterprises.				
Unit: Number of reports.		Year	Planned	Actual
Source: Government, private sector and institutional records	Baseline	1996	5	
Comments:		1997	TBD	TBD
		1998	TBD	TBD
		1999	TBD	TBD
	Target	2000	TBD	TBD
Intermediate Result 1.3: Access and participation for small- and medium-sized enterprises in key markets adjusting to free trade expanded.				
Indicator 1.3.2: Demonstrate effective mechanisms that address barriers to market entry by small- and medium-sized enterprises.				
Unit: Number of demonstrations.		Year	Planned	Actual
Source: Partner records.	Baseline	1996	TBD	
Comments:		1997	TBD	TBD
		1998	TBD	TBD
		1999	TBD	TBD
		2000	TBD	TBD

STRATEGIC OBJECTIVE PERFORMANCE

STRATEGIC OBJECTIVE NO. 1 - Resolve key market issues impeding environmentally sound and equitable free trade in the Hemisphere.				
Intermediate Result 1.3: Access and participation for small- and medium-sized enterprises in key markets adjusting to free trade expanded.				
Indicator 1.3.3: New customers, particularly women, conducting business with ACCION affiliates.				
Unit: New customers		Year	Planned	Actual
Source: HFTE and partners documents	Baseline	1995		TBD
Comments:		1996		
		1997		
		1998		
	Target	1999	750,000	

Intermediate Result 1.4: Improved environmental policies, technologies, and practices introduced and disseminated in support of free trade.

Indicator 1.4.2: Number of successful technology activities that support increased awareness and acceptance by targeted groups of improved environmental management technologies and practices.

Unit: Number of successful technology activities

Source: Implementing partners; Summit of the Americas follow-up; HFTE program monitoring/evaluation

Comments: Success is measured in terms of follow-up actions by LAC governments, companies, industry associations, international donors, USG agencies (including USAID Missions), or other stakeholders. May include: response to increased demand for information and technical assistance; influence on the policy process; adoption of improved technologies and practices; or increased support for programs or activities directly related to HFTE interventions in targeted industries, natural resource sectors, or other critical trade related environment issues.

***** 18 technology activities have been, or will be, carried out in FY 96. Success of these will be measured in subsequent years.**

	Year	Planned	Actual
Baseline	1995	0	
	1996	0 (18***)	
	1997	11	
	1998	11	
	1999	11	

STRATEGIC OBJECTIVE PERFORMANCE

STRATEGIC OBJECTIVE NO. 1 - Resolve key market issues impeding environmentally sound and equitable free trade in the Hemisphere.

Intermediate Result 1.4: Improved environmental policies, technologies, and practices introduced and disseminated in support of free trade.

Indicator 1.4.1: Number of successful policy* activities for targeted industries and natural resource sectors that support environmentally sustainable trade.

Unit: Number of successful policy activities

Source: Implementing partners; Summit of the Americas follow-up; HFTE program monitoring/evaluation

Comments: Success is measured in terms of follow-up actions by LAC governments, companies, industry associations, international donors, USG agencies (including USAID Missions), or other stakeholders. May include: further policy dialogue and analysis; adoption of improved policies, standards, or regulations; enhanced regional collaboration on specific issues; or increased support for programs or activities directly related to HFTE interventions in targeted industries, natural resource sectors, or other critical trade related environment issues.

*** Includes support for the development of, and compliance with, improved environmental legal and regulatory frameworks (laws, policies, regulations, and standards).
 ** 15 policy activities have been, or will be, carried out in FY 96. Success of these will be measured in subsequent years.**

	Year	Planned	Actual
Baseline	1995	0	
	1996	0 (15**)	
	1997	7	
	1998	7	
Target	1999	7	

STRATEGIC OBJECTIVE PERFORMANCE

STRATEGIC OBJECTIVE NO. 1- Resolve key market issues impeding environmentally sound and equitable free trade in the Hemisphere.				
Intermediate Result 1.5: Improved modern labor relations systems introduced to advance productivity and competitiveness.				
Indicator 1.5.1: Reports to identify labor-related issues as a consequence of free trade.				
Unit: Number of reports		Year	Planned	Actual
Source: Partner records	Baseline	1996	TBD	TBD
Comments:		1997	TBD	TBD
		1998	TBD	TBD
		1999	TBD	TBD
	Target	2000	TBD	TBD
Intermediate Result 1.5: Improved modern labor relations systems introduced to advance productivity and competitiveness.				
Indicator 1.5.2 Demonstrations of improved labor standards as a consequence of free trade.				
Unit: Number of demonstrations.		Year	Planned	Actual
Source: Partner records	Baseline	1996	TBD	TBD
Comments:		1997	TBD	TBD
		1998	TBD	TBD
		1999	TBD	TBD
	Target	2000	TBD	TBD

STRATEGIC OBJECTIVE PERFORMANCE

STRATEGIC OBJECTIVE NO. 1- Resolve key market issues impeding environmentally sound and equitable free trade in the Hemisphere.				
Intermediate Result 1.6: Full utilization of modern information systems and practices to increase efficiency and support the achievement and the monitoring and evaluation of the Strategic Objective.				
Indicator 1.6.1: Number of information systems and databases established and operating to increase efficiency in achieving the strategic objective.				
Unit: Ex: number of systems, databases, publications, LN users, press releases, website hits, etc.		Year	Planned	Actual
Source: HFTE records and information collected from partners and customers through HFTE Results Package Team Leaders.	Baseline	1996	TBD	TBD
Comments: Partners, customers and stakeholders will be connected to HFTE Lotus Notes database by modem or through a WorldWide Web site; parallel linkages to other regional and bilateral trade projects will be established through Lotus Notes; system to bridge Lotus Notes working databases and USAID's NMS will be developed; a bulletin highlighting activity results will be produced and distributed on a regular basis; a technical bulletin highlighting activities in progress will be produced and distributed on a regular basis; a public information program will be developed to keep the USAID constituency apprised of HFTE activities and results; M&E activities will be supported by USGS geospatial information.		1997	TBD	TBD
		1998	TBD	TBD
		1999	TBD	TBD
	Target	2000	TBD	TBD
Subsequent to establishing a baseline for annual costs associated with achieving, monitoring and evaluating, mechanisms to increase efficiencies to diminish these costs over the life of the project will be introduced.				

SO 2: Improved Human Resource Policies Adopted in Selected LAC Countries

The purpose of Strategic Objective 2 is to establish a sustainable hemispheric partnership to promote a better understanding of education policy issues, and develop a broader and more active constituency for educational policy reform within the LAC region and selected countries. Achieving the objective will require the accomplishment of six related results: (1) the development of partnerships and networks coordinating communication on education policy reform to key hemispheric organizations; (2) targeted information on lessons learned disseminated to policy makers and key leaders; (3) strengthened capabilities of key public and private organizations to support policy change; (4) advocacy groups formed in key countries to lobby for education sector reform; (5) policy reform based on best practices promoted by various organizations in the region; and (6) educational policy reforms developed in targeted LAC countries.

A. Summary of Data

As policy activities are slow-starting and long-term in nature, accomplishment of significant results during the reporting period was not anticipated. The major activity in support of this objective - the Partnership for Education Revitalization in the Americas (PERA) did not start in FY 1995 as originally anticipated due to a lack of funds and because design issues required considerably more time and effort than originally anticipated. Nonetheless, with very modest funds, a major conference was held in December 1995 on education reform in the Americas in which nearly 200 people from more than 70 organizations in the hemisphere participated. Several topics were covered at the conference, including experiences in transforming education systems, national experiences in starting education reform, basic education policy for special (minority) populations, and policy incentives in support of education partnerships. The evaluation of the conference showed that the exchange strengthened the capabilities of those who attended to support policy dialogue (Intermediate Result 1.1)

The development of educational policy analyses for targeted LAC countries (Intermediate Result 1.2) was completed in several countries. Under the Global Bureau's EHRTS project, LAC had provided start-up funding for policy analyses in Haiti, Ecuador, and Nicaragua which, in the past year, generated some major rethinking of educational policy in each of these countries. Moreover, a separate LAC Regional program with a Washington-based private voluntary organization (PVO) produced a policy analysis on the topic of Education and the Private Sector in Latin America, making a total of ten analyses or half the target of Intermediate Result 1.2 without the benefit of PERA funding. The

impact of the policy analysis on education and the private sector in Latin America was to generate renewed interest and enlist support for educational policy reform from the private sector in the region.

B. Analysis of data

Because the start of the PERA program was delayed, only limited progress was made toward the six Intermediate Results. Nevertheless, the progress that was made can be characterized as beyond that which could be expected, given the paucity of available resources. The major success revolves around two results: the development of partnerships and networks coordinating communication (Intermediate Result 2.1) and the dissemination of targeted information to policy makers and key leaders (Intermediate Result 2.2). With regard to the former, the December 1995 conference on education policy reform in the Americas brought together more than 70 different organizations from the hemisphere and they discussed policy options in five areas. This initial meeting of key hemispheric leaders developed the beginnings of networks to coordinate and exchange information and, to a lesser extent, formed the core group of institutions that will ultimately be strengthened under PERA and that will become a constituency for reform. Using other resources in the EHRTS project, we were also successful in disseminating more than 2,000 copies of advocacy education policy studies to key leaders in the region.

C. Contribution of USAID Activities

Both the World Bank and the Inter-American Development Bank (IDB) are working as partners with USAID on the issue of education policy reform. The World Bank does not have any major funding devoted to promoting education policy reform in the hemisphere but will continue to conduct some limited educational policy analyses in individual countries. Moreover, the World Bank has pledged to work in a collaborative manner with USAID in implementing the Strategic Objective and will co-finance some USAID policy work.

The IDB has devoted \$1.6 million to a complementary effort on policy reform. Both the IDB and USAID intend to work with the same Washington-based PVO with a comparative advantage in policy reform. The IDB is also developing a series of education policy papers to inform the development of its strategic plan in the education sector. While these papers are largely internal, USAID will review them and they should be important for setting the investment agenda in education in the hemisphere. The policy work of USAID, the World Bank and the IDB, taken together, will be a comprehensive, coordinated effort for education policy in the region and USAID's activities will continue to be the catalyst for achieving important policy results in the area.

D. Expected Progress in FY 1997 and FY 1998

As can be seen in the performance data tables, progress in the area of policy reform proceeds through several stages: process indicators as the partnerships and networks are formed and best practices are identified; output indicators as policy analyses are completed and showcased, and as advocacy groups assimilate the lessons learned; and policy change as organizations in the hemisphere decide to implement the best practices. FY 1997 and FY 1998 will be years in which the effort moves from stage one into stage two. As a result, the expected progress will largely be shown in process and output indicators. Major results, such as number of reform educational policies adopted, will only begin to show in FY 1999 and FY 2000. As the program moves down the path toward achieving the Strategic Objective and PERA activities unfold, performance indicators will be modified to reflect changing conditions and experience in implementing the activity.

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STRATEGIC OBJECTIVE NO. 2: Improved human resource policies adopted in LAC countries.				
Indicator 1: Number of education policies adopted in selected countries.				
Unit: Number of education policies		Year	Planned	Actual
Source: IAD/PERA Secretariat Reports	Baseline		-----	
Comments: Project start delayed due to lack of funds.		1995	-----	N/A
		1996	-----	
		1997	3	
		1998	5	
		1999	7	
		2000	10	
	Target	Total		25
Indicator 2: Percent of education budgets allocated to primary education in selected countries.				
Unit: Number of countries with increased budget		Year	Planned	Actual
Source: IAD/PERA Secretariat Reports	Baseline		-----	
Comments: Project start delayed due to lack of funds.		1995	-----	N/A
		1996	-----	
		1997	2	
		1998	4	
		1999	4	
		2000	10	
	Target	Total		10
Indicator 3: Increased primary enrollment of rural & indigenous girls in selected LAC countries.				
Unit: Number of countries with increased enrollment.		Year	Planned	Actual
Source: IAD/PERA Secretariat Reports	Baseline		-----	
Comments: Project start delayed due to lack of funds.		1995	-----	N/A
		1996	-----	
		1997	1	
		1998	2	
		1999	3	
		2000	4	
	Target	Total		10

STRATEGIC OBJECTIVE No.2: Improved human resource strategies adopted in LAC countries.				
Intermediate Result 1.1: Strengthened capabilities of key public and private organizations to support policy dialogue.				
Indicator 1: Number of organizations participating in development and implementation of educational policy analysis.				
Unit: Number of government, NGO, Private Sector		Year	Planned	Actual
Source: IAD/PERA Secretariat Reports	Baseline		-----	
Comments: Major activity in support of SO did not start in '95, as planned, due to lack of funds.		1995	-----	N/A
		1996	5	
		1997	15	
		1998	25	
		1999	25	
		2000	40	
		Target	Total	190
Indicator 2: Number of workshops and training in key policy areas.				
Unit: Number of workshops		Year	Planned	Actual
Source: IAD/PERA Secretariat Reports	Baseline		-----	
Comments: PERA will conduct workshops, educational analyses and provide technical assistance to members. For the ease of presentation the number of workshops will be monitored to determine results. Major activity in support of SO did not start in '95 as planned due to lack of funds. Through creative measures LAC was able to hold one major workshop and will hold others once PERA activity starts up later this year.		1995	-----	1
		1996	2	
		1997	3	
		1998	5	
		1999	5	
		2000	5	
		Target	Total	20

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STRATEGIC OBJECTIVE No. 2 Improved human resource policies adopted in selected LAC countries.				
Intermediate Result 1.2 Policy Reform: Educational policy reform in targeted LAC countries developed (New IR)				
Indicator 1: New policies developed in key educational policy areas.				
Unit: Number of policy analyses.		Year	Planned	Actual
Source: IAD/PERA Secretariat Reports	Baseline		-----	
Comments: Key educational policy areas are equity, quality, finance and governance. New policies will be developed in selected LAC countries.		1995	-----	N/A
		1996	-----	
		1997	5	
		1998	5	
		1999	5	
		2000	5	
	Target	Total		20
Indicator 2: Significant aspects of PERA findings will be adopted.				
Unit: Number of policy findings.		Year	Planned	Actual
Source: IAD/PERA Secretariat Reports.	Baseline		-----	
Comments: PERA findings and guidelines will be included/adopted in local, regional, or national countries.		1995	-----	N/A
		1996	-----	
		1997	2	
		1998	2	
		1999	2	
		2000	4	
Target	Total		10	
Intermediate Result 2.1 Partnerships/Networks Formed (New IR)				
Indicator 1: Consensus developed on critical areas of education policy.				
Unit: Number of areas/issues selected for analysis.		Year	Planned	Actual .
Source: IAD/PERA Secretariat	Baseline		-----	
The expected outcome is that a consensus will be reached in the first two years on the critical areas of education policy. Expectations are that additional policy areas will be identified for analysis in the out years.		1995	-----	N/A
		1996	0	
		1997	2	
		1998	2	
		1999	TBD	
		2000	TBD	
Target	Total		4	

Indicator 2: Heterogenous working groups formed to address critical issues (New IR)				
Unit: Number of working groups.		Year	Planned	Actual
Source: IAD/PERA Secretariat	Baseline		-----	
Comments: Working groups will address, identify, and evaluate successful practices. Additional working groups will be formed as PERA carries out it's mandate. Major activity in support of SO did not start in '95 as planned.		1995	-----	N/A
		1996	1	
		1997	3	
		1998	TBD	
		1999	TBD	
		2000	TBD	
	Target	Total	4	
Intermediate Results 2.2 Information disseminated/materials developed (New IR)				
Indicator 1: Workshops and training modules developed				
Unit: Number of workshops and modules		Year	Planned	Actual
Source: IAD/PERA Secretariat	Baseline		-----	
Comments: Workshops and training modules will be developed to showcase finding of the working groups. Workshops will be held with public and private organizations in interested member countries in order to encourage national and local adaptation successful practices.		1995	-----	N/A
		1996	-----	
		1997	3/3	
		1998	7/7	
		1999	5/5	
		2000	5/5	
	Target	Total	20/20	
Indicator 2: Findings, results strategies disseminated to all PERA members.				
Unit: Number of findings disseminated.		Year	Planned	Actual
Source: IAD/PERA Secretariat	Baseline		-----	
Comments: Information will be disseminated to all members through electronic media, reports, newsletters, videos, etc.		1995	-----	N/A
		1996	-----	
		1997	20	
		1998	40	
		1999	40	
		2000	60	
	Target	Total	160	

Intermediate Results 2.3 Education policy reform promoted (New IR)				
Indicator 1: Promising practices and successful approaches disseminated and marketed.				
Unit: Number of promising practices disseminated.		Year	Planned	Actual
Source: PERA Secretariat, NOE Statistical Reports	Baseline		-----	
Comments: Promising practices and successful approaches will be marketed to Parliamentarians and public/private sector decision makers.		1995	-----	N/A
		1996	-----	
		1997	10	
		1998	10	
		1999	10	
		2000	10	
	Target	Total	40	
Indicator 2: Pilot programs begun in key education policy areas.				
Unit: Number of pilot programs		Year	Planned	Actual
Source: Contract/grantee	Baseline		-----	
Comments: Pilot programs will be established in at least three countries.		1995	-----	N/A
		1996	-----	
		1997	-----	
		1998	1	
		1999	2	
		2000	2	
	Target	Total	5	
Intermediate Result: 2.4 Constituency for education reform				
Indicator 1: Advocacy groups formed by country to promote key education policy reform.				
Unit: Number of countries		Year	Planned	Actual
Source: IAD/PERA Secretariat Reports	Baseline		-----	
Comments: Advocacy groups will be formed or expanded in at least four key countries to review and lobby for education reform. This is a process indicator. The formation of additional advocacy groups is anticipated in 1998, 1999 and 2000. Activity in support of IR delayed due to lack of funds.		1995	-----	-
		1996	1	
		1997	3	
		1998	TBD	
		1999	TBD	
		2000	TBD	
	Target	Total	4	

Indicator 2: Public and private sector organizations promote key reforms (New IR)				
Unit: Number of organizations	Year	Planned	Actual	
Source: IAD/IPERA Secretariat Reports	1995	-----	N/A	
Comments:	1996	-----		
	1997	2		
	1998	4		
	1999	4		
	2000	-----		
Target	Total	10		

**SO 3: Sustainable Country Health Sector Reforms in Effect
(Designed to Increase Equitable Access to High Quality,
Efficiently Delivered Basic Health Services)**

The purpose of Strategic Objective 3 is to assist in development, approval and implementation of country health reform plans and programs that increase equitable access to basic health services through supportive regional programs. To support health-reform efforts, governments agreed at the Summit of the Americas to form a network to focus on health reform through analyses, training and technical cooperation. The network will support country health reforms by means of technical assistance to foster hemisphere-wide (north-south and south-south) cooperation on reforms and support for analyses, training and other capacity-building activities. The LAC Regional program will strengthen the network and support PAHO in its role of monitoring country plans. In addition, the Partnerships for Health Reform and other USAID activities will carry out information dissemination, training, technical assistance, focused regional studies and operations research.

A. Summary of Data

As programs in support of this strategic objective have not started, and the expression of the SO and Intermediate Results have changed substantially in the past year, there is no progress on indicators to report. (The indicators table of last year did not anticipate results in 1995.) Progress during the last year has been made in the process of initiating dialogue with other donors and in developing the plans for the program. The New Activity Description (NAD) for the Equitable Access to Basic Health Services project was approved with the Strategic Plan and Action Plan last year. LAC/RSD's Population, Health and Nutrition Team (PHN) chose to place (FY 1995 "ex-G") field support funds in the Global Bureau's Data for Decisionmaking in the Health Sector (DDM) cooperative agreement with Harvard University, and in the new Partnerships for Health Reform (PHR) contract with Abt Associates. USAID LAC and Global Bureau staff participated actively in preparations for the Special Meeting on Health Reform. DDM analyzed indicators of health reform contained in the country submissions to PAHO for that meeting, but there was so little commonality that the analysis was not used directly for the meeting.

Subsequently, LAC and Global Bureau staff have had a series of very fruitful meetings with PAHO, PHR, and DDM staff to discuss options and plans, and to develop the revised Results Package for this SO. In addition, we have had conversations with World Bank and IDB staff--which we plan to expand on in the next few months.

B. Analysis of Data

The major disappointment since submission of last year's Program Strategy and Action Plan was the gradual realization that the vision at the time of the Summit of a single integrated network to assist countries with reform would not be possible, given the different policies, procedures, and needs for control among the major donors in this area: World Bank, Interamerican Development Bank (IDB), Pan American Health Organization (PAHO), and USAID. However, all have been willing to discuss health reform seriously with USAID; we have had excellent collaboration with PAHO on developing Results Packages, and anticipate increased collaboration with the World Bank and IDB in the near future. We are seeking ways to implement separate programs which form a coherent whole and still anticipate making a grant to PAHO to assist in monitoring health reform processes and outcomes in the region.

C. Contribution of USAID Activities

USAID-supported activities in support of this objective will focus on four main activities. First, the development or collection and dissemination of methodologies and tools for health reform, will follow-on to the methodologies and tools developed and tested as part of the Health and Nutrition Sustainability contract, a part of the LAC Health and Nutrition Services Support Project (FY89-FY96). Second, the collection of resource materials and the connection of practitioners in networks to gain access to such information, especially in Spanish, will vastly increase the abilities of LAC health reform activists to learn from others' experiences. Third, feedback from (probably) PAHO concerning progress in reform, on some standard criteria, will increase capability of reform practitioners to adjust their activities to gain desired results. Fourth, the sharing of experience and advice directly between countries will support sustainable capability for LAC countries to sustain the process of health sector reform in the future. These efforts will be focussed on the countries in LAC where USAID has PHN efforts (currently 13). Other donor efforts are focussed on seminars and training and on reform design and implementation for single countries--the LAC Bureau's proposed efforts will be regional in nature.

The close association of DDM and PHR with PAHO in implementing our program is expected to strengthen all three programs. The high-level technical support from DDM and PHR will enable an expansion of technical output at PAHO; and the connections with LAC health officials that PAHO supports will increase the impact of DDM and PHR efforts in the region.

D. Expected Progress in FY 1997 and FY 1998

Before the end of FY96, LAC/RSD/PHN expects to decide how to allocate activities among development partners and place resources (grant with PAHO and/or transfer resources to DDM and/or PHR) to fund activities for this objective. Realistically, this is likely to occur near the end of FY 1996, as foreseen at the time of approval of the NAD last year. Measurable results, even at the Intermediate Results level, are not expected until 1997. Reform is a complex process, and while there is considerable ongoing activity, to attribute results to LAC Regional activities will take at least a year of implementation.

**TABLE 2: STRATEGIC OBJECTIVE PERFORMANCE
LAC/RSD HEALTH REFORM STRATEGIC OBJECTIVE**

LAC Regional					
STRATEGIC OBJECTIVE NO. 3 Sustainable country health sector reforms in effect (designed to increase equitable access to high quality, efficiently delivered basic health services)					
Indicator 3.1: Target countries in which reforms are in effect to increase efficiency of delivery of basic health services					
Unit: Number/proportion			Planned*	Actual	
Source: PAHO Summit follow-up reports	Baseline	(Year)	-----	TBD	
<p>Comments: The 13 target LAC countries have an active USAID population, health and nutrition program. Were USAID to cease PHN programming in any country, it would drop out of the target group.</p> <p>*Planned targets for all SO indicators have been adjusted to reflect 1996 start-up of activities for this SO.</p>		1996	0		
		1997	0		
		1998	3 (23%)		
		1999	7 (54%)		
		2000	10 (77%)		
		Target	2001	13 (100%)	
	Indicator: 3.2: Target countries in which reforms are in effect to increase equity of access to basic health services				
Unit: Number/proportion			Planned*	Actual	
Source: PAHO Summit follow-up reports	Baseline	(Year)	-----	TBD	
<p>Comments: The 13 target LAC countries have an active USAID population, health and nutrition program. Were USAID to cease PHN programming in any country, it would drop out of the target group.</p> <p>*Planned targets for all SO indicators have been adjusted to reflect 1996 start-up of activities for this SO.</p>		1996	0		
		1997	0		
		1998	3 (23%)		
		1999	7 (54%)		
		2000	10 (77%)		
		Target	2001	13 (100%)	

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LAC Regional

STRATEGIC OBJECTIVE NO. 3 Sustainable country health sector reforms in effect (designed to increase equitable access to high quality, efficiently delivered basic health services)

Indicator 3.3: Target countries in which reforms are in effect to increase financial sustainability of delivery of basic health services

Unit: Number/proportion

Source: Results Package implementor reports

Comments: The 13 target LAC countries have an active USAID population, health and nutrition program. Were USAID to cease PHN programming in any country, it would drop out of the target group.

***Planned targets for all SO indicators have been adjusted to reflect 1996 start-up of activities for this SO.**

			Planned*	Actual
	Baseline	(Year)	-----	TBD
		1996	0	
		1997	0	
		1998	3 (23%)	
		1999	7 (54%)	
		2000	10 (77%)	
	Target	2001	13 (100%)	

LAC Regional

STRATEGIC OBJECTIVE NO. 3 Sustainable country health sector reforms in effect (designed to increase equitable access to high quality, efficiently delivered basic health services)

Indicator: 3.4: Target countries in which reforms are in effect to increase quality of basic health services

Unit: Number/proportion		Year	Planned	Actual
Source: PAHO Summit follow-up reports	Baseline	(Year)	-----	TBD
<p>Comments: The 13 target LAC countries have an active USAID population, health and nutrition program. Were USAID to cease PHN programming in any country, it would drop out of the target group.</p>		1996	0	
		1997	0	
		1998	3 (23%)	
		1999	7 (54%)	
		2000	10 (77%)	
	Target	2001	13 (100%)	

LAC Regional

STRATEGIC OBJECTIVE NO. 3 Sustainable country health sector reforms in effect (designed to increase equitable access to high quality, efficiently delivered basic health services)

Indicator 3.5: Target countries in which reforms are in effect to increase community participation in health services planning

Unit: Number/proportion

Source: Results Package implementor reports

Comments: The 13 target LAC countries have an active USAID population, health and nutrition program. Were USAID to cease PHN programming in any country, it would drop out of the target group.

***Planned targets for all SO indicators have been adjusted to reflect 1996 start-up of activities for this SO.**

			Planned*	Actual
	Baseline	(Year)	-----	TBD
		1996	0	
		1997	0	
		1998	3 (23%)	
		1999	7 (54%)	
		2000	10 (77%)	
	Target	2001	13(100%)	

LAC Regional				
INTERMEDIATE RESULT NO. 3.1**: In-country capability to assess health sector problems and to design, implement, and monitor reforms.				
Indicator: 3.1.1: Target countries with an identifiable locus of health sector reform activities, which has input into health policy formation (including resource allocation).				
Unit: Number/proportion		Year	Planned	Actual
Source: Results package implementor reports	Baseline	(Year)	-----	TBD
<p>Comments: The 13 target LAC countries have an active USAID population, health and nutrition program. Were USAID to cease PHN programming in any country, it would drop out of the target group.</p> <p>**The Intermediate Results presented here are different from the Program Outcomes presented in the FY 95 Strategic Framework, based on the work of the Strategic Objective team. The indicators are tentative; they are being refined as the results packages are designed.</p>		1996	0	
		1997	3 (23%)	
		1997	7 (54%)	
		1998	10 (77%)	
		1999	13 (100%)	
	Target	2000	13 (100%)	

LAC Regional

INTERMEDIATE RESULT NO. 3.1:** In-country capability to assess health sector problems and to design, implement, and monitor reforms.

Indicator 3.1.2: Target countries where data on epidemiology, services delivered, and costs are collected, analysed, and used for decision-making on health policy.

Unit: Number/proportion

Source: Results package implementor reports

Comments: The 13 target LAC countries have an active USAID population, health and nutrition program. Were USAID to cease PHN programming in any country, it would drop out of the target group.

****The Intermediate Results presented here are different from the Program Outcomes presented in the FY 95 Strategic Framework, based on the work of the Strategic Objective team. The indicators are tentative;; they are being refined as the results packages are designed.**

			Planned	Actual
Source:	Baseline	(Year)	-----	TBD
<p>Comments: The 13 target LAC countries have an active USAID population, health and nutrition program. Were USAID to cease PHN programming in any country, it would drop out of the target group.</p> <p>**The Intermediate Results presented here are different from the Program Outcomes presented in the FY 95 Strategic Framework, based on the work of the Strategic Objective team. The indicators are tentative;; they are being refined as the results packages are designed.</p>		1996	0	
		1997	3 (23%)	
		1998	7 (54%)	
		1999	10 (77%)	
		2000	13 (100%)	
	Target	2001	13 (100%)	

SO 4: More Effective Delivery of Selected Health Services

A. Summary of Data

Vaccination coverage levels for the nine LAC priority countries of Central and South America are high and continue to rise; all 9 have reached 78% coverage with all antigens¹. However, pockets of low coverage exist and moderate variations occur within the priority countries. Through the LAC Regional Accelerated Immunization II Project (AIP II), national training, supervision, and monitoring systems are being substantially improved. Measles cases in the Americas have decreased from over 200,000 in 1990 to only 2,471 in 1994--a 99% drop, due to higher coverage of each birth cohort, combined with campaigns to re-vaccinate all children 9 months-14 years of age. This year, Central American countries will conduct the first follow-up campaigns to reduce susceptibles to almost zero again, vaccinating all children 1-4 years old. However, while LAC vaccination coverage levels are high, programs are not yet sustainable; furthermore, the region has adopted² an ambitious measles-elimination goal which will require substantial surveillance and follow up to achieve.

This Strategic Objective directly supports the Agency's goal of stabilizing world population and protecting human health. Resources will be used to support regional or multi-country activities to improve selected priority health services. AIP II contributes to the achievement of the Agency's objective of a sustainable reduction in child mortality. The SO also contributes to the Agency's objective of a sustainable reduction in maternal mortality.

B. Analysis of Data

Three Results Packages teams have been formed and are working to develop the vaccinations, sick child, and maternal mortality components of the Health Priorities Project (HPP) which will be primary activity used to implement this SO. LAC and Global Bureau staff are participating actively in developing the Intermediate Results. The vaccinations Results Package is designed; we expect to receive a proposal from PAHO for funding shortly. The other components are still under design. SO Team members from the LAC and Global Bureaus met with PAHO's technical advisors on maternal mortality to discuss issues,

¹Except Ecuador, 73% measles coverage and 74% DPT3 coverage, and Haiti, no data available.

²The Ministers of Health of the Region of the Americas, during their meeting at the XXIV Pan American Sanitary Conference in September 1994, set the target of measles elimination from the Western Hemisphere by the year 2000.

options and plans. In addition, we initiated a dialogue with other potential partners and donors interested in this major health concern. In the development of Results Packages for diarrhea and acute respiratory components of the HPP activity, we are planning meetings with major donors and the Global Bureau's Cooperating Agencies to continue these design efforts.

At the Strategic Objective level, baseline data for Indicator 4.1 (Target countries with 80% of pneumonia in children under five years of age with appropriate case management by health care system), and Indicator 4.2 (Target countries with 80% of diarrhea in children under five years of age treated with Oral Rehydration Therapy and continued feeding in health care system and at home) will be collected as part of completing the design for the sick child results package later in FY 1996. There were three target countries (Peru, El Salvador, and Honduras) that reached 90% coverage for all antigens (indicator 4.3); their challenge is now to achieve that success in each successive year. We do not have baseline data on deliveries with serious obstetric complications receiving emergency care, but will find this data, or identify a proxy measure, as part of developing that Results Package with our partners.

At the Intermediate Results level, only indicator 4.2.1 is currently being reported by PAHO as part of the AIP II grant. There is only one country which had achieved less than 10% missed opportunities in 1995--Peru. Opportunities to vaccinate are often missed due to false perceptions of contraindications, usually mild illness. Over the next period, management and surveillance systems will be strengthened to improve performance in vaccinating at every appropriate contact between infants and public and private health care facilities. Collection of baseline data is proceeding as part of Results Package development.

C. Contribution of USAID Activities

The LAC Regional program will make possible the necessary leadership by PAHO and our other partners to improve effectiveness of delivery of the selected health services in the hemisphere, especially in our target countries, for vaccinations, attention to children sick with diarrhea and acute respiratory infections, and reducing maternal mortality. For the vaccination program, we are PAHO's major financial partner. The exact dimensions of other donor regional efforts contributing to the sick child and maternal mortality programs are not clear at this time. We expect that the support provided by USAID for the vaccination program will enable 1) substantial policy change in the direction of better involvement of NGOs in vaccination programs, 2) substantial improvement in service delivery, especially increased collaboration with other children's health service delivery resulting in reduced missed opportunities to

vaccinate, and 3) the development and operation of an effective network of sub-regional laboratories for measles surveillance necessary to eliminate it from the hemisphere. The other Results Packages are expected to initiate such policy and program changes at the level experienced by the initial AIP (1986-1991), that we sponsored with PAHO and other donors.

D. Expected Progress in FY 1997 and FY 1998

We anticipate entering into a grant agreement with PAHO in June 1996 to implement the vaccination activities. We anticipate completing the design of the sick child and maternal mortality activities, and entering into grants and making OYB transfers to the Global Bureau for implementation of activities before the end of FY 1996. We expect to have baseline values for all indicators at the time that implementation begins, or to have a clear agreement about the time frame for them to be established. We expect measurable results only in the vaccination program during 1996, as detailed in the performance tables in this document, because the other activities will only begin implementation at the very end of 1996.

The primary change being made in implementation based on prior experience will be to establish a specific date for provision of baseline data if it is not available at the time implementation arrangements are made. This was a problem with the AIP II grant to PAHO which we do not want to repeat.

Infant, child and maternal mortality remain high in LAC, especially among disadvantaged populations. Currently, target countries in LAC do not dedicate enough health resources to priority needs in controlling diarrheal disease and acute respiratory infections, or maternal mortality reduction, and the quality and effectiveness of the programs also need improvement. Despite the drop in infant mortality in the region, close to 600,000 infants die each year before their first birthday, most of them from causes that could be prevented with these simple, low-cost technologies. While vaccination coverage levels generally are excellent, there are pockets of low coverage and programs are not yet sustainable; furthermore, the region has adopted an ambitious measles-elimination goal.

This objective will use the same successful approaches as the AIP Projects (developing regional standards for program implementation and surveillance, providing technical advisors who worked with country program managers and Interagency Coordinating Committees, and creating effective surveillance systems), which resulted in a much higher level of political attention and

emphasis to immunization programs in target³ countries, and to the effective dedication of substantial national resources for this high priority program. This activity will increase the attention in target countries to these important USAID priorities in the region, and increase the quality and impact of those programs. It is intended to leverage our modest resources to engender focused programmatic attention on the interventions we consider to be most important.

³The target countries will be those LAC sustainable development countries with Strategic Objectives relating to the specific service; for example, for child survival services, there are currently 9 priority countries: Bolivia, Ecuador, Peru, El Salvador, Guatemala, Honduras, Nicaragua, Haiti, and the Dominican Republic. Specific target countries for each health service selected for this program will be specified at the time grant funds are provided to the Pan American Health Organization.

TABLE 2: STRATEGIC OBJECTIVE PERFORMANCE

(Country Name)		LAC Regional		
STRATEGIC OBJECTIVE NO. 5: Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity.				
Indicator: Number and area of targeted parks and protected areas with adequate management.				
Unit: Number/area (millions of acres)			Planned	Actual
Source: Based on PiP criteria	Baseline	(1990)	-----	0
Comments: Criteria include: (a) Immediate conservation threats deterred, including initiation of long-term management plan; (b) Institutional strengthening of LAC NGOs to implement and/or assist in the management of selected parks and reserves; (c) Long term financial plan in progress and funding ensured for recurrent operation costs; (d) A local constituency actively participating in supporting site protection.		1994	4/4.1	4/4.1
		1995	7/5.9	7/6.3
		1996	14/12	
		1997	20/18.2	
		1998	24/18.9	
	Target	1999	28/19.3	

(Country Name)		LAC Regional		
INTERMEDIATE RESULT NO. 5.1 Strengthened on-site capacity for long-term protection of targeted parks and reserves.				
Indicator: 5.1.1: Sites with adequate number of trained park guards and protected areas specialists				
Unit: Number		Year	Planned	Actual
Source: Intermediate Partner (TNC)		1991	10	8
Comments: According to needs assessment set forth in initial workplans and monitored by yearly evaluations. Note: Final target may change if PiP enters new sites. 1990 Baseline = 0		1992	19	16
		1993	22	21
		1994	25	25
		1995	27	27
		1996	28	
		Target 1999	28	
Indicator 5.1.2: Sites with needed protection infrastructure established				
Unit: Number		Year	Planned	Actual
Source: Intermediate Partner (TNC)		1991	10	9
Comments: According to needs assessment set forth in initial workplans and monitored by yearly evaluations. Note: final target may change if PiP enters new sites. 1990 Baseline = 0		1992	19	19
		1993	22	22
		1994	25	25
		1995	27	26
		1996	28	
		Target 1999	28	

(Country Name)		LAC Regional		
INTERMEDIATE RESULT NO. 5.1: Strengthened on-site capacity for long-term management of targeted parks and reserves.				
Indicator: 5.1.3: Sites with adequately demarcated and patrolled park boundaries				
Unit: Number		Year	Planned	Actual
Source: Intermediate Partner (TNC)		1991	10	9
Comments: According to needs assessment set forth in initial workplans and monitored by yearly evaluations. Note: final target may change if PiP enters new sites. Baseline 1990 = 0		1992	19	17
		1993	22	19
		1994	25	25
		1995	27	26
		1996	28	
		Target	1999	28

(Country Name)		LAC Regional		
INTERMEDIATE RESULT NO. 5.2 Strengthened capacity of partner NGOs for sustainable management of targeted parks and reserves.				
Indicator: 5.2.1: Number of NGOs that have met the PiP institutional, administrative, and management criteria				
Unit: Number		Year	Planned	Actual
Source: Intermediate Partner (TNC)	Baseline	1990	0	0
Comments: Criteria include: (a) management and financial reports submitted; (b) pass audit; (c) complete work plans; (d) submit annual evaluations; (e) personnel development; (f) project implementation Note: final target may change if PiP enters new sites		1991	9	9
		1992	13	13
		1993	15	15
		1994	17	17
		1995	19	19
	Target	1996-1999	19	
Indicator: 5.2.2: Number of NGOs involved in policy interventions per year; Number of policy interventions undertaken per year				
Unit: Number NGOs/interventions PER YEAR		Year	Planned	Actual
Source: Implementing Agency	Baseline	(1994)	-----	14/61
Comments: Policy interventions include those contributing to the development and implementation of improved government policies and partnerships affecting park management. This includes activities such as public planning processes, park (and related) regulations and enforcement. NGOs include those not supported by PiP directly, but have worked in alliance with partner NGOs on policy interventions. PiP also supported 3 state or national natural resource agencies with 25 policy interventions.		1995	20/70	17/93
		1996	25/100	
		1997	30/120	
		1998	35/130	
	Target	1999	40/150	

(Country Name)		LAC Regional		
INTERMEDIATE RESULT NO. 5.3: Community constituency developed to support sustainable management of targeted parks and reserves.				
Indicator: 5.3.1: The proportion of the local constituency aware of the importance of local park/reserve site				
Unit: Percent (disaggregated by site, gender)		Year	Planned	Actual
Source: Intermediate Partner (TNC)	Baseline	(1995)	-----	
Comments: "Awareness" includes: (a) awareness of location of park boundaries and/or zones and reasons for placement of those boundaries; (b) ability to articulate the ecological, economic, and health benefits accrued to local communities due to existence of park; and (c) recognition and understanding of the objectives of particular projects being conducted in or around the park (e.g., sustainable forestry management). Representative sites sampled initially until methodology is mature. All sites sampled by 1999.		1995		
		1996	10%	
		1997	15%	
		1998	20%	
	Target	1999	25%	
Indicator: 5.3.2: Number and proportion of people engaged in conservation-oriented activities in and around park site.				
Unit: Percent, number (disaggregated by site, gender)		Year	Planned	Actual
Source: Intermediate Partner	Baseline	(1995)	-----	
Comments: Examples of activities include ecotourism, small-scale organic agriculture, bee keeping, sustainable harvesting of wildlife and other non-timber forest products, etc. Initially, sample of sites reported. All sites sampled by 1997.		1995	2800/10%	
		1996	4200/15%	
		1997	5600/20%	
		1998	7000/25%	
	Target	1999	8400/30%	

(Country Name)		LAC Regional		
INTERMEDIATE RESULT NO. 5.3: Community constituency developed to support sustainable management of targeted parks and reserves				
Indicator: 5.3.3: Number and proportion of people involved with consultation and decision-making at the site level				
Unit: Number; percent (disaggregated by site, gender)		Year	Planned	Actual
Source: The Nature Conservancy	Baseline	1991	-----	
Comments: Includes community members involved with park management planning. Initially, sample of sites reported. All sites sampled by 1997.		1996	560/2%	
		1997	1120/4%	
		1998	1680/6%	
	Target	1999	2240/8%	

(Country Name)		LAC Regional			
INTERMEDIATE RESULT NO. 5.4: Non-USAID funding sources attained or created for parks and reserves					
Indicator: 5.4.1: Annual government and NGO contributions for park and reserve protection					
Unit: Annual \$US per year for all sites/Average \$US per site		Year	Planned	Actual	
Source: Intermediate Partner (TNC)		1992	835,000/ 41,750	688,000/ 34,396	
<p>Comments: Annual targets determined by projected government and NGO contributions in annual workplans. Information on actual contributions derived from Quarterly Financial Billing Reports to USAID.</p> <p>Baseline: 1991 = \$179,000; \$17,900 per site</p> <p>Final FY99 Target = \$2,812,000; \$100,410 per site</p> <p>Number of sites:</p> <p>1991 = 10 1992 = 20 1993 = 25 1994 = 26 1995 = 28 1996 = 28 1997 = 28 1998 = 28 1999 = 28</p>		1993	1,145,000 / 45,800	1,260,000 / 50,396	
		1994	1,395,000 /53,654	2,322,506 /89,327	
		1995	1,705,000 / 60,693	3,100,562 /110,716	
		1996	2,226,000 / 79,483		
		1997	2,553,000 / 91,181		
		Target	1998	2,730,000 / 97,494	

Indicator: 5.4.2: Number of parks and reserves with long-term financial management plans completed and updated regularly by GO/NGO partners.

Unit: Number of park/reserve sites		Year	Planned	Actual
Source: Intermediate Partner (TNC)	Baseline	(1990)	-----	0
<p>Comments: This is a key indicator of a site's ability to achieve long term non-USAID support for its survival as a viable area. An updated financial plan indicates that a de facto management plan exists upon which were based the activities costed out and budgeted in the financial plan. These plans include the selection of the most important and feasible activities for park protection, and insure that sufficient income exists or can be realistically projected to cover these activities.</p> <p>* Although non have yet been completed, seven plans should be completed by July 1996.</p>		1994	4	0
		1995	8	0*
		1996	15	
		1997	20	
		1998	25	
	Target	1999	28	

SO 6: Strengthened Regional Trends that Deepen Democracy in LAC

In the democracy area, LAC/RSD has taken a careful look at the level of performance that can realistically be expected from the regional program. Performance should be measured based on activities that make sense to be implemented regionally rather than bilaterally. This includes work with regional institutions, regional analysis, information exchanges, building of regional networks, innovation through pilot activities and programming efficiencies. It should also be measured based on the limitations of staff and financial resources for regional programming. This review led to a redefinition in LAC/RSD of Strategic Objectives approved in the FY 1995-2000 Regional Program Strategic Plan, and development of a consolidated Strategic Objective 6 Results Framework around the concept of promoting key trends to deepen democracy. This focus more accurately reflects the contribution of the regional democracy program to Agency goals.

The purpose of Strategic Objective 6 is to consolidate and deepen democracy in the LAC region by funding institutions, networks and exchanges that are essential to emerging regional democratic trends. The central focus of the program is to protect and expand human rights by using regional institutions, programs, and mechanisms to carry out activities that complement bilateral USAID programs. Consolidating democracy in the region requires functioning institutions that provide protection of basic rights, secure and expand opportunities to exercise those rights, and assure real potential for participation in decision making. The LAC Regional program focuses on strengthening regional mechanisms to promote human rights and rule of law, improve public sector legitimacy, and to promote pluralism and civil society.

A. Summary of Data

Given the reorientation of the democracy Results Framework, this section focuses on the redefined objective and indicators. The new framework encompasses the ongoing thrust of the current activities and some of the indicators are carried over. In revising the democracy Results Framework, it became apparent that many of the indicators proposed for the previous strategic framework were not appropriate for the new focus. Often these indicators were either project/activity outputs or broad indicators at a regional level that could not realistically be affected by the regional program alone. Finding more appropriate indicators has been a difficult task, however, that points to increasing reliance on non-quantitative data.

B. Analysis of Data

Intermediate Result 1: Strengthened regional mechanisms to

promote human rights and rule of law.

Expansion of activities that promote human rights - The primary activity related to promoting human rights in the hemisphere grows out of core funding for (Inter-American Institute of Human Rights (IIDH). IIDH has continued to carry out research and training, including its annual Interdisciplinary Course on Human Rights, and has developed and distributed a wide range of technical publications on human rights. LAC/RSD's Democracy and Human Rights Team (DHR) is preparing for a strategic review, with other IIDH donors, over the next year to determine whether IIDH activities are properly focused on key human rights issues and to re-evaluate IIDH's role in the evolving field of human rights.

Information exchanges promoting judicial reform - The regional program has provided assistance in strategic planning to most LAC Missions related to rule of law (ROL) programs. The Department of Justice RSSA has helped review specific projects, designed projects, and carried out justice sector assessments, reviewed legal reforms, and facilitated acquisition of proper technical assistance. In addition, DHR has participated in multi-donor reviews and planning exercises in Mexico, Brazil, Colombia, Guatemala, Haiti, Honduras, and Nicaragua. The impact of this type of assistance can be to establish de facto regional norms and minimum standards for laws and legal process in the region by sharing experiences and plans through regional networks, information exchanges, and donor coordination.

In Haiti, DHR assistance played a major role in the design of a comprehensive Administration of Justice project which includes police and judicial officer training, technical assistance to the Ministry of Justice, legal aid, refurbishment of courthouses and prisons, and public education. In Brazil, DHR has been working with the Mission to design a short-term administration of justice project which would combine police and prosecutor training. Moreover, DHR has provided strategic assistance to the justice reform project in Colombia in reviewing the extensive training program for police and prosecutors, in Honduras to assist the Mission in its focus on the Public Ministry, and in Mexico in exploring the possibilities of a ROL project. In addition, DHR provided the LAC Bureau with ROL policy support and in the interagency process, in discussing ROL with the Department of State (ARA and INL) and Department of Justice.

Intermediate Result 2: Strengthened regional mechanisms to improve public sector legitimacy.

Expansion of Activities that Promote Free, Fair, and Transparent Elections - The regional program's core support of the Center for the Promotion of Electoral Assistance (CAPEL) has helped build an institution that is frequently called upon by

bilateral missions and governments for technical assistance in carrying out electoral support programs. During 1995 CAPEL completed its post-election work in Panama, assisted in the Argentina, Guatemala and Bolivia elections, and began a major election assistance program in Nicaragua. It also continued its training work with its annual Inter-American elections course in November for representatives of governments and NGOs from throughout the region. CAPEL's growing role in the region helps to establish regional standards for access, quality, and transparency.

Expansion of Programs to Promote Government Accountability - The regional program's major initiative to promote government accountability and counter corruption is the Regional Financial Management Improvement project (RFMIP). Through pilot programs, conferences, training, and provision of technical assistance this project has catalyzed interest in countries throughout the hemisphere, generated bilateral projects, and, through the USAID-created Donor Consultative Group, collaborated with the World Bank and IDB as they programmed some \$135 million in this sector. Eight years ago, not one LAC country had made a commitment to improve transparency and accountability of public resources. Now, every country but Chile, Costa Rica and Cuba has or is planning an integrated financial management program.

The project's activities to counter corruption and share experiences across countries have made it key part of the Summit of the Americas' "No to Corruption" initiative through support for public information programs, conferences and seminars--including USAID's first teleconference--to reinforce citizens' new awareness that corruption can be fought through newly available democratic processes. Citizen action against corruption has spurred popular efforts to remove presidents in Venezuela, Brazil, and Colombia implicated in corrupt activities.

Increased Opportunities to Share Local Government and Decentralization Experience - The regional program's pilot Local Governance and Municipal Development project has provided the impetus for continued activities in Paraguay and Chile, with the Paraguay mission prepared to take over activities as part of a bilateral program. Accomplishments include the holding of open municipal meetings to discuss budgets and other key decisions with community representatives in Paraguay and legislative initiatives to promote decentralization. LAC/RSD/DHR also played a key organizing role in the second Inter-American Mayors conference, a forum for sharing experiences and approaches in local governance and decentralization and exploring key issues.

Increased Opportunities to Share Legislative Strengthening Experiences - LAC/RSD/DHR worked closely with the Global Bureau's Center for Democracy and Governance in its coordinated effort with USAID/Bolivia to organize the very successful February

conference on Legislative Strengthening which brought development practitioners involved in such projects together from all over the hemisphere. A planned regional Legislative Linkages project was not able to be funded as a new start in FY 1995 or 1996 due to budget shortfalls.

Intermediate Objective 3: Strengthened regional mechanisms to promote pluralism and civil society.

The regional program's major initiative to encourage the trend toward a more politically active civil society is its activity with Partners of the Americas and five leading NGOs from the region (Conciencia and Poder Ciudadano of Argentina, Participa of Chile, Universidad de los Andes in Colombia, and INIAP of Guatemala) to develop a network of civil society NGOs that shares information, experience, and technical assistance to help smaller, local and less-experienced NGOs throughout the region develop and become more effective. The nucleus for this network was created in late 1995 and initial outreach activities are underway.

Improved Training Opportunities for Latin American Journalists - Another major regional initiative in support of pluralism and civil society has been the Latin American Journalist project which has involved nearly 5,000 journalists over the last few years and generated bilateral activities in Bolivia, Nicaragua, and Peru. The establishment of a training center in Panama will help institutionalize this activity and its progress in becoming self-sustaining, and lay the groundwork for reduced future involvement by USAID. This activity has served to initiate efforts to establish standards of professionalism and ethics among journalists in the region.

C. Contribution of USAID Activities

The Regional Democracy Program has been an important catalyst for building Mission, donor, and government support for efforts in key areas. For example, the Regional Administration of Justice project began activities in many countries, that have now resulted not only in bilateral programs in nearly every LAC Mission but the development of significant IDB and World Bank programs working in this sector. Regional legislative strengthening projects in Central America and Chile were precursors to bilateral projects in six different missions. There were no major donor activities focused on anti-corruption and accountability prior to USAID's Regional Financial Management project. It spurred activities in most LAC countries and helped leverage \$135 million in funding for these activities from the IDB and World Bank. LAC Regional program core funding for IIDH/CAPEL has helped develop an institution that has worked with bilateral missions to provide technical assistance for at least ten elections in recent years.

D. Expected Progress in FY 1997 and FY 1998

Analysis of trends points to the need for some new areas of attention by the LAC Bureau, such as addressing the need to further improve government responsiveness in the region and integration of programs that address growing concerns for personal security. Given that budget levels are likely to limit new initiatives, some current activities (such as the journalism initiative) will be phased out as the program shifts in response to new realities. Future plans in relation to each Intermediate Result are outlined below:

Strengthened regional mechanisms to promote human rights and rule of law - To build increased commitment to and understanding of human rights in the region, LAC/RSD/DHR plans to continue core support at a minimal level for IIDH, based on the outcome of this year's strategic review. This review may redefine IIDH's role and activities in support of human rights throughout the region. We believe that IIDH can play a role in developing standards for government commitment to human rights through legislation, support for human rights ombudsman offices, and promoting networks of human rights NGOs.

A Department of Justice RSSA working on the DHR Team will play a crucial role in orienting ROL programs and efforts by other donors toward the critical objective of improved personal security. These issues of personal safety have emerged as prerequisites to establishing rule of law in many LAC nations.

Strengthened regional mechanisms to improve public sector legitimacy - To contribute to building capacity of electoral tribunals and the confidence of Latin American publics in electoral mechanisms, LAC/RSD/DHR plans to provide ongoing core funding for CAPEL so that it continues to be available as a major resource to governments and bilateral Missions for elections programs. CAPEL's growing capability and experience throughout the region allow it to contribute significantly to establishing regional standards for electoral administration and sharing expertise across national boundaries.

Regional Financial Management Improvement project activities are being restructured to strengthen anti-corruption and outreach efforts. Project activities in 1997-98 will continue to promote innovation in building public accountability through focus on NGO outreach, anti-corruption programs, information dissemination (through the database, newsletter, and course development) and donor coordination, including promotion of donor support for anti-corruption initiatives, along with continued coordination of financial management efforts.

Limited funds may be made available to fund Global Bureau mechanisms that create opportunities for regional exchanges

related to legislative strengthening and local government/decentralization.

Strengthened regional mechanisms to promote pluralism and civil society - The Regional Civil Society Network should be moving into the "multiplier" stage by 1997-98, such that local NGOs that have received initial assistance from Partners and the lead NGOs begin to provide similar assistance to other local NGOs. This growing network will be able to offer strong support to NGOs that face organizational or political crises in their home countries.

To promote expanding participation and representation in decision-making processes in the LAC region, LAC/RSD/DHR, working in collaboration with the Global Bureau and other LAC/RSD Teams, hopes to develop and implement some pilot activities designed to strengthen the linkages between civil society, political parties, and governmental institutions.

Staff Support - In addition to these programmatic plans, the staff work of the DHR Team will be increasingly focused on donor coordination and building stronger links with Mission democracy officers and the Global Center for Democracy and Governance. DHR staff will continue to participate in conferences and contribute to research, assessment, and evaluation efforts undertaken by USAID/PPC and Global's Democracy and Governance Center to improve democracy programming throughout the region. Specific DHR Team initiatives are likely to involve administration of justice, development of political parties, and the impact of civil society programming. DHR staff will also be available to cover critical staff shortfalls in bilateral missions, participate in evaluations, and provide assistance in strategic planning.

DHR Indicator Tables

Measures - [S1400]			
Agency Goal	Agency Objective	Operating Unit Objective	Geo Area / Country
2: Sustainable democracies built	2.1: Strengthened rule of law and respect for human rights	Expansion of regional trends that deepen democracy in	Latin America and Caribbean
Result Name	Expansion of regional trends that deepen democracy in LAC		
Result Level	Operating Unit Strategic Objective		
Indicator Name	Increased donor, bilateral mission, & government activity in key areas		
Source Doc	Donor Mission planning documents reports	Source Org	LAC Missions, IDB, World Bank
Select Period	1990	Direct Indicator	Period: Yearly Tracking: Not Required
Projected	Development of Mission, Donor, & Government activities building on regional pilot activities related to Human Rights/Rule of Law, Legitimacy of Public Sector Institutions, and Pluralism/Civil Society		
Actual	Most LAC Missions have bilateral ADJ projects, 5 bilateral legislative strengthening projects, 20 govt accountability programs leveraging significant IFI funds, CAPEL involved in 10 election programs		
Target Assessment			
<input type="radio"/> Target Met <input type="radio"/> Target Missed <input checked="" type="radio"/> See Narrative <input type="button" value="Narrative"/>			
<input type="button" value="Result"/> <input type="button" value="Indicator"/> <input type="button" value="Save"/> <input type="button" value="Cancel"/> <input type="button" value="OK"/>			

Result Name	Strengthened regional mechanisms to promote human rights and rule of law		
Result Level	Intermediate Result		
Indicator Name	Demand for IIDH human rights services		
Source Doc	IIDH budget and reports	Source Org	IIDH
Select Period	1994	Direct Indicator	Period: Yearly Tracking: Not Required
Projected	Increased percentage of the IIDH budget from other donors or government or from fees for services as a reflection of increased demand. Increase in requests for technical assistance from govts & NGOs.		
Actual	This analysis will be undertaken as part of a strategic review of the IIDH program planned for the current fiscal year.		
Target Assessment			
<input type="radio"/> Target Met <input type="radio"/> Target Missed <input checked="" type="radio"/> See Narrative <input type="button" value="Narrative"/>			

Result Name	Strengthened regional mechanisms to promote human rights and rule of law		
Result Level	Intermediate Result		
Indicator Name	Impact/demand for LAC/DHR strategic assistance in AOJ/ROL programs		
Source Doc	RSSA Reports	Source Org	Dept. of Justice RSSA
Report Period	1994	Direct Indicator	Period: Yearly Tracking: Not Rec
Projected	Initiation or revision of Rule of Law programs as an outgrowth of LAC/DHR strategic assistance and/or demand for this type of assistance.		
Actual	The DOJ RSSA provided strategic assistance to ___ country programs over the past ___ months including Haiti, Brazil, Mexico, etc. The Haiti and ___ AOJ programs were significantly modified as a result.		
Target Assessment			
<input type="radio"/> Target Met <input type="radio"/> Target Missed <input checked="" type="radio"/> See Narrative			
			Narrative

Intermediate Result 1: Strengthened regional mechanisms to promote human rights and rule of law.				
Indicator: 8.1.1: Number of requests for technical assistance made to and through the Protocols of Tikal and Quito and the Inter-American Union (associations of electoral commissions).				
Unit: Number of requests		Year	Planned	Actual
Source: CAPEL	Baseline	1995	5	
Comments: The purpose of this indicator is to show efforts/commitment made on the part of LAC countries to improve electoral administration through regional cooperation. The number is dependent on the number of elections to be held in a given year or subsequent year.		1996	8	
	Target	1997	11	

Indicator: Number of multilateral donor-supported accountability projects.				
Unit: Country		Year	Planned	Actual
Source: Casals & Associates	Baseline	1988		0
Comments: Target includes Argentina, Bolivia, Brazil, Colombia, Costa Rica, DomRep, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay, Peru, Uruguay, and Venezuela. Chile is not included because it has an adequate manual system. Does not include tax administration activities, which are significant but not attributable to RFMIP I and II. As of 1994, when RFMIP II began, 8 countries had initiated FM activities. The baseline represents the no. of countries receiving loans for improved financial management at the beginning of RFMIP I (1988).		1994	2	5
		1995	5	5
		1996	3	
		1997		
	Target	1998	19	
Indicator: Number of multilateral donor-supported financial management projects (new starts).				
Unit: Country				
Source: Casals & Associates	Baseline	1985		0
Comments: As of 1994, the beginning of RFMIP II, the following countries had loans/grants for IFMS: Argentina, Bolivia, Panama, Venezuela and Jamaica. The baseline represents the no. of countries committed to improved financial management at the beginning of RFMIP I (1988).		1995	2	2
		1996	2	
		1996	2	
		1997	2	
	Target	1998	11	

Result Name

Result Level

Indicator Name

Source Doc **Source Org**

Select Period **Direct Indicator** **Period: Yearly** **Tracking: Not Required**

Projected

Actual

Target Assessment
 Target Met Target Missed See Narrative

Result Name	Strengthened regional mechanisms to promote pluralism and civil society		
Result Level	Intermediate Result		
Indicator Name	Establishment of regional civil society NGOs		
Source Doc	Partners reporting	Source Org	Partners of the Americas
Select Period	1995	Direct Indicator	Period: Yearly Tracking: Not Required
Projected	Establishment of regional programs to assist NGOs and representative institutions		
Actual	A nucleus of lead civil society NGOs working with USAID, Partners, & the Kettering Foundation was formed and has begun outreach activities to other regional NGOs and established communication links.		
Target Assessment	<input type="radio"/> Target Met <input type="radio"/> Target Missed <input checked="" type="radio"/> See Narrative <input type="button" value="Narrative"/>		

TABLE 2: STRATEGIC OBJECTIVE PERFORMANCE

(Country Name)		LAC Regional		
STRATEGIC OBJECTIVE NO. 5: Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity.				
Indicator: Number and area of targeted parks and protected areas with adequate management.				
Unit: Number/area (millions of acres)			Planned	Actual
Source: Based on PiP criteria	Baseline	(1990)	-----	0
Comments: Criteria include: (a) Immediate conservation threats deterred, including initiation of long-term management plan; (b) Institutional strengthening of LAC NGOs to implement and/or assist in the management of selected parks and reserves; (c) Long term financial plan in progress and funding ensured for recurrent operation costs; (d) A local constituency actively participating in supporting site protection.		1994	4/4.1	4/4.1
		1995	7/5.9	7/6.3
		1996	14/12	
		1997	20/18.2	
		1998	24/18.9	
	Target	1999	28/19.3	

SpO 1: A Broad Base of Leaders and Potential Leaders in LAC Countries Equipped with Technical Skills, Training and Academic Education

The purpose of Special Objective 1 is to equip and broad base of leaders and potential leaders in the LAC region with technical skills, training and academic education. This objective is largely implemented by Georgetown University, through the Cooperative Association of States for Scholarships (CASS) program under the LAC Regional Caribbean and Latin American Scholarship II Program (CLASP II) in response to an annual Congressional earmark. Participants are also trained under the LAC Regional Advanced Training in Economics (ATIE) program, although no new funds have been added to ATIE since FY94. Through the "Experience America" component, all CLASP trainees are exposed to American democracy and democratic principles and the core values on which U.S. society is based. The following intermediate results are being pursued in order to achieve the objective: (1) returned scholars employed in area of expertise and applying skills and leadership; (2) returned trainees active and influential in community and profession; (3) returnees find new jobs or increase responsibilities/earnings in old job; and (4) returnees maintain U.S. ties.

When the CLASP training initiative was launched in 1985, USAID Missions were faced with challenges of recruiting women candidates (40%), disadvantaged populations (70%) and rural residents, who have displayed qualities of leadership or leadership potential and who would otherwise be overlooked for USAID scholarships. All CLASP training programs are evaluated on the extent to which they meet the aforementioned targets.

A. Summary of Data

Current participant training activities, while essentially designed in what looks today like another historical era, have been able in recent years to mold themselves to the broader Agency and Mission objectives and have proved to be an effective tool for reaching Agency objectives as illustrated below:

-- Encouraging Broad-based Economic Growth - Of the 9,384 CLASP participants since 1990, some 6,183 (two-thirds of all trainees) received training under the economic growth category. Under ATIE, 158 economists earned degrees at the masters and doctoral levels. This represents a wide range of fields within three large clusters: agriculture, management and education.

-- Stabilizing World Population Growth and Protecting Human Health - Since 1990, just under 800 participants were trained in the area of health and population, about 8% of the total trained during that period. The number may be somewhat higher, however, as some of those trained under education probably had a health

component to their work.

-- Protecting the Environment - The objective of training in this area has been to strengthen human and institutional capacity, and to build public awareness of environmental issues. In the last several years, trainees specialized in the area of natural resources (260) and parks and water resources (113).

-- Building Democracy - USAID seeks to strengthen civilian government institutions and public participation in society and the political process. Over 16% of trainees were trained in areas classified under democratic initiatives.

B. Analysis of Data

As of the end of 1995, a total of 20,454 trainees (16,612 under CLASP I and 6,258 under CLASP II) were recruited and selected for training by the 16 active USAID field Missions and Georgetown University. All of the targets for CLASP training have been exceeded. The number of women selected to participate in the program exceeded the 40% target by 1,059 women and the number of economically and socially disadvantaged participants exceeded the 70% target by 4,010 participants. The target of 30% of participants enrolled in long-term training programs has been exceeded by 783 scholarship awards. The high proportion of trainees selected from rural areas (69%) or because they possess leadership characteristics or leadership potential in their communities (88%) reflects the priority given these criteria by selection committees. Overall 7,644 individuals (33%) were enrolled in long-term academic programs lasting over nine months.

Mission definition of economic and social disadvantaged vary depending on local factors. In most cases family income and household amenities are important factors in the definition. Other factors which may be taken into consideration in determining a candidate as disadvantaged include gender, or ethnic group as well as social position. In the program design, programming levels for leaders were not established nor were leadership traits defined. It, therefore, became the prerogative of the CLASP project managers and Mission selection committees to identify those characteristics. It has become evident the quality of leadership is crucial in reaching program objectives.

Based on responses to exit questionnaires and interviews of returned scholars, results of these training programs have been significant.

-- Over 89% of recent returnees are employed; many of those not employed are continuing their education.

-- Of those employed 95% were able to put into practice what they had learned in their U.S. training experience.

-- Training has helped to improve their performance at work (89%), to learn new skills (85%), and most have found their training useful for their career goals (88%).

-- 70% of the more recent trainees reported an increase in salary since returning to their home country.

-- Over 75% of the returnees have taken part in volunteer activities since their U.S. training.

-- More than 89% of the trainees report that they have become more effective leaders.

C. Contribution of USAID Activities

This special objective is important to the achievement of USAID development goals and objectives. Training a broad-base of potential leaders enhances the productivity of individuals and enables them to participate more fully in economic activity throughout the hemisphere. Education and training is the foundation of full participation in democratic, stable societies, a key aspect of the CLASP program. In addition, these training programs have helped USAID formulate new strategies for training and human resource development.

D. Expected Progress in 1997 and 1998

Initially, targets set for participant training programs were not results oriented for the historical reasons cited earlier. Targets were set against selection criteria, which are still used to measure performance. Training activity targets remain as: (1) at least 70% of the scholars will be socially and or economically disadvantaged; (2) at least 40% of all scholars will be female; (3) all scholars will attend technical or academic programs in the U.S. lasting no less than 28 days; (4) no fewer than 10% of all scholars will be trained in historically black universities and colleges. While these targets will be adhered to as closely as possible, the measurement of performance will be based on intermediate results outlined above. Given that past performance has already exceeded our expectations for this training objective, we do not wish to set artificially high targets. Therefore, the target set for the last two years of these training programs will remain unchanged from the current level of performance. Maintaining these levels with only moderate change will be sufficient for meeting the training objectives.

LAC/RSD/EHR R-4 1992-1998

LAC REGIONAL SPECIAL OBJECTIVE NO. 1: A broad-base of leaders and potential leaders in LAC countries equipped with technical skills, training and academic education.				
Indicator 1: Leaders and potential leaders from LAC successfully completed U.S. and LAC training.				
Unit: Number of leaders trained annually.		Year	Planned	Actual
Source: AI/FFM Annual and Quarterly Reports	Baseline		-----	17,143
Comments:		1992	-----	957
		1993		807
		1994		806
		1995		741
		1996	650	
		1997		
		1998		
	Target	Total		20,454
Intermediate Results 1: Returned scholars employed in area of expertise and applying skills, leadership.				
Indicator 1: Number of returnees employed.				
Unit: % employed		Year	Planned	Actual
Source: AI/FFM Annual and Quarterly Reports	Baseline		-----	
Comments:		1992	-----	70%
		1993		73%
		1994		84%
		1995		89%
		1996	89%	
		1997		
		1998		
	Target	Total		
Intermediate Results 2: Returned trainees active, influential in community, professions.				
Indicator 1: Number, level and type of community, professional activities returnees are involved in after training.				
Unit: % increased participation		Year	Planned	Actual
Source: AI/FFM Annual and Quarterly Reports	Baseline			
Comments:		1992		DNA
		1993		DNA
		1994		80%
		1995		89%
		1996	89%	
		1997		
		1998		
	Target			

Intermediate Results 3: Returnees find new jobs or increased responsibilities/earnings in old job.				
Indicator 1: Returnees with new jobs or increased earnings.				
Unit: Percentage of returnees		Year	Planned	Actual
Source: AI/FFM Annual and Quarterly Reports	Baseline			
Comments:		1992		75%
		1993		77%
		1994		80%
		1995		82%
		1996	82%	
		1997		
		1998		
		Target		
Intermediate Results 4: Returnees maintain U.S. ties.				
Indicator 1: Returnees who maintain ties in the U.S..				
Unit: Percentage of returnees		Year	Planned	Actual
Source: AI/FFM Annual and Quarterly Reports	Baseline			
Comments:		1992		DNA
		1993		DNA
		1994		11%
		1995		11%
		1996	11%	
		1997		
		1998		
		Target		

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SECTION III - STATUS OF MANAGEMENT CONTRACT

A. Results Frameworks - Graphics and Narratives

SO 1: Resolution of Key Market Issues Impeding Environmentally Sound and Equitable Free Trade in the Hemisphere

USAID assumes that key issues which impede free trade in the hemisphere will be identified by the FTAA International Working Groups through established dialogues with representatives of North American and Latin American partners. Based on the identification of these key trade issues, USAID will play an important catalytic role to introduce prototype market institution reforms in selected countries and trade subregions to advance economic integration. Each prototype activity will be supported by an exit strategy that provides for follow-on activities by market forces, government, public sector, NGOs, or other donors to replicate the initial activity. USAID's catalytic role will also be to leverage other donor and/or public sector resources to assist LAC countries to adopt the prototype activity. As well as being catalytic, many of the HFTE-supported activities contribute directly to dialogue and analysis on key sustainable development issues that may be considered by leaders of governments in the Hemisphere at the post-Summit Bolivia Conference on Sustainable Development in December 1996 or in other fora.

Dissemination of information related to HFTE activities to those who will undertake follow-on activities to strengthen local institutions is a critical element to support successful exit strategies. Information on HFTE demonstration activities will be made widely available through the latest information technologies, including Lotus Notes and the World Wide Web to link to partners and customers. Missions that are pursuing trade development programs will also be linked to the HFTE databases which will allow HFTE Team Leaders to actively collaborate with Missions on related activities and assist Missions in replicating HFTE activity prototypes. Utilizing these information technologies will ensure that all programmatic information will remain available to stakeholders and customers via the Internet long after USAID-funded activities have ceased.

The increased participation of partners underlies all activities under this Strategic Objective. Our partners are productive and effective collaborators in providing technical expertise in each of their respective areas and are often the management entities closest to the ultimate customers. We are working closely with these partners to develop effective plans for identifying and serving the needs of our customers.

HFTE is seeking positive equity impact in all aspects of programming, within the framework of its catalytic role.

Consideration of the equity dimension in the design, implementation, and evaluation of the activities is demonstrated by the Strategic Objective's overarching focus on smaller economies and small- and medium-sized enterprises and producers. Through HFTE, USAID is working with partners to ensure that access to credit institutions will be available to women and ethnic groups, indigenous peoples will be able to access natural resources markets and thereby participate in the development process in their countries, local institutions will have access to information systems, and workers will benefit from improved labor safety and industrial relations. Where we have not yet identified an equity dimension of a particular activity, each Results Package Team has been charged with examining the intermediary linkages that impact on women, ethnic groups and other disenfranchised populations.

The equity issue is particularly glaring in the area of modern information technology. While personal computers and satellite dishes are readily available to the wealthier segments of Latin American society, access to this technology will be limited for the poorer segments such as small- and medium-sized enterprises and small-scale farmers unless USAID targets training and appropriate demonstrations for their benefit. This equity issue also plays out on the country policy level. While many countries in the region have already taken steps to liberalize their telecommunications and trade facilitating infrastructure, Chile ranks far ahead of other nations in terms of tele-density, Internet access and a liberal regulatory regime. Because of this, HFTE seeks to assist the more advanced countries to achieve Chile's level of information technology development while stimulating first steps toward more liberalized information systems among the poorer countries. This will be achieved through policy studies for the more advanced countries and through a combination of telecommunications policy reform and trade facilitating demonstrations in the poorer countries, particularly in Central America and the Caribbean.

RESULTS FRAMEWORK FOR RSD STRATEGIC OBJECTIVE #1

AGENCY OBJECTIVE: Strengthening markets and expanding access and opportunity

LAC BUREAU OBJECTIVE: Support of LAC countries that share the vision of a Hemispheric free trade area as a key to prosperity.

RSD SO #1: Resolve key market issues impeding environmentally sound and equitable free trade in the Hemisphere. Timeframe: 5 yrs

SO Indicator

Number of programmatic follow-on activities (market-, public sector-, or NGO-based) established independently of LAC/RSD regional programming.

Development Assumption

Key issues impeding free trade will be identified by FTAA International Working Groups and through established dialogues with representatives of U.S. and LAC partners.

Development Hypothesis

If USAID, by playing a catalytic role with our partners and other donors, can introduce prototype market institution reforms in response to identified key trade issues in selected countries and trade subregions, then market forces, governments, and/or other donors can replicate the reforms and resolve the issues.

Intermediate Result #1

Key barriers to free trade in selected countries to facilitate construction of the FTAA removed.

Timeframe: 1996-1999

Projects:
LACTECH II, HFTE

Partners:
FDA, IICA, USDA/APHIS, U.S. Customs Service, USDALACTECH, USDA/ERS, National Center for Food and Agricultural Policy

Intermediate Result #2

Expanded use of trade facilitating telecommunications technology in the Hemisphere to support equitable trade creation.

Timeframe: 1996-1999

Projects:
HFTE, CTIS/TIPS, IRM

Partners:
NTIA, U.S. and LAC Trade Associations, FCC, CITEL (OAS), USTTI, CLAA, CTIS/TIPS, NIST, USGS, IRM

Intermediate Result #3

Access and participation for small- and medium-size enterprises in key markets adjusting to free trade expanded.

Timeframe: 1996-1999

Projects:
HFTE, ACCION International, LACTECH II, SUSTAIN, Chemonics

Partners:
World Bank, IDB, NGOs, USDALACTECH, Land Tenure Center, Chemonics, Harvard IFDC, SUSTAIN, INCAP, INCAE, ACCION International

Intermediate Result #4

Improved environmental policies, technologies and practices introduced and disseminated in support of sustainable trade

Timeframe: 1996-1999

Projects:
HFTE, EP3, EHP, EPM, CRM II, FRM II, EEP

Partners:
National Association of State Agencies, RCG/Hagler Development/Bailey, Inc.* CIEL, Camp Dresser & McKee International Inc.*, ELI, EPA, Institute for the Americas, NOAA, Univ. of Rhode Island, USFS, WRI

*CONSORTIUM

Intermediate Result #5

Improved modern labor relations systems introduced to advance productivity and competitiveness.

Timeframe: 1996-1999

Projects:
HFTE

Partners:
FMCS, Department of Labor, International Labor Affairs Bureau

Intermediate Result #6

Full utilization of modern information systems and practices to increase efficiency and support the achievement and the monitoring and evaluation of the Strategic Objective.

Timeframe: 1996-1999

Projects:
HFTE, LACTECH II, IRM

Partners:
USDALACTECH, IRM, USGS

SO 2: Improved Human Resource Policies Adopted in LAC Countries

LAC/RSD's Strategic Objective in education will contribute to the fundamental goal of helping people improve the quality of their own lives and share in the benefits of economic growth. Investments in education and the achievement of program outcomes in education are also fundamental to the Agency achieving its goals in democracy, the environment, health and nutrition, and economic growth. Improving human resource policies in selected LAC countries is a cost-effective, well-targeted investment because 1) over 95% of all investments in the region are made by LAC governments and individuals and the impact of those investments can be increased sharply with sound policy choices; 2) education reform is an important issue in the region and there are many important lessons learned and best practices within the region that can be showcased and replicated throughout the hemisphere; and 3) the initiative in policy reform is in direct support of the Summit of the Americas' Education Initiative and has broad-based technical and political support.

LAC/RSD's development hypothesis is that significantly improving knowledge about policy options and best practices in education will lead to major improvements in the quality of education in the region. We recognize, however, that knowledge about policy options and best practices is not sufficient, in and of itself, to ensure that policies change or that best practices are adopted. Moreover, we realize that instituting improved policy will not necessarily lead to improved educational quality. Our hypothesis is that improved knowledge about policy options and best practices coupled with the development of a constituency for change both inside and outside government will encourage policy change and the improvement of educational quality in the hemisphere. In the end, however, the effectiveness of these investments will be heavily dependent upon the process adopted to effect change and the political will of LAC countries. As a result, achievement of the Strategic Objective is supported by six intermediate results:

- 1) Organizational Capabilities of key public and private organizations to support policy change are strengthened;
- 2) Partnerships and networks are formed coordinating communication among key hemispheric organizations about successful practices and strategies for educational reform;
- 3) Targeted information is disseminated on lessons learned to key policy makers, business leaders, governments and NGO's;
- 4) Constituency and advocacy groups are formed in key countries to review and lobby for education reform;
- 5) Governments, NGOs and the business sector promote education reform, based on best practices; and
- 6) Educational policy reforms are developed in targeted countries.

Accomplishing the strategic objective is dependent on a number of critical assumptions, including:

a) that countries are committed to implementing the education initiative of the Summit of the Americas' Plan of Action;

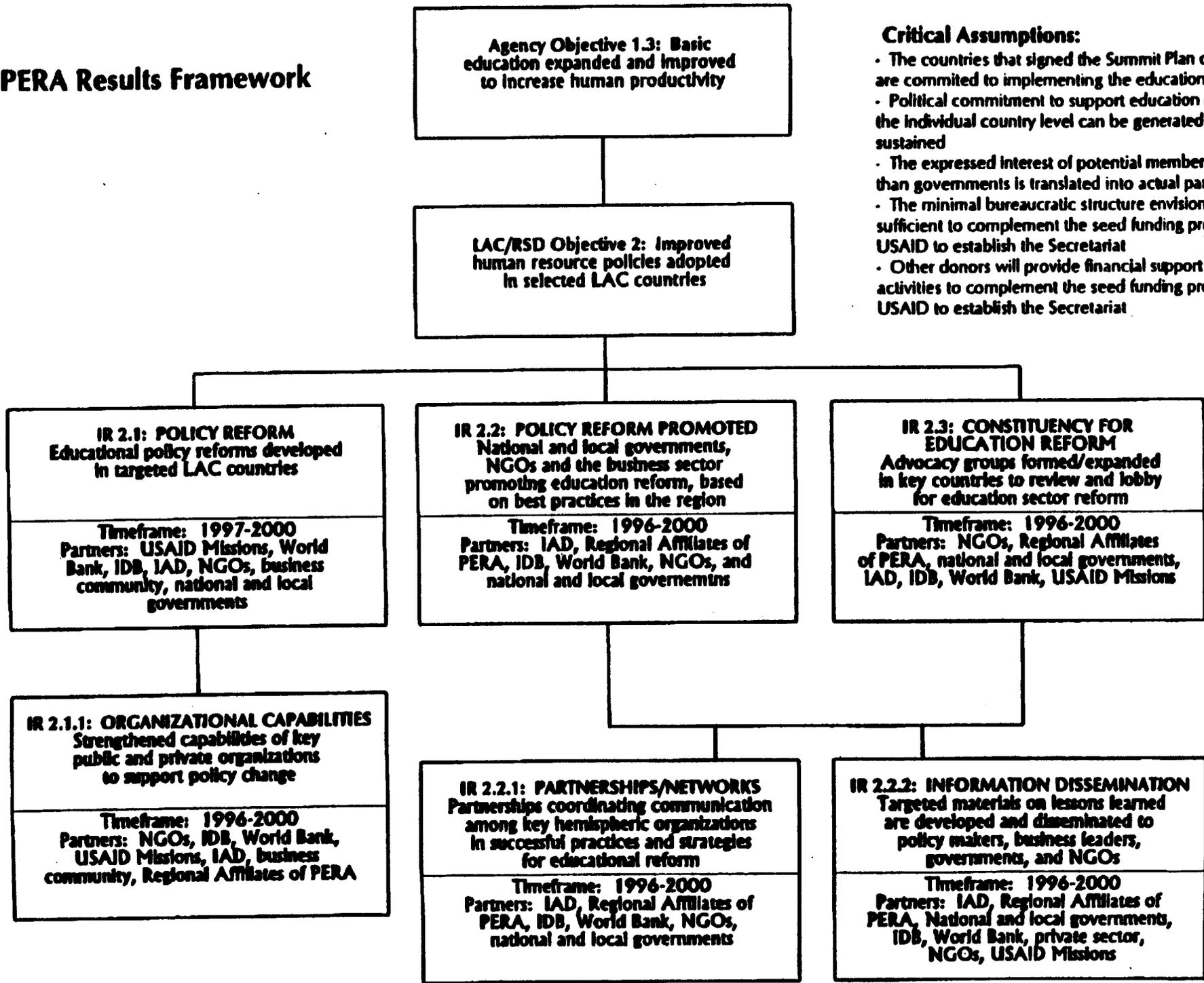
b) the political commitment to support educational reform at the country level can be sustained;

c) the expressed interest of members other than governments translates into participation;

d) the minimal bureaucratic structure envisioned will be sufficient to support the initiative; and

e) other donors and host countries will provide financial support for the initiative.

PERA Results Framework



Critical Assumptions:

- The countries that signed the Summit Plan of Action are committed to implementing the education initiative
- Political commitment to support education reform at the individual country level can be generated and sustained
- The expressed interest of potential members other than governments is translated into actual participation
- The minimal bureaucratic structure envisioned will be sufficient to complement the seed funding provided by USAID to establish the Secretariat
- Other donors will provide financial support for PERA activities to complement the seed funding provided by USAID to establish the Secretariat

**SO 3: Sustainable Country Health Sector Reforms in Effect
(Designed to Increase Equitable Access to High Quality,
Efficiently Delivered Basic Health Services)**

The Action Plan agreed to at the Summit of the Americas proposes that governments endorse child and maternal health objectives including reducing child mortality by one-third and maternal mortality by half (from 1990 levels), reflecting the objectives of the 1990 World Summit for Children, the 1994 Narino accord, and the 1994 International Conference on Population and Development, endorsing a basic package of child and reproductive health interventions and developing or updating country action plans or programs for reforms to achieve equitable, universal access to the basic package. The governments further agreed to use a network to share expertise, information, and experience on health reform efforts in the region.

What is innovative, is to support these objectives through health reforms, such as decentralization and other organizational and management changes, alternative financing schemes, quality assurance, and expanded roles for the private sector, such as greater use of NGOs and community-based services for the poor. Virtually all nations in the region are to some degree in the process of undertaking such health reforms.

The development hypothesis of this Strategic Objective is as follows. Health reform takes place at the national level, but there are regional activities which can support and make those processes more effective. The activities we will undertake as part of this will 1) provide methodologies and tools which country reform practitioners can adapt and use for analysis and design, implementation, and monitoring of country health sector reform; 2) make information on health reform efforts and experience accessible to health reform practitioners; 3) provide feedback on reform processes and outcomes which can be used to monitor and revise reform efforts; and 4) enable sharing between and among health reform practitioners in the region of their experiences and advice. These activities will lead to the accomplishment of the single Intermediate Result: In-country capability to assess health sector problems and to design, implement, and monitor reforms.

Important assumptions for this Strategic Objective include 1) the willingness of public and private health sector providers, professional societies, university faculty, and government officials to participate together in reform efforts; 2) the ability of the parties listed above to mobilize political will to re-direct resources to reforms that increase equitable access to basic health services; and 3) the continuation of donor funding for capital costs of health reform in the region.

RESULTS FRAMEWORK, LAC/RSD HEALTH REFORM STRATEGIC OBJECTIVE

Agency Goal	Stabilizing World Population and Protecting Human Health			
Sub-Goal	To increase equitable access to basic health services in LAC			
LAC/RSD Strategic Objective	Sustainable country health sector reforms in effect (designed to increase equitable access to high quality, efficiently delivered basic health services)			
Intermediate Results Level 1 (Country)	In-country capability to assess health sector problems, and to design, implement, and monitor reforms			
Intermediate Results Level 2 (Country)	2.1 Methodologies and Tools adapted and used for analysis and design, implementation, and monitoring of country health sector reforms	2.2: Information on health reform efforts and experience accessible and used by interested parties in LAC countries	2.3: Internal feedback used to monitor/revise reform efforts; complete reports provided to regional collection point on schedule.	2.4 In-country interested parties** share experience and advice between countries
Intermediate results Level 3 (Regional)	3.1 Methodologies and Tools developed and tested for analysis and design, implementation and monitoring of country health sector reforms	3.2 Information on health reform efforts and experience gathered and made widely available to interested parties in LAC countries and to health sector donors	3.3: Reform processes and outcomes monitored and feedback provided to countries, donors, and other partners.	3.4 Opportunities and means to share experience and advice between countries are established.
Projects used to implement activities	<p>Timeframe: 1997-2000 Partners*: DDM/Harvard Partnerships for Health Reform Project PAHO World Bank</p> <p>506-0631, Equitable Access to Basic Health Services 936-5974.13, Partnerships for Health Reform 936-5991.01, Data for Decisionmaking in the Health Sector</p>	<p>Timeframe: 1996-2000 Partners: PAHO World Bank InterAmerican Development Bank Partnerships for Health Reform Project</p> <p>506-0631, Equitable Access to Basic Health Services 936-5974.13, Partnerships for Health Reform</p>	<p>Timeframe: 1997-2000 Partners: PAHO In-country interested parties Partnerships for Health Reform Project</p> <p>506-0631, Equitable Access to Basic Health Services 936-5974.13, Partnerships for Health Reform 936-5991.01, Data for Decisionmaking in the Health Sector</p>	<p>Timeframe: 1997-2000 Partners: PAHO In-country interested parties Partnerships for Health Reform Project DDM/Harvard</p> <p>506-0631, Equitable Access to Basic Health Services 936-5974.13, Partnerships for Health Reform 936-5991.01, Data for Decisionmaking in the Health Sector</p>
Critical Assumptions (apply to entire Strategic Objective)	<p>Government and non-government health providers, professional societies, university faculty willing to participate together in reform efforts</p> <p>In-Country interested parties can mobilize political will to re-direct resources (time, personnel, and money) to reforms that increase equitable access to basic health services</p> <p>Donors continue to fund capital costs for country health reform design and implementation including technical assistance, studies, and systems design/implementation.</p>			

*All partners are tentative; results packages still under development.

**In-country interested parties will vary by country; many LAC countries have a Health Sector Reform Team with members from the government, NGOs, universities, &/or professional societies--& in some cases international agencies.

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SO 4: More Effective Delivery of Selected Health Services

The Action Plan agreed to at the Summit of the Americas proposes that governments endorse child and maternal health objectives including reducing child mortality by one-third and maternal mortality by half (from 1990 levels), reflecting the objectives of the 1990 World Summit for Children, the 1994 Narino accord, and the 1994 International Conference on Population and Development.

The Health Priorities Project (HPP) will provide regional resources to strengthen selected maternal and child health (MCH) country programs in collaboration with the Pan American Health Organization (PAHO). Selected MCH interventions will be implemented through three HPP components: Vaccination (Immunization), Integrated management of the sick child (Sick Child Initiative), Reproductive Health (Emergency Obstetrical).

Infant, child and maternal mortality remain high in LAC, especially among disadvantaged populations. Currently, target countries in LAC do not dedicate enough health resources to priority needs in controlling diarrheal disease and acute respiratory infections, or maternal mortality reduction, and the quality and effectiveness of the programs also need improvement. Despite the drop in Infant Mortality in the region, close to 600,000 infants still die each year before their first birthday, most of them from causes that could be prevented with these simple, low-cost technologies. While vaccination coverage levels generally are excellent, there are pockets of low coverage and programs are not yet sustainable; furthermore, the region has adopted an ambitious measles-elimination goal.

The development hypothesis of this Strategic Objective is that the same successful approaches as used by the Accelerated Immunization Projects (developing regional standards for program implementation and surveillance, providing technical advisors who worked with country program managers and Interagency Coordinating Committees, and creating effective surveillance systems), which resulted in a much higher level of political attention and emphasis to immunization programs in target⁴ countries, and to the effective dedication of substantial national resources for

⁴The target countries will be those LAC sustainable development countries with Strategic Objectives relating to the specific service; for example, for child survival services, there are currently 9 priority countries: Bolivia, Ecuador, Peru, El Salvador, Guatemala, Honduras, Nicaragua, Haiti, and the Dominican Republic. Specific target countries for each health service selected for this program will be specified at the time grant funds are provided to the Pan American Health Organization.

this high priority program, are still valid for vaccination efforts, and can be successfully transferred to other priority programs. This activity will increase the attention in target countries to these important USAID priorities in the region, and increase the quality and impact of those programs. It is intended to leverage our modest resources to engender focused programmatic attention on the interventions we consider to be most important. The following Intermediate Results are anticipated, the last three of which are not yet finalized:

-- Improved policy environment relating to vaccination services,

-- Expanded and improved vaccination delivery by public and private sector, including NGOs,

-- Strengthening and support of the measles surveillance system,

-- Control of diarrhea disease,

-- Acute respiratory infections, and

-- Maternal mortality.

Critical assumptions for this Strategic Objective are:
1) government and non-government health providers, professional societies, and university faculties are willing to participate as partners in improving quality and access to MCH services for high risk populations; 2) governments continue to endorse the maternal and child health objectives of the 1990 World Summit for children, the 1994 Narino Accord, and the 1994 International Conference on Population and Development (ICPD) to reduce child and maternal mortality; and 3) governments endorse a basic package of clinical, preventive and public health services consistent with WHO, PAHO, and World Bank recommendations and with the Programme of Action agreed to at the 1994 ICPD.

RESULTS FRAMEWORK: LAC/RSD HEALTH SERVICES OBJECTIVE

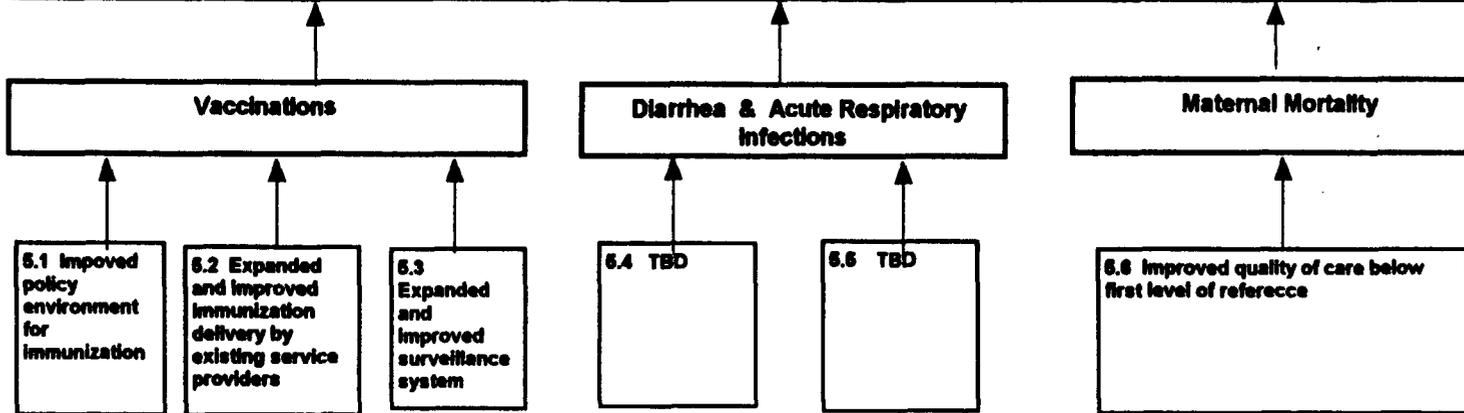
Agency Goal:

Stabilizing world population and protecting human health

LAC Strategic Objective

More effective delivery of selected health services

Intermediate results level



Time frame: 1998-2000

Partners: PAHO, NGOs, USAID Missions, national and local governments, BASICS

Time frame: 1998-2000

Partners: PAHO, NGOs, USAID Missions, national and local governments, BASICS, WELLSTART

Time frame: 1998-2000

Partners: PAHO, NGOs, USAID Missions, national and local governments, MotherCare

Critical Assumptions

Government and non-government health providers, professional societies, university faculty are willing to participate as partners in improving quality and access to MCH services for high risk population

Government continues to endorse the maternal and child health objectives of the 1990 World Summit for children, the 1994 Nairobi Accord and the 1994 ICPD* to reduce child mortality

Government continues to endorse a basic package of clinical, preventive and public health services consistent with WHO, PAHO and World Bank recommendations and with the Program of Action agreed to at the 1994 ICPD*

Project: Health Priority Project
Project No.: 598-0825

SO 5: Protection of Selected LAC Parks and Reserves Important to Conserve the Hemisphere's Biological Diversity

LAC/RSD's environment Strategic Objective is among the Agency's most important in addressing the global priority of conserving biological diversity. Protecting LAC biological diversity is a well-targeted investment because the LAC region (1) contains 40% of the world's species; (2) is where the wild relatives of many economically-important crops (e.g., corn, potatoes, tomatoes, peppers, tobacco, chocolate) remain; and (3) shares migratory species with the United States, especially hawks and songbirds.

LAC/RSD's Strategic Objective concentrates scarce resources on improving the protection of national parks and nature reserves that contain regionally (and globally) important biological diversity. It is advantageous and cost-effective to work in these protected areas because (1) they contain the best remaining examples of natural ecosystems in the LAC region; (2) these 28 park sites nearly conserve a representative sample of significant portions of the region's biological diversity; and (3) they have legal recognition and host country commitment of their protection. Thus, our Strategic Objective is: "Protection of Selected LAC Parks and Reserves Important to Conserve the Hemisphere's Biological Diversity."

LAC/RSD's development hypothesis is that significantly improving park management will lead to the successful protection of the biological diversity found within park sites. Improved management is supported by three key pillars (i.e., three of the four intermediate results):

(1) Strengthening on-site capacity for park protection - establishing a permanent management presence, training park staff, patrolling park boundaries, and providing basic conservation infrastructure.

(2) Strengthening capacity of targeted NGOs - providing partner NGOs with institutional and administrative support so they can produce and implement park management plans, influence local and national policies, raise non-USAID funds, and ensure a local presence exists after USAID support terminates.

(3) Developing a community constituency - improving public awareness of the benefits of the local park site, increased participation in park management decisions, and especially promoting practices that increase jobs in communities near protected areas (e.g., tourism, honey production, fisheries management, marketing forest products).

It has been our experiencing that a combination of an adequate on-site park presence, a strong and active NGO involved

in park management, and a supportive local community gaining economic benefits from the park's biological resources reduces habitat degradation and improves park protection.

To insure the sustainability of park protection after USAID support ends, attaining adequate non-USAID resources is essential. Obviously, without adequate non-USAID resources, park guards will not be paid or trained, local NGOs will not maintain their activities, and community outreach activities will not be strengthened. Thus, the Strategic Objective's final, and perhaps most essential Intermediate Result, is "Non-USAID funding sources attained or created for targeted parks and reserves." Under this Intermediate Result, national governments are solicited to increase their budgets for conservation, other bilateral (e.g., the Japanese Government) and multilateral (e.g., the Global Environment Facility) donors are encouraged to support critical LAC park sites, park financial management plans are produced, and sustainable funding sources from debt swaps, taxes, national environmental trust funds, and park use fees are promoted.

Accomplishing this Strategic Objective is dependent on several critical assumptions. These include:

(a) Host government political commitment: Park protection activities need at least a minimum level of local and national government support. This means that LAC governments recognize the legitimacy of park boundaries, maintain or increase (as appropriate) financial support for park protection activities, and don't discourage the active participation of local NGOs and community groups in park management. Greater levels of LAC government support (both funds and policies) are extremely helpful but not essential for successful park protection.

(b) Counterpart funding commitments fulfilled: Park management activities cannot proceed as planned if counterpart funding commitments are not met. This includes matching funds from The Nature Conservancy (the primary intermediate partner of this Strategic Objective), host governments, local NGOs, and USAID Missions (such as USAID/Mexico). To date, this has not been an issue.

(c) Limited social and political unrest: Park management is extremely difficult in areas with severe social and political unrest (e.g., guerrilla activity; civil war; terrorism). Park management activities become dangerous, especially for U.S. citizens and their local partners, park areas can be occupied by soldiers or refugees, and staff and funding can be diverted from park protection activities (e.g., from Podocarpus, Ecuador following the Peru-Ecuador border war). The integrity of parks in southern Ecuador, Colombia, and Chiapas, Mexico have been threatened at times by unstable social and political environments.

RESULTS FRAMEWORK for LAC/RSD's ENVIRONMENT OBJECTIVE

AGENCY GOAL:

Protecting the global environment:
Conserving biological diversity

LAC BUREAU GOAL:

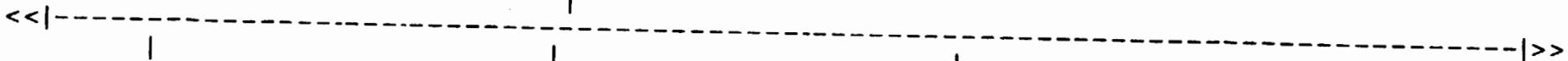
Environment, energy and
natural resources: Preserve
biological diversity

LAC/RSD STRATEGIC OBJECTIVE:

Protection of selected LAC
parks and reserves
important to conserve
the Hemisphere's
biological diversity

PARTNERS

The Nature Conservancy
local NGOs and GOs



IR #1

Strengthened on-site capacity
for long-term protection of
targeted parks and reserves

Timeframe: 1991 - 1999

IR #2

Strengthened capacity of
targeted NGOs for
sustainable management
of targeted parks and
reserves

Timeframe: 1991 - 1999

IR #3

Community constituency
developed to support
sustainable management of
targeted parks and reserves

Timeframe: 1996 - 1999

IR #4

Non-USAD funding
sources attained or
created for targeted
parks and reserves

Timeframe: 1995 - 1999

CRITICAL ASSUMPTIONS FOR ACHIEVING THE STRATEGIC OBJECTIVE

CA #1

Maintenance of host
government support at
baseline levels
(including local govt)

CA #2

Counterpart funding
commitments fulfilled
according to plan
(including USAID missions)

CA #3

Social and political unrest
does not severely
disrupt program activities

CRITICAL INPUTS BY OTHER DONORS

CI #1

Global Environment Facility
funds contribute to key
park sites (e.g., Mexico)

SO 6: Strengthened Regional Trends that Deepen Democracy in LAC

The development hypothesis underlying this objective is that strengthened regional mechanisms can affect key trends associated with the process of deepening democracy (e.g. involving human rights, judicial reform, pluralism, civil society, decentralization, accountability, and efforts to build legitimacy of public institutions) or counter trends that may adversely affect the consolidation of democracy in Latin America (e.g. increased crime and concern for personal security, effects of drug trafficking and corruption).

The intermediate results associated with the strategic objective of expanding regional trends that deepen democracy identify three key trend areas that serve as a focus for activity undertaken by the DHR Team and teams directly responsible for these results. These three trend areas are the most important areas for USAID involvement at a regional level and represent reasonable approaches to achievement of the strategic objective. Strengthened regional mechanisms to promote human rights and rule of law are critical to addressing the fundamental basic rights critical to functioning democracies and addressing current issues of growing crime, impunity to prosecution, and concern about personal security. Strengthened regional mechanisms to improve public sector legitimacy involves building support for regional institutions that provide technical assistance to electoral tribunals which are critical to a defining element of participatory democracy and for activities that promote decentralization and development of local government in ways that promote participation in decisionmaking and responsiveness of government. Building transparency and improved accountability in central government accounting and operations through regional activities that catalyze the efforts of Missions and donors is important to address the corruption that threatens public confidence in democratic government as do regional efforts to support legislative strengthening throughout the region. Strengthened regional mechanisms to promote pluralism and civil society focus on building relationships and networks among politically active non-governmental organizations that serve as channels for citizen interests and participation and improving the professionalism of journalists.

This results framework assumes that activities funded from the regional project and staff interactions can affect key trends associated with deepening democracy in the region. The DHR team believes that a combination of regional project activities and support for regional institutions, pilot activities, interaction with Missions, the Global Center for Democracy and Governance, and other major donors in the region, and contact with academics and development practitioners can promote key trends in various countries. A related assumption is that the trends identified as intermediate results are the most critical for deepening

democracy in Latin America. DHR staff believes this is born out by its own analysis and the direction of bilateral mission strategies in the region.

RESULTS FRAMEWORK FOR STRATEGIC OBJECTIVE

AGENCY GOAL
BUILDING DEMOCRACY

Development Hypothesis
Promoting or countering key trends involving human rights, judicial reform, personal security, pluralism, civil society, decentralization, accountability, and legitimacy of public institutions can contribute to deepening democracy

Expansion of regional trends that deepen democracy in Latin America and the Caribbean

Intermediate Result #1

Strengthened regional mechanisms to promote human rights and rule of law

IR #1.1

Expanded activities that promote human rights monitoring

Timeframe: 95-98
Partners: IIDH

Activities

598-0591 Human Rights Initiatives

Core funding for IIDH for human rights activities

IR #1.2

Information exchanges to promote judicial reform

Timeframe: 94-98
Partners: DOJ

Activities

598-0642 Regional Administration of Justice

RSSA with the Department of Justice

Intermediate Result #2

Strengthened regional mechanisms to improve public sector legitimacy

IR #2.1

Expanded activities that promote free, fair, and transparent elections

Timeframe: 95-98
Partners: IIDH/CAPEL

Activities

598-0591 Human Rights Initiatives

Core funding for IIDH/CAPEL for election activities

IR #2.2

Increased opportunity to share local government and decentralization experience

Timeframe: Annual
Partners: RHUDO, Missions, IDB, WB

Activities

598-0799 Local Governance and Municipal Development

RHUDO activities in Paraguay & Chile
Inter-American Mayors Conference

IR #2.3

Increased opportunity to share legislative strengthening experiences

Timeframe: 97-99
Partners: TBD

Activities

598-0829 Legislative Linkages

Proposed activities to share information regarding legislative strengthening in the region

IR #2.4

Expanded programs to promote government accountability

Timeframe: 93-98
Partners: Casals, IDB, World Bank, Missions

Activities

598-0800 Regional Accountability and Financial Management

Anticorruption and government financial management reform activities

Intermediate Result #3

Strengthened regional mechanisms to promote pluralism and civil society

IR #3.1

Establishment of regional programs to assist NGOs and representative institutions

Timeframe: 97-99
Partners: PARTNERS, Lead LAC NGOs, TBD

Activities

598-0613 Regional Civic Education

Partnerships between U.S. and LAC civic education groups and establishment of regional NGO civil society network

IR #3.2

Improved training opportunities for Latin American Journalists

Timeframe: 92-98
Partners: FIU

Activities

598-0802 Latin American Journalism Project

Training programs & establishment of Regional Training Center in Panama

Contributing Results Associated with Staff Work and Program Activities

Improved Mission A/D/W and donor understanding of regional experience in democracy projects

Increased consensus and cooperation among regional donors on democracy priorities

Analysis of current events in the region and incorporation into LAC democracy programming

Regional initiatives that support pilot projects, programming efficiency or leverage funding from other sources

Strengthened regional institutions to provide democracy technical assistance

Improved coordination between regional and global bureaus

Special Objective 1: To Equip a Broad-base of Leaders and Potential Leaders in LAC Countries with Technical Skills, Training and Academic Education

LAC/RSD's special objective is critical to human resource development in the LAC region and supports each of the Agency's strategic objectives. The importance of human resources to any country cannot be overstated - everything from the broad directions of public policy to the management of individual firms and productivity of individual laborers rest on the skills, knowledge and values of people.

LAC/RSD's participant training strategy is based on the hypothesis that to have long-term impact there are two factors which are critical to lasting improvement in the economic and social conditions in the region: (1) a stable social, political, and economic environment that is conducive to economic development; and (2) an educated and skilled population with capable leaders to manager and implement program and policies.

Customers and direct beneficiaries of this special objective are women, disadvantaged populations and other previously excluded groups in developing countries. These groups and individuals constitute the human resource base of the nation. The special objective also endeavors to identify and recruit scholarship candidates who have demonstrated leadership and potential, but who are clearly unable to obtain their educational objectives in the U.S. without scholarship assistance. Over the past two selection cycles, there has been a heightened focus on leadership qualities as a criterion of selection, and also a closer examination of the "Experience America" activities, which are designed to provide the trainee with increased understanding of democratic processes and institutions, the role of democratic institutions protecting a private sector economy and how development functions in a free enterprise system.

The U.S. based training program is a particularly effective vehicle for strengthening societal commitment to the understanding of free enterprise and democratic pluralism. The combination of exposure to democratic values and institutions and their practical application in economic development, technical skills transfer, and establishment of human and institutional linkages can be a potent force for social and economic change.

In essence, improved social and economic development is contingent on human resource development. Measurement of this special object will be gauged by four intermediate results:

(1) Returned scholars employed in area of expertise and applying skills - Returnees should find meaningful employment in the area in which they were trained in the United States and be able to utilize those skills on the job.

(2) Number, level and type of community, professional activities returnees are involved in post training - Returnees are actively involved in the community at any level (which could be civic or religious).

(3) Returnees find new jobs or increased responsibilities or earnings - Returnees without jobs or who were underemployed at the beginning of training find employment or better employment following training.

(4) Percentage of returnees who maintain ties with the U.S. - Social, collegial or business relationships are maintained with U.S. citizens.

The root cause of underdevelopment of human resources in LAC countries can be traced to historical development patterns and prevailing social, political and economic policies. Many less developed countries fail to develop leaders with a clear understanding of the relationship between pluralistic society, free enterprise, opportunities for all citizens, and economic growth. The resulting limited access to opportunity for a large majority of the population is an important factor in the social and economic development of a nation.

Consequently, the LAC/RSD special objective in training is premised on certain key assumptions:

1. Functioning democracies and free market economies will result in long-term stability and economic growth.
2. Leadership and skills training for middle and lower socio-economic classes will strengthen participation of these groups in economic and political progress.
3. The nature and length of training and experience in the U.S. can have a significant impact on attitudes and skills level.
4. Training programs facilitate the career and economic advancement of participants.

LAC/RSD/EHR
SPECIAL OBJECTIVE STRATEGIC FRAMEWORK

LAC REGIONAL SPECIAL OBJECTIVE 1: To equip a broad-base of leaders & potential leaders in LAC countries with technical skills, training, and academic education.
Indicator 1: Leaders and potential leaders from LAC successfully completed U.S. & LAC training.

I.R. 1: Returned scholars employed in area of expertise.
Timeframe: 1996 - 2000
Partners: Georgetown U/FFM; USAID Missions; host governments; private sector; and U.S. & LAC academic institutions.

I.R. 2: Returned trainees active, influential in community, professions.
Timeframe: 1996 - 2000
Partners: Georgetown U/FFM; USAID Missions; host governments; private sector; and U.S. & LAC academic institutions.

I.R. 3: Returnees find new jobs or increased increased responsibilities/earnings in old job.
Timeframe: 1996 - 2000
Partners: Georgetown U/FFM; USAID Missions; host governments; private sector; and U.S. & LAC academic institutions.

I.R. 4: Returnees maintain U.S. ties.
Timeframe: 1996 - 2000
Partners: Georgetown U/FFM; USAID Missions; host governments; private sector; and U.S. & LAC academic institutions.

(saved 1-2-3 EHRTRAIN)

B. Strategic Objective Changes or Refinements

SO 1: Resolution of Key Market Issues Impeding Environmentally Sound and Equitable Free Trade in the Hemisphere

There have been several changes to the indicators during the past year as a result of refining the Strategic Objective and Intermediate Results. The new indicators are more within the manageable control of this limited regional program and reflect the desired long-term impact of changes in policy regimes, incentive structures, and behavior by LAC governments, industries and natural resource users. Revised indicators track the success of USAID-supported activities as reflected in appropriate follow-up by governments, industry, international donors, USAID Missions, and other key stakeholder groups. This is appropriate given the catalytic nature, regional focus, and limited funding of this program. Activities under this Strategic Objective have also been expanded to include activities under the Sustainable Microfinance Project, 598-0820, and a sixth Intermediate Result has been added to develop information systems to support the achieving and outreach activities of the project.

SO 2: Improved Human Resource Policies Adapted in Selected LAC Countries

Since the major activity in support of the Strategic Objective did not start due to lack of funds and the Intermediate Results identified in last year's Action Plan were completed before the activity was designed, substantial changes (mostly additional detail) have been made to the Results Framework. Those changes have been outlined in the Results Framework and performance data tables. Performance targets have also been adjusted to reflect the design changes and the delay in the implementation of the PERA activity.

SO 3: Sustainable Country Health Sector Reforms in Effect (Designed to Increase Equitable Access to High Quality, Efficiently Delivered Basic Health Services)

This objective has been substantially more developed during the last year, including re-wording the Strategic Objective itself from "Implementation of country health reform plans/programs that increase equitable access to basic health services" to "Sustainable country health sector reforms in effect (designed to increase equitable access to high quality, efficiently delivered basic health services)". This is the result of discussion by the SO Team within the Agency, tempered by comments by development partners with whom we have discussed this Strategic Objective. Effectively, instead of just implementing reforms, the SO now proposes that reforms be operational in the countries.

The Intermediate Result we have chosen to focus on is in-country capability to assess health sector problems and to design, implement, and monitor reforms. This is in contrast to the more process-oriented program outcome last year, which was "development and approval of country health reform plans/programs that increase equitable access to basic health services." While the indicators for the Intermediate Result level are still under development, they are of course different from those presented last year.

To contribute to in-country capability, there are four major activities, which support Strategic Objective achievement as described below.

1) Development and testing of methodologies and tools for analysis and design, implementation, and monitoring of country health sector reforms. Such tools can be adapted to local conditions and used by in-country health reform personnel in their work.

2) Collection and wide dissemination of information to interested parties in LAC countries and health sector donors on health reform efforts and experience. Being aware of what has been tried and the results in different settings will assist in-country health reform personnel to select appropriate solutions to try in response to the problems they identify, and enable them to avoid pitfalls others have already discovered, leading to more successful and sustainable reforms.

3) Monitoring and feedback on reform processes and impact using standardized criteria will assist in-country health reform personnel to judge how well they are doing, and to compare their efforts with programs in other countries. Based on such information, they will be better able to adjust program to increase impact.

4) Creating opportunities for sharing between countries of experiences and advice on health sector reforms will expose them to such experiences and foster a "culture of sharing" between them. This will increase the capability of the countries to find solutions to their problems outside a donor-funded framework, and thereby make their capability to implement and monitor reforms substantially more sustainable in the long run.

SO 4: More Effective Delivery of Selected Health Services

This Strategic Objective per se remains the same as approved last year. However, development of the Results Framework has resulted in changes in the components of the Strategic Objective: we have dropped the idea that we will work in family planning or

STDs/HIV/AIDS, but will add a component to reduce maternal mortality in LAC; we will retain the vaccination component (including measles elimination); and the diarrhea and acute respiratory infection components will be dealt with together as a sick child component, which reflects technical advances.

The indicators at the Strategic Objective level have been so adjusted; in addition, the indicator for the vaccination program has been changed from "missed opportunities to vaccinate" to "coverage", because our program will support elements in addition to service improvements that will contribute to coverage improvements.

At the intermediate results level, all of the indicators have been changed. For the vaccination component, the indicators now reflect the results package designed in consultation with our development partners. For the other components, we will establish Intermediate Results indicators as we develop the final Results Packages later in FY 1996. They will be presented in next year's R4.

SO 5: Protection of Selected Parks and Reserves Important to Conserve the Hemisphere's Biological Diversity

In November 1995, the LAC/RSD Environment Team (E), a representative from the Global Bureau's Environment Center, and LAC/SPM worked together for over two weeks to reengineer LAC/RSD's Strategic Objective to conserve hemispheric biological diversity. Recent collaborative work between LAC/RSD-E and TNC, the primary intermediate customer for this Strategic Objective, fed into this reengineering exercise. The results from the November 1995 work were shared with TNC and its partner NGOs throughout the LAC region for further refinement. Below are the results of this process:

1. The Strategic Objective: The wording of the Strategic Objective was refined to strengthen and clarify program objectives. Measurement of attaining this objective is primarily the same with the exception of clarifying the importance of strengthening partner NGOs. A park site meeting the criteria set forth in this objective signifies that, through USAID support, the park site has reached an acceptable level of self-sufficiency for USAID funding to cease.

2. Intermediate Result 1 - Strengthened on-site capacity for long-term management of targeted parks and reserves: The focus of this Intermediate Result was changed from "protection" to "management" of targeted parks and reserves and reflects the fact that the indicators monitor the ability to improve park management. It is our development hypothesis that if we improve park management, then park protection (i.e, fewer incursions into park sites, less deforestation, less poaching) will also improve.

Due to expense and the unreliability of data collection, and the immaturity of the field of conservation science, we do not have direct indicators for on-site park protection per se.

3. Intermediate Result 2 - Strengthened capacity of partner NGOs for sustainable management of targeted parks and reserves: This Intermediate Result has not functionally changed. However, a better indicator is included of partner NGO capabilities: "Number of NGOs involved in policy interventions per year; number of policy interventions undertaken per year." We believe that an NGO's ability to influence the local, state, or national policy arena is evidence of successful institutional strengthening provided by PiP support.

4. Intermediate Result 3 - Community constituency developed to support sustainable management of targeted parks and reserves: This Intermediate Result has only been slightly modified to reflect that we prefer linking community participation and support of park protection activities with the concept of sustainability, which denotes more than simply a time dimension (unlike the term "long-term").

5. Intermediate Result 4 - Non-USAID funding sources attained or created for parks and reserves: The words "sustainable non-USAID funding" were replaced with "non-USAID funding" because activities under this Strategic Objective leverage funds from national governments, local NGOs, and other bilateral and multilateral sources that aren't necessarily sustainable over the long-term, but are critically important in the short and medium term. The only truly "sustainable" sources of funding come from park entrance fees, certain taxes, and trust funds, assuming that the local policy environment does not change in an unfavorable manner. We have also combined the indicator for non-USAID/non-TNC finances entering park sites to simplify the presentation. We are also eliminating an indicator this year (Number of National Environmental Funds initiated) because, although USAID supports efforts to create these funds, the successful initiation depends upon too many external factors not within our manageable interest.

SO 6: Strengthened Regional Trends that Deepen Democracy in LAC

The Results Framework for the regional program has been revised around a single Strategic Objective that encompasses the same program activities as the four Strategic Objectives outlined in last year's Strategic Plan and Action Plan. The Results Framework was revised to:

-- Accurately reflect the "manageable interest" of the regional democracy program: The strategic objectives outlined in last year's Strategic Plan/Action Plan and many of the indicators associated with them are better reflections of the combined

impact of bilateral missions and regional activities than of what can be accomplished through the regional program alone. While the previous Strategic Objectives reflect the ultimate goal that the regional program is striving toward (along with the bilateral Missions), the regional program alone with its limited budget cannot be responsible for achievement of these broader objectives and this reduces the management utility of the Framework for the LAC/RSD/DHR team.

The strategic focus of the regional program should be on the comparative advantage of intra-regional initiatives. Regional initiatives and institutions can often provide technical assistance from Latin Americans who have developed high levels of expertise rather than U.S. experts who may face more political or cultural obstacles working in the LAC region. Viable, regional institutions (e.g. as a result of the regional program's core support for IIDH and CAPEL) offer USAID Missions an important source of technical assistance steeped in the experience of the region to implement programs such as election support or human rights activities. Regional networks, such as the regional civil society network promoted by the Partners initiative, complements bilateral Mission efforts to promote civil society. Activities funded through the regional democracy program often serve as catalysts for activities within countries that may be eventually incorporated into a bilateral Mission program (e.g. financial management/corruption seminars have started a process leading to a Mission activity). By themselves, however, these regional activities are not sufficient to achieve the results implied by the strategic objectives outlined in the Action Plan. The restated Strategic Objective focusing on promotion of key trends that deepen democracy more accurately reflects the particular niche of the regional program in relation to the broader objectives that the Bureau as a whole is striving toward.

This reformulation of the objective makes it closer to the "Strategic Support Objectives" that the Global Bureau uses to orient its field support efforts in that it reflects the complementarity and assistance provided to bilateral Missions. But it clearly allows the Bureau to establish its role in relation to the Global Center for Democracy and Governance by identifying those issues of specific regional focus and addressing them in a regional context. In many cases, this may bring about a strategic alliance between the Bureau and Global that addresses issues of regional significance using implementation mechanisms available through the Global Bureau, experience generated from other parts of the world or Global research efforts. Coordination with other donors working in the LAC region, such as the Inter-American Development Bank and the World Bank, is most effectively handled by the LAC Bureau.

In more accurately articulating the role of the regional democracy program and bringing the results anticipated into the

manageable interest of the DHR Team and its limited budget, the Results Framework becomes a much stronger management tool.

-- **Incorporate the non-project activities of the Democracy and Human Rights Team:** Part of the vision for the DHR Team is that it be a part of "cutting edge" development related to democratization in the region. DHR staff engage academics and practitioners concerning current theory and practice, provide input to the Global Center and PPC regarding USAID democracy programs in the region, and provide input to Agency, Bureau and Mission strategy processes. Much of the DHR Team's staff work and involvement in numerous internal meetings and discussions as well as outside contacts and conferences are better captured by the revised strategic framework.

-- **Promote the spirit and purpose of reengineering:** The revised framework was developed to build greater efficiency into implementation by building around the existing DHR Team. The DHR Team works to integrate the work of other more focused teams that work to accomplish the intermediate results associated with some of the key democracy trends addressed by the regional program. Structuring teams around a single Strategic Objective promotes the development of functional team relationships and helps help team members manage their time efficiently. A single Strategic Objective team can also better determine budget priorities among competing interests within the democracy area.

-- **Reflect the Focus of the Regional Strategy:** The revised Results Framework, while focused on current trends, defines intermediate objectives that are closer to the objectives laid out in the LAC Bureau Strategy ("The Strategic Role of U.S. Assistance in the Americas") than the previous strategic framework.

SpO 1: A Broad-base of Leaders and Potential Leaders in LAC Countries Equipped with Technical Skills, Training and Academic Education

There have been no changes to this Strategic Objective.

C. Special Concerns or Issues

1. Delegation of Authority - One of the key issues with respect to management and implementation of the LAC Regional portfolio is LAC/RSD's inability to exercise authorities given to the office under the ADS for implementing its strategic objectives, specifically with respect to approving new or amending on-going activities. LAC/RSD has made substantial progress under reengineering: Strategic Objective and Results Packages teams are in place and functioning; Results frameworks

have been developed; partners and stakeholders are actively involved in the design and implementation of the program; customers are being consulted and their concerns factored into the decision making process, etc. Consistent with delegations of authority and in an effort to treat the LAC/RSD Director as equal to a Mission Director, LAC/RSD should be allowed to exercise its authority to approve new activities or amend current activities, while at the same time being held accountable and responsible for its actions and decisions.

2. OE Resources - As the Agency's and Bureau's OE resources continue to decline, LAC/RSD's ability to monitor and evaluate the LAC Regional program is increasingly limited. The shortage of OE funding severely constrains development, monitoring (of program results and financial accountability) and evaluation. The majority of LAC/RSD staff have not been able to travel to assess key activities of one of LAC's largest programs.

3. Funding Availability - The timeliness of available funds to implement the LAC Regional program has been problematic, particularly over the past year due to the lengthy process of establishing an OYB. Multiple funding requests for numerous activities have increased the workload and strained limited staff in LAC/RSD and M/OP. This causes undue hardship on our development partners as they must slow down or accelerate the pace of implementation based on financial resource flows. With respect to the "free trade" strategic objective, two Results Packages depend on services of the Global Bureau's LACTECH project for leadership and numerous activities are affected by budget reductions in G Bureau programs. Budget reductions in Mission programs are a concern in collaborating directly with the HFTE program.

D. Environmental Issues and Schedule

No issues.

The activities listed below will require Initial Environmental Examinations (IEEs) over the coming year. LAC/RSD teams will coordinate IEE preparation with the Bureau's Environmental Coordinator.

- 598-0825 Health Priorities
- 598-0831 Equitable Access to Basic Health Services
- 598-0828 Legislative Linkages
- 598-XXXX Expanding Pluralism
- 598-0591 Amendment to Human Rights Initiatives (IIDH/CAPEL)

SECTION IV - RESOURCE REQUIREMENTS

A. Program Funding By Strategic Objective

Annexes 1 and 2 present the proposed LAC Regional budget over the R4 period. During FY96, \$32.9 million are required to implement and achieve the anticipated results of the on-going LAC Regional program, initiate activities under the Health Reform strategic objective, and to expand activities under the Health Services objective. For FY97, a minimum of \$33.8 million is required to maintain the program at current levels and initiate a new democracy activity to expand pluralism which is an important element of deepening democracy in the post transition phase of most LAC countries. This level is consistent with resources proposed in the FY97 CP for the LAC Regional Program.

During FY98, resources necessary to continue activities which contribute to the achievement of important results under each of the strategic objectives remains at \$33.8 million. One new activity, Legislative Linkages, will be initiated. This new activity was postponed from FY96 due to a lack of funds, and builds upon and replaces the recently completed LAC Regional Legislative Development project. Allocation of the \$33.8 million among the strategic objectives is identical to the allocation of funds during FY97. Because of the importance of each objective to meeting the objectives of the LAC Regional program, and to be responsive to Summit initiatives which strongly influence the program, a level approach to programming of resources over time will allow implementation to proceed at an even pace under each objective.

If, during FY98, the LAC Regional program must absorb a 10% cut in its \$33.8 million requested level, the following programs will be affected:

SO 1 - Free Trade: Funding for activities under Intermediate Results 2 - 6 would be reduced by 10%. This would mean not funding certain activities, or delaying start-up of those activities. As Trade Facilitation is a critical Intermediate Result, funds would not be cut from activities which support this result.

SO 2 - Human Resources Policies: Given the relatively low level of funding for the SO, cuts of 10% will have substantial impact on the expected results, particularly if those cuts come early in the activity implementation. As demonstrated elsewhere, policy reform activities require substantial early investment to establish networks, initiate policy analyses, and to disseminate those findings before results can be achieved and measured. Reduced funding would severely dampen the pace of policy reform activities and would make achievement of the expected results

unlikely in the five year performance period.

SO 3 - Health Reform: Cuts below \$1 million per year would bring into serious question the current objective; useful work could still be done, but achieving the Strategic Objective of "sustainable country health sector reforms in effect" would need to be trimmed back. We would likely choose to cut back our contributions in tools and methodologies and information gathering and dissemination, both of which are among USAID's stronger program areas, in favor of continuing to support monitoring of reform in the Americas and cross-country sharing of experience and advise, which are more specifically called for in the Summit Plan of Action.

SO 4 - Delivery of Health Services: If funds for this objective are reduced by 10%, both the sick child and maternal mortality components will be reduced. Progress will of necessity be slower which would damage the intent of the program to widen the priority program focus beyond support to regional vaccination activities.

SO 5 - Protection of Parks: Reduced funding levels would mean: (a) a greater number of parks take longer to graduate from the PIP program, with some parks not attaining self-sufficiency before USAID funding ends; (b) few or no new sites added to the program, meaning that critical LAC ecosystems remain unprotected; and/or (c) certain balancing themes activities do not occur, thereby limiting the lessons learned from the program, and jeopardizing the sustainability of several sites.

SO 6 - Deepening Democracy: The budget requested for RSD's democracy strategic objective reflects the needs for continuation of ongoing activities that contribute directly to the intermediate objectives plus two new initiatives. These initiatives include pilot Expanding Pluralism activities to address the role of political parties in relation to civil society and government institutions in strengthening democracy and the Legislative Linkages project that was postponed for budgetary reasons this fiscal year. At budget levels below the base provided for planning purposes these new activities are either reduced in scope or eliminated.

SpO 1 - Training: If the LAC Regional program is cut by 10%, the Georgetown earmark would be reduced proportionally. This would mean that fewer participants will enter the two-year training program.

Annex 1

**ALL RESOURCES TABLE
USAID/LAC REGIONAL
(\$000)**

Funding Category	FY 1996*	FY 1997	FY 1998	
		Base**	Base	Base -10%
Development Assistance/ SEED/FSA/ESF/IDA ***				
Economic Growth	18,375	17,625	17,625	15,865
Of which: Field Support **** BBE	1,539	593	0	0
Of which: Field Support **** EHR	225	225	225	225
Population/Health	4,587	4,800	4,800	4,320
Of which: Field Support ****	341	265	265	265
Environment	4,322	5,800	5,800	5,220
Of which: Field Support ****	672	700	700	700
Democracy	5,667	5,625	5,625	5,060
Of which: Field Support ****				
Humanitarian Assistance/Transition				
Of which: Field Support ****				
PL480:				
Title II				
Title III				
Other (HG, MSED, ECA) ***				
GRAND TOTAL	32,951	33,850	33,850	30,466

* The FY 1996 level is from operating bureau allocations based on 75 per cent of the FY 1996 CP request level, except for PL480 programs for which appropriations have been enacted.

** Base is defined as operating bureau allocations based on the FY 1997 OMB PASSBACK level. These allocations shall be ACBI code driven.

*** FYI: SEED= Support for Eastern European Democracy FSA= Freedom Support Act (NIS countries); IDA= International Disaster Assistance. HG = Housing Guaranty; MSED= Micro and Small Enterprise Development, ECA=Enhanced Credit Authority

Annex 2
Funding Scenarios by Objective*
(000)

OBJECTIVE	FY 1996**	FY 1997	FY 1998	
		Base***	Base	Base - 10%
Strategic Objective # 1: Free Trade				
Development Assistance/SEED/FSA****	2,800	3,375	3,375	3,040
Strategic Objective # 2: Imp. Human Res. Policies				
Development Assistance/SEED/FSA****	2,025	1,500	1,500	1,350
Strategic Objective # 3: Health Reform				
Development Assistance/SEED/FSA****	1,000	1,000	1,000	900
Strategic Objective # 4: Delivery of Health Services				
Development Assistance/SEED/FSA****	3,587	3,800	3,800	3,420
Strategic Objective # 5: Protection of Parks				
Development Assistance/SEED/FSA****	3,822	4,800	4,800	4,320
Strategic Objective # 6: Deepening Democracy				
Development Assistance/SEED/FSA****	3,987	5,825	5,825	5,080
Economic Support Funds	2,000	0	0	0
Special Objective # 1: Training				
Development Assistance/SEED/FSA****	13,750	13,750	13,750	12,375
Total				
Development Assistance/SEED/FSA****	30,851	33,850	33,850	30,485
Economic Support Funds	2,000			

* Use all funding splits, including DA, SEED, FSA, ESF, PL480, IDA, NG, NSRF, and SCA.

** The FY 1998 level is from operating bureau allocations based on 75 per cent of the FY 1998 CP request level, except for PL480 programs for which appropriations have been enacted.

*** Base is defined as operating bureau allocations based on the FY 1997 OMB Feedback level.

**** Please disaggregate by funding category.

B. Program Management Requirements: OE and Staffing

It is important to establish the dual roles of LAC's Office of Regional Sustainable Development (LAC/RSD), both of which influence program management requirements under this R4. First, composed of program and technical specialists who work with LAC experts and institutions both in the U.S. and LAC region, LAC/RSD provides essential staff support to the LAC Bureau's Assistant Administrator, senior Bureau management, geographical and functional offices, and USAID LAC field Missions to define and anticipate, analyze and respond to LAC political, strategic, policy and program trends in sustainable development.

LAC/RSD focuses on five sectors: broad-based economic growth; education and human resources; population, health and nutrition; the environment; and democracy and human rights--and on intersectoral "themes on the seams" which require cross-disciplinary thinking and planning. The Office is also responsible for special objectives, such as developing training programs appropriate to the changing needs of the region, and the management from the bureau perspective of P.L. 480 programming, food security issues and humanitarian response when crises of various kinds make such response necessary.

In fulfilling this role, LAC/RSD works very closely with staff of the Global Bureau who have experience focusing on global dimensions of sustainable development issues and who also provide a "stable" of program instruments and staff that can be drawn upon for direct field support by LAC missions (and the LAC Regional program) to meet needs for short- and longer-term technical assistance in a variety of program areas. The LAC/RSD relationship with Global Bureau Centers is symbiotic in the precise meaning of that term as defined in Webster's famous dictionary-- "the state in which two different organisms are living in close relationship, each benefiting from such an association." In fact, since the Global Bureau has been traditionally staffed by greater numbers of GS than FS staff with field experience, and also because some Global Bureau Centers lack expertise on LAC in certain subject areas (or are understaffed and unable to respond to field needs at particular times), LAC/RSD direct hire and program-funded staff, on occasion, are requested to supplement Global's field support services (although field support is not normally the responsibility of the LAC/RSD Office).

Serving the AA/LAC, the Bureau and Agency goals, LAC/RSD also works closely with other Agency partners in PPC, M and other regional bureaus; with a plethora of other USG agencies--in particular, with those sections focusing on the nexus of international and LAC concerns; with other donor organizations, some specific to the region such as the Inter-American

Development Bank and others, like the World Bank or International Monetary Fund, with strong divisions devoted to LAC analysis and response; and with U.S.-based NGOs, either entirely focused on the LAC region (Partners of the Americas, The Nature Conservancy) or which have significant sections with LAC expertise.

Most importantly, however, in fulfilling this first essential role, LAC/RSD is the AA/LAC's "think-tank" and strategic planning and response team, and is dedicated to the nuts and bolts of ensuring change in LAC: that is, to the time-intensive work of developing, strengthening and nurturing intimate working relationships with LAC experts, political figures regardless of party affiliation, government leaders, sub-regional organizations and specialized interest groups, institutions such as universities, research institutes, policy centers and region- or sub-region-specific NGOs. While USAID Missions concern themselves with the country dynamic, LAC/RSD concerns itself with a cross-cutting region- or sub-region-specific dynamic among individuals, groups, institutions and countries in order to support achievement of larger sustainable development goals of the region. These were most recently defined by 34 nations of the hemisphere, including the U.S., at the 1994 Summit of the Americas, and implementing Summit goals has been defined by our Government as a major U.S. foreign policy.

LAC/RSD's second critical role is to manage and administer a \$36 million portfolio (FY 1996) of sustainable development activities which are uniquely regional in nature - that respond to regional themes, trends, issues, problems, needs and aspirations, and that are implemented by a universe of powerful, proactive and effective individuals and public and private organizations and institutions in the LAC region or in the U.S. and concerned with the LAC region. While LAC's regional portfolio has declined in size over the past five years as a result of diminished program and OE budget resources (from \$66 million in FY 1991 to an anticipated \$36 million in FY 1996, \$33 million in FY 1997 and \$34 million), it has metamorphosed as needs have changed in the region and still fulfills its long-standing function in the LAC Bureau. It is an integral element of the development "tool-kit" that the Bureau and LAC regional bodies require and desire in order to supplement and complement bilateral and global efforts, to look and plan ahead (beyond immediate needs) for the long-term sustainable development of the region.

A \$33-36 million annual regional program portfolio is equivalent to, or even exceeds, the OYBs of many USAID bilateral sustainable development missions around the world. At the level of such a medium-size mission, a program portfolio would normally be managed and supported by a mix of USAID Foreign Service direct hire generalists and technical staff funded from the OE budget,

and Foreign Service and Third Country Nationals hired on some form of Agency personal services or institutional contract, either OE- or program-funded. A mission can also be supported for some functions regionally, by staff in other missions; for example, controller and legal staff assigned to Bolivia help backstop the Peru Mission and supplement its on board staff with periodic visits and ongoing backup services.

Similarly, comparable to a medium-size sustainable development mission, LAC/RSD needs a mix of budget support and human resources that facilitate performance of its dual roles as circumstances change over time. LAC/RSD and the LAC Regional program portfolio also continue to need a dominant proportion of Foreign Service personnel among the LAC/RSD staff--career officers who have had substantial overseas experience, to mix with the special U.S.-based skills and experience of GS staff.

Moreover, from FY 1995 as USAID began down-sizing, and certainly from FY 1996 with the emerging consequences of the RIGO II exercise and the impending Agency RIF, effective regional program mechanisms (some based in Washington to exploit the fact that many LAC-oriented organizations are based in the U.S., and some based in the LAC region itself) will become ever more critical and essential in USAID and to the Bureau in order to continue to implement the sustainable development goals and objectives of the Agency and LAC region. Regional mechanisms like LAC/RSD, fulfilling its dual role in providing strategic and policy support for the AA/LAC, Bureau and Agency focused on the LAC region, and in terms of its management and implementation responsibilities for the regional program portfolio, will require a shift in some OE resources from down-sized bilateral missions or from certain sections of a down-sized Washington bureaucracy over the coming years. It is important for the Agency and Bureau to face that reality and plan for it in OE and program budget terms in this R4 exercise.

Taking its dual roles into account, therefore, LAC/RSD defines a need for both OE and program budget support for (1) "in-house" staff, (2) TDY travel and (3) professional training and interactions for both USAID direct hire and program-funded personnel. The requirements for program-funded staff (TDY and attendance at professional meetings) will be derived from regional program resources; the needs of USAID direct hire personnel must be provided from OE.

Staff:

It should be noted that prior to the Agency reorganization in FY 1994, LAC/RSD had 36 OE-funded USAID direct hire positions (30 officers and 6 secretaries) and about 12 program-funded staff; as of October 1995, the Bureau had reduced that number, based on changing program needs and consolidation of activities,

to 26 (21 officers and 5 secretaries) and about 12 program-funded staff. We have been informed that the impending RIF may reduce the direct hire staff even further. In that case, LAC/RSD and Bureau management will have to consider anew if further internal reorganization of the Office and Bureau, which is not desired by management at this time, would nevertheless prevent any need to reduce the level of program activities in FY 1997 and 1998 if programmatic, technical and financial oversight cannot be ensured. Since the situation is at present very uncertain, this must still be determined in the coming months. In addition, LAC/RSD management will be utilizing program-funded RSSAs, TAACS, fellows of various kinds and IPAs to cover program management and technical needs as they occur (subject, of course, to the requirements and procedures laid down in the Agency's New Workforce Policy) in the same manner in which USAID Mission Directors must utilize Foreign Service Nationals and other contract staff to help carry out USAID bilateral programs in the field.

For the balance of FY 1996:

LAC/RSD maintains that it requires an in-house total of 26 OE-funded USAID direct hire staff (21 officers and 5 secretaries), one Presidential Management Intern and 10 program-funded technical specialists in Washington, as follows:

OE-funded USAID direct hires: a Director, a Deputy, a program officer/project development officer (BS-02/12), and one secretary, that is, 4 direct hire staff; for the BBEG Team, 4 officers including a team leader, and for the Environment Team, 3 officers including a team leader - for both teams, one secretary each; for the EHR Team, 3 officers including a team leader, and for the PHN Team, 3 officers including a team leader - for both teams, one secretary; and for the DHR Team, five officers including a team leader, and one secretary.

The PHN Team has hosted one Presidential Management Intern (FTE from USAID/HR) for FY 1995-96 and will seek to do so again in coming years. Other LAC/RSD Teams may wish to invite PMIs to work on and learn from the LAC regional program as well.

Program-funded technical specialists: As direct hire staff declined in number over the years, LAC/RSD has made excellent use of regional program-funded staff with different specialties who were associated with USAID direct hire staff at different stages of our program, on an "as needed basis", for specific short-term and longer-term LAC/RSD support activities. In May 1996, the Office and regional program are employing 10 program-funded technical specialists: for BBEG sub-specialties, 3 (contracted USDA RSSAs); for Environment sub-specialties, 3.5 (2 USDA RSSAs, a AAAS Fellow, and 1 environmental law advisor funded jointly with the Global Bureau); for PHN sub-specialties, 2 (one Family

Planning/AIDS TAACS and one Child Survival Fellow); and for DHR 2 (one IPA and one Department of Justice RSSA).

In the region: In addition, for out-posting in three LAC sub-regions (South America, Central America and the Caribbean), we are funding 3 technical advisers under the LAC Regional program.

For FY 1997:

LAC/RSD will seek to retain 27 direct hire staff (including a PMI) and, unless a RIF of LAC/RSD direct hire staff causes us to reassess needs for program-funded staff, will only require 8 program-funded specialists to serve as part of the Office's professional cadre:

Program-funded Technical Specialists: for BBEG sub-specialties, one (a AAAS fellow jointly funded and hosted with the Global Bureau); for Environment sub-specialties, 3.5 (2 USDA RSSAs, a AAAS fellow, and an environmental law advisor); for PHN sub-specialties, 2 (one TAACS and one Child Survival Fellow); and for DHR sub-specialties, 2 (one IPA and one Department of Justice RSSA).

We will also continue to "out-post" to the region 3 technical advisers funded under the LAC regional program.

For FY 1998:

The same direct hire and program-funded staff requirements prevail as for FY 1997; however, there may be some adjustments in sub-specialties of personnel which LAC/RSD management may need to make that we cannot anticipate at this moment.

Additional points that need to be made:

First, as seasoned field personnel know, there is no hard and fast correlation between the "dollar size" of a program and the number of functional or technical staff required. Design, implementation, monitoring and evaluation, depending on the stage at which an activity is (new; ongoing), requires different intensities of staff work and staff with different backgrounds and experience. The "distance factor" and the need for travel to ensure management and financial oversight must be considered. Decisions on recruitment and use of OE-funded USAID direct hire staff have to be delegated to LAC/RSD management (once Bureau personnel levels are set) because they are best informed to deploy individuals as required to support the program. This principle of delegation, decentralization and empowerment is absolutely fundamental to reengineering (as it is to good management in any organization), is perhaps even more essential for management of regional programs which operate over such broad

geographical and technical areas, and should be clearly reasserted in this R4 process. A regional program Office Director managing a \$33-36 million regional program that requires substantial on- and off-site oversight in the LAC region and in the U.S. should be equivalent in stature and authority (as he/she is in responsibility) to a Mission Director, and appropriate delegations of authority need to be in place to ensure this.

Second, under each activity in the LAC Regional program, certain mixes of staffing are provided as needed. U.S. or LAC personnel may be built into cooperative agreements and contracts under the regional program depending upon the needs of a particular activity and the capabilities of the institutions or organizations implementing the activity.

TDY Travel and Professional Training/Outreach:

As LAC/RSD requested in the FY 1995-2000 Strategic Plan and FY 1996-97 Action Plan, and as the Bureau approved (subject to the availability of OE funds for the Bureau), LAC/RSD requires \$60,000 per annum in OE for program-related travel by USAID direct hire staff. In the past year, only about a third of this amount was made available to the Office, and USAID direct hire substantive contributions to programs, as well as management and financial oversight, suffered as a result. While program-funded travel for program-funded staff substituted to a certain extent in terms of substantive contributions to programming and evaluation, it cannot fully substitute for travel and oversight by USAID direct hires, nor should it. The Agency, Bureau and Office will have to confront this issue far more directly in future; the issue transcends this particular R4 exercise. LAC/RSD can only reassert its need for \$60,000 in OE for travel to ensure that it can carry out its full responsibilities, given its dual roles, to the AA/LAC and Bureau, and to the regional organizations with which it works.

USAID has always been honored for the quality of its professional staff. The staff of LAC/RSD are expected to utilize technical knowledge, program skill and "field sense" derived from years of overseas experience, in support of Agency and Bureau objectives. In order to maintain technical and professional skills and a well-deserved reputation for excellence, in professional contacts with other U.S. and LAC experts, USAID direct hire staff have to be able to attend some annual professional meetings and conferences, and periodic "state-of-the-art" update courses held by USAID or other organizations. LAC/RSD therefore requests at minimum \$10,000 per annum in OE for this purpose. The funding will help maintain the professional standing and reputation not only of individuals but of the Agency and Bureau. Without organizational support for in-house talent, the Agency can expect real declines in effectiveness and reputation, and there is a break-even point when this makes an

organization unable to function.

Impact of Further Percentage Cuts to the OE/Program Budgets in FY 1997 and 1998:

Given expected levels of OE, the Agency has already said that a 1996 RIF could be followed by a 1997 RIF, although that is not a given at this time. LAC/RSD, like other offices of the Bureau, will have to reassess staff, travel and professional training needs at intervals. The present uncertainties are such that it is not possible to predict how to compensate for OE budget declines until the FY 1996 scenario plays out, except to say, in general, that since regional bureaus and the Global Bureau work interactively and symbiotically, the distribution of OE should be re-evaluated and a greater proportion should be assigned to regional bureaus.

Furthermore, since the relationship between ESF/DA and OE is not "one-to-one", if program levels decline, OE levels to run the LAC/RSD operation may have to be maintained at requested levels. However, if OE levels decline, it is very likely that we will have to reduce the workload of the LAC/RSD Office and the size and complexity of the LAC Regional program.

C. Field Support From Global Bureau

Annex 3 summarizes Global Bureau field support needed by RSD to implement the LAC Regional program. This support is integral to LAC/RSD's ability to effectively and efficiently manage and influence the content of the LAC Regional portfolio. As indicated on the table, Global field support for the following advisors is needed: educational policy reform, child survival (including a TAACS), environment and natural resources, etc. In addition to the needs included in Annex 3, the following additional support is anticipated:

SO 1 - Free Trade - Collaborative funding is anticipated from G/SAT in both field and Washington-based seminars/conferences either through companion buy-ins to PEDs Coopers and Lybrand contract or their NAS grant. Through matching PEDs funding from G/EG, IRM will provide in-kind USDH and contract support to carry out field internet training in Central America, the Caribbean and the Andean region. G/EG is reviewing the possibility of using a PVO to employ information technology to facilitate product design, marketing and shipping for indigenous handicrafts in the developing world, including Latin America. Finally, an environmental law advisor, to be co-financed by G, is anticipated.

SO 3 - Health Reform - In FY 95, LAC/RSD initiated use of field support for this SO. Funds were allocated to both the Health Financing and Sustainability II project (implemented by

the Partners in Health Reform contract with Abt Associates) and the Data for Decision Making in the Health Sector project, implemented by a cooperative agreement with Harvard University. These two G implementing agencies will continue to be used; however, the specifics of future year activities are still being worked out. Specific amounts for each will be determined later during FY 96.

The Partnerships for Health Reform (PHR) contract is designed to support health sector reform and to advance knowledge about health sector problems and solutions. Emphasis is given to reforms that contribute to meeting USAID Strategic Objectives. This contract will support the development and implementation of reforms that improve the equity, efficiency, effectiveness, quality, and sustainability of health systems. It will assess the impact of reforms and develop indicators. The identification of a specific scope of work for PHR activities funded by field support funds, and the amounts to be allocated to them, will be done jointly between LAC/RSD-PHN, the G CTO for the contract, and PHR, based on the division of labor to be identified by the SO team during the third quarter of FY 96.

The objective of the Data for Decision-Making in the health Sector cooperative agreement with Harvard University is to make more cost-effective and efficient use of resources in the health sector of selected USAID-assisted countries. This would mean allocating health resources to priority problems as supported by epidemiologic and demographic data, based on both technical and management criteria. This will be done by developing, refining, and demonstrating practical approaches to increase informed decision-making for the health sector. We have already used some of our field support funds in this cooperative agreement to support the development of the Special Meeting on Health Reform in September, 1995. The identification of a specific scope of work for additional DDM/H activities funded by our field support funds, and the amounts to be allocated to them, will be done jointly between LAC/RSD-PHN, the G CTO for the cooperative agreement, and DDM/H, based on the division of labor to be identified by the SO team during the third quarter of FY 96.

SO 6 - Deepening Democracy - In developing new activities related to Expanding Pluralism and Legislative Linkages, DHR will look to G/DG mechanisms for implementation. The appropriateness of these mechanisms will be determined once the nature of activities undertaken is clearer and all G/DB mechanisms have been contracted. DHR expects to work very closely with G/DG in providing assistance to Missions and in addressing the technical and evaluation agenda outlined by G/DG in various technical areas. G/DG will participate fully in the SO team and provide expertise in addressing various regional issues.

**Annex 3
GLOBAL FIELD SUPPORT**

Mission: Strategic Objective	Field Support: Activity Number & Title	Priority *	Duration	Estimated Funding (\$000)					
				FY 1996**		FY 1997***		FY 1998***	
				Obligated by ****:		FY 1997 Base Obligated by ****:		FY 1997 Base - 10% Obligated by ****:	
				Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit
S.O 1: Free Trade	ACCESS II (936-5453)				120		---		---
S.O 1: Free Trade	LACTECH II (936-4215)			1,037			518		
S.O 1: Free Trade	SUSTAIN (936-5120)				0		75		
S.O 1: Free Trade	CRM II (936-5518)				75				
S.O 1: Free Trade	EPM (936-5517)				125				
S.O 1: Free Trade	EHP (936-5994)				62				
S.O 1: Free Trade	EP3 (936-5559) or EPM (936-5517)				120				
GRAND TOTAL				1037	502	0	693	0	0

* For Priorities use high, medium-high, medium, medium-low, low

** The FY 1996 level is from operating bureau allocations based on 75 per cent of the FY 1996 CP request level, except for PL480 programs for which appropriations have been enacted.

*** Base is defined as operating bureau allocations from the FY 1997 OMB request level.

**** If the funding source is unknown, show all the funding as Obligated by Global Bureau.

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**Annex 3
GLOBAL FIELD SUPPORT**

Mission: Strategic Objective	Field Support: Activity Number & Title	Priority *	Duration	Estimated Funding (\$000)					
				FY 1996**		FY 1997***		FY 1998***	
				Obligated by ****:		FY 1997 Base Obligated by ****:		FY 1997 Base - 10% Obligated by ****:	
				Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit
S.O.2: Imp. Human Res. Policies Free Trade	ABEL	High	5 years (1996-00)	225	---	225	---	225	---
S.O.4: Delivery of Health Services	936-6004.03 Health & Child Survival Fellows	High	C	230		115		115	
S.O.4: Delivery of Health Services	936-5670 TAACS CEDPA	High	C	111		150		150	
S.O.5: Protection of Parks	Predecessor to LAC's Environmental Support Project	High		672		700		700	
GRAND TOTAL.....				1238	0	1190	0	1190	0

* For Priorities use high, medium-high, medium, medium-low, low

** The FY 1996 level is from operating bureau allocations based on 75 per cent of the FY 1996 CP request level, except for PL480 programs for which appropriations have been enacted.

*** Base is defined as operating bureau allocations from the FY 1997 OMB request level.

**** If the funding source is unknown, show all the funding as Obligated by Global Bureau.

**TABLE 2: STRATEGIC OBJECTIVE PERFORMANCE
LAC/RSD HEALTH SERVICES STRATEGIC OBJECTIVE**

LAC Regional				
STRATEGIC OBJECTIVE NO. 4 More effective delivery of selected health services.				
Indicator 4.1: Target countries with 80% of pneumonias in children < 5 yrs old with appropriate case management.				
Unit: Number/proportion		Year	Planned	Actual
Source: PAHO Reports	Baseline	1996	-----	tbd
Comments: Indicator is tentative because results package is still under development. Current Plans are to defer activities in ARI until 1998. Target countries will be specific to each health service selected; e.g., for child survival services, target is 9 LAC child survival emphasis countries.		1997	0	
		1998	0	
		1999	5 (55%)	
		2000	6 (66%)	
	Target	2001	7 (77%)	
	Indicator 4.2: Target countries with 80% of diarrheas in children < 5 yrs old treated with ORT and continued feeding.			
Unit: Number/proportion		Year	Planned	Actual
Source: PAHO Reports	Baseline	1996	-----	TBD
Comments: Indicator is tentative because results package is still under development. Activities delayed until late 1996 due to uncertainty concerning funding.		1997	0	
		1998	4 (44%)	
		1999	5 (55%)	
		2000	6 (66%)	
	Target	2001	7 (77%)	

LAC Regional				
STRATEGIC OBJECTIVE NO. 4 More effective delivery of selected health services.				
Indicator 4.3: Target countries with coverage of each EPI antigen (BCG, OPV3, DPT3, & measles) at least 90% among children under one year of age.				
Unit: Number/proportion		Year	Planned	Actual
Source: PAHO Reports	Baseline	1995	-----	3
Comments: Change of indicator for this program element based on results package development with partners. Target adjusted to start activities in mid 1996.		1996	4 (44%)	
		1997	5 (56%)	
		1998	6 (66%)	
		1999	7 (78%)	
		2000	8 (89%)	
		Target 2001	9 (100%)	
Indicator 4.4: Target countries with more than 50% of deliveries with serious obstetric complications receive emergency obstetric care.				
Unit: Number/proportion		Year	Planned	Actual
Source: PAHO Reports	Baseline	1996	-----	TBD
Comments: Indicator is tentative because results package is still under development.		1997	0	
		1998	4 (44%)	
		1999	5 (56%)	
		2000	6 (67%)	
		Target 2001	7 (78%)	

LAC Regional				
Intermediate Result No. 4.1: Improved policy environment relating to vaccination services.				
Indicator: 4.1.1: Target countries which finance all costs related to vaccines and syringes.				
Unit: Number/percent		Year	Planned	Actual
Source: PAHO Reports	Baseline	1996	-----	tbd
Comments: Baseline to be reported as part of results package development.		1997	2 (22%)	
		1998	4 (44%)	
		1999	6 (67%)	
		2000	8 (89%)	
	Target	2001	9 (100%)	
Intermediate Result No. 4.2: Expanded and improved vaccination delivery by public and private sectors, including NGOs.				
Indicator 4.2.1: Target countries with less than 10% missed opportunities to vaccinate.				
Unit: Number/percent		Year	Planned	Actual
Source: PAHO Reports	Baseline	1995	-----	1
Comments: A modification of an existing indicator for the Accelerated Immunization II project. Missed Opportunities Surveys will be conducted twice in each target country during the life of this activity.		1996		
		1997		
		1998		
		1999		
		2000		
	Target	2001		

LAC Regional				
Intermediate Result No. 4.2 (con't.): Expanded and improved immunization by delivery public and private sectors, including NGOs.				
Indicator: 4.2.2: Target countries with at least 75% of eligible NGOs that submit and carry out plans of activities as part of National EPI Plans of Action.				
Unit: Number/percent		Year	Planned	Actual
Source: PAHO	Baseline	1996	-----	tbd
Comments: Baseline and target values to be identified as part of results package development.		1997		
		1998		
		1999		
		2000		
	Target	2001		
Intermediate Result No. 4.3: Strengthening and support of the measles surveillance system.				
Indicator: 4.3.1: Percent of all samples from suspected measles cases investigated properly by regional laboratories.				
Unit: Number/percent		Year	Planned	Actual
Source: PAHO	Baseline	1996	-----	tbd
Comments: Baseline and target values to be identified as part of results package development.		1997		
		1998		
		1999		
		2000		
	Target	2001		

LAC Regional				
Intermediate Result No. 4.3 (con't.): Strengthening and support of the measles surveillance system.				
Indicator 4.3.2: Target countries with at least 90% of reporting units countries reporting weekly presence or absence of suspected measles cases.				
Unit: Number/percent		Year	Planned	Actual
Source: PAHO Reports	Baseline	1996	-----	TBD
Comments: Baseline and target values to be identified as part of results package development.		1997		
		1998		
		1999		
		2000		
	Target	2001		
Intermediate Result No. 4.4: TBD - [Control of Diarrhea Disease (CDD)]				
Indicator: 4.4.1: (See comments below)				
Unit: Number/percent		Year	Planned	Actual
Source: PAHO	Baseline	(Year)	-----	tbd
Comments: Intermediate results indicators for control of diarrhea disease (CDD) under development as part of results package.		1996		
		1997		
		1998		
		1999		
	Target	2001		

LAC Regional				
Intermediate Result No. 4.5: TBD - [Acute Respiratory Infections (ARI)]				
Indicator: 4.5.1: (See comments below)				
Unit: Number/percent		Year	Planned	Actual
Source: PAHO	Baseline	(year)	-----	tbd
Comments: Intermediate results indicators for acute respiratory infections(ARI) under development as part of results package. We will likely phase in ARI efforts beginning with FY 98.		1996		
		1997		
		1998		
		1999		
		2000		
	Target	2001		
Intermediate Result No. 4.6: TBD [Maternal Mortality - (MM)]				
Indicator: 4.3.Z: (See comments below)				
Unit: Number/percent		Year	Planned	Actual
Source: PAHO	Baseline	(Year)	-----	tbd
Comments: Intermediate results indicators for maternal mortality (MM) under development as part of the results package.		1996		
		1997		
		1998		
		1999		
		2000		
	Target	2001		

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SO 5: Protection of Selected Parks and Reserves Important to Conserve the Hemisphere's Biological Diversity

The purpose of Strategic Objective 5 is to better conserve the IAC region's biological diversity by ensuring adequate on-site protection for critically threatened national parks and reserves. Although parks and reserves only protect small areas of natural habitats, they provide the most tested and cost-effective means to conserve biological diversity. The Strategic Objective also directly contributes to the Agency goal of "Reducing long-term threats to the global environment, particularly loss of biodiversity and climate change".

The implementation of the Strategic Objective is through a cooperative agreement with The Nature Conservancy (TNC) for the Parks in Peril (PiP) program. The four Intermediate Results necessary to achieve the Strategic Objective are (1) strengthened on-site capacity for long-term protection of targeted parks and reserves, (2) strengthened capacity of targeted NGOs for sustainable management of targeted parks and reserves, (3) community constituency developed to support sustainable management of targeted parks and reserves, and (4) non-USAID funding sources attained or created for targeted parks and reserves.

A. Summary of Data

To date, key results include:

- Greatly improved park protection at 28 different park sites in 12 countries, covering 19 million acres.
- In FY95, three additional park sites (Jaragua, Dominican Republic; Darien, Panama; Panama Canal Watershed, Panama) now have adequate management and no longer require USAID support. To date, seven sites have achieved adequate management.
- Significantly increased local NGO, government, and donor community attention and resources are now going to PiP sites. Over \$7 million dollars from local NGO and government resources have been used to support PiP sites, and significant progress has been made in acquiring other sources of support (i.e., from private foundations, the Global Environment Facility, national environmental trust funds, the Japanese, and the U.S. International Joint Implementation program).
- All 19 local partner NGOs have met PiP criteria for institutional project administration and management. Many of these have become influential organizations contributing to their countries' civil development.

- 26 of the 28 PiP sites have the trained park guards, infrastructure, and demarcated park boundaries necessary for park protection.
- Significant progress has been made incorporating local communities, including women and indigenous people, into park management activities and decisions.

Since the last LAC/RSD Action Plan review, activities under this Strategic Objective resulted in the following additional examples of accomplishments not adequately captured by the Performance Data Tables:

National Recognition:

- * Through the efforts of TNC and FAN, the local Bolivian partner NGO, the Government of Bolivia will designate an additional 1.3 million acres as part of Noel Kempff Mercado National Park. Private finances raised since this site "graduated" from USAID funding were used to purchase the additional land. FAN will manage this land.
- * The President of Panama announced the designation of the Bagre Corridor (90,649 acres), which links the Darien Biosphere Reserve with the internationally-recognized Punta Putino Nature Reserve (a Ramsar wetlands site).
- * In June 1995, Mexican President Zedillo declared La Encrucijada, a PiP site in Chiapas, Mexico, a National Biosphere Reserve. The declaration increased the size of the legal protected area from around 2,500 hectares to around 144,000 hectares. The presidential decrees were prepared by the local PiP partner, the Instituto de Historia Natural de Chiapas. This declaration altered the design of a World Bank aquaculture project. The new design substitutes an ecologically-damaging 100 hectare shrimp farm which would have involved significant loss of coastal mangroves with an ecologically appropriate, rustic aquaculture project.

Leveraging Increased Financial Support:

- * Belize: Rio Bravo (NGO partner: Programme for Belize)
 - \$1.2 million from European Union.
 - \$2.6 million from Wisconsin Power (through Joint Implementation) to acquire a 14,000 acre forest parcel and to encourage sustainable forest management.
 - The efforts of Programme for Belize and the Government of Belize have resulted in the approval of a \$3.50 Belize Airport tax to raise \$400,000/year for conservation projects.

- * Paraguay: Mbaracayu (NGO partner: Fundacion Moises Bertoni)
 - \$1.5 million trust from private sources.
- * Guatemala: Sierra de las Minas (NGO partner: Defensores de la Sierra de las Minas)
 - \$240,000 from the MacArthur Foundation.
 - A debt-for-nature swap with the French government, should be completed by the end of CY 1996.
- * Costa Rica: Talamanca Biological Corridor (NGO partner: Talamanca Corridor Commission)
 - \$1 million from "Adopt an Acre" (private donations) program for land acquisition and management.
- * From the Japanese this fiscal year:
 - \$212,697 for activities in Sierra Nevada de Santa Marta, Cahuinari, and Chingaza, Colombia; Mbaracayu, Paraguay; and Panama Canal Watershed, Panama.
 - Four additional proposals are still being considered, totalling \$216,300.
- * Colombian sites: \$150,000 from British Petroleum
- * Panama: Darien (NGO partner: Ancon) -- \$75,000 from private donors

Improved Park Protection

- * Increased guard training and better relations with the local communities has eliminated incursions into 90% of the park area at Sierra de las Minas, Guatemala.
- * In Del Este, Dominican Republic, the construction of 11 mooring buoys has greatly reduced destruction of local coral reefs.
- * Within 6 months of becoming a PiP site, initiation of park protection activities at Tariquia Biosphere Reserve in Bolivia halted the granting of timber extraction within the reserve.

Community Participation

- * TNC hired a "local peoples" specialist to augment their community outreach programs. She has helped develop the improved Intermediate Result for community participation, including the designing of a scientifically sound methodology, and appropriate strategic targets.

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- * At Machalilla in Ecuador, a tree nursery was established with a local community formerly hostile to the park site. The community is now actively participating in reforestation activities.
- * In Pampas del Heath, Peru, park personnel and members of the Ese'Eja indigenous community designed and began a protection program for the taricaya river turtle, an important food resource. PiP activities there have also greatly improved sustainable harvesting by local Brazil nut harvesters.
- * Fundacion Arcoiris, an Ecuadorean NGO that manages Podocarpus National Park, used training received during TNC's Conservation Training Week to design an agroforestry and beekeeping project with the Sacapo community bordering the park. Limited PiP support for this activity leveraged an additional \$60,000 grant from CARE/FISE to construct a place to house honey jars for market.
- * At Cahuinari Colombia, four park guards from local indigenous communities were hired.
- * At El Triunfo Biological Reserve, Chiapas, Mexico, more than 700 men and 600 women attended talks on family planning, backyard horticulture, latrines, and raising vegetables. At El Ocote, Chiapas, Mexico, 621 children, 93 men and 46 women participated in environmental health and cultural events held in four communities.
- * Defensores de las Sierra de las Minas has been teaching sustainable economic practices to 48 buffer-zone communities near Sierra de las Minas, Guatemala. They have also participated in regular Sunday radio programs (in Tezulutlan) to promote environmental awareness concerning the reserve.

Science, Information Dissemination, and Training:

- * La Paya National Park in Colombia completed a Rapid Ecological Assessment of the Caucaya river watershed and developed a landscape ecology map which has fed into the development of the site's management plan.
- * At Tariquia, Bolivia, PROMETA, the local NGO, completed a land use and tenure study for the reserve.
- * The Parks in Peril Source Book has been distributed. It provides an atlas, with fact sheets, for each PiP site. Publication has been in both English and Spanish.
- * TNC's biannual Conservation Training Week was held in Quito from May 22-26, 1995. Approximately 320 participants from

23 countries attended, representing 99 governmental and non-governmental organizations. PiP sponsored 21 participants. Subjects discussed included the latest knowledge and experiences in conservation finance and policy, park management, community participation and gender analysis, ecotourism, spatial information (i.e., Geographic Information Systems from satellites), business planning, and conservation science.

B. Analysis of Data

With few exceptions, performance has been excellent in meeting targets under the four intermediate results and the Strategic Objective. As planned, seven sites have achieved adequate management. This means that these sites are no longer receiving USAID funding for their management, and that they are reasonably self-sufficient. According to the indicators, virtually all PiP sites have attained Intermediate Result No. 1 "Strengthened on-site capacity for long term management of targeted parks and reserves"; only sites which have entered the program since FY 1994 (i.e., Talamanca in Costa Rica and Tariquia in Bolivia) still need to train more park guards, put up boundaries, and build basic park protection infrastructure.

All park sites are also supported by local NGOs which can meet PiP program guidelines for project management and administration. In the five years of PiP's operation, 19 NGOs have been strengthened, some of which have become important national (e.g., FAN, Bolivia; PRONATURA, Mexico) and/or international leaders (e.g., Programme for Belize, Belize; Fundacion Moises Bertoni, Paraguay; Fundacion Natura, Ecuador). Another indicator of strengthened local NGO capacity, the involvement in local, state or national policy interventions, shows growing participation of our partner NGOs, and their evolving partnership with non-PiP supported NGOs. Fourteen partner NGOs, in conjunction with three allied NGOs not directly supported by USAID funds, were involved in over 90 policy interventions over the last year, ranging from lobbying the Global Environmental Facility, working on new tourism management and marine zoning plans, and improved forestry and land tenure policies. Although policy modification can be a long-term process, a sample of the key early successes are listed above (see "summary of program results not captured by indicators").

Activities which involve local communities living in or around park sites are an important component of PiP, but the measurement of community environmental awareness and participation only began in FY96. For example, local NGO partners have just begun collecting the necessary (gender disaggregated) data on their buffer zone activities, such as beekeeping, agroforestry, and sustainable non-timber forest product harvesting. At the beginning of FY 1996, TNC hired a

Local People's Specialist to upgrade their community development and participation activities. She has been instrumental in developing the targets listed for the indicators under Intermediate Result No. 3 "Community constituency developed to support sustainable management of targeted parks and reserves," and has developed the methodology for TNC's new "Human Ecological Profiles" which will provide the socioeconomic baseline and follow-up data essential for better park management and for our performance data tables.

During the last two years, we have exceeded targets in local NGO and Government (GO) finances contributed to the 28 PiP sites. In FY 1995, USAID and TNC resources were matched by over \$3 million in local resources (over \$100,000 per year per site), about 80% above the expected match. In future years, we hope to disaggregate NGO and GO resources provided to all sites, and to revise our FY 1996-98 financial targets upward to reflect PiP's successes in raising local funds. Current targets are based on previous commitments made by local NGO and government agency partners and do not include additional (and unanticipated) leveraged funds. Unfortunately, the garnering of additional non-USAID funding for PiP parks and reserves (Intermediate Result 4) may be hindered by the difficulty in completing (and updating regularly) Financial Management Plans. These plans include: (a) the prioritization of park management activities after USAID funding ends; (b) the cost of these activities; and (c) potential funding sources to pursue. LAC/RSD will promote the completion of the management plans currently in progress, and the initiation and rapid completion of those for parks scheduled to "graduate" from USAID funding by the end of FY 1998.

C. Contribution of USAID Activities

LAC Regional activities are primary for the achievement of this Strategic Objective. We have strengthened 19 LAC environmental NGOs in improved natural resource management and park protection, and have leveraged over \$7.5 million of local NGO and GO resources. Through our partnership with TNC and local LAC NGOs, we have leveraged additional IDB support for Paraguay's System of Protected Areas (originally funded through PiP), participated in the USIJI (joint implementation) program (in Belize), and have been collaborating with the Global Environmental Facility (GEF) to improve the flow of GEF-approved funds to Ecuador and Mexico.

D. Expected Progress in FY 1997 and FY 1998

Between FY 1996 and the end of FY 1998, approximately 6-7 parks per year are expected to achieve adequate management and no longer require PiP funding. This means that by September 1998, 24 sites will have become self-sufficient. If finances permit, PiP investments are planned to be initiated in at least three

park sites, as guided by LAC/RSD/E and G/ENV funded biodiversity priority setting exercises. To date, a preinvestment analysis has been completed for the Galapagos Marine Reserve, Ecuador. Two more analyses have been approved (for Guaraquecaba Atlantic Coastal Forest Reserve, Brazil and Cordillera Central, Dominican Republic).

In FY97, an external evaluation is planned. Emphasis will include how well recommendations from the FY 1994 external evaluation were implemented, and how well the program has incorporated principles of reengineering (especially customer focus and managing for results). TNC will sponsor another Conservation Training Week in Mexico. This event is one of the program's ways to share with its NGO partners lessons learned and new conservation management tools.

By the end of FY 1998, Financial Management Plans will be completed for 25 of the 28 currently active sites--this means about 8 per year. To insure sustainability of local partner NGOs, we will support training for their Board of Directors. This will involve training 5-7 regional LAC NGOs in how to train NGO Boards. We still need to determine how many NGO Boards will be strengthened over the next two years. Human Ecological Profiles will have been conducted at 19 sites by the end of FY 1998 (approximately 6 per year). These will provide comprehensive socio-economic data for these sites.



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

JUN 23 1995

MEMORANDUM TO THE FILES

THROUGH: AA/LAC, Mark Schneider *MS*
FROM: LAC/SPM, Janice Weber *J. Weber*
SUBJECT: LAC Regional Program Strategy/Action Plan Review

The LAC Regional Program Strategy and Action Plan for FY 1996 - FY 1997 was reviewed on June 14, 1995. The DAEC was chaired by AA/LAC, Mark Schneider, with representatives from the LAC, Global and M Bureaus in attendance. The AA/LAC approved the Program Strategy and Action subject to the modifications/changes indicated in the discussion below which documents the outcome of the issues and concerns discussed at the review.

I. ISSUES

1. Issue: Why is there no Administration of Justice (AOJ) Strategic Objective included in the LAC Regional strategy? Should the objectives in the democracy area be organized to align more closely with the objectives as stated in the LAC Bureau strategy of January 1995?

Discussion: AOJ is one of the most important areas in the democracy sector. The LAC Bureau has committed well over \$100 million to AOJ in the hemisphere. Although there are no new regional activities contemplated, the budget includes continued funding for ICITAP and for the AOJ Advisor in FY 96 and FY 97. AOJ was not included as a separate objective; however, the topic was touched upon under the individual democracy objectives.

Decision: It was agreed that the strategy needs to better emphasize and clarify what is to be addressed in AOJ through the LAC Regional program. Because of the need to have more oversight and close coordination of the ICITAP program, ARA/PPC will be included on the "SO Team(s)" responsible for managing performance of the relevant objectives. Finally, it was agreed that the strategic objectives in democracy would be consolidated/

reorganized to be consistent with the three objectives stated in the LAC Bureau strategy: human rights, civil society and good governance.

2. Issue: What is the strategy for dealing with the Georgetown University earmark?

Discussion: Concern was registered over the preservation of the Georgetown University earmark for the CLASP II/CASS program at its FY 1995 funding level. In view of the anticipated budget cuts in FY 1996 and FY 1997, funding to carry out other strategic objectives in the regional program will have to be reduced far beyond the expected 25% if the Georgetown earmark remains constant. LAC/RSD recommended proposing to Georgetown and its Congressional supporters a phased funding reduction over time as a way to gradually reduce the level of USAID support and to enable Georgetown to seek additional non-USAID funding without jeopardizing their program.

Decision: Although past attempts by Bureau and Agency senior management to lessen the earmark have not led to positive results, the AA/LAC committed to making another attempt due to the expected impact of budgetary cutbacks.

3. Issue: Is there adequate OE and/or other mechanisms available to RSD to manage the LAC Regional program?

Discussion: The shortage of OE travel funding severely constrains program monitoring (particularly with respect to program results and financial accountability) and evaluation for a program that ranges from about \$36 million in FY 1995 to about \$42 million at the 100% level in FY 1997. Without sufficient funds for travel by RSD direct-hire staff, there is concern regarding management and financial vulnerabilities. For FY 1996, LAC/RSD requests \$60,000 for regional program-related travel.

Decision: Senior Bureau management is aware of the problem and will attempt to better accommodate RSD's OE needs. As the Bureau moves to organize SO Teams to accomplish the LAC Regional objectives, there may be additional opportunity to take advantage of the resources of other Bureaus and Missions. This and other sharing arrangements will continue to be explored.

II. New Activity Descriptions

1. Privatization of Agricultural and Urban Land - AA/LAC approved the NAD. In designing and developing the activity, RSD should look at the possible interface with, and build upon the experience of, ILD in land tenure issues.
2. Equitable Access to Basic Health Services - AA/LAC approved the NAD. RSD will take advantage of G Bureau mechanisms/activities to support this project as appropriate.

III. Concerns

1. **Appropriateness of Strategic Objectives for the LAC Regional Program.** The Global Bureau was concerned that the LAC Regional strategy proposed ten strategic objectives and that it was not clear from the strategy document why certain objectives were best achieved through a regional program rather than through a bilateral or global approach. At the DAEC and Issues Meeting, LAC/RSD clarified the rationale for the regional effort for each strategic objective and maintained that the arguments for a regional effort were clearly made. There was general agreement from the Global Bureau on the appropriateness of some SOs for the regional program. It was agreed that a second round of Bureau/Global meetings, after objectives are clarified and consolidated by RSD (see Issue No. 1), will focus on the best approach to accomplish the strategic objectives and an appropriate division of labor between the LAC Bureau, Global and bilateral programs. This is particularly relevant with regard to the democracy sector. Representatives of the "results package" teams will be involved in clarifying the objectives, approaches and division of labor.

The split between DA and ESF will need to be examined during the Bureau Budget Submission process as the Bureau is likely to get less ESF than anticipated.

2. **Level of Global Bureau participation envisioned in achieving the LAC Regional objectives.** The Global Bureau and others felt that the document does not give a clear picture of the Global Bureau's role in supporting the LAC Regional program. While the document indicates there were consultations with Global on virtually all of the strategic objectives, it is not clear that available mechanisms are being fully utilized to ensure an appropriate collaborative approach in meeting the regional objectives or to avoid duplication, especially in the provision of technical assistance.

RSD stated that each of the RSD teams have been working with their Global Bureau counterparts. RSD agreed to document how the LAC Regional program will involve G and what mechanisms will be utilized. (An initial set of documents has been prepared and circulated to Bureau staff and the G Bureau.) It is understood that because some activities are in the very early stages of design, specific details may need to be worked out later. Budget implications will need to be considered once plans for involvement are clarified.

3. **How the LAC Regional program could achieve greater leveraging of other donor resources is of concern in this era of scarce resources.** In view of Agency budget pressures, it is increasingly important to leverage other donor resources in support of biodiversity and other environmental protection/management programs, as well as other sectoral and intersectoral activities under the LAC Regional program. Other

donors' resources may become a bigger share of the resources needed to accomplish our LAC Regional objectives. The LAC Bureau will work in collaboration with the Global Bureau and PPC to develop a strategy to achieve greater leveraging and to examine questions of accountability for and reporting on results. Staff time implications must also be examined with respect to this important activity. AA/LAC reiterated the importance of leveraging other donor resources and influencing their activities and agreed with the development of a strategy. He was particularly concerned with ensuring leveraging with the IDB on Central America.

4. **The LAC Regional Program should establish under which strategic objectives it intends to operate in non-presence countries.** The Bureau will carefully examine LAC Regional activities it is planning to carry out in non-presence countries in order to ensure they are consistent with Agency and Bureau guidelines. In concert with the bilateral missions and G, LAC must assess and come to a conclusion on what activities are appropriate for such countries. Further guidance is expected shortly from M on procedures to be followed when activities have been identified that have regional importance to be carried out in non-presence countries.

5. **Impact on people of LAC Regional Programs, including attention to gender and ethnicity.** The concern was raised about the impact of the LAC Regional program on people, including attention to gender and ethnicity, and how such impact can be effectively addressed and performance assessed. Impact on people, particularly the poor, is the ultimate goal of the strategy, but factors such as gender and ethnicity which affect participation and access to resources, and hence the impact achieved by the program, are not consistently addressed. Some sections note that attention will be given to gender issues and participation by women and indigenous people, but others for which these issues are equally relevant do not. People-level indicators (some of which are gender-disaggregated and others of which might be) are included for some SOs and POs, but many objectives and outcomes do not lend themselves to people-level measurement, so there is no way to assess impact. The G and LAC Bureaus' WID Advisors offered to work with RSD on various options to address this issue.

IV. Clarifications

1. **Adequacy of Performance Indicators** - In response to questions regarding the adequacy/completeness of performance indicators, targets, etc., the Program Strategy/Action Plan document states (on page 57) that because the strategic framework was substantially modified, work remains before it can be considered final. As mentioned above, RSD will be working with the Global Bureau to clarify specific objectives and indicators, especially in the democracy area. G/DG has agreed to work with RSD-DHR to develop clearer indicators that draw on existing partners' data,

thereby, limiting new expenditure on data collection and verification. In instances where the LAC Regional program complements Missions' programs, the indicators will be defined to capture the value-added that the Regional program provides to bilateral programs. LAC/RSD anticipates that a performance measurement and data collection system should be in place within six months.

Regarding FY 1994-1995 performance, RSD provided additional information regarding performance over the past year as it was not fully included in this year's Action Plan. During the upcoming Semi-Annual Portfolio Review of the LAC Regional program, RSD will discuss what is being done to correct situations where targets have not been met.

2. Reengineering and Results Package Teams - The RSD Office will be examining with the LAC Bureau how the concepts of reengineering will be incorporated into the LAC Regional program, including formation of "results package" teams.

3. Budget - The Action Plan document stated that \$5.9 million was needed from the Global Bureau to support essential elements of the LAC Regional program. After further review of the NADs and discussions with the LAC/DPB, RSD revised its need to \$575,000 which LAC/DPB has agreed to take under consideration.

V. Other

1. Role of RSD - There are functions, other than the LAC Regional portfolio, for which RSD is responsible. Under reengineering, these will be included, and reported on, in future Action Plans as "Strategic Support Objectives." In the meantime, AA/LAC would like an additional statement drafted which relates those other responsibilities to the Bureau's strategy, particularly Summit of the Americas' objectives.

2. LAC Bureau Strategy - Monitoring and reporting on performance under the LAC Bureau strategy was also discussed. It was decided that LAC/DPB should take the lead and responsibility for reporting on progress in achieving strategic objectives of the Bureau's strategy.

Clearances:

DAA/LAC:RDaubon *fw* Date 6/23
LAC/SPM:ERupprecht (Draft)
LAC/RSD:TJohnson (Draft)
LAC/RSD:SEpstein (Draft)
LAC/DPB:RMeehan (Draft)
G/PDSP:TMahoney (Draft)
M/B/PA:BGreene (Draft)

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