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FY 1999 Results Review and Resource Request

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List of Acronyms

ADR	Alternative Dispute Resolution
ADS	Automated Directives System
CAPEL	Center of Electoral Assistance and Promotion
CDC	Centers for Disease Control
CEPEP	Paraguayan Center for Population Studies
CEPPRO	Center for the Promotion of Economic Liberty and Social Justice
CEPPS	Consortium for Elections and Political Processes Program
CFR	Code of Federal Regulations
CIEL	Center for International Environmental Law
CIRD	Information and Resources Center for Development
CYP	Couple Years of Protection
DA	Development Assistance
DAI	Development Alternatives Inc.
EA	Environmental Assessment
EIA	Environmental Initiatives for the Americas
ESF	USAID's Economic Support Funds
FAAS	Foreign Affairs Administrative Support
FBIS	Foreign Broadcast Information Service
FMB	Moises Bertoni Foundation
FP	Family Planning
FY	Fiscal Year
G/DG	Global Center for Democracy and Governance
GOP	Government of Paraguay
G/PHN	Global Center for Population, Health and Nutrition
GSO	General Service Office
GTZ	German Technical Cooperation Agency
ICASS	International Cooperative Administrative Support Service
IDB	Inter-American Development Bank
IEC	Information, Education and Communication
IFES	International Foundation for Election Systems
IIDH	Inter-American Institute for Human Rights
IIE	Initial Environmental Examination
IPAME	Paraguayan Institute for Mediation
IR	Intermediate Result
IPPF	International Planned Parenthood Federation
IUD	Intra-Uterine Device
IULA	International Union of Local Authorities
JICA	Japanese International Cooperation Agency
LAC	USAID's Bureau for Latin America and the Caribbean
MERCOSUR	Southern Cone Common Market

MOH	Ministry of Health
MOU	Memorandum of Understanding
MSH	Management Sciences for Health
NCD	National Commission for Decentralization
NDI	National Democratic Institute for International Affairs
NGO	Non-Governmental Organization
NRHS	National Reproductive Health Surveys
NPS	National Probability Survey
OAS	Organization of American States
OE	Operating Expenses
OYB	Operating Year Budget
QSD	Quality Service Delivery
SINASIP	Paraguay's National System for Protected Areas
SUNY	State University of New York
TSJE	Paraguay's National Electoral Tribunal
UNDP	United Nations Development Program
UNFPA	United Nations Fund for Population Activities
USG	U.S. Government
WB	World Bank

Ambassador's Statement

Paraguay barely averted a military coup last year. The country's nascent democracy remains fragile, and it is important to help with the modernization and reform of the country's democratic institutions. The going will be tough and progress slow, but Paraguay must seriously and quickly move forward in the development of democratic rights and programs more responsive to the needs of its citizens. Only then will the country be able to achieve sustainable development, become more competitive within MERCOSUR and be able to attract foreign investors.

The USAID program is a critical element of USG efforts to fortify Paraguay's incipient democratic institutions. The USG with its limited, but targeted assistance was instrumental in assuring that peaceful municipal elections were held just seven months after the nation's pivotal institutional crisis. We have witnessed a tremendous improvement in civil-military dialogue, and institutions, such as local governments and the judiciary, have initiated impressive reforms which will enable them to be more transparent and efficient. Likewise, continued family planning assistance and targeted environmental interventions are crucial to Paraguay's future sustainable development prospects.

The USG plays an important leadership role in Paraguay. USAID's activities provide us with an important tool for assisting and guiding the country's transition towards a full democratic partnership. Our ability to be in the forefront of Paraguay's sustainable development efforts would be severely limited in the absence of USAID support.

The proposed funding request is realistic and is a modest but significant investment to assure a stable Paraguayan democracy.



Robert E. Service
Ambassador

Introduction

This past year was a transitional year as activities from the previous program, along with those supporting the new FY 1997-2000 Strategic Plan were carried out. As the Mission's Strategic Plan was not reviewed and approved until mid-year, very little time was provided to finalize and initiate the new program. In spite of this, performance under the Mission's democracy strategic objective and special objectives in environment and population met or exceeded expectations.

USAID/Paraguay has chosen to include partners and other donors in an innovative participatory process to develop the Mission's results packages and performance monitoring plans. This was a continuation of the successful model used last year to develop the Strategic Plan. Results package teams were created for the environmental and population special objectives and for each of the three intermediate results under the democracy strategic objective. The teams include local and international partners, other donors, key local stakeholders and contractors. Two-day working sessions were held with each team. Feedback was extremely positive, and groups were enthusiastic about working together to design, guide and implement the program. These groups have now become the Mission's permanent technical results package teams and have already begun the process of monitoring results.

The new Strategic Plan included many changes from the previous program and required that some of the indicators presented in this R4 be developed later in 1996. While a few indicators have remained the same, the majority were changed to reflect the focus of the new Strategic Plan. In most cases the indicator baseline is 1996. The results of the recent democracy values survey and the 1995/1996 reproductive health survey were utilized to develop several indicators. In a few cases, baseline indicators are still being established.

Even though USAID/Paraguay was caught between a mid-year review of its new Strategic Plan and the need to quickly reposition its program, some impressive accomplishments were achieved. These are documented in the "highlights of accomplishments" and in the "results review" sections of the report.

Section I
***Factors Affecting
Program Performance***

Eperanza na havevai.
Hope will never let you
down.

Guarani Proverb

~~CONFIDENTIAL~~

Factors Affecting Program Performance

The attempted military coup in April 1996 came perilously close to overthrowing Paraguay's democratically elected government. Widespread public protest by Paraguayans, especially youth, who rallied in defense of democracy, coupled with immediate international condemnation helped to avert a major crisis.

In a highly visible demonstration of USG support, the USAID Administrator traveled to Paraguay in May 1996 to deliver a letter from President Clinton to Paraguay's President Wasmosy applauding his strong leadership throughout the crisis. During this visit the Administrator signed a Memorandum of Understanding which pledged \$1.9 million in Economic Support Funds (ESF) to further enhance Paraguay's democratic efforts.

Paraguay's democratic needs present a development challenge. Institutions are weak and confidence in the government remains extremely low. The recent USAID funded democratic values survey, *Political Culture in Paraguay: 1996 Baseline Study of Democratic Values*, confirmed low citizen confidence in almost all government institutions, with the exception of municipal government. Only 39 percent of Paraguayans feel that government is responsive to their needs. The survey findings provide strong justification for USAID's strategic objective to improve the responsiveness and accountability of key democratic institutions. Work in this area will require a long-term investment of 5-7 years.

A major achievement this year was Paraguay's successful November 1996 municipal elections. These elections were considered the most transparent and free in Paraguayan history. The results were endorsed by international observers, the press, political parties and the general public.

The USAID/Paraguay program requires NGO and Government of Paraguay (GOP) partnerships to achieve results under the Mission's new Strategic Plan. Stronger partnerships are being developed. In elections, the judicial sector, environment, population and local government the role of NGOs has been strengthened. For example, despite initial resistance, the National Park and Wildlife Department has agreed to work with local NGOs to manage protected areas.

The USAID/Paraguay Strategic Plan directly supports Summit of the Americas initiatives. The democracy strategic objective supports the summit's initiatives to strengthen democracy and invigorate civil society and community participation. The Mission directly encourages the involvement of traditionally marginalized groups including women, youth and the poor in programs for which they will benefit through economic alternatives and greater participation.

The environmental special objective, through an improved management of an expanded protected areas system, supports the Summit of the Americas objective for a partnership in biodiversity. The environmental initiative includes alternative strategies for the conservation and sustainable use of unique

bio-diverse areas. Finally, the population special objective, increased use of voluntary family planning services, supports the summit initiative of equitable access to basic health services through its focus on maternal and reproductive health care. USAID/Paraguay will continue to strengthen both public and private family planning service delivery systems under its population initiative.

The holding of free and fair elections in 1996 is only the first step towards creating confidence in the government and the nation's democratic system. The newly elected municipal governments must be responsive to their constituents. They need to learn how to provide citizens with the services they expect and include civil society in local decision-making. The courts and judiciary must continue their reforms and gain citizen confidence in their ability to serve them fairly and effectively. Continued improvements in civil-military relations are a must to remove the lingering doubts from last year's attempted coup. USAID/Paraguay's efforts will assist the Paraguayan people in facing these enormous challenges.

Highlights of USAID/Paraguay's 1996 Accomplishments

Strategic Objective: Improved Responsiveness and Accountability of Key Democratic Institutions

- In preparation for municipal elections in late 1996, Paraguay's Electoral Tribunal created a new voter registry and within a record three-month period achieved their target of over 1.8 million voters registered. This represents 70% of the total eligible voting population.
- Municipal elections were held in November 1996, which were considered the cleanest elections in Paraguayan history. Voter turnout was over 90% in Asuncion and 83% nationwide.
- After the attempted coup in April 1996, President Wasmosy endorsed a USAID-sponsored program to enhance civil-military dialogue. For the first time, Congress, key politicians, academics and top military officers met to discuss the role of the military in a democracy.
- After heated debate, the National Health System Law was enacted. USAID supported the development of this landmark legislation, the first ever to authorize decentralization. Local health commissions will be developed to plan, prioritize and oversee health service delivery.
- With strong USAID endorsement, the National Commission for Decentralization was formally created by Presidential decree. The Minister of Finance heads the commission and members include ministers, departmental governors, mayors and leaders in other sectors.
- The Municipality of Asuncion passed cutting edge "Sunshine Laws," giving public access to documents and meetings and increasing local government transparency.

Special Objective - Improved Management of An Expanded Protected Areas System

- Two private reserves have become fully self-sustainable this year, thus requiring no external financial assistance. USAID's highly successful private reserves program includes 15 reserves and 585,000 hectares under protection. In addition, economic alternatives to deforestation have been developed in protected areas for ecotourism, palm heart extraction and crocodile farming.
- Under the U.S. Japan Common Agenda, the Japanese have agreed to fund to a local NGO working in the Chaco to augment USAID's private reserves program. This is the first of a number of proposals being discussed under the common agenda for joint support.

Special Objective - Increased use of Voluntary Family Planning Services

- The Ministry of Health's reproductive health plan strongly endorses family planning and for the first time includes funds for contraceptive supplies.

Section II

Results Review

*Aguahe hu'ame, he'i
ivirasiire oyupivaekué.*

*"I've reached the target", says he
who has conquered the top of a
greasy pole.*

Guarani Proverb

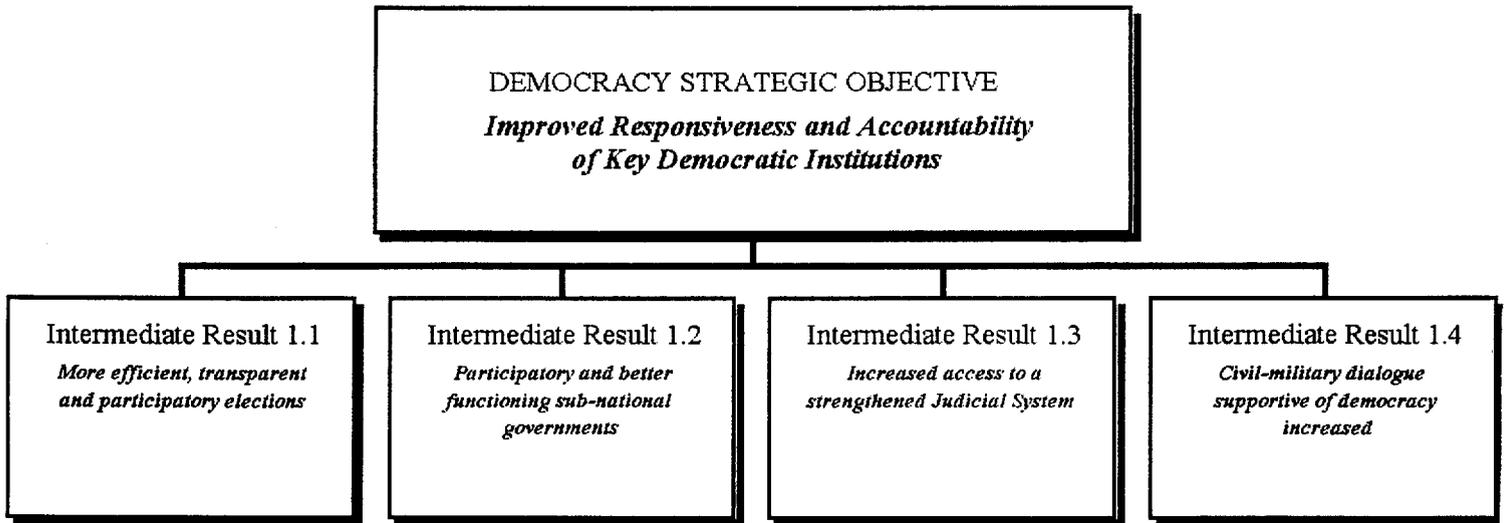
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Building Sustainable Democracies

Democracy Strategic Objective - Improved Responsiveness and Accountability of Key Democratic Institutions

USAID/Paraguay's democracy objective seek to improve responsiveness and accountability of key democratic institutions as measured by increased citizen confidence in the democratic system. A national probability survey was conducted to establish baseline indicators to measure citizens views on democratic values, decentralization, local government, rule of law and elections.

This democratic values survey was the first of its kind carried out in Paraguay. The principal findings indicated very low support for government institutions. As can be seen by the chart below, government responsiveness, belief in a fair legal system which protects basic rights, trust in the government, the ability to hold clean elections and trust in the military all ranked at the bottom half of



the scale. This reinforces the priority areas identified in the Mission's strategic planning exercise last year and the focus of the Strategic Plan. It clearly demonstrates the need to emphasize these activities so that Paraguayans develop stronger support for their incipient democratic institutions.

Performance Analysis

Strategic Objective Ranking - Exceeded Expected Performance.

For the first time in over a decade, the Mission has installed in-country international technical assistance. The International Foundation for Election Systems (IFES), the National Democratic Institute (NDI), Development Alternatives Incorporated (DAI), and the State

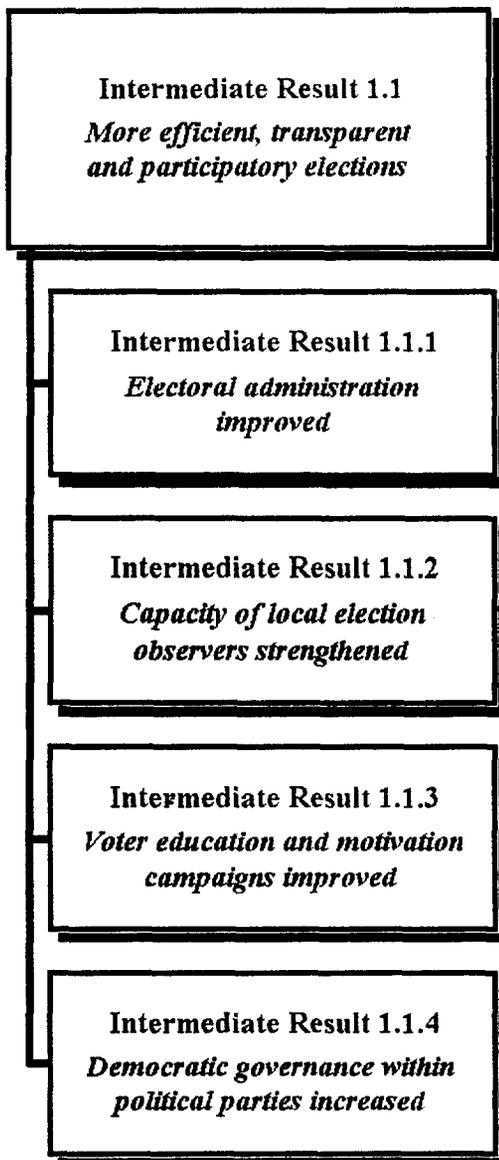
University of New York (SUNY) have set up local offices and initiated country-based activities with local partners.

Democracy Survey Shows Lingering Support of the Past

A surprisingly high number of respondents polled thought a military takeover of the government would be justified under the following circumstances: high unemployment 27%, student strikes 25% and worker strikes 27%. Approximately a quarter of the population felt a military coup could be justified.

Also important was the lingering support for the Stroessner dictatorship. Sixty five percent of the respondents felt Stroessner substantially helped economic growth, 68% thought he reduced unemployment and 76% thought he helped reduce crime.

The Mission continued building upon last year's outstanding results from the participatory strategic planning exercise by inviting its key partners and stakeholders to participate as members of the results package teams. USAID/Paraguay's team approach has been so successful that several other donor agencies, such as UNDP and JICA, plan to utilize similar methods in the future.



IR 1.1 More Efficient, Transparent, and Participatory Elections.

The Mission achieved results under all three IR indicators for elections -- a free and fair election and an expansion in registered voters actually voting. Earlier in the year results package team meetings were held with the Tribunal, NGOs, the Organization of American States (OAS), IFES, NDI and USAID to finalize workplans, establish indicators, evaluate immediate program needs, and establish procedures for working together in teams.

USAID/Paraguay's efforts under this IR focused on the new democratically selected Electoral Tribunal. Technical assistance was provided to register voters and inform them of new electoral procedures, supervise the work of new local and regional tribunals and assist in conducting municipal elections.

The Electoral Tribunal successfully developed a new voter registry in time for the municipal elections in late 1996, overcoming what a national survey showed was the major reason Paraguayans did not vote in the last general election - failure to be properly registered. The Tribunal set up 737 voter registration sites throughout the country and met their goal of registering 1.8 million new voters in a record three-month period.

Through USAID support to a local consortium of NGOs, a national education campaign was launched to encourage voters to vote and to provide information on new procedures. Large numbers of voters were reached through mass media

**The 1996 Municipal Elections result
in the Cleanest Elections in
Paraguayan History**

Historically, Paraguay's presidentially appointed electoral commission has been infamous for its lack of credibility and transparency. The new democratically selected Electoral Tribunal (TSJE) is now responsible for organizing and supervising all elections. The November municipal elections were the first conducted by the new Tribunal. The new voter registry, for the first time, provided citizens with an error free list in which they could find their names at the correct polling places, thus avoiding such common past electoral frauds as "ghost" voters, double voting, and voters being illegally deleted from the list.

On election day, in what is considered one of the highest turnouts in history, 83% of Paraguayan voters cast their votes in all 220 municipalities to select their next mayor and city council members. Voting, in general, was peaceful and irregularities were kept to a minimum. Political leaders acknowledged the results without complaints. Local NGOs, international observers, and the media praised the work of the Tribunal in conducting such free and honest elections.

sources such as flyers, television and radio messages. The campaign was credited with greatly contributing to a more transparent election process. These activities assisted the Mission to achieve higher than planned results under its elections IR to increase the percentage of registered voters who vote. An impressive 83.3% of voters registered voted in the municipal elections. At the same time, the democratic values survey demonstrated that men were significantly more likely to vote than women. This

Mission will target efforts to encourage women to vote in future civic education efforts.

On extremely short notice, IFES organized the only international election observation group to monitor the elections. The group observed election day voting proceedings at more than 30 polling stations in the Asuncion metropolitan area and at four sites in the interior of the country. While some sites reported delays in vote counting and relaying results to headquarters, election results were, for the most part, known in most areas within hours after the polls closed.

The election observers formally declared that the elections were free and fair, and this IR under elections was also achieved. The ruling Colorado party won 73 percent of the 220 available mayorships. However, in the capital city of Asuncion, the opposition alliance candidate won, maintaining this key position in the hands of the opposition. This alliance between the two largest opposition political parties, the Partido Liberal and Encuentro Nacional, was significant in that it demonstrated their ability to run on a unified platform and win the most important municipal seat in the country.

Noteworthy is the fact that women greatly increased their participation in running for electoral office. Although the number of women mayors elected dropped from 13 to 7, the number of female council members dramatically increased from 160 to 280. Significantly, 25% of Asuncion's municipal council seats were won by women, including the council president.

In a follow-up evaluation of the elections requested by the Electoral Tribunal, IFES organized special focus groups, including key members of the Tribunal, local NGOs, the media, and political parties to provide observations and recommendations on the election process. In addition, a cross section of opinion leaders will be polled to provide additional feedback. These results will be used to identify problems and plan for the 1998 elections. While the Tribunal can claim success in their overall management of the elections, considerable internal improvements are needed to prepare for the 1998 Presidential elections, which will also include the election of governors and all members of Congress.

During this R4 period, the National Democratic Institute (NDI) began efforts to assist Paraguayans to make their political parties more democratic and responsive to their constituencies. NDI has established excellent working relationships with political party leaders and electoral officials. They are conducting an extensive focus group assessment of the most important opinion leaders to determine perceptions and needs of political parties. Results of these assessments will be shared and discussed with party leaders in order to design a work plan for each major party.

IR 1.2 Participatory and Better Functioning Sub-National Governments

USAID/Paraguay made impressive progress under IR 1.2 in local government strengthening and decentralization. This included the development of significant



policy reforms, the introduction of municipal transparency laws and increased citizen participation in decision-making.

To more clearly define the role of sub-national governments, the first significant policy reform achieved this year was the legal establishment of the National Commission for Decentralization (NCD), created last year on USAID's recommendation. After a year of informal meetings, President Wasmosy issued a decree forming the permanent

Sunshine Law in Asuncion

The Administration of Asuncion's Mayor Carlos Filizzola has been one of the most progressive local governments in the entire Southern Cone region of South America. Many of the city's ground-breaking initiatives have been the direct result of USAID/Paraguay interventions. One of the most outstanding achievements during 1996 was the passage of the country's first public access law, known as the "Sunshine Law."

USAID/Paraguay introduced the concept of public access to municipal documents and meetings as a means of increasing the transparency of municipal management and to deter corruption. Based on a USAID sponsored program with Metro-Dade County, Spanish speaking county and municipal practitioners from Florida presented open government legislation to key decision-makers in the Municipality of Asuncion.

Asuncion's municipal administration collaborated closely with their City Council members on the drafting of these laws which led to consensus passage by a strong majority. Asuncion's lead in creating more transparent municipal government is now being followed by several other municipalities who plan to implement similar "Sunshine" legislation.

NCD structure whose members include ministers, governors, mayors and important representatives of other sectors. This was the first clear demonstration in Paraguay that the national government is committed to decentralization .

The second major policy reform was the passage of the first basic piece of decentralization legislation in Paraguay, the National Health System Law. This

law, whose drafting and promotion USAID strongly supported, encourages the decentralization of basic health service delivery. It establishes local health commissions to plan community health services and to empower them with certain oversight capabilities. Municipalities for the first time have the capacity to deliver social services, while citizens are now permitted to participate in decisions at the local level. This law will provide a model for all subsequent decentralization legislation.

Even before the National Health Law was approved, USAID/Paraguay collaborated closely with the Ministry of Health (MOH) to develop pilot health decentralization initiatives. These pilots will be locally developed and managed health activities and will become operational in 1997. The experiences of these pilots will be presented to the NCD so its members will be able to study the experience and replicate activities in other municipalities. USAID/Paraguay and the MOH have also been able to influence both the World Bank and the IDB to include decentralization components in their new loans of a combined total of \$60 million for the health sector.

A major activity to strengthen the Municipality of Asuncion came to a successful conclusion during 1996. As reported in last year's R4, the city was able to modernize its budget and financial management systems and increase revenue collection markedly. Building upon Asuncion's success in financial planning, municipal staff, along with USAID sponsored experts, provided budgetary, planning and citizen participation

enhancement training to fifteen other municipalities that are now incorporating these concepts.

Another major achievement under this IR was the passage of Asuncion's new innovative "Sunshine Law" legislation which promotes public access and transparency. Significantly, this is the first such law enacted in Paraguay. The sidebar gives a more complete description of what transpired.

Progress was achieved under a lower level IR to improve mechanisms for community participation in decision making. Building upon last year's success Asuncion increased and expanded access to municipal public hearings. The number of open budget hearings increased from one to four and they were held in four separate sections of the city, attracting a high turn out of well over four hundred citizens. Most important, these achievements demonstrate that public hearings have become an institutionalized process whereby local citizens have an opportunity to participate in budgeting and planning, and have the opportunity to have their opinions heard. Following Asuncion's lead, several other municipalities replicated this public participation format in their own budget approval process.

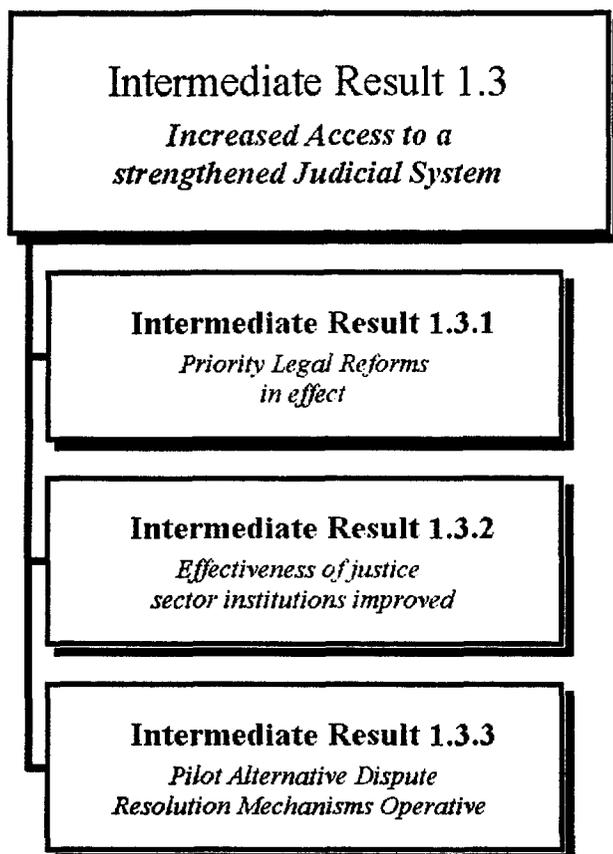
Development of joint community projects is an important IR under the sub-national government program. A joint community project is a process where members of the government and community identify a problem, develop a joint plan for addressing the problem that includes planned implementation by members of

the government and the community; and implement the project. This year, two projects were implemented in the communities of Ypacarai and Ita, which established the baseline for this IR. Both projects were related to the urban environmental issues.

Ypacarai is a major lake area in a rapidly expanding urban community near Asuncion. This joint community project included the development of environmental impact studies, holding open town meetings on specific environmental concerns and development of a commission on the Ypacarai watershed encompassing eleven municipalities and two departments. This project encouraged the local government and the community to be true co-owners of their urban environmental action plan and co-responsible in assuring the planned activities are implemented, which has now successfully begun.

The second joint community project focused on solid waste management. Joint problem identification and planning workshops were held to identify local solid waste management problems and develop adequate mutually acceptable solutions. Implementation should begin soon. The project is particularly unique in that it is helping neighboring communities work collaboratively to address cross border issues. It is being coordinated in the context of a larger JICA activity for solid waste management in the greater Asuncion metropolitan area. JICA will be providing a grant of approximately \$10 million plus future credits to develop an integrated approach for solid waste management.

IR 1.3 Increased Access to a Strengthened Judicial System.



In order to increase access and develop a stronger judicial system, USAID/Paraguay will assist with 1) passage of legal reforms, 2) training of Asuncion court personnel to resolve criminal cases more quickly and fairly, and 3) development of pilot alternative dispute resolution (ADR) centers. The Mission has been actively involved for the past year in legal reform initiatives with the Supreme Court and the Office of the Attorney General.

During last year's R4 review, it was

reported that expected support by other donors for legislative strengthening had not materialized. However, the situation has changed and the IDB is now providing the bulk of the technical assistance needs of the Congress to better organize their priorities and improve information management. Therefore, USAID/Paraguay will work with the legislature to enact a package of important legal reforms, such as the Penal Code, Criminal Procedures Code, and the Public Ministry Statute. These three laws, along with the development of a Judicial Framework Statute, form the core requirements of a criminal justice system that are necessary to assure fair trials in Paraguay.

Progress has occurred in the targeted legal reform IR. While the new Penal Code has been in Congress for sometime, it was finally approved by the Upper Chamber during 1996 and is currently being considered by the Lower Chamber. Passage is expected this year. The new code is a major breakthrough because, by re-classifying new ecological, economic, and financial offenses and decriminalizing others, it would markedly reduce the number of cases that go to courts and the number of prisoners held in jail without sentences.

After several years of work, a "final" draft of the criminal procedures code has now been completed. During the year, the draft procedures code was presented at a number of USAID-funded seminars throughout the country. Lawyers, justices of the peace, and other legal professionals reviewed the draft and made suggestions which were incorporated. It is currently

under special review by the Supreme Court and is expected to be formally presented to Congress during 1997. The code will establish an accusatorial and oral system for judicial proceedings, contribute to a more rapid judicial process as well as increasing the accountability of the judicial system by making trials open to the public. This will completely modernize the court system in Paraguay.

The new draft Public Ministry Statute was written in February 1995. It incorporates the new functions assigned to the Office of the Attorney General, including structural reform of the penal justice system. It will be finalized and presented in early 1998.

Under the Mission's Judicial Reform Program, which is due to end this year, the institutional structure of the Supreme Court and the Office of the Attorney General were improved through technical assistance, training, and the selected provision of equipment. Unfortunately, the case management tracking system has still not become fully operational, but has become part of a large IDB sponsored project, due to begin shortly, which will completely modernize the court's administrative procedures.

The Council of Magistrates, an independent nine member body established by the constitution, completed the selection of 380 judges and other justice personnel. The major accomplishment of selecting justice system personnel using merit-based criteria has been completed according to the target set in last year's R4.

In 1996, an International Center for Judicial Studies was created in the Supreme Court to establish a permanent structure for in-service training of judges, public defenders, prosecutors, and judicial officials. One of its important roles will be to carry out investigations and comparative judicial studies and make that information available to all members of the justice sector. The center will be a focal point for future USAID/Paraguay training efforts.

A USAID-supported diagnostic study of the judicial sector is being completed and includes the development of a separate training program for court personnel to increase the efficiency of case resolution in Asuncion. A major component of USAID's strategy is to develop and test mechanisms for alternative dispute resolution. These mechanisms will involve citizens in the process of improving access by helping to relieve the court of cases that could be better handled through ADR mechanisms. The development of ADR centers with a local NGO, the Paraguayan Institute for Mediation (IPAME), will begin within the next few months. This is a major initiative under the IR to increase access.

The Supreme Court has also signed an agreement with the Inter-American Institute of Human Rights (IIDH). This activity has received funding from the European Union to conduct a public opinion survey for the court to determine perceptions on justice, to train judges regarding the constitutional rights of citizens, and to consider new methods of conflict resolution. The democratic values survey revealed that only 40% of those

questioned believed that people receive a fair trial. The Supreme Court's concern with perceptions of justice therefore seem well placed. The Mission will closely coordinate efforts with IIDH

IR 1.4 Civil-Military Dialogue Supportive of Democracy Increased

Intermediate Result 1.4
Civil-military dialogue supportive of democracy increased

USAID was among the first to offer assistance to improve the tense civil-military relationships immediately after the attempted coup. This intermediate result was included as part of additional ESF funding provided to Paraguay in May 1996 after the successful resolution of this constitutional crisis.

USAID/Paraguay sponsored a series of six civil-military seminars aimed at building a basic level of confidence and trust among Congressional leaders, key politicians, national opinion makers and top military officers. To fully coordinate the program given the sensitive nature of this undertaking, a steering committee was established which included representatives from the Military, the Office of the President, American University, key local NGOs, the Embassy's Office of Defense

Cooperation, and USAID/Paraguay.

The first seminar was opened by Administrator Atwood during his May 1996 visit. The monthly seminar series was considered a success and, according to the participants own evaluation, contributed greatly to facilitating more direct and open communication. Based on the feedback from participants and with input from the steering committee, this IR will work towards drafting and securing approval of important military legal reforms. Through a series of intensive 2-3 day seminars with key congressmen and military leaders, these draft laws will be discussed and consensus reached on important issues. Work on this will begin in 1997.

In less than a year Paraguay has gone from a pariah country under the threat of a military coup to a nation with an open and growing productive dialogue between the civilian and military leadership. At this time no other donor is sponsoring any significant activities in this area.

Expected Progress

USAID/Paraguay is confident that results under in the democracy strategic objective will be achieved. The Mission believes that the new performance monitoring indicators and targets developed this year accurately reflect the expected results planned for FY 1997 - 2000. Some of the major approaches and new initiatives are highlighted in this section.

In the area of elections, USAID/Paraguay expects continued progress and, in addition to on-going activities, will

Partners Participate in Results Packages

Building upon the outstanding participation of USAID/Paraguay's partners and stakeholders during the development of its Strategic Plan, the Mission invited these same members to participate on its results package teams. During the months of August through October 1996 the Mission carried out a series of two-day workshops with local and international partners, key stakeholders and customers to elaborate the results packages essential to achieving the Mission's strategic results framework.

These same partners and stakeholders are now permanent members of the Mission's results package teams. The teams meet regularly to share information, discuss activities, coordinate their actions, and address any concerns or roadblocks that could impair the achievement of the Mission's proposed results.

They also deal with decisions regarding the most appropriate approaches for implementing activities and for involving the Mission's customers in this process. Team members take real ownership in the program and are personally committed to its success.

USAID/Paraguay's team approach has been so successful that several other donor agencies have inquired about it and plan to utilize similar planning methods.

include CAPEL as a primary partner in working with the Electoral Tribunal and local NGOs to improve local capabilities for election monitoring and observation. Other areas of focus will include technical assistance and training for the Tribunal and its regional affiliates, reforms to the

Election Code to reduce ambiguity and eliminate contradictions in existing regulations, and improvements in the voter registration process. The creation of a widely accessible electoral information resource center will be developed. Comprehensive civic education campaigns will also continue.

Special attention, through specific civic education programs, will be directed at increasing the number of women to register and vote. The democratic values survey demonstrated an under-representation of registered women who vote, compared to men. This will contribute to the IR indicator of increasing the number of registered voters who vote.

The most important activity will be assistance to the Electoral Tribunal and NGOs in the organization and management of the 1998 elections. This will assist the Mission to achieve its stated IR of more efficient, transparent, and participatory elections. The Organization of American States (OAS) plans to provide funding for the upcoming presidential elections. The Mission will coordinate closely with the OAS to assure optimum results.

Under local government strengthening and decentralization the Mission will provide assistance to the new National Commission for Decentralization to develop a national agenda of actions which promote the transfer of decision making and resources to sub-national governments. The support for local governments will increase management capabilities to plan for and provide basic services such as health care,

environmental planning and water and sanitation. This will contribute to increasing the percentage of the population who express satisfaction with local government service delivery. This is an important result, as the democratic values survey showed a high level of trust in local government (61%), but yet only 44% expressed satisfaction with service delivery. This will be a focus of this IR.

The Mission's past success with participatory planning activities will expand to at least 25 municipalities and three departments. Additional citizen participation mechanisms will be introduced to allow people to play a role in important decisions affecting their lives, a principal result under the local government IR.

To improve access to the judicial system USAID/Paraguay expects to focus on the adoption and execution of priority legal reforms in the area of criminal justice. A USAID funded local NGO will work to expedite the review and approval of legal reforms. An initial program will also start in the Asuncion courts to improve court management procedures. After the penal and criminal procedures codes are approved, a major training effort will be developed to train court personnel in new oral proceedings. A series of pilot alternative dispute mechanisms will be implemented to directly increase overall access to justice and make services more clearly oriented to citizens needs.

To insure that civil-military relations improve and critical lessons learned are passed on, the Mission will sponsor the formation of a joint congressional-military

leadership working group which will revise and build a consensus on several fundamental pieces of new military legislation. These activities are scheduled to terminate at the end of 1997.

Upcoming national elections may cause delays in 1997 performance, especially in the area of legal reform as Congress and other leaders will spend a significant part of the year involved in party primaries and preparation for the 1998 elections.

A nascent democratic civil-military relationship may experience problems in implementing crucial legal reforms. Inexperienced local government authorities may not understand how to allow citizens to participate in major planning activities. These all present major obstacles to consolidating Paraguay's democratic experiment of allowing people to provide critical input in decisions affecting their future. Despite these challenges USAID/Paraguay is certain that it will meet its expected progress during the remainder of its strategic planning period.

Democracy Strategic Objective

OBJECTIVE: Improved Responsiveness and Accountability of Key Democratic Institutions			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME: Improved Responsiveness and Accountability of Key Democratic Institutions			
INDICATOR: Population who believe the National Government is responsive to their needs.			
UNIT OF MEASURE: Percentage SOURCE: National Probability Survey (NPS), Political Culture in Paraguay: 1996 Baseline Study of Democratic Values INDICATOR DESCRIPTION: The actual question is (on a scale of 1 to 7) "To what point do you believe that the Central Government responds to the needs of the people?" In order to make the presentation of the findings more readily understandable, all scales were converted to a 0-100 format. COMMENTS: The survey revealed that, of the 19 institutions ranked, government responsiveness was the lowest. This provides strong support for the importance of this Strategic Objective. No important statistical differences were found between responses by men and women. Male 39% Female 39%. This survey will be repeated every other year.	YEAR	PLANNED	ACTUAL
	96 (B)		39%
	97	n/a	
	98	45%	
	99	n/a	
	00 (T)	50%	

Democracy S.O. IR 1.1 Elections

OBJECTIVE: Improved Responsiveness and Accountability of Key Democratic Institutions
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay
RESULT NAME 1.1: More efficient, transparent and participatory elections
INDICATOR 1: Population that consider the elections clean

UNIT OF MEASURE: Percentage	YEAR	PLANNED	ACTUAL
SOURCE: National Probability Survey (NPS), 1997 Post-Election Survey of Opinion Leaders	93(B) *		45%
INDICATOR DESCRIPTION: The actual question in the survey is (on a scale of 1 to 7) "To what extent do you believe the last elections were clean, that is, without fraud?" In order to make the presentation of the findings more readily understandable, all scales were converted to a 0-100 format.	97	n/a	
COMMENTS: No important statistical differences were found between responses by men and women. Male 46% Female 45%.	98 (T)	65%	
* It should be noted that the survey carried out in late 1996 measured '93 election results. In 1997, the '96 election will be measured via a proxy measure of a cross-section of opinion leaders; in 1998 the '98 election will be measured by a NPS. There are no elections in '99 or '00. The survey will be repeated every other year.	99	n/a	
	00	n/a	

OBJECTIVE: Improved Responsiveness and Accountability of Key Democratic Institutions
APPROVED: 05/08/96 **COUNTRY/ORGANIZATION:** USAID/Paraguay

RESULT NAME 1.1: More efficient, transparent and participatory elections

INDICATOR 2: Declaration of the election as free as fair by Independent Election Observers

UNIT OF MEASURE: Yes/No	YEAR	PLANNED	ACTUAL
SOURCE: The Electoral Tribunal (TSJE) and the International Foundation for Election Systems (IFES)	96 (B)	yes	yes
INDICATOR DESCRIPTION: This indicator requires a formal declaration within a week by election observers.	97	n/a	
COMMENTS: The IFES organized team of independent election observers within a day of the election declared the 1996 Municipal Election as being free and fair. There are no elections in '97, '99 or '00.	98 (T)	yes	
	99	n/a	
	00	n/a	

OBJECTIVE: Improved Responsiveness and Accountability of Key Democratic Institutions
APPROVED: 05/08/96 **COUNTRY/ORGANIZATION:** USAID/Paraguay

RESULT NAME 1.1: More efficient, transparent and participatory elections

INDICATOR 3: Registered voters who vote

UNIT OF MEASURE: Percentage	YEAR	PLANNED	ACTUAL
<p>SOURCE: The Electoral Tribunal (TSJE) and the International Foundation for Election Systems (IFES)</p>	93 (B)		69.4%
<p>INDICATOR DESCRIPTION: A eligible voter must be at least 18 years old and have a national I.D. card issued by the police. The indicator represents the percentage of registered voters only. Official records or registered voters and the number who vote are kept by the Electoral Tribunal.</p>	96	75%	83.3%
<p>COMMENTS: There are no elections in '97, '99 or '00.</p>	97	n/a	
<p>This indicator will be monitored by gender and age for the 1998 elections. No reliable information is available on the desegregation by gender and age on registered voters who voted in the 1993 elections.</p>	98 (T)	87%	
<p>The Electoral Tribunal has not completed its full analysis of registered voters who voted in the 1996 municipal elections by gender or age groups yet. This information is expected to be available by May 1997.</p>	99	n/a	
<p>The national probability survey did demonstrate voting differences by gender. It reported that males were significantly more likely than females to vote. Of those surveyed regarding the 1993 elections, 68% of males reported voting compared to 60% of females.</p>	00	n/a	

Democracy S.O. IR 1.2 Local Government

OBJECTIVE: Improved Responsiveness and Accountability of Key Democratic Institutions			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME 1.2: Participatory and better functioning sub-national governments			
INDICATOR 1: Population who express satisfaction with municipal government service delivery.			
<p>UNIT OF MEASURE: Percentage</p> <hr/> <p>SOURCE: National Probability Survey (NPS), Political Culture in Paraguay: 1996 Baseline Study of Democratic Values</p> <hr/> <p>INDICATOR DESCRIPTION: The actual question is (on a scale of 1 to 5) "Would you say that the services that the municipality is providing to the people are excellent, good, regular, bad, or very bad?" In order to make the presentation of the findings more readily understandable, all scales were converted to a 0-100 format.</p> <hr/> <p>COMMENTS: Prior research, by Dr. Mitchell Seligson, has indicated that when local officials are able to increase satisfaction with local government, satisfaction with national government also increases. The direction of causality is largely from local to national. No important statistical differences were found between responses by men and women, education levels, or geographic zone. Male 45% Female 43%. This survey will be repeated every other year. The program is only working in approximately 25% of the municipalities in Paraguay. Therefore, the impact is limited at the national level.</p>	YEAR	PLANNED	ACTUAL
	96 (B)		44%
	97	n/a	
	98	52%	
	99	n/a	
	00 (T)	60%	

OBJECTIVE: Improved Responsiveness and Accountability of Key Democratic Institutions			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME 1.2: Participatory and better functioning sub-national governments			
INDICATOR 2: Number of target sub-national governments with joint community projects implemented.			

UNIT OF MEASURE: Number	YEAR	PLANNED	ACTUAL
<p>SOURCE: Alter Vida, Development Alternatives Inc.(DAI) International Union of Local Authorities (IULA) and other partners.</p> <p>INDICATOR DESCRIPTION: A joint community project is a process where members of the government and community identify a problem; develop a plan for addressing the problem, which includes planned implementation by members of the government and the community; and the action is implemented.</p> <p>The targets reflects the number of projects implemented yearly and are not cumulative. In other words, a project is "counted" only in the year implementation begins. These actions will be measured in the Mission's priority sub-national government entities which are defined as 25 sub-national units consisting of 3 departments and 22 municipalities.</p> <p>COMMENTS: In '96 two joint community actions plans were implemented in the communities of Ypacarai and Ita. These were urban environmental action plans. This is a new indicator so no target was established for '96.</p>	96 (B)		2
	97	7	
	98	11	
	99	14	
	00(T)	17	

Democracy S.O. IR 1.3 Improved Access to a Strengthened Judicial System

OBJECTIVE: Improved Responsiveness and Accountability of Key Democratic Institutions			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME 1.3: Increased Access to a Strengthened Judicial System			
INDICATOR 1: Number of targeted key reforms enacted by Congress			
UNIT OF MEASURE: Cumulative Number	YEAR	PLANNED	ACTUAL
<p>SOURCE: Paraguayan Center for Liberty and Social Justice Promotion (CEPPRO) and State University of New York (SUNY)</p> <p>INDICATOR DESCRIPTION: The targeted key legal reforms include the Penal Code, the Criminal Procedures Code, the Public Ministry Statute and the Judicial Framework Law.</p> <p>COMMENTS: Targets are set realistically due to the immense amount needed for the drafting, presenting, modifying, and lobbying that goes into the passage of major pieces of legislation.</p>	96 (B)		0
	97	1	
	98	2	
	99	3	
	00 (T)	4	

OBJECTIVE: Improved Responsiveness and Accountability of Key Democratic Institutions			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME 1.3: Increased Access to a Strengthened Judicial System			
INDICATOR 2: Population who believe that people receive a fair trial.			

UNIT OF MEASURE: Percentage	YEAR	PLANNED	ACTUAL
SOURCE: National Probability Survey (NPS), Political Culture in Paraguay: 1996 Baseline Study of Democratic Values	96 (B)		40%
INDICATOR DESCRIPTION: The actual question is (on a scale of 1 to 7) "To what point do you believe that the judicial system guarantees a fair trial?" In order to make the presentation of the findings more readily understandable, all scales were converted to a 0-100 format.	97	n/a	
	98	45%	
	99	n/a	
	00 (T)	50%	
COMMENTS: The survey revealed that of the 19 institutions ranked, the Judicial Sector, was the second lowest.			
No important statistical differences were found between responses by men and women. Male 39% Female 40%.			
This survey will be repeated every other year.			

OBJECTIVE: Improved Responsiveness and Accountability of Key Democratic Institutions			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME 1.3: Increased Access to a Strengthened Judicial System			
INDICATOR 3: Pilot Alternative Dispute Resolution (ADR) Centers Established			
UNIT OF MEASURE: Number	YEAR	PLANNED	ACTUAL
SOURCE: State University of New York (SUNY)	96 (B)		0
INDICATOR DESCRIPTION: ADR centers are places operated manned by professionals outside of the normal court system. They charge for their services and have set rules, regulations and procedures for solving common disputes between individuals and/or companies. The two parties in dispute mutually agree to use an ADR or mediation center. Terms of settled disputes are authorized and signed in writing by the disputing parties.	97	1	
	98	3*	
	99	5	
	00 (T)	7	
COMMENTS: At this time there are no ADR or mediation centers in the country.			
* After 1998 an additional indicator that measures the number of cases resolved by each center will be developed.			

Democracy S.O. IR 1.4 Civil Military

OBJECTIVE: Improved Responsiveness and Accountability of Key Democratic Institutions			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME 1.4: Civil-Military Dialogue Supportive of Democracy Increased			
INDICATOR 1: Key laws presented to Congress.			
UNIT OF MEASURE: Number	YEAR	PLANNED	ACTUAL
SOURCE: Paraguayan Center for Liberty and Social Justice Promotion (CEPPRO)			
INDICATOR DESCRIPTION: Some of the key military laws include the National Defense Law, Military Personnel Law, Internal Organization Law, Conscientious Objector Law, and others. To be considered "presented," the laws must have been drafted and/or revised, approved in committee (including discussions and input from military leadership) and presented for consideration to either house of Congress. This is a cumulative figure.	96 (B)	n/a	0
	97 (T)	2*	
COMMENTS: * Funding for these activities terminates in December 1997. Therefore targets are not identified for the full term of the Mission Strategy. This is a new indicator. A national election will be held in 1998 and a significant part of 1997 will be occupied with election primaries and preparations, greatly slowing the legislative process.			

Environment Managed for Long-term Sustainability

Environment Special Objective - Improved Management of an Expanded Protected Areas System

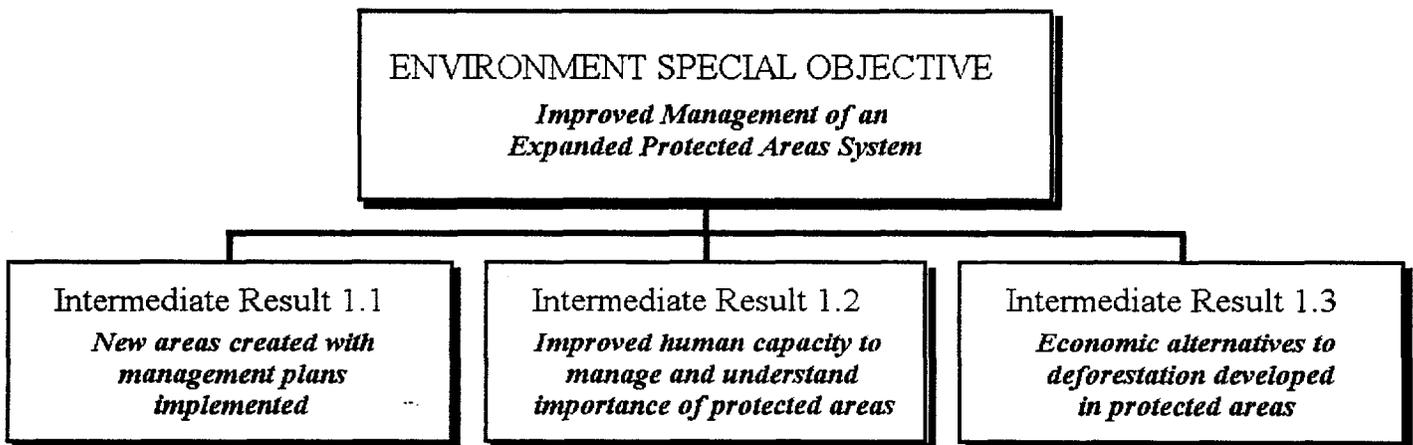
Paraguay has one of the highest rates of deforestation in the world which, if unabated, will result in a country with no significant remaining forests in less than ten years. It is imperative that the country develop and implement sustainable land use models to preserve the last remnants of various unique and important ecosystems. USAID is funding activities that develop successful examples of sustainable reserve management which can be replicated by the Government of Paraguay, the private sector, and other donors. These models are expected to contribute to slowing the current rate of deforestation and conserving biodiversity.

Performance Analysis

Special Objective Ranking - Exceeded Expected Performance.

In FY 1996 the LAC Regional Parks-in-Peril Program added the *Defensores del Chaco* national park to its program. LAC agreed to provide matching funds to USAID/Paraguay of \$125,000 per year during the FY 1997-2000 strategy period. Due to a limited time frame and financial constraints, the Mission had previously planned to only focus on developing successful examples of private reserve management. The Parks-in-Peril activity will add a public reserve to the portfolio.

The inclusion of the national park into the program, under the joint management of the Government of Paraguay and a local NGO, the Chaco Foundation, allows the Mission to focus activities around this national park as well as demonstrate that NGOs play a decisive role in natural resource management. It also reinforces USAID's



emphasis on promoting participatory relationships among local governments, reserve managers, and local community groups living in and around fragile protected areas. The inclusion of this new park adds 780,000 hectares to the protected areas system.

Steady progress has occurred over the past few years by bringing more land into the private reserves program which now has a total of 26 properties covering 585,105 hectares. One of the new reserves is a 12,000 hectare property owned by the Shell Oil Corporation which serves as a critical biological corridor between two national parks of the Interior Atlantic Forest region. This region is a high conservation priority for USAID. Further plans are under way to add two additional private reserves to form a tri-national system of parks in Paraguay, Brazil and Argentina to conserve the remaining Interior Atlantic Forest.

The objective-level indicator shows excellent performance. Two properties have successfully implemented management plans for two consecutive years and have graduated to a self-sustainability, requiring no additional financial support. The program will add another property in 1997 to the self-sufficiency list.

Other donors are showing considerable interest in the private reserve program. USAID/Paraguay will work with the IDB, European Union and GTZ through the Mission's results package team to share USAID's results and encourage their participation and funding on a national basis. Under the U.S. Japan Common Agenda, the Japanese will provide \$50,000 for equipment to the Chaco Foundation, along with an

additional \$300,000 to support Parks-in-Peril activities in the Chaco.

The World Bank has a \$50 million natural resource management project focusing on sustainable, conservation-oriented agriculture which is closely related to the Mission's program. The European Union is planning a \$20 million project with components focusing on protected areas and indigenous groups. USAID/Paraguay will coordinate closely with them. The UNDP has a \$10 million activity to protect the Paraguayan ecosystem in existing protected areas and proposed areas under the National System for Protected Areas (SINASIP) of the Ministry of Agriculture that USAID helped design. The German Technical Cooperation Agency (GTZ) is analyzing different problems that the loss of natural resources and environmental degradation represent to Paraguay. They will benefit from the research completed under USAID's program by the Moises Bertoni Foundation (FMB), which is leveraging funds through financial contributions from various donors.

IR 1.1 New Areas Created with Management Plans Implemented.

In last year's R4, USAID reported that 15 of the 26 properties had basic management plans in place. During the year, these management plans were revised to meet the new requirements developed for comprehensive plans. Therefore in 1996 the number of properties with plans remained at 15. This is now the baseline for the indicator of new areas created with comprehensive management plans.

The pace of planned additions of new reserves has been adjusted downward in

order to concentrate on the true focus of the reserve system -- reserves actually implementing their management plans rather than a numerical increase in reserves. FMB plans to work with existing properties to implement three distinct models of private reserves and protected areas. Model 1 is a fully protected nature reserve with the entire area dedicated to wildlife and habitat preservation. Model 2 is a nature reserve mixing preservation with sustainable use. Model 3 is a nature reserve found within the boundaries of a ranch. The fourth model is the *Defensores del Chaco* National Park, a public protected area.

IR 1.2 Improved Human Capacity to Manage and Understand the Importance of Protected Areas.

The focus of this IR is on developing environmental awareness on the importance of protected areas. This will support programs and legislation leading to an improved capacity to administer and manage protected areas with the participation of local communities to ensure sustainability. While training under this IR has been reduced in scope, performance has been excellent and progressing as planned.

Proposed modifications of the Protected Areas Law have been developed by FMB and are presently being considered by the Paraguayan Congress. These modifications would provide clear incentives to landowners to establish private reserves. Landowners currently seek to avoid possible expropriation of their forested landholdings, which if not in agricultural or livestock use are considered unproductive. Given this situation, many landowners clear-cut their forest to establish grazing pasture or

agricultural fields.

This USAID-funded assistance to FMB and the National Parks and Wildlife Department to modify the law also has support from the Center for International Environmental Law (CIEL), another USAID/Paraguay supported activity. Additional activities are being carried out to educate political and civic leaders about the importance of conserving natural resources.

Last year, local level community support and participation was promoted under an education campaign that was carried out in the buffer zone around the Mbaracayu Reserve, a model of a fully protected private reserve. Thirty farmers toured Mbaracayu and several other private nature reserves. Though initially skeptical of production possibilities under forest cover, they were astounded at the large size of the *Yerba Mate* plants (the national tea of Paraguay) grown under forest-cover shade, rather than in direct sunlight as is the normal custom. They were equally enthusiastic about the possibilities for sustainable palm heart extraction, animals grazing under forest cover and honey production. These farmers have now set aside parcels of their own forest for palm heart extraction, planting of *Yerba Mate* and establishing beehives. USAID/Paraguay will be monitoring the number of reserves offering effective educational programs as a performance indicator.

IR 1.3 Economic Alternatives to Deforestation in Protected Areas.

Progress on this IR is on track. New palm heart extraction, crocodile farming and eco-tourism activities have been successfully

undertaken in the past year. Draft legislation was developed to regulate the sustainable use of palm trees for palm heart extraction. Two private reserves are extracting palm hearts and another is engaged in crocodile farming. Three private reserves implementing eco-tourism were highlighted and included in a tourism guide published by a local newspaper. By promoting these six activities, the Mission surpassed its target of four economic alternatives implemented on reserves as indicated in last year's R4.

Expected Progress

With the national park now included in the Parks-in-Peril program, USAID/Paraguay's environmental objective includes both public and private reserves. While it normally takes five years to adequately strengthen the on-site capacity at a large national park and to develop the institutional capability of the NGO participating in park management, USAID considers that this can be accomplished by FY 2000 if the resources currently committed are provided. The workplan for the national park activity should be approved by June and implementation will begin in July 1997. Considerable progress should be achieved on this activity before the end of FY 1999.

The private reserve program has begun to achieve results and should continue the gradual expansion to 24 cumulative sites with full, comprehensive management plans by FY 1999 as planned in the IR 1.1 indicator. However, USAID will closely monitor these plans to insure that the focus is on the existing reserves and establishing management plans rather than an increase in new sites. Similarly, progress will be

closely monitored on self-sufficiency as demonstrated by private reserves that for two consecutive years implement their yearly operational plans. Depending on funding, there may be an opportunity to focus on new private reserves adjacent to the Chaco National Park. The principal consideration will be whether this is programmatically and logistically possible.

Continued progress is expected on developing and disseminating viable economic alternatives on reserves. Due to the need to focus the special objective, formalized training has been eliminated, and current and future training consists of hands-on, practical exposure to economic alternatives. On environmental policy reforms, USAID will be monitoring progress on modifications to the Protected Areas Law.

In summary, USAID expects that the special objective and the IR targets will be achieved given expected resource and staffing levels. At this time no significant management actions are proposed or required. For the record, last year's Strategic Plan guidance cable deferred the decision to extend the environmental special objective past FY 1998. Given the inclusion of the national park in the program, USAID/Paraguay proposes that this objective continue until FY 2000 and that the objective's focus on private reserves as currently worded in the Strategic Plan be modified to incorporate the reality of a public protected area which is now part of the special objective.

Performance Data Tables: Environment

Environment Special Objective

OBJECTIVE: Improved Management of an Expanded Protected Areas System			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME: Improved management of an expanded protected areas system			
INDICATOR: Number of reserves graduating to self-sufficiency			
UNIT OF MEASURE: Cumulative Number SOURCE: Moises Bertoni Foundation (FMB) INDICATOR DESCRIPTION: After a reserve has successfully implemented two consecutive yearly management plans, it is considered to have graduated to self-sustainability in which no additional financial support is needed. COMMENTS: The two self-sustainable reserves cover an area of 88,482 hectares and represent 15% of the 585,105 hectares under the private reserve program.	Year	Planned	Actual
	96 (B)	2	2
	97	3	
	98	4	
	99	5	
	00 (T)	6	

Environment S.O. IR 1.1 New Areas Created

OBJECTIVE: Improved Management of an Expanded Protected Areas System			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME 1.1: New areas created with management plans implemented			
INDICATOR 1: Number of areas created			
UNIT OF MEASURE: Cumulative number SOURCE: Moises Bertoni Foundation (FMB) INDICATOR DESCRIPTION: A reserve has to receive a reconnaissance visit and a rapid Ecological Assessment before a management plan is created. The plan includes financial planning, biological monitoring, sustainable development and use of resources, among other issues. COMMENTS: Thirteen management plans were revised to adequately meet all of the criteria required for new comprehensive plans.	YEAR	PLANNED	ACTUAL
	96 (B)		15
	97	18	
	98	21	
	99	24	
	00 (T)	24	

Environment S.O. IR 1.2 Human Capacity

OBJECTIVE: Improved Management of an Expanded Protected Areas System			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME 1.2: Improved human capacity to manage and understand the importance of protected areas			
INDICATOR: Number of reserves that are offering educational programs to people in the reserves or in buffer zones.			
UNIT OF MEASURE: Cumulative Number SOURCE: Moises Bertoni Foundation (FMB) INDICATOR DESCRIPTION: Environmental education programs being conducted at reserves that demonstrate some measurable positive impact. COMMENTS: Thirty farmers toured several private reserves, learned about non-traditional production possibilities, and then set aside parcels of their own forest for these activities.	YEAR	PLANNED	ACTUAL
	96 (B)	1	1
	97	2	
	98	4	
	99	7	
	00 (T)	10	

Environment S.O. IR 1.3 Economic Alternatives

OBJECTIVE: Improved Management of an Expanded Protected Areas System			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME 1.3: Economic alternatives to deforestation developed on Reserves			
INDICATOR: Number of economic alternatives implemented on reserves			
UNIT OF MEASURE: Cumulative Number SOURCE: Moises Bertoni Foundation (FMB) INDICATOR DESCRIPTION: Each viable economic alternative being carried out in a reserve will be counted. Economic alternatives currently include ecotourism, palm heart extraction, and crocodile farming. COMMENTS: Information on the number of people or communities participating in sustainable alternative economic activities in reserves or buffer zones will be tracked as a lower level result. These activities will be developed by landowners, indigenous communities, and campesino colonies.	YEAR	PLANNED	ACTUAL
	96 (B)	4	6
	97	8	
	98	10	
	99	12	
	00(T)	15	

World Population Stabilized

Population Special Objective - Increased Use of Voluntary Family Planning Services

Paraguay has one of the highest population growth rates in the hemisphere (3.2%), and an extremely high maternal mortality rate at over 300 deaths per 100,000 live births. USAID/Paraguay's population program is helping the country address the problems of high population growth and serious reproductive health problems through support for family planning services. The program will increase the prevalence of contraceptive methods through expanding access and improving quality of family planning services. Increased sustainability will also be a focus.

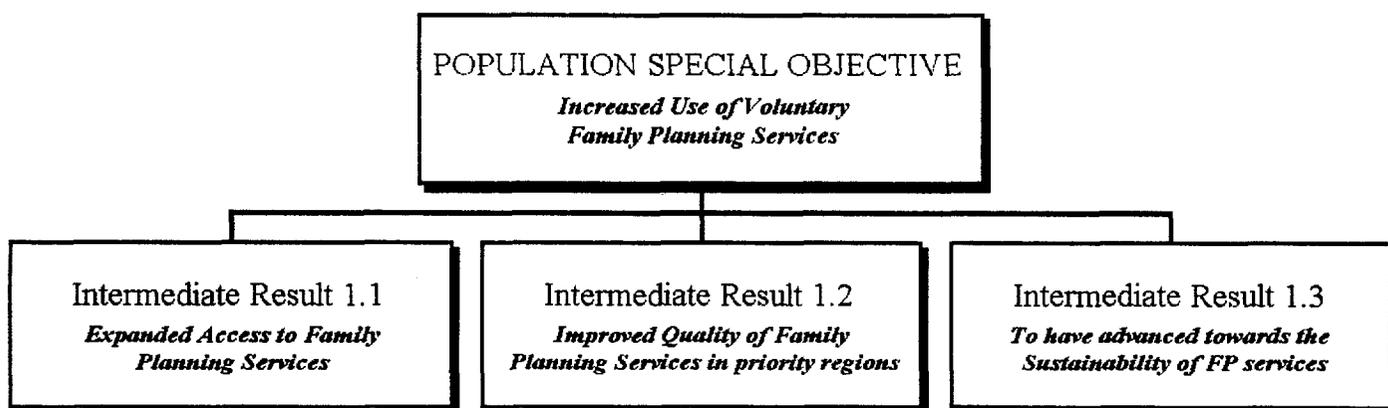
Measurable impact and long term

sustainability cannot occur without the full commitment of the Ministry of Health (MOH) and the Government of Paraguay (GOP). Leveraging other donor resources such as UNFPA, the World Bank, and the IDB are critical to assure the national application of lessons learned from the targeted USAID/Paraguay program.

Performance Analysis

Special Objective Ranking - Met Expected Performance

The program became fully operational this year and planned results are on track. A



major highlight included the development of the Ministry of Health's reproductive health plan which, for the first time, included budget support for family planning. While this request is currently being studied in Congress, it is a significant step forward in assuring a long term GOP commitment for family planning. The final amount of budget resources approved for family planning should be known within next few months.

This year the Mission's program was entirely implemented through Global transfers to the Population Health and Nutrition Center (G/PHN). In July 1996, in accordance with USAID/Paraguay's new management contract, a Memorandum of Understanding (MOU) was signed with G/PHN to identify and agree upon a specified series of activities over a 12 month period. However, due to delays in obtaining timely workplans and cost data, the Mission continues to find it difficult to assure results within specified time frames or estimate future budget requirements. This is expected to improve with the hiring of a Mission Population Specialist this year.

Another major step forward was the resolution of the Paraguayan Center for Population Studies (CEPEP)'s financial and management problems reported on last year. CEPEP is the Mission's predominant local private sector partner for family planning activities. USAID worked closely with the International Planned Parenthood Federation (IPPF) to assist CEPEP resolve its management problems, including the recruitment of a new Executive Director. Based on these actions, USAID/Paraguay was able to resume support to CEPEP in late 1996.

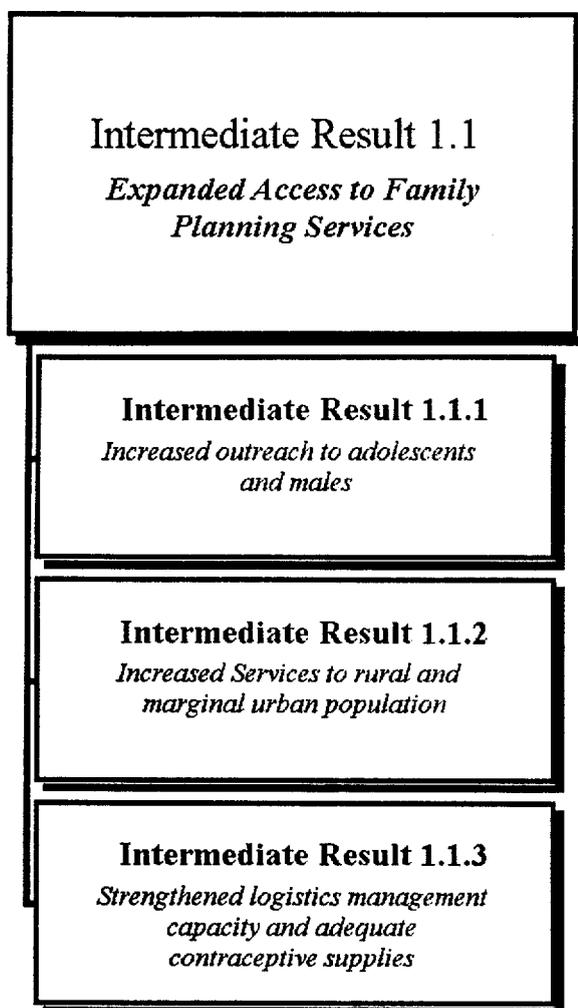
CEPEP's contribution to the couple years of protection objective level indicator decreased from 50,000 in 1995 to 38,897 in 1996. But given the quick resolution of past problems it is viewed only as a temporary setback. The CEPEP program will be back on track in 1997.

Despite CEPEP's difficulties the overall indicator of couple years of protection was not substantially off last years R4 target. The Mission also surpassed its target for contraceptive prevalence of modern methods for women between 15-49 years old.

At mid-year the UNFPA program with the MOH was put on hold until a complete evaluation of the program could be carried out. The over six-month delay in completing the evaluation caused major problems as 12 regional UNFPA-funded family planning coordinators did not receive their salaries. A UNFPA Mission is currently in-country and will finalize the review and design of the new program over the next few months. Current plans include working with the MOH's regional health commissions and targeting special groups such as adolescents. As a major donor and critical partner in supporting the population program, the Mission will follow-up with UNFPA to assure efforts are closely coordinated.

The IDB and the World Bank have launched large maternal and child health programs. They will both be providing reproductive and family planning services and will participate on the Mission's population results package team. Great potential exists to leverage portions of these resources for family planning during the next few years.

IR 1.1: Expanded Access to Family Planning Services.



The target population under this IR is young adults and males in need of family planning information and services. In late 1996, a young adult program assessment was completed and a multi-year proposal with specific activities was finalized. One innovative program was started, an

adolescent peer media project which included training adolescent advocates to develop specific spots, messages and skits which dramatize issues surrounding teen sexuality. These tools will be used to reach adolescents throughout the country.

Progress also occurred on programs to reach males which included technical assistance to help set up male surgical services and counseling to the largest MOH teaching hospital in Asuncion. CEPEP physicians were sent to Colombia to observe their highly successful male sterilization program, an initial step in setting up similar male family planning services throughout the private sector.

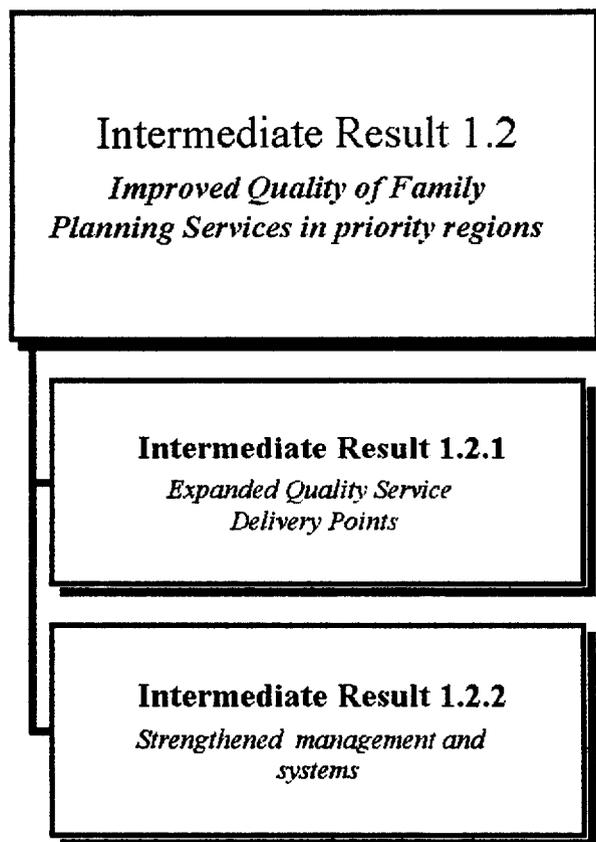
A complete review of the MOH contraceptive distribution system was carried out and multi-year recommendations were made to improve forecasting, management and data collection. A new logistical information tracking system introduced on a pilot basis was able to determine a MOH shortage of IUDs and the Ministry was able to place an emergency request for supplies, averting a major stock out.

IR indicators for access to family planning services show an increase in the percentage of rural and urban women who are within a half-hour of a service delivery point. USAID can take major credit for these positive trends since past efforts, particularly with CEPEP, to increase family planning service delivery sites have directly improved access.

The 1995/1996 reproductive health survey was carried out last year, and the final analysis of data was completed in December 1996. The findings were critical to

identifying unmet needs for family planning, pin-pointing special target populations and in providing baseline data for the IR.

IR 1.2 Improved Quality of Family Planning Services.



USAID/Paraguay's population results package team decided to focus efforts under this IR in order to make substantial, measurable impact in the Mission's three priority health regions: Misiones, Central

and Cordillera. With the passage of the new National Health System Law, it is now possible to work directly with regional authorities; providing a unique opportunity to plan programs which more directly relate to the specific needs of the communities being served.

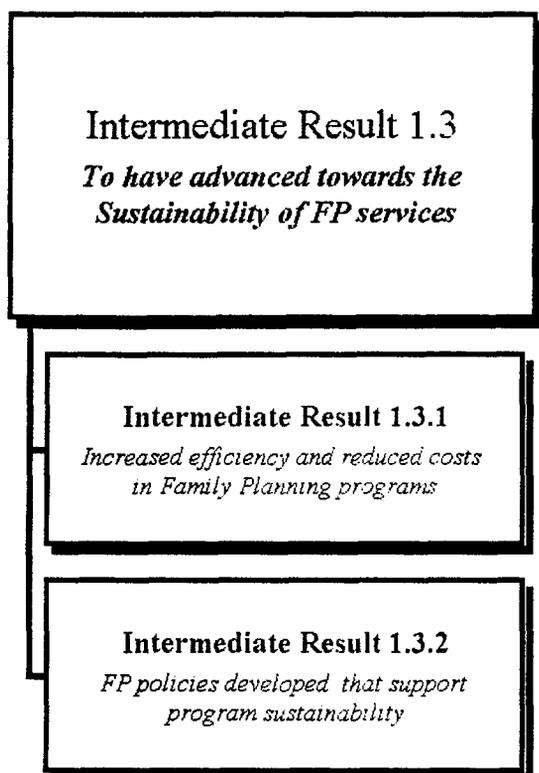
The concept of model quality service delivery (QSDs) will be introduced in the three regions. This will be a powerful tool because it will establish quality standards (i.e. a basic package of services and service delivery conditions to assure quality family planning) and track service quality through annual client surveys.

The quality service delivery concept includes the provision of at least three modern family planning methods, IUD insertion and information on referral for permanent methods. Minimum conditions at QSD points will include trained and competent staff, suitable facilities to assure confidentiality and privacy, adequate equipment and supplies, minimal waiting times, easy access to services, information on available method choices, counseling on proper use and appropriate follow up. Other important components of the QSD model are to test new systems of services management as well as institutionalize training capacity, data collection and logistics management.

The program is progressing under this IR. As part of the implementation of the QSD model, baselines and targets for the client satisfaction indicator for this IR are being developed and will be reported in next year's R4. Targets have also been set for the minimum number of QSD points to be developed in the Mission's priority regions

and implementation will begin in 1997.

IR 1.3: To have advanced towards



Sustainability of Family Planning Services.

Full sustainability at the national level is a long term goal which cannot be achieved within the four year time frame of this special objective. Therefore, this IR is to support advancement towards the sustainability of family planning services.

To achieve this result, the Mission will support activities aimed at increasing efficiency and reducing costs. USAID/Paraguay will encourage the GOP to adopt policies that support family planning

sustainability. A major accomplishment under this IR was the MOH's first-ever request for salaries, equipment and contraceptives for family planning under its reproductive health plan. If Congress approves the MOH's budget, this will be a significant achievement under this IR. Today, the Ministry's support for family planning has been almost entirely subsidized by donors such as UNFPA. USAID will closely track the status of this and monitor future budget requests.

Another indicator under sustainability includes income generation by CEPEP. The percentage of income generated from sales of commodities and service fees compared to total income did not change between 1995 and 1996 -- remaining at 35 percent. This is still a noteworthy achievement given the management problems CEPEP had to overcome this year.

Expected Progress

USAID/Paraguay will continue to access G/PHN assistance through Global transfers but over the next few years also anticipates some direct funding for special program efforts. A major new multi-dimensional adolescent program will be launched in FY 1997 which will include expanded information, education and communication (IEC) activities, special educational programs for teens and a pilot social marketing effort. The results of the recently completed adolescent assessment will assist in the full development of this program. Programs geared toward expanding services for males will be increased. This will include promotion of condom use and training programs to make permanent male methods more accessible and acceptable.

Survey Results Demonstrate Needs of Young Adults

Findings from the recent 1995-96 Paraguay Reproductive Health survey showed almost one-half (46%) of young adults 15-24 years of age reported having had premarital sexual relations. One-third of those reporting were less than 16 years of age when they had their first sexual contact. This a substantial increase compared to 1987 when 35% of young adults reported having premarital sexual relations.

Only 26% of young women reported using contraception during their first premarital intercourse. The majority who did not use contraception said that they did not expect to have intercourse (41%), or did not know about contraception (35%).

About one-half of young adults reported having had a class or course on sex education in school; 63% in urban areas and 37% in rural areas. For those young women who had received education, only 60% reported that the course included family planning information in the content.

These survey findings demonstrate a clear need to develop special information and service programs for this vulnerable age group.

A joint evaluation of the three pilot regions will be completed and in close collaboration with local health authorities the Quality Service Delivery (QSD) program will be implemented. Each year three to five clinics or health centers will be selected to participate in the QSD program. The results of these programs will be made available to local authorities, the MOH and other key donors such as the IDB, World Bank and UNFPA, to immediately apply the lessons learned in these pilots to other parts of the country.

Once the logistics management assessment

and recommendations are complete, technical assistance will be provided to both the MOH and CEPEP to ensure accurate forecasting and timely provision of contraceptives. Emphasis will be placed on installing systems which are locally managed.

Technical training to improve the quality of services will continue in order to broaden the existing method mix and better reach target populations. A focus to train trainers and develop the local capability for in-service training will be a priority over the next few years. Towards this end, national medical guidelines will be developed to standardize the quality of services. When necessary, commodities will also be provided to ensure ongoing access to all methods.

In the private sector, a number of important initiatives will be undertaken to reach underserved populations and improve sustainability. In early 1997, CEPEP will develop a strategic plan which will include specific plans for long-term sustainability. Activities to increase efficiency and locally generated income will be also identified and supported.

The Mission expects to achieve results under this special objective within the designated time frame. As planned, it is expected that contraceptive prevalence will dramatically increase, especially among the program's target groups of young adults, male and rural populations within the priority regions.

A follow up reproductive health survey will be carried out in FY 1998 and FY 2000 to measure the progress toward the achievements of final results.

Performance Data Tables: Population

Population Special Objective

OBJECTIVE: Increased Use of Voluntary Family Planning Services			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME: Increased use of voluntary family planning services			
INDICATOR: Contraceptive prevalence for women 15-49 using modern methods			
UNIT OF MEASURE: Percentage	YEAR	PLANNED	ACTUAL
<p>SOURCE: 1990 and 1995/96 National Reproductive Health Surveys (NRHS) conducted by the Centers for Disease Control (CDC) and the Paraguayan Center for Population Studies (CEPEP)</p> <p>INDICATOR DESCRIPTION: The definition of modern methods includes pill, IUD, condom, tablets, injectables and sterilization. Actual represents the results of the 1995/96 National Reproductive Health Survey. If natural and traditional methods are included prevalence increases to 50.6%. This survey will be repeated in FY 1998 and FY 2000 with an oversampling of adolescents and the priority regions.</p> <p>COMMENTS: While there is very high levels of awareness of family planning methods (93 %) this does not translate into high levels of family planning use, (41.4%), particularly in rural areas where knowledge and use are significantly lower (urban 56.2% versus rural 45%). Male methods only represent 6.5 % of all method use and there is an increasing unmet need for young women 15 to 24 who are engaging in sexual relations but not using contraception.</p>	90 (B)		35.3%
	96	40%	41.4%
	97	-	
	98	48%	
	99	-	
	00 (T)	50%	

OBJECTIVE: Increased Use of Voluntary Family Planning Services			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME: Increased use of voluntary family planning services			
INDICATOR: Couple-years of contraceptive protection (CYP)			
UNIT OF MEASURE: Rate	YEAR	PLANNED	ACTUAL
<p>SOURCE: The Ministry of Health (MOH) and CEPEP annual reports of contraceptive supply distribution</p> <p>INDICATOR DESCRIPTION: CYP is a internationally accepted weighting of modern methods by the number of units of a given method that are needed to provide one or more years of protection against unplanned pregnancy.</p> <p>COMMENTS: This is a proxy indicator as the data includes only commodity distribution for the MOH and CEPEP which at present includes only 31 percent of current users (does not include distribution through other major outlets such as the commercial sector or other private providers). This indicator is being used in order to provide information on program progress on an annual basis in order to provide a measurement for those years for which there will be no survey results. Condom CYP increase from a contraceptive social marketing program will be included in subsequent years.</p>	96(B)		107,000
	97	125,000	
	98	132,000	
	99	145,000	
	00 (T)	156,000	

Population S.O. IR 1.1 Access

OBJECTIVE: Increased Use of Voluntary Family Planning Services			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME 1.1: Expanded access to family planning services			
INDICATOR 1: Rural women within 1/2 hour of a service delivery point			
UNIT OF MEASURE: Percentage	YEAR	PLANNED	ACTUAL
	90 (B)		15%
	96		31%
	97	-	
	98	43%	
	99	-	
	00 (T)	50%	
SOURCE: 1990 and 1995/1996 National Reproductive Health Surveys (NRHS)			
INDICATOR DESCRIPTION: The survey question asked was how much time does it normally take you to get to your source of supplies. The response was open-ended and expressed in minutes or hours.			
The survey will be repeated in FY 1998 and FY 2000			
COMMENTS:			

OBJECTIVE: Increased Use of Voluntary Family Planning Services			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME 1.1: Expanded access to family planning services			
INDICATOR 2: Urban women within 1/2 hour of a service delivery point			
UNIT OF MEASURE: Percentage	YEAR	PLANNED	ACTUAL
	90 (B)		57%
	96		76%
	97	-	
	98	78%	
	99	-	
	00 (T)	80%	
SOURCE: 1990 and 1995/1996 National Reproductive Health Surveys (NRHS)			
INDICATOR DESCRIPTION: The survey question asked was how much time does it normally take you to get to your source (of supplies). The response was open-ended and expressed in minutes or hours.			
COMMENTS:			

Population S.O. IR 1.2 Quality

OBJECTIVE: Increased Use of Voluntary Family Planning Services			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME 1.2: Improved quality of family planning services in priority regions			
INDICATOR 1: Quality Service Delivery (QSD) Points providing services in priority regions			
UNIT OF MEASURE: Number	YEAR	PLANNED	ACTUAL
SOURCE: Management Sciences for Health (MSH) yearly assessments on targeted QSD points in Priority Regions and local Ministry of Health (MOH) reports	96 (B)	-	0
INDICATOR DESCRIPTION: 1. A Quality Service Delivery point is a service delivery site where trained staff, adequate supplies and suitable facilities are present simultaneously for the delivery of a basic package of family planning services to meet client needs. These services include IUD insertion, three modern methods at a minimum, counselling and adequate follow up. 2. Priority regions are as those selected to focus efforts of the program. 3. This measure is cumulative	97	3	
	98	5	
	99	10	
	00 (T)	15	
COMMENTS: The priority regions of Central, Cordillera and Misiones were selected and initial assessments were conducted with regional authorities. More in depth assessment of the regions will be carried out later in FY 1997 to select the first pilot sites for each region.			

OBJECTIVE: Increased Use of Voluntary Family Planning Services			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME 1.2: Improved quality of family planning services in priority regions			
INDICATOR 2: Users satisfied with Family Planning services provided in Quality Service Delivery (QSD) points in priority regions			
UNIT OF MEASURE: Percentage	YEAR	PLANNED	ACTUAL
SOURCE: 1997 Management Sciences for Health (MSH) Client Satisfaction Survey	96		
INDICATOR DESCRIPTION: Will reflect client satisfaction in terms of quality and accessibility of services and treatment by staff.	97 (B)		TBD
	98	TBD	
	99	TBD	
	00 (T)	TBD	
COMMENTS: As part of the intensive assessment process of regional health centers in the priority regions, a baseline client satisfaction survey will be conducted in mid 1997 in all service delivery points in the three priority regions. This will be carried out annually. Satisfaction is defined as timely service, counselling, information provided on all methods, counselling in method selection, correct method use and necessary follow up.			

Population S.O. IR 1.3 Sustainability

OBJECTIVE: Increased Use of Voluntary Family Planning Services			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME 1.3: To have advanced towards the sustainability of FP services			
INDICATOR 1: Ministry of Health budget resources for contraceptive supplies.			
UNIT OF MEASURE: Percentage of total Ministry of Health budget SOURCE: Ministry of Health financial records INDICATOR DESCRIPTION: This includes funds for contraceptive supplies as part of overall budget. The Baseline will be set when Congress establishes budget in FY 1997. COMMENTS: Ministry of Health has provided no budget resources for family planning, except minimal staff costs. A national reproductive health plan was recently approved and with strong encouragement from USAID and other donors, funds for contraceptive supplies were included for the first time. This request is currently being reviewed in Congress. The MOH will be encouraged to assume an increasing percentage of the total costs of the program in subsequent years, once the baseline amount is established in 1997.	YEAR	PLANNED	ACTUAL
	97	-	
	98	-	
	99	-	
	00 (T)	TBD	

OBJECTIVE: Increased Use of Voluntary Family Planning Services			
APPROVED: 05/08/96 COUNTRY/ORGANIZATION: USAID/Paraguay			
RESULT NAME 1.3: To Have Advanced towards the Sustainability of FP services			
INDICATOR 2: Income generated by CEPEP.			
UNIT OF MEASURE: Percentage SOURCE: Paraguayan Center for Population Studies (CEPEP) financial records INDICATOR DESCRIPTION: The percentage of CEPEP's budget generated from sales of commodities and fees charged for services by type of service as a percentage of their overall budget. COMMENTS: Expressed as a percentage of total locally generated income from service delivery fees.	YEAR	PLANNED	ACTUAL
	94 (B)		15%
	95	25%	35%
	96	37%	35%
	97	37%	
	98	40%	
	99	42%	
00(T)	44%		

Section III
Status of
USAID/Paraguay's
Management Contract

Peva ho'a ñande ari.
We are all responsible.
Guarani Proverb

USAID/Paraguay

Status of the Management Contract

Strategic/Special Objectives Changes or Refinements

The USAID/Paraguay FY 1997-2000 Strategic Plan was approved in August 1996 and the management contract and DEAC Strategic Plan guidance provided in State 96 162088. USAID/Paraguay immediately initiated a participative process with partners and stakeholders to develop results packages, refine indicators and make minor intermediate result (IR) adjustments. The rationale for these changes were discussed in the previous section. There are only slight modifications, primarily at the IR level to more clearly focus the program in line with funding limitations. Following R4 guidance, these changes are summarized below.

Democracy Strategic Objective: Improved Responsiveness and Accountability of Key Democratic Institutions

To incorporate the additional FY 1996 ESF funding support within the democracy results framework as was indicated in the management contract, the following was developed:

IR 1.4 "Civil-military dialogue supportive of democracy increased."

The following lower level IR was also created:

IR 1.1.4 "Democratic governance within political parties increased."

IR 1.2 "Participatory and better functioning sub-national Governments."

The word "selected" sub-national governments was deleted. The specific selected services (e.g. health, environment) were included in the lower level IR.

Environment Special Objective: Improved Management of Expanded Protected Areas Systems.

The word "private" was dropped from the special objective and IR 1.2 and 1.3 because the *Defensores del Chaco* National Park was included in the program.

Population Special Objective: "Increased Use of Voluntary Family Planning Services".

IR 1.2 "Improved Quality of family planning services in priority regions".

The phrase "in priority regions" was added. Within this time-limited objective, it was decided to concentrate on improving models within three representative regions and share results with the Ministry of Health and other donors, rather than to try to achieve national level results in this IR.

Other Management Contract Issues

The Mission decided not to retain the option to support the legislative strengthening portion of the judicial strengthening IR 1.3 due to budgetary constraints, the need to reduce the magnitude and scope of this IR, and due to the fact that assistance will be provided in this area by the IDB. However, indirect legislative assistance will be included in each of the four democracy IRs, where work with Congress will include assistance to draft and pass major laws and reforms in elections, local government and the judiciary.

The proposal to extend the environment special objective to FY 2000 is discussed in the results review section of the R4.

Section IV
Resource Request

*Na haseiva, no
cambui.*

*A baby who doesn't cry will
not get fed.*

Guarani Proverb

CS:IB/Pwqwy

Program Requirements by Objectives

The enclosed budget request tables for FY 1997-1999 present Paraguay's program budget over the R4 period. The Mission had previously requested more funding for FY 1997, but the figures are based on budget levels provided from USAID/W. Requests are \$5.035 million for FY 1997, \$5.325 million for FY 1998 and \$5.550 million for FY 1999. These amounts are essential to fulfill the Mission's management contract.

Improved Responsiveness and Accountability of Key Democratic Institutions

During FY 1996 the Mission received an additional \$1.965 million in ESF funding for democracy activities. These funds were used to support voter education campaigns, work with political parties to increase democratic participation, expand support to sub-national governments, increase support in the judicial sector and initiate civil-military activities. From FY 1997 through FY 1999 only DA funds are expected. The yearly projections of \$2.66 to \$3.025 million for democracy are lower than FY 1996 levels. This is due to the completion of an 18-month civil-military program and declining funding requirements for elections after the 1998 presidential election.

However, efforts with local governments and decentralization will increase slightly in FY 1998 and 1999 as this activity expands into more municipalities, decentralization of public services increases and citizen participation in decision making processes expands. The judicial area will also require

increased funding to train judicial personnel to implement new court procedures under new laws and develop pilot alternative dispute mechanisms within the judicial sector and through a local NGO.

Linkage of Field Support

USAID/Paraguay will continue using Global Center for Democracy and Governance (G/DG) support under the Cooperative Agreement with the Consortium for Elections and Political Processes Programs (CEPPS) through FY 1999, but at reduced levels after FY 1998. Other democracy activities will be funded out of the five-year Democratic Strengthening Program which began in FY 1996 with a project authorization of \$9.8 million. Based on current projections, this level will be sufficient through FY 1999.

Improved Management of an Expanded Protected Areas System

The Mission will receive \$125,000 per year through FY 2000 to support the inclusion of the Paraguay's *Defensores del Chaco* National Park in the Parks-in-Peril program. The LAC regional program will match this amount. Additional expenditures under this special objective will support the private reserve programs through two local NGOs. Total Mission funding is only \$1.1 million during the three-year R4 projections. A decision regarding funding for this special objective beyond FY 1998 has not been made. The Mission does not plan to utilize field support resources.

Increased Use of Voluntary Family Planning Services

Population funding will continue to be required at an annual level of \$2.0 million per year through FY 1999. In 1997 the Mission will develop a \$5.0 million bilateral project (526-0124) to support this special objective. A bilateral program will enable the Mission to achieve the required results by FY 2000.

Linkage of Field Support

The use of Global Field Support will be continued during the R4 period. Eight different field support activities are listed in the Global Field Support table. These activities are crucial to providing access to critical expertise and commodities in order to fulfill the Mission's management contract.

Priority List of Objectives

The list of objectives by priority are:

1. Democracy Strategic Objective: Improved Responsiveness and Accountability of Key Democratic Institutions.
2. Special Population Objective: Increased Use of Voluntary Family Planning Services.
3. Special Environment Objective: Improved Management of an Expanded Protected Areas System.

Workforce and Operating Expenses (OE)

Workforce

In FY 1996, USAID/Paraguay's new four year Strategic Plan was approved with a workforce ceiling of 17 positions. This level is essential for the implementation of Paraguay's management contract through FY 1998 and 1999. USAID/Paraguay believes that a mandated cut of two positions in FY 1998 and FY 1999 would severely jeopardize the Mission's capacity to effectively administer its development program and achieve required results. Therefore, a workforce reclama was sent to the administrative management staff officer in the LAC Bureau on March 27, 1997, to request the retention of 17 positions.

In a Mission with a small staff, every position is filled with someone who performs at least three to four different functions. This is especially true for support staff. In FY 1997 over 50 percent of the Mission's OYB will be managed locally. This will increase to 66 percent in FY 1998 and 72 percent in FY 1999. While close monitoring is required for all programs, field support funds do not require the close financial scrutiny and staff time that local management dictates.

USAID/Paraguay's experience in trying to manage an entire special objective with exclusive use of field support funds has revealed that lack of control over the timing of technical assistance does not enable the program to achieve results within the targeted time frame. More importantly, to achieve sufficient results, USAID technical staff are needed to be active members of

USAID's results package teams. USAID/Paraguay's five results package teams consist of partners, contractors, grantees and other donors. USAID staff are critical team members and lead these groups.

In FY 1997, the Mission will fill two program funded positions, the Judicial Specialist and the Local Government Advisor. These two technical specialists are required to achieve the desired results in the Strategic Plan. USAID/Paraguay created a new position of GSO/Computer Systems Administrator because of the increase in Mission activities, including the arrival at post of five institutional contractors and a democracy fellow, as well as the takeover of numerous administrative functions under ICASS and the anticipated workload increase under NMS.

One cost-savings measure USAID/Paraguay took this year was to evaluate the services provided under ICASS, taking advantage of FY 1997 being a virtual year. While some services are cost-efficient, others are much higher than the worldwide per capita average. For example, GSO services are eight times the worldwide average and can be more efficiently provided in house. With the local Foreign Broadcast Information Service (FBIS) closing its operations and other agencies downsizing, this will leave USAID responsible for a larger percentage of the ICASS budget. This will lead to increased costs for existing ICASS services. The half-time GSO position provides an immediate OE cost savings of US \$18,500 when compared to the GSO costs under

current ICASS projections. If forced to eliminate this position and return to the ICASS service provider, USAID/Paraguay would need to increase the OE budget by \$28,000 in FY 1998 and by \$24,500 in FY 1999 to augment the ICASS budget.

The mandated targets would also force the Mission to eliminate the Mission Environmental Officer position. While approval to extend the environment special objective beyond FY 1998 will be discussed during this R4 review, even with current plans to phase out of the ongoing Private Reserves program after FY 1998, the program would be without coverage and team leadership for at least a year. The focus of the environmental effort is to develop models which will be incorporated into the overall protected areas management program. USAID's results will be used to leverage other donor support in this area. This will not be possible without an experienced Environmental Officer.

Recognizing the Agency's OE constraints, USAID/Paraguay is making a conscious effort to reduce OE costs by using more program funded personnel. In FY 1996, USAID/Paraguay had one program funded position. The workforce levels provided for FY 1998 and FY 1999 increase this to two program funded positions. However, the Mission has determined that, even at the 15 person level, program funding can be used for three positions. If the Mission's workforce reclama is approved, the total will be increased to four program funded positions.

Operating Expense Resources

In FY 1995, USAID/Paraguay experienced

an expansion of its development program which resulted in a corresponding increase in OE resources and support staff. This necessitated moving to office space located off the Embassy compound. With the program expansion complete, USAID/Paraguay has concentrated on reducing OE expenditures. At the same time, the Mission has maintained high standards of accountability and has continued to manage its portfolio with a results-oriented approach. The success of this initiative is reflected in the Mission's FY 1997 OE budget, that represents over a 9% decrease from FY 1996 obligations. The FY 1998 target continues reducing non-ICASS OE expenditures by over 19% from FY 1997.

The impact of the Mission assuming responsibility, beginning in FY 1997, for support services previously provided under FAAS is not reflected in these figures. Although ICASS costs are an increase over what was incurred under FAAS, from \$60,000 to \$117,800 for Mission and Washington costs combined, the increase would have been significantly more had the Mission not eliminated approximately one-third of the services previously received through FAAS. Unfortunately, an exact dollar figure is not available for what ICASS would have been without the reduction in services, so the true extent of the savings achieved can not be documented. Based on the ICASS bills for other agencies at post with approximately the same size and staff distribution, the total ICASS bill, had USAID/Paraguay remained with all services, would have been approximately \$210,000 for FY 1997.

USAID/Paraguay OE Budget Comparisons by Fiscal Year

	FY1996	FY1997	FY1998 Request ¹	FY1998 Target ²	FY1999 Request ¹	FY1999 Target ²
Total OE Budget	833.3	756.2	770.6	754.4	828.2	810.1
Minus ICASS	-	-	(117.8)	(145.8)	(121.3)	(148.9)
Total OE - Non-ICASS	<u>833.3</u>	<u>756.2</u>	<u>652.8</u>	<u>608.6</u>	<u>706.9</u>	<u>661.2</u>
% of Previous Year	-	(9.2%)	(13.7%)	(19.5%)	8.3%	8.6%

¹ Staffing level = 17 ² Staffing level = 15

The Mission is continuing to work to ensure the best possible service and price for the Agency under ICASS. USAID/Paraguay has also made every effort to keep total OE budget as low as possible. Projected costs for FY 1998 are very close to the FY 1997 level. The Mission will have to absorb relocation costs of more than \$50,000 in FY 1999. When these costs are combined with ICASS costs, the Mission will have to exceed FY 1997 total OE amount. However, the FY 1999 total OE budget is still lower than total OE costs in FY 1996.

Environmental Compliance

In March 1996, USAID/Paraguay with assistance from LAC/RSD, performed a full review of the Mission activities to ensure compliance with provision of 22 Code of Federal Regulations (CFR) 216 regarding preparation of Initial Environmental Examinations (IEEs) and Environmental Assessments (EAs). In May 1996 categorical exclusions were issued for the Farmer to Farmer activity, Labor Management Relations activity, Regional Local Governance, Judicial Reform, Economic Policy/Legislative Assistance, EIA activities, various G Bureau and Peace Corps activities. The Private Reserves program also received a conditional negative determination as well.

All IEE's are on file with USAID/Paraguay's Environment Team Leader. During the IEE review each Project Officer was provided with copies of the Automated Directives System (ADS) 204 guidance and a copy of 22 Code of Federal Regulations (CFR) 216 and given instructions on how to incorporate these regulations into Mission planning.

During FY 1997 it is expected that an IEE will be required for new activities under the Family Planning results package.

USAID FY 1997 Budget Request by Program/Country
(\$000)

02-Apr-97
07:41 AM

Country/Program: Paraguay

S.O. #	Title	Est. SO Pipeline at end of FY 96	FY 1997 Request									Est Expend. FY 97	Est Total cost life of SO	Mortgage at end of 1997	
			FY 1997 Total Request	Basic Education for Chldrn	Other Economic Growth	Population	Child Survival	HIV/AIDS	Other Health	Environ	D/G				
SO 1: Improved Responsiveness and Accountability of Key Democratic Institutions															
	Bilateral	1,475	2,445	0	0	0	0	0	0	0	85	2,360	1,700		5,985
	Field Spt		300	0	0	0	0	0	0	0	0	300			
	Total	1,475	2,745	0	0	0	0	0	0	0	85	2,660	1,700	0	0
SO 2: Improved Management of Expanded Protected Areas System															
	Bilateral		290	0	0	0	0	0	0	0	290	0	350		0
	Field Spt		0	0	0	0	0	0	0	0	0	0			
	Total	0	290	0	0	0	0	0	0	0	290	0	350	0	0
SO 3: Increased Use of Voluntary Family Planning Services															
	Bilateral	0	400	0	0	400	0	0	0	0	0	0	100		4,600
	Field Spt		1,600	0	0	1,600	0	0	0	0	0	0			
	Total	0	2,000	0	0	2,000	0	0	0	0	0	0	100	0	0
SO 4: (Type in approved full title of SO here)															
	Bilateral		0	0	0	0	0	0	0	0	0	0			
	Field Spt		0	0	0	0	0	0	0	0	0	0			
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SSO 1 (Type in approved full title of SO here)															
	Bilateral		0	0	0	0	0	0	0	0	0	0			
	Field Spt		0	0	0	0	0	0	0	0	0	0			
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SSO 2 (Type in approved full title of SO here)															
	Bilateral		0	0	0	0	0	0	0	0	0	0			
	Field Spt		0	0	0	0	0	0	0	0	0	0			
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SPO 1 (Type in approved full title of SPO here)															
	Bilateral		0	0	0	0	0	0	0	0	0	0			
	Field Spt		0	0	0	0	0	0	0	0	0	0			
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SPO 2 (Type in approved full title of SPO here)															
	Bilateral		0	0	0	0	0	0	0	0	0	0			
	Field Spt		0	0	0	0	0	0	0	0	0	0			
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral				3,135	0	0	400	0	0	0	375	2,360			
Total Field Support				1,900	0	0	1,600	0	0	0	0	300			
TOTAL PROGRAM			1,475	5,035	0	0	2,000	0	0	0	375	2,660	2,150	0	0

FY 97 Budget Request by Appropriation - (\$000's)	
Development Assistance	5,035
Development Fund for Africa	0
Economic Support Funds	0
SEED	0
FSA	0
PL 480 Title II	0
PL 480 Title III	0
Micro & Small Ent. Dev. Credit Program	0
Housing Investment Guarantee Program	0
Enhanced Credit Program	0
Disaster Assistance	0

**USAID FY 1998 Budget Request by Program/Country
(\$000)**

02-Apr-97
07:41 AM

Country/Program: (Type in name of Country/Program here)

S.O. #, Title	Approp Acct	Bilateral/Field Spt	Est. SO Pipeline at end of FY 97	FY 1998 Request									Est Expend. FY 98	Est Total cost life of SO	Mortgage at end of 1998
				FY 1998 Total Request	Basic Education for Chldrn	Other Economic Growth	Population	Child Survival	HIV/AIDS	Other Health	Environ	D/G			
SO 1: Improved Responsiveness and Accountability of Key Democratic Institutions															
		Bilateral	2,220	2,375	0	0	0	0	0	0	0	100	2,275	2,500	3,690
		Field Spt		525	0	0	0	0	0	0	0	0	525		
		Total	2,220	2,900	0	0	0	0	0	0	0	100	2,800	2,500	0
SO 2: Improved Management of Expanded Protected Areas System															
		Bilateral		425	0	0	0	0	0	0	0	425	0	500	
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	
		Total	0	425	0	0	0	0	0	0	0	425	0	500	0
SO 3: Increased Use of Voluntary Family Planning Services															
		Bilateral	300	800	0	0	800	0	0	0	0	0	0	500	3,800
		Field Spt		1,200	0	0	1,200	0	0	0	0	0	0	0	
		Total	300	2,000	0	0	2,000	0	0	0	0	0	0	500	0
SO 4: (Type in approved full title of SO here)															
		Bilateral		0	0	0	0	0	0	0	0	0	0	0	0
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0
SSO 1 (Type in approved full title of SO here)															
		Bilateral		0	0	0	0	0	0	0	0	0	0	0	0
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0
SSO 2 (Type in approved full title of SO here)															
		Bilateral		0	0	0	0	0	0	0	0	0	0	0	0
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0
SPO 1 (Type in approved full title of SPO here)															
		Bilateral		0	0	0	0	0	0	0	0	0	0	0	0
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0
SPO 2 (Type in approved full title of SPO here)															
		Bilateral		0	0	0	0	0	0	0	0	0	0	0	0
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral				3,600	0	0	800	0	0	0	0	525	2,275		
Total Field Support				1,725	0	0	1,200	0	0	0	0	0	525		
TOTAL PROGRAM				2,520	5,325	0	2,000	0	0	0	0	525	2,800	3,500	0

FY 98 Budget Request by Appropriation - (\$000's)	
Development Assistance	5,325
Development Fund for Africa	0
Economic Support Funds	0
SEED	0
FSA	0
PL 480 Title II	0
PL 480 Title III	0
Micro & Small Ent. Dev. Credit Program	0
Housing Investment Guarantee Program	0
Enhanced Credit Program	0
Disaster Assistance	0

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**USAID FY 1999 Budget Request by Program/Country
(\$000)**

02-Apr-97
07:41 AM

Country/Program: Paraguay

S.O. #	Title	Approp Acct	Bilateral/Field Spt	Est. SO Pipeline at end of FY 98	FY 1999 Request								Est. Total cost life of SO	Mortgage at end of 1999	
					FY 1999 Total Request	Basic Education for Chldrn	Other Economic Growth	Population	Child Survival	HIV/AIDS	Other Health	Environ			D/G
SO 1: Improved Responsiveness and Accountability of Key Democratic Institutions															
			Bilateral	2,095	2,825	0	0	0	0	0	0	100	2,725	2,573	965
			Field Spt	300	300	0	0	0	0	0	0	0	300		
			Total	2,095	3,125	0	0	0	0	0	0	100	3,025	2,573	0
SO 2: Improved Management of Expanded Protected Areas System															
			Bilateral		425	0	0	0	0	0	0	425	0	550	
			Field Spt		0	0	0	0	0	0	0	0	0		
			Total	0	425	0	0	0	0	0	0	425	0	550	0
SO 3: Increased Use of Voluntary Family Planning Services															
			Bilateral	600	800	0	0	800	0	0	0	0	0	900	3,000
			Field Spt		1,200	0	0	1,200	0	0	0	0	0		
			Total	600	2,000	0	0	2,000	0	0	0	0	900	0	0
SO 4: (Type in approved full title of SO here)															
			Bilateral		0	0	0	0	0	0	0	0	0		
			Field Spt		0	0	0	0	0	0	0	0	0		
			Total	0	0	0	0	0	0	0	0	0	0	0	0
SSO 1 (Type in approved full title of SO here)															
			Bilateral		0	0	0	0	0	0	0	0	0		
			Field Spt		0	0	0	0	0	0	0	0	0		
			Total	0	0	0	0	0	0	0	0	0	0	0	0
SSO 2 (Type in approved full title of SO here)															
			Bilateral		0	0	0	0	0	0	0	0	0		
			Field Spt		0	0	0	0	0	0	0	0	0		
			Total	0	0	0	0	0	0	0	0	0	0	0	0
SPO 1 (Type in approved full title of SPO here)															
			Bilateral		0	0	0	0	0	0	0	0	0		
			Field Spt		0	0	0	0	0	0	0	0	0		
			Total	0	0	0	0	0	0	0	0	0	0	0	0
SPO 2 (Type in approved full title of SPO here)															
			Bilateral		0	0	0	0	0	0	0	0	0		
			Field Spt		0	0	0	0	0	0	0	0	0		
			Total	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral					4,050	0	0	800	0	0	0	525	2,725		
Total Field Support					1,500	0	0	1,200	0	0	0	0	300		
TOTAL PROGRAM					2,695	5,550	0	2,000	0	0	0	525	3,025	4,023	0

FY 99 Budget Request by Appropriation - (\$000's)	
Development Assistance	5,550
Development Fund for Africa	0
Economic Support Funds	0
SEED	0
FSA	0
PL 480 Title II	0
PL 480 Title III	0
Micro & Small Ent. Dev. Credit Program	0
Housing Investment Guarantee Program	0
Enhanced Credit Program	0
Disaster Assistance	0

GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1997		FY 1998		FY 1999	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
S.O.: Population	936-3038 Family Planning Logistics Management	Medium-high	4 years (1996-99)		100		100		100
S.O.: Population	936-3055 Family Planning Management Development	High	4 years (1996-99)		600		400		400
S.O.: Population	936-3068 Program for Voluntary and Safe Contraception	Medium-high	4 years (1996-99)		150		200		200
S.O.: Population	936-3073 Focus on Young Adults	High	4 years (1996-99)		100				
S.O.: Population	936-3079 Family Health International	Medium	4 years (1996-99)		200		100		100
S.O.: Population	936-3052 Information, Education and Communication	High	4 years (1996-99)		200		200		200
S.O.: Population	936-3060 Evaluating FP Program Impact	Medium	4 years (1996-99)		100		100		100
S.O.: Population	936-3018 Contraceptive Procurement	High	4 years (1996-99)		150		100		100
GRAND TOTAL.....					1600		1200		1200

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

OVERSEAS MISSION BUDGET REQUEST

OE-25256.wk4

Org. Title: USAID/PARAGUAY
 Org. No: 25526
 OC

11.1 Personnel compensation, full-time permanent
 11.1 Base Pay & pymt. for annual leave balances - FNDH

Subtotal OC 11.1

11.3 Personnel comp. - other than full-time permanent
 11.3 Base Pay & pymt. for annual leave balances - FNDH

Subtotal OC 11.3

11.5 Other personnel compensation

11.5 USDH
 11.5 FNDH

Subtotal OC 11.5

11.8 Special personal services payments

11.8 USFSC Salaries
 11.8 FN PSC Salaries
 11.8 IPA/Details-In/PASAs/RSSAs Salaries

Subtotal OC 11.8

12.1 Personnel benefits

12.1 USDH benefits

12.1 Educational Allowances
 12.1 Cost of Living Allowances
 12.1 Home Service Transfer Allowances
 12.1 Quarters Allowances
 12.1 Other Misc. USDH Benefits

12.1 FNDH Benefits

12.1 Payments to the FSN Separation Fund - FNDH
 12.1 Other FNDH Benefits

12.1 US PSC Benefits

12.1 FN PSC Benefits

12.1 Payments to the FSN Separation Fund - FN PSC
 12.1 Other FN PSC Benefits
 12.1 IPA/Detail-In/PASA/RSSA Benefits

Subtotal OC 12.1

13.0 Benefits for former personnel

13.0 FNDH
 13.0 Severance Payments for FNDH
 13.0 Other Benefits for Former Personnel - FNDH

13.0 FN PSCs

13.0 Severance Payments for FN PSCs
 13.0 Other Benefits for Former Personnel - FN PSCs

Subtotal OC 13.0

	FY 97			FY 98			Targeted FY 98 (WF15)			Requested FY 99			Targeted FY 99 (WF 15)		
	Dollars	TF	Total												
11.1 Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1 Base Pay & pymt. for annual leave balances - FNDH	80.0		80.0	70.3		70.3	70.3		70.3	75.0		75.0	75.0		75.0
Subtotal OC 11.1	80.0	0.0	80.0	70.3	0.0	70.3	70.3	0.0	70.3	75.0	0.0	75.0	75.0	0.0	75.0
11.3 Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3 Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0			0.0
Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5 Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5 USDH			0.0			0.0			0.0			0.0			0.0
11.5 FNDH			0.0			0.0			0.0			0.0			0.0
Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8 Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8 USFSC Salaries	38.0		38.0	69.8		69.8	42.0		42.0	58.0		58.0	30.3		30.3
11.8 FN PSC Salaries	265.5		265.5	245.0		245.0	245.0		245.0	274.0		274.0	274.0		274.0
11.8 IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0			0.0
Subtotal OC 11.8	303.5	0.0	303.5	314.8	0.0	314.8	287.0	0.0	287.0	332.0	0.0	332.0	304.3	0.0	304.3
12.1 Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Educational Allowances	10.0		10.0	10.0		10.0	10.0		10.0	10.5		10.5	10.5		10.5
12.1 Cost of Living Allowances			0.0			0.0			0.0			0.0			0.0
12.1 Home Service Transfer Allowances	0.7		0.7	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1 Quarters Allowances			0.0			0.0			0.0			0.0			0.0
12.1 Other Misc. USDH Benefits			0.0			0.0			0.0			0.0			0.0
12.1 FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Payments to the FSN Separation Fund - FNDH			0.0			0.0			0.0			0.0			0.0
12.1 Other FNDH Benefits			0.0			0.0			0.0			0.0			0.0
12.1 US PSC Benefits			0.0			0.0			0.0			0.0			0.0
12.1 FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Payments to the FSN Separation Fund - FN PSC			0.0			0.0			0.0			0.0			0.0
12.1 Other FN PSC Benefits			0.0			0.0			0.0			0.0			0.0
12.1 IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0			0.0
Subtotal OC 12.1	10.7	0.0	10.7	10.0	0.0	10.0	10.0	0.0	10.0	10.5	0.0	10.5	10.5	0.0	10.5
13.0 Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 Severance Payments for FNDH			0.0			0.0			0.0			0.0			0.0
13.0 Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0			0.0
13.0 FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 Severance Payments for FN PSCs			0.0			0.0			0.0			0.0			0.0
13.0 Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0			0.0
Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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OVERSEAS MISSION BUDGET REQUEST

OE-25256.wk4

Org. Title: USAID/PARAGUAY

Org. No: 25256

OC

	FY 97			FY 98			Targeted FY 98 (WF15)			Requested FY 99			Targeted FY 99 (WF 15)		
	Dollars	TF	Total												
21.0 Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0 Training Travel			0.0			0.0			0.0			0.0			0.0
21.0 Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0 Post Assignment Travel - to field			0.0			0.0			0.0	11.5		11.5	11.5		11.5
21.0 Assignment to Washington Travel			0.0			0.0			0.0			0.0			0.0
21.0 Home Leave Travel	6.0		6.0	4.5		4.5	4.5		4.5	0.0		0.0			0.0
21.0 R & R Travel	8.0		8.0			0.0			0.0	4.5		4.5	4.5		4.5
21.0 Education Travel	*		0.0			0.0			0.0			0.0			0.0
21.0 Evacuation Travel			0.0			0.0			0.0			0.0			0.0
21.0 Retirement Travel			0.0			0.0			0.0			0.0			0.0
21.0 Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0			0.0
21.0 Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0			0.0
21.0 Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0 Site Visits - Headquarters Personnel	12.5		12.5	12.5		12.5	12.5		12.5	6.3		6.3	6.3		6.3
21.0 Site Visits - Mission Personnel	8.0		8.0	8.4		8.4	8.4		8.4	8.8		8.8	8.8		8.8
21.0 Conferences/Seminars/Meetings/Retreats	2.1		2.1	2.2		2.2	2.2		2.2	0.0		0.0	0.0		0.0
21.0 Assessment Travel			0.0			0.0			0.0			0.0			0.0
21.0 Impact Evaluation Travel			0.0			0.0			0.0			0.0			0.0
21.0 Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0			0.0
21.0 Recruitment Travel			0.0			0.0			0.0			0.0			0.0
21.0 Other Operational Travel			0.0			0.0			0.0			0.0			0.0
Subtotal OC 21.0	36.6	0.0	36.6	27.6	0.0	27.6	27.6	0.0	27.6	31.1	0.0	31.1	31.1	0.0	31.1
22.0 Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0 Post assignment freight			0.0			0.0			0.0	40.0		40.0	40.0		40.0
22.0 Home Leave Freight	4.0		4.0	4.0		4.0	4.0		4.0			0.0			0.0
22.0 Retirement Freight			0.0			0.0			0.0			0.0			0.0
22.0 Transportation/Freight for Office Furniture/Equip.	8.0		8.0	3.0		3.0	3.0		3.0	1.0		1.0	1.0		1.0
22.0 Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0			0.0
Subtotal OC 22.0	12.0	0.0	12.0	7.0	0.0	7.0	7.0	0.0	7.0	41.0	0.0	41.0	41.0	0.0	41.0
23.2 Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2 Rental Payments to Others - Office Space	36.0		36.0	36.0		36.0	33.0		33.0	39.6		39.6	36.6		36.6
23.2 Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0			0.0
23.2 Rental Payments to Others - Residences	49.8		49.8	52.8		52.8	52.8		52.8	52.8		52.8	52.8		52.8
Subtotal OC 23.2	85.8	0.0	85.8	88.8	0.0	88.8	85.8	0.0	85.8	92.4	0.0	92.4	89.4	0.0	89.4
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities	4.6		4.6	4.0		4.0	3.6		3.6	4.2		4.2	3.8		3.8
23.3 Residential Utilities	6.4		6.4	6.4		6.4	6.4		6.4	6.7		6.7	6.7		6.7
23.3 Telephone Costs	36.0		36.0	37.8		37.8	33.8		33.8	39.7		39.7	35.7		35.7
23.3 ADP Software Leases			0.0			0.0			0.0			0.0			0.0
23.3 ADP Hardware Lease			0.0			0.0			0.0			0.0			0.0
23.3 Commercial Time Sharing			0.0			0.0			0.0			0.0			0.0
23.3 Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0			0.0
23.3 Other Mail Service Costs			0.0			0.0			0.0			0.0			0.0
23.3 Courier Services	1.4		1.4			0.0			0.0			0.0			0.0
Subtotal OC 23.3	48.4	0.0	48.4	48.2	0.0	48.2	43.8	0.0	43.8	50.6	0.0	50.6	46.2	0.0	46.2

ST

OVERSEAS MISSION BUDGET REQUEST

OE-25256.wk4

Org. Title: USAID/PARAGUAY
 Org. No: 25526
 OC

	FY 97			FY 98			Targeted FY 98 (WF15)			Requested FY 99			Targeted FY 99 (WF 15)		
	Dollars	TF	Total												
24.0 Printing and Reproduction			0.0			0.0			0.0			0.0			0.0
Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0			0.0
25.1 Management & Professional Support Services			0.0			0.0			0.0			0.0			0.0
25.1 Engineering & Technical Services			0.0			0.0			0.0			0.0			0.0
Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards	32.1		32.1	33.7		33.7	30.0		30.0	35.4		35.4	32.7		32.7
25.2 Residential Security Guard Services	1.4		1.4	1.5		1.5	1.5		1.5	1.6		1.6	1.6		1.6
25.2 Official Residential Expenses	1.2		1.2	1.2		1.2	1.2		1.2	1.2		1.2	1.2		1.2
25.2 Representation Allowances	0.6		0.6	0.6		0.6	0.6		0.6	0.6		0.6	0.6		0.6
25.2 Non-Federal Audits			0.0			0.0			0.0			0.0			0.0
25.2 Grievances/Investigations			0.0			0.0			0.0			0.0			0.0
25.2 Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0			0.0
25.2 Vehicle Rental			0.0			0.0			0.0			0.0			0.0
25.2 Manpower Contracts			0.0			0.0			0.0			0.0			0.0
25.2 Records Declassification & Other Records Services			0.0			0.0			0.0			0.0			0.0
25.2 Recruiting activities			0.0			0.0			0.0			0.0			0.0
25.2 Penalty Interest Payments			0.0			0.0			0.0			0.0			0.0
25.2 Other Miscellaneous Services	30.0		30.0	5.0		5.0	5.0		5.0	0.0		0.0	0.0		0.0
25.2 Staff training contracts			0.0			0.0			0.0			0.0			0.0
25.2 ADP related contracts			0.0			0.0			0.0			0.0			0.0
Subtotal OC 25.2	65.3	0.0	65.3	42.0	0.0	42.0	38.3	0.0	38.3	38.8	0.0	38.8	36.1	0.0	36.1
25.3 Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3 ICASS	0.0		0.0	117.8		117.8	145.8		145.8	121.3		121.3	148.9		148.9
25.3 All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0			0.0
Subtotal OC 25.3	0.0	0.0	0.0	117.8	0.0	117.8	145.8	0.0	145.8	121.3	0.0	121.3	148.9	0.0	148.9
25.4 Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4 Office building Maintenance	4.0		4.0	4.0		4.0	3.6		3.6	4.2		4.2	3.8		3.8
25.4 Residential Building Maintenance	5.0		5.0	5.0		5.0	5.0		5.0	5.3		5.3	5.3		5.3
Subtotal OC 25.4	9.0	0.0	9.0	9.0	0.0	9.0	8.6	0.0	8.6	9.5	0.0	9.5	9.1	0.0	9.1
25.6 Medical Care			0.0			0.0			0.0			0.0			0.0
Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7 Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7 ADP and telephone operation and maintenance costs			0.0			0.0			0.0			0.0			0.0
25.7 Storage Services			0.0			0.0			0.0			0.0			0.0
25.7 Office Furniture/Equip. Repair and Maintenance	3.3		3.3	3.5		3.5	3.1		3.1	3.7		3.7	3.3		3.3
25.7 Vehicle Repair and Maintenance	2.5		2.5			0.0			0.0			0.0			0.0
25.7 Residential Furniture/Equip. Repair and Maintenance	2.5		2.5			0.0			0.0			0.0			0.0
Subtotal OC 25.7	8.3	0.0	8.3	3.5	0.0	3.5	3.1	0.0	3.1	3.7	0.0	3.7	3.3	0.0	3.3



OVERSEAS MISSION BUDGET REQUEST

OE-25256.wk4

Org. Title: USAID/PARAGUAY
 Org. No: 25526
 OC

25.8 **Substance and support of persons (by contract or Gov't.)**
 Subtotal OC 25.8
 26.0 **Supplies and materials**
 Subtotal OC 26.0
 31.0 **Equipment**
 31.0 Purchase of Residential Furniture/Equip.
 31.0 Purchase of Office Furniture/Equip.
 31.0 Purchase of Vehicles
 31.0 Other Equipments
 31.0 ADP Hardware purchases
 31.0 ADP Software purchases
 Subtotal OC 31.0
 32.0 **Lands and structures**
 32.0 Purchase of Land & Buildings (& construction of bldgs.)
 32.0 Purchase of fixed equipment for buildings
 32.0 Building Renovations/Alterations - Office
 32.0 Building Renovations/Alterations - Residential
 Subtotal OC 32.0
 42.0 **Claims and indemnities**
 Subtotal OC 42.0
 TOTAL BUDGET

	FY 97			FY 98			Targeted FY 98 (WF15)			Requested FY 99			Targeted FY 99 (WF 15)		
	Dollars	TF	Total												
25.8 Substance and support of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0			0.0
Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0 Supplies and materials	12.5		12.5	13.1		13.1	13.1		13.1	13.8		13.8	12.7		12.7
Subtotal OC 26.0	12.5	0.0	12.5	13.1	0.0	13.1	13.1	0.0	13.1	13.8	0.0	13.8	12.7	0.0	12.7
31.0 Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0 Purchase of Residential Furniture/Equip.	1.4		1.4			0.0			0.0			0.0			0.0
31.0 Purchase of Office Furniture/Equip.	7.5		7.5	5.0		5.0	5.0		5.0	2.5		2.5	2.5		2.5
31.0 Purchase of Vehicles	35.0		35.0			0.0			0.0			0.0			0.0
31.0 Other Equipments	20.0		20.0	5.0		5.0	5.0		5.0	0.0		0.0			0.0
31.0 ADP Hardware purchases	11.9		11.9	5.5		5.5	2.5		2.5	5.0		5.0	0.0		0.0
31.0 ADP Software purchases	8.3		8.3	3.0		3.0	1.5		1.5	1.0		1.0	0.0		0.0
Subtotal OC 31.0	84.1	0.0	84.1	18.5	0.0	18.5	14.0	0.0	14.0	8.5	0.0	8.5	2.5	0.0	2.5
32.0 Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0 Purchase of Land & Buildings (& construction of bldgs.)			0.0			0.0			0.0			0.0			0.0
32.0 Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0			0.0
Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0 Claims and indemnities			0.0			0.0			0.0			0.0			0.0
Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET	756.2	0.0	756.2	770.6	0.0	770.6	754.4	0.0	754.4	828.2	0.0	828.2	810.1	0.0	810.1

The following line is to be used to show your estimate of FY 98 and FY 99 Program Funded ICASS costs.
 Enter dollars in thousands - same format as above.

	FY 98 Est. Req.	FY 98 Est. Target	FY 99 Est. Req.	FY 99 Est. Target
ICASS - Program Funded	7.0	5.3	7.4	5.5

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**Workforce Resources
FY 1997 Position Allocation of Staff Ceilings**

wf-25526.wk4 17MAR9

14:27

Organization: USAID/PARAGUAY

Staff	Strategic Objective 1: Democracy	Strategic Objective 2: -----	Strategic Objective 3: -----	Special Objective 1: Population	Special Objective 2: Environmnt	Special Objective 3: -----	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con- troller	EXO	Con- tracts	Legal	Program	Other		
USDH	1						1	0.5					0.5		1	2
USPSC (OE/TF) Internationally Recruited							0								0	0
USPSC (OE/TF) Locally Recruited	0.5				1		1.5			1			0.5		1.5	3
USPSC (Program Funded)	1						1								0	1
FSN/TCN Direct Hire (OE/TF) Internationally Recruited							0								0	0
FSN/TCN Direct Hire (OE/TF) Locally Recruited	1						1								0	1
FSN/TCN Non-Direct Hire (OE/TF) Internationally Recruited							0								0	0
FSN/TCN Non-Direct Hire (OE/TF) Locally Recruited	1.5			1.5	0.5		3.5	0.5	1	3.5			0.5		5.5	9
FSN/TCN Non-Direct Hire (Program Funded)	1						1								0	1
Other (RSSA, PASA, IPA) (OE/TF Funded)							0								0	0
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0
Total Staff by Objective	6	0	0	1.5	1.5	0	9	1	1	4.5	0	0	1.5	0	8	17
TAACs*																
Fellows*	1						1									1

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**Workforce Resources
FY 1997 Position Allocation of Staff Ceilings**

wf-25526.wk4 17MAR9

14:27

Organization: USAID/PARAGUAY

Staff	Strategic Objective 1: Democracy	Strategic Objective 2: -----	Strategic Objective 3: -----	Special Objective 1: Population	Special Objective 2: Environmnt	Special Objective 3: -----	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con- troller	EXO	Con- tracts	Legal	Program	Other		
USDH	1						1	0.5					0.5		1	2
USPSC (OE/TF) Internationally Recruited							0								0	0
USPSC (OE/TF) Locally Recruited	0.5				1		1.5			1			0.5		1.5	3
USPSC (Program Funded)	1						1								0	1
FSN/TCN Direct Hire (OE/TF) Internationally Recruited							0								0	0
FSN/TCN Direct Hire (OE/TF) Locally Recruited	1						1								0	1
FSN/TCN Non-Direct Hire (OE/TF) Internationally Recruited							0								0	0
FSN/TCN Non-Direct Hire (OE/TF) Locally Recruited	1.5			1.5	0.5		3.5	0.5	1	3.5			0.5		5.5	9
FSN/TCN Non-Direct Hire (Program Funded)	1						1								0	1
Other (RSSA, PASA, IPA) (OE/TF Funded)							0								0	0
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0
Total Staff by Objective	6	0	0	1.5	1.5	0	9	1	1	4.5	0	0	1.5	0	8	17
TAACs*																
Fellows*	1						1									1

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Totals by Staffing Category - FY 1997 Ceiling

Staff	Strategic Objective 1: Democracy	Strategic Objective 2: -----	Strategic Objective 3: -----	Special Objective 1: Population	Special Objective 2: Environmnt	Special Objective 3: -----	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff	
								Mission Mgt.	Con-troller	EXO	Con-tracts	Legal	Program	Other			
USDH	1						1	0.5	0	0	0	0	0	0.5	0	1	2
USPSC (OE/TF)	0.5	0	0	0	1	0	1.5	0	0	1	0	0	0.5	0	1.5	3	
USPSC (Program Funded)	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
Total USPSCs	1.5	0	0	0	1	0	2.5	0	0	1	0	0	0.5	0	1.5	4	
FSN/TCN Direct Hire (OE/TF)	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
FSN/TCN Non Direct Hire (OE/TF)	1.5	0	0	1.5	0.5	0	3.5	0.5	1	3.5	0	0	0.5	0	5.5	9	
FSN/TCN Non Direct Hire (Program Funded)	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
Total FSN/TCN Non Direct Hire	2.5	0	0	1.5	0.5	0	4.5	0.5	1	3.5	0	0	0.5	0	5.5	10	
Total FSN/TCN (OE/TF)	2.5	0	0	1.5	0.5	0	4.5	0.5	1	3.5	0	0	0.5	0	5.5	10	
Total FSN/TCN (Program Funded)	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
Total FSN/TCN Staff	3.5	0	0	1.5	0.5	0	5.5	0.5	1	3.5	0	0	0.5	0	5.5	11	
Total Other (RSSA, PASA, IPA) (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Other (RSSA, PASA, IPA) (Program Funded)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total FSN/TCN Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total OE/TF Staff (includes USDH)	4	0	0	1.5	1.5	0	7	1	1	4.5	0	0	1.5	0	8	15	
Total Program Funded Staff	2	0	0	0	0	0	2	0	0	0	0	0	0	0	0	2	
Grand Total All Staff	6	0	0	1.5	1.5	0	9	1	1	4.5	0	0	1.5	0	8	17	

Notes:

* TAACs and Fellows count against G ceilings only and thus are "below the line" for field operating units. Service in the capacity of TAACs should be reported as TAACs regardless of the hiring mechanism. They should not be reported under PSCs, PASAs, RSSAs, etc.

The data in the table reflects positions, NOT, on-board strength or FTEs. You can divide the positions of people working on more than one SO, but do not subdivide in units of less than a half (0.5).

Provide separate tables for FY 97, 98, and 99.

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**Workforce Resources
FY 1998 Position Allocation of Staff Ceilings**

Organization: USAID/Paraguay

Staff	Strategic Objective 1: Democracy	Strategic Objective 2: -----	Strategic Objective 3: -----	Special Objective 1: Population	Special Objective 2: Environmnt	Special Objective 3: -----	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con- troller	EXO	Con- tracts	Legal	Program	Other		
USDH	1						1	0.5					0.5		1	2
USPSC (OE/TF) Internationally Recruited							0								0	0
USPSC (OE/TF) Locally Recruited	0.5						0.5			0.5					0.5	1
USPSC (Program Funded)	1						1								0	1
FSN/TCN Direct Hire (OE/TF) Internationally Recruited							0								0	0
FSN/TCN Direct Hire (OE/TF) Locally Recruited	1						1								0	1
FSN/TCN Non-Direct Hire (OE/TF) Internationally Recruited							0								0	0
FSN/TCN Non-Direct Hire (OE/TF) Locally Recruited	1.5			0.5	0.5		2.5	0.5	1	3.5			0.5		5.5	8
FSN/TCN Non-Direct Hire (Program Funded)	1			1			2								0	2
Other (RSSA, PASA, IPA) (OE/TF Funded)							0								0	0
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0
Total Staff by Objective	6	0	0	1.5	0.5	0	8	1	1	4	0	0	1	0	7	15
TAACs*																
Fellows*	1						1									1

Totals by Staffing Category - FY 1998 Ceiling

Staff	Strategic Objective 1: Democracy	Strategic Objective 2: ----- "	Strategic Objective 3: -----	Special Objective 1: Population	Special Objective 2: Environmnt	Special Objective 3: -----	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff	
								Mission Mgt.	Con-troller	EXO	Con-tracts	Legal	Program	Other			
USDH	1	0	0	0	0	0	1	0.5	0	0	0	0	0	0.5	0	1	2
USPSC (OE/TF)	0.5	0	0	0	0	0	0.5	0	0	0.5	0	0	0	0	0	0.5	1
USPSC (Program Funded)	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Total USPSCs	1.5	0	0	0	0	0	1.5	0	0	0.5	0	0	0	0	0	0.5	2
FSN/TCN Direct Hire (OE/TF)	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
FSN/TCN Non Direct Hire (OE/TF)	1.5	0	0	0.5	0.5	0	2.5	0.5	1	3.5	0	0	0.5	0	0	5.5	8
FSN/TCN Non Direct Hire (Program Funded)	1	0	0	1	0	0	2	0	0	0	0	0	0	0	0	0	2
Total FSN/TCN Non Direct Hire	2.5	0	0	1.5	0.5	0	4.5	0.5	1	3.5	0	0	0.5	0	0	5.5	10
Total FSN/TCN (OE/TF)	2.5	0	0	0.5	0.5	0	3.5	0.5	1	3.5	0	0	0.5	0	0	5.5	9
Total FSN/TCN (Program Funded)	1	0	0	1	0	0	2	0	0	0	0	0	0	0	0	0	2
Total FSN/TCN Staff	3.5	0	0	1.5	0.5	0	5.5	0.5	1	3.5	0	0	0.5	0	0	5.5	11
Total Other (RSSA, PASA, IPA) (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other (RSSA, PASA, IPA) (Program Funded)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total FSN/TCN Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total OE/TF Staff (includes USDH)	4	0	0	0.5	0.5	0	5	1	1	4	0	0	1	0	0	7	12
Total Program Funded Staff	2	0	0	1	0	0	3	0	0	0	0	0	0	0	0	0	3
Grand Total All Staff	6	0	0	1.5	0.5	0	8	1	1	4	0	0	1	0	0	7	15

Notes:

* TAACs and Fellows count against G ceilings only and thus are "below the line" for field operating units. Service in the capacity of TAACs should be reported as TAACs regardless of the hiring mechanism. They should not be reported under PSCs, PASAs, RSSAs, etc.

The data in the table reflects positions, NOT, on-board strength or FTEs. You can divide the positions of people working on more than one SO, but do not subdivide in units of less than a half (0.5).

Provide separate tables for FY 97, 98, and 99.

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Workforce Resources

FY 1998 Position Allocation of Staff Ceilings

+++REQUEST+++

Organization: USAID/Paraguay

Staff	Strategic Objective 1: Democracy	Strategic Objective 2: -----	Strategic Objective 3: -----	Special Objective 1: Population	Special Objective 2: Environmnt	Special Objective 3: -----	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff	
								Mission Mgt.	Con- troller	EXO	Con- tracts	Legal	Program	Other			
USDH	1						1	0.5						0.5		1	2
USPSC (OE/TF) Internationally Recruited							0									0	0
USPSC (OE/TF) Locally Recruited	0.5						0.5			1				0.5		1.5	2
USPSC (Program Funded)	1				1		2									0	2
FSN/TCN Direct Hire (OE/TF) Internationally Recruited							0									0	0
FSN/TCN Direct Hire (OE/TF) Locally Recruited	1						1									0	1
FSN/TCN Non-Direct Hire (OE/TF) Internationally Recruited							0									0	0
FSN/TCN Non-Direct Hire (OE/TF) Locally Recruited	1.5			0.5	0.5		2.5	0.5	1	3.5			0.5			5.5	8
FSN/TCN Non-Direct Hire (Program Funded)	1			1			2									0	2
Other (RSSA, PASA, IPA) (OE/TF Funded)							0									0	0
Other (RSSA, PASA, IPA) (Program Funded)							0									0	0
Total Staff by Objective	6	0	0	1.5	1.5	0	9	1	1	4.5	0	0	1.5	0	8	17	
TAACs*																	
Fellows*	1						1										1

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Totals by Staffing Category - FY 1998 Ceiling

+++REQUEST+++

Staff	Strategic Objective 1: Democracy	Strategic Objective 2: -----	Strategic Objective 3: -----	Special Objective 1: Population	Special Objective 2: Environmnt	Special Objective 3: -----	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff	
								Mission Mgt.	Con-troller	EXO	Con-tracts	Legal	Program	Other			
USDH	1	0	0	0	0	0	1	0.5	0	0	0	0	0	0.5	0	1	2
USPSC (OE/TF)	0.5	0	0	0	0	0	0.5	0	0	1	0	0	0	0.5	0	1.5	2
USPSC (Program Funded)	1	0	0	0	1	0	2	0	0	0	0	0	0	0	0	0	2
Total USPSCs	1.5	0	0	0	1	0	2.5	0	0	1	0	0	0	0.5	0	1.5	4
FSN/TCN Direct Hire (OE/TF)	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
FSN/TCN Non Direct Hire (OE/TF)	1.5	0	0	0.5	0.5	0	2.5	0.5	1	3.5	0	0	0.5	0	0	5.5	8
FSN/TCN Non Direct Hire (Program Funded)	1	0	0	1	0	0	2	0	0	0	0	0	0	0	0	0	2
Total FSN/TCN Non Direct Hire	2.5	0	0	1.5	0.5	0	4.5	0.5	1	3.5	0	0	0.5	0	0	5.5	10
Total FSN/TCN (OE/TF)	2.5	0	0	0.5	0.5	0	3.5	0.5	1	3.5	0	0	0.5	0	0	5.5	9
Total FSN/TCN (Program Funded)	1	0	0	1	0	0	2	0	0	0	0	0	0	0	0	0	2
Total FSN/TCN Staff	3.5	0	0	1.5	0.5	0	5.5	0.5	1	3.5	0	0	0.5	0	0	5.5	11
Total Other (RSSA, PASA, IPA) (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other (RSSA, PASA, IPA) (Program Funded)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total FSN/TCN Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total OE/TF Staff (includes USDH)	4	0	0	0.5	0.5	0	5	1	1	4.5	0	0	1.5	0	0	8	13
Total Program Funded Staff	2	0	0	1	1	0	4	0	0	0	0	0	0	0	0	0	4
Grand Total All Staff	6	0	0	1.5	1.5	0	9	1	1	4.5	0	0	1.5	0	0	8	17

Notes:

* TAACs and Fellows count against G ceilings only and thus are "below the line" for field operating units. Service in the capacity of TAACs should be reported as TAACs regardless of the hiring mechanism. They should not be reported under PSCs, PASAs, RSSAs, etc.

The data in the table reflects positions, NOT, on-board strength or FTEs. You can divide the positions of people working on more than one SO, but do not subdivide in units of less than a half (0.5).

Provide separate tables for FY 97, 98, and 99.



**Workforce Resources
FY 1999 Position Allocation of Staff Target Levels**

Organization: USAID/Paraguay

Staff	Strategic Objective 1: Democracy	Strategic Objective 2: -----	Strategic Objective 3: -----	Special Objective 1: Population	Special Objective 2: Environmnt	Special Objective 3: ----	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con-troller	EXO	Con-tracts	Legal	Program	Other		
USDH	1						1	0.5					0.5		1	2
USPSC (OE/TF) Internationally Recruited							0								0	0
USPSC (OE/TF) Locally Recruited	0.5						0.5			0.5					0.5	1
USPSC (Program Funded)	1						1								0	1
FSN/TCN Direct Hire (OE/TF) Internationally Recruited							0								0	0
FSN/TCN Direct Hire (OE/TF) Locally Recruited	1						1								0	1
FSN/TCN Non-Direct Hire (OE/TF) Internationally Recruited							0								0	0
FSN/TCN Non-Direct Hire (OE/TF) Locally Recruited	1.5			0.5	0.5		2.5	0.5	1	3.5			0.5		5.5	8
FSN/TCN Non-Direct Hire (Program Funded)	1			1			2								0	2
Other (RSSA, PASA, IPA) (OE/TF Funded)							0								0	0
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0
Total Staff by Objective	6	0	0	1.5	0.5	0	8	1	1	4	0	0	1	0	7	15
TAACs*																
Fellows*	1						1									1

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Totals by Staffing Category - FY 1999 Target

Staff	Strategic Objective 1: Democracy	Strategic Objective 2: -----	Strategic Objective 3: -----	Special Objective 1: Population	Special Objective 2: Environmnt	Special Objective 3: -----	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff	
								Mission Mgt.	Con-troller	EXO	Con-tracts	Legal	Program	Other			
USDH	1	0	0	0	0	0	1	0.5	0	0	0	0	0	0.5	0	1	2
USPSC (OE/TF)	0.5	0	0	0	0	0	0.5	0	0	0.5	0	0	0	0	0	0.5	1
USPSC (Program Funded)	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Total USPSCs	1.5	0	0	0	0	0	1.5	0	0	0.5	0	0	0	0	0	0.5	2
FSN/TCN Direct Hire (OE/TF)	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
FSN/TCN Non Direct Hire (OE/TF)	1.5	0	0	0.5	0.5	0	2.5	0.5	1	3.5	0	0	0.5	0	5.5	8	
FSN/TCN Non Direct Hire (Program Funded)	1	0	0	1	0	0	2	0	0	0	0	0	0	0	0	2	
Total FSN/TCN Non Direct Hire	2.5	0	0	1.5	0.5	0	4.5	0.5	1	3.5	0	0	0.5	0	5.5	10	
Total FSN/TCN (OE/TF)	2.5	0	0	0.5	0.5	0	3.5	0.5	1	3.5	0	0	0.5	0	5.5	9	
Total FSN/TCN (Program Funded)	1	0	0	1	0	0	2	0	0	0	0	0	0	0	0	2	
Total FSN/TCN Staff	3.5	0	0	1.5	0.5	0	5.5	0.5	1	3.5	0	0	0.5	0	5.5	11	
Total Other (RSSA, PASA, IPA) (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Other (RSSA, PASA, IPA) (Program Funded)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total FSN/TCN Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total OE/TF Staff (includes USDH)	4	0	0	0.5	0.5	0	5	1	1	4	0	0	1	0	7	12	
Total Program Funded Staff	2	0	0	1	0	0	3	0	0	0	0	0	0	0	0	3	
Grand Total All Staff	6	0	0	1.5	0.5	0	8	1	1	4	0	0	1	0	7	15	

Notes:

• TAACs and Fellows count against G ceilings only and thus are "below the line" for field operating units. Service in the capacity of TAACs should be reported as TAACs regardless of the hiring mechanism. They should not be reported under PSCs, PASAs, RSSAs, etc.

The data in the table reflects positions, NOT, on-board strength or FTEs. You can divide the positions of people working on more than one SO, but do not subdivide in units of less than a half (0.5).

Provide separate tables for FY 97, 98, and 99.

Workforce Resources

FY 1999 Position Allocation of Staff Target Levels vs. Request Level

Organization: USAID/Paraguay

Staff	Strategic Objective 1: Democracy	Strategic Objective 2: -----	Strategic Objective 3: -----	Special Objective 1: Population	Special Objective 2: Environmnt	Special Objective 3: -----	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con-troller	EXO	Con-tracts	Legal	Program	Other		
USDH	1						1	0.5					0.5		1	2
USPSC (OE/TF) Internationally Recruited							0								0	0
USPSC (OE/TF) Locally Recruited	0.5						0.5			1			0.5		1.5	2
USPSC (Program Funded)	1				1		2								0	2
FSN/TCN Direct Hire (OE/TF) Internationally Recruited							0								0	0
FSN/TCN Direct Hire (OE/TF) Locally Recruited	1						1								0	1
FSN/TCN Non-Direct Hire (OE/TF) Internationally Recruited							0								0	0
FSN/TCN Non-Direct Hire (OE/TF) Locally Recruited	1.5			0.5	0.5		2.5	0.5	1	3.5			0.5		5.5	8
FSN/TCN Non-Direct Hire (Program Funded)	1			1			2								0	2
Other (RSSA, PASA, IPA) (OE/TF Funded)							0								0	0
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0
Total Staff by Objective	6	0	0	1.5	1.5	0	9	1	1	4.5	0	0	1.5	0	8	17
TAACs*																
Fellows*	1						1									1

Totals by Staffing Category - FY 1999 Request

Staff	Strategic Objective 1: Democracy	Strategic Objective 2: -----	Strategic Objective 3: -----	Special Objective 1: Population	Special Objective 2: Environmnt	Special Objective 3: -----	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con- troller	EXO	Con- tracts	Legal	Program	Other		
USDH	1	0	0	0	0	0	1	0.5	0	0	0	0	0.5	0	1	2
USPSC (OE/TF)	0.5	0	0	0	0	0	0.5	0	0	1	0	0	0.5	0	1.5	2
USPSC (Program Funded)	1	0	0	0	1	0	2	0	0	0	0	0	0	0	0	2
Total USPSCs	1.5	0	0	0	1	0	2.5	0	0	1	0	0	0.5	0	1.5	4
FSN/TCN Direct Hire (OE/TF)	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
FSN/TCN Non Direct Hire (OE/TF)	1.5	0	0	0.5	0.5	0	2.5	0.5	1	3.5	0	0	0.5	0	5.5	8
FSN/TCN Non Direct Hire (Program Funded)	1	0	0	1	0	0	2	0	0	0	0	0	0	0	0	2
Total FSN/TCN Non Direct Hire	2.5	0	0	1.5	0.5	0	4.5	0.5	1	3.5	0	0	0.5	0	5.5	10
Total FSN/TCN (OE/TF)	2.5	0	0	0.5	0.5	0	3.5	0.5	1	3.5	0	0	0.5	0	5.5	9
Total FSN/TCN (Program Funded)	1	0	0	1	0	0	2	0	0	0	0	0	0	0	0	2
Total FSN/TCN Staff	3.5	0	0	1.5	0.5	0	5.5	0.5	1	3.5	0	0	0.5	0	5.5	11
Total Other (RSSA, PASA, IPA) (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other (RSSA, PASA, IPA) (Program Funded)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total FSN/TCN Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total OE/TF Staff (includes USDH)	4	0	0	0.5	0.5	0	5	1	1	4.5	0	0	1.5	0	8	13
Total Program Funded Staff	2	0	0	1	1	0	4	0	0	0	0	0	0	0	0	4
Grand Total All Staff	6	0	0	1.5	1.5	0	9	1	1	4.5	0	0	1.5	0	8	17

Notes:

- TAACs and Fellows count against G ceilings only and thus are "below the line" for field operating units. Service in the capacity of TAACs should be reported as TAACs regardless of the hiring mechanism. They should not be reported under PSCs, PASAs, RSSAs, etc.

The data in the table reflects positions, NOT, on-board strength or FTEs. You can divide the positions of people working on more than one SO, but do not subdivide in units of less than a half (0.5).

Provide separate tables for FY 97, 98, and 99.

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ACTION OFFICE(S): !LASP
INFO OFFICE(S): AAG AALA ACIS BHR DUTY GC GCLA GDG ITCO
LADP LASA LDHR LPHN LRSD MB MBPA OFDA OPA
OPCC OPE OPOD OPPTS PAUL PDSP POP PPCE PPDC
PPPC WID

INFO LOG-00 ARA-01 TEDE-00 /001R

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SOURCE: KODAKA.050094

DRAFTED BY: AID/LAC/SPM:KLANDERSON:KLA:SAM\PAR\R4-CBL.A02

APPROVED BY: AID/AA/LAC : MSCHNEIDER

AID/LAC/SPM: JWEBER AID/LAC/SPM:GBERTOLIN (DRAFT)

AID/LAC/SAM:WTATE (DRAFT) AID/PPC/PC:VCUSUMANO (DRAFT)

AID/LAC/RSD: TJOHNSON (DRAFT) AID/LAC/DPB:DCHIRIBOGA (DRAFT)

STATE/ARA:RBENSON (DRAFT) AID/LAC/DPB:RMEEHAN (DRAFT)

AID/LAC/SPM:PMARTIN (DRAFT) DATE: 06/24/96

AID/G/PDSP:GSTANDROD (DRAFT) DATE: 07/31/96

AID/M/B:BGREENE (DRAFT) DATE: 08/02/96

AID/GC/LAC: SALLEN (INFO

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TAGS:

SUBJECT: REVIEW OF USAID/PARAGUAY STRATEGIC PLAN FOR FY
1997-2000 AND FY 1995 RESULTS REVIEW -- MANAGEMENT
CONTRACT

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1. SUMMARY. THE FY 1997-2000 STRATEGIC PLAN AND FY 1995
RESULTS REVIEW FOR USAID/PARAGUAY WERE REVIEWED ON JUNE
14, 1996. THE DAEC WAS CHAIRED BY AA/LAC MARK L.
SCHNEIDER; DAA/LAC ERIC ZALLMAN AND DAA/LAC RAMON DAUBON
WERE ALSO PRESENT. REPRESENTATIVES OF M, G/ENV, G/PHN,

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G/DG, PPC/CDIE, STATE/EB AND ALL APPROPRIATE LAC OFFICES ALSO ATTENDED. USAID/PARAGUAY WAS REPRESENTED BY USAID REPRESENTATIVE BARBARA KENNEDY. THE AA/LAC COMMENDED THE MISSION ON THE QUALITY OF THE STRATEGIC PLAN AND THE PARTICIPATORY APPROACH USED IN ITS PREPARATION. THE STRATEGIC PLAN ADDRESSED PENDING ISSUES FROM LAST YEAR'S ACTION PLAN REVIEW, AND WAS COMMENDED FOR INTEGRATING GENDER CONCERNS INTO THE NEW RESULTS FRAMEWORKS AND INDICATORS. SUGGESTIONS FOR GENDER REPORTING IN THE NEXT R4 WILL BE PROVIDED IN A SEPARATE MEMO. THE STRATEGIC PLAN AND R4 WERE APPROVED BY THE BUREAU, SUBJECT TO THE GUIDANCE PROVIDED BELOW. END SUMMARY.

2. RESOURCE LEVELS: THE DAEC DISCUSSED OPTIONS FOR ADAPTING THE LOW OPTION BUDGET LEVELS FOR PARAGUAY, WHICH WOULD PROVIDE LESS THAN HALF OF THE FUNDING WHICH THE MISSION NEEDS TO ACHIEVE ITS OBJECTIVES AS LAID OUT IN THE STRATEGY. IT WAS DETERMINED THAT, IN LIGHT OF THE ACUTE NEED FOR SUPPORT TO DEMOCRACY IN PARAGUAY BETWEEN NOW AND THE 1998 PRESIDENTIAL ELECTIONS, THE BUREAU WILL MAKE BEST EFFORTS TO PROVIDE AN ADDITIONAL DOLS 800,000 TO DOLS 1.0 MILLION IN EACH OF FISCAL YEARS 1997 AND 1998, AUGMENTING THE DOLS 2.2 MILLION PREVIOUSLY PLANNED BY THE MISSION AT THE LOW OPTION BUDGET LEVEL. FOLLOWING THE ELECTIONS, THE LAC BUREAU WILL AGAIN REVIEW BUDGET LEVELS FOR THE

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DEMOCRACY SO. AN ADDITIONAL DOLS 125,000 WILL BE PROVIDED EACH YEAR THROUGHOUT THE STRATEGY PERIOD OF FY 1997 THROUGH FY 2000 TO SUPPORT THE INCLUSION OF THE DEFENSORES DEL CHACO NATIONAL PARK IN THE LAC REGIONAL PARKS IN PERIL (PIP) PROGRAM. IF THE PARK IS APPROVED FOR INCLUSION IN THE PIP PROGRAM, THE LAC REGIONAL PROGRAM WOULD PROVIDE MATCHING FUNDS FOR THAT AMOUNT. IN A SIDE MEETING HELD AFTER THE DAEC, REPRESENTATIVES OF LAC, THE MISSION AND GLOBAL BUREAU AGREED TO INCREASE POPULATION PLANNING LEVELS TO DOLS 2.0 MILLION FOR EACH OF FYS 1997 AND 1998. THE VARIOUS BUDGET CHANGES DISCUSSED IN THE DAEC AND IN THE SIDE MEETING WOULD ADD UP TO A BUDGET OF DOLS 5.5 TO 5.7 MILLION FOR EACH OF FYS 97 AND 98. HOWEVER, A REALISTIC LEVEL AFTER APPROPRIATION MAY BE CLOSER TO DOLS 4.5 MILLION TO 5.0 MILLION BASED ON THE REALITIES OF ANTICIPATED BUDGET CUTS AND DIRECTIVES. THE MISSION OYB FOR FY 96 INCLUDES DOLS 3.4 MILLION IN DEVELOPMENT ASSISTANCE FUNDS; DOLS 1.965 IN ESF; AND DOLS 150,000 FROM THE G BUREAU SUSTAINABLE CITIES PROGRAM.

3. DEMOCRACY SO: ISSUES WERE RAISED REGARDING THE FEASIBILITY OF ACHIEVING THE DEMOCRACY STRATEGIC OBJECTIVE. ISSUES WERE ALSO RAISED CONCERNING LINKAGES BETWEEN NEW ES F-FUNDED DEMOCRACY ACTIVITIES AND

ACHIEVEMENT OF THE SO, AND USAID/PARAGUAY'S CAPACITY TO
MANAGE THIS EXPANDED PORTFOLIO. THE USAID REPRESENTATIVE
REPORTED THAT, AT LOW-OPTION FUNDING LEVELS, THE MISSION
AND SO TEAMS WILL HAVE TO REVIEW THE DEMOCRACY STRATEGY
AND TAILOR THE PROGRAM TO FIT THE FUNDS AVAILABLE. THE
MISSION PLANS TO HIRE A NEW PROGRAM-FUNDED DEMOCRACY
INSTITUTIONAL CONTRACTOR AND POSSIBLY A DEMOCRACY FELLOW,
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WHICH WILL HELP TO ADDRESS MANAGEMENT CONCERNS.

IN ORDER TO DEMONSTRATE THE SUPPORT WHICH THE NEW ESF
FUNDING WILL PROVIDE TO THE DEMOCRACY RESULTS FRAMEWORK,
IT WAS AGREED THAT THE MISSION WILL ADD ONE INTERMEDIATE
RESULT, TO BE TENTATIVELY PHRASED AS "IMPROVED
UNDERSTANDING OF MILITARY AND CIVILIAN ROLES IN DEMOCRATIC

GOVERNMENT." IT WILL ALSO ADD ONE LOWER-LEVEL IR,
TENTATIVELY STATED AS "STRENGTHENED AND MORE
REPRESENTATIVE POLITICAL PARTIES," WHICH WILL SUPPORT IR
#1, "MORE EFFICIENT, TRANSPARENT AND PARTICIPATORY
ELECTIONS. "

SUBSEQUENT TO THE DAEC IT WAS DETERMINED THAT THE MOST
APPROPRIATE WAY TO PROCEED TO IMPLEMENTATION OF THE
DEMOCRACY STRATEGIC OBJECTIVE IS THROUGH A COMBINATION OF
G FIELD SUPPORT ACTIVITIES AND A SINGLE BILATERAL PROJECT.
A CONGRESSIONAL NOTIFICATION FOR DOLS 9.8 MILLION (LOP) OF
ESF AND DA FUNDED BILATERAL ACTIVITIES UNDER PROJECT 523-
0123 HAS BEEN SUBMITTED. PLANNED NEXT STEPS ARE FOR
USAID/PARAGUAY TO COMPLETE DESIGN WORK FOR THESE
ACTIVITIES AND IMPLEMENT THE DEMOCRACY STRATEGIC OBJECTIVE
INCORPORATING THE REVISED RESULTS FRAMEWORK, PER ADS 103.

THE USAID REPRESENTATIVE REPORTED THAT EXPECTED SUPPORT BY
OTHER DONORS FOR LEGISLATIVE STRENGTHENING, ENABLING USAID
TO WITHDRAW FROM THIS AREA, HAS NOT MATERIALIZED. AS A
RESULT, THE MISSION WOULD LIKE TO RETAIN THE OPTION TO
SUPPORT LEGISLATIVE STRENGTHENING DURING THE NEXT YEAR.
AA/LAC STATED THAT THE DECISION TO WITHDRAW FROM THIS AREA
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SHOULD BE REVIEWED, AND THAT LAC/W SHOULD ENCOURAGE THE
1DB TO FOLLOW THROUGH WITH SUPPORT FOR THE LEGISLATIVE
FUNCTION. HE RECOMMENDED THAT A VISIT TO ASUNCION BY
STAFF INVOLVED IN USAID/BOLIVIA'S LEGISLATIVE
STRENGTHENING PROJECT BE ARRANGED.

4. REPLICATION OF LOCAL GOVERNMENT ACTIVITIES: A POINT OF CLARIFICATION WAS RAISED REGARDING THE MISSION'S PLAN FOR REPLICATION AND SUSTAINABILITY OF LOCAL GOVERNMENT ACTIVITIES. THE MISSION REPORTED THAT IT IS SHARING THE RESULTS OF ITS HEALTH DECENTRALIZATION PILOT ACTIVITIES WITH THE WORLD BANK AND OTHER DONORS. AT LOW-OPTION BUDGET LEVELS, THE MISSION WILL HAVE DIFFICULTY PURSUING FURTHER ACTIVITIES TO PROMOTE REPLICATION. THE AA/LAC ENCOURAGED THE MISSION TO SEEK OPPORTUNITIES TO FURTHER INTEGRATE ITS PILOT HEALTH DECENTRALIZATION ACTIVITIES WITH OTHER FACETS OF ITS LOCAL GOVERNMENT SUPPORT PROGRAM.

5. ENVIRONMENT SPECIAL OBJECTIVE: AN ISSUE WAS RAISED REGARDING WHETHER A PREVIOUS DECISION TO CLOSE OUT THE ENVIRONMENTAL OBJECTIVE IN FY 98 SHOULD BE REVIEWED. IT WAS DECIDED TO DEFER FINAL DECISION REGARDING THE OBJECTIVE TIME FRAME.

6. USE OF GLOBAL BUREAU TRANSFERS: AN ISSUE WAS RAISED REGARDING CONCERNS OF TIMELINESS, ACCOUNTABILITY AND REASONABLE COSTS IN ACTIVITIES CARRIED OUT THROUGH

TRANSFERS TO THE GLOBAL BUREAU. THE DAEC AGREED WITH THE MISSION THAT A GOOD OPTION IS TO ESTABLISH MEMORANDA OF UNDERSTANDING BETWEEN THE MISSION AND GLOBAL BUREAU

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OFFICES TO ENSURE THAT PROGRAMS IMPLEMENTED WITH G WILL CARRY OUT AN AGREED UPON SCOPE OF WORK WITHIN A SPECIFIED TIME FRAME. USAID/PARAGUAY HAS AGREED TO A MEMORANDUM OF UNDERSTANDING WITH G/PHN REGARDING IMPLEMENTATION OF ITS POPULATION PROGRAM, AND EXPECTS TO ESTABLISH A JOINT MANAGEMENT CONTRACT WITH G/DG FOR CONDUCT OF ELECTIONS SUPPORT ACTIVITIES. IT WAS RECOMMENDED THAT THE STATUS OF THESE AGREEMENTS BE REVIEWED AT NEXT YEAR'S R4 REVIEW. IT WAS NOTED THAT MANAGING ACTIVITIES THROUGH INSTITUTIONAL CONTRACTS, WHETHER CONTRACTED LOCALLY OR THROUGH G, IS MORE COSTLY THAN DIRECTLY MANAGING THEM THROUGH THE MISSION; HOWEVER, THE LATTER OPTION REQUIRES A GREATER LEVEL OF EFFORT BY THE MISSION. IT WAS AGREED THAT THE MISSION WILL REEXAMINE THE RELATIVE COSTS AND ADVANTAGES OF TRANSFERRING FUNDING TO G AND MANAGING ACTIVITIES LOCALLY.

7. REGIONAL SUPPORT: THE MISSION RAISED AN ISSUE REGARDING THE NEED TO INCREASE AVAILABILITY OF REGIONAL STAFF SUPPORT TO SMALL MISSIONS. IT WAS REPORTED THAT THE LAC BUREAU PLANS TO REVIEW REGIONAL SERVICE FUNCTIONS SOON, AND THAT THIS ISSUE WILL BE INCLUDED IN THE REVIEW.

8. NEW MANAGEMENT SYSTEMS: USAID/PARAGUAY REPORTED A

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LACK OF CLARITY REGARDING WHETHER THE MISSION WILL BE CONNECTED TO THE NEW MANAGEMENT SYSTEM CURRENTLY BEING INSTALLED IN LARGER MISSIONS. SUBSEQUENT TO THE DAEC MEETING, IT WAS VERIFIED THAT THE CURRENT PLAN IS FOR SMALL MISSIONS TO COMPLETE THEIR NMS DATA ON MACROS TO SUBMIT TO A DESIGNATED NMS MISSION FOR ENTRY INTO NMS. EVENTUALLY, SMALL MISSIONS WILL BE PROVIDED A MINI
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VERSION OF NMS WITH DIRECT LINKAGE TO USAID/W. HOWEVER, DATES FOR THIS ARE NOT YET AVAILABLE. LAC BUREAU STAFF WILL CONTINUE TO MONITOR PROGRESS OF NMS DEVELOPMENT AND KEEP THE MISSION INFORMED.

9. STAFFING: AN ISSUE WAS RAISED REGARDING WHETHER MISSION STAFFING LEVELS SHOULD BE REDUCED FURTHER. THE USAID REPRESENTATIVE REPORTED THAT SHE IS SEEKING WAYS TO FUND STAFF WITH PROGRAM BUDGET, BUT THAT THE MISSION WORKFORCE CANNOT BE REDUCED APPRECIABLY BEYOND ITS ALREADY LOW LEVELS. IT WAS DETERMINED THAT THE MISSION HAD FOLLOWED THE WORKFORCE GUIDANCE AS PROVIDED. M BUREAU ADVISES THAT THE MISSION FOLLOW ALL FUNDING SOURCE GUIDELINES REGARDING THE CLASSIFICATION OF OE AND PROGRAM WORKFORCE. FURTHER OE GUIDANCE WILL BE PROVIDED TO MISSIONS SOON.
CHRISTOPHER

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