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**U.S. AGENCY FOR
INTERNATIONAL DEVELOPMENT
ZAGREB, CROATIA**

**Results Review and
Resources Request (R4)
FY 1998**

June 1997

USAID/Croatia Results Review and Resources Request

Part I: Factors Affecting Program Performance

Overall, USAID/Croatia program performance since April 1996 through the date of this report (June 1997) has been at or above expectations. This assessment reflects: progress meeting to exceeding expectations towards peaceful reintegration of territory and populations affected by the Basic Agreement on the Region of Eastern Slavonia, Baranja, and Western Sermium (*a.k.a.* the Erdut Agreement); progress meeting expectations in the area of economic restructuring; and progress not meeting expectations in the area of democratic transition. Progress in achieving strategic objectives under each of these three assistance areas is discussed in Part II below.

The most important internal factor affecting program performance in Croatia is the political will and commitment of the Government of Croatia (GOC) to implement meaningful reform. Ambivalent commitment to fundamental democratic and human rights principles has severely handicapped the process of transition to a more open democratic society in Croatia. More specifically, poor performance in protecting the civil and human rights of all populations, irresolute leadership on reconciliation and the principle of multi-ethnic society, obstruction of independent media, hostility towards the non-governmental organization sector, monopolization of political power, and refusal to share power with legitimate opposition parties at the national and local levels have all raised serious concerns about Croatia's suitability for membership in the club of western democracies. Similarly, while the Croatian economy is recovering well since the end of the war, there are serious questions about the will of the GOC to implement and enforce an effective, transparent legal/regulatory framework to ensure more broad-based participation of society in the benefits of economic restructuring. The next several years are a watershed for determining the long-term nature of political and economic development in Croatia. The importance of Croatia to regional stability and the realistic potential for exerting a strong positive influence in favor of systemic change constitute the rationale for continued U.S. engagement in Croatia, including support for a carefully focussed USAID program to address key transitional issues.

Effective implementation of the Dayton Peace Accord and the closely related Erdut Agreement on eastern Slavonia is the most important external factor affecting overall program performance in Croatia. These agreements are central to efforts to bring a definitive end to the war in former Yugoslavia. Over the next several years, creating conditions conducive to long term stability will remain the highest priority U.S. foreign policy interest in Croatia and the region. Peaceful reintegration of eastern Slavonia into Croatia, including voluntary resettlement of all affected populations in accordance with the terms of the Erdut Agreement, is the pivotal transitional milestone towards achieving sustainable regional stability.

As a signatory to the Erdut and Dayton agreements, Croatia is both an essential partner to the peace process and one its principal beneficiaries. The end of the war has allowed Croatia to refocus human and financial resources on reconstruction, economic recovery, and restoration of

territorial integrity, with generally impressive results. Croatia is a middle income country with a relatively advanced level of economic development. The Croatian economy has emerged after the war as one of the potentially strongest among the central and eastern European states. GDP growth in 1996 accelerated to approximately 5% per annum following steep declines during the period 1991-94. Macro-economic conditions are considered stable and conducive to continued good economic performance as reflected by a low 3% annual rate of inflation, a manageable debt service ratio, and a relatively stable domestic currency. Unemployment at approximately 16-20% remains the single most conspicuous negative economic indicator. Broad-based economic growth continues to be constrained by a slow rate of increase of private investment from domestic and foreign sources due primarily to an underdeveloped financial sector and continuing conditions of uncertainty associated with the war. Under current conditions, overall prospects for continued economic recovery and growth are considered good; however, any resumption of hostilities in Croatia or the region or Croatia's non-compliance with the Erdut Agreement and Dayton Accords would have a profoundly negative impact on both short and long term economic prospects.

While the economy has shown signs of growth since the end of the war, middle class expectations of post-war increases in wages and improvement of living standards have not been met. Beneath the surface of strong main economic indicators, there are growing concerns regarding the fair distribution of wealth and power within Croatian society. Of particular concern is the unequal distribution of the benefits of economic restructuring, particularly privatization, to a small, politically well-connected, and well-protected oligarchy. During the war, this group used its financial clout to gain and consolidate political influence by forging strong links with the hard-line, nationalist wing of the ruling Croatian Democratic Union (HDZ). Since the end of the war, the group has expanded and has continued to use its political influence to capture a disproportionate share of wealth generated in the post-war economic expansion, often at the expense of other segments of society. Over the next several years, the real measure of successful economic transition in Croatia will be the extent to which the economy is opened to broad-based participation of the majority middle class segment of Croatian society and more equal distribution of the benefits of restructuring and expansion.

As an integral partner to the peace process in former Yugoslavia, Croatia's cooperation and good faith commitment to the terms and principles of the Dayton and Erdut agreements are essential to their successful implementation. The direction Croatia takes over the next several years, particularly towards establishing a more open democratic society, will be a major determinant of the nature of politics and economic development in the region for many years to come. Prospects for long term peace and stability in the region would be greatly enhanced by success in establishing in Croatia an open, democratic society with a high standard of respect for the rule of law and protection of human and civil rights. Over the immediate to medium term, positive relations between Croatia and the United States and Europe, including eligibility for bilateral and multilateral development assistance and access to European and trans-Atlantic institutions, will remain contingent on satisfactory performance in fulfilling commitments under the Dayton and Erdut agreements. Specific issues include: GOC cooperation with the International Criminal Tribunal for Former Yugoslavia (ICTY), protection of human and civil rights of populations in

or from the reintegrated territories, respect for the rule of law, and relations with Bosnia-Herzegovina. In the longer term, good relations between the U.S. and Croatia will be determined by progress towards a more complete democratic transition.

The significance that both the GOC and Croatian society attach to full normalization of relations with the European Union and the broader community of western democracies has been and will continue to be the most important factor for influencing performance toward democratic transition in Croatia. Croatia views entry into European and trans-Atlantic institutions as the key to future prosperity and international influence and respect. Since the end of the war, the HDZ has sought very deliberately to disassociate independent Croatia from the negative connotations of Balkan history and culture, and to re-identify the nation as an integral and historically important part of western European civilization. Croatia's acceptance into the Council of Europe in November 1996 was an important milestone towards its eventual integration with Europe. However, acceptance came only after a protracted debate about Croatia's suitability for membership and was conditioned on the Council's right to review performance on a number of key democracy related issues, including cooperation with the international war crimes tribunal, respect for human rights, treatment of minority populations, freedom of the press, separation of powers, and treatment of NGOs and other elements of civil society. The HDZ leadership was evidently embarrassed by the Council's initial rejection of Croatia's application for membership. The process served as an important reality check on the ruling party's aspirations to gain quick entry into other western institutions.

The hurdles for gaining access to other western European and trans-Atlantic institutions including the EU and NATO will be considerably more difficult for Croatia to overcome and will require substantially improved performance on the same democracy and governance issues identified by the Council of Europe. Croatia's keen interest in gaining admittance to the EU -- and perhaps of equal importance, its desire not to fall behind its neighbors in the race to achieve international respect and recognition -- is an important source of leverage for influencing the GOC to improve its record and to limit the influence of hard line nationalists within the HDZ. The crucial unanswered question in this formulation is whether the desire to join Europe will prove a strong enough inducement to convince the economic and political elite in Croatia -- many of whom would not otherwise accept basic European principles of democratic pluralism, media freedom, rule of law and respect for the human rights -- to relinquish control over political and economic power in Croatia and provide an opening for a more complete transition to an open democratic society.

II. Progress Towards Achievement of Strategic Objectives

USAID strategic plan through fiscal year 1999 was approved in January 1997. The plan encompasses four strategic objectives: (SO 1) Reintegration of populations affected by the Erdut Agreement; (SO 2) More competitive market-responsive, private financial sector, (SO 3) More effective, responsible and accountable local governance, and (SO 4) Increased, better-informed citizens' participation in political processes.

S.O. 1 - Reintegration of populations affected by the Erdut Agreement [ENI SO 3.1: Reduced human suffering and crisis impact]

1. Overall Rating and Assessment of Progress towards the Strategic Objective

Overall progress towards reintegration of populations affected by the Erdut Agreement is meeting to exceeding expectations. USAID/Croatia gives this SO a three minus (3-) rating.¹ This assessment reflects the contribution of this SO to the continuing success of the UNTAES operation in preparing for the transfer of authority over the region to Croatia, the high level of social stability maintained in the region throughout the transition period, marginal improvements (albeit to a still unacceptable standard) in the protection of human and civil rights of affected populations, and progress towards reconciliation of affected populations.

Since January 1996, major milestones achieved towards peaceful reintegration of the region to Croatia have included demilitarization of the sector; establishment of an effective transitional peace force; normalization of relations between Croatia and Yugoslavia; restoration of key public services; re-establishment of vital communications links within and without the sector; agreement on implementation procedures for commitments made in the Erdut Agreement regarding citizenship and the right to return; and organization and successful implementation of local elections. New, democratically-elected local government bodies were seated in June 1997 in preparation for transfer of authority from UNTAES to the GOC. UNTAES is in the process of negotiating with the GOC a continuing presence through January 1998, at which time it is expected that the Organization for Security and Cooperation in Europe (OSCE) will have established a monitoring presence in the region.

The most notable main indicator of progress on this SO is the continuing stability of resident populations in eastern Slavonia (see Table 1.1). While some departures have occurred, particularly since January 1997, they have been limited in scale and fewer in number than anticipated. UNTAES has successfully established and maintained adequate conditions of security and fairness in the region necessary to maintain resident populations in place during the transition phase. The UNTAES operation has benefitted from strong support received from the

¹Per AID/ENI Bureau instructions, SO rating is on a scale of one to three with three being the highest. A score of one indicates little or no progress in achieving results (i.e., "not meeting" expectations). A score of two corresponds to satisfactory or average performance (i.e., "meeting" expectations). A score of three is progress matching or exceeding plans toward SO achievement and key IRs (i.e., "exceeding" expectations).

U.S., the EU and other donors. Since January 1996, over 75 million dollars has been committed by the international community to support key components of the reintegration process. The U.S. has been a major direct contributor of financial resources and has played a key role in focussing other donors' attention on the importance of eastern Slavonia to regional stability. USAID has been instrumental in using its own resources to leverage and coordinate support from other donors and international financial institutions including the World Bank, the EU, and bilateral donors (e.g., Belgium, Norway, Netherlands and Germany).

Inter-ethnic tensions between Croat and ethnic Serb populations in greater Slavonia and in other war-affected parts of Croatia remain high as does the potential for destabilizing outbreaks of violence among returning and remaining populations. To mitigate inter-ethnic tensions and promote stability in the larger region, accelerated progress is needed toward permanent resettlement of all remaining displaced populations and refugees in Croatia. While Croatia has made progress over the past year in resettling displaced persons (DPs) outside eastern Slavonia in other parts of Croatia (see Table 1.2), there has been little or no progress in enabling DPs in eastern Slavonia to return to places of origin in other parts of Croatia or other DPs to return to homes of origin in eastern Slavonia. The issue of the right to return has been raised repeatedly in USG-GOC policy dialogue (including the May 1997 visit of the Secretary of State and the AID Administrator) and will continue to be a major concern over the next 12 to 24 months.

Shortage of suitable temporary and permanent housing to accommodate all displaced populations, and slow progress in reconstruction of infrastructure in eastern Slavonia and other war damaged areas of Croatia have been major obstacles to progress in facilitating returns. At the same time, GOC ambivalence and irresolute leadership in fulfilling commitments to facilitate and safeguard the return of Serb DPs to places of origin in other parts of Croatia has hindered progress. In response to criticism of its performance in facilitating returns, the GOC announced on April 25, 1997, that it had entered into an official Agreement on Operational Procedures of Return with UNTAES and the UNHCR. The agreement reiterates the GOC's commitment to ensuring the rights of all displaced populations to return to places of origin or receive fair compensation and spells out implementation procedures to enable populations to exercise that right in an orderly and equitable manner. While too early to tell, it is hoped that this agreement will signal a substantial shift towards a more proactive resolution of the problem of DPs in Croatia.

The next twelve to fifteen months, including the end of the UNTAES mandate in January 1998, the official transfer of authority over the region to the GOC, and the commencement of large scale return of displaced Croats to the region will be a crucial period for determining the overall success of this SO. As UNTAES draws down and departs from the region, sustained success will depend on the GOC's performance in protecting the civil rights of all affected populations and ensuring fair and equal treatment of minority populations. Continued close engagement and leadership by the USG including coordination of support from USAID and other donors are needed both to influence GOC decision making and to provide necessary assurances to affected populations. Over the past year, USAID has made excellent progress in establishing a presence in the Slavonia region and in developing a portfolio of activities to provide direct support to

affected populations.

2. Performance Analysis

USAID support for reintegration of populations affected by the Erdut Agreement is directed towards three intermediate results: (IR 1.1) economic revitalization and development to enable populations to become economically productive members of society; (IR 1.2) protection of human and civil rights; and (IR 1.3) increased problem solving by civil society.

IR 1.1: Affected populations become economically productive members of society

Economic security, specifically the availability of income generation and employment opportunities in Slavonia and other war-affected areas in Croatia, is a key element of USAID's strategy for reintegration of affected populations. While recognizing that the task of reconstructing the devastated economies of these areas lies well beyond its capacity, USAID is supporting development of the small private enterprise sector in the greater Slavonia region (i.e., former sectors east and west) to create sustainable employment opportunities and establish a foundation for broad-based economic growth. Over the next two to four years, USAID may expand its efforts to include other war-affected areas such as the erstwhile Krajina.

USAID support for small enterprise development in Slavonia comprises five specific activities: a business registration project implemented by America's Development Foundation (ADF); a micro-loan program managed by Opportunity International (OI); an equity finance project managed by the Small Enterprise Assistance Fund (SEAF); a private enterprise development project managed by the University of Delaware; and the Entrepreneurial Management and Executive Development (EMED) training program managed by World Learning. In addition, USAID is supporting a safety net program managed by NGOs to provide short term humanitarian assistance to the most disadvantaged populations. Implementation of these activities is proceeding on schedule; however, in some instances it is too early to report on specific results.

The primary purpose of the business registration project is to assist companies currently operating in the UNTAES area and western Slavonia to meet legal and administrative requirements to register as legal Croatian businesses so that they can continue to operate after authority over the region is transferred to the GOC. The project is also working with displaced populations from the Danubian region currently in other parts of Croatia to assist them to register businesses which they plan to re-establish upon return to eastern Slavonia. The universe of small firms to be registered is estimated at 500. ADF has set an ambitious goal of working through the entire list by the end of 1997. ADF expects that perhaps 300 actual firms will be registered. As of May 1997, the project had reported its first group of seven registration approvals and a growing pipeline of approximately 50-100 applications.

The combined purpose of the OI microloan program, the SEAF equity finance project, the University of Delaware support project, and the EMED training project is to provide small

businesses with access to credit, capital, consulting services, and training needed to develop and expand. The OI credit facility was established in Osijek in November, 1996 to provide loans, averaging between \$5,000 and \$10,000, to small businesses, many of which are sole proprietorships. As of May 1997, OI reported that around \$600,000 in loans had been approved for approximately 75 companies. USAID expects the pace of OI loan approval and disbursement to accelerate significantly over the next six to twelve months as the pace of transition accelerates, including the pace of business registration in eastern Slavonia. SEAF will complement OI's efforts by providing equity investments averaging around \$150,000 each to small and medium scale enterprises. The SEAF program will operate throughout Croatia with special emphasis on the Slavonia region. Initial funding for SEAF was obligated in early 1997, and the company completed its registration as a Croatian legal entity in May. SEAF currently has five specific projects under review for approval and expects to make its first actual investments in June or July 1997. The University of Delaware (UD) program will provide specialized technical assistance and training to small businesses in the Slavonia region following a model developed by USAID/Bulgaria and the Firm Level Assistance Group (FLAG). The procurement was completed at the end of May 1997 and the project is operational from June 1997. The EMED training program has been reoriented to concentrate support for small enterprise managers and entrepreneurs in the Slavonia region and other parts of Croatia from or to which DPs are expected to return. Through the end of December 1996, EMED had supported 17 participants from war-affected areas, including 15 from Slavonia.

Under the safety net program, USAID has provided grants to a local NGO, named My Neighbor, to support its program to address the immediate term economic needs of war-affected populations in western Slavonia. Over the past twelve months, the group has distributed nearly 25,000 farm animals to about 800 families. Over the next twelve months the My Neighbor program will be expanded to provide direct and indirect support to an additional 3,700 families. USAID is in the process of reviewing other proposals from NGOs to provide similar support to families in other war affected areas.

IR 1.2: Human and civil rights monitored and protected

Croatia's performance in safeguarding and protecting the civil and human rights of all its citizens, particularly of minority populations in eastern Slavonia and other parts of Croatia, remains the most important obstacle to the ultimate success of this SO. Serious questions persist regarding the GOC's will and commitment to establish and maintain the highest standard of human rights protection throughout Croatia. Croatia's poor performance in supporting the right of ethnic Serb and other minority populations to return to their places of origin in Croatia and live under conditions of security has been cited and criticized repeatedly by the U.N. Security Council, the Council of Europe, the EU, the U.S., international government and non-government organizations, and the international press. The U.S. Secretary of State highlighted the seriousness of this concern during her visit to Croatia in May 1997.

Over the past year, broad based instances of gross and violent abuse of the rights of affected populations in the "liberated" territories of the sort witnessed in late 1995 during military

operations "Storm" and "Flash" have declined. This decline was noted in the 1996 State Department human rights report on Croatia (see Table 1.3). In eastern Slavonia, the improved human rights record is a direct reflection of the performance of UNTAES in ensuring the personal security of populations under its administration. The transfer of authority from UNTAES to the GOC and the return of Croat DPs to eastern Slavonia scheduled over the next several months are certain to raise anxiety levels among current residents of the area.

According to the 1996 State Department Human Rights report, the effectiveness of the human rights monitoring system in Croatia showed no improvement in 1996 due largely to the GOC's lack of support and generally poor relationship with NGOs and other independent human rights organizations operating in Croatia. Maintaining social stability in eastern Slavonia and in other parts of Croatia to which DPs currently residing in the area may wish to return will necessitate establishment of an improved human rights monitoring and advocacy capacity to fill the vacuum left by the planned departure of UNTAES. OSCE is considering an expansion of its monitoring mission to eastern Slavonia to fill in behind UNTAES. In the meantime and for several years to come, continued support from USAID and others for international and local NGOs will be necessary to ensure the broadest coverage possible.

USAID support for human and civil rights protection over the past year has sought to ensure that current residents of eastern Slavonia have adequate access to Croatian legal and administrative systems. The joint USAID-Norway funded Civil Rights Project has been operating in eastern Slavonia since mid-1996 to provide information and legal assistance to current residents of eastern Slavonia to complete and obtain approval of applications for Croatian citizenship. Obtaining citizenship for affected populations is essential to the overall process of reintegration as it constitutes the basis from which virtually all other rights flow (i.e., the rights to vote, to receive pensions, to establish claim to property or receive compensation). Over the past year, some 130,000 residents of eastern Slavonia completed applications for citizenship of which around 95% were approved. These results exceeded expectations (see Table 1.4). USAID will build on success in this area by strengthening and refocussing America's Development Foundation's (ADF) main program of legal assistance to victims of human rights abuses to expand local legal assistance offices in eastern Slavonia and other parts of Croatia and continue to address priority issues affecting returning and remaining populations such as property rights and compensation.

Although USAID's strategic plan did not specifically include plans to support elections in eastern Slavonia, the success of local elections held in April 1997 was another important indicator of progress towards peaceful reintegration. According to UNTAES, over 130,000 people voted, including nearly 73,000 current residents of eastern Slavonia. UNTAES estimated that turnout represented 90% of eligible voters. The results, including Serb victories in 11 of 28 municipalities, were certified in May 1997, and newly elected officials are expected to be installed in June 1997.

Through a grant to UNTAES, USAID funded the establishment of an election appeals commission and a media monitoring board. USAID also provided short term technical assistance

from the International Foundation for Election Systems (IFES) to assist UNTAES with voter list preparation and verification, training of local election commissions, and voter education. Additionally, since September 1996, the National Democratic Institute (NDI) has been conducting a civic organizing project in Slavonia, the first phase of which focussed on voter education through citizens' groups and community leaders. USAID support in all these areas contributed to the success of the elections by enabling populations in eastern Slavonia to exercise their right to vote.

IR 1.3 Increased problem solving by civil society

Five U.S. non-governmental organizations are conducting activities focused on problem solving by civil society in eastern Slavonia and other war-affected areas: the International Rescue Committee (IRC), Delphi Star, Catholic Relief Services (CRS), Save the Children (SCF), and Harvard Program in Refugee Trauma (HPRT). In addition, in 1996 USAID made a grant to an indigenous NGO, *Moj Bliznji* (My Neighbor), to promote a climate conducive for return of displaced persons. Activities have supported development of civil society within the affected geographic areas through enhanced community involvement. Other local groups have organized numerous initiatives to strengthen people's ability to solve everyday problems at the individual and community levels. USAID expects that improvement in socially relevant coping skills (IR 1.3.1) will be achieved through direct community based services such as peer support groups, women and youth initiatives, and training of care providers in psycho-social assistance to affected populations. This expectation is based on the data collected to develop the base line for the indicator which monitors this activity. That data showed that in war-torn communities where similar types of programs were implemented, there was a measurable increase in the ability of the people to manage the problems associated with the war and the post war transition.

III. Expected Progress Through FY 1999 and Management Actions

Sustained progress under this SO is dependent upon GOC enforcement of civil and human rights protections and equitable treatment all Croatian citizens. Given the GOC's checkered past performance, it is essential that the U.S, and European community remain closely engaged and continue to exert international pressure on the GOC to adhere to commitments made under the Erdut Agreement and Dayton Accord.

USAID's strategic plan for Croatia established a four year (1996-99) time frame for successful achievement of this SO. The plan projected that by 1999, 90% of all displaced persons in Croatia would be permanently resettled and that social stability would have been reached in eastern Slavonia. After one year of implementation, this remains a realistic time frame for meeting targets on the main indicators and for achieving intermediate results.

Over the next 12 - 36 months, USAID will continue to focus on economic revitalization, human rights monitoring, and civil society development. Under economic revitalization, no new activities are expanded, though performance indicators will be reviewed and possibly revised to reflect the next phase of project implementation.

Over the next year, as UNTAES departs from the region and OSCE likely increases its presence, USAID anticipates a need to increase its support for human rights monitoring and legal assistance for affected populations. To the extent possible, ADF will be asked to provide additional support to local NGOs and citizens groups to fill the gap, but additional implementor(s) may be needed.

In the area of civil society development, many of the ongoing NGO support activities are scheduled to phase out over the next year. Continued support for NGO development will be refocused from short-term emergency assistance to longer term advocacy. Support will be incorporated under the Croatia-wide NGO development project under SO 4. In eastern Slavonia, USAID will build on the success of the NDI civic organizing project and the small scale municipal rehabilitation program currently implemented jointly with UNTAES and supported by technical assistance from the local governance contractor under SO 3. Over the next year, alternative procedures will be worked out for continuing the project after the departure of UNTAES. One possibility under consideration is to coordinate implementation with the AID Office of Transitional Initiatives (OTI) and one or more international NGOs already operating in Croatia.

USAID monitoring and analysis of the situation in eastern Slavonia and other parts of Croatia indicate that limited availability of adequate temporary and permanent housing to accommodate all displaced persons and refugees in Croatia remains a major obstacle to reintegration of war-affected populations. In light of past GOC poor performance in supporting and safeguarding the rights of all citizens (especially non-Croats in the "liberated" areas) to return to places of origin in Croatia, close engagement with the GOC will be necessary to ensure that criteria for eligibility and distribution of limited public resources for reconstruction and repair are fairly applied to all citizens regardless of ethnic background.

USAID is reviewing options for responding more directly to the problem of reconstruction and repair in eastern Slavonia and other parts of Croatia where war damage was severe. Under consideration is the possibility of a municipal infrastructure and/or housing guarantee loan. A guarantee or other similar program would provide Croatia access to much needed long-term financing to support reconstruction while affording USAID an important policy dialogue tool for ensuring that the GOC upholds its commitments on human rights and equal treatment of all its citizens. Any direct support for repair and reconstruction in Croatia would include specific conditions precedent to disbursement on the right of return, legal claim to property, and protection of other human and civil rights. Poor performance by the GOC in meeting conditionality would trigger suspension of access to credits or other resources and send a larger signal to the international community regarding Croatia's suitability for membership in European and trans-Atlantic international organizations. Details of a guarantee or other reconstruction related program will be worked out by the end of FY 97. Expansion in this area may entail addition of a new Intermediate Result under the SC 1 strategic framework and development of new performance indicators and targets to monitor progress.

Table 1.1: Populations Remaining in eastern Slavonia

OBJECTIVE: S.O. #1 (ENI 3.1) Reintegration of populations affected by ERDUT Agreement APPROVED: 01/97 COUNTRY/ORGANIZATION: Croatia			
RESULT NAME: Reintegration of populations affected by ERDUT Agreement			
INDICATOR: Current residents of eastern Slavonia remain in Croatia			
UNIT OF MEASURE: Percent	YEAR	PLAN	ACTUAL
SOURCE: UNTAES, UNHCR, ODPR (GoC)	1996	90%	93.5% ¹
INDICATOR DESCRIPTION: Percent of Resident population with legitimate claim to Croatian citizenship	1997	70%	
COMMENTS: ¹ Resident population is estimated at 150,000, including 30,000 refugees from FRY or RSK/B-H. USAID estimate is an average based on available information from UNTAES, UNHCR and news sources.	1998	65%	
	1999	60%	

Table 1.2: Displaced Persons Resettled

OBJECTIVE: S.O. #1 (ENI 3.1) Reintegration of populations affected by ERDUT Agreement APPROVED: 01/97 COUNTRY/ORGANIZATION: Croatia			
RESULT NAME: Reintegration of populations affected by ERDUT Agreement			
INDICATOR: Displaced Persons (DPs) in Croatia permanently resettled.			
UNIT OF MEASURE: Percent	YEAR	PLAN	ACTUAL
SOURCE: UNHCR and ODPR (Gov. Of Croatia)	1996	10% (24,000)	17.5% (42,000)
INDICATOR DESCRIPTION: DPs are Croatians unable to return to their homes.	1997	30% (64,800)	
COMMENTS: Baseline in 1995 is 240,000 displaced.	1998	60%	
	1999	90%	

Table 1.3 Qualitative Assessment of Human and Civil Rights Protection

Indicator: U.S. Embassy Assessment of Human Rights in Croatia
Baseline: 1995 (poor)
1996 Plan: Better
1996 Actual: Better (Marginal Improvement)

Narrative Highlights from the State Department Human Rights Reports for 1996.

Same in 1996 as previous year (i.e. 1995)

- Overall human rights record remained poor.
- Abuses toward ethnic Serbs from reclaimed areas continued.
- Military and police forces responsible for forced evictions.
- Bosnian Croat refugees evicting ethnic Serbs.
- Ethnic Serbs denied right to return to places of origin in Croatia.
- Government slow in reestablishing civil authority in liberated areas.
- Murders, looting and threats continued in reclaimed areas.
- No reports of politically motivated disappearances
- 2,534 missing persons (1,250 from Vukovar)
- No reports of political or other extrajudicial killings.
- Provisional Court for Human Rights under 1992 Constitution Law on Minorities still not established.
- No political prisoners being held (except for one Croatian being held in eastern Slavonia).
- "climate of fear" reported by Serb minority in former Sector South.
- Local human rights NGOs largely ignored by the Government.
- Serbian orthodox church in Zagreb and in other cities remained open.

Better in 1996 than previous year

- Fewer reported incidents of murders, looting and threats to ethnic Serbs.
- Croatia-FRY normalized relations on August 23, 1996.
- General Amnesty law passed in September, 1996- 95 released (26 recharged)
- Specific eastern Slavonian amnesty law passed in May, 282 amnestied
- UNTAES established to administer eastern Slavonia from January 15, 1996.
- OSCE established in Croatia to monitor human rights situation with ECMM and UN.
- UNTAES Area demilitarized; multi-ethnic transitional Police Force established.
- Croatia-FRY protocol on missing persons signed April 17, 1996; prisoners released.
- Documentation Centers established in eastern Slavonia in December to issue Croatian citizenship documents to resident populations.
- UNTAES returned area South of Bosut river in E. Slavonia to GOC authority November 1996.
- 60 ethnic Serbs hired to work in GOC controlled petroleum facility in Djelotovci, E. Slavonia.

Worse in 1996 than previous year

- 180,000 ethnic Serbs estimated to be without citizenship documentation
- 30,000 Serbs from Croatia now living in FRY applied for reentry into Croatia.
- GOC discriminating against Muslims in issuance of citizenship documents.
- Estimated 55,000 Bosnian Croats occupy Serb houses in Croatia.
- No group return of Serbs to Croatia.
- NGOs harassed and recommendations ignored by the Government
- Open Society Foundation members charged with tax evasion and falsifying documents.
- NGO "Homo Pula" in Lika attacked three times (no suspects in custody).
- NGO "Open Eyes" staff member beaten (no suspects in custody).
- Catholic Church and Christmas service in Ilok (UNTAES area) attacked by a Serbian mob.

- Educational curriculum for Croatian Serbs remained incomplete.
- Two Serbian churches (Zadar, August 23 and Dubrovnik, September 5) bombed.
- Residents of ethnic Muslim villages near Slunj (a total of some 500 people) unable to obtain Croatian citizenship.

Human Rights, Situation update for 1997:

- Over 120,000, mostly ethnic Serbs, residents of E. Slavonia received citizenship documents, identity cards, passports and close to 90% of adult population voted in mid-April local elections. Results were certified by UNTAES.
- GOC issued one-year employment guarantees for current employees of public companies (police, electrical companies, etc.) in eastern Slavonia.
- Freedom of movement between E. Slavonia and other parts of Croatia increased with bus service and sponsored visits for those holding Croatian citizenship.
- GOC Office of Displaced Persons and Refugees (ODPR) established offices in E. Slavonia to assist those interested in returning to their homes. GOC, UNHCR and UNTAES signed Agreement of Operational Procedures of Return to facilitate returns to and from E. Slavonia.
- NGOs involved in Human Rights and Returning populations have been active in assistance and assessments of needs, especially in the securing of civil rights.
- Identification of victims in mass graves continues and is reducing the number of missing (for example, 60 identified out of 260 victims located in the Ovcara mass grave).
- Few incidents reported in E. Slavonia despite increasing reintegration activities. (One exception was UNTAES personnel killed in a shooting incident in Vukovar).

Table 1.4 Applications for Citizenship from Current Residents of E. Slavonia

OBJECTIVE: #1 (ENI 3.1) Reintegration of populations affected by ERDUT Agreement			
APPROVED: 01/97		COUNTRY/ORGANIZATION: Croatia	
RESULT NAME: 1.2.2 Access to legal and administrative systems broadened.			
INDICATOR: Current residents of E. Slavonia apply for citizenship			
UNIT OF MEASURE: Cumulative Number of people	YEAR	PLAN	ACTUAL
SOURCE: UNTAES/GoC Min. of Interior	1996	25,000	32,176
INDICATOR DESCRIPTION: Residents of eastern Slavonia who apply for citizenship.	1997	85,000	134,776 ¹
COMMENTS: ¹ Cumulative total applicants through 04/97. Indicator presentation has been changed to cumulative number of applicants from previous rate per annum. Targets have remained the same.	1998	110,000	
	1999		

S.O. 2: More competitive, market-responsive private financial sector

I. Overall Rating and Assessment of Progress Towards the Strategic Objective.

Progress towards development of a more competitive, market-responsive private financial sector is meeting expectations. USAID/Croatia gives this SO a two plus (2+) rating. This assessment reflects continuing progress meeting and exceeding targets set for the main indicators. Over the past year, the interest rate spread between loans and deposits was reduced (see Table 2.1), the total value of bonds purchased and held voluntarily on the domestic market increased as planned, and the percentage of banking assets held in private banks now exceeds 50% (see Table 2.2).

Despite progress on the technical aspects of financial sector development in Croatia, continued success towards achievement of this SO will require a marked improvement of the GOC's will and commitment to confront some of the negative consequences of reform. Specifically, for systemic sustainable change to take root, the GOC must permit a more open and realistic assessment of the actual condition of financial institutions in Croatia and enable independent regulatory agencies to enforce judgements openly and objectively regardless of political considerations. In a number of instances, USAID-funded advisors have reached an impasse in implementing fundamental components of the banking reform program due to political concerns about potential negative repercussions on the government. If this impasse continues, meaningful progress will be jeopardized, and USAID will need to reconsider its continued involvement in the financial sector.

II. Performance Analysis

Under this SO, USAID supports a limited program of technical assistance and training directed at two intermediate results: (IR 2.1) establishment of viable, transparent financial institutions and (IR 2.2) expansion of capital markets. The principal goal under each of these IRs is to develop an effective legal, regulatory and administrative framework to support development of transparent, reliable, and participatory financial markets.

I.R. 2.1 Viable, transparent financial institutions developed

Over the past year, targets under two of the four higher level indicators for this IR were met. Household deposits in the formal banking system increased to 22% of GDP and the ratio of outstanding bank loans to GDP improved as forecasted. These results reflect increased investor confidence in the Croatian banking system and the general strengthening of the economy. Data for the other two indicators (return on assets and non-performing bank assets) are incomplete this year due to delays in reporting by the largest bank under the bank rehabilitation program.

Progress in meeting targets for second tier results under this IR was mixed. Under the KPMG/Barents banking sector reform project (IR 2.1.3), significant progress has been achieved in establishing at the National Bank of Croatia a fully equipped supervision department to perform off-site analysis and to conduct on-site examinations. Specifically, a staff of 45 bank

examiners has been recruited and trained; detailed on-site examination manuals have been developed, field tested, and approved; reports from the third round of on-site examinations have been issued to banks; the off-site regulatory reporting framework has been standardized and field tested; instruction manuals have been developed; and implementation policies have been drafted. This progress is mitigated, however, by the uncertain prognosis for effective utilization of established capacity. Reluctance on the part of management to authorize and enable the supervision unit to carry out the full range of its responsibilities and to act resolutely on information developed in the examination process has been an obstacle to systemic change.

Similar conditions exist for the bank rehabilitation component (IR 2.1.2) of the SO. USAID has worked successfully with the Bank Rehabilitation Agency (BRA) to develop adequate capacity to carry out an ambitious slate of bank rehabilitations and restructurings. The number of banks enrolled in the program actually exceeds the target. However, progress in transferring bad or non-performing assets to the BRA for eventual resolution and privatization has reached a political impasse that has prevented the project from moving forward. USAID is negotiating a memorandum of understanding with the GOC to resolve key issues affecting the banking sector reform project.

Legal reform (IR 2.1.1) is currently focussed on effective implementation of the new bankruptcy law and processing of the first cases filed under the law. The new bankruptcy law was passed in January 1997. However, only one case is currently being processed in the commercial courts, and many consider the law overly cumbersome and difficult to enforce. Further revisions of the law and stronger commitment to enforcement are needed. USAID support for training of the judiciary on bankruptcy issues has been stalled within the Ministry of Justice over issues on how best to proceed.

I.R. 2.2 Capital Markets Expanded

Over the past year, targets for each of the four main indicators for this IR were reached or exceeded. The Treasury Department technical advisor to the Ministry of Finance has made good progress in assisting the development of a government securities and money market. Since July 1996, twenty-three issues of 90-day treasury bills have occurred, and the total volume outstanding of government securities issued domestically has reached 520 million Croatian *Kuna* (20 million above 1996 target of 500 million). Similar success was achieved with the first issuance of medium term *Kuna* bonds, outstanding volume of which reached the target of 150 million *Kuna*. The combination of a steep decline in the budget deficit and success in developing the domestic securities market, enabled Croatia to reach 100% domestic deficit financing well in advance of the original target set under this IR. Other notable achievements in this area were the establishment of a forward foreign exchange market and the development of a secondary market for Treasury Bills.

Progress towards improvement of the legal regulatory framework (IR 2.2.1) and strengthening of institutional capacity to support capital markets development is meeting expectations. The Croatian Securities and Exchange Commission (CROSEC) was established in 1996 and has

begun processing applications. Based on a revised plan funded by USAID, the Central Depository Agency (SDA) was also established, but is not yet functioning. The legal framework has been strengthened through passage of the Securities Law and the Investment Funds Law and promulgation of new regulations by the CROSEC. Additionally, the Treasury Department advisor is working with the Ministry of Finance to develop a Public Debt and Fiscal Responsibility Law to regulate issuance of direct public debt and ensure long term stability of public financing. The second stage of legal/regulatory strengthening will focus on effective implementation and enforcement of new laws and regulations. As is the case with the banking sector reform program, the key question affecting USAID's ability to effect sustainable systemic reform toward financial sector restructuring is whether the GOC has the will, capacity, and resolve to implement and enforce key legislation openly and objectively. USAID will continue to monitor this situation closely over the next year.

III. Expected Progress Through FY 1999 and Management Actions

USAID expects that by 1999 all or most of the planned results under this SO will have been achieved. The exit strategy is to phase out funding for banking sector reform activities in FY 98, followed by completion of capital markets development activities in 1999 or 2000 depending on progress achieved over the next two years.

The banking sector reform program is now at a critical implementation juncture. Effective capacity has been established at the National Bank Supervision Unit and at the BRA, but it remains to be seen whether this capacity will be effectively utilized. Unless issues related to transparency and to the objective enforcement of decisions can be expeditiously resolved, USAID will proceed with an orderly close-out of the bank sector reform project by the end of the calendar year. Technical assistance programs and specialized training of staff at these institutions will continue until that time. An important anticipated output under the bank rehabilitation project is approval of an asset resolution plan to enable the GOC to meet conditionality under a recently negotiated World Bank Structural Adjustment Loan and maintain good relations with the IMF.

In the area of capital markets development, USAID's objective through 1999 is to improve access of small and medium scale enterprises to financial markets in Croatia and to open new investment opportunities for small investors among the broad middle class segment of Croatian society. Over the next 2-3 years, USAID will develop and implement a retail investment strategy, a key component of which is to strengthen the institutional capacity of CROSEC to improve transparency and efficiency in the sale and transfer of securities. Additionally, USAID will work with the Over-the-Counter Market (OTC) to establish a regulatory framework, make improvements to its trading system, and develop a business strategy for working with small and medium scale private enterprises. Finally, USAID will support development of broker/dealer and small investors associations to broaden access for small investors. Over the next several months, USAID will continue to work with ENI/PER technical advisors to plan specific activities and coordinate the elements of its Capital Markets Development strategy.

Table 2.1 Interest Rate Spread

OBJECTIVE: SO2: More competitive, market-responsive private financial sector			
APPROVED: 01/97 COUNTRY/ORGANIZATION: Croatia			
RESULT NAME: More competitive, market-responsive financial sector.			
INDICATOR: Interest rate spread between deposits and loans			
UNIT OF MEASURE: Percent	YEAR	PLANNED	ACTUAL
SOURCE: Central Bank	1995	Baseline	19
INDICATOR DESCRIPTION: Weighted average of <i>Kuna</i> loan interest rate for all maturities less <i>Kuna</i> deposit rate of interest.	1996	15	14.31
	1997	14	12.46
COMMENTS: Decline in gap indicates progress towards more competitive banking sector. Figure reported for 1997 is through March 1997.	1998	12	
	1999	10	

Table 2.2 Assets held in Private Banks

OBJECTIVE: SO2: More competitive, market-responsive private financial sector			
APPROVED: 01/97 COUNTRY/ORGANIZATION: Croatia			
RESULT NAME: More competitive, market-responsive financial sector.			
INDICATOR: Assets held in private banks			
UNIT OF MEASURE: Percent	YEAR	PLANNED	ACTUAL
SOURCE: Central Bank	1995	Baseline	48
INDICATOR DESCRIPTION: Share of total bank assets held in private* banks.	1996	48	57
	1997	51	
COMMENTS: *Private bank means any bank with more than 50% private ownership.	1998	55	
	1999	60	

SO 3: More effective, responsible and accountable local Governance

I. Overall Rating and Assessment of Progress Toward the Strategic Objective.

Overall progress towards more effective, responsible and accountable local governance is not meeting expectations. USAID/Croatia gives this SO a one plus (1+) rating. This assessment reflects progress meeting expectations in implementing the eastern Slavonia-specific components of the program and progress not meeting expectations under the municipal management project.

The principal factors affecting performance under the municipal management program are control exercised by the national government to limit local governments' ability to act independently and the inability and lack of will among city officials to change the legal and policy environment in which they must operate. Efforts to advocate for decentralization are perceived by many local officials as tantamount to open opposition to the national government and thus too risky to pursue in the current political environment. A few cities have shown a willingness to push for reform, but not enough to create any real momentum. Some limited progress has been made towards developing open and transparent city management decisions through the budget process, but opaque financial systems and vertically integrated service delivery systems controlled by county governments and national ministries have slowed progress. The program to support improvements in city-managed housing has not yet been launched.

At the national level, little substantive progress has been made towards improving city governance, either as a democratic mechanism or as a provider of services. Neither of the two city associations expected to work with the program has come forward to take a leadership role on local governance issues. This is apparently due to local political sensitivities and fear of offending the national government and the ruling party. Few city leaders are willing to accept the challenge of reforming their budget or service delivery systems, both of which involve challenging formal and informal political structures now in place. Activities aimed at improving housing management have been delayed due to passage of a flawed property law, lack of local consensus, and absence of NGOs or public counterparts for a program.

At this juncture, it is clear that a substantial increase in program resources -- money, staff, and time beyond the planned program period for USAID in Croatia -- and a major change of government policy towards city management would be needed for USAID to have a meaningful impact on the range of problems facing local governments in Croatia. In light of these circumstances, USAID/Croatia proposes to eliminate local governance as a separate SO and to reprogram resources to support higher priority activities related to reintegration and to democratization. Some of the activities originally planned under this SO will be transferred to and completed under SO 1 and SO 4, while others will be curtailed.

II. Performance Analysis

Under this SO, USAID has supported a program of municipal rehabilitation in eastern Slavonia and a municipal management program in five large cities in the rest of Croatia. Implementation

of the municipal management project began in FY 97. The program was designed to operate in five large cities in eastern Slavonia to achieve three intermediate results: (IR 3.1) cities maintain legal and financial autonomy; (IR 3.2) cities make open, transparent management decisions, and (IR 3.3) cities facilitate private housing solutions.

Under the eastern Slavonia component, USAID has provided specialized long and short-term technical assistance to identify priority reconstruction and rehabilitation projects in the region. USAID-funded short term TA has been instrumental in catalyzing the involvement of other donors in eastern Slavonia including the EU, ECHO, and Germany to support reconstruction and rehabilitation projects in the region. Since September 1996, the USAID-funded resident advisor has been in eastern Slavonia to develop and monitor implementation of small scale infrastructure and other projects in villages selected for participation in the municipal rehabilitation program. Funds for actual implementation of projects were provided by USAID through a grant to UNTAES. UNTAES civil affairs staff have assisted in project identification and procurement. Eligibility is based on a combination of need and demonstrated willingness of village leaders to employ democratic decision-making processes in project selection. To date, 26 small projects have been completed or are currently under implementation in 21 villages in eastern Slavonia. A second round of 10-15 projects incorporating additional conditionality requiring open agreement of elected municipal assemblies and demonstrated willingness of villagers and village leaders to facilitate return and resettlement of minority populations, is now under development and should be completed by December 1997.

Management and monitoring responsibilities for the eastern Slavonia component of this SO have been transferred to SO 1 to support reintegration of populations affected by the Erdut Agreement. As discussed above under SO 1, USAID is reviewing options for continuing support of small municipal reconstruction projects in eastern Slavonia after the departure of UNTAES. One possibility under consideration is to coordinate funding and project implementation with the Office of Transitional Initiatives (OTI).

I.R. 3.1 Cities maintain legal and financial autonomy

No progress under this IR can be reported. Information developed since the beginning of the project indicates that Croatian cities are faced with a formidable network of laws and practices that severely constrain their capacity to act independently of the national government. The national legislature regularly acts without consulting the cities or municipalities. The line ministries are controlled by the national government and regularly use their power to override city initiatives. There is shared concern by city officials across political parties that city autonomy is being compromised. Furthermore, a deep seated cultural resistance to open questioning or lobbying of national authority impedes action for greater city autonomy. Neither of the two existing city associations has yet proved to be a viable counterpart for a reform dialogue. Revenue sharing is virtually impossible to track due to opaque budget systems. Over the next 2-3 years, support for development of city associations will be available under the NGO sector development project under SO 4.

I.R. 3.2 Cities make open, transparent management decisions

Some limited progress can be reported under this IR. The recently re-elected local officials in the cities of Varazdin and Rijeka have committed themselves to prepare for and implement a transparent, analytic, and actively participatory budget preparation process for the development of the 1998 budget. In addition to making the budget less cumbersome and more understandable, the new process separates operating and investment budgets and compares 1997's program accomplishments with the expenditures that brought them about. For the first time, budgets will also show clearly the flow of funds to city service companies to enforce greater accountability of these entities. While a number of cities are observing the process closely, few are willing to commit to reforming their own budgets. USAID and the contractor's assessment is that budget knowledge and techniques in the two model cities are sufficiently developed to permit termination of long term TA in this area. As part of an orderly close out plan, some limited additional training in budgeting and financial management for city governments may be provided.

I.R. 3.3 Cities facilitate private housing solutions

Progress under this IR has been disappointing. The January 1997 Property Law mandated that cities authorize condominium associations, but created a wide divergence of views regarding how they should be formed, how they should be regulated, and what powers they should have. A consensus is beginning to emerge, but the absence of NGOs or public counterparts for a USAID-funded housing management program have prevented delivery of meaningful assistance. Due to other delays, including the municipal elections in April 1997, the condominium management and provision of private maintenance service activities are now at least a year behind schedule. The provision of city incentives for housing construction planned to begin FY 1998, will be further delayed. Under the circumstances, termination of this element is advised.

III. Expected Progress through FY 99 and Management Action

Over the past year, it has become clear that the range of problems facing local governments in Croatia is well beyond the present resources of USAID to address within the proposed time frame for the USAID program in Croatia. Without a substantial increase of resources and time, and, more importantly, dramatic changes in the political structure of how cities are financed and managed in Croatia, the IRs originally identified under the municipal management component of this SO will not be achieved. Under the circumstances, USAID proposes to eliminate local governance as a separate SO and to scale back the scope of planned activities under the project. To implement this decision, USAID has requested from Urban Institute a close-out plan for the municipal management program for completion by July 97. As discussed above, the eastern Slavonia component of the program will be shifted to SO 1. Some limited support for training of mayors and other city officials may be included in the close out plan. Any remaining resources under the municipal management project will be used to support the municipal rehabilitation program under SO 1.

SO 4 (ENI SO 2.3): Increased, Better-Informed Citizens' Participation in Political Process

I. Overall Rating and Assessment of Progress Towards the Strategic Objective

Overall progress towards increased, better-informed citizens' participation in political process is not meeting expectations. USAID/Croatia rates this SO a two minus (2-). This assessment reflects mixed progress over the past year towards completing the transition to an open, democratic society. On the positive side, there is evidence of increased public activism and strengthened advocacy for democratization by NGOs, citizens groups, political parties, and the independent media. On the negative side, serious questions persist about the GOC's commitment to fundamental principles necessary to open the political process to broader participation. Major issues of concern include human rights protection for all citizens, independence of the media, the right of association, the role of NGOs in civil society development, the rule of law, and open and fair electoral processes. Croatia's slow progress towards democratization is reflected by the low combined average rating received in the Freedom House annual "Freedom in the World" survey which placed Croatia in the lower half of "Partly Free" countries (see Table 4.1).

Despite a relatively unfavorable environment for democratic transition, there have been some important indications over the past year of increased political activism among citizens and citizen groups in Croatia. Spontaneous, mass demonstrations in Zagreb in November 1996 to oppose government efforts to shut down the city's only remaining independent radio station (Radio 101) were a sign that citizens are prepared to advocate for fundamental democratic principles. More recently, lobbying efforts by a coalition of indigenous NGOs to permit domestic monitoring of elections were another encouraging sign that citizens favor more open and transparent political processes. That Radio 101 was able to retain its broadcast license was a small but important victory and morale booster for advocates of democratic reform. The GOC's steadfast refusal to permit domestic monitoring of April 1997 elections was a reminder of how far the process of democratic transition still has to go.

Croatia's ambivalent commitment to basic democratic principles remains the main obstacle to successful achievement of this SO. Over the next several years, progress in resolving key issues listed above will determine when and if Croatia will gain access to European and trans-Atlantic institutions including the EU, the Partnership for Peace, and eventually perhaps NATO. Given the importance of progress in this area, USAID/Croatia proposes a revision of its performance monitoring plan under this SO to incorporate qualitative analysis of progress achieved towards meeting conditions for eligibility into key international institutions. A basic letter grading system (A,B,C,D,F) is proposed based on survey analysis of US and other international government and non-governmental organizations' reporting on Croatia's progress toward democratic transition.

Using this new main indicator, Croatia's progress over the past year would rate a "D" for barely passing (see Table 4.2). Croatia's admittance into the Council of Europe (COE) in November 1996 indicated some progress towards democratization. COE acceptance, however, came only after a protracted debate about Croatia's suitability for membership and was conditioned on further improvements over the next year on basic democratic governance and human rights

issues. Croatia's generally poor performance was reported in the State Department's 1996 annual human rights report and was highlighted during Secretary of State Albright's visit to Croatia in May 1997, during which she pointedly admonished Croatia to improve performance in treatment of ethnic Serb populations and other displaced persons or face the prospect of international isolation. Despite disappointing performance to date, progress can be realistically expected if and international pressure builds and scrutiny of Croatia increases.

II. Performance Analysis

Under this SO, USAID support is directed towards three intermediate results: (IR 4.1) more effective advocacy by NGOs and trade unions, (IR 4.2) increased responsiveness among political parties to constituents, and (IR 4.3) increased balance in media reporting.

IR 4.1 More effective advocacy by NGOs, trade unions.

Over the past year, progress towards achieving this intermediate result has been mixed. On the NGO Sustainability Index (See Table 4.2) developed by the USAID/ENI Office of Democracy, Governance and Social Reform (ENI/DGSR) for analysis of NGO development in the region, Croatia was ranked 12th (above only Kazakhstan and Kirghiz Republic) among 14 CEE and NIS countries covered by the index. The low specific component for effective advocacy underscored the limited success of NGOs in Croatia to promote democratic reform.

The principal obstacle to more effective advocacy by NGO groups and trade unions is government unwillingness to create an environment more conducive to open pluralistic debate. The legal/regulatory environment for NGOs in Croatia is already among the worst in Central and Eastern Europe. Furthermore, the draft of a new Law on Association currently under consideration in Croatia would exacerbate financial and political repression of the sector. Since early 1997, USAID is working with the International Center for Not-for-Profit Law (ICNL) to provide comparative analysis of the proposed new legislation and to recommend to government policy makers revisions to the law necessary to support civil society development.

NGO development in Croatia is also constrained by limited internal capacity in areas such as management and organization, financial viability, and public relations. As is the case in many other CEE and NIS countries, NGOs in Croatia are still seeking to define their role in society and to inculcate public support for voluntarism. Moreover, NGOs in Croatia are in transition from short term crisis response to longer term civil society development.

Since 1994, USAID has provided support for NGO development through three umbrella grants with ADF, IRC, and Delphi Star and through the U.S. Embassy Democracy Commission. Since September 1996, NDI has been implementing a civic organizing project in eastern Slavonia to encourage a more active role for NGOs and ad hoc citizens groups. Over the past year, these programs have assisted over 60 local NGOs to strengthen internal capacity and encourage sustainability. Among USAID-funded NGOs, most now have effective financial management systems in place, diversified (i.e., three or more) sources of funding, functioning boards of

directors, and improved organizational structures. The relative strength of Croatian NGOs among other CEE and NIS countries is reflected in the high component rating for organizational capacity and financial viability on the ENI/DGSR NGO sustainability index (Table 4.3).

Trade Unions are another element of non-governmental advocacy supported by USAID through the Free Trade Union Institute (FTUI) project. Trade Unions participating in the FTUI project have improved their capacity to negotiate with the government and advocate successfully on members' behalf. One example of this was the agreement reached on November 14, 1996 between the two largest labor confederations -- the Union of Autonomous Trade Unions of Croatia (UATUC) and the Croatian Union of Trade Unions (HUS) -- and the GOC included key concessions on the right to collective bargaining, favorable revisions to the law on income tax, increases in wages, and establishment of a separate labor department in the courts. Over the past year, the establishment of a FTUI advisory board in Croatia has promoted promote closer cooperation among the five largest labor union confederations.

IR 4.2 Increased responsiveness among political parties to constituents

Progress towards this IR is not meeting expectations. Opposition parties remain weak individually and incapable as a group of forming stable coalitions to compete effectively for power at the national level. Despite polls indicating an erosion of public support for the ruling party, opposition parties have failed to seize the opportunity. In municipal and county elections in April 1997, the HDZ strengthened its control of the House of Counties by introducing in March 1997 a new system of seat allocation and using the new rules to take full advantage of the fragmented opposition. At the municipal level, opposition parties managed to retain control in a number of key larger cities, but failed to make substantial gains elsewhere. In Zagreb, the HDZ won 24 of 50 seats and subsequently regained control over the city council by coopting the support of one of the smaller right-leaning parties which has captured two seats.

Efforts supported by NDI to encourage parties to build platforms to address substantive issues of importance to the electorate and to promote cooperation among parties on key issues have not yet succeeded as planned. The success of the multi-party election monitoring group known as KOSPI (for Coordination of Opposition Parties for Monitoring Elections) remains an important exception. Monopolization of power by the HDZ and general lack of experience among opposition parties have been the two key obstacles. Over the next several years, it is expected that the political situation both within the ruling party and among the opposition parties will continue to evolve rapidly. Within this changing environment, NDI will continue to seek opportunities to support development of substantive coalitions and viable opposition parties. In addition, NDI will develop activities with elected officials at the local and municipal level to encourage improved communication and increased cooperation with citizens and citizens groups.

In eastern Slavonia, USAID support through NDI and the International Foundation for Electoral Systems (IFES) for voter education, voter list preparation and verification, civic organizing, and electoral administration contributed to the overall success of local elections. According to UNTAES, over 130,000 people or some 90% of the eligible electorate voted including over

75,000 current residents. UN Transitional Administrator, Jacques Klein, certified the results in May 1997 and stated that the results indicated the commitment of populations in eastern Slavonia to assume civic responsibilities as Croatian citizens following reintegration of eastern Slavonia into Croatia later in 1997.

IR 4.3 Increased balance in media reporting

Progress over the past year towards achieving this IR was mixed. The 1996 Freedom House report on Press Freedom rated Croatia in the lower half of the "Partly Free" category, a scant three points above the "Not Free" threshold (see table 4.4). As is the case with NGO development, the principal obstacle to more balanced media reporting is government obstruction of efforts to develop an independent media. Other important constraints are the limited capacity of media to operate in a more competitive, market-oriented environment and limited journalistic and media management skills.

Public access to information through the media remains largely controlled by the state. This is particularly true for electronic media (TV and radio). State control of information is exercised both directly through ownership of media outlets and indirectly through control of licensing, frequency distribution, taxation and legislation. Over the past year, official efforts to suppress independent media remained intense. Frequent harassment by the financial police, a spate of slander suits, and the introduction of a new press law authorizing criminal prosecution of journalists for offending state officials were all indicators of a worsening environment for the free and open flow of information.

USAID supports independent media through the Professional Media Project (PMP) implemented by the International Research and Exchanges Board (IREX) and media training programs administered by USIS. Over the past year, the IREX program has focussed on professional skills and management training for journalists, support for the Croatian Journalists Association (CJA), and legal assistance and advice on media law issues. With over 2,800 members, the journalist association is developing as an important independent, autonomous association of print and electronic media professionals. The establishment of an independent Press Center in 1996 was a notable accomplishment towards fostering increased professionalization. The new continuing education program managed by the association with support from IREX is currently the only program available in Croatia for working journalists to improve their skills in investigative journalism, interviewing, market research and other areas of professional development. The program has been an important catalyst for enlisting additional support from other donors including the EU, the Netherlands, Norway, Germany, and the Open Society Institute.

Another specific result of USAID support under the PMP program over the past year was the establishment of a new independent weekly newsmagazine "Tjednik." Grant funding and technical assistance from IREX in the areas of financial management and marketing were instrumental in enabling the launch of publication in February 1997. The magazine is now in its fourth month of operation and is viewed as an important and respected source of objective

regional and international news for readers in Croatia and the region.

III. Expected Progress through FY 99 and Management Action

The prognosis for achieving this SO within the established 4-5 year time frame remains uncertain. Success would be indicated by improvement of Croatia's combined Freedom House rating from "Partly Free" to "Free" and fuller (and unqualified) participation by Croatia in western democratic institutions including the COE, the Partnership for Peace, and the EU. Government will and capacity to foster pluralism and create conditions for more open public debate is the principal factor affecting performance. The rationale for USAID's continued engagement under this SO is its assessment that conditions can and will improve. As discussed above, the U.S. and other western European allies can play a key role in influencing accelerated reform. Furthermore, Croatia's strategic importance to the peace process, particularly the positive role that a more open and democratic Croatia could play in support of regional stability, argue for redoubling and intensification of efforts towards democratization. Over the next two to three years, USAID proposes to expand its program of support under this SO to increase impact and improve the likelihood of success within the program period.

Support for NGOs through existing umbrella grants with IRC, Delphi and ADF are scheduled to phase out over the next 12 months. The umbrella grant program with ADF will be extended and refocused on human and civil rights issues associated with reintegration (SO 1). The Delphi Star program will be evaluated over the next several months for possible extension. In addition, a new three year NGO sector development program is currently under design with implementation to begin in FY 98. The goal of the new program will be to ensure longer term sustainability of NGOs in Croatia to serve as building blocks for civil society development. Key components of the program will include: revision of the legal and regulatory framework; public relations and advocacy strategies for NGOs; improved internal organizational and management capacity, and coalition building within the NGO sector. USAID will maintain support to trade unions through FY 99. The American Bar Association (ABA/CEELI) project will continue to work with the Croatian Judges Association and the Women's Bar Association and may expand support to other NGOs in Croatia working on specific legal reform issues. By the year 2000, it is expected that overall NGO sector development in Croatia will have reached "Stage 3" development on the ENI/DGSR sustainability index at which time support could be phased out.

Through FY 99, the NDI political party building program will continue to work with civic organizations and will be repositioned to emphasize work with elected officials at the local level. The NDI civic organizing program in eastern Slavonia will be broadened. Expected results are: closer links between political parties and local government officials and improved communication and transparency between voters and local governments.

USAID support for independent media will remain focussed on professional skills development and establishment of the Croatia Journalist Association as a sustainable, broad-based advocate of independent media. USAID is reviewing options for direct support of electronic media and plans to have a program in place in FY 98. The principal expected result under this IR through

1999 is a sustainable and diverse independent media, the indicator of which will be a change in Croatia's status from "Partly Free" to "Free" on the Freedom House scale of press freedom.

Table 4.1: Freedom House Combined Average Rating

Strategic Objective 4: Increased, better-informed Citizens Participation in Political Process			
APPROVED: COUNTRY/ORGANIZATION: Croatia			
RESULT NAME: Increased, better Informed Citizens' Participation in Political Process			
INDICATOR: Freedom House Combined Average Rating			
UNIT OF MEASURE: Freedom House Scale of Freedom; Gradations of Free (F); Partly Free (PF) and Not Free (NF) SOURCE: Freedom House Report INDICATOR DESCRIPTION: Combines analysis of Civil Liberties and Political Rights COMMENTS: 4.0 rating corresponds to Partly Free (PF). Rating puts Croatia at same level as Albania, Georgia and Kirghiz Rep and behind Russia, Ukraine, Moldova, Slovakia among other PF CEE/NIS Countries.	YEAR	PLAN	ACTUAL
	1996	Baseline	4.0 (PF)
	1997	3.0 (PF)	
	1998	2.5 (Free)	
	1999	2.0 (Free)	
	2000	1.5 (Free)	

Table 4.2: Progress toward meeting conditions of acceptance into Western Democratic Institutions

Strategic Objective 4: Increased, better-informed Citizens Participation in Political Process			
APPROVED: COUNTRY/ORGANIZATION: Croatia			
RESULT NAME: Increased better-informed citizens' participation (main SO indicator)			
INDICATOR: Progress towards meeting conditions of acceptance in western Democratic Institutions			
UNIT OF MEASURE: A,B,C,D,F with qualitative analysis based on survey/analysis of public record SOURCE: Survey/Analysis of State Department Annual Human Rights Report, UN Security Council Reports INDICATOR DESCRIPTION: Measure/Barometer of political will and commitment on fundamental democratic and human rights issues COMMENTS: D constitutes an assessment of "barely passing." This reflects acceptance of Croatia into the Council of Europe in 1996 conditioned on improved performance on fundamental democratic principles.	YEAR	PLAN	ACTUAL
	1996	Baseline	D
	1997	C	
	1998	B	
	1999	B	
	2000	A	

Table 4.3: ENI/DGSR NGO Sustainability Index

OBJECTIVE: SO 4 - Increased, better informed citizen's participation in political process			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Croatia	
RESULT NAME: IR 4.1. - More effective advocacy by NGOs, Trade Unions			
INDICATOR: Overall strength/development of the NGO sector.			
<p>UNIT OF MEASURE: The Sustainability Index is a composite score based on qualitative analysis of the entire NGO sector in five areas: legal environment, organizational capacity, financial viability, advocacy skills, and public image of NGOs. Scoring is on a descending 7-1 scale with 7 being the worst score and 1 the best.</p> <p>SOURCE: USAID - Poll of ten independent assessments (SO team members, NGO representatives, USAID grantees)</p> <p>INDICATOR DESCRIPTION: 7 is lowest rating corresponding to erosion or no change since the end of the Soviet Era. A score of 1 corresponds to strong progress towards sustainable NGO development.</p> <p>COMMENTS: Sustainability Index rating for Croatia reflects results on five different scales: legal environment scale: 5.0; organizational capacity: 3.0; financial viability: 3.9; advocacy 5.1; public image: 5.0.</p>	YEAR	PLAN	ACTUAL
	1996	Baseline	4.4
	1997	4.0	
	1998	3.8	
	1999	3.5	
2000	2.5		

Table 4.4: Freedom House Rating of Press Freedom in Croatia

Strategic Objective 4: Increased, better-informed Citizens Participation in Political Process			
APPROVED:		COUNTRY/ORGANIZATION: Croatia	
RESULT NAME: Increased Balance in Media Reporting			
INDICATOR: Freedom House Press Freedom Rating			
<p>UNIT OF MEASURE: Freedom House Scale of Press Freedom</p> <p>SOURCE: Freedom House Report</p> <p>INDICATOR DESCRIPTION: Scores from 1-30 correspond to Free (F); from 31-60, Partly Free (PF); and from 61-75 Not Free (NF)</p> <p>COMMENTS: Croatia's score of 58 is a only 3 points from Not Free; Croatia is behind Slovakia, Hungary, Slovenia, Lithuania, Czech Republic.</p>	YEAR	PLAN	ACTUAL
	1996	Baseline	58 (PF)
	1997	45 (PF)	
	1998	35 (PF)	
	1999	30 (F)	
	2000	20 (F)	

SO 5: Cross Cutting Activities and Special Initiatives

I. Overall Rating and Assessment of Progress Towards the Strategic Objective

Progress under cross-cutting activities and special initiatives is meeting expectations. USAID gives this a two (2) rating. This assessment reflects successful restructuring of budgeting and management procedures for cross-cutting activities to ensure that they more directly support and contribute to achievement of results outlined under the strategic plan. Cross-cutting activities are now funded using a pay-for-services approach under which SO teams agree to allocate funds from their overall SO budget for training, project management and/or legal services based on expected results and level of services needed for achievement of the SO. This has resulted in improved overall accountability and strengthened capacity to manage for results.

II. Performance Analysis

Four cross-cutting programs: the American Bar Association/Central and Eastern European Legal Initiative (ABA/CEELI); the Entrepreneurial Management and Executive Development (EMED) training program; the Participant Training Project for Europe (PTPE); and the Audit, Evaluation and Project Support (AEPS) Project and one special initiative, the American International Hospital Alliance (AIHA), are currently operating in Croatia.

ABA/CEELI is contributing to SO 1, SO 2 and SO 4. Under SO 1, ABA has provided a resident civil rights lawyer to support Human and Civil Rights Protection in eastern Slavonia (IR 1.2). Under SO 2, ABA commercial law specialists are working to improve the legal framework affecting capital markets development (IR 2.2.1) and providing support to strengthen capacity of regulatory agencies and institutions (IR 2.2.1 and IR 2.2.2). Under SO 4, ABA is supporting the development of the Croatian Judges Association (IR 4.1).

EMED training is contributing to SO 1 and SO 2. In 1996, a total of 41 people participated in the program. Under SO 1, the program is providing training and follow-on support to small enterprise owners and entrepreneurs from eastern Slavonia and other war affected area of Croatia. The **Participant Training** project contributes to all four SOs. In 1996 a total of 73 participants received training under the program.

AIHA received its final increment of funding in FY 97. Implementation of the program in Croatia is meeting expectations. Notable results of the project included improved financial management . The AIHA program will end in Croatia as planned in 1998.

AEPS funds over the past year have been used to conduct audits of local NGOs (SO 1.3), a baseline survey for SO 4, and funding for one USPSC and three FSN Project Specialists.

III. Expected Progress through 1999 and Management Actions

ABA/CEELI will continue through 1998 its work under SO 2 on strengthening the legal and regulatory framework affecting financial sector development in Croatia. Program emphasis under SO 4 will be redirected towards issues related to the rule of law, including the legal environment for NGO sector development and independent media.

EMED training of enterprise owners and managers in the Slavonia region and other war-affected areas will continue through FY 99. By the end of the program, 75-100 participants will have received assistance. Over the next year, SO 1 team management will develop mechanisms for ensuring close coordination and linkage of EMED with other small enterprise development assistance activities under SO 1 (IR 1.1) including FLAG and SEAF -- both of which have just gotten underway.

Management of the participant training program has been transferred to World Learning. The program will continue in Croatia through FY 99. As discussed above, funding and management of training has been restructured to ensure direct impact on intermediate results identified under the SOs.

To simplify accounting and financial management procedures, all program and project management staff (currently 2 USPSCs and four FSNs) will be funded from FY 97 forward under the AEPS account. This decision is consistent with implementation of management by Strategic Objective Teams (SOT). While SOT members may retain specialization within the SO, the team approach entails more cross-cutting management for which AEPS funding is appropriate.

Part III: Management Contract

A. Status of the Management Contract

For reasons discussed above, USAID/Croatia proposes to consolidate its program in FY 98 by eliminating local governance (SO 3) as a separate strategic objective. This will reduce the number of SOs in Croatia from four to three. To implement the change, USAID has requested a close-out plan for terminating activities under the Municipal Management Project. Ongoing municipal rehabilitation activities involving UNTAES and local governments in eastern Slavonia are being transferred to SO 1. Resources remaining under the Municipal Management Project after the close-out will be redirected to SO 1 to support development and implementation of local government-based activities to facilitate reintegration.

Proposed revisions to the SO 1 (Reintegration of Populations affected by Erdut Agreement) results framework include the possible addition of a new intermediate result related to municipal infrastructure and/or housing. Following the departure of UNTAES from eastern Slavonia, ongoing municipal rehabilitation activities will either be curtailed or restructured under new implementation arrangements. In addition, USAID is assessing the potential feasibility of a loan guarantee program to provide access to long-term finance for repair and reconstruction in eastern Slavonia and other war affected areas of Croatia including the former Krajina and Western Slavonia. To fill the void left after the departure of UNTAES and provide support for DPs from eastern Slavonia wishing to return to other parts of Croatia, SO 1 will provide increased support through NGOs for legal assistance and human rights monitoring and protection in eastern Slavonia and other parts of Croatia. These activities will be closely coordinated with OSCE and other donors. Lastly, over the next several months, indicators related to economic revitalization and support for private enterprise development under SO 1 will be reviewed and possibly

There are no proposed changes to SO 2 (though there will be a relative shift in emphasis from banking sector reform to capital markets development). Funding for banking sector reform activities will be completed by FY 98. As the ABA/CEELI Project is contributing equally to three SOs, it has been shifted from SO 2 to cross-cutting. ABA/CEELI support to improve the legal framework for financial development will continue through FY 98.

There are no planned revisions to the overall results framework for SO 4 (Citizens' Participation); however, the program will be expanded to provide additional support for NGO sector development and independent media to support accelerated democratic transition. As discussed above, expanded activities will include a Croatia-wide NGO sector development program (including eastern Slavonia and other war affected areas) and increased support for independent media. USAID has proposed revision and simplification of the performance monitoring plan for SO 4 to utilize existing information and minimize independent data collection requirements.

There are no proposed changes to the portfolio of cross-cutting activities and special initiatives.

AIHA will be closed out in Croatia in FY 98 as anticipated in the original strategic plan.

B. Issues and Concerns

Reengineering and New Management System (NMS)

To improve management of projects and activities and strengthen accountability of SO Teams in the field, USAID/Croatia's view is that staff in Zagreb must be provided direct access to the NMS when and if the system is re-instituted. This would entail either installing the system in Croatia or developing procedures for USAID/Croatia to have direct on-line access through the regional office in Budapest. NMS training for program and project staff is requested in the first quarter of FY 98. USAID/Croatia will continue to work on implementing basic re-engineering concepts including management for results by SO Teams. Over the next year, a key management objective will be to improve coordination and communication within and among SO teams (i.e. core members, virtual members and expanded team members) and with Project Objective Teams (POTS) in AID/W. Training for staff on SO team management and coordination has been requested for early FY 98.

C. 22 CFR 216

There are currently no 22 CFR 216 issues that would require environmental review. If a loan guarantee program for repair/reconstruction of municipal infrastructure or housing were proposed, it would include an plan and schedule for an Initial Environment Evaluation (IEE).

Part IV. Resources Request

A. Financial Plan

Total program resources for the USAID program in Croatia in FY 96 were increased from the FY 97 R(4) planning level of \$11.7 million to \$14.975 million. This increase was in response to priority assistance needs in eastern Slavonia. Total approved program resources for FY 97 are \$13,250 million and, as discussed with ENI Bureau management, may increase to approximately 14.75 million to provide additional support under SO 1. Additional funds between now and the end of FY 97 will be used to pay down mortgages on economic revitalization projects. The current planning level for FY 98 is \$24.0 million and for FY 99 \$10.0 million.

The table below summarizes the allocation of resources among SOs. Totals shown for each SO include amounts allocated by the SO teams to cross-cutting activities (e.g., EMED, PTPE, AEPS). These funds will be obligated under the cross-cutting portfolio. As a result, actual obligations levels under the SOs will be less than indicated, and actual obligations under cross-cutting will be higher than indicated.

FY 1996 -1999 Funding for USAID/Zagreb by SO

Strategic Objective	FY 96	FY 97	FY 98	FY 99	Total
SO 1: Reintegration of Populations	8,685	7,010	13,000	5,200	33,895
SO 2: Financial Sector	1,772	2,175	3,000	1,000	7,947
SO 3: Local Governance	500	850	NA	NA	1,350
SO 4: Citizens' Participation	1,965	3,615	7,500	3,450	16,530
Cross-Cutting/Other	2,053	1,100	500	350	4,003
Operating Year Budget	14,975	14,750	24,000	10,000	63,725

As indicated in the table, more than half of all FY 96-99 program resources in Croatia is directed to support reintegration of populations affected by the Erdut Agreement. Approximately 25% of total resources are directed towards democratic transition. SO 3 allocation includes funding for municipal management program only. Resources provided under SO 3 for eastern Slavonia activities have been re-attributed above to SO 1. In budget tables following, all resources for SO 3 are listed under SO 1 as most of these resources will be used in eastern Slavonia and to avoid split funding of projects across SOs.

B. Prioritization of Strategic Objectives

USAID's principal goal in Croatia is to foster development of a more open democratic society

with a high standard of human rights protection and commitment to democratic principles. To achieve this goal, Reintegration of Populations Affected by the Erdut Agreement is the highest priority SO followed by Increased, Better-Informed Citizens' Participation. Financial sector development is the third priority. Priorities are clearly reflected in the allocation of program resources. Priorities were selected on the basis of a combination of performance, contribution to agency and US foreign policy objectives and unique circumstances in Croatia in the aftermath of the war in the former Yugoslavia.

C. Personnel and Operating Expense Budget

Workforce tables and Operating Expense (OE) budgets were submitted to AID/W in May 1997 as requested. USAID/Croatia has requested an increase of \$38,000 to \$870,00 in its OE budget for FY 97 to cover unbudgeted increases in FSN salaries (due to the change in the Local Compensation Plan) and change in USDH personnel. The Operating Expense Budget covers 3 USDH, 1 USPSC and 6 FSNPSCs plus 2 persons that are under contract with Embassy, but funded by USAID.

The OE budget request for FY98 is \$1,321,500. Increase to this level is needed to cover costs of an additional USDH, one FSN and increased office and other operating expenses to manage expanded program. The OE budget request for FY99 is \$1,270,500. By that time all major procurements of office equipment and residential furniture will have been completed.

USAID/Croatia is currently managing a four year \$63 million program with one of the smallest staffs in the region (3 USDH, 3 USPSCs, and 10 FSNs). Two additional FSNs positions have been approved for FY 97 and are under recruitment. The total staffing level for FY 98 is 23. Additional staff in FY 98 are one USDH, one USPSC and three FSNs. To support management and monitoring of expanded portfolio of activities in eastern Slavonia, one additional USPSC above the current approved level may be requested in FY 98.

D. Field Support/Global Bureau

The Global Bureau Support table is attached. In FY 97, USAID transferred \$300,000 from its OYB to the Global Bureau to fund short-term support for local elections in eastern Slavonia through the Consortium for Elections and Political Process Strengthening (CEPPS) Project. This arrangement worked quite well and was an important contribution to the success of elections. At present, USAID/Croatia has no plans for additional obligations under the CEPPS project.

Under SO 4, USAID will conduct a final evaluation of the ongoing Delphi Star Project to support development of women's groups in Croatia. The project is scheduled to close out at the end of 1997. Based on the findings of the evaluation, USAID/Croatia will make a determination on whether continued separate support for women's groups is needed and, if so, how best to provide support. Assistance from the Global Bureau both in conducting the evaluation and in providing continuing support will be requested.

ANNEX I
USAID/CROATIA
PROGRAM BUDGET TABLES
FY 1998 RESOURCES REQUEST

BUDGET TABLE #1
FY 1998 Results Review Resources Request (R4)
USAID/Croatia Program Budget By SO and Activity

FY 1995-99

S.O. 1 Reintegrating War Affected Populations		Thru 95	1996	1997	1998	1999	Total
180-0023	SME Microloan Program (Opp Int'l)	0	2,500	0	500	0	3,000
180-0023	Equity Finance (SEAF)	0	2,000	1,500	1,500	0	5,000
180-0023	ES Private Sector Development Support	0	1,000	1,000	1,000	0	3,000
180-0016	Legal Assist/Civil Rights/Human Rights	2,326	544	1,294	2,000	750	6,914
180-0016	NGO Grants/Humanitarian Assistance	10,223	141	816	950	0	12,130
180-0034	UNTAES Letter Grant	0	1,900	0	0	0	1,900
180-0034	Municipal Rehabilitation	820	1,100	1,750	4,000	1,000	8,670
180-0034	Housing Sector Assistance	0	0	800	2,000	3,000	5,800
	EMED [non-add figure, counted under special initiatives]	NA	0	300	300	0	600
	PTPE/Other Training (non-add figure, counted under cross cutting)	NA	0	150	350	200	700
	AEPS (non-add figure, counted under cross-cutting)	NA	0	250	400	250	900
Grand Total all SO 1 Activities		13,369	9,185	7,860	13,000	5,200	48,614
SO 1 Actual Budget Request (Total less cross-cutting)		13,369	9,185	7,160	11,950	4,750	46,414
S.O.2 More Competitive Market Responsive Financial Sector		1994/95	1996	1997	1998	1999	Total
180-0014	Capital Markets Development	645	400	1,140	1,000	500	3,685
180-0014	Banking Sector Reform	1,955	500	200	600	0	3,255
180-0027	FSVC Grant		100	200	200	200	700
180-0027	TA/Fin Services (Treasury)		200	0	250	0	450
180-0026	Commercial Law Reform	150	100	0	200	100	550
	EMED (non-add figure, counted under cross-cutting)	NA	0	50	100	0	150
	PTPE/Other Training (non-add figure, counted under cross-cutting)	NA	0	75	150	0	225
	AEPS (non-add figure, counted under cross-cutting)	NA	0	250	250	200	700
	ABA/CEELI (non-add figure, counted under cross-cutting)	90	472	260	250	0	1,072
Grand Total all SO 2 Activities		2,840	1,772	2,175	3,000	1,000	10,787
SO 2 Actual Budget Request (Total less Cross-Cutting)		2,750	1,300	1,540	2,250	800	8,640
S.O. 3 Local Governance		1994/95	1996	1997	1998	1999	Total
180-0034	Housing/Urban Development	NA	NA	NA	NA	NA	NA
180-0034	E. Slavonia Rehabilitation TA (Moved to SO 1)	NA	NA	NA	NA	NA	NA
180-0034	UNTAES Letter Grant (Moved to SO 1)	NA	NA	NA	NA	NA	NA
	PTPE/Other Training (non-add, counted under cross cutting)	NA	0	0	0	0	0
	AEPS (non-add, counted under cross cutting)	NA	0	0	0	0	0
Grand Total All S.O. 3 Activities		0	0	0	0	0	0
SO 3 Actual Budget Request (Total less cross-cutting)		0	0	0	0	0	0
S.O. 4 Increased Citizens' Participation		1994/95	1996	1997	1998	1999	Total
180-0021	Political Organizations (NDI)	350	790	470	750	550	2,910
180-0021	E. Slavonia Elections (CEPPS)	0	0	300	0	0	300
180-0021	Labor Unions (FTUI)	305	540	550	600	100	2,095
180-0032	NGO Sector Development	4,663	0	350	2,600	550	8,163
180-0022	Professional Media Program (IREX)	330	235	500	850	500	2,415
180-0022	Media Training (USIS)	207	100	100	100	0	507
180-0022	Electronic Media	0	0	300	900	600	1,800
180-xxxx	Democracy Commission	100	100	200	300	200	900
180-xxxx	Ron Brown Fellowships (USIS)	406	200	250	250	250	1,356
	PTPE/Other Training (non add number counted under cross cutting)	NA	0	225	400	200	825
	AEPS (Non-add number counted under cross cutting)	NA	0	200	500	250	950
	ABA/CEELI (non-add counted under cross cutting)	826	0	170	250	250	1,496
Grand TOTAL all S.O. 4 Activities		7,186	1,965	3,615	7,500	3,450	23,716
SO 4 Actual Budget Request (Total less cross-cutting)		6,360	1,965	3,020	6,350	2,750	20,445
Cross Cutting/ Other Objectives		1994/95	1996	1997	1998	1999	Total
180-0023	Training for Entrepreneurial Development	300	200	350	400	0	1,250
180-0045	Participant Training	1,384	850	450	900	400	3,984
180-0249	AEPS (CORE)	0	396	500	500	350	1,746
180-0249	AEPS Project Specific	462	0	700	1,150	700	3,012
180-0037	Health Partnerships	2,671	600	600	0	0	3,871
180-0020	Rule of Law	916	472	430	500	250	2,568
180-xxxx	Other (parking fines, transfers, etc.)		7	0	0	0	7
Crosscutting and Special Initiatives Actual Request		5,733	2,525	3,030	3,450	1,700	16,438
TOTAL ALL PROGRAMS		28,213	14,975	14,750	24,000	10,000	91,938

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Budget Table # 2
USAID Croatia Program Budget By SO and ENI Project
FY 98 Results Review, Resources Request

FY 1994-99		1994 & 95	1996	1997	1998	1999	Total
S.O. 1 Reintegrating War Affected Populations							
180-0023	Technical Assistance to Enterprises	0	5,500	2,500	3,000	0	11,000
180-0016	Trauma, Social Welfare & Humanitarian Assistance	12,549	685	2,110	2,950	750	19,044
180-0034	Housing Sector Assistance/Municipal Rehabilitation	820	3,000	2,550	6,000	4,000	16,370
Total SO 1		13,369	9,185	7,160	11,950	4,750	46,414
S.O.2 More Competitive Market Responsive Financial Sector							
180-0014	Privatization and Enterprise Restructuring	2,600	900	1,340	1,600	500	6,940
180-0027	Business Services	0	300	200	450	200	1,150
180-0026	Improving the Business Climate	150	100	0	200	100	550
Total SO 2		2,750	1,300	1,540	2,250	800	8,640
S.O. 3 Local Governance							
180-0034	Housing Sector Assistance (transferred to SO 1)	NA	NA	NA			
Total S.O. 3		NA	NA	NA			
S.O. 4 Increased Citizens' Participation							
180-0021	Political and Social Process	655	1,330	1,320	1,350	650	5,305
180-0032	NGO Sector Development	4,663	0	350	2,600	550	8,163
180-0022	Independent Media	537	335	900	1,850	1,100	4,722
180-xxxx	Transfer (Democracy Commission)	100	100	200	300	200	900
180-xxxx	Transfer (Ron Brown Fellowships)	406	200	250	250	250	1,356
Total S.O. 4		6,361	1,965	3,020	6,350	2,750	20,446
Cross Cutting/ Other Objectives							
180-0023	Technical Assistance to Enterprises (EMED)	300	200	350	400	0	1,250
180-0045	Participant Training	1,384	850	450	900	400	3,984
180-0249	AEPS	462	396	1,200	1,650	1,050	4,758
180-0037	Health (Partnerships AIHA)	2,671	600	600	0		3,871
180-0020	Rule of Law (ABA/CEELI)	917	472	430	500	250	2,569
180-xxxx	Other (parking fines, transfers, etc.)	0	7	0	0	0	7
Total Crosscutting and Other Objectives		5,734	2,525	3,030	3,450	1,700	16,439
TOTAL ALL PROGRAMS		28,214	14,975	14,750	24,000	10,000	91,939

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

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Country/Program: CROATIA

S.O. #	Title	Approp Acct	Bilateral/Field Spt	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: Reintegration of Populations Affected by the Erdut Agreement																
	SEED	Bilateral		12,704	7,160	0	2,500	0	0	0	0	0	4,660	10,870	46,414	16,700
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
		Total		12,704	7,160	0	2,500	0	0	0	0	0	4,660	10,870	0	0
SO 2: More Competitive, Market-Responsive Private Financial Sector																
	SEED	Bilateral		2,205	1,540	0	1,540	0	0	0	0	0	0	2,090	8,640	3,050
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
		Total		2,205	1,540	0	1,540	0	0	0	0	0	2,090	0	0	0
SO 3: More Effective, Responsible and Accountable Local Governance																
	SEED	Bilateral		0	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	0
		Total		0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Increased, Better-Informed Citizens' Participation																
	SEED	Bilateral		1,430	3,020	0	0	0	0	0	0	0	3,020	2,525	20,446	9,100
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
		Total		1,430	3,020	0	0	0	0	0	0	0	3,020	2,525	0	0
SSO 1 Cross Cutting and Special Initiatives																
		Bilateral		1,423	3,030	0	675	0	0	0	600	0	1,755	2,200	16,438	5,150
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
		Total		1,423	3,030	0	675	0	0	0	600	0	1,755	2,200	0	0
SSO 2 NA																
		Bilateral		0	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	0
		Total		0	0	0	0	0	0	0	0	0	0	0	0	0
SP0 1 NA																
		Bilateral		0	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	0
		Total		0	0	0	0	0	0	0	0	0	0	0	0	0
SP0 2 NA																
		Bilateral		0	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	0
		Total		0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral				17,762	14,750	0	4,715	0	0	0	600	0	9,435	17,685	91,938	34,000
Total Field Support				0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM				17,762	14,750	0	4,715	0	0	0	600	0	9,435	17,685	0	0

FY 97 Budget Request by Appropriation - (\$000's)	
Development Assistance	0
Development Fund for Africa	0
Economic Support Funds	0
SEED	14,750
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 1998 Budget Request by Program/Country
(\$000)

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Country/Program: CROATIA

S.O. #, Title	Approp Acct	Bilateral/ Field Spt	Est. SO Pipeline at end of FY 97	FY 1998 Total Request	FY 1998 Request							Est Expend. FY 98	Est Total cost life of SO	Mortgage at end of 1998	
					Basic Education for Chldrn	Other Economic Growth	Population	Child Survival	HIV/AIDS	Other Health	Environ				D/G
SO 1: Reintegration of Populations Affected by Erdut Agreement															
	SEED	Bilateral	8,994	11,950	0	3,000	0	0	0	0	0	8,950	13,180	46,414	4,750
		Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0
		Total	8,994	11,950	0	3,000	0	0	0	0	0	8,950	13,180	0	0
SO 2: More competitive, market-responsive private financial sector															
	SEED	Bilateral	1,655	2,250	0	2,250	0	0	0	0	0	2,855	8,640	800	800
		Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0
		Total	1,655	2,250	0	2,250	0	0	0	0	0	2,855	0	0	0
SO 3: More Effective, Responsible and Accountable Local Governance															
	SEED	Bilateral	0	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	0
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Increased, Better-Informed Citizens' Participation															
	SEED	Bilateral	1,925	6,350	0	0	0	0	0	0	0	6,350	4,625	20,446	2,750
		Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0
		Total	1,925	6,350	0	0	0	0	0	0	0	6,350	4,625	0	0
SSO 1 Cross Cutting and Special Initiatives															
		Bilateral	0	3,450	0	1,050	0	0	0	0	0	2,400	3,850	16,438	1,700
		Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0
		Total	0	3,450	0	1,050	0	0	0	0	0	2,400	3,850	0	0
SSO 2 NONE															
		Bilateral	0	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	0
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0
SPO 1 NONE															
		Bilateral	0	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	0
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0
SPO 2 NONE															
		Bilateral	0	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	0
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral			12,574	24,000	0	6,300	0	0	0	0	0	17,700	24,510	91,938	10,000
Total Field Support				0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM			12,574	24,000	0	6,300	0	0	0	0	0	17,700	24,510	0	0

FY 98 Budget Request by Appropriation - (\$000's)	
Development Assistance	0
Development Fund for Africa	0
Economic Support Funds	0
SEED	24,000
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

37 d.

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

09-Jun-97
12:19 PM

Country/Program: CROATIA

S.O. #	Title	Approp Acct	Bilateral/ Field Spt	Est. SO Pipeline at end of FY 98	FY 1999 Request								Est Expend. FY 99	Est Total cost life of SO	Mortgage at end of 1999	
					FY 1999 Total Request	Basic Education for Childrn	Other Economic Growth	Population	Child Survival	HIV/AIDS	Other Health	Environ				D/G
SO 1: Reintegration of Populations Affected by the ERDUT Agreement																
	SEED	Bilateral		7,764	4,750	0	0	0	0	0	0	0	4,750	10,764	46,414	0
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
		Total		7,764	4,750	0	0	0	0	0	0	0	4,750	10,764	0	0
SO 2: More competitive, market-responsive private financial sector																
	SEED	Bilateral		1,050	800	0	800	0	0	0	0	0	0	2,855	8,640	0
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
		Total		1,050	800	0	800	0	0	0	0	0	2,855	0	0	0
SO 3: More Effective, Responsible and Accountable Local Governance																
	SEED	Bilateral		0	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	0
		Total		0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Increased, Better-Informed Citizens' Participation																
	SEED	Bilateral		3,650	2,750	0	0	0	0	0	0	0	2,750	4,250	20,446	0
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
		Total		3,650	2,750	0	0	0	0	0	0	0	2,750	4,250	0	0
SSO 1 Cross Cutting and Special Initiatives																
	SEED	Bilateral		1,853	1,700	0	200	0	0	0	0	0	1,500	1,775	16,438	0
		Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0
		Total		1,853	1,700	0	200	0	0	0	0	0	1,500	1,775	0	0
SSO 2 NONE																
		Bilateral		0	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	0
		Total		0	0	0	0	0	0	0	0	0	0	0	0	0
SPO 1 NONE																
		Bilateral		0	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	0
		Total		0	0	0	0	0	0	0	0	0	0	0	0	0
SPO 2 NONE																
		Bilateral		0	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	0
		Total		0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral					10,000	0	1,000	0	0	0	0	0	9,000			
Total Field Support					0	0	0	0	0	0	0	0	0			
TOTAL PROGRAM					14,317	10,000	1,000	0	0	0	0	0	9,000	19,644	0	0

FY 99 Budget Request by Appropriation - (\$000's)	
Development Assistance	0
Development Fund for Africa	0
Economic Support Funds	0
SEED	10,000
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

34e.

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
Increased Better Informed Citizens' Participation	Consortium for Elections and Political Processes Strengtheni	High	3 months	0	0	0	0	0	0
Increased Better Informed Citizens' Participation	NGO Sector Development/Women's Groups	Medium	2-3 years		0	350	TBD	150	TBD
GRAND TOTAL.....				0	0	350	TBD	150	TDB

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

34 f.

ANNEX II
USAID/CROATIA
WORKFORCE TABLES
FY 1998 RESOURCES REQUEST

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

Organization: USAID/CROATIA

Staff	Strategic Objective 1: (Reintegration of Populations Affected by Erdut Agreement)	Strategic Objective 2: (More competitive market responsive private financial sector)	Strategic Objective 3/4: (Local Governance and Citizens' Participation)	Special Objective 1: (title)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Controller	EXO	Contracts	Legal	Program	Other		
USDH	1		1				2	1							1	3
			*1													
USPSC (OE/TF) Internationally Recruited							0			1					1	1
USPSC (OE/TF) Locally Recruited							0								0	0
USPSC (Program Funded)	1						1					1			1	2
FSN/TCN Direct Hire (OE/TF) Internationally Recruited							0								0	0
FSN/TCN Direct Hire (OE/TF) Locally Recruited							0								0	0
FSN/TCN Non-Direct Hire (OE/TF) Internationally Recruited							0								0	0
FSN/TCN Non-Direct Hire (OE/TF) Locally Recruited							0			6					6	6
FSN/TCN Non-Direct Hire (Program Funded)	3	1		2			6								0	6
Other (RSSA, PASA, IPA) (OE/TF Funded)							0								0	0
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0
Total Staff by Objective	5	1	1	2	0	0	9	1	0	7	0	0	1	0	9	18
TAACs*																+1
Fellows*																

* POSITION APPROVED AS OF
FY98, APPROVAL TO BRING ON
BOARD IN FY97 PENDING

35a

Totals by Staffing Category - FY 1997 Ceiling

Staff	Strategic Objective 1: (Reintegration of Populations Affected by Erdut Agreement)	Strategic Objective 2: (More competitive, market responsive private financial sector)	Strategic Objective 3/4: (Local Governance & citizens' participation)	Special Objective 1: (title)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Controller	EXO	Contracts	Legal	Program	Other		
USDH	1	0	1	0	0	0	2	1	0	0	0	0	0	0	1	3
			*1													
USPSC (OE/TF)	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
USPSC (Program Funded)	1	0	0	0	0	0	1	0	0	0	0	0	1	0	1	2
Total USPSCs	1	0	0	0	0	0	1	0	0	1	0	0	1	0	2	3
FSN/TCN Direct Hire (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Non Direct Hire (OE/TF)	0	0	0	0	0	0	0	0	0	6	0	0	0	0	6	6
FSN/TCN Non Direct Hire (Program Funded)	3	1	0	2	0	0	6	0	0	0	0	0	0	0	0	6
Total FSN/TCN Non Direct Hire	3	1	0	2	0	0	6	0	0	6	0	0	0	0	6	12
Total FSN/TCN (OE/TF)	0	0	0	0	0	0	0	0	0	6	0	0	0	0	6	6
Total FSN/TCN (Program Funded)	3	1	0	2	0	0	6	0	0	0	0	0	0	0	0	6
Total FSN/TCN Staff	3	1	0	2	0	0	6	0	0	6	0	0	0	0	6	12
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)	1	0	1	0	0	0	2	1	0	7	0	0	0	0	8	10
Total Program Funded Staff	4	1	0	2	0	0		0	0	0	0	0	1	0	1	1
Grand Total All Staff	5	1	1	2	0	0	9	1	0	7	0	0	1	0	0	18

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.

35 b

+1

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

Organization: USAID/CROATIA

Staff	Strategic Objective 1: (Reintegration of Populations Affected by Erdut Agreement)	Strategic Objective 2: (More competitive market responsive private financial sector)	Strategic Objective 3/4: (Local Governance and Citizens' Participation)	Special Objective 1: (title)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Controller	EXO	Contracts	Legal	Program	Other		
USDH	1		2				3	1							1	4
USPSC (OE/TF)							0			1					1	1
Internationally Recruited USPSC (OE/TF)							0								0	0
Locally Recruited USPSC (Program Funded)	2						2					1			1	3
FSN/TCN Direct Hire (OE/TF)							0								0	0
Internationally Recruited FSN/TCN Direct Hire (OE/TF)							0								0	0
Locally Recruited FSN/TCN Non-Direct Hire (OE/TF)							0								0	0
Internationally Recruited FSN/TCN Non-Direct Hire (OE/TF)							0			7					7	7
Locally Recruited FSN/TCN Non-Direct Hire (Program Funded)	3	1	4				8								0	8
Other (RSSA, PASA, IPA) (OE/TF Funded)							0								0	0
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0
Total Staff by Objective	6	1	6	0	0	0	13	1	0	8	0	0	1	0	10	23
TAACs*																
Fellows*																

350

Totals by Staffing Category - FY 1998 Ceiling

Staff	Strategic Objective 1: (Reintegration of Populations Affected by Erdut Agreement)	Strategic Objective 2: (More competitive, market responsive private financial sector)	Strategic Objective 3/4: (Local Governance & citizens' participation)	Special Objective 1: (title)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Controller	EXO	Contracts	Legal	Program	Other		
USDH	1	0	2	0	0	0	3	1	0	0	0	0	0	0	1	4
USPSC (OE/TF)	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
USPSC (Program Funded)	2	0	0	0	0	0	2	0	0	0	0	0	1	0	1	3
Total USPSCs	2	0	0	0	0	0	2	0	0	1	0	0	1	0	2	4
FSN/TCN Direct Hire (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Non Direct Hire (OE/TF)	0	0	0	0	0	0	0	0	0	7	0	0	0	0	7	7
FSN/TCN Non Direct Hire (Program Funded)	3	1	4	0	0	0	8	0	0	0	0	0	0	0	0	8
Total FSN/TCN Non Direct Hire	3	1	4	0	0	0	8	0	0	7	0	0	0	0	7	15
Total FSN/TCN (OE/TF)	0	0	0	0	0	0	0	0	0	7	0	0	0	0	7	7
Total FSN/TCN (Program Funded)	3	1	4	0	0	0	8	0	0	0	0	0	0	0	0	8
Total FSN/TCN Staff	3	1	4	0	0	0	8	0	0	7	0	0	0	0	7	15
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)	1	0	2	0	0	0	3	1	0	8	0	0	0	0	9	12
Total Program Funded Staff	5	1	4	0	0	0	10	0	0	0	0	0	1	0	1	1
Grand Total All Staff	6	1	6	0	0	0	13	1	0	8	0	0	1	0	10	23

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.

35d

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

Organization: USAID/CROATIA

Staff	Strategic Objective 1: (Reintegration of Populations Affected by Erdut Agreement)	Strategic Objective 2: (More competitive market responsive private financial sector)	Strategic Objective 3/4: (Local Governance and Citizens' Participation)	Special Objective 1: (title)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con-troller	EXO	Con-tracts	Legal	Program	Other		
USDH	1		2				3	1							1	4
USPSC (OE/TF)							0		1						1	1
Internationally Recruited USPSC (OE/TF)							0								0	0
Locally Recruited USPSC (Program Funded)	2						2					1			1	3
FSN/TCN Direct Hire (OE/TF)							0								0	0
Internationally Recruited FSN/TCN Direct Hire (OE/TF)							0								0	0
Locally Recruited FSN/TCN Non-Direct Hire (OE/TF)							0								0	0
Internationally Recruited FSN/TCN Non-Direct Hire (OE/TF)							0		7						7	7
Locally Recruited FSN/TCN Non-Direct Hire (Program Funded)	3	1	4				8								0	8
Other (RSSA, PASA, IPA) (OE/TF Funded)							0								0	0
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0

35 e

Totals by Staffing Category - FY 1999 Target

Staff	Strategic Objective 1: (Reintegration of Populations Affected by Erdut Agreement)	Strategic Objective 2: (More competitive market responsive private financial sector)	Strategic Objective 3/4: (Local Governance and Citizens' Participation)	Special Objective 1: (title)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Controller	EXO	Contracts	Legal	Program	Other		
USDH	1	0	2	0	0	0	3	1	0	0	0	0	0	0	1	4
USPSC (OE/TF)	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
USPSC (Program Funded)	2	0	0	0	0	0	2	0	0	0	0	0	1	0	1	3
Total USPSCs	2	0	0	0	0	0	2	0	0	1	0	0	1	0	2	4
FSN/TCN Direct Hire (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Non Direct Hire (OE/TF)	0	0	0	0	0	0	0	0	0	7	0	0	0	0	7	7
FSN/TCN Non Direct Hire (Program Funded)	3	1	4	0	0	0	8	0	0	0	0	0	0	0	0	8
Total FSN/TCN Non Direct Hire	3	1	4	0	0	0	8	0	0	7	0	0	0	0	7	15
Total FSN/TCN (OE/TF)	0	0	0	0	0	0	0	0	0	7	0	0	0	0	7	7
Total FSN/TCN (Program Funded)	3	1	4	0	0	0	8	0	0	0	0	0	0	0	0	8
Total FSN/TCN Staff	3	1	4	0	0	0	8	0	0	7	0	0	0	0	7	15
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)	1	0	2	0	0	0	3	1	0	8	0	0	0	0	9	12
Total Program Funded Staff	5	1	4	0	0	0	10	0	0	0	0	0	1	0	1	1
Grand Total All Staff	6	1	6	0	0	0	13	1	0	8	0	0	1	0	10	23

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 1999 Position Allocation of Staff Target Levels vs. Request Level

Organization: USAID/CROATIA

Staff	Strategic Objective 1: (Reintegration of Populations Affected by Erdut Agreement)	Strategic Objective 2: (More competitive market responsive private financial sector)	Strategic Objective 3/4: (Local Governance and Citizens' Participation)	Special Objective 4: (none)	Special Objective 2: (none)	Special Objective 3: (none)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Controller	EXO	Contracts	Legal	Program	Other		
USDH							0								0	0
USPSC (OE/TF)							0								0	0
Internationally Recruited USPSC (OE/TF)							0								0	0
Locally Recruited USPSC (Program Funded)							0								0	0
FSN/TCN Direct Hire (OE/TF)							0								0	0
Internationally Recruited FSN/TCN Direct Hire (OE/TF)							0								0	0
Locally Recruited FSN/TCN Non-Direct Hire (OE/TF)							0								0	0
Internationally Recruited FSN/TCN Non-Direct Hire (OE/TF)							0								0	0
Locally Recruited FSN/TCN Non-Direct Hire (Program Funded)							0								0	0
Other (RSSA, PASA, IPA) (OE/TF Funded)							0								0	0
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0
Total Staff by Objective	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAACs*																
Fellows*																

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Totals by Staffing Category - FY 1999 Request

Staff	Strategic Objective 1: (Reintegration of Populations Affected by Erdut Agreement)	Strategic Objective 2: (More competitive market responsive private financial sector)	Strategic Objective 3/4: (Local Governance and Citizens' Participation)	Special Objective 4: (none)	Special Objective 2: (none)	Special Objective 3: (none)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Controller	EXO	Contracts	Legal	Program	Other		
USDH	1	0	2	0	0	0	3	1	0	0	0	0	0	0	1	4
USPSC (OE/TF)	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
USPSC (Program Funded)	2	0	0	0	0	0	2	0	0	0	0	0	1	0	1	3
Total USPSCs	2	0	0	0	0	0	2	0	0	1	0	0	1	0	2	4
FSN/TCN Direct Hire (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Non Direct Hire (OE/TF)	0	0	0	0	0	0	0	0	0	7	0	0	0	0	7	7
FSN/TCN Non Direct Hire (Program Funded)	3	1	4	0	0	0	8	0	0	0	0	0	0	0	0	8
Total FSN/TCN Non Direct Hire	3	1	4	0	0	0	8	0	0	7	0	0	0	0	7	15
Total FSN/TCN (OE/TF)	0	0	0	0	0	0	0	0	0	7	0	0	0	0	7	7
Total FSN/TCN (Program Funded)	3	1	4	0	0	0	8	0	0	0	0	0	0	0	0	8
Total FSN/TCN Staff	3	1	4	0	0	0	8	0	0	7	0	0	0	0	7	15
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)	1	0	2	0	0	0	3	1	0	8	0	0	0	0	9	12
Total Program Funded Staff	5	1	4	0	0	0	10	0	0	0	0	0	1	0	1	11
Grand Total All Staff	6	1	6	0	0	0	13	1	0	8	0	0	1	0	10	23

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.

35 h

Annex III
USAID/CROATIA
OPERATING EXPENSE BUDGET TABLES
FY 1998 RESOURCES REQUEST

OVERSEAS MISSION BUDGET REQUEST

Org. No: USAID/CROATIA
OC

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	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		
11.1 Base Pay & pymt. for annual leave balances - FNDH			0.0	0.0		0.0			0.0			0.0
Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
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		
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
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		
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
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		
11.8 USPSC Salaries	85.0		0.0	100.0		0.0			0.0	105.0		0.0
11.8 FN PSC Salaries	195.0		0.0	230.0		0.0			0.0	245.0		0.0
11.8 IPA/Details-In/PASAs/RSSAs Salaries			0.0	0.0		0.0			0.0			0.0
Subtotal OC 11.8	280.0	0.0	0.0	330.0	0.0	0.0	0.0	0.0	0.0	350.0	0.0	0.0
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		
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		
12.1 Educational Allowances	36.0		0.0	36.0		0.0			0.0	36.0		0.0
12.1 Cost of Living Allowances	10.5		0.0	14.0		0.0			0.0	15.0		0.0
12.1 Home Service Transfer Allowances			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		
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		
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	46.5	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	51.0	0.0	0.0
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		
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		
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		
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

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OVERSEAS MISSION BUDGET REQUEST

Org. No: USAID/CROATIA
OC

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	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		
21.0 Training Travel	12.0		0.0	25.0		0.0			0.0	10.0		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		
21.0 Post Assignment Travel - to field	8.0		0.0	0.0		0.0			0.0			0.0
21.0 Assignment to Washington Travel			0.0	0.0		0.0			0.0			0.0
21.0 Home Leave Travel	8.6		0.0	0.0		0.0			0.0	10.0		0.0
21.0 R & R Travel			0.0	10.0		0.0			0.0	6.0		0.0
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		
21.0 Site Visits - Headquarters Personnel			0.0	0.0		0.0			0.0			0.0
21.0 Site Visits - Mission Personnel	37.0		0.0	65.0		0.0			0.0	65.0		0.0
21.0 Conferences/Seminars/Meetings/Retreats	20.0		0.0	25.0		0.0			0.0	25.0		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	20.0		0.0	45.0		0.0			0.0	40.0		0.0
Subtotal OC 21.0	105.6	0.0	0.0	170.0	0.0	0.0	0.0	0.0	0.0	156.0	0.0	0.0
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		
22.0 Post assignment freight	20.0		0.0	25.0		0.0			0.0			0.0
22.0 Home Leave Freight	7.5		0.0	0.0		0.0			0.0	10.0		0.0
22.0 Retirement Freight			0.0	0.0		0.0			0.0			0.0
22.0 Transportation/Freight for Office Furniture/Equip.	2.0		0.0	2.0		0.0			0.0	2.0		0.0
22.0 Transportation/Freight for Res. Furniture/Equip.	0.0		0.0	1.0		0.0			0.0	1.0		0.0
Subtotal OC 22.0	29.5	0.0	0.0	28.0	0.0	0.0	0.0	0.0	0.0	13.0	0.0	0.0
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		
23.2 Rental Payments to Others - Office Space	83.0		0.0	125.0		0.0			0.0	125.0		0.0
23.2 Rental Payments to Others - Warehouse Space	24.0		0.0	24.0		0.0			0.0	24.0		0.0
23.2 Rental Payments to Others - Residences	170.0		0.0	247.0		0.0			0.0	220.0		0.0
Subtotal OC 23.2	277.0	0.0	0.0	396.0	0.0	0.0	0.0	0.0	0.0	369.0	0.0	0.0
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		
23.3 Office Utilities	10.0		0.0	11.0		0.0			0.0	12.0		0.0
23.3 Residential Utilities	8.0		0.0	12.0		0.0			0.0	13.0		0.0
23.3 Telephone Costs	43.0		0.0	55.0		0.0			0.0	55.0		0.0
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	1.0		0.0	1.0		0.0			0.0	1.0		0.0
23.3 Courier Services	4.0		0.0	6.0		0.0			0.0	6.0		0.0
Subtotal OC 23.3	66.0	0.0	0.0	85.0	0.0	0.0	0.0	0.0	0.0	87.0	0.0	0.0

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OVERSEAS MISSION BUDGET REQUEST

Org. No: USAID/CROATIA
OC

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	Dollars	TF	Total									
24.0 Printing and Reproduction	1.0		0.0			0.0			0.0			0.0
Subtotal OC 24.0	1.0	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		
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
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		
25.2 Office Security Guards			0.0	0.0		0.0			0.0			0.0
25.2 Residential Security Guard Services			0.0	0.0		0.0			0.0			0.0
25.2 Official Residential Expenses			0.0	0.0		0.0			0.0			0.0
25.2 Representation Allowances	1.2		0.0	1.5		0.0			0.0	1.5		0.0
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	3.2		0.0	5.0		0.0			0.0	5.0		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	12.0		0.0	14.0		0.0			0.0	14.0		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	16.4	0.0	0.0	20.5	0.0	0.0	0.0	0.0	0.0	20.5	0.0	0.0
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		
25.3 ICASS			0.0	150.0		0.0			0.0	150.0		0.0
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	150.0	0.0	0.0	0.0	0.0	0.0	150.0	0.0	0.0
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		
25.4 Office building Maintenance	2.0		0.0	8.0		0.0			0.0	8.5		0.0
25.4 Residential Building Maintenance	2.0		0.0	11.0		0.0			0.0	11.5		0.0
Subtotal OC 25.4	4.0	0.0	0.0	19.0	0.0	0.0	0.0	0.0	0.0	20.0	0.0	0.0
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
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		
25.7 ADP and telephone operation and maintenance costs	3.0		0.0	3.0		0.0			0.0	4.0		0.0
25.7 Storage Services			0.0	0.0		0.0			0.0			0.0
25.7 Office Furniture/Equip. Repair and Maintenance	3.0		0.0	6.0		0.0			0.0	6.0		0.0
25.7 Vehicle Repair and Maintenance	18.0		0.0	22.0		0.0			0.0	22.0		0.0
25.7 Residential Furniture/Equip. Repair and Maintenance	3.0		0.0	6.0		0.0			0.0	6.0		0.0
Subtotal OC 25.7	27.0	0.0	0.0	37.0	0.0	0.0	0.0	0.0	0.0	38.0	0.0	0.0

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OVERSEAS MISSION BUDGET REQUEST

OE-2XXXX.wk4

Org. No: USAID/CROATIA
OC

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	Dollars	TF	Total									
25.8 Subsistence 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
26.0 Supplies and materials	12.0		0.0	0.0		0.0			0.0			0.0
Subtotal OC 26.0	12.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
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		
31.0 Purchase of Residential Furniture/Equip.	0.0		0.0	0.0		0.0			0.0	4.0		0.0
31.0 Purchase of Office Furniture/Equip.	3.0		0.0	0.0		0.0			0.0	5.0		0.0
31.0 Purchase of Vehicles			0.0	32.0		0.0			0.0			0.0
31.0 Purchase of Printing/Graphics Equipment			0.0	0.0		0.0			0.0			0.0
31.0 ADP Hardware purchases	0.0		0.0	3.0		0.0			0.0	5.0		0.0
31.0 ADP Software purchases	0.0		0.0	1.0		0.0			0.0	2.0		0.0
Subtotal OC 31.0	3.0	0.0	0.0	36.0	0.0	0.0	0.0	0.0	0.0	16.0	0.0	0.0
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		
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	1.0		0.0	0.0		0.0			0.0			0.0
32.0 Building Renovations/Alterations - Residential	1.0		1.0	0.0		0.0			0.0			0.0
Subtotal OC 32.0	2.0	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
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
TOTAL BUDGET	870.0	0.0	0.0	1,321.5	0.0	0.0	0.0	0.0	0.0	1,270.5	0.0	0.0

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	FY 99
	Est.	Est.
ICASS - Program Funded	40.0	40.0

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