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APPRAISAL OF THE
U.S. ECONOMIC ASSISTANCE PROGRAM
IN BOLIVIA

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September 1, 1976

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PART I - GENERAL

A. INTRODUCTION

In January 1976, AG/OAS conducted a reconnaissance survey to establish the basis for a follow-on appraisal of the U.S. Economic Assistance Program in Bolivia. Background for the reconnaissance survey and subsequent appraisal was obtained from the Office of Bolivia - Chile Affairs. Additional background information was obtained from the Bolivia Development Assistance Program (DAP) and the related Agriculture, Education, and Health Sector Assessments.

Field travel covered the period February 9 - March 3, 1976, and included trips to La Paz, Cochabamba, Santa Cruz, and the Altiplano area. During the field travel, interviews were held with key U.S. Embassy and USAID officials, representatives of international organizations, Cabinet and sub-Cabinet level officials of the Government of Bolivia (GOB), and with the heads of Bolivian semi-autonomous and private organizations. A listing of the officials interviewed is included as Exhibit "A".

A final draft appraisal was submitted to the L. A. Bureau on May 20, 1976. Comments were received from the L. A. Bureau on July 15, 1976, and from the Office of Food for Peace on June 23, 1976. These comments have been taken into account as deemed appropriate in this issuance of the appraisal report in final form.

B. PURPOSE AND SCOPE OF APPRAISAL

The appraisal was undertaken to evaluate the relevance of current U.S. economic assistance activities in Bolivia with respect to (1) a legislative injunction that such assistance be directed to improving the living standards of the poor majority; and (2) prevailing political, economic and social conditions in Bolivia, with particular emphasis on the relationship of U.S. economic assistance activities to the GOB's own development priorities and allocation of resources. Not included in the scope of this appraisal are the older, premandate program elements, the Narcotics Program (except for the Coca Crop Substitution-Pilot Project), and activities in the Labor Sector under the auspices of the American Institute for Free Labor Development.

C. ISSUES

The issues identified during the reconnaissance survey and explored during the appraisal are:

- The extent of the GOB commitment to the type of economic assistance activities which would improve the physical, economic, and educational status of Bolivia's rural poor, in light of GOB emphasis on the capital-intensive, export-oriented sectors and on import substitution activities.

- Whether the GOB will provide adequate budgetary and human resources support for U.S. economic assistance activities.
- Whether the GOB will make the policy decisions and effect the administrative changes essential to ensure the success of activities designed to improve the well-being of the rural poor.
- Whether U.S. economic assistance activities will have a significant and lasting impact, in view of Bolivia's current status as the poorest country in South America and the lengthy period of substantial U.S. economic assistance.
- The extent of coordination among and between donors and the degree of participation and role of the GOB in the coordination process.
- The adequacy and utilization of U.S. citizen staffing.
- The degree of GOB commitment to Family Planning activities.

D. SUMMARY FINDINGS AND CONCLUSIONS

The current thrust of U.S. economic assistance activities in Bolivia is focused on the rural poor in the area of Food and Nutrition, Population Planning and Health, and Education and Human Resources Development. Although GOB officials state that integrated rural development has a high priority in its development plan, it is clear that the GOB's highest development priorities are in mining, petroleum, petrochemicals and commercial agriculture. Given the lower priority accorded by the GOB to activities currently supported by the U.S. and the pilot nature of some of those activities, we are concerned that the GOB appears to be paying inadequate attention to the financial and human resource implications of replicating AID-sponsored activities in other areas of Bolivia. An analysis of the new 1977-81 GOB Development Plan, which was published after the AG/OAS appraisal was made, may show a different order of priorities.

It became apparent during the course of our appraisal that almost all of the pilot activities were just the first phase of U.S. assistance intended for the same or related endeavors, and therefore that, in large part, the GOB, initially at least, would be relieved from underwriting the costs of replicating successful activities. Moreover, in our opinion the USAID has been hasty in committing U.S. funds and in planning F.Y. 1977 financing of successive phases of some activities before implementation of the initial, pilot phase has progressed to a point that would permit adequate analysis and evaluation. A Rural Education Loan of \$4.9 million has been obligated, and F.Y. 1977 loans of \$5 million for Rural Health Delivery Systems and \$7.5 million for Rural Education I - Teacher Training are planned. Progress, in this context, must include timely and effective satisfaction by the GOB of a number of conditions precedent and other required actions ranging from administrative and policy reforms, including

the decentralization of Ministry-level authorities and functions, to plans for providing financial and human resources.

A related concern is the large amount of external borrowing by the GOB: The March 15, 1976 issue of the Journal of Commerce reported that the GOB borrowed \$90 million in an eight-day period and plans to raise an additional \$177 million by the end of 1976. Such large-scale borrowing, along with the GOB's allocation of its own resources, requires careful and continuous attention by the U.S. Mission. The USAID agrees that close watch should be kept, but does not feel that the rate is yet excessive.

With respect to specific activities, we observed that:

- USAID/Bolivia appeared to have at hand little information on AID's historical involvement in agricultural research and extension activities in that country and elsewhere. It now appears, however, that a fair amount of information does exist and that USAID/Bolivia is attempting to assure that it is utilized in the GOB and USAID's agricultural planning and analysis.
- The GOB, although supporting some responsible parenthood activities, is unwilling openly to do much, apparently for fear of confronting the Catholic Church on the latter's opposition to family planning.
- More information is needed on attitudes of the rural poor and how they can be motivated to avail themselves of curative and preventive medical services.
- The staffing of the Rural Health Service Delivery Project is inadequate.
- Special Development Activities tend to duplicate, at a lower benefit/cost ratio, similar activities being carried out by the Rural Community Organization/Small Farmer Organization projects.
- USAID/Bolivia had experienced a large number of vacancies in key positions, but had only two vacant positions as of February 27, 1976.
- There was inadequate Spanish language requirement for some positions, and a number of employees did not meet the Spanish proficiency level required for their positions.
- There was only one minority employee in an officer position.
- The Ambassador strongly advocates the establishment of a Joint Administrative Services arrangement, notwithstanding AID's rejection of a previous request that such an arrangement be effected.
- GOB participation in the evaluation process varies considerably.
- There is no formal coordination mechanism among external donors, or through the GOB.

E. RECOMMENDATIONS

The foregoing findings and conclusions lead to the following recommendations which are presented for consideration by the Bureau for Latin America and/or USAID/Bolivia.

Recommendation No. 1

To the extent not already now being done, that USAID/Bolivia obtain material currently available regarding past AID efforts in the areas of agricultural research and extension and rural integrated development, so that current efforts can profit from experiences of the past and have a reasonable chance of success.

Recommendation No. 2

That the Bureau for Latin America require USAID/Bolivia to devise a strategy for limited assistance in family planning as a means of influencing attitudes and policies. Possible goals could be (1) to improve the campesinos' (rural peasants) ability to make informed, voluntary choices regarding family size, spacing, etc.: and (2) the eventual adoption of family planning as a part of GOP demographic policy.

Recommendation No. 3

That USAID/Bolivia and the Bureau for Latin America expedite the staffing of the pilot Rural Health Service Delivery Project and that cultural anthropology be considered in the disciplines in which advisors are employed, or other means be taken to insure that the services to be provided will have a maximum degree of utilization.

Recommendation No. 4

That the Bureau for Latin America defer authorization of the Rural Health Delivery Systems loan and, to the extent that it is related, the Rural Sanitation loan until the pilot Rural Health Service Delivery Project in Montero is substantially completed and the results analyzed and assessed in terms of replication.

Recommendation No. 5

That the Bureau for Latin America and USAID/Bolivia defer the proposed Transitional Quarter and F.Y. 1977 funding for Project 470, Rural Education, and the Rural Education II - Teacher Training loan until analyses of activities under Educational Management and Rural Development (Project 450) and the Educational Management and Instructional Development and the Rural Education I loans indicate that additional investments are feasible and warranted.

Recommendation No. 6

That the U.S. Mission in Bolivia adjust its criteria for Special Development Activities (SDA) to exclude the financing of activities being carried out by the National Community Development Service.

Recommendation No. 7

That USAID/Bolivia give greater attention to project monitoring, particularly of the projects in the Cochabamba and Santa Cruz areas. If this should require additional staff, USAID should request an appropriate ceiling increase.

Recommendation No. 8

That USAID/Bolivia (a) review the adequacy of the Spanish proficiency levels established for the Associate Director, Deputy Food and Agriculture Officer, and Electrical Engineering Advisor positions and upgrade the required proficiency level, if indicated.

Recommendation No. 9

That the Bureau for Latin America, in conjunction with the Office of Equal Opportunity Programs, review the adequacy of its performance under the Agency's Affirmative Action Plan for employment of women and minorities as it applies to Bolivia and possibly other countries in the region as well.

Recommendation No. 10

That USAID/Bolivia seek to obtain greater and meaningful participation by relevant GOB entities in the evaluation process.

Recommendation No. 11

That USAID/Bolivia, in conjunction with other donors, renew its attempts to persuade the GOB to create a formal, and hopefully effective donor coordinating mechanism that as a minimum, compiles information to avoid duplication or working at cross purposes and, in the longer run, provides a basis for integrating all donor activities in an overall development plan.

PART II - FINDINGS AND OBSERVATIONS

A. RELEVANCE OF U. S. ECONOMIC ASSISTANCE IN BOLIVIA
TO CONGRESSIONAL "RURAL POOR" MANDATE

The current thrust of U.S. economic assistance programs in Bolivia clearly is focused on the rural poor. Emphasis in the Food and Nutrition Sector is on the small farmer with no direct assistance being provided to commercial agriculture. The AID goal is to raise the income of small farmers by increasing their production of basic food crops which are in short supply, particularly cereals, oilseeds, vegetables and animal proteins. The goal in the Population Planning and Health Sector is to improve the standard of health in rural Bolivia by developing a Bolivian capacity to deliver family planning and health services, with particular emphasis on the young. The third element of AID's program focus is in the Education and Human Resources Development Sector. In this sector, the AID goal is to improve the relevancy and broaden the availability of rural education to children and adults, with particular emphasis on the primary level.

The current initiatives in Food and Nutrition and in Population Planning and Health largely have a regional focus and thus do not address the needs of all of Bolivia's rural poor. Moreover, the poorest of the poor--the inhabitants of the Altiplano, comprising about 20 percent of the 5.6 million population--are not included among the beneficiaries of U.S. economic assistance programs. It appears that this exclusion is deliberate and is designed to encourage migration from the Altiplano to the underpopulated eastern plains, which have considerable agricultural potential. The IBRD is concentrated in the Altiplano; whether this complements the USAID effort or works at cross purposes in the sense of possibly retarding needed migration, needs further study.

Unlike the predominantly regional focus of programs in Food and Nutrition and Population Planning and Health, the initial Education and Human Resources Development activity coverage is nationwide. A rural education loan signed in December 1975, however, focuses directly on the rural poor in the same region of Bolivia as do other new activities in the Food/Nutrition and Population/Health sectors.

APPRAISAL COMMENT:

The low per capita income in Bolivia (as low as \$60 to \$130 in rural areas), the relative stability of the Banzer regime, and the latter's receptivity to outside assistance made Bolivia a prime candidate for U.S. assistance activities focused on the rural poor. These same conditions serve to attract large amounts of assistance from other donors. Apart from creating problems of coordination (discussed in a later section), the magnitude of external assistance raises questions concerning the absorptive

capacity of Bolivia. We feel that recommendations made elsewhere in this report address this issue and therefore, make no recommendation at this point.

It should be noted that we do not necessarily object to the Mission's selecting a target group that is not "the poorest of the poor". It may well be that our experience indicates that we in AID have little talent to offer the lowest economic levels other than relief programs. This is an issue broader than Bolivia that the Agency is facing. The target group that the Bolivia program is attempting to reach certainly falls into the category of rural poor.

B. RELEVANCE OF U.S. ECONOMIC ASSISTANCE IN BOLIVIA TO THE GOVERNMENT OF BOLIVIA'S DEVELOPMENT PRIORITIES

From discussions with senior GOB officials, we gather that Bolivia's highest development priorities are in the production areas; i.e., mining, petroleum, petrochemicals, and export-oriented agriculture. Bolivian officials note, however, that the GOB is well aware of the risks inherent in assigning a secondary priority to 70 percent of the population-- the campesinos, or rural peasants. This awareness is manifested by the GOB's allocating 30 percent of its budget to the social sector, with special emphasis on development of the rural sector through an integrated approach. The Ministry of Planning and Coordination's (CONEPLAN) Sub-secretary for Planning even asserted that there was no contradiction between the GOB's development priorities and the program thrust of U.S. economic assistance. He observed that the GOB Five-Year Development Plan (1976-1980), currently being finalized, reflects a substantial investment allocation for the social sector.

In a separate interview, the Minister of Finance elaborated on this theme, noting that the GOB's development philosophy as articulated in the Five Year Development Plan emphasizes both economic growth and social improvement. He stressed that development of basic resources--mining and hydrocarbons--will generate funds for the development of agriculture and industry, and also for the campesinos through an integrated rural development effort. The Minister noted that in devising a strategy for implementing the development plan, the GOB took into consideration the role being played by external donors.

The Sub-secretary for Planning was critical of a USAID tendency to deal with individual Ministries without adequate and timely consultation with CONEPLAN. With more specific reference to USAID-GOB collaboration in the project formulation/design process, the Sub-secretary stated that there had been sufficient participation by GOB institutions. The Minister of Finance, on the other hand, stated that GOB collaboration in project design had been inhibited by a lack of GOB capability. He stated, however, that such capability is improving steadily.

In summary, the GOB both believes in the "trickle down" theory that stimulating production will generate funds that will be spent in the marginal elements of society and also that the amounts of the budget to be directly spent in the social sector while of lesser priority will still be substantial.

APPRAISAL COMMENT

If one measures the GOB's commitment to social improvement by its budgetary and human resource allocations to that area, the GOB programmed contributions initiated in F.Y. 1975 and during the first half of F.Y. 1976 are encouraging. Projected costs of bilateral AID/GOB activities during this period aggregate \$98.3 million (See Exhibit "D"), of which the GOB contribution is \$40.7 million, or 41 percent. Of the AID financing, \$51.0 million is loan assistance and \$6.6 million is grant assistance. The test of the GOB commitment will, of course, be its willingness and ability to institute reforms and to provide financial and human resources on a timely basis. These bilateral activities are in an early implementation stage, and an assessment of GOB performance thus is not possible.

In this context, we note that the conditions precedent in the loan agreements are time-phased and are supplemented by special or other covenants, which must be satisfied within mutually agreeable time frames. Failure to satisfy these conditions and covenants should trigger appropriate loan agreement modification or cancellation.

AG/OAS notes also the largely regional focus of the current AID activities and questions whether sufficient attention has been given to the financial and human resource requirements inherent in replicating these activities throughout Bolivia. While we are aware that the regional areas to be covered are in some cases in and of themselves substantial, we still assume that it will be desirable, if not highly essential, to extend them to other areas if they prove successful. The Minister of Finance and the Sub-secretary for Planning acknowledge that "the GOB has not made proper arrangements for the duplication (replication) of projects" and that "the GOB has certain overall limitations--budgetary, manpower, absorptive capacity--which it is making a strong effort to overcome". Strengthening the GOB management capability and reform of the tax structure were cited as elements of such an effort.

C. CURRENT U.S. ECONOMIC ASSISTANCE PROGRAMS - CONTENT, GEOGRAPHIC FOCUS, AND TARGET POPULATION

1. Food and Nutrition

Current U.S. economic assistance activities in the Food and Nutrition Sector began in September 1974 with Loan 050, Sub-Tropical Lands Development. The loan made \$9.7 million available for activities in the Chane-Piray and San Julian sub-areas of the Department of Santa Cruz. Forty-eight percent of the loan amount is for local cost financing. The

project was designed to increase the productivity and income of approximately 11,000 migrant campesino families and to institutionalize a process which can be replicated by the GOB for developing underutilized lands in the Bolivian Oriente. Loan funds will be used to improve/construct all-weather penetration roads and dry-weather access trails, develop two agricultural service centers which will provide a wide range of services to campesino farmers, build a potable water facility and a small health post, purchase supplies and equipment for a mobile health unit, provide limited administrative support and technical assistance to the National Institute of Colonization (INC), and execute a land resource study to determine suitability of other eastern Bolivian areas for future settlement projects.

Loan 052, Basic Foods Production, was executed on April 24, 1975, to provide up to \$8.0 million, through the Agricultural Refinancing Fund (FRA) of the Central Bank of Bolivia, for relending to small farmers. The project objective is increased production of basic food items, including wheat, corn, sorghum, rice, quinoa, soybeans, peanuts, potatoes, dairy products, poultry, eggs and swine. Project funds will be channeled to sub-borrowers for production processing, marketing credits, etc. through participating Intermediate Credit Institutions (ICIs). (See Exhibit I for details of credit categories and respective amounts.) The interest rate to sub-borrowers is 13 percent. Participating ICIs receive 5 percent gross to cover risk of default and overhead/servicing costs. The remaining 8 percent is retained by the Central Bank to defray administrative expenses, pay interest on the AID loan, increase the capitalization of the FRA, improve operations, and to finance pre-feasibility studies related to the production and marketing of project-supported basic food commodities.

Loan 053, Agriculture Development (Agriculture Sector Loan I), executed on April 21, 1975, and Grant Project 451, Basic Food Production and Marketing, which commenced in FY 1975, were designed to improve the small farmer production of basic food crops and livestock in the valleys of central Bolivia, and in the newly developing agricultural areas of eastern Bolivia. The loan amount is \$9.2 million and requires a GOB contribution of \$5.7 million. The initial obligation under the grant project was \$0.6 million, with a GOB contribution equivalent to \$1.2 million. These two related activities will finance feasibility studies, construction of facilities, and provision of credit, training, technical assistance, and equipment and materials to:

1. Develop improved technologies and more modern management practices relevant to the small farmers in the project area;
2. Extend to those small farmers the technology packages and management practices resulting from 1 above;
3. Broaden the availability of an assure the target group of improved access to/needed inputs, information, financing, and markets; and

4. Develop the capacity of the Office of Planning and Economics and Statistics in the Ministry of Campesino Affairs and Agriculture (MACAG) to generate basic data, analyze problems and opportunities, and formulate and implement coordinated policies and programs for the sector.

Attainment of these goals is being pursued through strengthening of agricultural research and extension systems and the development, expansion and decentralization of essential public services in the agricultural sector. Technical assistance is being provided through a contract with the Consortium for International Development, a grouping of seven western U.S. universities. Significant actions are required of the GOB to fulfill Conditions Precedent and Special Covenants and Warranties under the AID loan. The target group is 200,000 rural families (one-third of Bolivia's rural population), and local cost financing is estimated at 56 percent of the loan amount, including \$3.5 million for the credit fund and \$1.37 million in engineering and construction costs.

Future activities in the Food and Nutrition Sector will include Loan 055, Small Farmer Organizations, authorized in December 1975, for \$7.5 million; an F.Y. 1976 Rural Access Roads I loan for \$7 million; and a F.Y. 1977 Agriculture Sector Loan II for \$8 million with a companion technical assistance project. The Small Farmer Organization Loan will assist approximately 50,000 small farm families with income-generating agriculture based activities and help establish a national cooperative movement. The Rural Access Roads Loan will help improve rural access roads in the central valleys and adjacent lowlands (the focus of the Agriculture Sector I Loan) while the Agriculture Sector Loan II will extend Agriculture Sector I activities to the southern valleys and introduce a marketing stabilization component for the entire area.

APPRAISAL COMMENT:

Current AID activities in the Food and Nutrition Sector in Bolivia place a strong emphasis on research and extension systems. During the appraisal team's visit to Bolivia, it appeared that there was little information available on the results of past AID-supported agriculture research and extension or that available information had been utilized as a basis for planning current and future AID research and extension activities. Since that time, USAID has noted that some reports of past research activities are available and were utilized in making the 1974 agricultural assessment. Also USAID/Bolivia has underway a comprehensive review of past research studies and activities to determine the quality of previous research and extension activities. In addition, USAID is assisting agriculture experiment stations to improve their files and information retrieval systems in order to better guide future research activities. A check of the AID Reference Center reveals that it has over 300 documents related to AID assistance to Bolivia, about 50 of which pertain to agricultural research and extension and integrated rural development. A bibliography of these documents is available for the asking; copies of those materials which are reproducible can be sent to USAID/Bolivia upon request.

Another area of concern is the seeming scant attention paid by the GOB to planning for the financial and human resources which will be required to replicate projects in other areas of Bolivia. The USAID view was twofold: expansion of Agriculture Sector I activities to other areas will require substantial expenditures for credit programs, but large expenditures for other components (except for farm-to-market roads and transportation) will not be required. The USAID noted also that the Agriculture Sector I loan is considered to be only the first phase in U.S. assistance to agricultural development in Bolivia, despite 30 years of assistance to Bolivian agriculture.

Thus, it appears that the initial costs of replicating current AID-supported activities will be borne, in large part, by AID financing. One consequence will be the relief of the GOB from immediate and substantial fiscal outlays for such activities. Nevertheless, it is imperative that the GOB satisfy in a timely manner the requirements for administrative reforms, policy decisions, etc., set forth in conditions precedent and special covenants and warranties. In addition, the GOB financial and human resources contributions must be available when needed for project activities.

Even if these actions and contributions are fulfilled, AG/OAS believes and the USAID also indicated its awareness that the GOB's allocation of its own resources, and the magnitude of its foreign debt burden require careful and continuous attention by the U.S. Mission. Bolivia recently has borrowed \$30 million in Eurodollars, \$50 million from the IDB, and \$10 million from the World Bank. Additionally, Bolivia plans to raise \$100 million in the Euro-currency markets and \$77 million from international lending agencies by the end of this year to finance projects such as an LPG plant, a 300-mile gas pipeline, assistance to the University of Bolivia's College of Astronomy, the Bolivian Agriculture Bank, and various private-sector mining projects. In fact, the GOB expects to become increasingly active in the world credit markets to fund its national investment plans, particularly the petroleum, mining, and agricultural industries.

2. Population Planning and Health

Current U.S. assistance consists of Grant Projects 439, Family Care, and 453, Rural Health Service Delivery. The latter project was begun as a pilot project in FY 1975 under the Family Care activity but is being financed separately in FY 1976.

The Family Care Project, begun in FY 1969, was designed to assist in the development of Bolivia's institutional capacity to deliver family planning and health services. This project supports, with an increasing GOB component, several institutions involved in family care and health services. One such institution is the Centro Nacional de Familia (CENEFA), a research and information dissemination entity which carries out basic research, holds seminars, and promotes the creation of family planning-related institutions.

The Rural Health Service Delivery Project is a pilot activity, targeting 150,000 people in the Montero District of the Department of Santa Cruz,

intended to plan and initiate a low-cost rural health delivery system in Montero and to develop a rural public health planning capacity in the GOB Ministry of Social Welfare and Public Health (MOH). (The on-board staff at the time of our visit consisted of one Personal Services Contractor.) If the results of the pilot project indicate that the system is replicable, it is proposed that a follow-on loan extend the system to the Departments of Cochabamba, Santa Cruz and Chuquisaca and strengthen and decentralize the MOH planning and administrative functions in developing and implementing effective health programs in rural areas. Significant actions to be undertaken by the GOB under this project are:

1. An analysis of nursing functions to determine the feasible utility of technical nurses and actions to authorize the training and utilization of technical nurses in the Montero District.
2. Reorganization at the national level of an Inter-Ministerial Task Force to develop a functional system for the collection and dissemination of vital statistics, including the reorganization of relevant agencies, in the Montero District.
3. Creation at the national level of an Inter-Ministerial Task Force to develop a functional system for providing pharmaceutical products at low cost to the Montero District rural health system.

APPRAISAL COMMENT:

The GOB apparently is unwilling openly to confront in any large scale way the Catholic Church on the latter's opposition to family planning in Bolivia. The church is supported by students and miners, a combination which, in the opinion of one international donor representative, will be impossible to defeat. The GOB, however, has supported some responsible parenthood activities, largely but not exclusively through private organizations.

Despite substantial percentage gains (from 1000 to 7000 acceptors in one year) the family planning/population program in Bolivia has made minor impact on the demographic problem of the country or in ameliorating the lot of low income families who are burdened with large families. If the effectiveness of the Bolivia program is to be judged over the next several years on the basis of its contribution to the direct solution of these problems, then the anticipated gains will not be commensurate with the costs. However, the Mission may well be able to take actions that will assist those elements in Bolivian society, both within the GOB and without, that are striving to have the GOB adopt new family planning/population policies. That is, first adopt a public and publicized policy that family planning work is a health service to which all families are entitled and further that requires a degree of education to take advantage of such a service. Further down the road would be the adoption of a GOB demographic policy. We recommend that AID/W continue to fund population programs in Bolivia if an appropriate strategy to promote such objectives can be devised at reasonable

cost and judge performance on this basis, not on the number of new acceptors. We recommend that the Mission be requested to provide such a strategy along these lines. Certain elements of it already exist.

Our visits to Altiplana GOB rural hospitals in Poopo and Huari indicated that these facilities are under-utilized. The Huari facility is being remodeled. The District Hospital at Montero, operated by Methodist Medical Missionaries under a contract with the Ministry of Social Welfare and Public Health, is fully utilized. This high utilization rate at the Montero hospital probably can be attributed to its proximity to a large urban center -- the city of Santa Cruz. More information is required on how campesinos can be motivated to avail themselves of the curative and preventive medical services being offered. The language barrier--non-Spanish-speaking campesinos and non-Amara/Quechua-speaking doctors--and the reported lack of empathy of doctors serving a one-year period of compulsory rural service after graduation, are other problem-generating factors that must be resolved.

We doubt that the current pilot Rural Health Service Delivery Project, particularly as presently staffed, will be able to resolve these issues in sufficient time for processing of a FY 1977 Rural Health Delivery Systems Loan.

3. Education and Human Resources Development

Activities in this sector comprise Grant Project 450, Educational Management and Rural Development, its companion Loan 051, Educational Management and Instructional Development, and recently (December 29, 1975) executed Loan 054, Rural Education I. Except for the latter these are country-wide projects.

The focus of Project 450 (\$1.6 million) and related Loan 051 (\$9.6 million) is on increasing and improving the educational services provided to students and teachers by improving the efficiency and quality of the Ministry of Education and Culture's (MEC) delivery systems, with a strong emphasis on the decentralization of MEC administrative and financial functions to the nine departments of Bolivia. The loan agreement's Conditions Precedent and Special Covenants and Warranties require a lengthy list of pertinent actions to be undertaken by the GOB. For example, one such action is to increase, in real terms, the allocation of resources to rural education, with a long-term goal of making educational expenditures reflect the distribution of the population between rural and urban areas. (The present rural/urban population ratio is 70:30, whereas only 33 percent of the education budget (in 1973) was allocated to rural education. Another example of GOB action required is to increase the ratio of support costs to salary expenditures.

Loan Number 054, Rural Education I (\$4.9 million), has a purpose similar to that of Loan 051--increasing and improving the educational

services—but focuses on educational delivery systems in rural communities. Project components include curriculum reform and preparation of learning materials, in-service and rural teacher training programs, non-formal education, establishment of a teacher incentive fund for upgrading teacher housing, the provision of seed capital for a teachers' savings and loan association and a teachers' cooperative credit union, and construction and renovation of classroom and dormitory facilities. The use of loan funds for local cost financing is projected at \$3.2 million.

APPRAISAL COMMENT:

USAID/Bolivia activities in the Education and Human Resources Development Sector are wide-ranging and, in the opinion of one USAID official, too ambitious and too comprehensive. One theme common to the current and proposed activities in this sector is the decentralization of MEC functions to the Departmental (regional) level. The GOB Minister of Education acknowledges that decentralization of decision-making is not a feature of management philosophy in Latin America. Although decentralization is being tried in four areas, he cautions that AID not become upset if the results are unfavorable. He appeared to have doubts regarding the design of the project which was agreed to by his predecessor.

Thus, there is reason to doubt that the decentralization of education functions will be successfully accomplished. We note that the Cochabamba integrated rural education portion of Grant Project 050 and Loan 051 is described as a prototype undertaking. We question, therefore, the execution of the Rural Education I Loan, and the timing of the proposed funding for the Transitional Quarter grant for Rural Education, and the related FY 1977 loan for Rural Education II until the initial activity had been substantially completed and its methodology and results thoroughly analyzed. Because of the importance attributed in the project agreements to the decentralization of education functions, such a time-phased approach would appear to be especially pertinent with respect to integrated rural development. It appears that MEC is moving at a slow pace with respect to decentralization.

4. Special Development Activities

We did not conduct a detailed appraisal of the Special Development Activities (SDA) because of the relatively modest funding allocated for this purpose. However, from our background reading and interviews with U.S. officials in Bolivia, we concluded that a number of the Special Development Activities duplicate the kind of activities carried out by the National Community Development Service under the Rural Community Organization Project (now entitled Small Farmer Organization).

D. USAID MANAGEMENT

1. U.S. Citizen Staff

We found the USAID generally to be well-organized and managed. An

analysis of U.S. direct-hire and PASA staffing during the period January 1, 1975 - February 27, 1976, reveals that vacancies ranged from a high of eight as of January 1, 1976, to a low of two as of February 27, 1976. In addition to the eight vacancies as of January 1, 1976, two engineers and the Program Evaluation Officer were absent from post. Thus, 11 of 29 officer positions effectively were vacant as of that date. The high rate and the relative newness of some officers apparently resulted in the technical staff's devoting considerable man-hours to program formulation at the expense of their implementation/monitoring functions.

We examined both the Spanish language proficiency requirements of established positions and the proficiency level of individual officers as of February 27, 1976. Of 23 filled officer positions with a language requirement, nine incumbents did not meet the requirement. We believe that the proficiency levels for the Associate Director, Deputy Food and Agriculture Officer, and Electrical Engineering Advisor positions are set at too low a level for effective fulfillment of their responsibilities.

In exploring the area of possible constraints on increased USAID staffing, we sought the views of the Ambassador and key USAID officials. The Ambassador stated that he preferred not to see any increases in the staff. When advised that we perceived the need for an increased monitoring capability, he inquired if that result could be obtained by restructuring, but not increasing, the existing staff. This view was well-known to USAID officials.

We noted during the course of our visit that the USAID/Bolivia direct-hire staff include one Spanish-surnamed employee but no women or other minority employees in officer positions. This circumstance largely is beyond the USAID's control and does not provide a basis for judging the Bureau for Latin America's affirmative action stance. It does suggest, however, a need for review of the Bureau's affirmative action plan.

APPRAISAL COMMENT:

A relatively high vacancy rate and the relatively recent assignment of some key officers have resulted in the USAID/Bolivia technical staff devoting much of their time to programming functions at the expense of implementation/monitoring functions. The staffing situation on February 27, 1976, however, was better than it had been during the preceding 14 months.

Regarding language proficiency, we believe that the Spanish language requirement for the Associate Director, Deputy Food and Agriculture Officer, and Electric Engineering Advisor positions should be at the 3 level. An S-2 proficiency enabling the incumbents of these positions to "satisfy routine social demands and limited work requirements" does not appear to be compatible with the nature of the positions. Spanish proficiency is particularly important in view of the USAID/Bolivia policy that the Foreign Service Local (FSL) employees serve as interpreters only

on a voluntary basis. In addition, work performed through interpreters is less than satisfactory.

2. Foreign Service Local Staff

As of January 4, 1976, the Foreign Service Local (FSL) complement totaled 90 (see Exhibit "E" for a listing by offices). Of that total, 38 are in the Executive Office, and 17 are in the Office of the Controller. USAID justification for the large FSL staff is based on, among other things, inadequate or unavailable commercial services and a tight housing market in which long-term U.S. Government leasing and the existence of a competent FSL maintenance supervisory staff results in economies for the U.S.

APPRAISAL COMMENT:

We note actions taken by USAID/Bolivia during the fourth quarter of CY 1975 to consolidate offices and functions. As a result of these actions, a net reduction of twelve FSL positions was effected. We understand also that a number of management improvement and cost-saving possibilities are being studied.

3. Housekeeping Functions

The USAID is self-contained with respect to communications and records (filing, mail, messenger), contracting, personnel and travel, customs and shipping, general services, motor pool, printing, local and offshore procurement, and property control and warehousing services. Telephone, medical, security, and some communications services are provided by the Embassy.

4. Joint Administrative Services

No Joint Administrative Services (JAS) arrangement, per se, exists between the Embassy and USAID/Bolivia, although the Embassy does provide some services to USAID and USAID does some printing for the Embassy. The Ambassador favors a JAS operation and believes that an Embassy proposal for initiating such an operation was not given thorough consideration by AID/Washington.

USAID/Bolivia questions whether a JAS operation in Bolivia would result in the same level of services at a lower cost. They cited the separation of USAID offices in La Paz (three different locations) and the difficulty of local procurement as factors that would inhibit a successful JAS operation in Bolivia. They also noted that a joint Motor Pool operation in Bolivia had failed and was disbanded.

APPRAISAL COMMENT:

We advised the Ambassador that his and the USAID's views on a Joint Administrative Services operation would be included in the Appraisal Report

on Bolivia and that the Report would not state a position on initiating such an operation. We did suggest, however, that any future request for establishing such an operation should address these issues:

- The extent to which cost-saving possibilities have been explored and realized separately by the two entities.
- The economies of scale that would result from a JAS operation.
- The organizational and administrative arrangements that would be effected to provide equitable servicing, including means of dispelling the apprehensions of USAID/Bolivia personnel.

E. EVALUATION ACTIVITIES

The Program Evaluation Officer arrived at post in late June of 1975. A FY 1976 Evaluation Schedule has been developed. Evaluations are conducted by an Evaluation Committee, chaired by the Director, and including the Program Officer, the Evaluation Officer, a representative from the Controller's Office, and ad hoc representation depending on the activity being evaluated. Our query on the extent of GOB participation in the evaluation process elicited a response that, while some GOB entities have been invited to conduct joint evaluations, its participation has ranged from minimal to full-scale.

APPRAISAL COMMENT:

The USAID/Bolivia evaluation process appears to be well established and effective, is supplemented by monthly project reviews, but would benefit greatly, in our opinion, from increased GOB participation in the formal evaluation process. During the course of our exit interview, it was stated that the varying degree of GOB participation in the evaluation process is partly a function of the Project Officer's personality and partly a function of the cooperating institution's competence. We believe that the opportunity for participation in the evaluation of a given activity should be extended to all participating entities by an impartial official - the Evaluation Officer, for example. While we recognize that an under-competent institution might wish to avoid embarrassment from participation in an evaluation, we believe that the Ministries of Finance and Planning are intensely concerned with the totality of the development process and can influence full participation by their colleagues in evaluation exercises.

F. PIPELINE

Exhibit H reflects uncommitted loan balance totaling \$57 million and an undisbursed balance (on an accrued expenditure basis) totaling \$67 million. Loans executed prior to FY 1975 account for \$9.0 million of the uncommitted total and \$16.9 million of the undisbursed total. The total of uncommitted

loan balances consists entirely of FY 1974-1976 loans. As of February 27, 1976 (see Exhibit H, Note 2), almost all of the total undisbursed loan balances apply to FY 1975-1976 loans.

APPRAISAL COMMENT:

In general, we find a loan pipeline that covers agreements executed during the current and two immediately preceding fiscal years to be reasonable. However, since the terminal disbursing dates of two of the earlier loans will expire in CY 1976, we believe that a review of their balances is indicated.

G. OTHER DONOR ACTIVITIES AND COORDINATION

A USAID/Bolivia issuance entitled Other Donor Assistance To Bolivia, 1965 to Present and dated January 1976 reflects a total of \$317 million of such assistance. (See Exhibit "G".) Additionally, the FY 1977 Congressional Presentation lists a total of \$243.1 million of loans as having been signed in 1975.

The General Accounting Office's Report to the Congress on Bolivia, dated January 30, 1975, notes that improvements are needed in the exchange of information on and the coordination of economic assistance programs in Bolivia. Our interviews with representatives of the international agencies headquarters in Bolivia suggest that improvements still are needed.

The USAID/Bolivia Director believes that a considerable amount of coordination exists between and among the various international and bi-lateral donors. The USAID usually is advised of and has contact with visiting IDB and IBRD teams, for example. The Director's efforts to stimulate GOB interest in a formal coordinating mechanism, however, did not meet with success.

APPRAISAL COMMENT:

The AG/OAS view is that the existing coordination avoids duplication but does not result in integrated planning. However, during the course of interviews with the Sub-Minister of Planning and the Director of International Coordination (Ministry of Planning and Coordination), it was stated that the Ministry plans to chair a meeting with external donors for a discussion of the GOB 1976-1980 Development Plan, subsequent to cabinet approval of the plan. The planned meeting was to be the first in a series of periodic donor meetings.

H. P.L. 480, TITLE II

Currently, the activities being carried out with Title II Food assistance are Maternal Child Health Care, School Feeding, Economic Development (Food for Work) and Other Child Feeding. These activities are the instruments for combating malnutrition among mothers and children (the most vulnerable groups of Bolivia's population) and for supporting economic

development through work projects in the rural areas. The number of recipients under these activities are:

1. Maternal Child Health Care - 100,000 expecting mothers and mothers with pre-school children through 469 Mothers Clubs.
2. School Feeding - 134,000 students under programs carried out by the Catholic Relief Service/CARITAS.
3. Other Child Feeding - 10,000 abandoned children in 161 orphanages.
4. Economic Development - 14,810 workers with 38,729 dependents, and 7,267 trainees.

According to information provided by USAID/Bolivia, the Ministry of Health and CARITAS are preparing a phasedown plan. Elements of the phasedown plan would include increased GOB budgetary allocations for purchasing locally produced food commodities and improving the efficiency of the CARITAS program operations. It is anticipated that the increased GOB involvement will result in maintenance of the present recipient level after Title II food assistance is completely phased out in 1981.

The World Food Program (WFP) has a project under preparation that would involve the sale of WFP commodities to Mothers' Clubs at 60 percent of market value. The projected WFP funding is \$9 million over a five-year period, and the project would attempt to establish the basis for continuation of food assistance activities after WFP support is withdrawn. It is anticipated by the WFP Representative that approximately \$7 million will be generated by the sale of WFP commodities, of which \$5 million would be used to construct and equip hospitals. The GOB Minister of Health, however, plans to use the proceeds to purchase mobile clinics for use in rural areas.

According to the WFP Representative, 80 percent of the WFP food assistance to Bolivia is of AID origin, the sale of which is prohibited. He stated, however, that there would be no problem in substituting other donor food for food now received from AID if the project is approved.

APPRAISAL COMMENT:

WFP apparently is aware of reservations held by USAID/Bolivia regarding the proposed project, and brings into question whether the target mothers will buy the food.

LIST OF OFFICIALS INTERVIEWED

AID/W

Herman Kleine, AA/LA

Ronald Nicholson, LA/BC

Alexander Firfer, LA/PAN

GOVERNMENT OF BOLIVIA AND PRIVATE ORGANIZATIONS

Carlos Calvo, Minister of Finance

Waldo Bernal, Minister of Education

Jorge Torres Navarro, Minister of Health

Enrique Garcia Rodriguez, Sub-secretary for Planning,
Ministry of Planning and Coordination

Jorge Urquidi Barrau, Director of International
Coordination, Ministry of Planning and Coordination

Raul Boada, Sub-Minister of Finance

Ignacio Paravicini, Director of Rural Education I
Project, Ministry of Education

Antonio Brown, Sub-Minister of Health
Ponce, Sub-Minister of Health

Gustavo Ramirez, Director, National Community
Development Service

Louis Llano, Executive Secretary, Family Protective Assoc.

Adolfo Peredo, Executive Director, National Family Center

Willy Aliago, National Community Development Service

Felix Fernandez, National Community Development Service

(Exhibit "A" Continued)

Jose Serrate, Coordinator, Santa Cruz Health Activities,
Segundo Alandia, Director, Cochabamba Department
of Agriculture

Edgar Aquilar, Regional Architect

Rene Cruz, Resident Engineer, VACAS

Alfredo Cordova, Cooperative Advisor

U.S. EMBASSY

Ambassador William P. Stedman, Jr.

Frank Ravndal, Political Officer

James S. Landberg, Economic Officer

Doyce R. McNaughton, Administrative Officer

Nancy Schock, Economic Section

INTERNATIONAL AGENCIES

Raul Beguiristan, Representative, Organization
of American States

Lempira E. Bonilla, Representative, Inter-american
Development Bank

Henry C. Meyer, Resident Representative, United Nations

Ricardo Rosenberg, Resident Representative, Inter-
national Monetary Fund

Emanuel Zaccar, Resident Representative, World Food
Program

USAID/BOLIVIA

John R. Oleson, Director

William G. McMoil, Acting Director/Controller

(Exhibit "A" Continued)

Charles J. Stockman, Associate Director

Arthur H. Boehme, Jr., Program Officer

Owen J. Lustig, Program Evaluation Officer

Nancy L. Ruther, International Development Intern-Program

Lawrence Hausman, Capital Resources Development Officer

Stephen H. Jacobson, Capital Projects Development Officer

Dallas D. Ostergaard, Executive Officer

Malcolm C. Jensen, Deputy Executive Officer

Jesse R. Moffett, Food and Agriculture Officer

David D. Bathrick, Community and Cooperative Develop-

ment Officer

Richard D. Dudley, General Engineering Officer

Amedee S. Landry, Health and Family Planning

Development Officer

Robert G. Johnson, Human Resources Development Officer

CONTRACTORS

Eloy Anello, Personal Services Contractor

E. Boyd Wennergren, Chief-of-Party -Consortium for

International Development (CID)

R. L. Smith, Soils Scientist, CID

Kenneth Ellis, Pathologist, CID

Larry Bond, Agricultural Economist, CID

Warren Fisher, Plant Breeder, CID

Don Foster, Chief-of-Party, Academy for Educa-

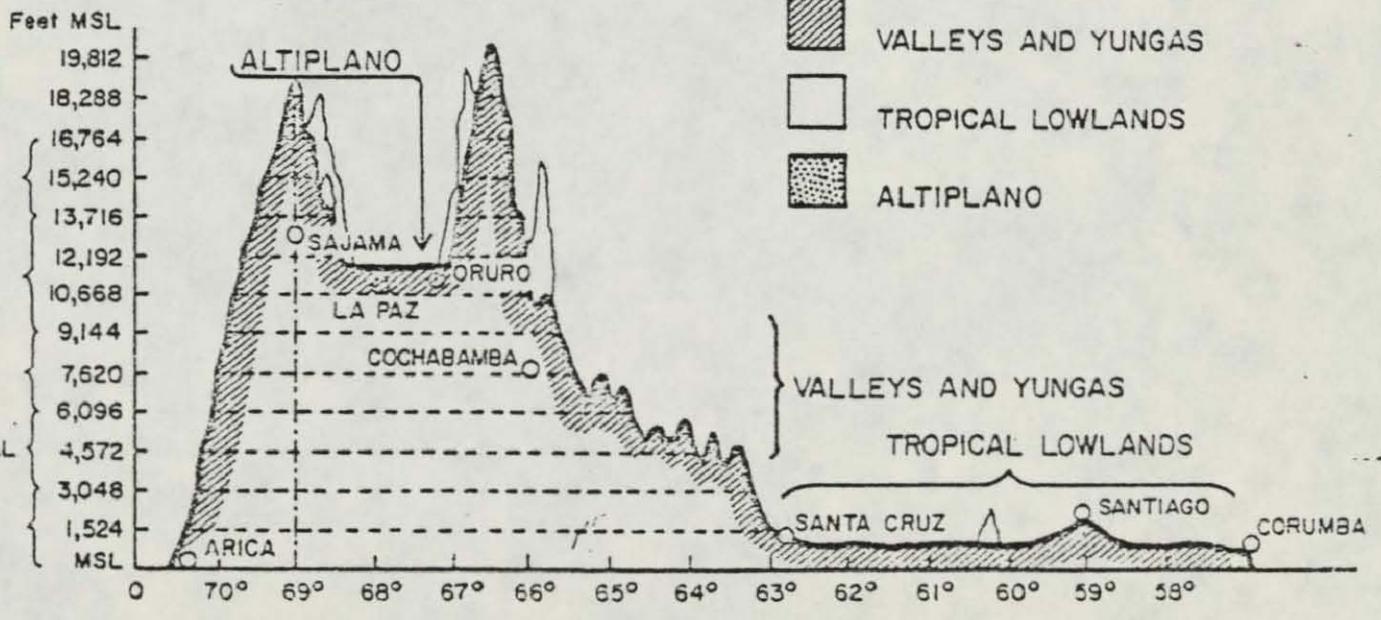
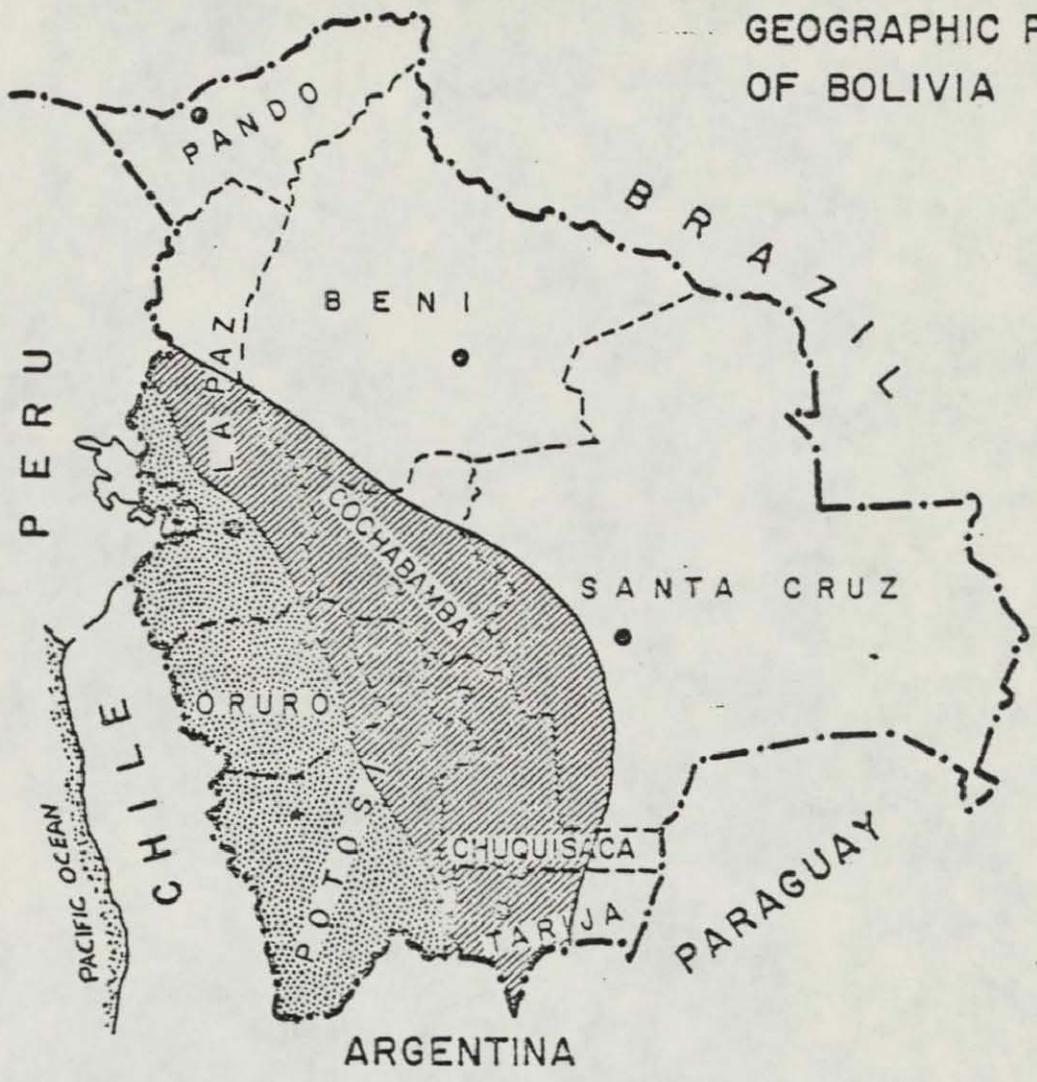
tional Development (AED)

(Exhibit "A" Continued)

Herb Hendricks, AED

Don Burns, AED

GEOGRAPHIC PROFILE OF BOLIVIA



PHYSIOGRAPHIC REGIONS OF BOLIVIA

Geography - Geographically, Bolivia is an area of about 424,000 square miles and is a relatively isolated nation. It is a land-locked country; to the west it is cut off by the arid wastelands of the Atacama Desert and the 20,000 foot heights of the Andean Cordillera. To the north, east and south it is separated from the nearest population centers by vast expanses of sparsely settled, barren or relatively unexploited land. Within the country, various regions are separated by long distances across swamps, unstable rivers and rugged mountain ranges.

The major geographic zones are the Andean zone and the eastern plains. The four physiographic regions in the Andean zone are:

a. The Western Mountain Range-- formed by volcanic eruptions, approximately 400 miles long and an average width of 20 miles--is Bolivia's boundary with Chile, and is covered with snow and ice all year. The eastern flank of this range is a tundra zone with temperatures ranging from -30°F . at night to 77°F . during the day. The eastern flank is very dry, has frequent dust storms and contains considerable mineral resources and salt deposits.

b. The Eastern Mountain Range--formed by tectonic uplifts--the Cordillera Real and the Cordillera Central--is composed of two chains, both of which are approximately 625 miles long. The Cordillera Real includes a subregion, the

Yungas, which is characterized by deep, narrow valleys at altitudes between 3,000 and 8,000 feet, a semitropical climate, and a limited potential for agricultural production because of difficult terrain. The Cordillera Central is tundra, loses its snow during most of the year, and is the site of most of Bolivia's mining activities.

c. The Altiplano--lies between the two mountain ranges, extends over 400 miles, is classified as a steppe with cold, dry winters, limited rainfall, daytime temperatures between 40° to 60° F., and consists primarily of extensive natural grazing lands and large salt flats. The Altiplano comprises less than one-eighth of Bolivia's land area but contains approximately one-fifth of its population, mostly in the northern third.

d. Sub-puna or Valley--extends eastward from the Cordillera Central, has a climate similar to but warmer than the Altiplano, is characterized by a series of low mountain chains with warm, fertile valleys, and contains over 25 percent of Bolivia's population, although comprising only 10 percent of its land area.

The eastern plains contain four physiographic regions as follows:

a. Sub-Andean Front--a narrow belt of rolling, tropical hills separating the Andean zone from the low plains, consisting of dense undergrowth and some heavy forest, with an average width of 40 miles in the northern sector and 55 miles in the meridian sector, a considerable agricultural potential and a low propensity for flooding, and four navigable river systems.

b. Humid low plains--occupy the northern third of Bolivia, are 500 miles in length, characterized by ~~humid low plains~~ tropical forests along the rivers, vast grasslands, an average rainfall of 70 inches, temperatures between 70° and 90° F., and over 75 percent humidity. This region contains ~~five~~ 5 percent of Bolivia's population, whose efforts are devoted to cattle, Brazil nuts, and survival.

c. Dry low plains,--characterized by extremely ^{dense} ~~xxxx~~ undergrowth, sandy soils scarred by gullies, temperatures that often exceed 100° F., and southern winds that drop temperatures to the mid-30s during the winter months, restricting the growth of tropical plants.

d. Brazilian Shield--wedged between the humid and dry low plains--has temperatures between 65° and 80° F., 40 inches of rainfall per year, good drainage and many clean rivers, good grazing land in the central portion, lower elevations (less than 5,000 feet) giving way to tropical forests in the north and west portions, and swamps in the eastern portion. This region holds considerable potential for development, especially cattle grazing.

PROGRAMMED HOST COUNTRY CONTRIBUTIONS

12/31/75
(US \$000)BEST
AVAILABLE SOLIVIA

<u>Loan/Grant No.</u>	<u>Date Signed</u>	<u>Implement Agency</u>	<u>Planned Period of Implementation</u>	<u>GOB Contribut "In Kind"</u>	<u>Cash</u>	<u>Local & Other Donors</u>	<u>Total Country</u>	<u>AID Loan/Grant</u>	<u>Total Loan/Gr & CC</u>	<u>% Country Contribut.</u>
<u>Loans</u>										
049	9/12/74	ENDE	3 years	1,410	1,955	-	3,365	9,500	12,865	26.2%
050	9/19/74	INC	4 years	5,079	25	350	5,454	9,200	15,154	36.1%
051	8/16/74	CRA	4 years	4,431	982	-	5,413	9,650	15,063	35.9%
052	4/24/75	Banco Central	3 years	-	3,000	-	3,000	8,000	11,000	27.3%
053	4/24/75	MACAG	4 years	4,350	1,300	-	5,650	9,200	14,850	38.0%
054	12/29/75	MINED	3 years	120	2,375	500	2,995	4,924	7,919	38.0%
<u>Grants</u>										
450	11/4/74	CRA	4 years	5,413*	-	-	5,413	2,250	7,663	70.6%
451	4/25/75	MACAG	6 years	9,330*	100	-	9,430	4,360	13,790	68.4%

* Prop. estimates.

Office of Personnel

USAID TO BOLIVIA
STAFFING PATTERNS

January 1, 1976

OFFICE AND POSITION TITLE	PSN No.	PSN GRADE	NAME	PERSONAL GRADE	P			RE ELIG. DATE	REMARKS
					A	S	O		
<u>OFFICE OF THE DIRECTOR</u>									
Mission Director	279	FA-4	John R. Glason	FSR-1	0	01	08-22-77		
Deputy Mission Director	280	FSR-1			0	01		Vacant	
Associate Director			(Charles J. Stockman)	FSR-1	0	01		Nominated and accepted - ETA early February, 1976	
Secretary	431	FSR-5	Tina Kapsanis	FSR-5	0	01	10-26-76		
<u>EXECUTIVE OFFICE</u>									
Executive Officer	315	FSR-2	Dallas J. Ostergaard	FSR-2	0	01	02-15-76		
Deputy Executive Officer	388	FSR-3	Malcolm C. Jensen	FSR-3	0	01	05-01-76		
Secretary/Com/Rec Supervisor	450	FSR-7	Gloria Kalkinowski	FSR-7	0	01	10-14-77		
<u>OFFICE OF THE CONTROLLER</u>									
Controller	017	FSR-2	William G. McNeil	FSR-2	0	01	08-24-77		
Deputy Controller Financial Analyst	018	FSR-3	(Daniel E. Allen)	FSR-4	0	01		Nominated and accepted - ETA 2/15/76	
Accountant Financial Analyst	413	FSR-4	Bruce L. Zekarsky	FSR-4	0	X	01-05-76	SPAR 534 submitted to AID/W. Transfer - EED 2/20/76	
Intl. Dvl. Intern. (Chlr.)	433	FSR-7	Thomas P. Fallon	FSR-L-6	0	01	07-10-77		
<u>OFFICE OF DEVELOPMENT PLANNING AND EVALUATION</u>									
Program Officer	313	FSR-2	Arthur H. Boehms, Jr.	FSR-2	0	01	11-04-77		
Deputy Program Officer	398	FSR-4	(Richard Archi)	FSR-4	0	01		Nominated and accepted - ETA o/a 1/25/76	
Program Evaluation Officer	448	FSR-4	Owen J. Lustig	FSR-3	0	01	06-18-76		
Intl. Dvl. Intern. (Prog.)	434	FSR-7	Nancy L. Buther	FSR-L-6	0	01	04-22-77		
<u>OFFICE OF CAPITAL DEVELOPMENT</u>									
Capital Resources Development Officer	451	FSR-3	Lawrence Hausman	FSR-4	0	01	11-20-77		
Capital Projects Development Officer	427	FSR-4	(Edward H. Smith)	FSR-4	0	01		Nominated and accepted - ETA o/a 3/76	
Capital Projects Development Officer	429	FSR-4	Larry T. Armstrong	FSR-5	0	X	01-10-76	Training EL/Transfer - EED 1/2/76. SPAR 536 forwarded to AID/W	
Capital Projects Development Officer	449	FSR-5	Stephen H. Jacobson	FSR-5	0	01	10-09-75		
Intl. Dvl. Intern. (Cap. Dvl.)	435	FSR-7	Douglas T. Kline	FSR-L-6	0	01	08-12-77		
<u>OFFICE OF AGRICULTURE PRODUCTION/RURAL DEVELOPMENT</u>									
Food and Agriculture Officer	257	FSR-2	Jesse R. Moffatt	FSR-2	0	01	08-31-77		
Deputy Food and Agriculture Officer	220	FSR-3	(William J. McCluskey)	FSR-3	0	01		Nominated and accepted	
Agricultural Economist	415	FSR-4	Douglas M. Jones	FSR-3	0	01	03-07-76		
<u>OFFICE OF COMMUNITY AND COOPERATIVE DEVELOPMENT</u>									
Community and Coop. Dvl. Officer	268	FSR-3	David D. Bathrick	FSR-4	0	01	07-04-76		
Asst. Community Development Advisor	450	FSR-4	Max H. Williams	FSR-L-5	0	01	09-30-77		SPAR 524 submitted to AID/W
<u>OFFICE OF ENGINEERING AND TRANSPORTATION</u>									
General Engineering Officer	372	FSR-2	Richard D. Dudley	FSR-3	0	01	08-21-76		SPAR 531 submitted to AID/W. CCAR requests tour be shortened to 9/30/76
Deputy General Engineering Officer	374	FSR-3			0	01		Vacant	
Electrical Engineering Advisor	447	FSR-4	Harrison L. Baker	FSR-L-3	0	01		EL/REC - ETA o/a 2/30/76	
<u>OFFICE OF HUMANITARIAN ASSISTANCE</u>									
Health & Family Planning Dvl. Officer	440	FSR-2	Amedee S. Landry	FSR-3	0	01	08-31-77		
<u>OFFICE OF HUMAN RESOURCES</u>									
Human Resources Development Officer	441	FSR-2	Robert G. Johnson	FSR-2	0	01	07-22-77		
Human Resources Dvl. Officer Education	442	FSR-4	(Charles A. Reed)	FSR-3	0	01		Nominated and accepted - ETA 1/31/76	
Public Administration Advisor, Tax	26-73	FC-11	David J. Bernreisel	FC-11	PASA	01	06-30-76		
<u>TOXICOLOGY GROUP</u>									
Toxicology Advisor	437	FSR-4	David S. Arroyo	FSR-3	P	01	01-20-77		

USAID/BOLIVIA AUTHORIZED POSITIONS

	U.S. NATIONALS			
	DIRECT-HIRE	IDP	PASA	TOTAL
Ceiling	31	3	1	35
On Board	21*	3	1	25*

*Includes 1 employee on EL/RTP

Vacancies:

- 280 - Deputy Mission Director
- 374 - Deputy General Engineering Officer

Positions Incumbered But Employees Not Yet at Post:

- Associate Director
- 018 - Deputy Controller Financial Analyst
- 427 - Capital Projects Development Officer
- 220 - Deputy Food and Agriculture Officer
- 442 - Human Resources Development Officer (Education)

OFFICE OF AREA AUDITOR GENERAL

Resident Auditor	040	FSR-3	Oslo L. Coleman	FSR-L-4	0	01	06-01-76		
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Exhibit "F"

Office of Personnel		USAID TO BOLIVIA		PERSONAL		SALARY		LATEST		JOB	
OFFICE AND POSITION		NAME OF EMPLOYEE		PSN	PSN	PERSONAL	LD.	US\$	PSN/LET	LATEST	JOB
PERSONNEL OFFICE		NO.	GRADE	GRADE	NO.	US\$	US\$	US\$	NO.	NO.	NO.
SECRETARY I		008	FSL-7	FSL-8/1	66,101	4,224.78			02-13-76	02-13-75	02-18-75
Communications and Records											
Messenger/Mail Clerk III	Caldarin, Luis	021	**	FSL-3/10	43,372	2,137.98			01-02-77	01-01-55	01-01-55
Assistant II (Com/Records)	Crave, Gaby de	068	FSL-9	FSL-7/3	72,668	3,565.15			12-05-76	07-12-72	07-12-72
Clark III	Delgado, Anselmo	021	**	FSL-3/8	41,818	2,042.10			08-11-78	09-23-62	09-25-62
Messenger/Mail Clerk II	Quiroz, Filomeno	037	**	FSL-4/5	44,041	2,150.59			02-29-76	03-01-75	02-24-74
Contracting/Personnel and Travel											
Sr. Specialist III (Contracting)	Benavides, Mario	012	**	FSL-12/2	209,968	10,302.65			03-14-76	06-12-69	06-12-69
Specialist I (Personnel)	Camacho, Nancy	009	FSL-11	FSL-11/1	149,455	7,314.77			11-07-76	01-20-60	06-11-60
Secretary I	Lada, Dora de	040	FSL-8	FSL-8/1	66,101	4,224.78			09-12-76	03-01-69	01-01-68
Specialist III (Personnel)	Núñez, Silvia	011	FSL-10	FSL-10/1	135,738	6,560.35			09-12-76	06-18-63	05-18-63
Assistant II (Travel)	Ponce, Rafael	020	**	FSL-7/3	72,668	3,565.15			04-21-76	06-23-62	09-25-62
Assistant III (Travel)	Rivera, María Jeannette	015	FSL-9	FSL-7/5	77,008	3,773.61			04-21-76	01-10-68	01-10-68
Customs and Shipping											
Specialist III (Customs)	Burgos, Marcelo	013	**	FSL-9/2	114,521	5,519.23			03-14-76	03-27-62	01-20-60
Specialist I (Customs)	García, Carlos	014	**	FSL-11/3	181,931	8,982.73			12-05-76	04-25-69	04-25-69
Assistant I (Customs)	Muñoz, María Esperanza	016	**	FSL-3/4	74,531	4,539.42			08-29-76	04-01-63	04-01-63
General Services											
Specialist III (Gen. Ser.)	Reichner, Alberto	026	FSL-10	FSL-10/1	135,738	6,560.35			09-12-76	04-28-67	04-28-67
Sr. Specialist II (Gen. Ser.)	Mar, Ramiro	023	**	FSL-12/2	209,968	10,302.65			10-10-76	04-27-62	04-27-62
Supervisory Specialist (Gen. Ser.)	Machicao, Dora	041	**	FSL-11/7	260,601	14,259.13			01-23-76	01-27-72	02-06-69
Secretary I	Molina, Consuelo de	024	**	FSL-7/3	72,668	3,565.15			01-13-76	01-21-74	01-08-66
Assistant I (Accounting)	Lazo, Alberto	049	**	FSL-8/1	66,101	4,224.78			02-29-76	03-01-75	04-21-64
Motor Pool											
Assistant II (Motor Pool)	Duran, Luis	027	**	FSL-7/5	77,008	3,773.61			08-29-76	09-10-52	09-10-52
Senior Chauffeur	Alvarez, Armando	028	FSL-4/2	FSL-4/2	47,218	2,315.38			04-21-76	10-03-62	10-03-62
Senior Chauffeur	Sarrientos, José	029	FSL-4/3	FSL-4/3	48,591	2,384.25			04-21-76	06-15-54	06-15-54
Senior Chauffeur	Burgos, Alfredo	030	FSL-4/3	FSL-4/3	48,591	2,384.25			04-21-76	01-03-66	01-03-66
Chauffeur I	Cárdenas, Carlos	031	**	FSL-3/2	43,372	2,137.98			08-01-76	01-01-66	01-01-66
Senior Chauffeur	Cárdenas, Pablo	032	FSL-4/2	FSL-4/2	47,218	2,315.38			04-21-76	03-01-60	03-01-60
Senior Chauffeur	Caparosa, Félix	034	FSL-4/2	FSL-4/2	47,218	2,315.38			04-21-76	11-04-63	11-04-63
Senior Chauffeur	Medina, Roberto	035	FSL-4/2	FSL-4/2	47,218	2,315.38			04-21-76	09-03-62	10-03-62
Senior Chauffeur	Ortiz, Juan	036	FSL-4/2	FSL-4/2	47,218	2,315.38			04-21-76	12-21-58	12-21-58
Senior Chauffeur	Verástegui, Mario	038	FSL-4/2	FSL-4/2	47,218	2,315.38			04-21-76	11-04-58	11-04-58
*48 hours basic work week											
Printing											
Clark II (Printing)	Ortiz, David	050	**	FSL-4/3	41,751	2,045.63			02-29-76	01-01-75	11-24-71
Assistant I (Printing)	Martínez, Carlos	048	FSL-3	FSL-3/1	36,101	1,824.78			09-29-76	07-01-64	03-31-62
Procurement											
Assistant I (Procurement)	Baldirian, Ma. Georgina de	013	FSL-9	FSL-8/1	66,101	4,224.78			09-12-76	08-24-70	08-24-70
Specialist I (Procurement)	Labeta, José Luis	019	**	FSL-11/4	186,819	9,156.73			11-07-76	01-31-66	01-31-66
Property Control											
Assistant III (Property Control)	Aranda, Emilio Víctor	044	**	FSL-6/2	57,291	2,811.14			08-01-76	04-01-69	04-01-69
Assistant II (Property Control)	Morales, José Alfonso	045	**	FSL-7/5	77,008	3,773.61			09-26-76	09-22-75	09-22-75
Warehousing											
Assistant III (Warehousing)	Alvarez, Luis	047	**	FSL-6/4	68,308	3,375.69			12-05-76	12-01-75	12-01-75
Assistant II (Warehousing)	Vargas, Enrique	082	**	FSL-7/1	68,308	3,375.69			02-29-76	01-01-75	11-27-74
Santa Cruz Office											
Secretary III	Chavez, Rodolfo	007	**	FSL-6/7	64,896	3,233.37			08-15-76	12-01-75	07-01-74
OFFICE OF AGRICULTURE PRODUCTIVITY/RURAL DEVELOPMENT											
Secretary I	Boza, Lily de	072	FSL-8	FSL-8/2	88,911	4,362.66			03-14-76	09-30-62	09-30-62
Executive Secretary	Stela, María Luisa de	073	FSL-9	FSL-9/3	118,216	5,800.59			03-11-76	10-19-59	10-19-59
Specialist I (Rural Dev.)	Berrios, José Isaac	071	**	FSL-11/3	181,931	9,092.73			11-02-77	01-01-75	01-01-75
OFFICE OF CAPITAL DEVELOPMENT											
Secretary I	Bustillo, Marina de	086	FSL-8	FSL-8/4	94,531	4,638.42			08-01-76	01-12-66	01-11-66
Executive Secretary	Calaza, Blanca	088	FSL-9	FSL-9/5	125,606	6,153.20			01-14-76	01-15-69	04-30-64
Sr. Specialist III (Cap. Dev.)	Carada, Emérico	089	**	FSL-12/3	230,983	11,130.66			08-29-76	06-17-63	06-17-63
Secretary II	Cuniel, Milvia	087	FSL-7	FSL-7/1	68,308	3,375.69			09-12-76	07-01-74	07-01-74
Specialist I (Capital Dev.)	Lora, Walter	090	**	FSL-11/4	186,819	9,156.73			08-01-76	07-01-63	07-01-63
OFFICE OF COMMUNITY AND COOPERATIVE DEVELOPMENT											
Secretary III	Córdova, Cecilia de	051	FSL-9	FSL-7/1	68,308	3,375.69			02-29-76	01-01-75	12-30-66
Secretary III	La Fave, Espirito de	075	**	FSL-6/1	57,291	2,811.14			06-20-76	06-15-75	06-15-75
Specialist II (Community Dev.)	Boza, Joyce	052	FSL-10	FSL-10/1	135,738	6,560.35			09-12-76	11-09-68	11-09-68

OFFICE AND POSITION TITLE	NAME OF EMPLOYEE	PER No.	PER GRADE	PERSONAL GRADE	SALARY No.	PER/LSK DATE	LASTEST ECD	ECD
OFFICE OF THE COMPTROLLER								
Executive Secretary	Arenayo, Ruth de	053	FSL-9	FSL-9/1	110,826	5,437.98	09-12-76	06-10-70 06-07-69
Budget and Accounts								
Specialist III (Bud/Accounts)	Alcoba, Humberto	054	**	FSL-9/3	113,215	5,800.59	05-21-76	01-01-69 03-01-69
Specialist III (Bud/Accounts)	Ballester, Edmundo	055	**	FSL-9/1	110,826	5,437.98	03-14-76	08-04-69 06-04-69
Secretary I	Campos, Maria de	056	**	FSL-3/3	51,721	4,500.54	08-29-76	12-26-68 09-12-64
Specialist III (Bud/Accounts)	Canedo, Gladys de	057	**	FSL-10/5	154,070	7,539.66	01-14-76	03-11-68 03-11-68
Specialist III (Bud/Accounts)	Lanza, Bertha de	058	**	FSL-10/5	154,070	7,539.66	02-15-76	07-30-62 07-30-62
Specialist III (Bud/Accounts)	Martinez, Mary	059	**	FSL-9/1	110,826	5,437.98	03-14-76	08-09-71 02-12-70
Specialist I (Bud/Accounts)	Weave, Lisa de	060	**	FSL-11/2	175,243	8,598.77	12-04-76	07-05-66 09-08-66
Sr. Specialist II (Bud/Accounts)	Peñaranda, Guillermo	061	**	FSL-12/2	209,968	10,302.65	10-10-76	07-03-67 07-03-67
Specialist III (Bud/Accounts)	Salinas, Victor	062	**	FSL-10/5	154,070	7,539.66	05-23-76	03-12-59 03-12-59
Specialist III (Bud/Accounts)	Salazar, Mario	063	**	FSL-10/5	154,070	7,539.66	02-01-76	03-01-67 03-01-67
Specialist III (Bud/Accounts)	Salis, Roberto	064	**	FSL-9/1	110,826	5,437.98	09-12-76	06-01-69 06-01-69
Specialist III (Bud/Accounts)	Stapan, Calisto	065	**	FSL-9/4	121,911	5,821.39	08-23-76	03-13-61 03-13-61
Sr. Specialist I (Bud/Accounts)	Torres, Fernando	066	**	FSL-13/6	282,473	13,550.19	08-01-76	08-18-59 08-18-59
Secretary I	Telasco, Gladys	067	**	FSL-3/3	51,721	4,500.54	08-31-76	03-25-68 01-13-63
Financial Analysis and Review								
Sr. Specialist III (Fin. Anlstr.)	Montero, Luis	069	**	FSL-12/8	251,378	12,359.08	11-05-78	11-01-72 07-12-67
Sr. Specialist III (Fin. Anlstr.)	Pinco, Saul	070	**	FSL-12/2	209,968	10,302.65	03-16-76	06-11-63 06-11-63
OFFICE OF DEVELOPMENT PLANNING AND EVALUATION								
Secretary I	Arenibar, Sonia	001	FSL-3	FSL-3/5	77,342	4,776.30	10-10-76	10-06-75 10-06-75
Specialist II (Program)	Diaz de Medina, Hector	003	**	FSL-11/6	198,395	9,734.79	09-26-76	08-01-68 08-01-68
Specialist II (Program)	Miranda, Marcelo	002	**	FSL-10/6	158,593	7,734.74	10-13-76	10-01-75 10-01-75
Executive Secretary	Montano, Liliana de	004	FSL-9	FSL-9/4	121,911	5,821.39	03-14-76	01-02-62 01-02-62
Training								
Specialist III (Training)	Seix, Susana de	085	**	FSL-9/2	114,521	5,619.28	08-01-76	05-16-67 05-11-67
OFFICE OF ENGINEERING AND TRANSPORTATION								
Senior Specialist I (Engineer)	Aguilar, Joaquin	091	**	FSL-11/9	307,257	15,076.40	05-21-78	12-01-60 12-01-60
Assistant I (Draftsman)	Arias, Luis	092	**	FSL-8/2	38,911	3,382.66	03-14-76	12-09-62 12-09-62
Secretary I	Arcistegui, Fanny de	093	FSL-3	FSL-3/3	51,721	4,500.54	03-14-76	07-03-61 07-03-61
Specialist II (Engineer)	Carrazza, Javier	094	**	FSL-12/7	244,893	12,015.14	01-18-76	11-22-66 11-22-66
Specialist II (Engineer)	Crespo, Manuel	095	**	FSL-11/8	209,971	10,302.80	12-01-78	12-16-68 12-16-68
Sr. Specialist I (Engineer)	Florida, Walter	096	**	FSL-13/9	307,257	15,076.40	05-22-77	09-04-60 09-04-60
Executive Secretary	Gomez, Gloria	097	FSL-9	FSL-9/4	121,911	5,821.39	03-14-76	02-09-68 02-09-68
Sr. Specialist II (Engineer)	Pada y Milla, Ramé	098	**	FSL-12/9	258,863	12,701.52	01-02-77	01-14-63 01-14-63
Sr. Specialist III (Engineer)	Tavel, Andrés	099	**	FSL-12/7	244,893	12,015.14	01-18-76	05-20-63 05-20-63
OFFICE OF HUMAN RESOURCES								
Executive Secretary	Vas, Dina	005	FSL-9	FSL-9/4	121,911	5,821.39	03-14-76	01-24-66 12-20-62
Education								
Secretary III	Ariape, Rosario de	080	FSL-3	FSL-3/1	35,101	3,224.78	11-07-76	07-01-74 08-03-67
Assistant III (Education)	Burdillos, Gloria	081	**	FSL-7/2	70,483	3,498.11	08-01-76	12-09-62 12-09-62
Specialist II (Education)	Miranda, Pedro	077	**	FSL-10/3	114,904	5,821.11	01-02-77	01-01-76 01-01-76
Specialist III (Education)	Ordoñez, Marcelo	083	**	FSL-9/2	114,521	5,619.28	04-24-76	08-28-70 08-28-70
OFFICE OF HUMANITARIAN ASSISTANCE								
Specialist II (Humanitarian Ass.)	Quindí, Alberto	074	**	FSL-10/3	144,904	7,110.11	01-02-77	01-01-76 01-01-76
Secretary II	Zilberstein, Larissa de	075	FSL-9	FSL-3/1	35,101	3,224.78	11-07-76	08-28-74 03-28-68
Food for Peace								
Secretary III	Calancca, Va. Dugmía de	084	**	FSL-7/3	72,598	3,565.16	07-23-76	01-02-69 01-02-69
Senior Specialist II (FFP)	Padalosa, Armindo	078	**	FSL-12/4	223,938	10,998.13	11-07-76	10-14-64 10-14-64
Specialist I (Food for Peace)	Reyes, Edwin	079	**	FSL-11/2	175,243	8,598.77	03-14-76	01-03-67 01-03-67

USAID/BOHIVA INTERESTED POSITIONS

FOREIGN NATIONALS - REPORT TIME

Celling	90
On Board	90

OFFICE OF ASIA ASSISTANT GENERAL

Executive Secretary	Blondel, Va. Alicia de	101	FSL-9	FSL-9/1	110,826	5,437.98	09-12-76	04-22-68 05-13-68
Specialist I (Auditor)	Calderon, Raúl	102	**	FSL-11/3	181,031	8,982.78	05-23-76	02-15-67 02-15-67
Sr. Specialist I (Auditor)	Ugaldes, Filiberto	103	**	FSL-13/8	298,989	14,607.76	12-14-78	11-22-64 11-22-64

**Position Unallocated

[Signature]
PERF. SECRETARIAT

OTHER DONOR ASSISTANCEAMOUNT AND TYPE OF ASSISTANCE
(in thousands of dollars)

<u>Donor</u> ^{1/}	<u>Loan</u>	<u>Loan and Grant</u>	<u>Grant</u> ^{2/}	<u>Sectors Assisted</u>
UNDP/FAO/WHO		4,541.6	2,447.2	Agriculture, Health
IBRD/IDA	93,300.0 ^{3/}			Agriculture, Transportation, and Communications, Electrification, Housing and Industry
IDB	191,200.0 ^{4/}		100.0	Agriculture, Transportation and Communications, Housing and Industry
OAS			94.8	Agriculture, Community and Cooperative Development
ILO			760.0	Community and Cooperative Development, Education
IAF			333.9	Community and Cooperative Development
UNICEF			1,000.0	Education
German Govt.			1,000.0 ^{5/}	Education
Dutch Church and Govt.			2,000.0	Education
German Bank for Reconstruction	20,400.0			Health

NOTES:

- ^{1/} The FY 1977 Congressional Presentation lists the following loans:
- Brazil: \$60 million for industrial projects and a feasibility study for an iron-steel complex.
 - Japan: \$12 million for road construction equipment.
 - USSR: \$1.1 million for mining machinery and equipment.
 - Private Banks and Private Suppliers: credits of approximately \$170 million.
- ^{2/} Grant funding assumed by AG/OAS¹ in some cases.
- ^{3/} \$15-20 million proposed for 1976.
- ^{4/} Includes \$35 million (2nd part) highway loan not yet authorized.
- ^{5/} Amount targeted for 1976.

STATUS OF LOANS

per USAID/Bolivia Report
as of January 31, 1976

Exhibit "H"

Loan Number and Title	Date Agreement Signed	Terminal Disbursing Date ^{1/}	Loan Amount	Amount Committed	Accrued Disbursements	Uncommitted Balance	Undisbursed Balance
511-L-043, Special Fund for Economic Development	9/15/72	2/29/76	7,000,000	7,000,000	6,561,501	-	438,499 ^{2/}
511-L-044, Rural Community Development	9/15/72	6/30/76	3,000,000	3,000,000	2,709,144	-	290,856 ^{3/}
511-L-046, Rural Electrification	10/23/73	12/31/77	4,100,000	1,130,866	519,348	2,969,134	3,580,652 ^{4/}
511-T-046, Rural Electrification	10/23/73	12/31/77	7,700,000	4,025,050	-	3,674,950	7,700,000 ^{4/}
511-L-047, National Urban Development Services	7/23/73	4/30/77	3,000,000	1,407,050	433,117	1,592,950	2,566,883 ^{5/}
511-L-048, Savings and Loan Development Program	7/23/73	10/31/76	6,000,000	5,250,000	3,642,824	750,000	2,357,176 ^{6/}
511-T-049, Rural Electrification II	9/12/74	2/25/78	9,500,000	1,111,216	156,256	8,388,784	9,343,744 ^{7/}
511-T-050, Sub-Tropical Lands Development	9/19/74	2/19/79	9,700,000	338,500	251,116	9,361,500	9,448,884
511-V-051, Educational Management and Instructional Development	8/16/74	12/31/78	9,650,000	739,540	18,486	8,910,460	9,631,514
511-T-052, Basic Food Production	4/24/75	9/02/78	8,000,000	500,000	340,000	7,500,000	7,660,000
511-T-053, Agricultural Development	4/ /75	4/24/79	9,200,000	-	-	9,200,000	9,200,000
511-V-054, Rural Education I	12/29/75		4,924,000	-	-	4,924,000	4,924,000

NOTES:

^{1/} Per W-224A as of February 29, 1976.

^{2/} Per USAID/Bolivia, fully disbursed as of February 27, 1976.

^{3/} Per USAID/Bolivia, GOB delinquency in submitting reimbursement documents, delays in construction resulting from cement shortages, and late billings for equipment contributed to this pipeline.

^{4/} Per USAID/Bolivia, Letters of Commitment have been opened for most of the equipment, but a construction contract has not been executed.

^{5/} Per USAID/Bolivia, a one-year delay in executing a technical assistance contract accounts for this size pipeline.

^{6/} Per USAID/Bolivia, the GOB was reluctant to revise the terms of its loan to the Central Bank and was one year late in meeting the Conditions Precedent; loan is now on schedule.

^{7/} Per USAID/Bolivia, loan is on schedule and invitations for bids on material solicited; construction will be undertaken in conjunction with Loan 511-T-046.

Exhibit "I"

LOAN 511-T-052
 BASIC FOOD PRODUCTION
 CREDIT CATEGORIES AND AMOUNTS

<u>AID Loan</u>	<u>Central Bank</u>	<u>Purpose</u>
\$6 million	\$1 million	Production Credit
\$1 million	-	Capital Goods Credit
\$1 million	\$1 million	Processing/Marketing Credit
-	\$0.75 million	General Credit or Processing/Marketing Credit
-	\$0.25 million	Studies of Marketing System and Investment Opportunities

Under the production credit category, the maximum working capital loan is \$2,000, the maximum intermediate or long-term loan is \$3,000, for a total production loan maximum of \$5,000. Repayment periods for sub-loans show as follows:

<u>Purpose</u>	<u>Up to</u>
Working Capital for Production Loan	12 months
Land Rehabilitation	3-5 years
Medium-term Livestock Loans	5 years
Capital Goods Acquisition	5 years
Working Capital for Marketing/Processing Loans	12 months
Processing/Storage Facility Construction or Expansion	10 years