

USAID/PANAMA  
1994-1995 ABS

I. Introduction

Based on the five groupings of countries provided in the Agency's right-sizing guidance, we fully concur with placing the USAID/Panama program in the "Foreign Policy" category. This definition reflects the unique relationship between the U.S. and Panama, as well as the expectations established for the program when the Mission was re-opened in early 1990.

By May, 1991, when the Mission submitted its program strategy for Bureau review and approval, initial activities focusing on emergency assistance and economic reactivation were close to completion. The strategy, therefore, concentrated on a longer term "development" phase designed to contribute to the broader U.S. foreign policy objective for Panama: achieving a smooth transition in the implementation of the 1977 Canal Treaties. Specifically, the strategy recognized that a stable, democratic and prosperous Panama is essential to successful implementation of the Treaties, and called for a narrowly focused program of institutional and human resource development in selected entities central to re-establishing democratic processes after more than 20 years of military dictatorship.

In order to demonstrate the impact of the high resource levels approved for Panama immediately following Operation Just Cause, the Mission developed five Strategic Objectives and argued to maintain that number of Objectives through the presentation of the 1994 Action Plan. In that document, however, the Mission acknowledged that, with the early assistance efforts completed and resource levels declining more rapidly than originally anticipated, it was time to revise the number of Strategic Objectives downward. As shown on the next page, the Mission has reduced its S.O.s from five to three by combining two democracy objectives into one and shifting the objective on exports to a target of opportunity.

The Mission's priority S.O. is in the democracy area and will remain so at whatever funding level is final approved for the 1994-1995 budget period. A S.O. related to the Canal must also be included in the Mission's program; without it, the rationale for designating Panama as a "Foreign Policy" program would disappear. Preservation of natural resources, with a particular focus on the Canal watershed, is also an appropriate S.O. for this program as the continued success of the Canal as an international waterway will require a dependable source of water. Finally, although recast as a target of opportunity, increased and diversified exports leading to a broadened economic base in Panama remains an important element contributing to increased prosperity in the country.

Strategic Objectives FYs 1991-1993

Strengthened competent civilian government institutions	Increased pluralism and public participation in support of democratic values and processes	Increased and diversified exports	Preservation of natural resources	GOP Adoption of an apolitical strategy for canal mgt and use of reverted lands
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Target of Opportunity: Low cost housing

FY 1994 Strategic Objectives

Strengthened competent civilian government institutions and greater citizen participation	Preservation of natural resources	GOP Adoption of an apolitical strategy for canal mgt and use of reverted lands
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Targets of Opportunity: (1) Low cost housing (2) Increased exports

The two years covered by this budget submission will be critical to the program: national elections will take place in 1994, and several projects will reach the mid-point in their implementation schedule where changes introduced through technical assistance and training should begin to be solidified. They will also be key years in the implementation of the Canal Treaties as a new administration will take office and must immediately assume responsibility for the final preparations leading to the turnover of the Canal on December 31, 1999.

The USAID/Panama program, with its revised Strategic Objectives and continued narrow focus, is fully consistent with the foreign policy objectives of the U.S. At the same time, our program responds directly to new Agency priorities by addressing three of the four global areas defined as the core of the Agency -- democracy, environment and growth.

With its narrow focus, the program can be adjusted to meet changing budgetary levels and still play an important role in contributing to U.S. foreign policy objectives in Panama. As described in the following sections, reduced program budget levels can be accommodated reasonably well, with the exception of the scenario of a 50% cut in FY 1995. Further, while cost saving measures can be implemented in response to decreased OE levels, if

USDH FTE is reduced beyond a certain point, a major modification in organizational structure -- which would affect the Mission's internal controls and accountability measures -- would be required. In such a case, adjustments in program content would also be required, with a corresponding negative impact on expected program outputs.

## II. Program Composition

### A. FY 1994 - DA

At both the FY 1994 CP level and a 25% reduction in that level, there would be no immediate impact on the implementation of the Mission's existing portfolio. If there is a reduction, it would be accommodated by stretching out obligations for two projects in the democracy area (Improved Administration of Justice and CLASP II) and the one project in the environment area (Natural Resources Management).

In terms of sector "targets," for both the CP and the reduced level, the Mission will not be able to meet the suggested obligation amounts in the environment or sustained development areas. The Mission's top priority S.O. is democracy and sufficient resources must be dedicated to the projects in that area. With only one project in the environment, obligation of \$2.5 million is not feasible or necessary given the current pipeline and implementation status of the project. Similarly, activities related to sustained development cannot absorb the obligation levels proposed by the Bureau; to do so would deny the Mission the resources needed for its priority objective.

It should be noted, however, that in the case of a 25% reduction, the relative amounts budgeted for environment and sustained development would actually increase slightly, with the democracy area absorbing the largest amount of the reduction.

### B. FY 1994/FY 1995 - ESF

All ESF is used to finance the Department of Justice's ICITAP program in Panama, shown in Table IV of this ABS at \$6,000,000 per year for FY 1994 and FY 1995 under the Improving Police Services project (525-0305). Developing a civilian police force which respects the law and human rights, under the direction of the civilian government, is an important democracy initiative for Panama. The project was started in 1990 to help establish a police force in place of Panama's abusive military. We note in LAC Bureau tables that the FY 1994 ESF CP figure for Panama was \$6 million but that no ESF is shown for Panama in the "estimated" columns. While we understand that ESF resources will be extremely tight in 1994 and 1995, we urge that some funds be provided to continue this vital activity.

C. FY 1995 - DA

At the 100% level (\$7,075,000), no change would be required from what the Mission proposed in the 1994 Action Plan. This level would permit full implementation of the current portfolio as well as the initiation of two new starts that fit within the Mission's democracy S.O.

At the 75% level, the Mission would be able to maintain close to normal implementation of the current portfolio. The Mission would also plan to initiate the proposed PVO support project which would provide a modest level of resources to finance activities of grass roots organizations involved in building democratic processes in Panama.

If required to reduce FY 1995 funding levels by 50%, the Mission would not direct any new resources to the environment area, nor would any new starts be contemplated. The Mission would examine the current status of its Natural Resource Management (MARENA) project to determine if adjustments are possible so that funds in the pipeline could be used to keep implementation moving, although at a reduced level of expected output. As part of this exercise, the Mission would also examine the appropriateness of simply terminating the project and dropping the environment as an objective.

**III. Operating Expenses**

A. FY 1994

In accordance with Agency guidance, USAID/Panama's 100% OE level for FY 1994 would be \$2.8 million. However, due to management decisions taken in FY 1993 (e.g., slight reduction in FSN staff and initiating shipment of household effects of two USDH staff who will transfer in FY 1994), the Mission has reduced the amount of OE required to maintain normal operations in FY 1994 to \$2.6 million. This represents a permanent savings and, therefore, the \$2.6 million will be used as the 100% level in the respective OE tables.

A 25% reduction from the FY 1993 level of \$2.8 million would require the Mission to cut another \$500,000 from its new FY 1994 base of \$2.6 million. Such a decrease in OE would be managed by a substantial reduction in procurement, drastic cuts in travel, training and communications, eliminating another FSN position and, most significantly, making maximum use of the recent more liberal guidelines for project funding of FSN staff. If the Mission is forced to this level we must be advised to take action as soon as possible, preferably by October 1, 1993. Each month which passes under a CR makes it less likely that we can operate at a level of \$2.1 million for FY 1994.

The Mission would meet the maximum ceiling of 11 USDH at both OE funding levels. Also, at the reduced level of \$2.1 million, the Mission would be able to manage the existing portfolio in FY 1994, although support operations would be sharply curtailed, thereby raising issues of accountability and internal control vulnerabilities.

B. FY 1995

At the 100% OE level (\$2.6 million), funding would be adequate to manage the existing and planned portfolio, and to support an FTE ceiling of 10 USDH. The Mission would be required to maintain cost cutting steps (e.g., reducing procurement) to keep within this budget level, but no problems would be anticipated in supporting normal operations and providing satisfactory internal controls and accountability.

To accommodate a 25% reduction (to \$2.1 million) in FY 1995, the Mission would be forced to reduce both USDH and FSN staff. A revised FTE ceiling of seven USDH could be managed at that funding level (resources would be insufficient for additional USDH staff), but such a cut would restrict the Mission's ability to manage implementation of its portfolio. At a minimum, the Mission would not be able to undertake the new starts proposed for FY 1995. In addition, support staff would be stretched thin to cover on-going activities adequately. In terms of the FSN staff, limited reductions would be undertaken consistent with the implementation status of the portfolio, with care taken to maintain support services to the maximum extent possible.

Should FY 1995 budget or FTE limitations result in a reduction in USDH staff to four, it would then require a complete restructuring of USAID/Panama. At such a level, maintaining a separate administrative function would not be economically feasible; rather, it would be necessary to form a JAO under which the Embassy would provide administrative and support services. The size and composition of the FSN staff would also be substantially modified. This would make it possible to focus the remaining USDH and FSN staff on project implementation. Nonetheless, under this scenario, the Mission would drop all activities related to the targets of opportunity component of our objectives. It is also likely that the environment objective would be dropped so that the available staff could focus on projects in the democracy and Canal areas.

C. Costs for Terminating FSN Staff

As noted above, achieving the 75% OE level in FY 1995 would require additional cuts in FSN staff. Of the Mission's seven FSN staff, six have service records ranging from 17 to 27 years. In accordance with Panamanian labor laws, separation pay must be

paid when employment is terminated. In the case of these employees, because of their length of service, that cost will be very high and could approach \$400,000. (Note: all employees will be entitled to severance pay; however, most Mission staff have only 3-4 years of service so the financial burden is not significant).

These costs are not factored into the Mission's OE budgets for either 1994 or 1995. If we are required to operate at the reduced level in 1995, and thus to release one or more of these senior staff, we will be required to request a special allowance to cover the associated severance payments.

As a general issue, however, it should be noted that at some point over the coming years as the Mission continues to scale back in size, these extraordinary costs associated with the termination of its most senior staff will have to be paid. While long-term savings will result by virtue of having a smaller staff, the short-term impact will be a significant increase in budget requirements to make those payments.

FY 1994 PROGRAM BY STRATEGIC OBJECTIVE (\$000)

Strategic Objective	Policy Area	FY 1994 Congressional Presentation Level	
		100%	75%
1. Strengthened Competent Civilian Government Institutions and Greater Citizen Participation			
	Democracy	4,575	3,075
2. GOP Adoption of an Apolitical Strategy for Canal Management and Use of Reverted lands			
	Growth	1,000	1,000
3. Preservation of Natural Resources			
	Environment	1,500	1,175
Total		7,075	5,250

PANAMA (525)  
FY 1994 ANNUAL BUDGET SUBMISSION

TABLE V: PROPOSED PROGRAM RANKING

RANK

PROJECT	TITLE	PROGRAM FUNDING (\$000)		
		APPROP	INCR	
75% OF FY 1994 CP REQUEST				
525-0000	PROGRAM DEVELOPMENT AND SUPPORT	DA	100	
525-0101	SPECIAL DEVELOPMENT ACTIVITIES	DA	110	
525-0306	FINANCIAL MANAGEMENT REFORM	DA	500	
525-0308	NATURAL RESOURCES MANAGEMENT	DA	1,175	
525-0312	IMPROVED ADMIN OF JUSTICE	DA	1,000	
525-0313	ECONOMIC POLICY REFORM	DA	1,000	
525-0317	IMPROVED ELECTION ADMIN	DA	365	
525-1001	CLASP II	DA	1,000	
TOTAL MCC REQUEST			5,250	
INCREMENT LEVEL				
1	525-0312	IMPROVED ADMIN OF JUSTICE	DA	425
2	525-1001	CLASP II	DA	1,075
3	525-0308	NATURAL RESOURCES MANAGEMENT	DA	325
TOTAL INCREMENT REQUEST			1,825	
TOTAL REQUEST			7,075	

**FY 1995 NEW ACTIVITY NARRATIVE**

**AGENCY POLICY AREA: Democracy**

**LAC BUREAU OBJECTIVE:** Support the evolution of stable, participatory democratic societies

**SUB-OBJECTIVE:** Strengthen public participation in the democratic process

**MISSION STRATEGIC OBJECTIVE:** Strengthened competent civilian government institutions, and greater citizen participation

**PROJECT TITLE:** PVO Support  
**PROJECT NUMBER:** 525-0322  
**FISCAL YEARS:** FY 95 - FY 97  
**LOP FUNDING:** \$2 million  
**TYPE OF FUNDING:** DA

**Project Purpose:** To promote increased civic participation and awareness concerning responsibilities inherent to a democratic system.  
Preliminary Verifiable Indicators

- 1) More effective participation of public interest organizations in public dialogue and policy debate.
- 2) An increase in the number, membership and funding of active non-governmental organizations.

**PROJECT DESCRIPTION:** Panama has three registered local PVOs active in education programs across a range of topics and which have received USAID assistance: COSPAE, PANAJURU, and Cruz Blanca. Another local PVO, the Centro Pro Democracia, is not yet registered but will likely be by 1995 and, thus, is a potential participant in this project. Grants will be made to PVOs to help expand and deepen outreach, particularly to youth, in the areas of civic education, ethics and responsibility, policy debate, and conflict resolution. Components could include:

--Development of a comprehensive range of lesson modules, civic education books, videos and other materials, for use in non-formal and formal education. Materials will be age-specific, ranging from pre-school to adult levels, and will be made available, along with training support, to private citizens, public policy organizations and public sector institutions.

--In-country scholarships for specialized training.

--Youth leadership seminars, democracy fairs at universities and workshops in the above-mentioned areas.

The project will improve PVO prospects for self-sustainability and compensate for the GOP's limited progress in providing the grounding in civic education essential to development of a responsible citizenry.

**FY 1995 NEW ACTIVITY NARRATIVE**

**AGENCY POLICY AREA:** Democracy

**LAC BUREAU OBJECTIVE:** Support the evolution of stable, participatory democratic societies

**SUB-OBJECTIVE:** Strengthen civilian government institutions

**MISSION STRATEGIC OBJECTIVE:** Strengthened competent civilian government institutions, and greater citizen participation

**PROJECT TITLE:** Civil Registry

**PROJECT NUMBER:** 525-0323

**FISCAL YEARS:** FY 95 - FY 98

**LOP FUNDING:** \$6 million

**TYPE OF FUNDING:** DA

**Project Purpose:** To improve the transparency and efficiency of the operations of the Electoral Tribunal.

**Preliminary Verifiable Indicators**

- 1) Public promptly reports changes in civil status.
- 2) Nation-wide data collection system in operation capable of updating central data banks daily.
- 3) Capacity to produce copies of vital documents such as birth certificates and national IDs on demand.
- 4) Fraud resistant identity card system installed and tamper proof identity cards issued to all citizens 18 years of age and older.

**PROJECT DESCRIPTION:** The Electoral Tribunal, using GOP funds, is procuring a state of the art computerized management information system, which will be installed in 67 offices nationwide. Project No. 525-0317 is assisting the Electoral Tribunal with the start-up of that system, up-dating the current Civil Registry, and issuing a limited number of new identity cards. The Civil Registry and the election voting lists will be cleansed and up-dated, to the extent possible, during the politically sensitive period prior to the May, 1994, general elections scheduled for 1994. However, the credi-bility of the civil registry and the election voting lists, while improved, will still be subject to question, and vulnerable to manipulation. Further, the identity card system will still be using old outdated equipment that produces cards which can be tampered with.

The Project will assist the Electoral Tribunal in: (a) the establishment of an up-to-date civil registry that will be fully capable of utilizing the management information system presently being installed, and be capable of serving the public in the timely delivery of vital documents; (b) the development of a strengthened identify card division and distribution of new tamper-proof I.D. cards; and (c) the production and publication of fully credible election voting lists.

FY 1995 PROGRAM BY STRATEGIC OBJECTIVE (\$000)

Strategic Objective	Policy Area	BASE: 100% FY 1994 CP Level					
		50% of BASE		75% of Base		100% of BASE	
		Ongoing	New	Ongoing	New	Ongoing	New
1. Strengthened Competent Civilian Government Institutions and Greater Citizen Participation							
	Democracy	2,600		2,850	500	3,175	1,500
2. GOP Adoption of an Apolitical Strategy for Canal Management and Use of Reverted Areas							
	Growth	400		400		400	
3. Preservation of Natural Resources							
	Environment			1,000		1,500	
4. Other							
	Growth	500		500		500	
Total		3,500		4,750	500	5,575	1,500

File Name: ABS94

ATTACHMENT 3

## FY 1994 OPERATING EXPENSE

Expense Category (COUNTRY)	Function Code	FY 1994 BASE (75%)			FY 1994 TARGET (100%)		
		Dollars	Trust Funds	TOTAL	Dollars	Trust Funds	TOTAL
Other Salary	U105	0.0		0.0	0.0		0.0
Education Allowances	U106	75.0		75.0	81.8		81.8
Cost of Living Allow.	U108	0.0		0.0	0.0		0.0
Other Benefits	U110	16.3		16.3	16.3		16.3
Post Assign Travel	U111	9.0		9.0	9.0		9.0
Post Assign Freight	U112	64.1		64.1	85.1		85.1
Home Leave Travel	U113	4.5		4.5	4.5		4.5
Home Leave Freight	U114	2.9		2.9	2.9		2.9
Education Travel	U115	0.7		0.7	2.1		2.1
R & R Travel	U116	2.8		2.8	2.8		2.8
Other Travel	U117	4.0		4.0	4.0		4.0
Subtotal	U100	179.3	0.0	179.3	208.5	0.0	208.5
<b>F.N. DIRECT HIRE:</b>							
F.N. Basic Pay	U201	193.4		193.4	193.4		193.4
Overtime/Holiday Pay	U202	0.0		0.0	18.0		18.0
Other Code 11 - FN	U203	1.0		1.0	1.0		1.0
Other Code 12 - FN	U204	55.2		55.2	65.3		65.3
Benefits - Former FN	U205	0.0		0.0	0.0		0.0
Accrued Severance	U206	6.0		6.0	6.0		6.0
Subtotal	U200	255.6	0.0	255.6	273.7	0.0	273.7
<b>CONTRACT PERSONNEL:</b>							
U.S. PSC - S&B	U302	11.0		11.0	11.0		11.0
Other U.S. PSC Costs	U303	4.8		4.8	4.8		4.8
FN PSC - S&B	U304	724.4		724.4	961.2		961.2
Other FN PSC Costs	U305	0.0		0.0	0.0		0.0
Manpower Contracts	U306	0.0		0.0	0.0		0.0
Accrued Severance	U307	0.0		0.0	0.0		0.0
Subtotal	U300	740.2	0.0	740.2	997.0	0.0	997.0
<b>HOUSING:</b>							
Residential Rent	U401	193.6		193.6	236.0		236.0
Residential Utilities	U402	62.7		62.7	69.5		69.5
Maint/Repairs	U403	0.0		0.0	0.0		0.0
Living Quarters Allow	U404	2.9		2.9	2.9		2.9
Security Guards	U407	0.0		0.0	0.0		0.0
Official Res. Exp.	U408	0.0		0.0	0.0		0.0
Representation Allow.	U409	1.2		1.2	1.2		1.2
Subtotal	U400	260.4	0.0	260.4	309.6	0.0	309.6

File Name: ABS94

ATTACHMENT 3

FY 1994 OPERATING EXPENSE

Expense Category (COUNTRY)	Function Code	FY 1994 BASE (75%)			FY 1994 TARGET (100%)		
		Dollars	Trust Funds	TOTAL	Dollars	Trust Funds	TOTAL
<b>OFFICE OPERATIONS:</b>							
Office Rent	U501	109.6		109.6	120.8		120.8
Office Utilities	U502	37.4		37.4	40.0		40.0
Building Maint/Repair	U503	16.1		16.1	16.1		16.1
Equip. Maint/Repair	U508	22.5		22.5	22.6		22.6
Communications	U509	140.9		140.9	155.9		155.9
Security Guards	U510	18.0		18.0	18.0		18.0
Printing	U511	1.1		1.1	1.1		1.1
Site Visits -- Mission	U513	13.9		13.9	20.9		20.9
Site Visits -- AID/W	U514	3.3		3.3	3.3		3.3
Information Meetings	U515	12.4		12.4	12.4		12.4
Training Travel	U516	0.0		0.0	20.0		20.0
Conference Travel	U517	11.0		11.0	11.0		11.0
Other Operational Trf	U518	16.1		16.1	31.1		31.1
Supplies	U519	64.0		64.0	64.0		64.0
FAAS	U520	26.0		26.0	26.0		26.0
Consultant Contracts	U521	0.0		0.0	0.0		0.0
Mgmt/Prof Svcs Cont	U522	0.0		0.0	0.0		0.0
Spec. Studies/Analyses	U523	0.0		0.0	0.0		0.0
ADP H/W Lease/Maint	U525	18.6		18.6	18.6		18.6
ADP S/W Lease/Maint	U526	0.0		0.0	0.0		0.0
Trans/Freight -- U500	U598	0.5		0.5	0.5		0.5
Other Contract Svcs	U599	179.1		179.1	202.0		202.0
Subtotal	U500	690.5	0.0	690.5	784.3	0.0	784.3
<b>INCP PROCUREMENT:</b>							
Vehicles	U601	0.0		0.0	22.0		22.0
Residential Furniture	U602	0.0		0.0	0.0		0.0
Residential Equipment	U603	0.0		0.0	0.0		0.0
Office Furniture	U604	0.0		0.0	1.0		1.0
Office Equipment	U605	0.0		0.0	2.0		2.0
Other Equipment	U606	0.0		0.0	0.0		0.0
ADP H/W Purchases	U607	0.0		0.0	8.0		8.0
ADP S/W Purchases	U608	0.0		0.0	18.4		18.4
Trans/Freight -- U600	U698	0.0		0.0	1.5		1.5
Subtotal	U600	0.0	0.0	0.0	52.9	0.0	52.9
536(c) REQUIREMENTS	U900			0.0			0.0
<b>TOTAL OE COSTS</b>		<b>2,126.0</b>	<b>0.0</b>	<b>2,126.0</b>	<b>2,626.0</b>	<b>0.0</b>	<b>2,626.0</b>
<b>Less FAAS</b>		<b>26.0</b>	<b>0.0</b>	<b>26.0</b>	<b>26.0</b>	<b>0.0</b>	<b>26.0</b>
<b>TOTAL OE BUDGET REQUEST</b>	<b>U000</b>	<b>2,100.0</b>	<b>0.0</b>	<b>2,100.0</b>	<b>2,600.0</b>	<b>0.0</b>	<b>2,600.0</b>

File Name: ABS94

ATTACHMENT 3

FY 1994 OPERATING EXPENSE

Expense Category (COUNTRY)	FY 1994 BASE (75%)				FY 1994 TARGET (100%)		
	Function Code	Dollars	Trust Funds	TOTAL	Dollars	Trust Funds	TOTAL
USDH FTEs				8.0			10.0
RNDH FTEs (U200)				7.0			7.0
US PSC FTEs (U300)				1.0			1.0
TCN PSC FTEs (U300)				3.2			3.2
RN PSC FTEs (U300)				22.0			30.0
OTHER CONTRACTS FTEs (U300)				0.0			0.0

File Name: ABS95

ATTACHMENT 3

## FY 1995 OPERATING EXPENSE

Expense Category (COUNTRY)	Function Code	ASSUMES FY 1994 BASE FY 1995 BASE (75%)			ASSUMES FY 1994 TARGET LEVEL FY 1995 TARGET (100%)		
		Dollars	Trust Funds	TOTAL	Dollars	Trust Funds	TOTAL
Other Salary	U105	0.0		0.0	0.0		0.0
Education Allowances	U106	59.1		59.1	81.8		81.8
Cost of Living Allow.	U108	0.0		0.0	0.0		0.0
Other Benefits	U110	4.6		4.6	16.3		16.3
Post Assign Travel	U111	10.0		10.0	9.0		9.0
Post Assign Freight	U112	54.3		54.3	85.1		85.1
Home Leave Travel	U113	6.6		6.6	4.5		4.5
Home Leave Freight	U114	4.2		4.2	2.9		2.9
Education Travel	U115	0.0		0.0	2.1		2.1
R & R Travel	U116	6.0		6.0	2.8		2.8
Other Travel	U117	0.0		0.0	4.0		4.0
Subtotal	U100	144.8	0.0	144.8	208.5	0.0	208.5
<b>FN. DIRECT HIRE</b>							
FN. Basic Pay	U201	136.6		136.6	193.4		193.4
Overtime/Holiday Pay	U202	16.0		16.0	18.0		18.0
Other Code 11 - FN	U203	1.2		1.2	1.0		1.0
Other Code 12 - FN	U204	40.7		40.7	55.3		55.3
Benefits - Former FN	U205	4.9		4.9	0.0		0.0
Accrued Severance	U206	0.0		0.0	6.0		6.0
Subtotal	U200	199.4	0.0	199.4	273.7	0.0	273.7
<b>CONTRACT PERSONNEL:</b>							
U.S. PSC - S&B	U302	0.0		0.0	47.6		47.6
Other U.S. PSC Costs	U303	0.0		0.0	15.6		15.6
FN PSC - S&B	U304	725.0		725.0	933.8		933.8
Other FN PSC Costs	U305	0.0		0.0	0.0		0.0
Manpower Contracts	U306	0.0		0.0	0.0		0.0
Accrued Severance	U307	0.0		0.0	0.0		0.0
Subtotal	U300	725.0	0.0	725.0	997.0	0.0	997.0
<b>HOUSING:</b>							
Residential Rent	U401	197.6		197.6	236.0		236.0
Residential Utilities	U402	63.6		63.6	69.5		69.5
Maint/Repairs	U403	0.0		0.0	0.0		0.0
Living Quarters Allow	U404	1.0		1.0	2.9		2.9
Security Guards	U407	0.0		0.0	0.0		0.0
Official Res. Exp.	U408	0.0		0.0	0.0		0.0
Representation Allow.	U409	1.2		1.2	1.2		1.2
Subtotal	U400	263.4	0.0	263.4	309.6	0.0	309.6

File Name: ABS95

ATTACHMENT 3

## FY 1995 OPERATING EXPENSE

Expense Category (COUNTRY)	Function Code	ASSUMES FY 1994 BASE FY 1995 BASE (75%)			ASSUMES FY 1994 TARGET LEVEL FY 1995 TARGET (100%)		
		Dollars	Trust Funds	TOTAL	Dollars	Trust Funds	TOTAL
<b>OFFICE OPERATIONS:</b>							
Office Rent	U501	109.6		109.6	120.8		120.8
Office Utilities	U502	37.4		37.4	40.0		40.0
Building Maint/Repair	U503	16.1		16.1	16.1		16.1
Equip. Maint/Repair	U508	22.5		22.5	22.6		22.6
Communications	U509	156.0		156.0	155.9		155.9
Security Guards	U510	18.0		18.0	18.0		18.0
Printing	U511	1.1		1.1	1.1		1.1
Site Visits - Mission	U513	20.9		20.9	20.9		20.9
Site Visits - AID/W	U514	3.3		3.3	3.3		3.3
Information Meetings	U515	12.4		12.4	12.4		12.4
Training Travel	U516	20.0		20.0	20.0		20.0
Conference Travel	U517	11.0		11.0	11.0		11.0
Other Operational Trl	U518	31.1		31.1	31.1		31.1
Supplies	U519	64.0		64.0	64.0		64.0
FAAS	U520	26.0		26.0	26.0		26.0
Consultant Contracts	U521	0.0		0.0	0.0		0.0
Mgmt/Prof Svcs Cont	U522	0.0		0.0	0.0		0.0
Spec. Studies/Analyses	U523	0.0		0.0	0.0		0.0
ADP H/W Lease/Maint	U525	18.6		18.6	18.6		18.6
ADP S/W Lease/Maint	U526	0.0		0.0	0.0		0.0
Trans/Freight - U500	U598	0.5		0.5	0.5		0.5
Other Contract Svcs	U599	172.0		172.0	202.0		202.0
Subtotal	U500	740.5	0.0	740.5	784.3	0.0	784.3
<b>NXP PROCUREMENT:</b>							
Vehicles	U601	22.0		22.0	22.0		22.0
Residential Furniture	U602	0.0		0.0	0.0		0.0
Residential Equipment	U603	0.0		0.0	0.0		0.0
Office Furniture	U604	1.0		1.0	1.0		1.0
Office Equipment	U605	2.0		2.0	2.0		2.0
Other Equipment	U606	0.0		0.0	0.0		0.0
ADP H/W Purchases	U607	8.0		8.0	8.0		8.0
ADP S/W Purchases	U608	18.5		18.5	18.4		18.4
Trans/Freight - U600	U698	1.4		1.4	1.5		1.5
Subtotal	U600	52.9	0.0	52.9	52.9	0.0	52.9
636(c) REQUIREMENTS	U900			0.0			0.0
<b>TOTAL OE COSTS</b>		<b>2,126.0</b>	<b>0.0</b>	<b>2,126.0</b>	<b>2,626.0</b>	<b>0.0</b>	<b>2,626.0</b>
Less FAAS		26.0	0.0	26.0	26.0	0.0	26.0
<b>TOTAL OE BUDGET REQUEST</b>	U000	<b>2,100.0</b>	<b>0.0</b>	<b>2,100.0</b>	<b>2,600.0</b>	<b>0.0</b>	<b>2,600.0</b>

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ATTACHMENT 3

FY 1995 OPERATING EXPENSE

Expense Category (COUNTRY)	ASSUMES FY 1994 BASE FY 1995 BASE (75%)				ASSUMES FY 1994 TARGET LEVEL FY 1995 TARGET (100%)		
	Function Code	Dollars	Trust Funds	TOTAL	Dollars	Trust Funds	TOTAL
USDH FTEs				7.0			8.0
RNDH FTEs (U200)				6.0			7.0
US PSC FTEs (U300)				0.0			1.0
TOTN PSC FTEs (U300)				0.0			0.0
FN PSC FTEs (U300)				22.0			30.0
OTHER CONTRACTS FTEs (U300)				0.0			0.0

Panama

File Name: ABS94

ATTACHMENT 3

## FY 1994 OPERATING EXPENSE

Expense Category (COUNTRY)	Function Code	FY 1994 BASE (75%)			FY 1994 TARGET (100%)		
		Dollars	Trust Funds	TOTAL	Dollars	Trust Funds	TOTAL
Other Salary	U105	0.0		0.0	0.0		0.0
Education Allowances	U106	75.0		75.0	61.8		61.8
Cost of Living Allow.	U108	0.0		0.0	0.0		0.0
Other Benefits	U110	16.3		16.3	16.3		16.3
Post Assign Travel	U111	9.0		9.0	9.0		9.0
Post Assign Freight	U112	64.1		64.1	65.1		65.1
Home Leave Travel	U113	4.5		4.5	4.5		4.5
Home Leave Freight	U114	2.9		2.9	2.9		2.9
Education Travel	U115	0.7		0.7	2.1		2.1
R & R Travel	U116	2.6		2.6	2.6		2.6
Other Travel	U117	4.0		4.0	4.0		4.0
Subtotal	U100	179.3	0.0	179.3	206.5	0.0	206.5
<b>F.N. DIRECT HIRE:</b>							
F.N. Basic Pay	U201	193.4		193.4	193.4		193.4
Overtime/Holiday Pay	U202	0.0		0.0	18.0		18.0
Other Code 11 - FN	U203	1.0		1.0	1.0		1.0
Other Code 12 - FN	U204	55.2		55.2	55.3		55.3
Benefits - Former FN	U205	0.0		0.0	0.0		0.0
Accrued Severance	U206	6.0		6.0	6.0		6.0
Subtotal	U200	255.6	0.0	255.6	273.7	0.0	273.7
<b>CONTRACT PERSONNEL:</b>							
U.S. PSC - S&B	U302	11.0		11.0	11.0		11.0
Other U.S. PSC Costs	U303	4.8		4.8	4.8		4.8
FN PSC - S&B	U304	724.4		724.4	961.2		961.2
Other FN PSC Costs	U305	0.0		0.0	0.0		0.0
Manpower Contracts	U306	0.0		0.0	0.0		0.0
Accrued Severance	U307	0.0		0.0	0.0		0.0
Subtotal	U300	740.2	0.0	740.2	997.0	0.0	997.0
<b>HOUSING:</b>							
Residential Rent	U401	193.5		193.5	236.0		236.0
Residential Utilities	U402	62.7		62.7	69.5		69.5
Maint/Repairs	U403	0.0		0.0	0.0		0.0
Living Quarters Allow	U404	2.9		2.9	2.9		2.9
Security Guards	U407	0.0		0.0	0.0		0.0
Official Res. Exp.	U408	0.0		0.0	0.0		0.0
Representation Allow.	U409	1.2		1.2	1.2		1.2
Subtotal	U400	260.4	0.0	260.4	309.6	0.0	309.6

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ATTACHMENT 3

## FY 1994 OPERATING EXPENSE

Expense Category (COUNTRY)	Function Code	FY 1994 BASE (75%)			FY 1994 TARGET (100%)		
		Dollars	Trust Funds	TOTAL	Dollars	Trust Funds	TOTAL
<b>OFFICE OPERATIONS:</b>							
Office Rent	U501	109.6		109.6	120.8		120.8
Office Utilities	U502	37.4		37.4	40.0		40.0
Building Maint/Repair	U503	16.1		16.1	16.1		16.1
Equip. Maint/Repair	U506	22.5		22.5	22.6		22.6
Communications	U509	140.9		140.9	155.9		155.9
Security Guards	U510	18.0		18.0	18.0		18.0
Printing	U511	1.1		1.1	1.1		1.1
Site Visits - Mission	U513	13.9		13.9	20.9		20.9
Site Visits - AID/W	U514	3.3		3.3	3.3		3.3
Information Meetings	U515	12.4		12.4	12.4		12.4
Training Travel	U516	0.0		0.0	20.0		20.0
Conference Travel	U517	11.0		11.0	11.0		11.0
Other Operational Trv	U518	16.1		16.1	31.1		31.1
Supplies	U519	64.0		64.0	64.0		64.0
FAAS	U520	26.0		26.0	26.0		26.0
Consultant Contracts	U521	0.0		0.0	0.0		0.0
Mgmt/Prof Svcs Cont	U522	0.0		0.0	0.0		0.0
Spec. Studies/Analyses	U523	0.0		0.0	0.0		0.0
ADP H/W Lease/Maint	U525	18.6		18.6	18.6		18.6
ADP S/W Lease/Maint	U526	0.0		0.0	0.0		0.0
Trans/Freight - U500	U598	0.5		0.5	0.5		0.5
Other Contract Svcs	U599	179.1		179.1	202.0		202.0
Subtotal	U500	690.5	0.0	690.5	784.3	0.0	784.3
<b>NDP PROCUREMENT:</b>							
Vehicles	U601	0.0		0.0	22.0		22.0
Residential Furniture	U602	0.0		0.0	0.0		0.0
Residential Equipment	U603	0.0		0.0	0.0		0.0
Office Furniture	U604	0.0		0.0	1.0		1.0
Office Equipment	U605	0.0		0.0	2.0		2.0
Other Equipment	U606	0.0		0.0	0.0		0.0
ADP H/W Purchases	U607	0.0		0.0	8.0		8.0
ADP S/W Purchases	U608	0.0		0.0	18.4		18.4
Trans/Freight - U600	U698	0.0		0.0	1.5		1.5
Subtotal	U600	0.0	0.0	0.0	52.9	0.0	52.9
<b>638(c) REQUIREMENTS</b>							
	U900			0.0			0.0
<b>TOTAL OE COSTS</b>		2,126.0	0.0	2,126.0	2,626.0	0.0	2,626.0
<b>Less FAAS</b>		26.0	0.0	26.0	26.0	0.0	26.0
<b>TOTAL OE BUDGET REQUEST</b>	U000	2,100.0	0.0	2,100.0	2,600.0	0.0	2,600.0

File Name: ABS94

FY 1994 OPERATING EXPENSE

ATTACHMENT 3

Expense Category (COUNTRY)	FY 1994 BASE (75%)			FY 1994 TARGET (100%)			
	Function Code	Dollars	Trust Funds	TOTAL	Dollars	Trust Funds	TOTAL
USDH FTEs				8.0			10.0
FNDH FTEs (U200)				7.0			7.0
US PSC FTEs (U300)				1.0			1.0
TCN PSC FTEs (U300)				3.2			3.2
FN PSC FTEs (U300)				22.0			30.0
OTHER CONTRACTS FTEs (U300)				0.0			0.0

File Name: ABS95

## ATTACHMENT 3

## FY 1995 OPERATING EXPENSE

Expense Category (COUNTRY)	Function Code	ASSUMES FY 1994 BASE FY 1995 BASE (75%)			ASSUMES FY 1994 TARGET LEVEL FY 1995 TARGET (100%)		
		Dollars	Trust Funds	TOTAL	Dollars	Trust Funds	TOTAL
Other Salary	U105	0.0		0.0	0.0		0.0
Education Allowances	U106	59.1		59.1	81.8		81.8
Cost of Living Allow.	U108	0.0		0.0	0.0		0.0
Other Benefits	U110	4.6		4.6	16.3		16.3
Post Assign Travel	U111	10.0		10.0	9.0		9.0
Post Assign Freight	U112	54.3		54.3	85.1		85.1
Home Leave Travel	U113	6.6		6.6	4.5		4.5
Home Leave Freight	U114	4.2		4.2	2.9		2.9
Education Travel	U115	0.0		0.0	2.1		2.1
R & R Travel	U116	6.0		6.0	2.8		2.8
Other Travel	U117	0.0		0.0	4.0		4.0
Subtotal	U100	144.8	0.0	144.8	208.5	0.0	208.5
<b>F.N. DIRECT HIRE:</b>							
F.N. Basic Pay	U201	136.6		136.6	193.4		193.4
Overtime/Holiday Pay	U202	16.0		16.0	18.0		18.0
Other Code 11 - FN	U203	1.2		1.2	1.0		1.0
Other Code 12 - FN	U204	40.7		40.7	65.3		65.3
Benefits - Former FN	U205	4.9		4.9	0.0		0.0
Accrued Severance	U206	0.0		0.0	6.0		6.0
Subtotal	U200	199.4	0.0	199.4	273.7	0.0	273.7
<b>CONTRACT PERSONNEL:</b>							
U.S. PSC - S&B	U302	0.0		0.0	47.6		47.6
Other U.S. PSC Costs	U303	0.0		0.0	15.8		15.8
FN PSC - S&B	U304	725.0		725.0	933.8		933.8
Other FN PSC Costs	U305	0.0		0.0	0.0		0.0
Manpower Contracts	U306	0.0		0.0	0.0		0.0
Accrued Severance	U307	0.0		0.0	0.0		0.0
Subtotal	U300	725.0	0.0	725.0	997.0	0.0	997.0
<b>HOUSING:</b>							
Residential Rent	U401	197.6		197.6	236.0		236.0
Residential Utilities	U402	63.6		63.6	69.5		69.5
Maint/Repairs	U403	0.0		0.0	0.0		0.0
Living Quarters Allow	U404	1.0		1.0	2.9		2.9
Security Guards	U407	0.0		0.0	0.0		0.0
Official Res. Exp.	U408	0.0		0.0	0.0		0.0
Representation Allow.	U409	1.2		1.2	1.2		1.2
Subtotal	U400	263.4	0.0	263.4	309.8	0.0	309.8

File Name: ABS95

ATTACHMENT 3

## FY 1995 OPERATING EXPENSE

Expense Category (COUNTRY)	Function Code	ASSUMES FY 1994 BASE FY 1995 BASE (75%)			ASSUMES FY 1994 TARGET LEVEL FY 1995 TARGET (100%)		
		Dollars	Trust Funds	TOTAL	Dollars	Trust Funds	TOTAL
<b>OFFICE OPERATIONS:</b>							
Office Rent	U501	109.6		109.6	120.8		120.8
Office Utilities	U502	37.4		37.4	40.0		40.0
Building Maint/Repair	U503	16.1		16.1	16.1		16.1
Equip. Maint/Repair	U508	22.5		22.5	22.6		22.6
Communications	U509	156.0		156.0	155.9		155.9
Security Guards	U510	18.0		18.0	18.0		18.0
Printing	U511	1.1		1.1	1.1		1.1
Site Visits - Mission	U513	20.9		20.9	20.9		20.9
Site Visits - AID/W	U514	3.3		3.3	3.3		3.3
Information Meetings	U515	12.4		12.4	12.4		12.4
Training Travel	U516	20.0		20.0	20.0		20.0
Conference Travel	U517	11.0		11.0	11.0		11.0
Other Operational Tvl	U518	31.1		31.1	31.1		31.1
Supplies	U519	64.0		64.0	64.0		64.0
FAAS	U520	26.0		26.0	26.0		26.0
Consultant Contracts	U521	0.0		0.0	0.0		0.0
Mgmt/Prnl Svcs Cont	U522	0.0		0.0	0.0		0.0
Spec. Studies/Analyses	U523	0.0		0.0	0.0		0.0
ADP H/W Lease/Maint	U525	18.6		18.6	18.6		18.6
ADP S/W Lease/Maint	U526	0.0		0.0	0.0		0.0
Trans/Freight - U500	U598	0.5		0.5	0.5		0.5
Other Contact Svcs	U599	172.0		172.0	202.0		202.0
Subtotal	U500	740.5	0.0	740.5	784.3	0.0	784.3
<b>NXP PROCUREMENT:</b>							
Vehicles	U601	22.0		22.0	22.0		22.0
Residential Furniture	U602	0.0		0.0	0.0		0.0
Residential Equipment	U603	0.0		0.0	0.0		0.0
Office Furniture	U604	1.0		1.0	1.0		1.0
Office Equipment	U605	2.0		2.0	2.0		2.0
Other Equipment	U606	0.0		0.0	0.0		0.0
ADP H/W Purchases	U607	8.0		8.0	8.0		8.0
ADP S/W Purchases	U608	18.5		18.5	18.4		18.4
Trans/Freight - U600	U698	1.4		1.4	1.5		1.5
Subtotal	U600	52.9	0.0	52.9	52.9	0.0	52.9
636(c) REQUIREMENTS	U900			0.0			0.0
<b>TOTAL OE COSTS</b>		<b>2,126.0</b>	<b>0.0</b>	<b>2,126.0</b>	<b>2,626.0</b>	<b>0.0</b>	<b>2,626.0</b>
Less FAAS		26.0	0.0	26.0	26.0	0.0	26.0
<b>TOTAL OE BUDGET REQUEST</b>	U000	<b>2,100.0</b>	<b>0.0</b>	<b>2,100.0</b>	<b>2,600.0</b>	<b>0.0</b>	<b>2,600.0</b>

File Name: ABS95

ATTACHMENT 3

FY 1995 OPERATING EXPENSE

Expense Category (COUNTRY)	ASSUMES FY 1994 BASE FY 1995 BASE (75%)				ASSUMES FY 1994 TARGET LEVEL FY 1995 TARGET (100%)		
	Function Code	Dollars	Trust Funds	TOTAL	Dollars	Trust Funds	TOTAL
USDH FTEs				7.0			8.0
FNDH FTEs (U200)				6.0			7.0
US PSC FTEs (U300)				0.0			1.0
TON PSC FTEs (U300)				0.0			0.0
FN PSC FTEs (U300)				22.0			30.0
OTHER CONTRACTS FTEs (U300)				0.0			0.0

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