

**USAID/Dominican Republic**

**Results Review**

**Resource Request**

FY 1997 - 2000

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## ACRONYMS

ADEMI	Dominican Microenterprise Development Association
ADOPLAFAM	Dominican Family Planning Association
CAMPE	Small and Micro Enterprise Support Center
CDE	Dominican Energy Corporation
CAMJ	Commission for Support of Reform and Modernization of Justice
CARICOM	Caribbean Community Common Market
CONASUMI	National Mother-Child Survival Association
C/LAA	Caribbean/Latin America Association
CYP	Couple Year Protection
DETRA	Development Training Project
DHS	Demographic and Health Survey
DI	Democratic Initiatives
EDUCA	Action for Education
EHP	Environmental Health Project
FED	Dominican Foundation for Economics and Development
FDA	Dominican Foundation for Agriculture
FINJUS	Foundation for Institutional Justice
FUDECO	Foundation for Community Development
FUNDASUR	Foundation for Development of the South
GODR	Government of the Dominican Republic
GTZ	German Cooperation Agency
IBRD	International Bank for Reconstruction and Development (World Bank)
IDB	Inter-American Development Bank
IEC	Information, Education and Communication
IICA	Interamerican Institute for Cooperation in Agriculture
INAPA	National Institute of Potable Water and Drains
INSALUD	National Institute of Health
INTEC	Technology Institute of Santo Domingo
MOH	Ministry of Health
MPP	Mission Performance Plan
MUDE	Dominican Women in Development
NGO	Non-Governmental Organization
ONAPLAN	National Office of Planning
PC	Citizen Participation
PES	Policy Environment Score
PROFAMILIA	Dominican Association for Family Care
R4	Results Review and Resource Request
SO	Strategic Objective
SPO	Special Objective
STI	Sexually Transmitted Infection
TNC	The Nature Conservancy
UNFPA	United Nations Family Planning Association
WTO	World Trade Organization

## **PART I: OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE**

### **A. Changes in the Overall Development Context**

As we travel throughout the country listening to our customers and partners, we hear a new word in the Dominican lexicon: *empoderamiento* -- empowerment. While the Spanish Academy of Language may not appreciate this anglicism, we consider it to be a significant indicator of the growing participation of Dominican citizens in the development of their country. *Empoderamiento* -- we heard it from the Dominicans who demanded that the selection of a new Supreme Court be carried out in a transparent and nonpoliticized manner. We hear it from the marginalized urban barrio community members who have followed up on their successful implementation of an NGO-sponsored water supply system by securing funding for democratic strengthening, garbage collection and a rotating fund for household improvements. Physically handicapped women and men speak of *empoderamiento* while receiving computer skills training and job search assistance. We also hear the word from small hillside farmers, who are purchasing solar driers with credit from a solar energy fund to produce oregano for the export market. Finally, the term empowerment is often used in the hallways of the reengineered USAID/Dominican Republic, most recently by an FSN financial analyst in the Controller's office who prior to the Mission's reengineering was solely responsible for financial management support. Now she is, as part of the Democracy and Governance SO team, the results package team leader for good governance and accountability and is working closely with the Office of the Controller General of the Republic in developing an anti-corruption program.

Since last year's R4 review, when one saw the beginning of a transition to real democratic development, it was not clear how deep or profound the transformation would be. The 1996 election released the forces of change and made possible a new space for civil society to push for real democratic reform. Yet it was not clear how the government would perform with a Congress dominated by the opposition parties. A year later, we have seen impressive progress in judicial reform, our highest priority with the government, with the naming of a high quality Supreme Court with tenure for life, a revamped executive branch Commission for the Support of Justice Reform and Modernization, a Public Ministry working to modernize its own operations, and a level of cooperation between the Supreme Court and the executive branch that promises major advances, with or without Congressional action on pending legislation. In the R4 you will read about how civil society ensured that the newly named Supreme Court consisted of highly reputable and professionally competent judges, one third of which are women.

As we write this R4, the country is truly experiencing a unique moment in history; one that can push it forward toward democratic consolidation at a more rapid pace or, if high expectations are not met, bring profound skepticism to the population. Responding to an aggregate of serious problems -- a two day national strike in November to protest serious shortages of electricity and water and increasing costs for food and other necessities, a continuous decline in the Fernández administration's popularity, and the major political party

(the PRD) unwilling to enter into a dialogue with the government before the May Congressional and municipal elections -- President Fernández has reached out to civil society, initiating a dialogue to determine what needed to be done to resolve the country's problems. This "National Dialogue" has representation from the most diverse sectors of civil society throughout the country speaking directly to the President about what they believe needs to be done to reform the economy and society. Although many were deeply skeptical of the President's real motivations, our civil society partners became active players in the Dialogue, choosing to not lose this unique opportunity to put forward a civil society agenda for change.

While civil society has evolved, gaining credibility as a result of active and lively participation in the national agenda, political parties are perceived to be -- at best -- stuck in a defensive mode of protecting special interests and traditional power structures or -- at worst -- devolving into regional strongholds of feudal political lords who weaken the better instincts and purposes of the parties. This coming year will bring many challenges to all of society and government, with as yet no means to predict what will happen. There is no road map for us, and the importance of having the flexibility of a reengineered program to respond to the many unforeseen changes is critical for us to maintain our impressive record.

Even though our democracy and rule of law programs frequently get the most publicity, USAID has other notable accomplishments to show, such as our successful HIV/AIDS public awareness effort which has changed high risk behavior among targeted populations and convinced the Secretary of Health to identify the epidemic as a priority area. Our policy dialogue effort is establishing the technical foundations for increasing the country's job creation capacity, maintaining fiscal stability, and rationalizing public expenditures in the social areas. Finally, we are demonstrating the commercial feasibility of wind and microhydro energy sources by providing non-subsidized credit for renewable energy systems, one of the only activities of its kind in the world.

With this impressive progress, however, comes countervailing forces of resistance. This resistance constantly reminds us of how thin the veneer of democracy and sustainable development is after suffering more than sixty years of authoritarian rule and a protected economy. As the new Supreme Court justices travel around the country inspecting the state of the judiciary, they are finding the level of professional knowledge among many sitting judges to be, in their words, "appalling". Despite our strong efforts in HIV/AIDS prevention, a recent study shows AIDS as the first cause of death among women of reproductive age in the National District. Despite impressive overall economic growth, sharp increases in food prices and restrictions on food imports, and continuing power outages, led to a national strike last November. The next test in the Dominican Republic's road to democratic consolidation will be the May Congressional and municipal elections. The highly controversial and autocratic primary election process currently underway by the major opposition parties is cause for concern.

This fragility in Dominican democratic development highlights the need for a continued USAID presence in the country. As we move to limited Mission status, we are focussing our

program and strengthening ties with our development partners. Civil society organizations with distinct primary interests, such as business, law and election monitoring, have all joined forces to campaign for an independent Public Ministry (roughly equivalent to the U.S. Department of Justice). Movement in health sector reform has led to a nearly \$100 million joint World Bank/IDB program, as well as a government initiative to contract NGOs to provide services in areas where they have a comparative advantage. Through our microenterprise training activity, a network of government entities, NGOs and business associations are coordinating services to microentrepreneurs and developing policy reform proposals. Finally, under a loan from the German Reconstruction Bank, the Dominican government is applying a USAID-developed NGO funding mechanism that links the government, NGOs and communities in development activities that have a greater chance of sustainability and actively promote participatory democracy at the grassroots level.

The Fernández administration continues to reach out to develop strong ties with other Caribbean and Central American countries, and to establish an active role in regional organizations. President Fernández chose to go to San Jose to meet President Clinton rather than Barbados, which helped to expose Dominicans to countries that are opening up their economies faster than they are. The Dominican government intends to play an active role in the Summit of the Americas initiatives. Having participated in an observer capacity over the last year, the Dominican Republic plans to join a free trade area with the countries of Central America while continuing to pursue closer links with CARICOM. President Fernández hosted his Central American counterparts in early December and the highly-respected Dominican Secretary of Labor has also brought the Central American labor ministers to the island.

In spite of continued downsizing, USAID's reengineering efforts allow us to maintain the ability to move quickly in supporting our Dominican partners. The strategic objective teams updated their SO Pacts with Mission management, which include performance monitoring plans, workplans, and clear delegations of authority that lay the groundwork for the SO teams to truly manage for results. Our Monthly Mission Management Meetings (M4) keep the front office up to date on how the SO teams are progressing towards results achievement, and allow for any outstanding issues to be addressed in a timely and transparent manner. A recent Mission retreat further reinforced our already strong teamwork skills. 1997 also marked our thirty-fifth year in the Dominican Republic. A reception at the Ambassador's residence, with guests that included the first Dominican hired by USAID in 1962, culminated a series of events to celebrate our long-term partnership for development with the Dominican Republic.

## **B. U.S. National Interests**

The USAID program is an integral part of the U.S. Embassy's Mission Performance Plan (MPP). USAID contributes directly to the MPP goals of: consolidating democratic institutions and practices; reducing criminal activity that affects the U.S.; improving prospects for sustainable activity; and opening the economy to additional international trade. The full country team participated in the development of the MPP over the last three years, with

USAID playing an important role in its emphasis on reaching out to civil society. This inclusive approach to developing the MPP continues in its implementation. To promote strong inter-communication among the numerous U.S. government agencies present in country, teams were established that meet on a regular basis and focus on specific priority areas. USAID is a key member of these teams, in particular the democracy and human rights group.

### C. 1997 Accomplishments

#### *Broad-based economic growth and agricultural development encouraged*

- Two USAID-graduated NGOs, ADEMI and FondoMicro, have successfully established commercial banks that provide loans to medium and small enterprises, further expanding the range of financial services and mobilization of domestic resources.
- Working with a national radio broadcasting network, a USAID-supported NGO created and is now broadcasting the first distance education program directed toward microentrepreneurs in the country.
- Over the last five years, the number of microentrepreneurs with access to credit through NGOs has almost doubled.
- At the request of President Fernández, USAID financed two visits by Dr. Arnold Harberger, who in October 1996 warned of a pending fiscal crisis. The GODR responded to Dr. Harberger's recommendations with an unexpected level of fiscal discipline. Receipts increased by more than 25% between the first half of 1996 and the first half of 1997. Tax revenues increased 10% relative to nominal GDP, mainly through improved enforcement and administration (i.e., not from a rise in rates).

#### *Democracy and good governance strengthened*

- Responding to civil society insistence for transparency in the Supreme Court selection process, the National Judicial Council held public hearings over three historic nights live on national television with the thirty finalists for the new Supreme Court. At the end of the final evening, the Council voted on the sixteen Supreme Court positions in front of the national television audience. Of the sixteen judges selected, twelve (including the new President of the Supreme Court) had the support of civil society, and five are women. This remarkably open and transparent process for selecting the Supreme Court is unprecedented in Dominican history, and probably in all of Latin American history.
- Levels of prisoners held without trial or sentence have been reduced from 88% in 1996 to 71% in 1997, partially due to USAID assistance in identifying excessive

delays and systemic bottlenecks in the justice system. This rate of reduction in a one year period is truly remarkable.

- USAID-supported partners played a key role in mobilizing citizen support for the passage of an electoral reform law, which among other changes requires that 25% of candidates from each political party be female.
- USAID-assistance last year in civic education through the Democratic Initiatives project included support for 24 activities and 15 events, focussing on such topics as the participation of women, decentralization, and labor-related issues. Beneficiaries totalled 191,180 from throughout the country, divided roughly equally between males and females.

### ***World population stabilized and human health protected***

- U.S. Embassy advocacy, spearheaded by USAID, contributed to the reactivation of a National AIDS Council (CONASIDA) that reports directly to the President and has the responsibility of issuing national policies and strategies. This not only elevates the AIDS agenda to a higher level, but also allows for a multisectoral approach to the issue, bringing together the Ministries of Health, Education, Labor, and Tourism, as well as the business sector, NGOs and those living with HIV/AIDS.
- The Honduran Ministry of Health, Georgetown University and Frederick County, Maryland have all purchased USAID-supported family planning method brochures from the Dominican Republic. Columbia University also obtained cloth posters on reproductive themes to better reach their Latino clients.
- INAPA, the GODR institute responsible for the rural water supply, and USAID worked hand in hand to design a mechanism to transfer the administration, operation and maintenance of rural water systems directly to community water committees. As a first phase, INAPA is working with communities to rehabilitate 252 existing systems, of which 32 are now under community self management.
- The USAID-supported postpartum family planning model, which includes services to reduce obstetric risk and thus maternal mortality, and contains a cost-recovery element, was expanded to two new public hospitals. The Altagracia Maternity Hospital, where the model was developed, has become an internationally recognized training site with students coming from as far as Egypt and Bolivia to receive instruction.

### ***The world's environment protected for long-term sustainability***

- Through the demonstration of community-based models, USAID is positively influencing approximately \$108 million of other donor funding dedicated to watershed

conservation activities throughout the country. Consequently, the trend among donors and the GODR is to involve communities in their own development.

- USAID and its partners are implementing one of the only projects of its kind in the world: demonstrating the commercial feasibility of wind and microhydro sources to produce electricity in the rural sector without the use of subsidies. To date, loans have been made for 30 wind systems.
- A network of microenterprises and a few larger firms are doing a multimillion dollar business in renewable energy, selling and leasing photovoltaic systems for domestic lighting and microindustry development in the rural areas. Due to USAID introduction and demonstration of new technologies, millions of dollars of goods have been imported from the United States within the last few years.

## COMMON OBJECTIVES

### Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD), the Government of the Dominican Republic (GODR), and USAID/DR

DAC GOALS	USG NATIONAL INTERESTS	SUMMIT OF THE AMERICAS	GODR TARGETS	USAID/DR TARGETS
- A reduction by one-half in the proportion of people living in extreme poverty by 2015.	II. ECONOMIC PROSPERITY 6. Promote broad-based economic growth in developing and transitional economies	III. ERADICATING POVERTY AND DISCRIMINATION 19. Encouraging microenterprises and small businesses	- Promote the availability of loans for micro, small and medium-sized businesses. - Increase and prioritize government social investment to reach families lacking basic needs, i.e., housing, water, sanitation, education, electricity, and employment.	SO#1. INSTITUTIONS WHICH CONTRIBUTE TO INCREASED ECONOMIC OPPORTUNITIES FOR POOR DOMINICANS STRENGTHENED - Key USAID partners have in place a strategic plan that ensures financial sustainability. - GODR approval of policy reforms that alleviate poverty.
- Access through the primary health-care system to reproductive health services for all individuals of appropriate ages as soon as possible and no later than year 2015.	VII. GLOBAL ISSUES 16. Protect human health and reduce the spread of infectious diseases. 15. Stabilize World Population	III. ERADICATING POVERTY AND DISCRIMINATION 17. Equitable access to basic health services	- Strengthen primary care, especially for the poorest children and women. - Expand access to potable water for the rural population. - Modernize and reform the health sector, including the decentralization of service provision. - HIV/AIDS priority area for government intervention.	SO#2: INCREASED USE OF EFFECTIVE HEALTH CARE SERVICES AND PRACTICES - Sexually active population practicing low risk behavior for HIV/STI increases from 67% for men and 72% for women in 1996 to 70% for men and 75% for women in 2002. - Married women age 15-49 years using modern contraceptive method increases from 51.7% in 1991 to 64% in 2000. - Rural population with access to potable water increases from 44.3% in 1991 to 64% in 2002.
- Capacity development for effective, democratic and accountable governance - Protection of human rights - Respect of the rule of law	V. DEMOCRACY 12. Increase foreign government adherence to democratic practices and respect for human rights.	I. PRESERVING AND STRENGTHENING THE COMMUNITY OF DEMOCRACIES OF THE AMERICAS 1. Strengthening Democracy 2. Promoting and protecting human rights 3. Invigorating society and community participation 5. Combating corruption	- Reform the Constitution - Reform the judiciary and consolidate the rule of law. - Modernize the legislature. - Decentralize the State and strengthen Municipal development. - Reform the political party system.	SO#3: MORE PARTICIPATORY, REPRESENTATIVE AND BETTER FUNCTIONING DEMOCRACY ACHIEVED - Prisoners held without sentence will decrease from 87% in 1996 to 70% in 2002. - Citizens involved in activities in favor of democracy will increase from 18% in 1997 to 25% in 2002. - 86% of eligible citizens will vote in the 2000 Presidential election and 75% will vote in the 2002 Congressional and municipal elections.
- The current implementation of national strategies for sustainable development in all countries by 2005, so as to ensure that current trends in the loss of environmental resources are effectively reversed at both global and national levels by 2015.	VII. GLOBAL ISSUES 14. Secure a sustainable global environment in order to protect the US and its citizens from the effects of international environmental degradation	IV. GUARANTEEING SUSTAINABLE DEVELOPMENT AND CONSERVING OUR NATURAL ENVIRONMENT FOR FUTURE GENERATIONS 21. Partnership for sustainable energy use 22. Partnership for biodiversity 23. Partnership for pollution prevention	- Reverse the environmental deterioration, significantly increasing forest coverage. - Increase the sustainable production of the forest for the national market. - Strengthen the institutional capacity of those entities that participate in the use, management and conservation of natural resources. - Create permanent institutional mechanisms that guarantee community participation in the design of environmental policies.	SO#4: INCREASED NATIONAL CAPACITY TO PRODUCE ENVIRONMENTALLY-SOUND ENERGY - Community and commercial investment in small scale renewable energy technologies will reach 250 kilowatts in target areas by 1999. - Target area under sound soil conservation practices will increase from 300 hectares in 1994 to 3,600 hectares in 1999.

**PART II: PROGRESS TOWARD OBJECTIVES**

**Summary Table**

<b>Objective Name</b>	<b>Rating</b>	<b>Evaluation findings</b>
SO 1: Institutions which contribute to increased economic opportunities for poor Dominicans strengthened	Met	Final evaluations were completed on USAID's basic education project and microenterprise credit project.
SO 2: Increased use of effective preventive health services and practices	Met	A market survey showed an increase in the use of modern contraceptive methods. A retail audit showed an increase in outlets selling condoms. A World Bank report showed an increase in condom use by USAID-targeted populations. Internal and external mid-term evaluations of the Family Planning and Health Project took place.
SO 3: More participatory, representative and better functioning democracy achieved	Exceeded	A survey on Dominican attitudes toward democracy showed a continued tendency toward paternalistic beliefs along with increased need for citizen participation.
SO 4: Increased national capacity to produce environmentally-sound energy	Met	Case studies of three watershed conservation models demonstrated the importance of community participation in all phases of a project, the need for appropriate linkages between the community, NGOs and the government in implementation, and the importance of showing the economic and ecologic benefits of the practices being introduced.
Percent funding through NGOs and PVOs: FY98 70%; FY99 55%; FY00 60%		

## **SO 1: Institutions which Contribute to Increased Economic Opportunities for Poor Dominicans Strengthened**

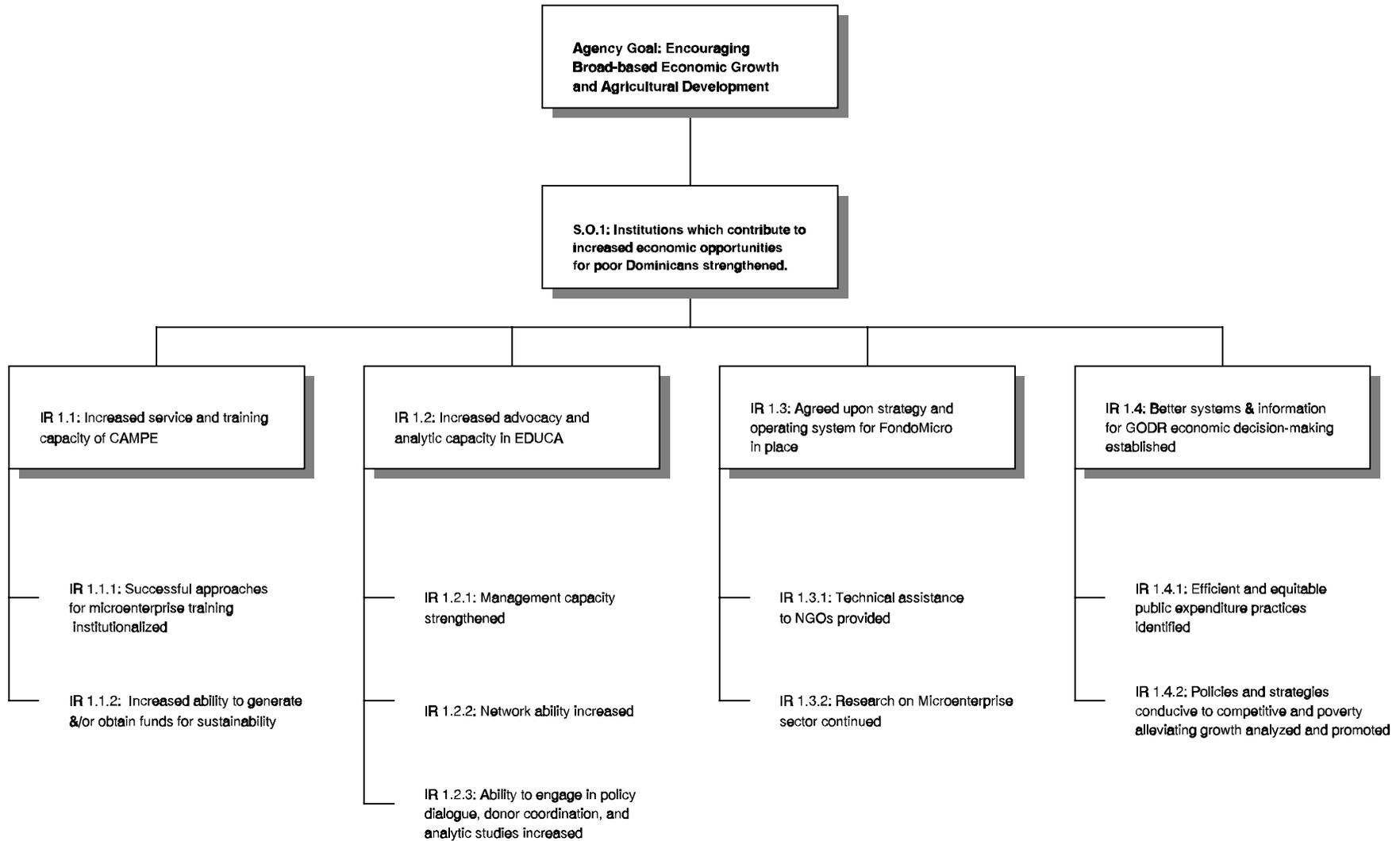
### Overview

Dominican economic performance was quite mixed during 1997. The Fernández administration did an excellent job in maintaining fiscal stability and positive (8.2% in 1997) economic growth. It made important inroads to joining CARICOM and a Central American free trade area. Despite impressive overall economic growth, democratic gains are threatened by large price increases in basic food items and persistent power shortages. Globalization will make it hard for the country to maintain the status quo and keep its current positions in international markets. Low education levels contribute to low labor productivity and constrain growth in high tech industries.

As reported in last year's R4, the Fernández administration proposed a strong forward thinking package of economic reforms and was very receptive to USAID-financed technical assistance. Tariff and fiscal reforms, however, met with solid resistance from the Dominican Congress. In 1997, the administration suffered a serious drop in public approval, because of a worsening energy crisis, and local food production shortages due to an El Niño-related sustained drought combined with restrictions on food imports. Sharp increases in food prices, along with the power outages, led to a national strike in November 1997. With the onset of the May 1998 congressional and municipal elections, fiscal stability is being threatened with increased questionable GODR expenditures that seem more designed to win votes than to have developmental impact, including subsidized food sales and price controls on milk, rice, chicken, and cement. Historically, economic crises have proven fertile ground for authoritarian solutions and populist economic policies. Critics have argued that President Fernández should use executive decrees to implement economic policy reforms. President Fernández, however, counters that the democratic process is too important to revert to past authoritarian practices. These recent developments underscore even more the need to build a broad-based consensus for major reforms that will favor the poor and excluded parts of Dominican society. Prospective performance is favorable in this regard given the administration's recent participatory tendencies. Support to build this consensus will be the focus of USAID/DR efforts as we make the transition from SO1 to a new Special Objective.

During 1997 USAID initiated a series of analyses in key poverty alleviation policy areas, establishing the technical foundations toward adoption of important policy reforms. A potential key partner, besides the Fernández administration, will be the small and micro enterprise (SME) sector, i.e., those who are the most disadvantaged by current economic policies. Some segments of this sector benefit from government subsidized credit, however, and would prefer maintaining the status quo. Our future activities will support the GODR and those willing to champion the adoption of policy reforms that will further open the economy. USAID is also finding ways to increase synergies across its strategic objectives. For example, NGO partners in the areas of health and democracy are coming forward to

support reforms such as the rationalization of public expenditures in the social sectors and civil service reform.



**Critical Assumptions for phase-out by FY98:**  
 1. GODR and other donors recognize the importance of business skills training for microentrepreneurs.  
 2. Host institution continues to support CAMPE.

**Critical Assumptions for phase-out by FY98:**  
 EDUCA continues to support basic education reforms.

**Critical Assumptions for phase-out by FY97:**  
 1. Fiscal discipline among microenterprise NGOs is not disrupted by large amounts of subsidized credit.

**Critical Assumptions:**  
 1. GODR committed to economic expenditure reform.  
 2. Effective consistent policy assistance.

## U.S. National Interest

Score: 9

SO1 is key to the Mission Performance Plan's two goals of improving prospects for sustainable development, and opening the economy to additional international trade. Poverty and lack of economic opportunity are the main reasons that large numbers of Dominicans wish to emigrate. Protectionist trade policies are a major factor contributing to rapidly increasing food prices, creating even more economic pressure on the fifty percent of Dominicans who live below the poverty line. The U.S.G. Mission's Country Team meets on a regular basis to coordinate activities to ensure maximum impact on poverty alleviation, in particular food price policy reform. Economic policy assistance described below will greatly strengthen the Dominican government's ability to open the economy while sustaining macroeconomic equilibrium and increasing social spending. SO1 also supports Summit of the Americas Initiatives in the key areas of free trade in the Americas and encouraging microenterprises and small business.

### **Asociación Dominicana de Rehabilitación**

Asociación Dominicana de Rehabilitación, (ADR), a highly regarded Dominican NGO and one of the only institutions in the country that works with the handicapped, trains mentally and physically challenged individuals in marketable technical skills through USAID's PVO Co-financing project. ADR's job-placement service helps beneficiaries find jobs or start their own microenterprises. They are testing a new mobile service delivery mechanism to take training and job placement to those who cannot come to established centers. ADR has even established a microenterprise loan fund for trained individuals to start their own businesses. As a key project objective, ADR works with community-based enterprises to maximize opportunities to integrate the handicapped into the labor force and the community. USAID-assistance is allowing ADR to further expand its activities beyond the national capital.

#### **A. Performance Analysis**

##### Summary

SO1 *met* expected progress in achieving results. In general terms, USAID's key partners provide key services to clients on a sustainable basis (**Indicator 1.1**). SO1 activities have been drastically reduced as USAID transitions out of the economic growth strategic area in line with the Agency requirement of reducing in size to three SOs by the end of FY 1998. USAID's support to basic education terminated in February 1998, even though basic

education indicators are still low and seriously affect Mission objectives in the health and democracy areas. Last year marked the final departure of USAID from the microenterprise credit sector, which is a major focus group for poverty alleviation. The USAID microenterprise sector legacy will continue as numerous sustainable NGOs are providing microenterprise support and a much greater understanding of sector dynamics now exists. Moreover, two USAID-graduated NGOs, ADEMI and FondoMicro, have successfully established commercial banks that provide loans to medium and small enterprises. USAID will continue to dialog with its partners as it ends direct assistance to ensure their sustainability, and support them in identifying their role and function within the country's development efforts. Finally, the technical foundations are being established for initiating significant policy reforms to alleviate poverty.

#### Increasing the Service and Training Capacity of the Center for Assistance to Micro and Small Enterprises (CAMPE)

Despite a late start, USAID is successfully increasing the service and training capacity of CAMPE. New indicators, for which baseline information is provided, have been developed to reflect the shorter timeframe of SO1. Although it is too soon to measure progress based on these indicators, qualitative judgement in analyzing performance trends and prospects for achievement indicates that this IR is *meeting* expected progress (**IR 1.1**).

CAMPE has designed several innovative approaches to improve the competitiveness of small and microenterprises (SME), which could serve as models to other missions engaged in similar activities. A three-stage strategy allows CAMPE professionals to determine a profile of the microentrepreneur to identify needs, expectations and potential for success. More importantly, as part of this analysis of competitiveness, entrepreneurs and their respective associations divide their constraints to growth into two categories: 1) those over which they themselves have control, such as managerial, technical, etc.; and 2) those over which they have little or no control, such as macro or sector-related government policies. CAMPE has quickly developed a demonstrated track record in providing appropriate assistance to address the first category of constraints. Businesses see the direct benefits from this type of technical assistance and training, and thus are more willing to pay an increasing share of the costs, leading to greater sustainability of these activities. CAMPE's network of business associations have increased their awareness and understanding of policy constraints and are developing policy agendas and appropriate strategies to address needed reforms.

CAMPE has established a program of providing technical assistance in groups of between five and ten microentrepreneurs whose business areas are similar. This has several results: it reduces the cost to the microentrepreneur, who would otherwise not be able to afford technical assistance; it provides a better learning environment, as participants have the opportunity of learning from each other; it reduces CAMPE's costs, allowing them to assist that many more individuals; and it increases cost recovery to ensure sustainability. Another innovation is CAMPE's work with a national radio broadcasting network to create and

broadcast the first distance education program directed toward microentrepreneurs. The program consists of discussions, case studies, and focussed educational programs.

CAMPE's network represents a strategic balance among government entities, NGOs and business associations involved in the SME sector (**Indicator 1.1.3**). This network facilitates the offering of services to the sector in a coordinated manner, provides a platform for dialogue on policy issues, and is a forum for discussion of common challenges. Activities have included: preparation of the document "Policies and Strategies for the SME Sector", which defines and recommends adoption of policies in the area of training and technical assistance; a debate on the cost of services for owners of micro and small businesses; and discussions of the use of subsidized interest rates by entities operating in the sector.

#### Increased Advocacy and Analytic Capacity in EDUCA

The benefits of improved basic education are well established: every four years of education completed reduces the total fertility rate by about 0.7; completing primary school reduces the most severe forms of child malnutrition by a factor of three; and, according to a recent democracy survey, avowed interest in political matters doubled with increasing education. A final evaluation conducted in 1997 on USAID's basic education program points out that over the life of the Mission's activity: in-service training was provided to roughly 4,000 teachers, or close to ten percent of the national total; 800 school directors, or close to one half of all directors in the National District, were trained; EDUCA provided more subsidized and free books and learning materials than any other NGO; and the largest initiative in standardized tests in the country was designed, tested and implemented.

Progress in the service delivery area during 1997 was excellent. One hundred school directors received their graduate degree, 352 teachers were certified, and 2,254 teachers received their bachelors degree. EDUCA sponsored its "APRENDO 97" annual seminar for the third straight year with 1,018 teachers attending. Several educational promotion campaigns were carried out in the local media.

Now that USAID support to EDUCA has ended, it continues to find its niche in the areas of advocacy and analysis (**IR 1.2**) as it struggles with the transition from service provider to a yet-to-be-defined role. Members of EDUCA's board have diverging views on what EDUCA's mission should be. It is still unclear whether EDUCA will become actively engaged in policy dialogue, donor coordination, and analytic studies (**Indicator 1.1.2**), and its performance in this regard **fell short** of expectations for 1997.

Basic education remains a serious challenge to the country's overall political, social, and economic development and threatens progress in the health and democracy areas where USAID will remain active. Basic education efficiency continues to be a serious problem. It still takes over six student/years to produce one fourth grade graduate, and only about 25% of all basic education students will ever complete the eighth grade.

The number of primary school children is expected to grow by 22% by the year 2005. The country needs an additional thousand classrooms and 5,300 new teachers. Despite the good intentions of the Fernández administration to increase spending on basic education, as well as significant basic education loans from the World Bank and the IDB, how these resources are invested will be a crucial factor in the improvement of basic education efficiency. EDUCA could play a key role in this regard.

#### Agreed upon Strategy and Operating System for FondoMicro in Place

Several NGOs that USAID helped create and strengthen over the past 15 years are leaders in Latin America, if not the world, in supporting microenterprises. Over the last five years, the number of microentrepreneurs with access to credit through NGOs has almost doubled, from 2.2 to 4.2 percent. The primary lesson learned to date is that the main constraint toward increased microentrepreneur access to credit is institutional capacity of NGOs to deliver and recover such credit. FondoMicro's high quality and intensive assistance to a small number of NGOs has had a positive impact. No cost-recovery mechanisms were developed for this technical assistance, however, and the level at which it can be maintained now that USAID assistance has terminated is still unclear.

During 1997, USAID established a dialogue with FondoMicro on the mix and level of activities that will ensure an optimum presence in the sector and a continued strengthening of the second level NGOs. Since USAID assistance terminated last June, FondoMicro continues to provide support to NGOs for institutional strengthening (**Indicator 1.3.1**), thereby **meeting** its target, although on a much reduced level and for different types of institutional strengthening activities. It is providing assistance to help NGOs convert partially or fully to for-profit banking institutions able to receive deposits and comply with the supervision of the Superintendency of Banks. The success of FondoMicro's recently established Small Business Bank has led to another former USAID partner, ADEMI, to enter the market with its own commercial bank for small and medium enterprises. This competition will further expand the range of financial services and mobilization of domestic resources. FondoMicro also continues with its high quality research program and is also a key participant in the CAMPE-coordinated microenterprise network.

#### Better Systems and Information for GODR Decision-making

USAID **met** expected progress in achieving policy reforms to alleviate poverty (**Indicator 1.4.1**). During 1997, USAID made significant progress in establishing the technical foundations in the areas of rationalization of public expenditures in the social sectors; job creation capacity of the economy; and maintenance of fiscal stability. For the relatively small amount of resources available, the Mission was very effective in identifying targets of opportunities for analysis and funding high quality assistance. The policy areas in which USAID will contribute is dynamic, with additional areas likely to be identified throughout the timeframe of the special objective. The following initiatives were undertaken in 1997:

**Rationalization of Public Social Expenditures:** USAID, through a local economic think tank, is assisting the GODR planning office to analyze the impact of public social expenditures over the past 5 years on poverty alleviation. Such a body of knowledge is important for the country as it has one of the lowest expenditure rates in the social sectors in this hemisphere. Once the analysis is completed, the next stage will be to build consensus on the types of GODR interventions that should be emphasized to focus future social expenditures on the poorest sectors of society.

**Increased Job Creation Capacity of the Economy:** The GODR Office of Investment Promotion is receiving assistance to conduct an investor's roadmap analysis to identify impediments to the formal establishment and operation of businesses in the Dominican Republic. This "roadmap" will be used to encourage the GODR to reconsider current practices and shift to a more service-oriented mentality. On a related front, official estimates of a 16 percent unemployment rate (April 1997) were determined to be incompatible with the relatively high and consistent economic growth rates during recent years. USAID responded to a request directly from President Fernández to analyze the way the Central Bank elaborates and utilizes surveys to estimate unemployment rates. USAID-financed technical assistance showed that the procedures to collect information within the labor force surveys were fundamentally flawed and significantly overestimated the "open unemployment rate". The true Dominican open unemployment rate is approximately 7% for April 1997. Improved labor market information systems provide a necessary basis for job-related policy formulation.

**Maintenance of Fiscal Stability:** As in 1996, at the direct request of President Fernández USAID financed the visit of Dr. Arnold Harberger in August 1997, who found a macroeconomic scenario that was much more positive than expected when he first visited in October 1996 and warned of a pending fiscal crisis. The GODR had responded to Dr. Harberger's recommendations with an unexpected level of fiscal and monetary discipline. On the fiscal side, receipts increased by more than 25% between the first half of 1996 and the first half of 1997. In the same period, the consumer price index rose approximately 7% and real GDP increased by a similar amount. The increase in tax revenues, 10% relative to nominal GDP, was achieved mainly through improved enforcement and administration (i.e., not from a rise in rates). USAID will continue to provide the services of Dr. Arnold Harberger to advise President Fernández as needed.

USAID is also developing a partnership between the GODR and the Dominican Stock Exchange to assist in the possible issuance of a GODR bond to fund the consolidation and retirement of the internal debt inherited from previous administrations. This debt is a serious constraint on the GODR's fiscal situation and desire to increase social sector spending targeted at the Dominican Republic's poor and most excluded sectors of society.

## **B. Expected Progress through FY 1999 and Management Actions**

### Transition to the Special Objective

Consistent with SO1's transition to a Special Objective, USAID ended direct assistance for microenterprise credit and basic education. The policy advocacy component of CAMPE will be strengthened and folded into the new Special Objective, while the direct business training activities will be phased out during the first quarter of FY 1999. USAID will enhance the policy processes of the executive branch by supplying high quality information and technical assistance to GODR decision-makers. The SPO will also build broad-based consensus for various reforms by working with natural allies throughout USAID's entire program.

Although CAMPE began only one year ago, every month has brought important gains. Designed as a four-year project, it was cut to just 21 months just before signing the cooperative agreement when it became clear that SO1 would phase-out by the end of FY 1998. USAID will terminate all assistance for direct business training activities by December 1998. While this date is three months beyond the scheduled phase-out of the SO, staffing reductions will occur four months earlier than planned as the newly converted SPO is merged into the Program Development Office. This additional three months will allow CAMPE sufficient time to increase its cost recovery and attain other sources of funding. Indeed, several international donors are interested in supporting this program, but want to see results before committing funds. A full two years will give CAMPE ample time to demonstrate success, ensuring that USAID's investment will leverage other donor support in this area. More importantly, CAMPE's successful business training continues to attract a wider range of business interests and associations. As CAMPE's policy advocacy activities will continue under the Special Objective, a larger network within the SME sector will directly contribute to building broad based support for policy reforms.

**Poverty Alleviation Policy Agenda in the Dominican Republic  
1998 - 2001**

Policy Area <sup>1</sup>	Establishing Technical Foundations	Building Support for Reforms	Approval by GODR	Implementation
<i><u>Rationalization of Public Social Expenditures</u></i>				
- GODR Budget Rationalization	1998	1998	1998	1999-2001
- Marketing & Trade Policies for Food	1998	1998	1999	1999-2000
- Civil Service Reform Implementation ( <b>New</b> )	1998	1998	1999	1999-2001
<i><u>Job Creation Capacity of the Economy</u></i>				
- Enhancing Labor Force Statistics	1997	1998	1999	2000
- Investor's Roadmap	1998	1998	1998	1999-2001
- Effective Protection Reduction ( <b>New</b> )	1998	1998-1999	2000	2000-2001
<i><u>Maintenance of Fiscal Stability</u></i>				
- GODR Bond Issue Assistance	1997	1998	1998	1999-2000
- Computerized Audit System for Tax Ass.	1998	1998	1998	1999-2000
- Pension System Reform ( <b>New</b> )	1998	1998-1999	1999	2000-2001

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<sup>1</sup>Policy areas are dynamic and it is anticipated that additional areas will be included throughout the timeframe of the special objective.

<p><b>STRATEGIC OBJECTIVE 1:</b> Institutions Which Contribute to Increased Economic Opportunities for Poor Dominicans Strengthened.  <b>APPROVED:</b> JUNE 1997                      <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic</p>			
<p><b>STRATEGIC OBJECTIVE LEVEL RESULT 1.1:</b> CAMPE, EDUCA and FONDOMICRO continue to provide key services to clients on a sustainable basis after 1998.</p>			
<p><b>INDICATOR 1.1:</b> CAMPE, EDUCA and FONDOMICRO have in place a strategic plan that ensures financial sustainability.</p>			
<p><b>UNIT OF MEASURE:</b> No. of strategic plans.</p> <hr/> <p><b>SOURCE:</b> Written material from and discussions with key personnel from CAMPE, EDUCA, and FondoMicro.</p> <hr/> <p><b>INDICATOR DESCRIPTION:</b> Strategic plans will have separate section describing plans for financial sustainability.</p> <hr/> <p><b>COMMENTS:</b> FondoMicro has a strategic plan in place that ensures financial stability.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997 (B)	--	1
	1998 (T)	3	

<p><b>STRATEGIC OBJECTIVE 1:</b> Institutions Which Contribute to Increased Economic Opportunities for Poor Dominicans Strengthened.  <b>APPROVED:</b> JUNE 1997                      <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic</p>			
<p><b>INTERMEDIATE LEVEL RESULT 1.1:</b> Increased service and training capacity of CAMPE</p>			
<p><b>INDICATOR 1.1.1:</b> Percentage of micro-entrepreneurs paying for more than one course or technical assistance program.</p>			
<p><b>UNIT OF MEASURE:</b> Percent</p> <hr/> <p><b>SOURCE:</b> Course registration sheets and CAMPE records</p> <hr/> <p><b>INDICATOR DESCRIPTION:</b> This indicator uses demand for courses as a proxy for impact of training by measuring the rate that microentrepreneurs are willing to pay for more than one course or T.A. program. The indicator assumes that the microentrepreneur is a good judge of the potential benefit (or impact) that training will have on his business. For the first course, the microentrepreneur may be ignorant of the course's benefit; with the second course, he will have perceived a benefit and will have chosen to take advantage of it.</p> <hr/> <p><b>COMMENTS:</b> Microenterpreneurs pay approximately 100 pesos (US\$7.00) per course. Although this is minimal, the opportunity costs are greater than the actual fee, e.g., the time away from business while taking the course.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997 (B)		40%
	1998 (T)	60%	

<b>STRATEGIC OBJECTIVE 1:</b> Institutions Which Contribute to Increased Economic Opportunities for Poor Dominicans Strengthened. <b>APPROVED:</b> JUNE 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE LEVEL RESULT 1.1:</b> Increased service and training capacity of CAMPE			
<b>INDICATOR 1.1.2:</b> Increase in score on Institutional Management Measurement			
<b>UNIT OF MEASURE:</b> Percent <hr/> <b>SOURCE:</b> Management Capacity Measurement Assessment <hr/> <b>INDICATOR DESCRIPTION:</b> This institutional assessment measures the degree to which CAMPE has institutionalized its approach to microenterprise training and its ability to generate or obtain funds for sustainability. The assessment evaluates a variety of areas that have proven to be indicators of success for non-profit organizations; e.g. planning, operations, administration, financial controls and reporting, management and staff, computer capacity, and financial sustainability. <hr/> <b>COMMENTS:</b>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997 (B)		67%
	1998 (T)	75%	

<b>STRATEGIC OBJECTIVE 1:</b> Institutions Which Contribute to Increased Economic Opportunities for Poor Dominicans Strengthened. <b>APPROVED:</b> JUNE 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE LEVEL RESULT 1.1:</b> Increased service and training capacity of CAMPE			
<b>INDICATOR 1.1.3:</b> Participation in the SME Network.			
<b>UNIT OF MEASURE:</b> Percent <hr/> <b>SOURCE:</b> Attendance records of network meetings. <hr/> <b>INDICATOR DESCRIPTION:</b> Participation in the SME Network is calculated based on the attendance of representatives from core organizations at network meetings. The current core membership, numbering 15 members, are the major players of the sector, which provide leadership and whose participation is most likely to impact the sector. <hr/> <b>COMMENTS:</b> Existence of a strong network, as measured by participation, will help CAMPE increase its service and training capacity by assuring that training and services address the needs identified by the sector. Planned score for 1998 is lower than 1997 due to expectations that after initial interest in the network wears off, attendance will level off at 60%.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997 (B)		73%
	1998 (T)	60%	

<b>STRATEGIC OBJECTIVE 1:</b> Increased economic opportunities and benefits for the Dominican majority. <b>APPROVED:</b> JUNE 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE RESULT 1.2:</b> Increased advocacy and analytic capacity in EDUCA			
<b>INDICATOR 1.2.1:</b> EDUCA actively engaged in policy dialogue, donor coordination and analytic studies.			
<b>UNIT OF MEASURE:</b> Yes, No <hr/> <b>SOURCE:</b> Discussions with EDUCA officials and education experts. <hr/> <b>INDICATOR DESCRIPTION:</b> SO1 will consult with EDUCA and its principal advisors to determine whether EDUCA continues to be active in policy dialogue, donor coordination and analytic studies. <hr/> <b>COMMENTS:</b> Due to board members' divergent views, EDUCA's role is still to be defined, and sustainability strategy is yet to be determined. Because GODR has made education a key priority, EDUCA's advocacy role to keep education high on the national agenda has lessened. However, the need for stronger EDUCA role in policy dialogue and analytic studies is even greater.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997 (B)	Yes	No
	1998 (T)	Yes	

<b>STRATEGIC OBJECTIVE 1:</b> Increased economic opportunities and benefits for the Dominican majority <b>APPROVED:</b> JUNE 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE RESULT 1.3</b> Agreed-upon strategy & operating system of FondoMicro in place.			
<b>INDICATOR 1.3.1</b> FondoMicro carries on NGO strengthening activities after June 1997.			
<b>UNIT OF MEASURE:</b> Yes, No <hr/> <b>SOURCE:</b> Discussions with FondoMicro and its client NGOs. <hr/> <b>INDICATOR DESCRIPTION:</b> This will be determined through a qualitative assessment of FondoMicro's activities <hr/> <b>COMMENTS:</b> Since Mission funding ended in June 1997, FondoMicro is carrying on NGO strengthening activities, but at a much reduced level.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996 (B)		No
	1997 (T)	Yes	Yes

**STRATEGIC OBJECTIVE 1:** Increased economic opportunities and benefits for the Dominican majority  
**APPROVED:** JUNE 1997      **COUNTRY/ORGANIZATION:** USAID/Dominican Republic

**INTERMEDIATE RESULT 1.4:** Better Systems and Information for GODR Decision-Making Established

**INDICATOR 1.4.1:** Progress in Economic Policy Agenda

**UNIT OF MEASURE (cumulative):** Number of Policy Areas reaching GODR Approval.

**SOURCE:** GODR contacts & statistics; TA reports; newspaper publications; NGO contacts.

**INDICATOR DESCRIPTION:** Progress in Economic Policy Agenda includes four steps: a) Establishing Technical Foundations; b) Building Support for Reforms; c) Approval by GODR; and d) Implementation.

**COMMENTS:** The policy areas are dynamic and additional areas of involvement are anticipated as targets of opportunity arise. The current list of areas focus on the rationalization of public social expenditures, job creation capacity of the economy, and maintenance of fiscal stability. Current areas consist of: 1) GODR Budget Rationalization; 2) Marketing and Trade Policies for Food; 3) Civil Service Reform Implementation (new); 4) Enhancing Labor Force Statistics; 5) Investor's Roadmap; 6) Effective Protection Reduction (new); 7) GODR Bond Issue Assistance; 8) Computerized Audit System for Tax Assessment; and 9) Pension System Reform (new). This IR will become a Special Objective as SO1 is phased out by the end of FY 1998.

YEAR	PLANNED	ACTUAL
1997 (B)	--	0
1998	4	
1999	8	
2000	10	
2001 (T)	12	

## **SO 2: Increased Use of Effective Preventive Health Services and Practices**

### Overview

After many years working almost exclusively with NGOs, USAID's increased level of support over the past year to the public sector is producing dividends. Most notable during the past year has been assistance provided to one of the government's most reengineered institutions, the National Institute of Aqueducts and Potable Water (INAPA), to expand access to the rural population through a partnership with NGOs supported by USAID. Also notable is the Secretary of Health's identification of HIV/AIDS as a priority area as a result of raised awareness about the potential impact of the AIDS epidemic. U.S. Embassy lobbying, spearheaded by USAID, contributed to the reactivation of a National AIDS Council which reports directly to the President and has the responsibility of issuing national policies and strategies. The National Planning Office (ONAPLAN) utilized the 1996 Demographic and Health Survey (DHS) as a key source for a study which identified areas of critical poverty in the country. This effort prioritized government social investment to reach families lacking basic needs (i.e. housing, water, sanitation, education, electricity, and employment).

During the past year, GODR initiatives have catalyzed structural changes in the health sector, including a decentralization process that eliminated the previous eight health regions in favor of provincial health committees. The reform process responds to demands by Dominicans to have an increased level of participation in their social services. It includes a government initiative to contract NGOs and local networks to provide services in areas where they have a comparative advantage. While there is consensus on the need for a new system, it is unclear what it will ultimately look like, how long it will take to get there, and whether the quality of services will be better than under the existing system. The GODR has recently completed negotiations with the World Bank and Inter-American Development Bank for loans amounting to nearly \$100 million to assist in this effort. In order to influence the programming of these funds, USAID will develop a new activity that contributes to a decentralized public health system that will increase the use and improve the quality of preventive health services and practices.

Under USAID/DR's new strategic plan, emphasis has shifted from primary health care to an overall focus on prevention. This change coincides with the Dominican government's movement to address critical public health issues through investing in preventive services and practices. Where only 20% of the population has health insurance and the poor frequently pay considerable out of pocket expenses for public and private sector care, there is clearly a need for change. USAID's strategy builds upon past success and aims to sustain gains in access to potable water, improved reproductive health and HIV prevention. Dissemination of the DHS results also highlighted the need for a multi-sectoral approach to addressing the reproductive health needs of adolescents and young adults. USAID actively participated in the development of national policies for youth, and will increase its efforts to reduce unintended pregnancies, the transmission of HIV and other STIs and to improve the general well-being of this critical segment of the population.

Graphic Contains Windows

USAID has modified its SO2 results framework to better reflect that which is within its manageable interest, taking into account the Mission's comparative advantage and most appropriate niche. Specifically, IR 2.3 was changed from "Improved sustainability of the national preventive health system" to "Best practices for preventive health services adopted", which capitalizes on USAID advocacy of successful models and practices that have been demonstrated in the Dominican Republic or in other USAID-supported countries.

SO2 indicators have also been revised to reflect an evolving focus; from increasing knowledge and changing attitudes to promoting health seeking behavior and ensuring the available of quality services to respond to demand. Indicators were established or modified based on a number of factors: a) the initiation of a new AIDS prevention activity; b) several targets were met or exceeded in 1996; c) adoption of USAID common indicators (e.g., contraceptive prevalence for married women, modern methods); and d) the development of composite indicators to report on qualitative aspects and impact (risk perception and risk behavior, services integration).

### U.S. National Interest

Score: 8

SO2 contributes to the U.S. national interests of human health and infectious diseases. The Dominican Republic is one of the epi-centers for HIV/AIDS infection in the Caribbean. This coupled with the high rate of travel by Dominicans and U.S. tourists between the two countries increases the risk of HIV/AIDS and other infectious diseases. SO2 is a key element of the MPP goal of improving the prospects for sustainable development. Finally, USAID's program directly contributes to assuring equitable access to basic health services, a key Summit of the America's initiative.

#### **A. Performance Analysis**

##### Summary

SO 2 performance *met* expected progress in increasing the use of effective preventive health services and practices. The most significant degree of progress has been in the water sector, where USAID has linked NGO partners with INAPA, the principal governmental institution responsible for the provision of water to rural areas. The Fernández administration has significantly increased investment to improve access to potable water. Since August 1996, over two million more Dominicans had water systems in their communities. USAID has provided technical assistance to INAPA to develop a strategic plan which taps NGO know-how to mobilize community participation in the administration, operation and maintenance of new systems, as well as the rehabilitation of non-functioning systems.

Contraceptive prevalence continues to increase at a rate consistent with the 1996 DHS findings. A market survey which compared modern method use in urban areas between 1994

and 1997 reported an annual increase of 3%, twice the 1.5% annual increase between 1991 and 1996 stated in the DHS. Finally, increasing condom availability, particularly through non-traditional outlets, remains an important intervention in the fight against STI/HIV transmission. Results from a retail audit reported an increase from 23 to 38% of outlets selling condoms between 1994 and 1997. The audit found a 54% increase in availability in bars sampled and a 30% increase in availability at motels.

### AIDS Prevention

USAID's performance *met* expected progress in increasing the risk perception of and access to STI/HIV/AIDS services (**IR 2.1**). The past year was a transition year for USAID's HIV/AIDS efforts. AIDSCAP phased-out after 5 years of a successful HIV/AIDS prevention program. Consequently, all indicators are new for measuring progress in this area. During 1997, AIDSCAP assistance focussed mostly on furthering sustainability initiatives with selected organizations.

### **STI Training Institutionalized**

USAID sponsored a training program on the Syndromic Approach to STIs which was offered through a local university (INTEC). This approach, using simple flow charts of diagnostic pathways to guide the health provider through STI symptoms and treatment options, is particularly useful in settings where laboratory facilities are unavailable, unaffordable or unreliable. Under this program, INTEC trained 325 clinicians and 513 non-clinical health providers. Based on the success of the training program, and in recognition of its importance to slowing down the epidemic, INTEC adopted the course as part of the university's continuing medical education program to be offered on a regular basis. The first course was announced in January and the number of applicants far exceeded the course's capacity.

Knowledge and behavior change about STI/HIV/AIDS were significantly influenced among target population groups as a result of AIDSCAP's interventions and mass media campaigns. The World Bank 1997 Report, *Confronting AIDS: Public Priorities in a Global Environment*, acknowledges the impact of USAID-supported activities. The report notes that HIV prevalence among target populations has risen more slowly, probably due to very high rates of condom use.

The 1996 DHS demonstrates an almost universal knowledge of basic AIDS concepts, prevention measures, and knowledge of where to access adequate STI services and condoms. However, perception of risk and behavior change, although improved among targeted audiences, remain a challenge in terms of the general population.

Leveraging private sector resources in the fight against AIDS has been highly successful. For example, the PANTERA condom project is a successful initiative to gain private sector involvement and to facilitate intersectorial collaboration in the fight against AIDS. It has managed to increase condom availability with direct sales as well as indirectly through promoting a competitive environment with other brands through non-traditional channels. PANTERA ranks third in distribution among all brands (14% of the market share) in just 18 months of distribution and is the leading brand in neighborhood convenience stores.

Despite this success, the HIV/AIDS epidemic continues to grow. As of January 1998, the total number of AIDS cases reported was 4,157, with an under-reporting factor of 50-60%.

It is estimated that the current HIV seroprevalence rate is 2.5% among the sexually active population. The trend among prenatal women is alarming, especially in the Puerto Plata Province (2.9 in 1994 to 7.9% in 1996). A research report on maternal mortality recently released by PROFAMILIA, the Planned Parenthood International affiliate, shows AIDS as the leading cause of death (12%) among women of reproductive age.

To respond to this daunting challenge, USAID began a new five-year HIV/AIDS activity in 1997. This activity reflects a shift in the strategic focus to: increased risk perception and health seeking behavior among vulnerable groups; improved access to information and services that promote increased use of preventive services and practices, including the development and validation of community based programs in support of people infected and affected by the HIV virus; and improved policy environment to support HIV/AIDS programs.

#### Improved Access to Family Planning and Reproductive Health Services

Progress *met* expectations in improving access to family planning and other reproductive health services (**IR 2.2**). In 1997, USAID focussed its efforts on reducing unintended pregnancy among adolescents, promoting greater male involvement in reproductive health, and reducing barriers to quality of care. USAID will continue to support maternal health initiatives through access to STI/HIV, family planning and other reproductive health services.

In service provision, USAID mobilized efforts to reach key populations, such as youth, men and postpartum women. In terms of promoting spacing versus limiting births, the couple years protection (CYP) trend for the two largest NGO providers (PROFAMILIA and ADOPLAFAM) shows that the proportion of CYPs attributed to temporary methods has increased progressively from 54% in 1994 to 71% in 1997. During 1997, two new government hospitals began reporting on postpartum users with further expansion planned in 1998.

Increasing USAID outreach to providing education and services to young adults, especially women, also shows a promising trend. During the next year two additional NGOs will augment the human resources addressing reproductive health issues facing Dominican youth and PROFAMILIA will continue to expand its coverage in Santo Domingo.

Internal and external evaluations of USAID's Family Planning and Health Project took place during the past year. Both exercises identified critical areas for USAID-GODR collaboration to address priority needs in reproductive health. Among the more relevant recommendations were: increase outreach efforts to priority populations such as adolescents and men; prepare USAID-supported NGOs for reduced grant support during the final two years of the project; and develop and test contractual arrangements with the NGOs to gain experience for future work with the government or other entities. USAID will work closely with its partners to implement these recommendations.

### **IEC Materials Hit the Road**

Educational materials developed with USAID support are not only being used nationwide by public and private sector service providers. They are also being adapted for use by other programs in the region as well as by a family health clinic in New York City. During 1997, the Honduran Ministry of Health, Georgetown University and Frederick County, Maryland have purchased family planning method brochures from the Dominican Republic. Columbia University obtained cloth posters on reproductive themes to better reach their Latino clients. The Ministry of Health in El Salvador has expressed an interest in acquiring these materials as well.

### Best Practices Adopted

USAID *met* expected progress in the adoption of best practices for preventive health services (**IR 2.3**). This IR was modified to better reflect the promotion of positive change in policies, service delivery, management improvements and other best practices.

During 1997, USAID played an important role in the promotion of three models (**Indicator 2.3.1**), all of which were adopted by the GODR: 1) INAPA adopted the total community participation model; 2) Ministry of Health and Social Security Institute hospitals adopted the post-partum family planning model; and 3) the National Family Planning Council submitted for the first time a 1998 budget request for GODR procurement of contraceptives (unfortunately, this line item was not Congressionally approved).

INAPA, the GODR's rector for rural water supply, achieved the greatest gains in decentralization during the past year. USAID worked hand in hand with INAPA to design the mechanism to transfer the administration, operation and maintenance of rural water systems directly to community water committees. As a first phase, INAPA is working with communities to rehabilitate 252 existing systems of which 32 are now under community self management. As a parallel effort, USAID is coordinating a joint pilot activity to transfer implementation of water systems from INAPA to NGOs. Using USAID's NGO developed Total Community Participation model (active community participation in construction,

education, fee collection, system management and repair) for providing rural water supply, an NGO will be contracted to rehabilitate and install new water systems in a demonstration area.

Despite physician strikes and hospital reconstruction in 1997, the postpartum family planning model was expanded to two new public hospitals. The original site where the model was developed, the Altagracia Maternity Hospital, has become an internationally recognized training site with students coming as far as Egypt and Bolivia to receive instruction. Two key components of the model are: 1) the services aim to reduce obstetric risk and thus maternal mortality; and 2) a cost-recovery element generates revenue for the hospital to cover recurrent operational costs.

### Improved Water and Sanitation Systems

During the course of assistance in the water sector, USAID has worked with more than 10 local NGOs and CARE International toward the national goal of water for all Dominicans. The gains in this area indicate that USAID *met* expected progress.

Ninety four percent of the potable water systems constructed with USAID funds are independently managed by community water systems. Customer satisfaction in the target communities is high and there is a perceptible decline in the number of diarrheal episodes, skin illnesses and other water related ailments.

A key lesson learned in promoting long term water system sustainability shows that systems providing one-spigot per household connections are better maintained than community spigot systems or wells. Monitoring has shown a higher level of user fee collection. Moreover, these changes have reduced the household expenditures for water by 10 to 20 fold, when compared to the purchase of trucked-in water.

### **B. Expected Progress Through FY 2000 and Management Actions**

USAID is designing a new activity that will capitalize on USAID's long association with NGO partners and developing models for nationwide replication. The multi-faceted, five year activity will develop the capacity at the provincial level to plan, manage and evaluate public health programs. It will enable the Ministry of Health to oversee such a decentralized system at the central level. The strategy will further strengthen the capacity of the NGOs to participate effectively in a decentralized system of service provision. Emphasis will be placed on the delivery of potable water, reproductive health services, and HIV prevention, aimed particularly at reaching youth with the latter two. The \$15 million activity will leverage its funding to influence the programming of nearly \$100 million in IDB and IBRD funds by working in selected pilot provinces to develop the model for insurance coverage for poor women and children and mechanisms for contracting, monitoring and supervising NGO/private sector networks of service provision.

In addition to this new activity, adolescent health will continue to be a focus of HIV/AIDS prevention and reproductive health activities. In an effort to continually increase awareness of the problems that youth face, Johns Hopkins University is developing an integrated communications activity with the GODR's Youth Directorate. Family planning NGOs will expand programs to work with counseling youth through a number of modalities. Activities focussed on youth as well as other activities within the portfolio will be included in a SOAG being negotiated with the GODR.

<b>STRATEGIC OBJECTIVE 2:</b> Increased use of effective preventive health care services and practices <b>APPROVED:</b> June 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic					
<b>STRATEGIC OBJECTIVE LEVEL RESULT</b>					
<b>INDICATOR 2.1</b> Sexually active population practicing low risk behavior for HIV/STI.					
<b>UNIT OF MEASURE:</b> Percent  <b>SOURCE:</b> DHS [1996, 2002], Periodic Surveys [1998, 2000]  <b>INDICATOR DESCRIPTION:</b> Composite indicator that measures percentage of sexually active population (Female age 15-49; Male age 15-64) who have: 1) abstained completely from sex over the past 12 months or; 2) not had more than one partner in the past 12 months or; 3) condom use during last sexual intercourse.  <b>COMMENTS:</b> New indicator. Current baseline includes condom use during the last sexual intercourse because it is the only available information collected by the DHS. Survey information on consistent condom use in the last 3 months will also be collected beginning 1998.	<b>YEAR</b>	<b>PLANNED</b>		<b>ACTUAL</b>	
		M	F	M	F
	1996 (B)			67%	72%
	1998	68%	73%		
	2000	69%	74%		
	2002 (T)	70%	75%		

<b>STRATEGIC OBJECTIVE 2:</b> Increased use of effective preventive health care services and practices <b>APPROVED:</b> June 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>STRATEGIC OBJECTIVE LEVEL RESULT</b>			
<b>INDICATOR 2.2:</b> Contraceptive prevalence rate			
<b>UNIT OF MEASURE:</b> Percent  <b>SOURCE:</b> Demographic and Health Survey (DHS) [1991, 1996, 2002], market surveys, periodic surveys [1998, 2000]  <b>INDICATOR DESCRIPTION:</b> Married women age 15-49 yrs. using a modern contraceptive method.  <b>COMMENTS:</b> Revised Indicator: A tracking study conducted for the social marketing program reported a 9% increase in contraceptive use in urban areas between 1994 and 1997 (37 to 46%). This rate of increase exceeds the annual increase reported in the DHS. Project ends in year 2000.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1991 (B)		51.7%
	1996		59.2%
	1998	62%	
	2000	64%	

<b>STRATEGIC OBJECTIVE 2:</b> Increased use of effective preventive health care services and practices <b>APPROVED:</b> June 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>STRATEGIC OBJECTIVE LEVEL RESULT</b>			
<b>INDICATOR 2.3:</b> Rural population with access to potable water			
<b>UNIT OF MEASURE:</b> Percent <hr/> <b>SOURCE:</b> Demographic and Health Survey [1991, 1996], INAPA/Survey [1999]. <hr/> <b>INDICATOR DESCRIPTION:</b> Percent of rural population with either direct connection to the home or compound or a public fountain, well or standpost. <hr/> <b>COMMENTS:</b> New Indicator.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1991 (B)		44.3%
	1996		56.0%
	1999	60%	
	2002(T)	64%	

<b>STRATEGIC OBJECTIVE 2:</b> Increased use of effective preventive health care services and practices <b>APPROVED:</b> June 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE RESULT NO. 2.1:</b> Increased risk-perception of and access to STI/HIV/AIDS services.			
<b>INDICATOR 2.1.1:</b> Target population who accurately perceive their risk of acquiring HIV/STI			
<b>UNIT OF MEASURE:</b> Percent <hr/> <b>SOURCE:</b> NGO grants, KAP surveys <hr/> <b>INDICATOR DESCRIPTION:</b> Target population who perceive themselves to be a risk of HIV/STI and whose behavior does in fact put them at risk. <hr/> <b>COMMENTS:</b> New Indicator: Baseline data will be collected at the beginning of the subproject activities.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1998 (B)		TBD
	1999		
	2001		
	2002 (T)		

<b>STRATEGIC OBJECTIVE 2:</b> Increased use of effective preventive health care services and practices <b>APPROVED:</b> June 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE RESULT NO. 2.1:</b> Increased risk-perception of and access to STI/HIV/AIDS services.			
<b>INDICATOR 2.1.2:</b> Number of delivery points offering STI/HIV/AIDS services, private/public			
<b>UNIT OF MEASURE:</b> Number	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> NGO and GODR project/program information.	1997 (B)		94
<b>INDICATOR DESCRIPTION:</b> The target represents private (NGOs) service delivery points. It also includes family planning centers which have incorporated at least three criteria for STI/HIV related services.	1998	105	
	1999	112	
	2000	120	
	2001	125	
	2002 (T)	130	
<b>COMMENTS:</b> New Indicator: Targets for GODR to be established pending negotiation of an HIV/AIDS prevention activity.			

<b>STRATEGIC OBJECTIVE 2:</b> Increased use of effective preventive health care services and practices <b>APPROVED:</b> June 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE RESULT NO. 2.1:</b> Increased risk-perception of and access to STI/HIV/AIDS services.			
<b>INDICATOR 2.1.3:</b> Number of community-based pilot models in support of people HIV infected/affected			
<b>UNIT OF MEASURE:</b> Number [cumulative]	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Project	1997(B)		0
<b>INDICATOR DESCRIPTION:</b> Number of community-based pilot models in support of people HIV infected/affected	1998	1	
	1999	2	
	2000	3	
	2001	4	
	2002(T)	4	
<b>COMMENTS:</b> New Indicator: Each of the models will be implemented in a number of communities. Mission will report on the number of communities upon sub-grants approval.  New models developed and validated will be marketed as best practices under I.R. 2.3.			

<b>STRATEGIC OBJECTIVE 2:</b> Increased use of effective preventive health care services and practices <b>APPROVED:</b> June 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE RESULT NO. 2.2 :</b> Improved Access to Family Planning and Other Reproductive Health Services			
<b>INDICATOR 2.2.1:</b> Couple year protection provided by USAID supported activities			
<b>UNIT OF MEASURE:</b> Number couple year protection <hr/> <b>SOURCE:</b> NGO progress reports and government hospital statistics <hr/> <b>INDICATOR DESCRIPTION:</b> Estimated protection provided by family planning service during one year <hr/> <b>COMMENTS:</b> Continuing Indicator: Maternity hospital reconstruction during 1997 delayed expansion of post-partum model. NGO efforts to promote temporary methods decreased CYP output in 1997 given the increased effort required to reach men and youth. New targets were established for 1998 and 1999 due to termination of CARE activities. Family Planning & Health Project grants end in year 2000.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996 (B)		294,000
	1997	320,000	284,000
	1998	300,000	
	1999 (T)	300,000	

<b>STRATEGIC OBJECTIVE 2:</b> Increased use of effective preventive health care services and practices <b>APPROVED:</b> June 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE RESULT NO. 2.2:</b> Improved Access to Family Planning and Other Reproductive Health Services			
<b>INDICATOR 2.2.2:</b> Integration of Reproductive Health Services			
<b>UNIT OF MEASURE:</b> Percent of NGO clinics sampled achieving a score of 5+ <hr/> <b>SOURCE:</b> NGO studies/reports (ADOPLAFAM and PROFAMILIA). <hr/> <b>INDICATOR DESCRIPTION:</b> Composite indicator for degree of integration of services in project supported clinics (N=74 clinics). <hr/> <b>COMMENTS:</b> New indicator  Integration criteria are: 1. Condoms, hormonal methods and at least one clinical method are available - 1 point 2. Testing/syndromic management of STI - 1 point 3. Treatment or referral for STI provided - 1 point 4. Prenatal/postpartum services provided - 1 point 5. Delivery services or referrals - 1 point 6. Pap smear screening conducted - 1 point	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997 (B)		76%
	1998	85%	
	1999 (T)	95%	

<b>STRATEGIC OBJECTIVE 2:</b> Increased use of effective preventive health care services and practices <b>APPROVED:</b> June 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE RESULT NO. 2.2:</b> Improved Access to Family Planning and Other Reproductive Health Services			
<b>INDICATOR 2.2.3:</b> Number of volunteers trained to provide adolescent reproductive health information and services			
<b>UNIT OF MEASURE:</b> Number	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> NGO reports	1994 (B)		50
<b>INDICATOR DESCRIPTION:</b> Number of peer educators and volunteers who provide information and services to youth (14-25 years), parents and teachers, community leaders	1995		90
<b>COMMENTS:</b> New indicator 150 peer educators were trained between 1994 and 1997. Activities during 1997 reached approximately 40,000 youth and adults. Estimated program coverage for 1998 is 50,000 persons. In 1998, MUDE and ADOPLAFAM will begin pilot activity with youth. Family Planning and Health project grants end in year 2000.	1996		130
	1997		150
	1998	225	
	1999 (T)	250	

<b>STRATEGIC OBJECTIVE 2:</b> Increased use of effective preventive health care services and practices <b>APPROVED:</b> June 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE RESULT NO. 2.3:</b> Best Practices for Preventive Health Services adopted			
<b>INDICATOR 2.3.1:</b> Models adopted			
<b>UNIT OF MEASURE:</b> # of models (cumulative)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Multiple (eg. NGO, GODR, other donors)	1996 (B)		0
<b>INDICATOR DESCRIPTION:</b> Promotion and adoption of positive policy changes, improvement in service delivery and improvement in management/organization.	1997	3	3
<b>COMMENTS:</b> New Indicator. See narrative section for model/policy explanation.	1998	5	
	1999	7	
	2000	9	
	2001	11	
	2002(T)	12	

<b>STRATEGIC OBJECTIVE 2:</b> Increased use of effective preventive health care services and practices <b>APPROVED:</b> June 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE RESULT NO. 2.3:</b> Best Practices for Preventive Health Services adopted			
<b>INDICATOR 2.3.2:</b> Policy Environment Score (PES)			
<b>UNIT OF MEASURE:</b> Score  <b>SOURCE:</b> Periodic policy assessment  <b>INDICATOR DESCRIPTION:</b> Policy environment score (PES) in the areas of Health Sector Reform and STI/HIV/AIDS.  <b>COMMENTS:</b> New Indicator: PES is designed to reflect both the current level of support and track policy changes that take place over time as a result of policy initiatives in the sector.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1998 (B)		TBD
	2000		
	2002 (T)		

<b>STRATEGIC OBJECTIVE 2:</b> Increased Use of Effective Preventive Health Care Services and Practices <b>APPROVED:</b> June 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE RESULT NO. 2.4:</b> Improved Access and Management of Potable Water and Sanitation Systems			
<b>INDICATOR 2.4.1:</b> Percent of families served with potable water system in the target areas			
<b>UNIT OF MEASURE:</b> Percent of families served.  <b>SOURCE:</b> Project data  <b>INDICATOR DESCRIPTION:</b> Percent of families served with potable water system in the target areas.  <b>COMMENTS:</b> Revised Indicator: Target areas have been changed to reflect CARE's departure from the sector. The present indicator shows progress in the two remaining subgrant populations. In 1996 rural families affected were 7497, 1997 - 8851. Target for 1998 is 10,500 families.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996 (B)		26%
	1997		33%
	1998	40%	
	1999 (T)	44%	

**STRATEGIC OBJECTIVE 2:** Increased use of effective preventive health care services and practices  
**APPROVED:** June 1997 **COUNTRY/ORGANIZATION:** USAID/Dominican Republic

**INTERMEDIATE RESULT NO. 2.4:** Improved Access and management of Potable Water and Sanitation Systems

**INDICATOR 2.4.2:** Number of communities managing their own water & sanitation systems in the target areas

**UNIT OF MEASURE:** Number

**SOURCE:** Project data

**INDICATOR DESCRIPTION:** Number of communities managing their own water and sanitation systems in the target areas.

**COMMENTS:** Revised Indicator: Target areas have been changed since CARE departure. Included are only areas impacted by the 2 remaining sub-grants under the PVO Co-Financing Project.

YEAR	PLANNED	ACTUAL
1994 (B)		3
1995	40	56
1996	75	72
1997	95	93
1998	118	
1999 (T)	123	

### **SO 3: More Participatory, Representative and Better Functioning Democracy Achieved**

#### Overview

USAID continues to see the benefits of sustained support for civil society and a careful and considered approach with our government partners to move towards a more participatory, representative and better functioning democracy. Last year we reported on the important role civil society played in ensuring the cleanest election in recent Dominican history. In 1997, in an unprecedented manner, civil society groups actively and successfully compelled the government to address their demand for transparency and competence in the selection of a new Supreme Court. We are also pleased to report significant progress in 1997 to address long neglected corruption charges, including criminal corruption indictments of high level public officials of the former government, and formal investigations of alleged corruption of officials, including legislators, currently in office. While trials have yet to be set, the fact that civilian officials and retired military generals are in jail and denied bail is significant. We have seen dramatic increases in civic activism, particularly in the area of justice. The government has responded to civil society's call for a more participatory democracy at both the national level (through a government-sponsored "National Dialogue") and local level (USAID-supported town hall meetings) in a way that would have been unthinkable in the past.

It is precisely these successes, however, that threaten historic power structures of special interests who are intent upon returning to the past. We see this resurgence in various forms: in the autocratic and controversial manner by which the major opposition parties prepared candidate lists for the May Congressional and municipal elections; in the attempts by Congress to impose a sixty year age limit on Supreme Court Justices; and in the political parties' distrust and hostility toward the active role of civil society organizations. The opening up of the government has also shown real weaknesses in existing institutions and capabilities. As the new Supreme Court justices travel to different regions of the country, they are appalled by the lack of rudimentary legal knowledge of many of the sitting judges and certified lawyers. Despite candid international assessments of the numerous problems within the justice system, the Supreme Court justices had not anticipated the low level to which the capacity and quality of practicing lawyers had plummeted, nor had they (or we) adequately gauged the immense training and technical assistance requirements necessary to elevate the professional levels of judicial officials and personnel. Whereas this type of training was largely ineffectual when we did not have a committed partner in the government, it is now both feasible and critical. The fragility of this democratic transition is why our continued support to effective citizen groups like Participación Ciudadana (PC) to monitor elections, and our work in supporting civic education and advocacy, remain so very important.



**Agency Objective: Sustainable Democracies Built**

**S.O.3: More Participatory, Representative and Better Functioning Democracy Achieved**

**IR 3.1: Strengthened Rule of Law and Respect for Human Rights**

IR 3.1.1: Effective administration of justice

IR 3.1.2: Enhanced access to justice

IR 3.1.3: Strengthened oversight mechanisms to maintain ethical standards

Partners/Counterparts: IDB, UNDP, World Bank, ICITAP, USIS, CGR, PM, TL, PC, SCJ, CRMJ, FINJUS.

**IR 3.2: Increased Development of a Free and Active Civil Society**

IR 3.2.1: Increased knowledge and practice of democratic values and responsibilities

IR 3.2.2: Increased broad-based civic participation at the local level

IR 3.2.3: Increased civil society advocacy for democratic reforms and modernization of the State

IR 3.2.4: Strengthened civil society oversight of State institutions and elected officials

Partners/Counterparts: IDB, GTZ, IAF, PUCMM, PC, CPRME, Friedrich Ebert Foundation

**IR 3.3: Consolidated Civil Society Support for More Genuine and Competitive Electoral Processes**

IR 3.3.1: Strengthened national electoral monitoring network

IR 3.3.2: Better educated electorate

Partners/Counterparts: PC, PUCMM, Friedrich Ebert Foundation

**Critical Assumptions:**

1. The Dominican Government is receptive to Civil Society advocacy in favor of the reform and modernization of the State. 40
2. Socio-economic and political situation remains stable.
3. GODR and other donors meet their commitments in a timely manner.
4. Central Electoral Commission is staffed by capable, honest, and non-partisan judges.

## U.S. National Interest

Score: 10

This SO addresses key U.S. national interests, in particular democracy and law enforcement. Justice sector reform is the top priority program in the Mission Performance Plan goal to strengthen democratic institutions in the Dominican Republic. It is also a critical element in the Embassy's goal to reduce criminal activity that affects the U.S. Likewise, reform of the justice sector supports the Embassy goals of protecting U.S. citizens and encouraging expansion of U.S. commercial interests in the Dominican Republic. USAID's program to strengthening the rule of law will pay huge dividends by helping the Embassy influence reforms affecting key U.S. interests: strengthening Dominican democracy; fighting crime, money laundering, and drug trafficking; and protecting the interests of U.S. citizens in property and investment disputes. The justice sector reform program also strongly supports the GODR's commitment to Summit of the Americas initiatives. Effective legal institutions and respect for human rights promote increased economic and social stability, discouraging migration to the U.S.

### **A. Performance Analysis**

#### Summary

The highly impressive advances in strengthening the rule of law and respect for human rights, along with the increased participation of an active civil society in achieving a more participatory, representative and better functioning democracy, have **exceeded** expected progress in achieving results. Where targets for SO 3 indicators were established, they were either **met** or **exceeded**.

In response to the Dominican effort to ensure the naming of a professionally competent and ethically appropriate new Supreme Court, USAID provided support for various forums and events, making available regional experts to serve as guest speakers. These experts highlighted the importance to the independence and professionalization of the judiciary of a transparent, non-politicized Supreme Court Justice selection process. In keeping with this successful low profile strategic orientation by USAID, a coalition of civil society organizations was formed and, in coordination with major newspapers and television stations, pressed for the National Judicial Council to publicly solicit nominations for the new Supreme Court positions and to publish the list of candidates nominated. The coalition widely published a candidate venting process, organized public debates, and held a nationally televised forum over two nights in which 30 of the front-running candidates responded to questions by a panel and the audience. Responding to the public clamor for transparency in the Supreme Court selection process, the National Judicial Council agreed to undertake a similar process. Over three historic nights, live on national television, the National Judicial Council, led by President Fernández, held public hearings with the 30 finalist candidates. At

the end of the final evening, the Council voted on the sixteen Supreme Court positions in front of the national television audience.

This remarkably open and transparent process for selecting the Supreme Court is unprecedented in Dominican history, and perhaps in all of Latin America, and set a new standard for popular participation in government that could well serve as an important model for achieving technically proficient and independent judiciaries. Of the sixteen judges selected, twelve (including the new President of the Supreme Court) had the support of civil society. Importantly, the Supreme Court justices are continuing to introduce transparency in the selection process of local judicial officials by visiting regional municipalities and publicly holding interviews and oral exams with prospective candidates for judgeships. The results have heartened proponents of more rigorous law school standards and accountability of judges to professional norms. Through rapid implementation of initiatives to improve justice, the new reform-minded court leadership has demonstrated, in deed as well as word, exemplary commitment to justice system reform and modernization.

### Strengthening the Rule of Law and Respect for Human Rights

USAID support to the Supreme Court of Justice and tribunals, the Commissioner's Office for Support for Reform and Modernization of Justice (CAMJ), Public Ministry prosecutors and staff and selected justice sector advocacy groups has contributed directly to achievement of important concrete results. Progress toward strengthening the rule of law and respect for human rights (**IR 3.1**) has *exceeded* expected performance. Levels of prisoners without trial or sentence (**Indicator 3.1**) have been significantly reduced from 88% in 1996 to 71% in 1997, *exceeding* the planned target. This rate of reduction is perhaps unmatched, in a one year period, in all of Latin America. Average time of criminal case disposition (**Indicator 3.1.1**) was significantly shortened in 1997, *exceeding* this target as well. The number of criminal cases where service was provided by certified public defenders, legal aid groups or law clinics (**Indicator 3.1.2**) *exceeded* expectations thanks to USAID's technical assistance and support for civil society organizations to provide these services. Finally, the Supreme Court is already *exceeding* expectations on completing investigations of judicial corruption and ineptitude (**Indicator 3.1.3**), even though an Inspector General of Tribunals Office tasked with providing technical support to the Court in its oversight and judicial corruption investigation role has just been created.

Based in part on experiences shared by USAID-funded regional experts, the new Supreme Court has begun an impressive series of initiatives to clean up judicial ranks which have long been filled by incompetent and unethical employees. In a highly publicized and by regional standards extraordinary process, the Supreme Court has managed and directly participated in an extensive evaluation process of judges, court staff and the administrative support systems around the country. The entire Supreme Court has gone to various Dominican cities and held private inspections and public hearings and interviews of judges and candidates for judgeships, to confirm (or dismiss) sitting judges and select candidates for the vacant positions. The low quality of professional knowledge by candidates and sitting judges alike

has been characterized by the Supreme Court Justices as "appalling". The Supreme Court's transparent and publicly open manner in identifying the most qualified candidates for positions has been praised widely by the media, justice sector professionals and civil society.

USAID has brought important regional experiences to Dominican shores. The diversity of initiatives and low profile technical assistance supported by USAID through the CAMJ, the Supreme Court, the Public Ministry and civil society programs was decisive in the decisions to create a state funded Public Defense organization, a new Court Inspector of Tribunals organization, and the formation of a Public Ministry Department for Prevention of Corruption. With regard to the latter, throughout the year the public was regularly astounded to see the Santo Domingo District Attorney's office attacking powerful and well known figures and criminally accusing them of corruption and human rights violations. While the extremely popular District Attorney of Santo Domingo was fired for being too outspoken in his quest to prosecute corruption charges reaching the highest levels of political power, his successor in the position continues to proceed in the same direction, which is a clear sign of progress toward the institutionalization of good governance and accountability.

#### Increased development of a free and active civil society

As all of the indicators for this intermediate result are either new or have been revised for this current strategy period, it is not possible to measure progress based on them. Using qualitative judgement in analyzing performance trends and prospects for achievement, however, leads one to rank this IR as **exceeding** expected progress in increasing the development of a free and active civil society (**IR 3.2**). This rating is largely based on civil society's efforts in 1997 in the naming of a new Supreme Court and participating in the advocacy for other democratic reforms.

Another key issue demonstrating the increase in citizens involved in favor of democracy (**Indicator 3.2**) is their continuing role in advocating for an independent Public Ministry (roughly equivalent to the U.S. Department of Justice). The same coalition of organizations that lead the movement in naming a new Supreme Court, along with five other organizations, is directing this sustained campaign. The coalition has published and disseminated a pamphlet on the need for an independent Public Ministry, promoted the issue through the media, conducted workshops, seminars and talks on the subject, organized law students, community organizations, and human rights and legal NGOs, and collected hundreds of signatures of those in favor of an independent Public Ministry. As Dominicans become more informed and conscientious of the need for an independent Public Ministry, they are better able to mobilize support to advocate for a more modern and democratic State.

Dominican citizens are becoming more active in NGOs and community groups (**Indicator 3.2.1**). USAID continues to strengthen this process by facilitating and encouraging involvement of citizens at all levels in activities such as civic education, advocacy for reform of the political system, and popular participation in public affairs at the local and provincial levels. In 1997, USAID-assistance in civic education through its Democratic Initiatives

project (DI) included support for 24 activities and 15 events, focussing on such topics as the participation of women, decentralization and municipal issues, and labor-related issues. Beneficiaries totalled 191,180 from throughout the country, divided roughly equally between males and females. An unexpected increase in demand for financing civic education activities was such that the program's consultative council was forced to impose a moratorium on approving new subgrants until they came up with a plan for more strict selection criteria and a lower funding ceiling. This increase in demand is largely due to the demonstrated benefits derived through increased democratic participation. Moreover, it is a result of the changed perception that community and neighborhood groups and labor unions have of USAID. The groups have traditionally been distrustful of U.S. interference in domestic affairs. This change in perception was particularly apparent when Administrator Atwood gave a keynote address on democracy, civil society and participation that was extensively covered by the press and well received by the Dominican audience.

### **Student Councils Teach Democracy**

The DI project is assisting in the formation of student councils, which are a novelty in the Dominican Republic. In addition to promoting democratic practices within the schools, these student councils organize volunteer work to help maintain the schools, raise funds for books and other materials, and promote academic excellence and participation within the home. Whereas before these schools had to go to the capital to receive chalk and other supplies from the Ministry of Education, now they are seeing the benefits of decentralized services, and are willing to pay for them. This effort started with a small group of schools and has now expanded throughout an entire region, creating a new generation of Dominican democrats. The impact has been dramatic, including a notable increase in grade averages among those students participating in the program. Violence has also diminished as self-esteem grows among the students. The investment has been minimal while the benefits are substantial in the amount of resources saved by the school community through the students' volunteer efforts. This is a good example of USAID's approach in supporting civic education, which focusses on high impact and low cost efforts that are open to all of

According to recent surveys, significant gender differences continue to exist in the areas of participation in civil society organizations and advocacy efforts, monitoring elected officials, and understanding the meaning of democracy. USAID is working to address these differences. The DI Consultative Council, which approves the financing of civic education subgrants, consists mostly of women. The percentage of women beneficiaries is factored into the approval of subgrants, ensuring that women make up approximately half of all beneficiaries. Finally, USAID is financing a detailed analysis of gender related factors related to a recent survey on Dominican attitudes toward democracy (DEMOS '97) in order to better understand how to address the gender discrepancies in democratic participation.

### Consolidated civil society support for more genuine and competitive electoral processes

As actual results for this intermediate result will not be measurable until the Congressional and municipal elections in May, it is not possible to measure progress based on them. Using qualitative judgement in analyzing performance trends and prospects for achievement, however, USAID has **met** expected progress in consolidating civil society support for more genuine and competitive electoral processes (**IR 3.3**).

USAID partners are well underway in preparing for the Congressional and municipal elections in May. While expected progress toward public participation in the elections as pollwatchers (**Indicator 3.3.1**) is lagging behind expected progress, PC has begun to step up its efforts to recruit volunteers, especially young Dominicans, at a fast pace. As of mid-January, PC has reactivated electoral networks in 64% of the country's 146 municipalities. PC is educating the public on the voting process, encouraging them to vote based on the issues rather than personality or party affiliation. As the official campaign swings into full force, PC has prepared high quality TV spots calling on citizens to participate and vote conscientiously.

USAID-supported partners played a key role in mobilizing citizen support for the Electoral Reform law. They participated in public hearings, lobbied Congress, and published and disseminated pamphlets on the law to educate voters. The signing of the Electoral Reform law is a key victory for women, in that it requires that 25% of candidates from each political party be female. It also requires voting by electoral district beginning in 2002, and gives the right to vote to Dominicans living outside the country beginning in 2004. While the timeframe for implementation of these reforms is less than ideal, it is still a step in the right direction away from the traditional system which continues to force Dominicans to vote for a single party list rather than individual candidates.

#### **B. Expected Progress through FY 2000 and Management Actions**

USAID will continue to support and strengthen broad-based, active participation of civil society in various aspects of political life. Priority justice sector reforms aim to increase the transparency and efficiency of the system, lessen corruption, protect human rights, and improve the climate for foreign investment. USAID will also continue to strengthen civil society organizations to prepare for the monitoring of the 2000 presidential elections.

A key concern for achieving a more participatory, representative and better functioning democracy is the state of the political parties. Many members of the principal parties are generally corrupt, clientilistic and basically self-serving without any interest in working for the good of the country. The political parties are against civil society participation and consider them to be competitors for Dominican support and power. Given the distrust and hostility of the political parties toward civil society, the Central Electoral Tribunal may be pressured to inhibit PC's efforts to monitor the electoral process. Moreover, recently held primary elections by the two main opposition parties were highly controversial, resulting in public accusations of fraud. Because of the undemocratic nature of the selection process,

voter turnout for the general elections in May could be quite low. If this occurs, the legitimacy of the elections may be called into question, having a detrimental effect on the country's democratic transition.

As a USAID-sponsored case study on civil society programs (currently in draft) states, "we must not repeat the errors of single-dimension bilateral government programs, but rather engage in multi-dimensional government/civil society/political party collaboration, each contributing from its strengths. Developing operational and management systems for this engagement and maintaining dialogue with each group will be essential." Helping civil society define the terms of engagement and the operations and management systems which maintain roles and accountability will also be essential. USAID will work with its civil society partners to develop relations with the political parties. Assistance is needed to democratize their internal procedures and help them to understand the proper role of political parties to achieve a more participatory, representative and better functioning democracy.

Finally, USAID partners will monitor performance of officials after the May elections to ensure that they follow through with their campaign promises. They will also initiate systematic monitoring of the actions of non-elected officials. At the same, they will provide support to these government officials as appropriate.

**STRATEGIC OBJECTIVE NO. 3:** More Participatory, Representative and Better Functioning Democracy  
Achieved

**APPROVED:** 3/6/97

**COUNTRY/ORGANIZATION:** USAID/Dominican Republic

**STRATEGIC OBJECTIVE LEVEL RESULT**

**INDICATOR 3.1:** Prisoners held without sentence.

**UNIT OF MEASURE:** Percent of total prisoners held without sentence.

**SOURCE:** Prison statistics; data base from Public Ministry and Supreme Court Statistics Office. Case tracking records are compiled monthly.

**INDICATOR DESCRIPTION:** Prisoners nation wide who have not been sentenced at first instance.

**COMMENTS:** The 71% actual figure for 1997 needs, which represents a dramatic decrease, appears to be in part due to short-term emergency measures, including Presidential pardons for those who could not pay minor fines and for those who had not had a trial or definitive sentence in their case, yet had already been jailed for more time than the maximum sentence for the crime of which they were accused. As such, planned targets will be reviewed and revised next year if reductions appear to be due to more sustainable systemic changes in the justice system.

USAID-supported Public Defenders and legal assistance groups conducted prisoner inventories and worked with prosecutors and judges to identify cases representing excessive delays and systemic bottlenecks to speedy adjudication. This effort served as the basis for Presidential pardons. In addition, prosecutors for the first time were assigned to high volume community police detachments. They became responsible for the initial classification of criminal cases and facilitating, when appropriate, mediation and conciliation, thereby reducing the number of cases formally entering and congesting the criminal system.

YEAR	PLANNED	ACTUAL
1996 (B)		87%
1997	84%	71%
1998	80%	
1999	76%	
2000	74%	
2001	72%	
2002(T)	70%	

<b>STRATEGIC OBJECTIVE NO. 3:</b> More Participatory, Representative and Better Functioning Democracy Achieved <b>APPROVED:</b> 3/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>STRATEGIC OBJECTIVE LEVEL RESULT</b>			
<b>INDICATOR 3.2:</b> Citizens involved in activities in favor of democracy.			
<b>UNIT OF MEASURE:</b> Percent of citizens over 18 years of age	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> DEMOS Surveys (1997, 2001); Gallup Surveys (1998, 1999, 2000, 2002).	1997 (B)		18% M=26% F=12%
<b>INDICATOR DESCRIPTION:</b> Actual survey question: "Have you participated in activities in favor of democracy that were organized by the NGOs and/or community groups to which you belong?"	1998	20%	
	1999	21%	
	2000	23%	
	2001	24%	
	2002(T)	25%	
<b>COMMENTS:</b> See Indicator 3.2.1 for a description of the types of NGOs/community groups to which citizens may belong.  Indicator has been revised.			

<b>STRATEGIC OBJECTIVE NO. 3:</b> More Participatory, Representative and Better Functioning Democracy Achieved <b>APPROVED:</b> 3/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>STRATEGIC OBJECTIVE LEVEL RESULT</b>			
<b>INDICATOR 3.3:</b> Eligible citizens who voted			
<b>UNIT OF MEASURE:</b> Percent of eligible citizens who voted.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> DEMOS Surveys (1997, 2001); Gallup Surveys (1994, 1996, 1998, 2000, 2002)	1990(B)	-----	73% M=78% F=68%
<b>INDICATOR DESCRIPTION:</b> Eligible voters are Dominican citizens 18 years or older, both registered and non registered.  <b>COMMENTS:</b> Planned targets for 1998 and 2002 are lower than 1996 and 2000 planned targets because 1998 and 2002 elections are for Congress and municipalities only. As 1998 is the first time in recent history that Congressional and municipal elections are separate from the Presidential election, performance trends from which to establish planned targets are not available.	1994	70%	86% M=88% F=83%
	1996	75%	86% M=89% F=83%
	1998	70%	
	2000	86%	
	2002(T)	75%	

**STRATEGIC OBJECTIVE NO. 3:** More Participatory, Representative and Better Functioning Democracy  
Achieved

**APPROVED:** 3/6/97

**COUNTRY/ORGANIZATION:** USAID/Dominican Republic

**INTERMEDIATE RESULT NO. 3.1:** Strengthened Rule of Law and Respect for Human Rights

**INDICATOR 3.1.1:** Average time for case disposition in criminal courts.

**UNIT OF MEASURE:** Number of months.

**SOURCE:** Data base from Public Ministry and Supreme Court Statistics Office. Case tracking records are compiled monthly.

**INDICATOR DESCRIPTION:** Average time from filing to sentence at first instance for criminal cases within the National District.

**COMMENTS:** Of the 28 months for 1997, approximately 8 months was for the investigative phase, and 20 months for the judging phase.

USAID-funded regional experts working with prosecutors identified the requirements for an automated prisoner registry and case tracking system which is now used to manage caseloads and calendars, holding judges and prosecutors accountable for case congestion and prisoners without sentences. International experts characterize the system as one of the most evolved and useful in the region. In addition, a new procedure was initiated in Santo Domingo for selected cases whereby prisoners are held in temporary holding cells, proximate to the courts, until they have had a first hearing (ideally within 48 hours). This has reduced by four months to a year the wait for an initial pre-trial hearing for these individuals.

YEAR	PLANNED	ACTUAL
1996 (B)		29
1997	28	24
1998	23	
1999	21	
2000	17	
2001	12	
2002(T)	9	

**STRATEGIC OBJECTIVE NO. 3:** More Participatory, Representative and Better Functioning Democracy  
**APPROVED:** 3/6/97      **COUNTRY/ORGANIZATION:** USAID/Dominican Republic

**INTERMEDIATE RESULT NO. 3.1:** Strengthened Rule of Law and Respect for Human Rights

**INDICATOR 3.1.2:** Number of cases where service is provided by certified public defenders, legal aid or law clinics

**UNIT OF MEASURE:** Number of criminal cases nation wide.

**SOURCE:** Court and service statistics. Case statistics will be reported quarterly.

**INDICATOR DESCRIPTION:** Public Defenders: attorneys the state pays to defend the poor. Legal Aid: NGOs or other private or private/state mixed agencies existing to provide legal representation to the poor. Law Clinics: Groups established by the bar and law schools where students, under close supervision, give legal assistance to the poor. Under current plans, for 1999 and beyond these entities will be certified by the GODR-sponsored Public Defenders organization.

**COMMENTS:** Planned number of increases in cases in 1998 recognizes that the Dominican government is in the process of assuming responsibility for the Public Defenders program previously financed by USAID. A public defense assistance coalition is in the formative stages and certification mechanisms have yet to be institutionalized.

After three years of USAID funding to NGOs for a pilot Public Defender program, USAID-supported initiatives of the CAMJ and effective advocacy by justice sector groups has resulted in a decision by President Fernandez to create and fully fund, beginning in April of 1998, a Public Defender organization. Borrowing from regional best practices, current plans call for the new public defenders to be competitively vetted by a private sector human resources firm and approved by a council that includes respected civil society justice sector leaders.

YEAR	PLANNED	ACTUAL
1996(B)		800 cases M=443 F=357
1997	1,000	1,060 M=725 F=335
1998	1,100	
1999	2,000	
2000	4,000	
2001	8,000	
2002(T)	10,000	

**STRATEGIC OBJECTIVE NO. 3:** More Participatory, Representative and Better Functioning Democracy  
 Achieved  
**APPROVED:** 3/6/97      **COUNTRY/ORGANIZATION:** USAID/Dominican Republic

**INTERMEDIATE RESULT NO. 3.1:** Strengthened Rule of Law and Respect for Human Rights

**INDICATOR 3.1.3:** Number of completed investigations of judicial corruption or ineptitude.

<b>UNIT OF MEASURE:</b> Number of investigations.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Statistics from Supreme Court Inspector General's office.	1997 (B)		0
<b>INDICATOR DESCRIPTION:</b> Number of complete investigations of judicial officials and employees for corruption or ineptitude carried out by the Supreme Court's Inspector General office.	1998	15	
<p><b>COMMENTS:</b>            The new Supreme Court created an Inspections and Investigation Unit which will conduct regular inspections of tribunals and, when warranted, investigations of allegations of judicial corruption. Following USAID-funded technical assistance provided in 1997, this organization was created based on findings and recommendations of USAID-funded technical reports and debate engendered at USAID-supported civil society forums.</p> <p>Prior to the creation of the Inspector Generals Office, the Supreme Court justices, on their own, removed some 67 judicial employees in 1997 for incompetence and/or unethical behavior, a good indicator of the Supreme Court's support for the IG Office. A number of the cases are purportedly being referred to prosecutors for criminal prosecution.</p>	1999	50	
	2000	100	
	2001	150	
	2002(T)	225	

<b>STRATEGIC OBJECTIVE NO. 3:</b> More Participatory, Representative and Better Functioning Democracy Achieved <b>APPROVED:</b> 3/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE RESULT NO. 3.2:</b> Increased development of a free and active civil society			
<b>INDICATOR 3.2.1:</b> Citizens active in NGOs and/or community groups			
<b>UNIT OF MEASURE:</b> Percent of citizens over 18 years of age.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> DEMOS Surveys (1997, 2001); Gallup Surveys (1998, 1999, 2000, 2002).	1997 (B)		33% M=41% F=27%
<b>INDICATOR DESCRIPTION:</b> Actual survey question: "I am going to mention various types of organizations and I would like you to tell me if you belong to some of them. If you do, I will ask you if you are an active member or not that active. Do you belong to a: community group; parents' association; farmers' organization; labor union; neighborhood board; community church group; environmental group; professional organization; housewives' group or organization; women's association or group; another organization not mentioned."	1998	34%	
	1999	35%	
	2000	36%	
	2001	37%	
	2002(T)	38%	
<b>COMMENTS:</b> Indicator has been revised.			

<b>STRATEGIC OBJECTIVE NO. 3:</b> More Participatory, Representative and Better Functioning Democracy Achieved <b>APPROVED:</b> 3/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE RESULT NO. 3.2:</b> Increased development of a free and active civil society			
<b>INDICATOR 3.2.2:</b> Citizens involved in advocacy for democratic reforms.			
<b>UNIT OF MEASURE:</b> Percent of citizens over 18 years of age.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> DEMOS Surveys (1997, 2001); Gallup Surveys (1998, 1999, 2000, 2002)	1997 (B)		16% M= 23% F= 10%
<b>INDICATOR DESCRIPTION:</b> Actual survey question: "In the country there are different types of activities in favor of democratic reforms. Could you tell me if in the last 12 months you have participated in at least one activity like the following: a) meetings, seminars or workshops about democratic reforms; b) collecting signatures to promote democratic reforms; c) distributing materials or pamphlets explaining the reforms; and d) meetings to reach agreement on national or local problems."	1998	17%	
	1999	18%	
	2000	19%	
	2001	20%	
	2002 (T)	21%	
<b>COMMENTS:</b> Indicator has been revised.			

<b>STRATEGIC OBJECTIVE NO. 3:</b> More Participatory, Representative and Better Functioning Democracy Achieved <b>APPROVED:</b> 3/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE RESULT NO. 3.2:</b> Increased development of a free and active civil society			
<b>INDICATOR 3.2.3:</b> Citizens involved in monitoring elected officials at national and local levels.			
<b>UNIT OF MEASURE:</b> Percent of citizens over 18 years of age.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> DEMOS Surveys (1997, 2001); Gallup Surveys (1998, 1999, 2000, 2002)	1997 (B)		21% M= 29% F= 15%
<b>INDICATOR DESCRIPTION:</b> Actual survey question: "In the country there are different types of activities in favor of democratic reforms. Could you tell me if in the last 12 months you have participated in at least one activity like the following: a) advocating before municipal authorities so that they respond to the needs of the community; and b) monitoring the performance of municipal authorities, Congressional representatives, and Senators."	1998	22%	
	1999	23%	
	2000	24%	
	2001	25%	
	2002 (T)	26%	
<b>COMMENTS:</b> New indicator.			

<b>STRATEGIC OBJECTIVE NO. 3:</b> More Participatory, Representative and Better Functioning Democracy Achieved <b>APPROVED:</b> 3/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Dominican Republic			
<b>INTERMEDIATE RESULT NO. 3.3:</b> Consolidated civil society support for more genuine and competitive electoral processes			
<b>INDICATOR 3.3.1:</b> Public participation in elections as pollwatchers.			
<b>UNIT OF MEASURE:</b> Number of citizens.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Quarterly reports from Participación Ciudadana.	1996 (B)		5,000 M=2750 F=2250
<b>INDICATOR DESCRIPTION:</b> Citizens recruited and trained by USAID-supported partners that actively monitor the electoral process.	1998	10,000	
	2000	7,000	
	2002 (T)	10,000	
	<b>COMMENTS:</b> Planned target for 2000 is lower than for 1998 and 2002 because the election in 2000 is Presidential as opposed to Congressional and municipal, and thus fewer pollwatchers are necessary.		

## **SO 4: Increased National Capacity to Produce Environmentally-sound Energy**

### Overview

The Dominican Republic has been plagued for more than twenty years by persistent and sustained electric power shortages, with a noticeable increase in power outages over the last year. Despite impressive recent economic growth, the potential for economic expansion has been greatly impeded, particularly for industrial export and tourism. Power shortages were a major contributing factor to the November general strike. Public cynicism is growing and the credibility of the Fernández administration is being eroded due to its inability to solve the power crisis.

Currently the system generates less than 50% of effective demand. Hydroelectric generation represents approximately 25% of total production. Only about 60% of total installed capacity is actually reaching customers due to operational problems in generating, poor management, loss in transmission and distribution and, for 1997, the reduction in hydroelectric production due to a severe and continuous drought related to El Niño. As a result of the deficient service, private owned generator sets are operated at most industrial, commercial and residential sites. The economic losses and inefficiencies in resource allocations, as well as the environmental costs, are enormous as the private sector diverts scarce investment resources into private power generation. Government offices are often paralyzed due to daily black-outs. Even our grantees and contractors must allocate resources to private power generation in order to run their offices for eight hours a day.

SO4 promotes and develops financially viable renewable energy alternatives (solar, wind and hydro) for areas outside the reach of the conventional energy grid. At the same time, it supports watershed management activities aimed at decreasing the rate of sedimentation in reservoirs feeding hydroelectric plants. NGO-led and community-based and managed interventions that respond to local priorities ensure that activities are sustainable, highlighting USAID's role as a catalyst for other donor and GODR support. By demonstrating the profitability of renewable energy without subsidy support, USAID encourages the private sector to invest in this growing, environmentally friendly technology while resolving the energy needs of rural Dominicans. Finally, by assisting the government to develop and adopt environmental regulatory standards for the energy sector as a whole, USAID efforts complement the large planned investments of the World Bank and the IDB in the privatization of the state-owned power company (CDE).

As SO4 is to be phased out by the end of FY 1999, its focus is to ensure sustainability for the various programs and models that have proven to be very successful. Renewable energy programs generate revenues and attract additional private sector participation and investments, as this new technology proves to be commercially feasible as a mechanism for reaching the millions of poor Dominicans without access to traditional forms of electricity. Active community participation in energy and watershed conservation helps assure continuation of the activities. USAID actively promotes successful models of watershed conservation,

**Agency Goal: Protecting the World's Environment for long term sustainability**

**S.O.4: Increased National Capacity to Produce Environmentally Sound Energy**

**IR 4.1: Improved Environmental Regulation of Thermal Energy Production**

**IR 4.2: Increased Community and Commercial Investment In Small Scale Renewable Energy Technologies (Wind, Solar and Microhydro)**

**IR 4.3: Increased Public Awareness of Com. Based Approaches to Protect Hydroelectric Energy Production**

IR 4.2.1: Sustainability of community-based systems demonstrated

IR 4.2.2: Commercial feasibility of renewable energy production methodologies demonstrated

IR 4.2.3: Renewable energy technology actively promoted

IR 4.3.1: Successful NGO/community models promoted

IR 4.3.2: Effectiveness and economic viability of community-based approach of watershed management demonstrated

**Partners/Counterparts:**  
WINROCK, KBN, CDE, IDB, World Bank

**Partners/Counterparts:** WINROCK Int'l, ENERSOL, ADESOL, FUNDASUR, NREL, U.S. ECRE, CDE, INDRHI, UNPHU, NRECA, New Mexico State Univ.

**Partners/Counterparts:** PADF, ADESJO, ADEPE, Hermandad, FUDECO, CRS, PRONATURA, APEDI, TNC, Sec. of Agriculture, Parks Dept, Parks-In Peril

**Critical Assumptions:**  
GODR committed to create a regulatory unit which will enforce environmental standards for energy production.

**Critical Assumptions:**  
Renewable energy remains cost competitive in areas not covered by national grid.

**Critical Assumptions:**  
GODR and other donors will continue financing conservation activities in critical watersheds.

renewable energy and GODR/NGO/community linkages to leverage additional resources from other donors and the GODR to expand fruitful initiatives in these important areas on a national and binational (i.e., Haiti) level.

USAID success in proving the commercial feasibility of rural electrification with renewable sources of energy has leveraged approximately US\$3 million from other donors, with an additional US\$10 million planned from the World Bank. USAID is positively influencing approximately US\$108 million of other donor funding dedicated to watershed conservation activities throughout the country. Due to USAID promotion, the trend among donors and the GODR is to involve communities in their own development.

### U.S. National Interests

Score: 7

SO4 significantly contributes to U.S. national interests, particularly in the areas of environmental degradation and economic prosperity. The Dominican private sector is leading the effort to promote the use of environmentally benign renewable energy as USAID helps to demonstrate the profit-making potential of providing clean energy to rural areas. This initiative falls in line with the U.S. position of counting on the private sector to be the lead agent in the reduction of burning of fossil fuels, which contributes to global climate change. The Dominican demand for electrification with renewable energy continues to grow as USAID demonstrates its commercial feasibility, contributing to economic prosperity. U.S. technology in renewable energy is being promoted through direct involvement of the American Wind Energy Association, fomenting partnerships between U.S. firms and Dominican distributors. This directly contributes to the MPP goal of opening the economy to additional international trade. Moreover, active participation by community residents in their own development encourages grassroots democracy. Finally, SO4 fully supports the Summit of the America's partnerships for sustainable energy use, biodiversity, and pollution prevention.

#### **A. Performance Analysis**

##### Summary

During 1997, SO4 continued to consolidate and implement its activities in renewable energy and watershed conservation, while encouraging the GODR to establish environmental regulations. In general USAID has strongly *met* expectations regarding the improvement in the national capacity to produce environmentally sound energy. Renewable energy has proven to be commercially feasible while a variety of successful watershed conservation models, based on active community participation, have been documented and are starting to be incorporated by the government and other donors into development projects. In the area of environmental regulations, environmental audits of the CDE highlighted the need for regulations in the power sector and recommended measures for mitigating the existing

deteriorated conditions. Due to the inability of the GODR to create a regulatory body, however, USAID has decided to reprogram the human and financial resources under this component to those areas that are proving to be more productive and with a greater chance of sustainability.

### **Replication of PVO Co-Financing Mechanism**

The PVO Co-Financing mechanism for funding NGO activities under three different SOs in the Mission has been a very successful model for strengthening our NGO partners and forming an excellent working relationship between the NGOs, government agencies and the communities where activities are implemented. This USAID-funded program has been instrumental in the development of many NGO activities that are being sustained by the communities. The GODR and other donors are aware of the success rate using this mechanism. The Dominican government will apply the same mechanism under a new loan from the German Reconstruction Bank. This will serve to further demonstrate the utility of the model to effectively link the government, NGOs and communities in development projects that have a greater chance of sustainability and actively promote participatory democracy at the grassroots level.

USAID continues to achieve and promote important results from its community-based approach, investments in NGOs, collaboration with the commercial sector and development of environmentally-sound models. Performance has been strongest in those areas (community-based hillside soil conservation and renewable energy applications for rural electrification and potable water systems) where USAID has a comparative advantage and has concentrated its financial investments (approximately 85%) over the past few years. USAID's environmental emphasis has focused on soil conservation in critical watersheds through the development of community-driven models to reduce the amount of sedimentation in reservoirs and thus protect the useful lives of hydroelectric generating systems. Successful demonstrations of photovoltaic and wind generated power at the community level has led to a growing demand for these systems. Investment interest from the commercial sector is increasing to reach the more than two million Dominicans with no access to electricity from the formal grid. This has been an area of major benefit to rural women through the provision of lighting for the home, allowing night time studies, home-based microenterprise development and the provision of potable water powered by photovoltaics and wind turbines.

USAID and its partners are implementing one of the only projects of its kind in the world: demonstrating the commercial feasibility of wind and microhydro sources to produce electricity in the rural sector without the use of subsidies. Initially, investors were somewhat reluctant to try the new technology, since they would have to pay back loans at market rates of interest. To date, however, loans have been made for 30 wind systems and USAID is pursuing a leasing option for the more cautious investors. Solar energy has already proven to

be commercially viable as a network of microenterprises and a few larger firms are selling and leasing photovoltaic systems for domestic lighting and microindustry development in the rural areas. In general, commercial firms have begun to aggressively market renewable energy systems and products.

As part of the SO4 phase out strategy, we are documenting the success of community-led watershed conservation models. Case studies of three such NGO projects demonstrated the importance of community participation in all phases of a project, the need for appropriate linkages between the community, NGOs and the government in implementation, and the importance of showing the economic and ecologic benefits of the practices being introduced. The success of the models in terms of grassroots democratization and sustainability has led various other donors (IFAD-US\$15 million; World Bank-US\$30 million; IDB-\$45 million; GTZ-US\$8 million; Japanese-US\$10 million) to incorporate the community participation models within their own activities. In addition, based upon the success of the models, USAID is arranging a workshop for all major donors in the country to determine the levels of commitment to develop and finance a watershed conservation program between Haiti and the DR in the largest watershed on the island of Hispaniola, the Artibonito. The workshop will set the stage for USAID and other donors to present lessons learned in watershed conservation and for USAID to demonstrate successful models of linkages between rural communities, NGOs and the government.

Progress has been slower in the establishment of the framework for environmental regulations for production and distribution of electricity. The GODR and Congress have not yet passed legislation enabling the establishment of a regulatory unit, and President Fernández so far has been unwilling to establish it by decree. As USAID is phasing out of this area, we will work to ensure that the IDB and World Bank continue to assist the GODR in this important effort.

More importantly, in the areas where USAID has contributed, the long term trends are positive. The foundation has been laid to sustain and expand on the achievements in the area of renewable energy and watershed conservation at the community level. The work completed to date with the environmental audit of the thermal power sector will help direct the GODR and potential investors in their efforts to privatize the state energy company.

#### Commercial Feasibility of Renewable Energy

The overall performance toward increased community and commercial investment in small scale renewable energy technologies (**IR 4.2**) continues to be very positive, *meeting* expected progress in this area. USAID partners are successfully demonstrating the social and economic feasibility of renewable energy technology among the poor rural populations. Poor campesinos are either leasing or buying photovoltaic systems to provide minimal domestic lighting needs and initiate or expand rural enterprises.

Solar energy technologies for home lighting, water pumping and rural microenterprise development, introduced by USAID and proven to be commercially feasible through

demonstration projects, are attracting increased private sector support and competition within the growing photovoltaic market. A number of U.S. and Dominican firms are benefitting from the pioneering work financed by USAID to introduce this technology in the rural areas. With USAID support, six NGOs are currently collaborating to lay the foundation for the expansion of the renewable energy industry in the Dominican Republic. A matching grant to initiate a solar fund was recently awarded to a local NGO to provide much needed credit for the expansion of solar energy for rural microenterprises. Another grant was awarded to an NGO to demonstrate the commercial use of solar driers for cash crops in agroforestry projects. Oregano, produced by small hillside farmers as a cash crop, will be processed and exported to Puerto Rico. All of the initiatives in this area have commercial financial mechanisms integrated into the programs that will allow them to sustain operations, and continue to grow after USAID financial support terminates.

The demonstrated success in this area has also led other donors to get involved in the competition as they promote renewable energy products from their own countries (e.g., French-US\$1 million for wind energy; Spanish-US\$1 million for solar energy). The World Bank is designing a US\$50 million Solar Bank, of which US\$10 million is slated for the Dominican Republic as one of two countries selected to participate in this hemisphere, based upon the successful foundation already established here with USAID funding in photovoltaics for rural electrification.

Demonstrating the commercial feasibility of wind and microhydro energy for rural electrification without subsidies, USAID-financed loans for thirty wind systems have already been made and a leasing program will soon be initiated. Two major U.S. renewable energy firms (Southwest Windpower and Bergey) have entered into agreements with Dominican firms to distribute and promote their wind energy products. Several commercial firms are already doing a multimillion dollar business in renewable energy, resulting in a growing market with millions of dollars of goods imported from the United States within the last few years.

The wind resource is being assessed throughout the Dominican Republic through an interagency agreement between USAID and the U.S. Department of Energy. The data will provide the technical basis for determining where the ideal sites are located for the expansion of wind energy technology in the country.

USAID *met* and *exceeded* two of the three performance targets set for **IR 4.2**. Only 87% of the planned USAID-funded photovoltaic panels were installed (**Indicator 4.2.1**) primarily due to a three-month shortage of photovoltaic panels from U.S. manufacturers because of a large unexpected demand in Africa. The number of USAID-funded wind and micro-hydro demonstration systems installed (**Indicator 4.2.2**) *exceeded* expectations.

#### Environmental Regulations of Thermal Energy Production

USAID is contributing to improved environmental regulations of thermal energy production (**IR 4.1**) by assessing the current environmental liability in thermal power production and distribution and advocating for the institutionalization of environmental norms and standards for the production and distribution of electricity. USAID has significantly advanced the policy dialogue on environmental aspects of electrical energy. The Mission was instrumental in the decision of the current administration to privatize the production and sale of electricity, with the GODR maintaining a regulatory role. Through USAID's intensive donor coordination efforts, the IDB and World Bank have conditioned their future investments of roughly \$200 million for power plants on the development of an environmental regulatory framework for electrical energy production and distribution.

The GODR has initiated the privatization process of the CDE and is bidding out one new major plant and five new major contracts. *Meeting* its target, USAID financed comprehensive environmental audits of thermal energy production and distribution throughout the country (**Indicator 4.1.1**) and recommended a management plan to mitigate the negative findings. The audit report was made available to interested private sector bidders by the CDE as part of the solicitation package.

Unfortunately, the GODR *fell short* of establishing an environmental regulations and enforcement unit (**Indicator 4.1.2**). The energy law containing the legal framework for the regulatory agency was passed by Congress but not approved by the President due to certain provisions that were not acceptable. The Fernández administration has not been willing to create the regulatory agency without Congressional consent. Thus, following numerous extensions of the terminal date for accomplishing this target, and given the limited time remaining for the SO, the Mission has decided to terminate this component and reprogram the remaining funds within the SO to promote policy reform in favor of renewable and environmentally-sound energy. USAID will work with the IDB and World Bank to ensure that they continue this important effort.

#### Protection of Hydroelectric Energy Production

USAID has *met* or *exceeded* all of its targets related to increasing public awareness of community based approaches to protect hydroelectric energy production (**IR 4.3**). USAID's community-based practical programs that enable farmers to protect their own land and reap greater economic rewards have been so successful that the number of farmers applying sound soil management practices under USAID-funded activities continues to **exceed** expectations (**Indicator 4.3.2**). The target for the number of appropriate models tested and documented (**Indicator 4.3.1**) was **exceeded** as case studies were completed on three models, documenting the lessons learned in watershed conservation and the reasons for the success attained. The success of these models can be attributed, in large measure, to: the economic attractiveness of the conservation measures; active participation by farmers in all stages of the activity, including decision making; and practical, working level cooperation between communities, NGOs and appropriate government agencies. The target for the amount of land under conservation practices (**Indicator 4.3**) was *met* in spite of the intense record-setting drought

related to El Niño in 1997. Two more grant activities were initiated with NGOs: one that combines park protection with conservation measures in buffer zones in an area where 90% of the rivers in the country are born; and another in the largest watershed in the country.

## **B. Expected Progress through FY 1999 and Management Actions**

As this SO winds down to completion at the end of FY 1999, USAID will focus on sustainability of successful programs in renewable energy, continue promoting the successful community action models for watershed conservation and support the CDE in its privatization efforts. USAID will work with the IDB and World Bank to investigate the possibilities of those donors assisting the GODR to establish the regulatory body and develop the environmental regulations.

### Haiti/Dominican Program in the Artibonito Watershed

USAID is proceeding with the development of a joint program to conserve the Artibonito watershed along the Dominican/Haitian border. The Mission, with USAID/Haiti, will sponsor a workshop this April to determine the degree of commitment from the two host governments and other donors to finance a joint watershed conservation program for the largest and most important watershed on the island of Hispaniola. Many other donors and both governments have expressed strong interest. Major outcomes from the workshop will be an action plan to design a joint program, including a pilot activity to demonstrate the possibility of working together. Apart from the extreme importance of conserving this watershed, and the significance of cooperation between Haiti and the Dominican Republic, USAID seeks to promote its successful mechanism for linking communities, NGOs and the governments for sustainable watershed conservation. Following the guidance provided at the DAEC review and approval of the USAID/DR's strategic plan last year (State cable 97 67722), the Missions in Haiti and the Dominican Republic, together with USAID/W, will evaluate the results of the workshop to determine the most appropriate course of action for USAID involvement in this historic opportunity. To improve relations, the two governments have established a bi-national commission. A successful joint effort to conserve the Artibonito watershed could serve as an example of how the two countries can work together in a productive way.

<b>STRATEGIC OBJECTIVE No 4: Increased National Capacity to Produce Environmentally-Sound Energy</b> <b>APPROVED: JUNE 1997</b> <b>COUNTRY/ORGANIZATION: USAID/DOMINICAN REPUBLIC</b>			
<b>STRATEGIC OBJECTIVE LEVEL RESULT</b>			
<b>INDICATOR 4.1:</b> Increase In the Number of New Plants Applying Clean Standards.			
<b>UNIT OF MEASURE:</b> New Plants (Cumulative) <b>SOURCE:</b> CDE/Superintendence activity reports and evaluations (Primary data Collection) <b>INDICATOR DESCRIPTION:</b> The GODR will be applying environmental regulations to all new thermal power plants <b>COMMENTS:</b> Due to the inability of the GODR to satisfy conditions precedent in this area, the Mission has decided to eliminate this IR and focus on sustainability of the remaining portfolio. USAID will continue discussions with the IDB and WB to ensure that environmental standards are applied.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996 (B)		0
	1997	0	0
	1998 (T)	1	

<b>STRATEGIC OBJECTIVE No 4: Increased National Capacity to Produce Environmentally-Sound Energy</b> <b>APPROVED: JUNE 1997</b> <b>COUNTRY/ORGANIZATION: USAID/DOMINICAN REPUBLIC</b>			
<b>STRATEGIC OBJECTIVE LEVEL RESULT</b>			
<b>INDICATOR 4.2.</b> Increased Community and Commercial Investment in Small Scale Renewable Energy Technologies (wind, solar and microhydro)			
<b>UNIT OF MEASURE:</b> Kilowatts (installed capacity-cumulative) <b>SOURCE:</b> ENTRENA, Winrock, Activity Reports <b>INDICATOR DESCRIPTION:</b> Number of kilowatts of renewable energy installed through USAID-funded activities. <b>COMMENTS:</b> The baseline figure reported in the last R4 (200 for 1995) included all kilowatts of renewable energy in country, not just project funded. The actual planned figure for 1996, attributed to project funds, was 25 kw of which 14 kw were actually installed.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995 (B)		0
	1996	225	214
	1997	50	49
	1998	160	
	1999 (T)	250	







**STRATEGIC OBJECTIVE No 4:** Increased National Capacity to Produce Environmentally-Sound Energy  
**APPROVED:** JUNE 1997 **COUNTRY/ORGANIZATION:** USAID/DOMINICAN REPUBLIC

**INTERMEDIATE RESULT NO. 4.3** Increased Public Awareness of Community Based Approaches to Protect Hydroelectric Protection

**INDICATOR 4.3.2 :** Number of farmers participating in conservation activities in project areas.

**UNIT OF MEASURE:** Number of farmers (Cumulative)

**SOURCE:** Subproject Reports from ENTRENA

**INDICATOR DESCRIPTION:** Total number of hillside farmers participating in the various community watershed conservation models under USAID funding. These models are being financed under nine different NGO subprojects.

**COMMENTS:** The planned targets for 1998 and 1999 have been revised upward due to the continued great success that NGO partners are having with the accelerating rate of farmer participation in applying soil conservation practices and reforestation. The original targets were 3,400 for 1998 and 3,600 for 1999.

YEAR	PLANNED	ACTUAL
1994 (B)		360
1995	890	1,170
1996	1,900	2,976
1997	3,200	4,000
1998	4,500	
1999 (T)	5,000	

## **Environmental Compliance**

The Mission has no outstanding issues related to 22 CFR 216.

At least one activity, related to the decentralization of public health management, will be under design during FY 1998. USAID will undertake an Initial Environmental Examination for the LAC Bureau Environmental Officer's approval.

### **PART III: STATUS OF THE MANAGEMENT CONTRACT**

During the review and approval of USAID's strategic plan last March, the Mission agreed to review all critical assumptions under its strategic plan, reformulate them as appropriate and submit them to the LAC Bureau for approval. After careful Mission review, USAID submitted the revised set of critical assumptions for LAC Bureau approval in December 1997. As stated in a memorandum from the Office Chief of LAC/SPM to the USAID/DR Mission Director dated January 29, 1998, the LAC Bureau approved the revisions.

As this is the first R4 under USAID's 1997-2002 strategic plan, a number of indicators have been modified or changed. Indicators were modified or changed based on a number of factors, including: a) the initiation of a new activities; b) targets were met or exceeded in 1996; c) USAID/W proposed common indicators were adopted; and d) composite indicators were developed to measure qualitative impact. Where this is the case, it is identified in the performance tables in Part II.

#### *SO1: Strengthened Institutions which Contribute to Economic Opportunities for Poor Dominicans*

USAID is in the process of phasing out of SO1 as it transitions into a SPO focusing on enhancing the policy processes of the executive branch and increasing civil society participation in the policy reform debate. The Mission ended its microenterprise credit activity in 1997 and its basic education activity early this year. USAID is documenting the key lessons learned in both of these areas. Our current policy dialogue efforts will fold into the SPO. The remaining activity focusses on microenterprise training. As mentioned in this section of last year's R4, our local partner implementing this activity, the Center for Assistance to Small and Microenterprises (CAMPE), has been under a very tight schedule to meet the September 1998 deadline to close-out its activities and still function as a sustainable entity into the future. As explained in Part II of this document, the policy advocacy component of CAMPE's activity will become part of the new SPO, while USAID proposes that the direct business training activities end by December 1999. While this date is a few months beyond the scheduled phase-out date, USAID will cut SO1's USDH and USPSC positions four months prior to the end of FY 1998 as the newly converted SPO is merged into the Program Development Office. Extending the termination of this small activity until December 1998 will allow CAMPE sufficient time to increase its cost recovery and attain other sources of funding to ensure sustainability. This minor extension has no staffing or funding ramifications.

#### *SO2: Increased Use of Effective Primary Health Care Services and Practices*

Intermediate Result 2.3 was changed from "Improved sustainability of the national preventive health system" to "Best practices for preventive health services adopted." This revision capitalizes on USAID advocacy of successful models and practices that have been demonstrated in the Dominican Republic and other USAID-supported countries. It is also

more within USAID's manageable interest, taking into account the Mission's comparative advantage and most appropriate niche. USAID has also added the word "practices" to its SO title. A new activity to decentralize public health management is currently under design. New indicators may be established as this new activity is further developed with our partners.

As explained in Part IV of this document, in order to fulfill its management contract obligations, USAID requests the following modifications to the FY 1999 CP resource levels for SO2: an additional \$300,000 of bilateral funds for our new activity to increase the risk perception of and access to services for HIV/AIDS and sexually transmitted infections (STI); and an exchange of \$800,000 in POP funds for Child Survival resources to finance our new effort to decentralize the management of public health. For FY 2000, USAID requests the following changes to the LAC Bureau's target levels for SO2: an additional \$300,000 in bilateral funds for HIV/AIDS/STI prevention; and c) an exchange of \$1 million POP funds for CHS resources to further support decentralized public health management.

*SO3: More Participatory, Representative and Better Functioning Democracy Achieved*

Also explained in Part IV of this document, in order to fulfill its management contract obligations, USAID requests the following modifications to the FY 1999 CP resource levels for SO3: a) an additional \$700,000 ESF to further strengthen the rule of law and respect for human rights (if equal amount in FY 1998 fallout ESF is not available); and b) an additional \$642,000 in DA funds to increase the development of a free and active civil society. For FY 2000, USAID/DR requests the following modifications to the LAC Bureau's target levels for SO3: an increase of \$1 million ESF to strengthen the rule of law and respect for human rights.

*SO4: Increased National Capacity to Produce Environmentally Sound Energy*

For nonperformance reasons, USAID is closing-out of IR.4.1, *Improved environmental regulation of thermal energy production*, earlier than planned. As explained in Part II, the Dominican government has not established an environmental regulations and enforcement unit as agreed upon with the Mission.

## **PART IV: RESOURCE REQUEST**

### **A. Financial Plan**

To carry out USAID/Dominican Republic's strategic plan, we require funding in the areas of democracy and governance (SO3), health and family planning (SO2), and our policy dialogue special objective (SPO1). USAID/DR will terminate its economic growth (SO1) portfolio by the end of this fiscal year. The Mission's environment and energy portfolio (SO4) is scheduled to terminate by the end of FY 1999 and requires no additional funds. Additional resources are needed, however, in the justice, democracy, health and AIDS areas, in order to achieve expected results. USAID/DR program requirements call for overall funding levels to continue in the order of \$12 million per year.

To achieve planned results, USAID/DR requests the following modifications to the approved CP levels for FY 1999: a) an additional \$700,000 ESF to further strengthen the rule of law and respect for human rights; b) an additional \$642,000 in DA funds to increase the development of a free and active civil society; c) an additional \$300,000 of bilateral funds for our new activity to increase the risk perception of and access to services for HIV/AIDS and sexually transmitted infections (STI); and d) an exchange of \$800,000 in POP funds for Child Survival resources to finance our new effort to decentralize the management of public health.

For FY 2000, USAID/DR requests the following modifications to the LAC Bureau's target levels: an increase of \$1 million ESF to strengthen the rule of law and respect for human rights; b) an additional \$300,000 in bilateral funds for HIV/AIDS/STI prevention; and c) an exchange of \$1 million POP funds for CHS resources to further support decentralized public health management. Justification for these changes are provided in the specific SO sections below.

*SO1: Strengthened Institutions which Contribute to Economic Opportunities for Poor Dominicans*

FY 1998 is the final year for this Strategic Objective. Support to the microenterprise credit program and basic education terminated in 1997 and early 1998 respectively. Assistance for business training to microentrepreneurs will also end this year. Funds remaining under SO1 will continue at \$300,000 per year through FY 2001 under a separate Special Objective (SPO1) that will provide better systems and information for GODR decision-making and build a broad-based consensus for reforms.

*SO2: Increased Use of Effective Primary Health Care Services and Practices*

In late 1997, USAID initiated a new five-year AIDS activity to increase the risk perception of and access to STI/HIV/AIDS services. FY 1998 funding to cover start-up costs amounts to \$2 million. For FY 1999, USAID/DR will expand its support for STI/HIV/AIDS

awareness and prevention by providing assistance directly to the Dominican government. USAID/DR needs a minimum of \$2 million of bilateral funds in order to fully implement this critical activity, otherwise access to information and services will have to be reduced. We therefore request that for FYs 1999 and 2000, an additional \$300,000 per year of bilateral funding for AIDS and STI prevention be provided so that the Mission can implement a full \$2 million in bilateral AIDS activities while also maintaining necessary field support requirements at approximately \$300,000 per year.

In keeping with USAID/DR's strategic plan, SO2 is shifting its program from primary health care interventions to an overall focus on improving the planning, provision and quality of preventive health services. The program is based on promotion of social participation and strengthening of linkages among the Dominican government, communities and NGOs. By the end of FY 1998 or early FY 1999, USAID/DR intends to sign a SOAG with the Dominican government that will focus on providing working examples of systems for effective decentralized management of public health. The emphasis on public health means that this activity will concentrate on the capacity to define and respond to health priorities of Dominicans, particularly poor women and children. While it will emphasize reproductive health, special emphasis will also be placed on issues of water and sanitation, adolescent health, and HIV/AIDS. Consequently, this activity will require child survival funds in the order of \$1 million per year. Therefore, of the \$3.2 million in resources planned for SO2 in FY 1999, USAID/DR requests to swap \$800,000 in POP funds for CHS funds. Similarly for FY 2000 and beyond, USAID/DR proposes to swap \$1 million of POP resources for CHS funds. The Dominican health system is at a critical juncture. This activity provides USAID with an opportunity to contribute to shaping its design and increasing its capability to successfully serve the needs of the population, particularly the poor. This activity also provides USAID with the chance to leverage its funding in ways that can influence the programming of nearly \$120 million of additional funding from other sources.

### *SO3: More Participatory, Representative and Better Functioning Democracy Achieved*

USAID is playing a key role in the remarkable advances in strengthening the rule of law and increasing the participation of an active civil society. A new reform-minded Supreme Court, a number of capable and honest judicial reformers in all three branches of government, plus an increasingly active civil society, provide a unique opportunity to make major advances in broad-based judicial reform. As the new Supreme Court justices travel across the country, they are appalled by the lack of rudimentary knowledge of many of the sitting judges and certified lawyers. They (nor we) had not adequately gauged the immense training and technical assistance requirements necessary to elevate the professional levels of judicial officials and personnel. Whereas this type of training was largely ineffectual when we did not have a committed partner in the government, it is now both feasible and critical. Current obligations will allow us to only provide the most critical training and technical support through our recently initiated pilot court program, while woefully neglecting the important support for civil society advocacy as well as anti-corruption support to the Controller General of the Republic. We therefore request that \$700,000 in additional ESF

funding (fall-out funds) be provided in FY 1998. In the case no fall-out ESF funds become available during this fiscal year, we request that the FY 1999 funding level of \$2.3 million be increased by \$700,000 to our original request of \$3 million. Similarly, for FY 2000 we request a \$1 million increase in ESF funding for a total of \$3 million, as originally requested.

Given the fragility of the Dominican Republic's democratic transition, continued support of effective citizen groups like Participacion Ciudadana (PC) to monitor elections, and our work in supporting civic education and advocacy remain critical. Last year under the Democratic Initiatives project, a rapid increase in demand by community and civil society organizations increased the expenditure rate to such an extent that we were forced to suspend all subgrant approvals for several months until additional funds were received. In spite of stricter selection criteria, a lower funding ceiling per subgrant, and an increased counterpart contribution requirement, the demand by community groups and civil society organizations for assistance in democratic participation continues to exceed available resources. In addition, PC has developed a five year plan that puts them in the forefront of civil society advocacy for democratic reforms. Over the last year they have played a critical role in ensuring that the naming of the new Supreme Court was carried out in a transparent and nonpoliticized fashion, successfully advocated for the passage of an electoral reform law, and continue to lead a campaign for an independent Public Ministry. Given the strong demand for civic education and the need for adequate funding for civil society advocacy, for FY 1999 we request a \$642,000 DA increase in the CP level for a total of \$4 million.

The May Congressional and municipal elections are a critical milestone in the Dominican Republic's democratic transition. To consolidate civil society support for a more genuine and competitive electoral process, we have received the first \$500,000 tranche of FY 1998 funds of the total \$2 million planned. As the May Congressional and municipal elections are fast approaching, we urge that the subsequent tranches arrive on a timely basis in order not to have a shortfall of funds during the elections monitoring period.

*SO4: Increased National Capacity to Produce Environmentally Sound Energy*

Activities under SO4 are scheduled to terminate by the end of FY 1999. FY 1998 funds of \$200,000 are being used to plan and carry out a workshop with all interested parties on management of the Artibonito watershed along the Haiti and Dominican border. USAID/DR, in coordination with USAID/Haiti and the governments of both countries, are presently organizing this workshop to leverage potential donor funds to reduce the degradation of this environmentally and economically important watershed. Both the Dominican and Haitian authorities, as well as other donors, have expressed strong interest. Following the guidance provided at the DAEC review and approval of the USAID/DR's strategic plan last year (State cable 97 67722), the Missions in Haiti and the Dominican Republic, together with USAID/W, will evaluate the results of the workshop to determine the most appropriate course of action for USAID involvement in this opportunity.

*SPO 1: Better Systems and Information for GODR Decision-making*

Starting FY 1999, USAID/DR will focus its support to build the necessary reforms to alleviate poverty by enhancing the policy processes in the executive branch and increasing civil society participation in the debate. USAID/DR intends to utilize \$300,000 per year through FY 2001 in three key areas: a) rationalization of public social expenditures; b) increasing job creation capacity of the economy; and c) maintenance of fiscal stability.

**B. Prioritization of Objectives**

**Priority #1: *More Participatory, Representative and Better Functioning Democracy Achieved (SO3)***

USAID and the GODR recently signed a five-year SOAG to strengthen the rule of law and respect for human rights. This program greatly increases our ability to influence reforms affecting U.S. interests. President Fernandez, the new Supreme Court and key members of Congress are all publicly committed to justice reform, but it is a politically charged issue. Influential stakeholders stand to lose if the system changes. We need to support institutionalization of the rule of law to weaken the culture of impunity and help protect the Dominican Republic's fragile transition to democracy. To overcome entrenched opposition to democratic reform, USAID must continue to support and strengthened broad-based, active participation of civil society in various aspects of political life. USAID will continue to support civic education as the foundation for democratic consolidation and the ideal vehicle for assistance to grassroots groups and communities seeking more responsive local governments. Finally, we must continue to provide assistance to local groups that support and monitor fair and transparent electoral processes. None of the activities in SO3 can be given up without seriously compromising USAID's management contract.

**Priority #2: *Increased Use of Effective Primary Health Care Services and Practices (SO2)***

Improving service delivery to the poorest segments of the population has been at the forefront of USAID's efforts to increase the use of primary health care services. Notable improvements in the overall health of target groups are a direct result of USAID support for family planning, diagnosis and treatment of sexually transmitted infections, HIV prevention, and the provision of water and sanitation services. In spite of these efforts, protection of the population's health continues to pose a serious challenge for the Dominican Republic. Based on several indicators, health status compares unfavorably with countries of similar per capita income in the region. Public spending on health is lower in absolute terms and as a relative share of total health spending than in other countries in the region. Access to health care is limited and inequitable. The Dominican government, however, has taken encouraging steps to combat these problems. One of the principal strategies the government has adopted is decentralization of authority to the provinces. USAID will assist the Dominican government in this effort by ensuring that the decentralized system which the health sector is launching

will focus on preventive services and practices. In addition, adolescent health will continue to be a focus of HIV/AIDS/STI prevention and reproductive health activities.

**Priority #3:** *Better Systems and Information for GODR Decision-making (SPO1)*

Enhancing the policy processes in the executive branch is an essential element to advance democracy in the Dominican Republic, in particular economic policy. Just as important is increasing civil society participation in the policy debate to build consensus to support the administration's reform agenda and to prepare the business community to do business in a competitive global environment. Democracy without equitable economic growth could engender a desire to return to authoritarian rule. The policy dialogue agenda will carry over from SO1 into the SPO starting in FY 1999. Continuity will be maintained in pressing for reforms that will have a strong impact on alleviating poverty. These include policies that will increase the job creating capacity of the economy, maintain fiscal stability, and rationalize public sector spending on the social sectors. USAID, thanks to its in-country presence, fills a special niche by providing timely advice and assistance to the GODR policy makers, complementing the broader agenda and larger funding of the international financial institutions. Our unique close relationship with the small and micro enterprise community also allows us to foster a broader national dialogue to build consensus needed for economic reforms. USAID can also continue to press for actions supportive of the Summit of the Americas initiatives and the FTAA. Loss of this modest policy component would eliminate USAID's ability to influence the quality and pace of poverty-oriented economic reforms and measurably reduce USAID's credibility with respect to poverty alleviation.

**Priority #4:** *Increased National Capacity to Produce Environmentally Sound Energy (SO4)*

SO4 is fully funded. By demonstrating the profitability of renewable energy without subsidy support, USAID encourages the private sector to invest in this growing, environmentally friendly technology while resolving the energy needs of rural Dominicans. Other donors are replicating USAID's successful models of community-managed watershed conservation. The community approach to environmental and alternative energy issues reinforces the Mission's participatory democracy activities. Program activities are implemented through a series of subgrants and cooperative agreements with U.S. PVOs and local NGOs. A workshop is planned for April to explore the feasibility of a joint activity in the Artibonito watershed between the Dominican Republic and Haiti. Ending in FY 1999, the SO has minimal staff, all program funded.

**C. Linkage with Centrally Funded Mechanisms (see Annex for funding table)**

Activity Title	Activity Number	Description
Population Communication Services	936-3052	Assistance in the implementation of IEC activities, particularly towards reaching young adults and adolescents.
Central Contraceptive Procurement	936-3057	Procurement of contraceptives for NGOs and government hospitals.
AVSC	936-3068	Improve quality of care of reproductive health services and expand postpartum family planning model.
Partnership for Health Reform	936-5974 .13	Support GODR efforts to market health sector reform, develop pilot contracting mechanism with NGOs, and strengthen GODR technical capacity.
Environmental Health Project	936-5995 .01	Promote community participation model for water and sanitation systems to GODR and donors.
Peace Corps	936-6004.52	Support small community-based health projects developed by volunteers, primarily for provision of water and sanitation systems.
IMPACT	936-3090.02	Support for HIV/AIDS/STI programs, including the development of communication campaigns, and delivery of STD clinical services, to Missions and countries for the implementation of prevention and mitigation programs.
AIDSMark	936-3094	Provide HIV/AIDS social marketing program interventions and social marketing expertise. AIDSMark will focus on the social marketing of critical public health "products" that are appropriate and timely for the setting (male and female condoms, STI treatments drugs, STD diagnostics, etc.)

#### **D. Operating Expenses and Staffing**

USAID/DR is currently in the process of reducing in size from a Full Mission to Limited Mission status working under two Agency goal areas. We also provide financial management services to one active limited Mission (Guyana) and one closed Mission (RDO/Caribbean), as well as regional contracting services to USAID/Jamaica and Guyana. In addition to US dollar OE and program funds (DA and ESF), we manage both OE and program trust funds.

**Workforce.** The attached workforce schedules indicate that staffing levels will steadily decrease as the Mission moves toward Limited Mission status. Overall staff decreases from the end of FY 1997 through FY 2001 will be approximately 15% and OE resources net of ICASS have been straight lined at \$2,150,000 for FYs 1998 - 2000, while the Mission's OYB remains constant. A 24% reduction in program-funded staffing (end of FY 1997 through 2001) reflects the elimination of positions in the two SOs being phased out, offset by an increase of staff in the two remaining SOs plus the carrying forward of two positions to the new Special Objective which begins in FY 1999. For the same time period, OE-funded staff will decrease by 12%. The support offices will not see a major reduction in work flow in the near future given the increase in portfolio size of the two remaining SOs, including the development of a number of new activities.

**Year 2000 Compliance.** The Mission has no outstanding actions related to correcting the Y2K problem, as all of its software is Y2K compliant. The Mission feels confident that it is in a good position to implement any Year 2000 upgrades and desktop software initiated by IRM. Due to the uncertainty as to which applications will be approved, however, additional resources may need to be channelled into this effort.

**ICASS.** The Mission became an ICASS Service Provider at the beginning of FY 1998, providing Non-Expendable Property (NXP) Management Services to USIS. One existing Mission warehouse worker position was designated by M/B as an ICASS position dedicated to providing this service. (As of the beginning of FY 1998, this was the only position in the world so designated.) The FSN PC warehouse worker's contract has a total annual cost of US\$8,200. The agreement with USIS is a flat rate charge of US\$7,500 per year for the service, which represents costs for the warehouse worker, his supervisors and overhead that relate to the services provided. Because the majority of expenses are personnel related, we have offset the ICASS income from USIS against the FSNPSC salary budget line item.

To date, all OE levels provided to us by the LAC Bureau have been "net" of ICASS, while the R4 guidance refers to levels that include an ICASS allocation. The Mission's invoiced share of the FY 1998 ICASS Target Budget totaled US\$224,900, an increase of 9.7% over FY 1997. Given that the majority of the ICASS Service Provider's costs are local support costs (i.e., personnel, rents, materials), we expect that the Mission's FYs 1999 and 2000 ICASS assessments will each rise at least 5% even though USAID staffing levels are decreasing. As we do not know what our ICASS level is, and until funding for ICASS is

incorporated into overall Mission OE budgets to provide greater "ownership" of ICASS at the Mission (i.e., all U.S. Government agencies at post) level, we assume that at a minimum the ICASS levels in this year's R4 will be funded in addition to our current target levels (net of ICASS) set by the LAC Bureau.

**Trust Funds.** USAID will deplete its trust fund account as a source of operating expenses by the end of FY 1999. During last year's R4 exercise, we estimated that the trust fund balance of US\$750,000 would be depleted in FY 1998. Due to higher than expected interest rates, a devaluation of the peso, and unplanned for delays in disbursement from the trust fund account, we anticipate a trust fund balance of US\$325,000 to carry over for use in FY 1999. Consequently, USAID/DR will require an additional US\$425,000 in appropriated funds in FY 1999 and US\$325,000 in FY 2000 for operating expenses to maintain adequate staff levels required to achieve identified program results.

Overall, USAID feels confident that it can effectively manage its program within the current target OE and workforce levels. So far (through FY 2000) we have been able to absorb cost increases due to inflation and variations in US Direct Hire assignments through careful planning, improving the way we do business (e.g., ICASS provider) and limited staff reductions.

## **TABLES**

1. Program Funding
2. Operating Expenses
3. Foreign National Trust Fund
4. Controller Operations
5. Workforce and Backstops
6. Field Support

**USAID FY 2000 BUDGET REQUEST BY PROGRAM/COUNTRY**

31-Aug-98  
12:12 PM

Country/Program: DOMINICAN REPUBLIC  
Scenario: Base Level

S.O. # , Title		FY 2000														Future Cost (POST 2000)	Year of Final Oblig.
Approp. Acct	Bilateral / Field Support	Est. SO Pipeline End of FY 99	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 00	Est. Total Cost life of SO		
<b>SO1: STRENGTHEN INSTITUTIONS WHICH CONTRIBUTE TO ECONOMIC OPORTUNITIES FOR POOR DOMINICANS</b>																	
DA	Bilateral																
	Field Spt																
Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SO2: INCREASED USE OF EFFECTIVE PREVENTIVE HEALTH CARE SERVICES &amp; PRACTICES</b>																	
DA	Bilateral	1,186	4,525				2,925			1,600				5,325	46,736	18,700	2002
	Field Spt	175	975				575			400				525	0	0	0
Total		1,361	5,500	0	0	0	3,500	0	0	2,000	0	0	0	5,850	46,736	18,700	
<b>SO3: MORE PARTICIPATORY, REPRESENTATIVE, AND BETTER FUNCTIONING DEMOCRACY ACHIEVED</b>																	
DA	Bilateral	1,880	4,000										4,000	4,000	27,951	11,800	2002
	Field Spt	0	0										0	0	0	0	0
Total		1,880	4,000	0	0	0	0	0	0	0	0	0	4,000	4,000	27,951	11,800	
<b>SO3: MORE PARTICIPATORY, REPRESENTATIVE, AND BETTER FUNCTIONING DEMOCRACY ACHIEVED</b>																	
ESF	Bilateral	1,771	2,000									0	2,000	2,200	10,800	8,000	2002
	Field Spt	0	0										0	0	0	0	0
Total		1,771	2,000	0	0	0	0	0	0	0	0	0	2,000	2,200	10,800	8,000	
<b>SO4: INCREASED NATIONAL CAPACITY TO PRODUCE ENVIRONMENTALLY SOUND ENERGY</b>																	
DA	Bilateral																XX
	Field Spt																
Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>SP 01: BETTER SYSTEMS &amp; INFORMATION FOR GODR ECONOMIC DECISION-MAKING</b>																	
	Bilateral	625	300			300								305	2,000	300	2001
	Field Spt	0	0			0								0	0	0	0
Total		625	300	0	0	300	0	0	0	0	0	0	0	305	2,000	300	
Total Bilateral		5,462	10,825	0	0	300	2,925	0	0	1,600	0	0	6,000	11,830	87,487	38,800	
Total Field Support		175	975	0	0	0	575	0	0	400	0	0	0	525	0	0	
<b>TOTAL PROGRAM</b>		<b>5,637</b>	<b>11,800</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>12,355</b>	<b>87,487</b>	<b>38,800</b>	

Econ Growth	300
[Of which Microenterprise]	0
HCD	0
PHN	5,500
Environment	0
[Of which Biodiversity]	0
Democracy	4,000
Humanitarian	0

Econ Growth	0
[Of which Microenterprise]	0
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	2,000
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

USAID FY 1999 Budget Request by Program/Country

31-Aug-98  
12:12 PM

Country/Program: DOMINICAN REPUBLIC  
Scenario: Base Level

S.O. # , Title	Approp. Acct	Bilateral / Field Support	Est. SO Pipeline End of FY 98	Estimated Total	FY 1999										Est. Expend. FY 99	Est. Total Cost life of SO	Future Cost (POST 2000)	Year of Final Oblig.
					Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G				
<b>SO1: STRENGTHEN INSTITUTIONS WHICH CONTRIBUTE TO ECONOMIC OPORTUNITIES FOR POOR DOMINICANS</b>																		
DA	Bilateral		460	0											460	24,288	0	1998
	Field Spt		0	0											0	0	0	
	<b>Total</b>		<b>460</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>460</b>	<b>24,288</b>	<b>0</b>	<b>0</b>	
<b>SO2: INCREASED USE OF EFFECTIVE PREVENTIVE HEALTH CARE SERVICES &amp; PRACTICES</b>																		
DA	Bilateral		2,965	4,491				2,791			1,700				6,270	46,736	18,700	2002
	Field Spt		0	675				375			300				500	0	0	
	<b>Total</b>		<b>2,965</b>	<b>5,166</b>	<b>0</b>	<b>0</b>	<b>3,166</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,770</b>	<b>46,736</b>	<b>18,700</b>	<b>0</b>	
<b>SO3: MORE PARTICIPATORY, REPRESENTATIVE, AND BETTER FUNCTIONING DEMOCRACY ACHIEVED</b>																		
DA	Bilateral		1,922	3,358										3,358	3,400	27,951	11,800	2002
	Field Spt		0	0										0	0	0	0	
	<b>Total</b>		<b>1,922</b>	<b>3,358</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,358</b>	<b>3,400</b>	<b>27,951</b>	<b>11,800</b>	<b>0</b>
<b>SO3: MORE PARTICIPATORY, REPRESENTATIVE, AND BETTER FUNCTIONING DEMOCRACY ACHIEVED</b>																		
ESF	Bilateral		1,371	2,300									0	2,300	1,900	10,800	8,000	2002
	Field Spt		0	0										0	0	0	0	
	<b>Total</b>		<b>1,371</b>	<b>2,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,300</b>	<b>1,900</b>	<b>10,800</b>	<b>8,000</b>	<b>0</b>
<b>SO4: INCREASED NATIONAL CAPACITY TO PRODUCE ENVIRONMENTALLY SOUND ENERGY</b>																		
DA	Bilateral		959	0											549	10,513	0	1999
	Field Spt		0	0											0	0	0	
	<b>Total</b>		<b>959</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>549</b>	<b>10,513</b>	<b>0</b>	<b>0</b>	
<b>SP 01: ECONOMIC POLICY DIALOGUE</b>																		
	Bilateral		600	300											275	2,000	300	2001
	Field Spt		0	0											0	0	0	
	<b>Total</b>		<b>600</b>	<b>300</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>275</b>	<b>2,000</b>	<b>300</b>	<b>0</b>	
<b>Total Bilateral</b>			8,277	10,449	0	0	300	2,791	0	0	1,700	0	0	5,658	12,854	122,288	38,800	
<b>Total Field Support</b>			0	675	0	0	375	0	0	300	0	0	0	500	0	0	0	
<b>TOTAL PROGRAM</b>			<b>8,277</b>	<b>11,124</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>3,166</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>5,658</b>	<b>13,354</b>	<b>122,288</b>	<b>38,800</b>	

FY 1999 Request Sector Totals -- DA	
Econ Growth	300
[Of which Microenterprise]	0
HCD	0
PHN	5,166
Environment	0
[Of which Biodiversity]	0
Democracy	3,358
Humanitarian	0

FY 1999 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise]	0
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	2,300
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

USAID FY 1998 Budget Request by Program/Country

31-Aug-98

Country/Program: DOMINICAN REPUBLIC  
 Scenario: Base Level

S.O. # , Title	Approp. Acct		Est. SO Pipeline End of FY 97	Estimated Total	FY 1998										Est. Expend. FY 98	Est. Total Cost life of SO	Future Cost (POST 2000)	Year of Final Oblig.	
					Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G					
<b>SO1: STRENGTHEN INSTITUTIONS WHICH CONTRIBUTE TO ECONOMIC OPORTUNITIES FOR POOR DOMINICANS</b>																			
DA	Bilateral		3,280	600			600									2,820	27,684	0	1998
	Field Spt		0	0			0									0	0		
	Total		3,280	600	0		600	0	0	0	0	0	0	0	0	2,820	27,684	0	
<b>SO2: INCREASED USE OF EFFECTIVE PREVENTIVE HEALTH CARE SERVICES &amp; PRACTICES</b>																			
DA	Bilateral		4,690	4,700			2,700	0	230	1,770	0	0	0	0	0	6,425	46,736	18,700	2002
	Field Spt		395	1,120			650	200	0	270	0	0	0	0	0	1,515	0	0	
	Total		5,085	5,820	0	0	3,350	200	230	2,040	0	0	0	0	0	7,940	46,736	18,700	
<b>SO3: MORE PARTICIPATORY, REPRESENTATIVE, AND BETTER FUNCTIONING DEMOCRACY ACHIEVED</b>																			
DA	Bilateral		1,636	4,000										4,000	3,714	27,951	11,800	2002	
	Field Spt		0	0										0	0	0	0	0	
	Total		1,636	4,000	0	0	0	0	0	0	0	0	0	4,000	3,714	27,951	11,800		
<b>SO3: MORE PARTICIPATORY, REPRESENTATIVE, AND BETTER FUNCTIONING DEMOCRACY ACHIEVED</b>																			
ESF	Bilateral		521	2,500										2,500	1,650	10,800	8,000	2002	
	Field Spt		0	0										0	0	0	0	0	
	Total		521	2,500	0	0	0	0	0	0	0	0	0	2,500	1,650	10,800	8,000		
<b>SO4: INCREASED NATIONAL CAPACITY TO PRODUCE ENVIRONMENTALLY SOUND ENERGY</b>																			
DA	Bilateral		4,750	200									200		3,991	10,513		1998	
	Field Spt		0	0									0		0	0			
	Total		4,750	200	0	0	0	0	0	0	0	0	200	0	3,991	10,513	0		
<b>SP 01: ECONOMIC POLICY DIALOGUE</b>																			
	Bilateral			0												2,000		300	2001
	Field Spt			0											0	0	0	0	
	Total		0	0	0	0	0	0	0	0	0	0	0	0	2,000		300		
Total Bilateral			14,877	12,000	0		600	0	230	1,770	0	200	6,500	18,600	125,684	38,800			
Total Field Support			395	1,120	0		650	200	0	270	0	0	1,515	0	0	0	0		
<b>TOTAL PROGRAM</b>			15,272	13,120	0	0	600	3,350	200	230	2,040	0	200	6,500	20,115	125,684	38,800		

Econ Growth	600
[Of which Microenterprise]	300
HCD	0
PHN	5,820
Environment	200
[Of which Biodiversity]	
Democracy	4,000
Humanitarian	0

Econ Growth	0
[Of which Microenterprise]	0
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	2,500
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

Operating Expenses

<b>Org. Title: USAID DOMINICAN REPUBLIC</b>			<b>Overseas Mission Budgets</b>														
<b>Org. No: 517</b>			<b>FY 1998</b>			<b>FY 1999 Target</b>			<b>FY 1999 Request</b>			<b>FY 2000 Target</b>			<b>FY 2000 Request</b>		
<b>OC</b>			<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
<b>Org. Title: USAID DOMINICAN REPUBLIC</b>			<b>Overseas Mission Budgets</b>														
<b>Org. No: 517</b>			<b>FY 1998</b>			<b>FY 1999 Target</b>			<b>FY 1999 Request</b>			<b>FY 2000 Target</b>			<b>FY 2000 Request</b>		
<b>OC</b>			<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>

Operating Expenses

Org. Title: USAID DOMINICAN REPUBLIC Org. No: 517 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNE	83.0	100.0	183.0	209.2		209.2	209.2		209.2	214.6		214.6	214.6		214.6
	Subtotal OC 11.1	83.0	100.0	183.0	209.2	0.0	209.2	209.2	0.0	209.2	214.6	0.0	214.6	214.6	0.0	214.6
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0			0.0
11.5	FNDH	56.5		56.5	64.7		64.7	64.7		64.7	66.5		66.5	66.5		66.5
	Subtotal OC 11.5	56.5	0.0	56.5	64.7	0.0	64.7	64.7	0.0	64.7	66.5	0.0	66.5	66.5	0.0	66.5
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	2.1		2.1	2.2		2.2	2.2		2.2	2.3		2.3	2.3		2.3
11.8	FN PSC Salaries	54.5	650.0	704.5	435.8	325.0	760.8	435.8	325.0	760.8	760.6		760.6	760.6		760.6
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	56.6	650.0	706.6	438.0	325.0	763.0	438.0	325.0	763.0	762.9	0.0	762.9	762.9	0.0	762.9
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	54.3		54.3	35.6		35.6	35.6		35.6	50.3		50.3	50.3		50.3
12.1	Cost of Living Allowances	13.3		13.3	11.9		11.9	11.9		11.9	10.4		10.4	10.4		10.4
12.1	Home Service Transfer Allowances	2.1		2.1	0.0		0.0	0.0		0.0	0.7		0.7	0.7		0.7
12.1	Quarters Allowances			0.0			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits	12.8		12.8	12.8		12.8	12.8		12.8	12.8		12.8	12.8		12.8
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FNDH			0.0			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits	27.2		27.2	30.5		30.5	30.5		30.5	31.3		31.3	31.3		31.3
12.1	US PSC Benefits			0.0			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FN PSC			0.0			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits	89.0		89.0	99.3		99.3	99.3		99.3	101.8		101.8	101.8		101.8
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	198.7	0.0	198.7	190.1	0.0	190.1	190.1	0.0	190.1	207.3	0.0	207.3	207.3	0.0	207.3
13	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FNDH	0.0		0.0			0.0	0.0		0.0			0.0			0.0
13	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0			0.0
13	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FN PSCs			0.0	15.0		15.0	15.0		15.0	0.0		0.0	0.0		0.0
13	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0			0.0

Operating Expenses

Org. Title: USAID DOMINICAN REPUBLIC Org. No: 517 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total												
Subtotal OC 13.0		0.0	0.0	0.0	15.0	0.0	15.0	15.0	0.0	15.0	0.0	0.0	0.0	0.0	0.0	0.0
21	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Training Travel	26.0		26.0	30.0		30.0	30.0		30.0	30.0		30.0	30.0		30.0
21	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Post Assignment Travel - to field	7.7		7.7	0.0		0.0	0.0		0.0	2.5		2.5	2.5		2.5
21	Assignment to Washington Travel	0.0		0.0	2.8		2.8	2.8		2.8	2.2		2.2	2.2		2.2
21	Home Leave Travel	16.4		16.4	5.8		5.8	5.8		5.8	10.5		10.5	10.5		10.5
21	R & R Travel	2.6		2.6	6.6		6.6	6.6		6.6	2.6		2.6	2.6		2.6
21	Education Travel	2.8		2.8	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
21	Evacuation Travel	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
21	Retirement Travel			0.0			0.0			0.0			0.0			0.0
21	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0			0.0
21	Other Mandatory/Statutory Travel			0.0			0.0			0.0	2.0		2.0	2.0		2.0
21	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Site Visits - Headquarters Personnel	15.5		15.5	20.0		20.0	20.0		20.0	20.0		20.0	20.0		20.0
21	Site Visits - Mission Personnel	5.0		5.0	5.5		5.5	5.5		5.5	5.5		5.5	5.5		5.5
21	Conferences/Seminars/Meetings/Retreats	16.0		16.0	20.0		20.0	20.0		20.0	20.0		20.0	20.0		20.0
21	Assessment Travel			0.0			0.0			0.0			0.0			0.0
21	Impact Evaluation Travel			0.0			0.0			0.0			0.0			0.0
21	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0			0.0
21	Recruitment Travel			0.0			0.0			0.0			0.0			0.0
21	Other Operational Travel	1.0		1.0	1.0		1.0	1.0		1.0	1.1		1.1	1.1		1.1
Subtotal OC 21.0		98.0	0.0	98.0	98.7	0.0	98.7	98.7	0.0	98.7	103.4	0.0	103.4	103.4	0.0	103.4
22	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22	Post assignment freight	54.0		54.0	13.5		13.5	13.5		13.5	27.0		27.0	27.0		27.0
22	Home Leave Freight	7.8		7.8	1.8		1.8	1.8		1.8	5.4		5.4	5.4		5.4
22	Retirement Freight			0.0			0.0			0.0			0.0			0.0
22	Transportation/Freight for Office Furniture/Equip.	7.0		7.0	11.4		11.4	11.4		11.4	10.0		10.0	10.0		10.0
22	Transportation/Freight for Res. Furniture/Equip.	0.3		0.3	2.8		2.8	2.8		2.8	1.0		1.0	1.0		1.0
Subtotal OC 22.0		69.1	0.0	69.1	29.5	0.0	29.5	29.5	0.0	29.5	43.4	0.0	43.4	43.4	0.0	43.4
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	6.0		6.0	6.3		6.3	6.3		6.3	6.3		6.3	6.3		6.3
23.2	Rental Payments to Others - Warehouse Space	20.5		20.5	21.5		21.5	21.5		21.5	21.5		21.5	21.5		21.5
23.2	Rental Payments to Others - Residences	192.6		192.6	148.0		148.0	148.0		148.0	121.0		121.0	121.0		121.0
Subtotal OC 23.2		219.1	0.0	219.1	175.8	0.0	175.8	175.8	0.0	175.8	148.8	0.0	148.8	148.8	0.0	148.8
23.3	Communications, utilities, and miscellaneous charge	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	75.0		75.0	78.8		78.8	78.8		78.8	82.7		82.7	82.7		82.7
23.3	Residential Utilities	37.4		37.4	32.4		32.4	32.4		32.4	34.0		34.0	34.0		34.0
23.3	Telephone Costs	16.0		16.0	16.8		16.8	16.8		16.8	17.6		17.6	17.6		17.6
23.3	ADP Software Leases			0.0			0.0			0.0			0.0			0.0

Operating Expenses

Org. Title: USAID DOMINICAN REPUBLIC Org. No: 517 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total												
23.3	ADP Hardware Lease			0.0			0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0			0.0
23.3	Other Mail Service Costs			0.0			0.0			0.0			0.0			0.0
23.3	Courier Services	6.0		6.0	6.3		6.3	6.3		6.3	6.5		6.5	6.5		6.5
	Subtotal OC 23.3	134.4	0.0	134.4	134.3	0.0	134.3	134.3	0.0	134.3	140.8	0.0	140.8	140.8	0.0	140.8
24	Printing and Reproduction	1.1		1.1	1.1		1.1	1.1		1.1	1.2		1.2	1.2		1.2
	Subtotal OC 24.0	1.1	0.0	1.1	1.1	0.0	1.1	1.1	0.0	1.1	1.2	0.0	1.2	1.2	0.0	1.2
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services	103.2		103.2	45.0		45.0	45.0		45.0	45.0		45.0	45.0		45.0
25.1	Engineering & Technical Services	9.9		9.9	10.4		10.4	10.4		10.4	10.9		10.9	10.9		10.9
	Subtotal OC 25.1	113.1	0.0	113.1	55.4	0.0	55.4	55.4	0.0	55.4	55.9	0.0	55.9	55.9	0.0	55.9
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	21.2		21.2	22.3		22.3	22.3		22.3	23.4		23.4	23.4		23.4
25.2	Residential Security Guard Services	68.6		68.6	66.2		66.2	66.2		66.2	60.8		60.8	60.8		60.8
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0			0.0
25.2	Representation Allowances	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees	1.9		1.9	2.0		2.0	2.0		2.0	2.1		2.1	2.1		2.1
25.2	Vehicle Rental			0.0			0.0			0.0			0.0			0.0
25.2	Manpower Contracts			0.0			0.0			0.0			0.0			0.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services	8.1		8.1	8.5		8.5	8.5		8.5	8.9		8.9	8.9		8.9
25.2	Staff training contracts	12.0		12.0	14.9		14.9	14.9		14.9	15.7		15.7	15.7		15.7
25.2	ADP related contracts			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.2	112.8	0.0	112.8	114.9	0.0	114.9	114.9	0.0	114.9	111.9	0.0	111.9	111.9	0.0	111.9
25.3	Purchase of goods and services from Government ac	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	224.9		224.9	236.0		236.0	236.0		236.0	248.0		248.0	248.0		248.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	224.9	0.0	224.9	236.0	0.0	236.0	236.0	0.0	236.0	248.0	0.0	248.0	248.0	0.0	248.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	40.0		40.0	43.0		43.0	43.0		43.0	46.2		46.2	46.2		46.2
25.4	Residential Building Maintenance	25.0		25.0	26.3		26.3	26.3		26.3	27.6		27.6	27.6		27.6
	Subtotal OC 25.4	65.0	0.0	65.0	69.3	0.0	69.3	69.3	0.0	69.3	73.8	0.0	73.8	73.8	0.0	73.8

Operating Expenses

Org. Title: USAID DOMINICAN REPUBLIC Org. No: 517 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	1.8		1.8	1.9		1.9	1.9		1.9	2.0		2.0	2.0		2.0
25.7	Storage Services			0.0			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance	30.0		30.0	32.0		32.0	32.0		32.0	34.1		34.1	34.1		34.1
25.7	Vehicle Repair and Maintenance	15.0		15.0	15.8		15.8	15.8		15.8	16.5		16.5	16.5		16.5
25.7	Residential Furniture/Equip. Repair and Maintenance	5.0		5.0	5.3		5.3	5.3		5.3	5.5		5.5	5.5		5.5
	Subtotal OC 25.7	51.8	0.0	51.8	55.0	0.0	55.0	55.0	0.0	55.0	58.1	0.0	58.1	58.1	0.0	58.1
25.8	Subsistence and support of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26	Supplies and materials	68.0		68.0	60.0		60.0	60.0		60.0	60.0		60.0	60.0		60.0
	Subtotal OC 26.0	68.0	0.0	68.0	60.0	0.0	60.0	60.0	0.0	60.0	60.0	0.0	60.0	60.0	0.0	60.0
31	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31	Purchase of Residential Furniture/Equip.	2.8		2.8	28.5		28.5	28.5		28.5	10.0		10.0	10.0		10.0
31	Purchase of Office Furniture/Equip.	10.1		10.1	22.0		22.0	22.0		22.0	4.0		4.0	4.0		4.0
31	Purchase of Vehicles			0.0			0.0			0.0	25.0		25.0	25.0		25.0
31	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0			0.0
31	ADP Hardware purchases	59.9		59.9	63.5		63.5	63.5		63.5	62.4		62.4	62.4		62.4
	Subtotal OC 31.0	72.8	0.0	72.8	114.0	0.0	114.0	114.0	0.0	114.0	101.4	0.0	101.4	101.4	0.0	101.4
32	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32	Purchase of Land & Buildings (& construction of bldgs.)			0.0			0.0			0.0			0.0			0.0
32	Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0			0.0
32	Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0			0.0
32	Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42	Claims and indemnities			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL BUDGET</b>		<b>1,624.9</b>	<b>750.0</b>	<b>2,374.9</b>	<b>2,061.0</b>	<b>325.0</b>	<b>2,386.0</b>	<b>2,061.0</b>	<b>325.0</b>	<b>2,386.0</b>	<b>2,398.0</b>	<b>0.0</b>	<b>2,398.0</b>	<b>2,398.0</b>	<b>0.0</b>	<b>2,398.0</b>
Dollars Used for Local Currency Purchases		<u>507.5</u>			<u>908.6</u>			<u>908.6</u>			<u>1247</u>			<u>1247</u>		
Exchange Rate Used in Computations		<u>14.6</u>	_____		<u>14.8</u>	_____		<u>14.8</u>	_____		<u>15</u>	_____		<u>15</u>	_____	
Workyears of Effort 1/ FNDH		9		9	9		9	9		9	9		9	9		9
FN PSCs		38		38	36		36	36		36	36		36	36		36
IPAs/Details-In				0			0			0			0			0

Operating Expenses

Org. Title: USAID DOMINICAN REPUBLIC Org. No: 517 OC	Overseas Mission Budgets														
	FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Manpower Contracts			0			0			0			0			0
Total Workyears	47	0	47	45	0	45	45	0	45	45	0	45	45	0	45

1/ One workyear of effort is equal to 2080 hours worked.

TRUST FUNDS & FSN SEPARATION FUND

Orgno: 25517  
 Org. Title: USAID Dominican Republic

Foreign National Voluntary Separation Account

Action	FY 98			FY 99			FY 00		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits			0.0			0.0			0.0
Withdrawals			0.0			0.0			0.0

Unfunded Liability (if any)  
 at the end of each FY.

Local Currency Trust Funds - Regular (\$000s)

	FY 98	FY 99	FY 00
Balance Start of Year	1,075.0	325.0	0.0
Obligations	750.0	325.0	
Deposits			
Balance End of Year	325.0	0.0	0.0

Exchange Rate(s) Used

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

Local Currency Trust Funds - Real Property (\$000s)

	FY 98	FY 99	FY 00
Balance Start of Year		0.0	0.0
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

Cost of Controller Operations

<b>Org. Title: USAID DOMINICAN REPUBLIC</b>			<b>Overseas Mission Budgets</b>														
<b>Org. No: 517</b>			<b>FY 1998</b>			<b>FY 1999 Target</b>			<b>FY 1999 Request</b>			<b>FY 2000 Target</b>			<b>FY 2000 Request</b>		
<b>OC</b>			<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
<b>Org. Title: USAID DOMINICAN REPUBLIC</b>			<b>Overseas Mission Budgets</b>														
<b>Org. No: 517</b>			<b>FY 1998</b>			<b>FY 1999 Target</b>			<b>FY 1999 Request</b>			<b>FY 2000 Target</b>			<b>FY 2000 Request</b>		
<b>OC</b>			<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>

Cost of Controller Operations

Org. Title: USAID DOMINICAN REPUBLIC Org. No: 517 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total												
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNE	154.0		154.0	176.0		176.0	176.0		176.0	184.8		184.8	184.8		184.8
	Subtotal OC 11.1	154.0	0.0	154.0	176.0	0.0	176.0	176.0	0.0	176.0	184.8	0.0	184.8	184.8	0.0	184.8
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0			0.0
11.5	FNDH	45.9		45.9	52.5		52.5	52.5		52.5	58.9		58.9	58.9		58.9
	Subtotal OC 11.5	45.9	0.0	45.9	52.5	0.0	52.5	52.5	0.0	52.5	58.9	0.0	58.9	58.9	0.0	58.9
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0.0			0.0			0.0			0.0			0.0
11.8	FN PSC Salaries	145.4		145.4	167.0		167.0	167.0		167.0	187.3		187.3	187.3		187.3
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	145.4	0.0	145.4	167.0	0.0	167.0	167.0	0.0	167.0	187.3	0.0	187.3	187.3	0.0	187.3
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	20.3		20.3	20.3		20.3	20.3		20.3	20.3		20.3	20.3		20.3
12.1	Cost of Living Allowances	1.6		1.6	1.8		1.8	1.8		1.8	1.9		1.9	1.9		1.9
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FNDH			0.0			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits	22.1		22.1	24.7		24.7	24.7		24.7	27.7		27.7	27.7		27.7
12.1	US PSC Benefits			0.0			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FN PSC			0.0			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits	17.2		17.2	19.8		19.8	19.8		19.8	22.2		22.2	22.2		22.2
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	61.2	0.0	61.2	66.5	0.0	66.5	66.5	0.0	66.5	72.0	0.0	72.0	72.0	0.0	72.0
13	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FNDH	0.0		0.0			0.0			0.0			0.0			0.0
13	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0			0.0
13	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0			0.0
13	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0			0.0

Cost of Controller Operations

Org. Title: USAID DOMINICAN REPUBLIC Org. No: 517 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total									
Subtotal OC 13.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
21	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Training Travel	5.2		5.2	6.0		6.0	6.0		6.0	6.0		6.0		6.0	
21	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Post Assignment Travel - to field			0.0			0.0			0.0			0.0		0.0	
21	Assignment to Washington Travel			0.0			0.0			0.0			0.0		0.0	
21	Home Leave Travel			0.0	5.5		5.5	5.5		5.5			0.0		0.0	
21	R & R Travel	2.6		2.6			0.0			0.0	2.6		2.6	2.6	2.6	
21	Education Travel			0.0			0.0			0.0			0.0		0.0	
21	Evacuation Travel	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0	1.0	1.0	
21	Retirement Travel			0.0			0.0			0.0			0.0		0.0	
21	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0		0.0	
21	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0		0.0	
21	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Site Visits - Headquarters Personnel	1.6		1.6	2.0		2.0	2.0		2.0		2.0	2.0	2.0	2.0	
21	Site Visits - Mission Personnel	1.0		1.0	1.1		1.1	1.1		1.1		1.1	1.1	1.1	1.1	
21	Conferences/Seminars/Meetings/Retreats	3.2		3.2	4.0		4.0	4.0		4.0		4.0	4.0	4.0	4.0	
21	Assessment Travel			0.0			0.0			0.0			0.0		0.0	
21	Impact Evaluation Travel			0.0			0.0			0.0			0.0		0.0	
21	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0		0.0	
21	Recruitment Travel			0.0			0.0			0.0			0.0		0.0	
21	Other Operational Travel			0.0			0.0			0.0			0.0		0.0	
Subtotal OC 21.0		14.6	0.0	14.6	19.6	0.0	19.6	19.6	0.0	19.6	16.7	0.0	16.7	16.7	0.0	16.7
22	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22	Post assignment freight			0.0			0.0			0.0			0.0		0.0	
22	Home Leave Freight			0.0	1.8		1.8	1.8		1.8			0.0		0.0	
22	Retirement Freight			0.0			0.0			0.0			0.0		0.0	
22	Transportation/Freight for Office Furniture/Equip.	0.4		0.4	0.4		0.4	0.4		0.4	0.5		0.5	0.5	0.5	
22	Transportation/Freight for Res. Furniture/Equip.	0.0		0.0	0.1		0.1	0.1		0.1	0.0		0.0	0.0	0.0	
Subtotal OC 22.0		0.4	0.0	0.4	2.3	0.0	2.3	2.3	0.0	2.3	0.5	0.0	0.5	0.5	0.0	0.5
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	1.2		1.2	1.3		1.3	1.3		1.3	1.3		1.3	1.3	1.3	
23.2	Rental Payments to Others - Warehouse Space	4.1		4.1	4.3		4.3	4.3		4.3	4.3		4.3	4.3	4.3	
23.2	Rental Payments to Others - Residences	20.0		20.0	20.0		20.0	20.0		20.0	20.0		20.0	20.0	20.0	
Subtotal OC 23.2		25.3	0.0	25.3	25.6	0.0	25.6	25.6	0.0	25.6	25.6	0.0	25.6	25.6	0.0	25.6
23.3	Communications, utilities, and miscellaneous charge	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	15.0		15.0	15.8		15.8	15.8		15.8	16.5		16.5	16.5	16.5	
23.3	Residential Utilities	4.3		4.3	4.0		4.0	4.0		4.0	4.2		4.2	4.2	4.2	
23.3	Telephone Costs	3.2		3.2	3.4		3.4	3.4		3.4	3.5		3.5	3.5	3.5	
23.3	ADP Software Leases			0.0			0.0			0.0			0.0		0.0	

Cost of Controller Operations

Org. Title: USAID DOMINICAN REPUBLIC Org. No: 517 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total												
23.3	ADP Hardware Lease					0.0			0.0			0.0			0.0	
23.3	Commercial Time Sharing					0.0			0.0			0.0			0.0	
23.3	Postal Fees (Other than APO Mail)					0.0			0.0			0.0			0.0	
23.3	Other Mail Service Costs					0.0			0.0			0.0			0.0	
23.3	Courier Services	1.2		1.2	1.3		1.3	1.3	1.3	1.3		1.3	1.3	1.3	1.3	
	Subtotal OC 23.3	23.7	0.0	23.7	24.4	0.0	24.4	24.4	0.0	24.4	25.6	0.0	25.6	25.6	0.0	25.6
24	Printing and Reproduction	0.2		0.2	0.2		0.2	0.2	0.2	0.2		0.2	0.2	0.2	0.2	
	Subtotal OC 24.0	0.2	0.0	0.2	0.2	0.0	0.2	0.2	0.0	0.2	0.2	0.0	0.2	0.2	0.0	0.2
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services	34.6		34.6	9.0		9.0	9.0		9.0	9.0		9.0	9.0		9.0
25.1	Engineering & Technical Services	2.0		2.0	2.1		2.1	2.1		2.1	2.2		2.2	2.2		2.2
	Subtotal OC 25.1	36.6	0.0	36.6	11.1	0.0	11.1	11.1	0.0	11.1	11.2	0.0	11.2	11.2	0.0	11.2
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	4.2		4.2	4.5		4.5	4.5		4.5	11.7		11.7	11.7		11.7
25.2	Residential Security Guard Services	7.8		7.8	8.2		8.2	8.2		8.2	8.5		8.5	8.5		8.5
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0			0.0
25.2	Representation Allowances			0.0			0.0			0.0			0.0			0.0
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees	0.4		0.4	0.4		0.4	0.4		0.4	0.4		0.4	0.4		0.4
25.2	Vehicle Rental			0.0			0.0			0.0			0.0			0.0
25.2	Manpower Contracts			0.0			0.0			0.0			0.0			0.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services	1.8		1.8	1.9		1.9	1.9		1.9	2.1		2.1	2.1		2.1
25.2	Staff training contracts	2.4		2.4	3.0		3.0	3.0		3.0	3.1		3.1	3.1		3.1
25.2	ADP related contracts			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.2	16.7	0.0	16.7	18.0	0.0	18.0	18.0	0.0	18.0	25.8	0.0	25.8	25.8	0.0	25.8
25.3	Purchase of goods and services from Government ac	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	44.4		44.4	46.6		46.6	46.6		46.6	49.0		49.0	49.0		49.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	44.4	0.0	44.4	46.6	0.0	46.6	46.6	0.0	46.6	49.0	0.0	49.0	49.0	0.0	49.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	8.0		8.0	8.6		8.6	8.6		8.6	9.2		9.2	9.2		9.2
25.4	Residential Building Maintenance	5.0		5.0	5.3		5.3	5.3		5.3	5.5		5.5	5.5		5.5
	Subtotal OC 25.4	13.0	0.0	13.0	13.9	0.0	13.9	13.9	0.0	13.9	14.7	0.0	14.7	14.7	0.0	14.7

Cost of Controller Operations

Org. Title: USAID DOMINICAN REPUBLIC Org. No: 517 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total												
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0.4		0.4	0.4		0.4	0.4		0.4	0.4		0.4	0.4		0.4
25.7	Storage Services			0.0			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance	6.0		6.0	6.4		6.4	6.4		6.4	6.8		6.8	6.8		6.8
25.7	Vehicle Repair and Maintenance	3.0		3.0	3.2		3.2	3.2		3.2	3.3		3.3	3.3		3.3
25.7	Residential Furniture/Equip. Repair and Maintenance	1.0		1.0	1.1		1.1	1.1		1.1	1.1		1.1	1.1		1.1
	Subtotal OC 25.7	10.4	0.0	10.4	11.0	0.0	11.0	11.0	0.0	11.0	11.6	0.0	11.6	11.6	0.0	11.6
25.8	Subsistence and support of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26	Supplies and materials	13.6		13.6	12.0		12.0	12.0		12.0	12.0		12.0	12.0		12.0
	Subtotal OC 26.0	13.6	0.0	13.6	12.0	0.0	12.0	12.0	0.0	12.0	12.0	0.0	12.0	12.0	0.0	12.0
31	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31	Purchase of Residential Furniture/Equip.	0.2		0.2	3.9		3.9	3.9		3.9			0.0			0.0
31	Purchase of Office Furniture/Equip.	2.0		2.0			0.0			0.0	0.3		0.3	0.3		0.3
31	Purchase of Vehicles			0.0			0.0			0.0	5.0		5.0	5.0		5.0
31	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0			0.0
31	ADP Hardware purchases	12.0		12.0	12.7		12.7	12.7		12.7	12.5		12.5	12.5		12.5
	Subtotal OC 31.0	14.2	0.0	14.2	16.6	0.0	16.6	16.6	0.0	16.6	17.7	0.0	17.7	17.7	0.0	17.7
32	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32	Purchase of Land & Buildings (& construction of bldgs.)			0.0			0.0			0.0			0.0			0.0
32	Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0			0.0
32	Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0			0.0
32	Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42	Claims and indemnities			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL BUDGET</b>		<b>619.5</b>	<b>0.0</b>	<b>619.5</b>	<b>663.2</b>	<b>0.0</b>	<b>663.2</b>	<b>663.2</b>	<b>0.0</b>	<b>663.2</b>	<b>713.7</b>	<b>0.0</b>	<b>713.7</b>	<b>713.7</b>	<b>0.0</b>	<b>713.7</b>
Dollars Used for Local Currency Purchases		226.3			254.0			254.0			287.2			287.2		
Exchange Rate Used in Computations		14.6			14.8			14.8			15			15		

Workforce

Org.: USAID Dominican Republic FY 1998 On-Board Estimate	- 25517 SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire		1						1	2	1	1	1		2	7	8
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program			1	2	1			4							0	0
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited								0	1	7	1				0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program		2	2	1				5		6	21	1		5	0	0
		2	2	4	2			10							33	38
Total Staff Levels	4	6	7	3	0	0	0	20	3	14	23	2	0	7	49	69
TAACS								0							0	0
Fellows		1						1							0	1

1/ Excluding TAACS and Fellows

Workforce

Org.: USAID Dominican Republic - 25517 FY 1999 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire		1						1	1	1	1	1		2	6	7
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program			1	2	1			4							0	0
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited								0	1	7	1				0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program			2	1				0		6	21	1		5	0	0
		3	4	2	2			11							33	36
Total Staff Levels	0	7	7	3	2	0	0	19	2	14	23	2	0	7	48	67
TAACS Fellows								0							0	0
								0							0	0

1/ Excluding TAACS and Fellows

Org.: USAID Dominican Republic - 25517 FY 1999 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire		1						1	1	1	1	1		2	6	7
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program			1	2	1			4							0	0
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited								0	1	7	1				0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program			2	1				0		6	21	1		5	0	0
		3	4	2	2			11							33	36
Total Staff Levels	0	7	7	3	2	0	0	19	2	14	23	2	0	7	48	67
TAACS Fellows								0							0	0
								0							0	0

1/ Excluding TAACS and Fellows

Workforce

Org.: USAID Dominican Republic - 25517 FY 2000 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire		1						1	1	1	1	1		2	6	7
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program		1	2					3							0	0
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited								0	1	7	1				0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program		2	1					0		6	21	1		5	0	0
		3	4		2			9							33	36
															0	9
Total Staff Levels	0	7	7	0	2	0	0	16	2	14	23	2	0	7	48	64
TAACS Fellows								0							0	0
								0							0	0

1/ Excluding TAACS and Fellows

Org.: USAID Dominican Republic - 25517 FY 2000 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire		1						1	1	1	1	1		2	6	7
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program		1	2					3							0	0
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited								0	1	7	1				0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program		2	1					0		6	21	1		5	0	0
		3	4		2			9							33	36
															0	9
Total Staff Levels	0	7	7	0	2	0	0	16	2	14	23	2	0	7	48	64
TAACS Fellows								0							0	0
								0							0	0

1/ Excluding TAACS and Fellows

Workforce

Org.: USAID Dominican Republic - 25517 FY 2001 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire		1						1	1	1	1	1		2	6	7
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program								0 0 3							0 0 0	0 0 3
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited								0 0		1	7	1			0 9	0 9
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program								0 3 9			5	20	1	4	0 30 0	0 33 9
Total Staff Levels	0	7	7	0	2	0	0	16	2	13	22	2	0	6	45	61
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Workforce

Org.: USAID Dominican Republic - 25517 Summary On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con-troller	AMS/ EXO	Con-tract	Legal	All Other		
	FY 1998:															
U.S. Direct Hire	0	1	0	0	0	0	0	1	2	1	1	1	0	2	7	8
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	2	2	1	0	0	0	0	5	1	13	22	1	0	5	42	47
Total OE Funded Staff	2	3	1	0	0	0	0	6	3	14	23	2	0	7	49	55
Program Funded	2	3	6	3	0	0	0	14	0	0	0	0	0	0	0	14
<b>Total FY 1998</b>	<b>4</b>	<b>6</b>	<b>7</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>3</b>	<b>14</b>	<b>23</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>49</b>	<b>69</b>
FY 1999 Target:																
U.S. Direct Hire	0	1	0	0	0	0	0	1	1	1	1	1	0	2	6	7
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	2	1	0	0	0	0	3	1	13	22	1	0	5	42	45
Total OE Funded Staff	0	3	1	0	0	0	0	4	2	14	23	2	0	7	48	52
Program Funded	0	4	6	3	2	0	0	15	0	0	0	0	0	0	0	15
<b>Total FY 1999 Target</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>2</b>	<b>14</b>	<b>23</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>48</b>	<b>67</b>
FY 1999 Request:																
U.S. Direct Hire	0	1	0	0	0	0	0	1	1	1	1	1	0	2	6	7
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	2	1	0	0	0	0	3	1	13	22	1	0	5	42	45
Total OE Funded Staff	0	3	1	0	0	0	0	4	2	14	23	2	0	7	48	52
Program Funded	0	4	6	3	2	0	0	15	0	0	0	0	0	0	0	15
<b>Total FY 1999 Request</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>2</b>	<b>14</b>	<b>23</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>48</b>	<b>67</b>
FY 2000 Target:																
U.S. Direct Hire	0	1	0	0	0	0	0	1	1	1	1	1	0	2	6	7
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	2	1	0	0	0	0	3	1	13	22	1	0	5	42	45
Total OE Funded Staff	0	3	1	0	0	0	0	4	2	14	23	2	0	7	48	52
Program Funded	0	4	6	0	2	0	0	12	0	0	0	0	0	0	0	12
<b>Total FY 2000 Target</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>2</b>	<b>14</b>	<b>23</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>48</b>	<b>64</b>
FY 2000 Request:																
U.S. Direct Hire	0	1	0	0	0	0	0	1	1	1	1	1	0	2	6	7
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	2	1	0	0	0	0	3	1	13	22	1	0	5	42	45
Total OE Funded Staff	0	3	1	0	0	0	0	4	2	14	23	2	0	7	48	52
Program Funded	0	4	6	0	2	0	0	12	0	0	0	0	0	0	0	12
<b>Total FY 2000 Request</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>2</b>	<b>14</b>	<b>23</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>48</b>	<b>64</b>
FY 2001 Estimate:																
U.S. Direct Hire	0	1	0	0	0	0	0	1	1	1	1	1	0	2	6	7
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	2	1	0	0	0	0	3	1	12	21	1	0	4	39	42
Total OE Funded Staff	0	3	1	0	0	0	0	4	2	13	22	2	0	6	45	49
Program Funded	0	4	6	0	2	0	0	12	0	0	0	0	0	0	0	12
<b>Total FY 2000 Target</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>2</b>	<b>13</b>	<b>22</b>	<b>2</b>	<b>0</b>	<b>6</b>	<b>45</b>	<b>61</b>

Workforce

MISSION :

USAID Dominican Republic - 25517

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 98	NO. OF USDH EMPLOYEES IN BACKSTOP FY 99	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001
01SMG	2	1	1	1
02 Program Off.	1	1	1	1
03 EXO	1	1	1	1
04 Controller	1	1	1	1
05/06/07 Secretary				
10 Agriculture.				
11Economics				
12 GDO				
12 Democracy				
14 Rural Dev.				
15 Food for Peace				
21 Private Ent.				
25 Engineering				
40 Environ				
50 Health/Pop.	1	1	1	1
60 Education				
75 Physical Sci.				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt	1	1	1	1
94 PDO	1	1	1	1
95 IDI				
Other*				
<b>TOTAL</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>

\*please list occupations covered by other if there are any

## GLOBAL FIELD SUPPORT

**COUNTRY/PROGRAM: DOMINICAN REPUBLIC**

Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1998 Obligated by:		FY 1999 Obligated by:		FY 2000 Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
S.O. 2 Increase use of effective preventive health care services & practices.	Population Communication Services / 936-3052	HIGH	3 years 1996-98		200		0		0
" "	Central Contraceptive Procurement / 936-3057	HIGH	4 years 1996-99		300		200		0
" "	AVSC / 936-3068	MEDIUM	3 years 1996-98		60		0		0
" "	Partnership for Health Reform / 936-5974.13	HIGH	3 years 1996-98		180		50		50
" "	Environmental Health Project / 936-5995.01	HIGH	5 years 1996-00		85		100		100
" "	Peace Corps / 936-6004.52	LOW	4 years 1997-00		25		25		25
" "	IMPACT / 936-3090.02	MEDIUM	4 years 1997-00		150		300		400
" "	AIDSMark / 936-3094	HIGH	1 year 1998-		120		0		0
<b>GRAND TOTAL.....</b>					1,120		675		575

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