

**POLAND**

**FY 2000 RESULTS REVIEW**

**& RESOURCE REQUEST**

**U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT**

**WARSAW, POLAND**

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## **FY 2000 Results Review**

### **USAID/Poland**

#### **I. Overview and Factors Affecting Program Performance**

Poland is continuing--even accelerating--its post-Communist transition, and the USAID program, contributing significantly to the last phase of this transition, is on track for graduation in FY 2000.<sup>1</sup> The program met or exceeded its targets for the year, and this last year (FY 99) of funding will assure that the \$900 million + of SEED assistance over the past nine years has strongly supported the development of a market based and democratic Poland.

With one important exception, virtually all the factors affecting program performance have been positive. A new, Solidarity-led parliamentary government took office in September, 1997, and has shown confidence and resolve in addressing remaining economic and political structural issues. Impending NATO membership and, further down the road, accession to the European Community may well be buttressing this resolve, as the Polish nation increasingly sees itself as a bridge rejoining the two halves of Europe and as a model for political development and economic dynamism borrowing from the best of Western tradition and experience. A measure of how well Poland is synthesizing political and economic maturity is seen in the U.S.-sponsored Poland-Ukraine Cooperation Initiative: both formally and informally, Polish technical experts and practitioners in widening spheres--most of whom either directly benefit from or participated in the SEED program--are collaborating with Ukrainian counterparts, and both governments at the highest levels have expressed their interest and support. We fully expect this cooperation will outlast the close out of the SEED program here.

The negative factor affecting the AID program was the delay in the start up of the Local Government Partnership Program (LGPP), the centerpiece of our efforts and at \$25.7 million the largest single initiative in the run up to graduation. Due to a protest by an unsuccessful proposer, LGPP was stalled from October, 1997 through mid-January, 1998. While, hopefully, the LGPP contractor will make up some of the lost time, it is now certain that the period of the contract, and therefore program termination, will extend into FY 2001. Under usual forward funding guidelines, this would require a \$2-5 million obligation in FY 2000, but ENI has instructed the mission to fund all remaining LGPP requirements in FY 99--the last year of obligation for all other Poland activities.<sup>2</sup>

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<sup>1</sup>FY 2000 graduation for these purposes includes the slightly delayed close out of the Local Government Partnership Program, in mid FY 2001, already approved.

<sup>2</sup>Excepting OE, and some residual AEPS-type obligations associated with final assessments/reports/evaluations.

USAID, and the SEED program as a whole, are very much on the cutting edge of the transition.

- We are major players in helping the Polish government overhaul its pension system. The wholly private pension funds portion of the new three "pillar" system will have short-term economic benefits by increasing savings, and dampening inflationary trends; in the longer term, the entire reform will ease the problem of unfunded liabilities in the government budget.
- Development of a bank guarantee fund and further assistance in improved bank securities/commodities markets regulation emerge as the government and multilateral financial agencies are focussed on eliminating vulnerabilities in Poland's financial markets, and avoiding difficulties so evident elsewhere globally.
- While USAID is already recognized as the lead donor supporting the development of effective, accountable local government, the new government has asked for additional U.S. assistance in decentralization of public finance and modernization of urban and housing policies, as it proceeds to implement the most sweeping government restructuring and devolution since the end of central government planning and control. The opening for policy influence only arose in the past few months.
- As a well-advanced transitional economy, Poland is more and more ready to utilize creative financing models and to exploit the potential for public/private partnerships. Proposed activities in municipal access to capital markets and for using AID's new Development Credit Authority (DCA) provide modern financial tools for Poland.
- Our local government based health service management program has gained such credibility and respect that national decision makers from across the political spectrum are turning to us to frame a range of practical options to ensure a financially solvent, manageable, client-oriented national health system.

These and other initiatives such as the SME-oriented technology transfer program, helping write the operational regulations under the new energy reform legislation, and targeting worker retraining assistance to a coal mine sector which must curb costs by reducing its excess labor force demonstrates USAID's unique combination of programmatic flexibility and developmental savvy that has hallmarked the SEED program. OAR and the Embassy are convinced that this flexibility is even more critical as we approach the end of the SEED program. For this reason, a proportionally very small amount of the total \$63 million (FY 97 carryover + FY 98 and 99 budgets) planned to be obligated is earmarked for quick response. With improved access to government decision makers, and their increased reliance on our help, we believe the U.S. has a window of opportunity that should be left open as long and as wide as possible as our assistance program winds down to a close.

An emerging emphasis in our FY 2000 close out planning is ensuring an enduring legacy of

the SEED program, and continuity to the future. OAR will be working closely with the Embassy and the Country Team to see that other USG programs that remain in Poland--such as USIS and FCS--understand the SEED program accomplishments and find ways to build upon them. The new Polish American Foundation, eventual successor to the PAEF, will also be a factor in seeing Poland further through its transition. OAR will explore with PAEF/PAF ways in which the AID program, in its final years, can bridge to the new programs and mandates of the PAF, for example, in the areas of "East/East" cooperation, NGO development, and macroeconomic policy reform. Finally, OAR building institutional sustainability into most of its ongoing and new interventions. This includes a planned FY 98 new start in Financial Sustainability Planning, in which an AID contractor will provide limited, focussed TA and training to about a dozen present and former Polish grantees in broadening their sources of revenue, marketing their services, and building a sustainable institution, *inter alia*.

Because of the new opportunities discussed above, and our growing experience in exactly what is required to bring each of our three strategic objectives over the transition "threshold", our program close out plan needs to be adjusted. Please see section III, table 3, illustrating last year's amended activity close out list, with additional activities or extended activity termination dates in shaded text. With the benefit of hindsight, we also believe that the staff downsizing plan for FY 99 and 2000 has to be slightly adjusted, basically to hold one FSN project specialist on staff longer than anticipated when the Graduation Plan was first vetted. This adjustment is more than offset by the unexpectedly early departure of the Regional Contracting Officer, who is now set to leave before the beginning of FY 99. Creative, intermittent CO staffing support from Washington and/or Budapest will be necessary to cover this development--especially given that \$20 million of total obligations, the majority of which would have been by the Poland-based RCO, are budgeted for FY 99.

A final thought on Poland's readiness for graduation. A summary of the annual (February) ENI review of the "Monitoring Country Progress" report noted some areas of possible vulnerability for Poland: in the area of financial sector reform, and with the problem of regional income disparities (poverty). A recent World Bank report<sup>3</sup> amplified these concerns. We believe the AID program is having a positive impact on both sectors. As noted above, we are fine tuning our financial markets program to lower the risks of instability. Our assistance is establishing a widely dispersed SME business incubator network, a more conducive SME regulatory environment, and a better flow of business opportunities information. We are supporting public/private infrastructure partnerships at the local level, and--this FY--retraining displaced workers to enhance their labor mobility. These initiatives directly mirror the policy and investment prescriptions explicitly laid down by the World Bank as ways to cope with income disparities and rural poverty. Between ourselves and the other strong donor presence here in Poland, we believe there are few if any significant

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<sup>3</sup>Poland Economic Memorandum - Reform and Growth on the Road to the EU. World Bank. November 26, 1997.

transition problems not being effectively dealt with, and overcome, as Poland prepares for full integration into NATO, Europe and the world community at large.

Please see section II.D for a discussion of the global climate change initiative and the Poland program.

**Table 1**

**Summary Table**

<b>Objective name</b>	<b>Rating</b>	<b>Evaluation findings</b>
S.O. 1.3 - Private Sector Development Stimulated at the Firm Level	Exceeded	In a comparative assessment of assistance to the SME sector in Poland, Bulgaria, Ukraine and Russia carried out by MSI in September 1997 at the behest of AID/W, the program in Poland was recognized as placing emphasis on building capacity of local institutions and cost recovery. Recommendations to allow the implementor greater flexibility in achieving these aims, and placing less emphasis on inputs, have been acted upon by the S.O. Team. The Team further plans to conduct evaluations of the work performed under activities in the areas of energy sector reform, management training, and housing during 1998 and 1999.
S.O. 1.4 Competitive, Market-Oriented, Private Financial Sector is Developed	Exceeded	EBRD's <u>1997 Transition Report</u> rates Poland's banking reform and interest rate stabilization 3 out of 4+ and securities market and non-bank financial institutions 3+ out of 4+, making Poland the region's leader in capital markets development, alongside Hungary. And, while further development is still needed in the banking sector, only Hungary and Estonia are considered to be ahead of Poland in this area. USAID will conduct its own formal evaluation of the banking sector in 1998 as part of ENI Bureau's field testing of its planned <i>Banking Sector Exit Strategy and Post-Presence</i> matrix.

<p>S.O. 2.3 Local Government is Effective, Responsive and Accountable</p>	<p>Met</p>	<p>Review of SO 2.3 activities suggests that substantial progress has been made on developing policies and legislation to support a local government reform which will enhance local governments' ability to meet effectively and responsively citizens' needs. A review of pilot gmina activities suggests that a number of tools and approaches to enhance management have been developed and are in use. An increasing number of Polish institutions is supplying these tools and approaches to local governments. Citizens and businesses are becoming increasingly active in local government affairs. Polish local governments have taken great strides toward increased effectiveness, responsiveness, and accountability. USAID efforts in the coming two years will help Polish local governments take the final steps to achieving local government which is effective, responsive, and accountable.</p>
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## II.A Strategic Objective 1.3 - Private Sector Development Stimulated at the Firm Level

### 1. Performance Analysis

#### a. Progress Relative to Planned Results

Poland is a country of entrepreneurs. GDP growth and the privatization of its economy since 1992 have, to a significant extent, been brought about by the efforts and creativity of Poland's small and medium-sized enterprises (SMEs). In spite of this innate business sense, the environment in which these firms operate requires improvement. In the lead-up to graduation USAID is concentrating on changes in laws and regulations, and on improving the functioning of Polish institutions. It aims to provide SMEs with an environment conducive to the creation of employment and economic growth needed to conclude economic transition. Achieving this goal will determine the success of the S.O. Team's work at graduation.

Over 1997, Poland's SME sector continued to experience a high level of increased value, and remained its single most important engine for domestic growth. The economy grew rapidly and the private sector increased its part in generating GDP faster than forecast. While much of the reform work remains to be done (privatization, pension reform, reform of public finances), we are confident the new government's plans will lead to the macro-economic and SME-specific targets to be met, if not exceeded, by close-out.

The activities of the S.O. Team contribute to two Strategic Plan for International Affairs strategies: #3 "Open foreign markets to free the flow of goods, services and capital", and #6 "Promote broad-based economic growth in developing and transitional economies".

Solid performance in 1997 against targets allows us to remain confident that the legacy of USAID-sponsored work will, over the long term, be sufficient to allow Poland to improve on its significant private sector development.

#### **I.R. 1**      Policies, laws and regulations are conducive to broad-based competition and private sector growth, and efficiently administered

- o Three additional laws were enacted / amended with positive impact on SMEs in 1997 (one more than planned). Amendment of the public procurement law has provided SMEs with improved access to government procurement by acknowledging their weaker financial condition when applying for such contracts. Amendment of the Banking Law has clarified the ability of non-banking institutions (such as regional development agencies) to provide loan guarantees, improving access of SMEs to finance. Passage of the Energy Law is the first step in providing for a market-based energy market, and a standardized and more efficient service of benefit to all business. All three changes are the result of assistance provided since 1995/96.
- o USAID assisted the GOP develop the pledge registries and in training 200 judges to implement the recently passed collateral law that takes effect in 1998. The Collateral

Law will improve credit availability for business and will remove one of the principal barriers to SMEs' access to credit.

**I.R. 1.1**      Government associations and NGOs advocate for SMEs

- o Five associations and institutions were established or strengthened by USAID assistance to advocate for the SME community over 1997: the parliamentary SME Committee, one national SME advocacy organization, and three membership-based business organizations (MBBOs). Following the shortfall in 1996, this year's target has been surpassed by one. One municipality (Ostroleka) was provided with detailed assistance in supporting its small businesses, although the delay in implementing the Local Government Partnership Program has led to a shortfall in this sub-indicator.
- o In October 1997, the new Polish parliament set up a Committee on SMEs, the first such body in the region. Together with a strengthened SME Department at the Ministry of the Economy, Poland has over 1997 put in place the institutions required to provide governmental and parliamentary representation of a sector that, in spite of its importance to the economy as a whole, is disparate and requires dedicated oversight. The parliamentary Committee will provide invaluable control over implementation of various laws and regulations as they affect SMEs.
- o MBBOs are key to providing services and information to small business. The Polish MBBOs' inability to provide members with adequate services in exchange for membership fees is a major reason for low membership numbers. Direct assistance to a small group of MBBOs has led to the elaboration of a training course on setting up and managing such organizations, with the first workshops started at the end of 1997.

Two major events supported by USAID in 1997 helped prompt politicians to be open and transparent in contacts with interest groups, and to ensure the business community learns how to lobby in a coordinated and effective manner. A January 1997 seminar provided the GOP and Parliamentarians with recommendations to allow for broad public consultations in a transparent legislative process. Second, a group of over 40 business associations combined with partial success to lobby for more favorable treatment through changes in tax regulations under the Tax Coalition 1998. Training seminars on lobbying techniques have since the end of 1995 been attended by over 850 representatives of approximately 500 business associations and other NGOs.

**I.R. 2**      Improved profitability of SME enterprises

Nationwide survey data in general shows growth in the SME sector, though fluctuations in survey results over those of the previous year are noted, since a different sample of firms was used. Considerable challenges face the sector as competitive pressures increasingly call for greater innovation and added value in production. Training of entrepreneurs, and strengthening of business support services are the focus of USAID's strategy to ensure that businessmen and -women in Poland can rely on expert staff and support when required.

**I.R. 2.1**      Sustainable indigenous organizations provide technical assistance and training to enterprises

*Indigenous training institutions are sustainable*

- o As expected, no additional university-based management training institution became sustainable on a fee-supported basis over 1997. The remaining centers continue to work with USAID on sustainability plans. On October 19, 1997, the Warsaw School of Economics and the University of Minnesota held joint graduation ceremonies in which the first cohort of 31 Executive MBA students received degrees from the University of Minnesota. CCSU has trained 12 academics from Gdansk University as trainers in business management and communication skills for adults.

*Client and member fees support indigenous training and business organizations*

- o USAID-supported associations continue to expand. The Polish Association of Home Builders (currently 675 members), established to lobby at national and local levels, has helped over 600 home builders.
- o We have already achieved the target number of sustainable business support organizations (BSOs) set for 1998. Support to 30 BSOs under the Business Support Project (seven more are deemed sustainable at the end of 1997) concentrated on marketing and sales skills to widen their client base. USAID advisors helped in the creation of a total of 18 local Agencies for the Support of Housing Initiatives (AWIMs) not-for-profit financially self-sustaining housing development organizations.
- o Three agribusiness associations have developed a capacity to collect and analyze agribusiness commodity market information in three sectors (meat, milk, poultry), and are publishing bulletins with information for their members on supply, demand, prices, and the market trends in Poland and other European countries.

*Improved capacity of enterprises*

- o As of September 1997, the Polish-American Enterprise Fund had direct investments in 37 medium-sized enterprises. Its subsidiaries have also been active in the sector: the Enterprise Credit Corporation has made loans to 6,220 small enterprises, and Fundusz Mikro has made financing available to over 6,000 micro enterprises.
- o Caresbac-Polska's \$7.8 million in equity and quasi-equity investments have helped its investees to access more than \$9.7 million of financing from Polish banks. Average estimated pre-tax return on all Caresbac investments stands at 27% and its portfolio has, on average, enabled its investees to generate real change in revenue of 190% (adjusted for inflation), and to create 56.4% more employment.
- o The USAID-supported Women's Rural Entrepreneurship Development Program provided 650 loans (\$2 million) to mainly female entrepreneurs in rural areas characterized by high unemployment. A loan monitoring system has been implemented, and 7 regional offices are functional.
- o By 1997, 70 waste minimization projects reduced industrial pollution and led to savings in the range of \$24 million. The Pollution Prevention Centers have further completed 12 environmental assessments, offered diversified training on ISO 14000 standards to 120 company managers, developed marketing campaigns on Environmental Management Systems, and promoted "green" technologies.

### **I.R. 2.3**      Improved long-term provision of energy services supports a market economy

- o As expected, the Energy Law was passed in 1997. It opens the sector to competition, separating the powers and duties of those involved in policy, regulation and management. It will allow energy prices to cover costs, thus improving the reliability of energy supply and compliance with new environmental protection standards.
- o The Government of Poland established an independent Energy Regulatory Agency (ERA), one year earlier than anticipated. The Energy Law requires ERA to prepare secondary legislation and impose regulations. USAID is supporting these initiatives. ERA will play a key role in monitoring, pricing, interconnection, entry and exit and arbitrating disputes. It will help to ensure market-based liberalization of prices and rational resource use by Polish businesses and industries.

#### *Development Credit Authority (DCA)*

- o OAR/Warsaw is pursuing DCA activities to support USAID's Global Climate Change objectives, where Poland is one of the ten priority countries. It has identified several business "umbrellas" that could benefit from financing under DCA currently unavailable in Poland. Various risk-sharing arrangements would allow projects to proceed by securing longer term loans at commercial rates to accommodate the payback periods of environmental investments. Up to \$1.5 million program funds could be used to support these activities. Given the kinds of activities under consideration and the credit risk involved, this could leverage as much as \$15 million in financing. The Mission is interested in split-funding DCA activities with AID/W, using up to \$750,000 SEED grant funds. Possible projects under consideration include at least two involving U.S. firms:
  - demand-side management with Gliwice combined heat and power plant, using the Elektrotek contract and work plan to support technical assistance needs;
  - coal to gas conversions with Energy Performance Services Polska, S.A., the Polish division of a U.S. energy services firm majority owned by PECO Energy from Pennsylvania;
  - geothermal energy development, either through a single company, or through a financial institution interested in co-lending; and
  - environmental investments using Caresbac-Polska as a lender to ESCOs or through direct investment in energy improvements.

#### b. Summary Performance Rating

In planning the results framework and establishing priorities for interventions for private sector development, the S.O. Team aims to leave in place in Poland a legislative and institutional environment supportive of a small business sector capable of facing the increased challenges of a global and European Union (EU) market. In 1997, many of the key elements fell into place. With fine tuning of activities, assistance can be withdrawn by 1999 / 2000 without endangering either the progress made to date, or the likelihood that Polish institutions can bear the burden of reform on their own.

Targets set for 1997 have in many cases been exceeded. It remains to build on the successes and adapt to the likely areas of reform outlined by the new government. Now that institutions have been established with USAID assistance, they must be provided with the capacity and viability to serve the increasingly sophisticated small business community in Poland. The enhanced assistance in the energy sector has also been timely, as more fully addressed under section 3 below.

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

USAID expects to meet the majority of its performance targets under S.O. 1.3 by the year 2000. General economic indicator targets are being revised upward to reflect continued strong growth, as shown in the respective tables.

Under I.R. 1, work continues on three other regulatory initiatives (the Industry Law, the 1998-2001 SME Policy, and amendments to the Labor Code). Attaining the 1998 target is foreseen. The remaining selected laws and regulations should be passed over the next three years. The pilot tax administration reform project in Poznan is making progress, and we anticipate it to roll out countrywide by 1999. Work continues to improve the efficiency of courts' and banks' administration of laws relating to the pledge registry, and the land and mortgage registries. This should come to fruition by mid-1999. At that time, the framework of laws vital to allow firms to function effectively will be in place, and the institutions required to service them will be functional. USAID assistance to laws and regulations for SMEs (except for secondary regulations to the Energy Law) can be concluded at that time.

Support to institutions set up through USAID to ensure the laws remain favorable to SMEs continues, concentrating in 1998 on the SME Committee and the SME Department. The target for 1999 has been revised upward to a total of 22 institutions following an increase in the outreach of our activities. Training in lobbying techniques and management of business associations is timely given the need for the business community to influence the negotiations for EU accession.

Progress in meeting all the targets under I.R. 2 will continue to be made over the next three years. We are concerned that the target of ten sustainable institutions by the 1999 may not be met. An evaluation by DATEX of "lessons learned and next steps" on OAR/Poland's management training program is scheduled for the summer of 1998. Nevertheless, management training institutions that have become sustainable are building synergies, such as between the University of Gdansk and the management training programs at the Universities in Wroclaw and Krakow. Distance learning programs at Lodz with the University of Maryland should substantially assist this program to become sustainable.

We are confident of being able to support a sufficient number of business support organizations providing nationwide coverage to provide growing businesses with the services they require. The goal of 55 sustainable BSOs by the year 2000 appears feasible, and the target for 1998 has been revised upward to 40 to reflect their rapid evolution. The number of

enterprises that use business plans, enhanced management techniques, and new marketing and production methods, is set at 1300 by 12/98. This goal may be high. Reaching the year 2000 target, which also includes the introduction and use of new technologies, needs to be carefully addressed (see additional requirements under #3 below).

### **3. Additional Requirements for Closeout and Graduation**

The increasingly sophisticated needs of the small business sector in Poland, and the reform plans of the new Polish government, have led the S.O. Team to focus more precisely in addressing two particular needs: assisting the ERA in setting up procedures for licensing and for price setting to ease implementation of energy sector reform; and improving further the competitiveness and profitability of Poland's SMEs through support to BSOs specialized in technology transfer and production process issues. In both cases the S.O. Team has built on experience of current activities and is expanding on them. This is required to meet the targets set in IR 2.3.2 and IR 2.2.1.

Design of additional assistance to the Energy Regulatory Agency was concluded following passing of the Energy Law and the establishment of the Agency. Our assistance in drafting of the secondary legislation under the new energy law will have a profound impact on the sector. It will help establish energy supply security, socially accepted energy prices, and meeting new environmental protection standards.

The newly designed effort to promote technology transfer in Poland seeks to facilitate Polish technological innovation and ideas from concept to commercialization. It will provide technical assistance to BSOs that support SMEs seeking to modernize their manufacturing and production facilities. This element is a crucial addition to our support to BSOs, since those currently assisted have, on the whole, shown a complete inability to deal with manufacturing or higher technology issues. The project will transfer best practices in technology transfer center operations and technical processes from U.S.-based manufacturing technology transfer centers to their budding Polish equivalents.

Emphasis will continue to be placed on assisting Poland's integration into the European Union by helping to develop processes and procedures which would incorporate the interests of Polish companies, including SMEs, into partnership and lobbying groups during European Union negotiations in Brussels.

**OBJECTIVE:** Strategic Objective 1.3.

**APPROVED:** 5/96 **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** SO 1.3 - 3 Private sector development is stimulated at the firm level.

**INDICATOR:** 3. Private sector share of employment.

**UNIT OF MEASURE:** % of total labor force employed

**SOURCE:**

Central Statistical Office

**INDICATOR DESCRIPTION:** Share of national employment provided by private firms (those with over 51% shares in private hands).

**COMMENTS:** Data includes total employment (including agriculture-related employment) at the end of the year.

The number of persons working in Poland has been increasing by an average of 213,000 jobs per year in 1993-96 in the private sector, although downsizing in the public sector means that only 77,000 jobs have been created overall per year over that period. Job creation has been recognized as a considerable problem, especially with over 12 million teenagers about to enter the labor market.

Year	Planned	Actual
1990(B)		46%
1994		61%
1995		62.4%
1996	64%	64%
1997	65%	68.9%
1998	70%	
1999	73%	

**OBJECTIVE:** Strategic Objective 1.3.

**APPROVED:** 5/96 **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** IR 1 Policies, laws and regulations are conducive to broad-based competition and private sector growth and efficiently administered.

**INDICATOR:** 1. Legislation enacted with broad and positive impact on SMEs.

**UNIT OF MEASURE:** No. of laws/amendments passed out of the total 14 targeted.

**SOURCE:**

Development Alternatives Inc.

**INDICATOR DESCRIPTION:** Laws and amendments enacted by Parliament that have had broad impact on SMEs.

**COMMENTS:** See attached list of laws, including checkmarks next to laws passed to date.

Laws passed/amended in 1997 include: the Energy Law, the Public Procurement Law, and the Banking Law.

Year	Planned	Actual
1990(B)		0
1996	6	6
1997	8	9
1998	10	
1999	12	
2000	14	

### **SO 1.3 IR 1 - legislation enacted**

The narrative clarifies the SME-related impact of the 14 selected laws and regulations that are being addressed by USAID-funded implementors in the preceding target table. The laws with check marks (√) have already been completed against the target of 14.

#### √ Anti-trust law

Long-term assistance to the anti-monopoly office, assisting in the implementation of policy and review of certain key issues (e.g. consumer protection, merger regulations) in order to ensure equitable economic development in a transition economy.

#### √ Collateral Law

Given that one of the basic problems facing SMEs in Poland is almost non-existent access to affordable financing, passage of this law and its implementation starting in 1998 will have fundamental impact on the development of the entire sector.

#### √ Condominium Law

The legislation has set a new standard for a mixed ownership concept between municipalities and private owners of individual condominiums, boosting inter alia the property management and construction housing markets.

#### √ Rental Reform Law

This has served to allow for the rationalization of rental policy and sets the ground for the proper and economic management of existing buildings, of importance also to builders and property managers.

#### √ Tax-related legislation (PIT, CIT, VAT Laws)

USAID-funded implementors review existing tax legislation on an annual basis, and through Polish business associations and the government counterparts lobby for changes that will prevent legislative discrimination against SMEs. Recently, level of taxation in both corporate income tax and individual income tax has been reduced.

#### √ Banking Law

USAID-funded implementor has supported Polish government counterpart revise legislation to ease existing restrictions in the banking law and allow for para-banking organizations to provide capital to SMEs

#### √ Energy Law

Following passage of the law, the intervention aims to highlight benefits for the SME sector - especially the choice for the end-user in choosing the supplier, and stimulating local initiatives in such areas as the development of renewable energy sources, demand-side management and energy efficiency investments.

#### √ Public Procurement Law

Amendment of this law through USAID-supported intervention has resulted in SMEs having easier access to government procurement.

#### √ SME Policy 1995-1997

Government of Poland policy document regarding actions planned to improve the policy environment of the SME sector.

#### Industrial Law

USAID-funded implementor is assisting in drafting of a new law that would replace /complement existing law on economic activity regulating the basics of doing business in Poland. Its planned definition of "SME" is would ensure less undiscriminating treatment of the sector. Draft of the new law is currently under Interministerial discussion.

#### Labor Code

Intervention aims to amend new code to stop requirements imposed on ail businesses becoming an excessive burden on SMEs, thus hindering creation of jobs.

#### SME Policy 1998-2001

This follow-up government policy document regarding the SME sector is already under consideration by the Ministry of the Economy; it will form the basis of government actions on the sector.

#### Surety and Guarantee Law

Legislation allowing state guarantees to be granted both to allow for businesses to gain credit, as well as through surety arrangements, insurance and performance bonds, thus supporting energy and infrastructure projects.

#### Tax system regulations

A new Tax Administration Law was passed in August 1997. The law concerning sharing of tax data be the Tax Chamber with Fiscal Control will be amended in March 1998. Specific tax collection and auditing provisions for improvement of the efficiency of the tax system as proposed by Department of Treasury advisors await action by the Ministry of Finance.

**OBJECTIVE:** 1.3

**APPROVED:** 5/96 **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** IR 1.1 Government organizations and NGOs advocate for policies in support of small and medium enterprises.

**INDICATOR:** 1. Polish associations and/or institutions that lobby on behalf of SMEs.

**UNIT OF MEASURE:** Cumulative # of sustainable associations that lobby on behalf of SMEs.

**SOURCE:**

Development Alternatives Inc.  
Foundation in Support of Local Democracy  
USAID/Poland  
Polish Federation of Independent Entrepreneurs

**INDICATOR DESCRIPTION:** a) Associations/institutions which lobby on behalf of SMEs because of capability transferred by USAID/Poland; b) Targeted municipalities with policies supportive of SMEs implemented.

**COMMENTS:** a) Associations/institutions reported in 1996 include:

- The Polish Foundation for Promotion and Development of SMEs;
- Polish Association of Home-Builders;
- Ministry of Economy SME Department; - Business Centre Club;
- Konin RDA; - Craft and Small Business Chamber in Warsaw;
- National Craft Association; - Brokers Association;
- Valuers Association; - The Polish Federation of Independent Entrepreneurs; - Civil Society Development Foundation (CSDP);

Associations/institutions reported in 1997 include:

- Confectioner's Guild; - National Chamber of Furniture Producers;
- 3 Polish-American Enterprise Club branches.

In addition, training in lobbying techniques has been provided to over 850 representatives of approximately 500 SME-related Polish organizations. As a result of increased reach of the activities, the number of targeted associations has been increased by two.

b) City of Ostroleka.

Year	Planned	Actual
1995(B)		a) 6 b) 0
1996	a) 13 b) 0	a) 11 b) 0
1997	a) 15 b) 3	a) 16 b) 1
1998	a) 20 b) 8	
1999	a) 22 b) 15	

<b>OBJECTIVE:</b> 1.3 <b>APPROVED:</b> 5/96 <b>COUNTRY/ORGANIZATION:</b> Poland/USAID			
<b>RESULT NAME:</b> IR 2.1 -1 Sustainable indigenous organizations provide technical assistance and training to enterprises.			
<b>INDICATOR:</b> 1. Indigenous training institutions are sustainable.			
<b>UNIT OF MEASURE:</b> Cumulative number of sustainable management training institutions that meet definition.  <hr/> <b>SOURCE:</b> Gdansk University Dept of Economics Central CT State University Foundation in Support of Economic Development University of MD University of MN/SGH University of MN/ART Entrepreneurship Institute Small Business Institute <hr/> <b>INDICATOR DESCRIPTION:</b> Management training institutions that earn sufficient fees for long-term survival.  <hr/> <b>COMMENTS:</b> 1996 and 1997 data obtained from the SO team's assessment of the status of USAID/Poland-assisted institutions. This evaluation was based upon financial, programmatic and institutional information derived from business plans. In order to be institutionally sustainable, training institutions had to fulfill two out of three criteria: 1. The mission statement has changed and/or expanded since the establishment of the institution; 2. The size of clientele either stays the same or grows from year to year; 3. Ratio of tuition fees collected to operating costs must be more than 50% for 1997. Institutions deemed sustainable include: Small Business Institute, Rzeszow; Central Connecticut State University, Wroclaw; Warsaw University, International Postgraduate MBA Program, Warsaw; University of Maryland/Pol-Am Management Center, Lodz.	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1990(B)		0
	1996		4
	1997	4	4
	1998	5	
	1999	10	
	2000		

<p><b>OBJECTIVE:</b> 1.3  <b>APPROVED:</b> 5/96    <b>COUNTRY/ORGANIZATION:</b> Poland/USAID</p>			
<p><b>RESULT NAME:</b> IR 2.1 -3 Sustainable indigenous organizations provide technical assistance and training to enterprises.</p>			
<p><b>INDICATOR:</b> 3. Sustainable business support organizations providing assistance to SMEs.</p>			
<p><b>UNIT OF MEASURE:</b> Cumulative number of sustainable business support organizations.</p> <hr/> <p><b>SOURCE:</b> Firma 2000</p> <hr/> <p><b>INDICATOR DESCRIPTION:</b> Independent organizations that provide business services to SMEs are capable of sustaining services beyond the termination of USAID/Poland financial support.</p> <hr/> <p><b>COMMENTS:</b> The following additional seven Business Support Organizations qualified as sustainable in 1997: Polish Foundation for Energy Efficiency, CWB Jelenia Gora, RDA Konin, ASM Kutno, OiNG Olsztyn, BCMM Katowice, MS Consulting, Zabrze. This figure also includes eight AWIMs (Agencies in Support of Building Initiatives) qualifying as sustainable in 1997.</p> <p>Business Support Organizations qualifying as sustainable in 1996 include: Brokers' Association, Valuers' Association, BSO/Sandomierz and ten AWIM.</p> <p>Criteria used by USAID/Poland to determine sustainability in 1996 and 1997 included financial, programmatic and institutional components.</p>	<p><b>Year</b></p>	<p><b>Planned</b></p>	<p><b>Actual</b></p>
	1996(B)	13	13
	1997	20	28
	1998	40	
	1999	52	
	2000	55	

<p><b>OBJECTIVE:</b> 1.3  <b>APPROVED:</b> 5/96    <b>COUNTRY/ORGANIZATION:</b> Poland/USAID</p>			
<p><b>RESULT NAME:</b> IR 2.3 - 1 Improved long term provision of energy services supports a market economy.</p>			
<p><b>INDICATOR:</b> 1. Legal and regulatory framework (Energy Law and Energy Regulatory Agency) established.</p>			
<p><b>UNIT OF MEASURE:</b> Both actions (a-b) completed (Yes/No).</p> <hr/> <p><b>SOURCE:</b> Bechtel Corporation</p> <hr/> <p><b>INDICATOR DESCRIPTION:</b> a) Energy Law passed by Parliament, and b) Energy Regulatory Agency established by the GOP.</p> <hr/> <p><b>COMMENTS:</b> a) The Energy Law was passed in April of 1997, becoming effective in December of the same year. Parliament has not passed much of its program yet. Secondary legislation requiring action by the Council of Ministers is now being introduced. Parliament may amend the Energy Law as it sees fit.</p> <p>The USAID/Poland-assisted Energy Advisory Group is playing a lead role in developing "Energy Policy Guidelines". They have also provided a significant amount of input into preparing drafts of the Energy Law, conducting Parliamentary negotiations, and developing secondary legislation.</p> <p>b) The Energy Regulatory Office (URE) entered a start-up mode in 1998.</p>	<p><b>Year</b></p>	<p><b>Planned</b></p>	<p><b>Actual</b></p>
	<p>1996(B)</p>	<p>a) N b) N</p>	<p>a) N b) N</p>
	<p>1997</p>	<p>a) Y b) N</p>	<p>a) Y b) Y</p>
	<p>1998</p>	<p>a) Y b) Y</p>	

## **II. B Strategic Objective 1.4: Building a Competitive, Market-Oriented Private Financial Sector**

### 1. Performance Analysis

#### a. Progress Relative to Planned Results

USAID's financial sector development efforts support achievement of the Embassy's Mission Performance Plan. Specifically, the following SPIA strategies are supported: (1) open foreign markets to free the flow of goods, services and capital; and (2) promote broad-based economic growth in developing and transitional economies. At the USAID strategic objective level, Poland's financial sector in 1997 continued along its strong development path generally exceeding planned achievements toward Intermediate Results. Nevertheless, despite this progress, Poland's financial sector remains underdeveloped.

#### **I.R. A Increased confidence in the financial sector**

Significant changes were made to banking legislation in 1997, including creation of a new Banking Supervision Commission chaired by the central bank president and comprised of regulatory and government officials, mostly from the financial sector. The effectiveness of this new structure, which assumes authority for supervision, licensing and enforcement from the central bank, is yet to be tested. Day-to-day operations continue to be carried out by the central bank's banking supervision department (GINB), which examined 11 major banks (compared to target of 2) representing 40% of commercial bank assets through 1997. The structure of Poland's banking regulation is perceived to be satisfactory by international financial institutions. However, further training and recruitment of qualified supervision staff and a more consistent approach to undercapitalized banks are needed. The new banking legislation creates a certification program for examiners, designed to ensure examiner quality and which will help GINB to establish examiner career paths that may help in staff recruitment and retention. USAID is assisting GINB in establishing the certification program and assistance in training examiners continues with increased focus on training of trainers. Although banks meet minimum capital requirements, this may be insufficient to accommodate the level of operational and market risks inherent in many Polish banks. And, a strict application of loan loss classification standards could leave many of the smaller banks and some of the specialized banks seriously out of compliance with Basle standards for solvency ratios. Restrictions on entry of foreign banks will be eased in 1999 and will bring with it increased competition and efficiency (supporting I.R. B)--but also will increase the pressure on many Polish banks resulting in a more fragile banking system and a need for strong supervision.

Public confidence is growing and banks increasingly are fulfilling their intermediation role (also supporting I.R. B), indicated in part by the real growth in lending to the private sector (i.e., 29.4%, compared to 27.5% in 1996 and the target of 20%) and the increase in the value of household bank deposits in relation to GDP (i.e., 25%, compared to 1993 baseline of 9.8%,

actual 26% in 1996, and the 2000 target of 15% ). This increase in lending to the private sector appears to be benefitting Poland's most vital engine of economic growth--SMEs. A new survey co-sponsored by USAID estimates that SME's proportion of bank credit to enterprises was 34% in 1995 and 35% in 1996, much higher than previously thought. The cost of finance remains high, however, with banks charging margins of 6-11% over deposit rates, as compared to industrial country norms of 2-4% and USAID 1999 target of 3-4%.

Only the following indicator target for Intermediate Result A was not achieved:

IR A 1.2, Improved Supervision of the Financial Sector/Quality and Coverage of Supervision of Financial Markets. Three of the four components (municipal bond disclosure requirements; regulatory and supervisory institution over private pension funds; and commodities exchanges) of this important sub-IR are on track. The fourth, uniform warehouse receipts, fell short of its target. While USAID's pilot licensed grain warehouse receipts program has been successful in licensing 7 of the 107 participating warehouses and in helping to establish the state agricultural office as licenser and inspector for the pilot, the government has been slow to adopt legislation to authorize the system. Passage of legislation is expected in 1998. Other achievements supporting I.R. A include:

- Supervisory bodies were authorized for private pension funds and commodities exchanges to be in place in 1998, one year ahead of plan for pensions (1999) and two years ahead for commodities exchanges (2000).
- The USAID-assisted Central European Rating Agency rated its first three debt issues, meeting the 1997 target.
- Poland prepared for the January 1998 implementation of its new Registered Pledge Law and centralized pledge registry for movables, meeting the indicator target.
- Securities legislation authorizes an indemnity fund to be set up by the Brokerage Houses Chamber and funded through compulsory payments from companies conducting brokerage activities, moving closer to the 1998 target.
- Legislation authorizes a guarantee fund for pension funds in 1999, meeting the target.
- Virtually all banks now are covered by deposit insurance--3 years ahead of the target.

## **I.R. B Improved efficiency of the financial markets**

For the first time in Poland's modern history, private sector banks play a dominant role in the financial sector in terms of assets (50% in 1997, compared to 33.5% in 1996) and equity (68% in 1997, compared to 44.2% in 1996). This comes as the result of the 1997 privatization of two banks and licensing of new private banks that began operations in 1998. However, the criteria and process for privatization lacked transparency. This needs to be improved for the privatization of the remaining state banks. Competition and efficiency in the banking sector are still constrained by state ownership. The government has stepped up efforts with plans to privatize two more banks in 1998, which would bring the proportion of bank assets in private hands to more than two-thirds by the end of the year. Still, near-term

prospects are dim for privatizing the two largest of the remaining banks, the housing and savings bank and the agricultural cooperative bank. USAID's technical assistance for bank privatization, which was provided through the Treasury IAA, ended in early 1998.

Only the following indicator target for Intermediate Result B was not achieved:

IR B 1.2, Increased Competition in Financial Markets/Listings on Securities Exchanges.

Listings on the state-owned Warsaw Stock Exchange (WSE) continue to increase, contributing a deeper capital base to what was already the most liquid stock exchange (i.e., turnover ratio of 84.8%) among the transition economies of the region. While progress is being made, the USAID-assisted privately owned Over-the-Counter (OTC) market has not experienced the level of growth that would lead it to sustainability in the near-term. At 14, OTC listings fell one short of 1997's target. It is, however, already making strong progress in 1998, with an additional 8 listings in the first two months. Although direct assistance to the OTC operator ended in July 1997, USAID is sponsoring a program that continues through this spring to encourage a critical mass of listings by reimbursing some listing costs for companies selected in a competitive process. This, and major management, operational and financial changes at CeTO, the market operator, are contributing to the improved performance of the OTC market. Still, future year targets are deemed unrealistic in view of the pace of development not only of the OTC market, but also the WSE whose listings during the seven years from 1991 to 1997 were 9, 16, 22, 44, 63, 83 and 143, respectively. In consultation with ENI/PER staff, we have adjusted 1998 and 1999 targets for OTC listings downward to a more realistic 30 and 45, respectively, and added a 2000 target of 60. This indicator is one of the three highlighted in our FY97 R-4 submission. Other achievements supporting I.R. B include:

- The WSE received a big boost from listing of National Investment Funds, bringing total listings to 143, compared to 83 last year.
- New securities legislation allows brokerage houses to develop into investment banks, liberalizes and simplifies procedures for introducing securities into public trading, and allows for trading in warrants and derivatives.
- Private banks now hold over 45% of total banking sector assets (compared to target of 25% and 28.9% in 1996) and 63% of sector capital (compared to 40% in 1996).
- Initiated by the US government in 1991, the Warsaw Institute of Banking (WIB) has trained 7,500 Polish bankers and today has a solid cadre of foreign and Polish trainers; strong core curriculum; and continues to develop new courses.
- Two bank training institutes added housing finance to their curriculum.
- The new law on pledges will improve banks' opportunities for secure lending.

**I.R. C      Increased availability of financial services and products**

Operating results for the independent cooperative banking sector continue to improve, and further consolidation took place as banks merged to meet minimum capital requirements and improve efficiency. The number of local cooperative banks, both independent and state-owned, decreased from 1,394 in 1996 to 1,295 in 1997. However, the market is hampered by

competition from the state-owned agricultural bank, which continues to receive aid from the state in the form of restructuring bonds, preferential lending for agriculture, and full state guarantee of deposits. This aid is expected to diminish by 1999.

Just one indicator target for Intermediate Result C was not achieved:

IR C 2.1, Financial Services more Widely Accessible/Dispersion of Financial Intermediaries. While the number of registered credit unions increased from 217 in 1996 to 237 in 1997, this fell short of the 1997 target of 250. USAID's assistance through the World Council of Credit Unions helped the movement to diversify during the year from predominately state-owned enterprises to community- and organization-based credit unions. This shift in direction is expected to contribute to an increase in the number of registered credit unions next year. Accordingly, we have added a 1998 target of 300 credit unions. USAID's assistance to this movement will end in FY98 and progress will not be monitored beyond this point. This indicator is one of the three highlighted in our FY97 R-4 submission. Other achievements supporting I.R. C include:

- Passage of key pension reform legislation enables establishment of mandatory fully-funded private pension funds in 1999, keeping this indicator on-track.
- 107 grain elevators participated in USAID's pilot warehouse program, a four-fold increase over 1996.
- More than 25,000 housing loans were made, equivalent to about 45 percent of private sector housing completions, up from 18 percent a year ago. Some 25 banks offer a variety of long-term market-rate mortgage loans.
- New legislation permits the creation of specialized mortgage banks.
- The Housing Finance Sector Assessment report, "Building on Progress", and related conference increased industry focus on integrating housing finance into Poland's wider capital markets and of increasing geographic and economic access.
- The municipal bond market grew dramatically with 21 bonds issued in 1997, compared to just 12 in 1996 and a target of zero. Two-thirds of the issuers were new to the market. One bond was traded on the OTC market.
- Poland's SMEs will have increased access to bank credit through the Global Bureau's Loan Portfolio Guarantee program, with one facility in place and four more in process.

## **b. Summary Performance Rating**

An independent assessment of Poland's financial sector performance is provided by the EBRD in its 1997 Transition Report. EBRD rates Poland 3 out of 4+ in the area of banking reform and interest rate stabilization, indicating substantial progress in establishment of bank solvency and a framework for prudential supervision and regulation; full interest rate liberalization with little preferential access to cheap refinancing; significant lending to private enterprises and significant presence of private banks. Poland is generally considered the leader in capital markets development among the transition countries in Central and Eastern Europe and the NIS. EBRD rates Poland 3+ out of 4+ in the area of securities markets and

non-bank financial institutions, indicating substantial issuance of securities by private enterprises; establishment of independent share registries, secure clearance and settlement procedures, and some protection of minority shareholders; emergence of non-bank financial institutions (e.g., investment funds, private insurance and pension funds, leasing companies) and their associated regulatory frameworks. Overall, 1997 actual results against USAID intermediate results indicators surpassed expected results.

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

Pension reform will be a key focus of S.O. 1.4 efforts through 2000. USAID has been the lead donor in supporting public education efforts credited by the government with being a crucial factor in passage of key legislation that creates capital-funded private pension plans. Efforts will now shift to development of an effective regulatory body to oversee mandatory and voluntary private pension funds.

Prospects for achieving performance targets through 2000 are good. Some adjustments have been made to indicators and targets. Substantive changes are summarized below. All changes are detailed in indicator tables available from OAR/Warsaw's Program Office.

Indicators being added to the Management Contract or changed at the S.O. level are:

S.O. 1.4 1, *Real growth in bank lending to the private sector* is being added to the Management Contract for future years' tracking. This indicator is viewed as a key measure of banks' fulfillment of their intermediation role, also reflecting achievement of I.R. C goals for breadth and depth of financial services and products available and accessible. Addition of this indicator is consistent with the direction the ENI Program Objective Team 1.4 (POT) is going with harmonization of financial sector indicators, although a truer measure would exclude credit to financial institutions.

S.O. 1.4 2, *Stock exchange capitalization as a % of GDP* is being added to the Management Contract for future years' tracking. This indicator is viewed as a key measure of breadth and depth of capital markets development and reflects achievement of I.R. C goals for breadth and depth of financial services and products available and accessible.

S.O. 1.4 3, *Private bank assets as a % of total banks' assets* is being added to the Management Contract for future years' tracking. More private ownership in the sector will have far-reaching effects as banks become more competitive and efficient, begin offering more products and services at better prices, and will result in greater public confidence in the banking sector. This reflects achievement of I.R. A, B and C results. Addition of this indicator is consistent with the direction the POT is going with harmonization of financial sector indicators, although POT is likely to propose capital as a better measure.

S.O. 1.4 4, *Value of household bank deposits as % of GDP, year 2000 target increased from 15% to 30%* to reflect current trends (i.e., 1997 actual was 25%, disposable incomes are

rising, entrance of foreign banks in 1999 will increase competition and services and overall confidence in banking sector). This indicator is being added to the Management Contract for future years' tracking. This indicator is viewed as a key measure of the sector's performance, in that it measures not only public confidence, but also efficiency of mobilizing inexpensive funds and is consistent with the direction the POT is going with harmonization of indicators.

Indicators at the Intermediate Results level being adjusted are:

I.R. A 1., Supervision in place for banks, securities industry, private pensions and commodities trading. Self-regulation and guarantee mechanisms targets were disaggregated and are now covered in separate, pre-existing indicators I.R. A 3.1 and I.R. A 3.2, respectively. Target for supervisor of private pension plans moved up to 1999 from 2000.

I.R. A 1.2, Quality and coverage of supervision of financial markets, while reported as part of the Management Contract last year, will be replaced in future years by all of the above-mentioned S.O. indicators, which together are a better measure for increased confidence.

I.R. A 3.1, Coverage of financial markets by self-regulatory organizations (SROs). Note that in disaggregating I.R. A 1.2, the target for SROs for banks, which are supervised by the National Bank and was considered to have been met in 1996, and commodities trading, which is now supervised by the Polish Securities and Exchange Commission, are being eliminated. With respect to commodities, development of formal commodities exchanges in Poland has been slow and USAID's assistance will end in 1998. While an SRO for commodities exchanges likely will develop, it is not critical to the overall achievement of S.O. 1.4.

I.R. A 3.2, Financial intermediaries insured. The target for establishment of a guarantee fund for commodities market is being eliminated for the reasons stated above.

I.R. B 1.2, Listings on the securities exchanges. See previous comments. This indicator from last year's Management Contract is being replaced by indicator S.O. 1.4 2, Stock exchange capitalization as a % of GDP, which is a better indicator of capital markets development.

I.R. C 1.1, Diversity and volume of financial products/# of commodity futures listings/% of adult population covered by private pension funds if voluntary and if mandatory. Commodities futures listings target is being eliminated for reasons stated above. Private pension funds indicator is changed from "adult" to "working, non-farming" population to better reflect prospective participants in the pension system. The target for participation in voluntary plans is eliminated because the focus of the reform and USAID's assistance is on mandatory, licensed capital funded privately managed pension funds, which is targeted to reach 40% participation by 1999 and maintain this level in 2000.

I.R. C 2.1, Financial services more widely accessible. See comments in previous section. This indicator from last year's Management Contract is being replaced by indicators S.O. 1.4 1-4, which in aggregate are a better indicator of financial sector development.

### **3. Additional Requirements for Closeout and Graduation**

Many of the development needs identified in "Progress Relative to Planned Results" are also key thresholds Poland must meet for accession to the European Union, providing incentive for continued momentum by the government. USAID's financial sector portfolio seeks to address a number of the shortcomings by helping to increase public confidence, improve efficiency, and expand the availability of standard financial services. Areas being enhanced to support further strengthening of the sector include: (1) USAID's long-running project to build the bank regulatory authority will continue to develop inspectors' technical skills, institutionalize training, and strengthen enforcement capabilities; (2) as a continuation of work in the area of problem bank resolution, planned work with the Bank Guarantee Fund will promote a more consistent approach to undercapitalized banks; (3) institutional development of the new Office of Pension Fund Supervision will help to build confidence in the new private pension system and deepen capital markets; and (4) establishment of a regulatory framework for mortgage lending and development of industry-wide understanding of risks, opportunities and technical aspects of housing finance will facilitate the safe expansion of this market.

The planned 1998-99 activity "Financial Services to SMEs" is being eliminated because: (1) a new survey co-sponsored by USAID estimates a high percentage of small businesses have bank accounts and that SME's proportion of bank credit to enterprises was 34% in 1995 and 35% in 1996, much higher than previously thought; (2) over the past year, existing USAID activities have added or refocused efforts to include further development of SME access to financial services; and (3) progress is being made to resolve remaining impediments and it does not appear that USAID can add substantial value at this stage of development.

Global Bureau's Loan Portfolio Guarantee (LPG) program is the only S.O. 1.4 activity expected to continue beyond closeout. As agreed in our closeout plan, marketing to promote the program ended in December 1997 and any new facilities must be in place this year. Monitoring of any LPG facilities remaining beyond closeout, which could be as late as June 2003, will be carried out by Global. All facilities are to expire in FY 2003.

**OBJECTIVE:** 1.4

**APPROVED:** 5/96 **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** SO 1.4 A competitive, market-oriented private financial sector is developed.

**INDICATOR:** 1. Real growth in bank lending to the private sector.

**UNIT OF MEASURE:** % change in zlotys (PLN), deflated by change in consumer price index.

**SOURCE:**

National Bank of Poland

**INDICATOR DESCRIPTION:**

Size of claims on private sector by deposit money banks.

**COMMENTS:**

Real growth in lending to the private sector indicates that banks are increasingly fulfilling their financial intermediation role, and also may be accompanied by increased availability and accessibility of financial services and products.

Although total volume will continue to increase, lower rates of growth are expected over time.

Year	Planned	Actual
1993(B)		5.8%
1996		27.5%
1997	20%	29.4%
1998	20%	
1999	15%	
2000	15%	

**OBJECTIVE:** 1.4

**APPROVED:** 5/96    **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** SO 1.4 A competitive, market-oriented private financial sector is developed.

**INDICATOR:** 2. Stock Exchange Markets Capitalization as % of GDP.

**UNIT OF MEASURE:** % of GDP.

**SOURCE:**

Warsaw Stock Exchange (WSE)

**INDICATOR DESCRIPTION:** Market value of securities listed on stock exchange (including OTC market) divided by nominal GDP.

**COMMENTS:** This estimate is as of 12/31/97. The Warsaw Stock Exchange (WSE) received a substantial boost from the listings of National Investment Funds in 1997, contributing a deeper capital base to what was already the most liquid stock exchange (i.e. turnover ratio of 84.8%) among the transition economies of Central and Eastern Europe and NIS. Although the 1997 target was met, the position of the WSE and Over the Counter market in the Polish economy still is weak. In most developed capital markets, the average capitalization is about 40% of GDP. USAID/Poland's activities support development of the OTC and the Polish Securities and Exchange Commission. Capitalization in 1997 in absolute terms was:

WSE: 43,766,000,000 PLN

OTC: 148,614,000 PLN

Year	Planned	Actual
1994(B)		4%
1996	8%	7.9%
1997	12%	13.5%
1998	16%	
1999	18%	
2000	20%	

**OBJECTIVE:** 1.4

**APPROVED:** 5/96    **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** SO 1.4 A competitive, market-oriented private financial sector is developed.

**INDICATOR:** 3. Private banks' assets as % of total banks' assets.

**UNIT OF MEASURE:** % of bank assets.

**SOURCE:**

National Bank of Poland

**INDICATOR DESCRIPTION:** Privately owned banks' assets divided by total bank assets, in zlotys.

**COMMENTS:** For the first time in Poland's modern history, the private sector banks play a dominant role in the financial sector in terms of assets (50+%) and equity (68%) as a result of successful privatization of two banks in 1997 and the beginning of operations of new banks in 1998. However, the criteria and process for privatization lacked transparency and needs to be improved for privatization of the remaining banks. Competition and efficiency are still constrained by state ownership. The government has stepped up privatization efforts with plans for two more banks in 1998 which would bring private bank assets to more than 70%. However, near-term prospects remain dim for the two largest of the remaining banks (the agricultural bank and the housing/savings bank).

Year	Planned	Actual
1993(B)		19.0%
1995		31.7%
1996	20%	33.5%
1997	25%	50.0%
1998	40%	
1999	45%	
2000	50%	

**OBJECTIVE:** 1.4

**APPROVED:** 5/96    **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** SO 1.4 A competitive, market-oriented private financial sector is developed.

**INDICATOR:** 4. Value of household bank deposits as % of GDP.

**UNIT OF MEASURE:** Annual %.

**SOURCE:**

National Bank of Poland

**INDICATOR DESCRIPTION:** Value of household zlotys deposits divided by GDP.

**COMMENTS:**

Indicator definition refined from "personal" to "household" deposits, which is more common description of this statistic.

Deposits from households reached a total of 80,888,806,270 PLN in 1997.

Deposits from legal persons (i.e. corporate deposits) amounted to 34,610,735,310 PLN in 1997.

FY 00 target increased from 15% to 30% to indicate expectation of continued increase of household deposits with GDP. Both savings and investment are expected to increase as incomes grow, capital markets develop and public confidence in the banking sector increases.

Year	Planned	Actual
1994(B)		9.8%
1995		21.5%
1996		26.12%
1997		24.97%
1998		
1999		
2000	30%(new) 15% (old)	

**OBJECTIVE:** 1.4

**APPROVED:** 5/96    **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** IR A 1 Improved supervision of the financial sector.

**INDICATOR:** 1. Quality and coverage of bank supervision system.

**UNIT OF MEASURE:** a) Number of major banks inspected annually b) Uniform system for bank reporting in operation. (Yes/No)

**SOURCE:**

Barents Group LLC  
National Bank of Poland

**INDICATOR DESCRIPTION:**

a) Number of major commercial banks inspected annually on-site by the General Inspectorate of the National Bank (GINB)  
b) Existence of a uniform system of reporting to the NBP.

**COMMENTS:** Indicator description changed from banks "audited" to "inspected" to more accurately reflect the activities of GINB.

a) Through December 1997, GINB completed full scope examinations of 11 major commercial banks, whose assets comprise 40% of total commercial banking sector assets. Of the 9 major banks reported in 1997, 5 were consolidated during the year bringing the consolidated total to 4.

b) The uniform bank reporting system became operational in 1997 and was integrated into the on-site review of a major commercial bank in the fourth quarter of calendar year 1997.

Year	Planned	Actual
1995(B)	a)0 b)N	
1996	a)1 b) N	a) 2 b) N
1997	a)2 b) Y	a) 9 b) Y
1998	a)3 b) Y	
1999	a) 5 b) Y	

**OBJECTIVE:** 1.4

**APPROVED:** 5/96    **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** IR B 1 Increased competition in financial markets

**INDICATOR:** 2. Listings on securities exchanges

**UNIT OF MEASURE:** # of stocks (a-b).

**SOURCE:**

Warsaw Stock Exchange (WSE)

**INDICATOR DESCRIPTION:** Number of stocks listed on  
a) the Warsaw Stock Exchange, b) the OTC Market.

**COMMENTS:** Data is current as of 12/31/97.

a) At 143 listings, the WSE received a substantial boost from the listings of National Investment Funds in 1997, contributing a deeper capital base to what was already the most liquid stock exchange (i.e., turnover ratio of 84.8%) among transition economies of Central Eastern Europe and NIS.

b) Although direct assistance to the OTC operator ended in July 1997, USAID is sponsoring a program through Spring 1998 to encourage a critical mass of listings by reimbursing some costs of listing for companies selected competitively. This, and major management, operational, and financial changes at CeTO, the OTC operator, are contributing to the improved performance of the OTC. Still, future year targets are deemed unrealistic in view of the pace of development of the OTC market and the WSE whose listings during the years 1991-94 were 9, 16, 22 and 44. The target for OTC listings is being adjusted accordingly.

Year	Planned	Actual
1995(B)		a) 65 b) 0
1996	a) 80 b) 3	a) 83 b) 2
1997	b) 15	a) 143 b) 14
1998	b) 30(new) b) 50(old)	
1999	b)45(new) b)100(old)	

**OBJECTIVE:** 1.4

**APPROVED:** 5/96    **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** IR C 2 Financial sector more widely accessible.

**INDICATOR:** 1. Dispersion of financial intermediaries.

**UNIT OF MEASURE:** a) Cumulative # of credit unions formed, b) Cumulative # of commercial banks with municipal infrastructure loan programs; c) Cumulative # of banks disbursing housing & construction loans.

**SOURCE:**

World Council of Credit Unions (WOCCU)

**INDICATOR DESCRIPTION:** Dispersion is indicated by the number of intermediaries, e.g. credit unions, banks capable of large loans to municipalities, banks disbursing housing & construction loans of at least \$ 10 million per bank.

**COMMENTS:** a) USAID's assistance through WOCCU helped the movement to diversify during the year from predominately state-owned enterprises to community - and organization - based credit unions. The shift in direction is expected to contribute to an increase in the number of registered credit unions in 1998. Accordingly, a 1998 target of 300 has been added. USAID's assistance to this movement will end in FY 1998 and monitoring will cease.

b)No data are yet available on the number of banks with municipal infrastructure loan programs. However, there has been significant growth in the volume of long term credits by commercial banks to municipalities:

1994: 1,900,000 PLN

1995: 27,000,000 PLN

1996: 248,000,000 PLN

Year	Planned	Actual
1994(B)		a) 84 b) 1 c) 1
1995		a) 125
1996	a) 175 b) 3 c) 3	a) 217 b)see note c)18
1997	a) 250	a) 237
1998	a)300(new) a)250(old)	

## **II.C Strategic Objective 2.3: Local Government is effective, responsive, and accountable**

### 1. Performance Analysis

#### a. Progress Relative to Planned Results

Over the past year, USAID became a major player in the reform of the administrative and financial structure of local governance in Poland and continued to support improvement of municipal management capacity. Strategic Objective activities contribute to three strategies of the Strategic Plan for International Affairs: 6) Promotion of broad based economic growth in transitional economies; 12) Increase foreign government adherence to democratic practices; and 14) Secure a sustainable global environment. USAID added a new initiative to SO activities in response to the emergency situation caused by the July 1997 flood. The flood, of a magnitude unseen for 200 years, caused infrastructure and housing damage in over 120 cities and towns in Poland's southwest region; small businesses and industries were displaced. USAID responded by redirecting some of its existing programs to assist specific municipalities and by staffing the implementation of a \$500 million joint IBRD, EBRD, EU, and GOP infrastructure repair fund.

*Performance targets at the Strategic Objective level:* The household survey reported that 55.6% of households believed that local government was responsive to their needs, exceeding the 1997 target. The methodology for the second indicator, “*improvement in quality of service offered to citizens*”, was refined to more accurately measure response and provides a baseline for both gmina and household perception of change: 12.5 % of gminas self-assessed and 17.5% of citizens believed services have improved. It should be noted that there are two sets of performance measures for IRs 2, 3, and 4 -- one for national results and one for partner municipalities. The latter refer to the Local Government Partnership Program (LGPP), an activity that was delayed in the procurement process and only fully implemented in 1998; it will be servicing 48 partner municipalities by 1999.

### **IR 1 Improved Policy and Legal Framework Supports Local Government Functions** (no sub-IRs)

The SO team reformulated IR 1 to a higher threshold, recognizing the increased commitment of the new GOP to decentralization and policy reform and USAID's increased access to central government policy making. The September 1997 election brought into power a new coalition, which by December 1997, had committed itself not only to strengthen the municipal level of government, but also to put into place a second tier of elected government at the county (or powiat) level. We expect that these 300 new governmental bodies will assume responsibilities in 1999 for key services such as education and infrastructure, which to date have been under central government control. Equally important to local government autonomy and accountability is the commitment of the GOP to restructure the regional (or voivod) administrative structure by consolidating regions from 49 to 12 and to put in place

freely elected bodies of regional government. The importance of this reform transcends sectors; 80% of the public budget is currently controlled by central government. The reform will put 40% in non-central hands (a much larger proportion of the discretionary budget, after public debt and health insurance mandates are fulfilled), and therefore dramatically change the way most public services are financed and delivered.

Performance indicators/targets have been revised to fully capture this major reform:

*IR1-1. Municipal finance reform realized; IR 1-2. Legislative actions leading to greater decentralization in administration and finance (new); and IR 1-3. Efficiency and equity are improved in major State/Municipal transfer formulas.* Municipal-specific finance reforms begun over the last few years have been put on hold while the entire public finance system is being reconsidered. USAID advisors are providing technical support to the GOP Local Government Joint Commission Working Group on defining options for local government finance, now including municipal, powiat, and voivod. Due in large part to USAID advice, finance options now include the supplemental income tax for each level of government. This option gives local government more independent authority. The new target for passage of legislation creating new levels of local government is 1998. USAID can take credit in part for the commitment of the GOP to institute expeditiously powiat and voivodship reform; the success of the model "powiat" of Nowy Sacz, developed with USAID assistance during 1997, helped build momentum and credibility for full-scale public administration reform. To fully respond to requests by GOP for assistance, USAID plans to supplement its municipal policy activities with additional funds and contract extensions.

*IR 1-4. Legislative and regulatory measures that remove barriers to effective resource management (new) ; IR 1-5. Local models for delivery of services are adopted and influencing policy change.* Targets for both performance measures call for implementation in 1998. Progress towards these targets in 1997 includes: the GOP agreed to amend the budget law, and options are being reviewed with USAID advice; the GOP has established a working group to review water pricing and regulation and has agreed to allow pricing to include the cost of capital investments. Through the USAID-assisted development of local models, progress was made in the housing, health, and municipal finance sector: the GOP passed a law on Real Estate Economy in 1997, which regulates management of municipal and national real estate and encourages private investment; disclosure guidelines for municipal bonds were implemented by the Securities Commission; regulations for funding non-profit rental housing, put in place in 1996, were liberalized, resulting in the issuance of 27 loans representing 1400 housing units underway or completed; and, regulations to promote health sector use of contractors and cost-reimbursement mechanisms have been debated publicly and should be put in place in 1998.

Increased capacity of municipal associations, a previous IR 1 indicator, was placed under IR4 to measure the creation of sustainable and effective local government support institutions.

## **IR 2 Public Participation in Local Government Decision Making Increased**

Local government increasingly includes public participation in its decision-making. One problem area is financial sustainability of NGOs.

*IR 2-1. Gminas have their budget/strategic plans developed with participatory input from citizens, NGOs, and private business.* The methodology for determining this result was modified in light of the perceived overly high returns reported in the 1996 survey. Even with a more rigorous definition in the 1997 survey, 50% of gminas reported that they develop budgets/strategic plans with participatory input from citizens, NGOs, and private businesses, meeting the 1997 target.

***IR 2.1 Increased involvement by citizens, NGOs, and private business in local civic processes.*** This sub-IR supports the capacity of those outside government to participate and influence local government processes. *IR 2.1-1. NGOs have demonstrated capacity to work with and/or influence local governments.* The 1997 target was just missed (40% actual versus 42% planned), though showed a 3% increase over 1996. USAID-assisted NGOs have been quite successful: eight new (32 since 1994) Agencies for Housing Initiatives or AWIMS (NGO/municipal partnerships) were created in 1997; 40 public policy NGOs have substantially improved their financial management, external relations, and service delivery in 1997 (according to an institutional assessment). The former *IR 2.1-3. (now relabeled IR 4.1-4.) Sustainable NGOs have demonstrated capability to work with local governments in 4 sectors.* This indicator demonstrates that NGO financial sustainability remains a problem. Only 28% (15) of the assisted NGOs can be considered sustainable -- the same figure as 1996 and missing substantially the target of 40. A review of USAID-assisted NGOs, however, indicated greater progress towards sustainability. This study showed a 39% increase in the total annual budget and a 145% increase in funding from local government. USAID may review the sustainability standard following further analysis. The NGO sector will get new assistance through the Local Government Partnership Program, new NGO foundations being created (the Polish American Foundation and the Trust for Civil Society), and OAR's new Financial Sustainability Planning activity.

To distinguish and capture the important role of the private sector, a new performance target was added *IR 2.1-4. Private sector firms cooperating with, or influencing local governments.* USAID now has a baseline from which subsequent year targets can be made.

### ***IR 2.2 Local governments create and expand mechanisms for participation.***

Performance target *IR2.2-2. Local governments expand participatory mechanisms.* 73.3% of partner gminas and 60.5% of gminas nationwide have demonstrated participatory process experience. These figures exceed 1998 targets. USAID was responsible for creating innovative participatory mechanisms. A city/citizen communication strategy was developed and is being implemented by the City of Gliwice, with two-way communication channels and organizational changes that encourage citizen input. USAID-assisted NGOs have successfully engaged in policy debate with local governments, leading to the passage of 59 local

government ordinances that covered a range of issues, such as the first-ever locally developed education policy. Local government-funded NGO grant programs were established in seven cities; an additional eight are in progress. During 1997, USAID supported passage of local legislation in 11 cities that enabled establishment of neighborhood councils, which are elected sub-units of local government that afford greater citizen participation.

### **IR 3 Increased Capacity to Efficiently Deliver Services and Manage Local Resources**

USAID's program to increase municipal management capacity showed good progress in 1997 and met the performance targets for the national level. The delay in implementation of the LGPP hindered results for partner cities. Nonetheless, the pilot partnership and other local government activities already underway provided significant results in infrastructure finance, strategic management, and service delivery.

*IR 3-1. Municipalities borrow commercially or issue bonds for infrastructure projects.* A significant increase in use of longer term capital occurred in 1997, reflecting the growing maturity of the municipal finance system and better project preparation by municipalities. Over 24% of gminas borrowed capital at terms longer than 5 years, exceeding the 1997 target of 12%. (The performance of partner gminas was 5% below target, as expected). Twenty-one municipalities issued bonds to finance infrastructure investments, a threefold increase over 1996. The first municipal bond was traded on the over-the counter market. Interest from financial institutions in municipal lending is increasing; ten commercial banks are engaged in municipal capital lending. Debt finance still remains a mechanism used predominately by larger cities and a limited set of banks. USAID activities will work to expand both the number of financial institutions and the range of municipalities accessing longer-term capital.

*IR 3-2. Municipalities using public/private partnerships.* Forty percent of municipalities accessed private or NGO sectors for service delivery; 47% of partner cities did so, exceeding 1998 targets. This indicates a growing municipal capacity to conduct analysis of options and the growing acceptance of private sector solutions, encouraged by positive demonstration projects. During 1997, USAID helped implement six solid waste management and two landfill projects, private health services contracting in two cities, and real estate projects leveraging private participation in five pilot partner cities.

#### ***IR 3.1 Increased Technical and Managerial Capacity***

*IR 3.1-1. Municipalities in which local resource allocation decisions are based on strategic plans.* This indicator is a proxy for general management capacity. Performance exceeded expectations -- 39% of municipalities nationwide utilized strategic plans, compared to 10% expected; 56% of partner gminas compared to 50% target. USAID activities that support better management include: completion of a capital investment planning curriculum; completion of a municipal enterprise financial analysis model (the use of which resulted in the restructuring of four municipal enterprises in pilot cities); and revision of task based budgeting techniques to meet needs of smaller size municipalities. USAID also began to

develop new tools to assist in land management, a critical new-to-USAID area.

*IR 3.1-2. Municipalities with improved capacity to plan, finance, and manage infrastructure projects.* The SO Team revised the definition of good project preparation and provided a more realistic baseline. Thirty percent of national gminas now meet these standards; 13% of partner gminas. USAID can report impressive results from its direct project assistance. More than \$90 million worth of infrastructure investments were financed (district heating, water, etc), including seven solid waste landfills planned and under construction.

***IR 3.2 Increased level of financial resources available***

*IR 3.2-1. Gminas have improved economic development.* 1997 targets were met, both at national and partner level -- 56% of gminas noted an increase in the number of firms and 30% an increase in building permits. Economic development strategies were part of the three pilot city activities, resulting in two technology/industrial parks being established, as well as a model for market analysis at the gmina and powiat levels. More efficient service delivery also resulted in savings. *IR 3.2-3. Municipalities which have implemented cost recovery and market pricing.* Forty-one percent of municipalities nationwide demonstrated cost recovery pricing, and 63% of the partners -- both exceeding targets. According to GOP studies, maintenance costs of municipal rental housing stock continued to decline in real terms.

The LGPP becomes the primary activity addressing municipal management capacity; it will take the models and techniques developed over the past years, using the partner gminas as a base, adapt and refine them, and disseminate and institutionalize them across Poland.

**IR 4 Polish Institutions Supporting Local Government Functions (Activities) Are More Effective and Sustainable**

The ultimate indicator for the success of institutionalization will be achievement of targets at the national level. To capture this institutionalization, the SO team revised the IR description and increased the number of its indicators. These were incorporated into the 1997 survey and provide a baseline for coming years. The LGPP program is expected to make the major contribution to achieving IR 4; targets based on the 1997 baseline will be developed in negotiation with the LGPP contractor.

***IR 4.1 Providers of technical assistance and training are sustainable and available nationwide.***

During 1997, several major Polish institutions which support improved municipal management, became more technically capable and self-supporting. Fifteen local consulting firms have been trained in supporting municipal financial management and project finance. The Foundation in Support of Local Government, the leading local government training institution in Poland training more than 35,000 local government professionals each year, increased its self-generated revenues from 38% of its budget in 1996 to 51% in 1997. The Environmental Management Training Center in Warsaw provided non-subsidized fee-for-service training on finance and resource management to the staff of 50 municipalities. Four

national associations supporting private sector housing development are operating and self-sustaining. The national network of NGO support organizations, capable of assisting 2,000 customers annually, has increased its funding from local government by 400%.

#### ***IR 4.2 Local government associations represent their members' interests***

The national municipal associations have gradually increased the number of member gminas and have increased revenue generated by member fees by 150 to 300%. The association-sponsored System of Self-Government Analysis (SAS) has funded a secretariat to carry out lobbying for local government and developed and implemented a research agenda that will inform their lobbying, including creation of several data bases and internet links to share information. SAS will institutionalize these efforts in 1998.

#### **B. Summary Performance Rating**

1997 was a watershed year for local governance and for USAID's program. Giving more authority and responsibility to local governments was major issue in the national elections in September 1997. All but one major party supported further decentralization, recognizing the capacity of local government to efficiently and responsibly deliver services. USAID's program contributed substantially to both the policy agenda that will provide greater autonomy to local government and to its capacity to responsibly manage its resources. The fact that USAID was *the* organization to which the GOP turned to for advice on its new policy is evidence of the quality of work that has been delivered. In all areas, major progress was demonstrated: increased participatory decision-making and new systems of communication developed; more integration of NGOs and private sector into local government; dramatic increases in municipal capital investments and in the use of the capital markets; use of better management techniques, including cost recovery and enterprise restructuring for municipal services delivery; economic growth at the local level; and a greatly expanded network of Polish consultants and training experts able to assist municipalities.

The delay in the contract start-up until mid-January 1998 for the LGPP, a \$26 million effort, to mid-January 1998 did impact performance results, particularly for partner cities targets. Nonetheless, in sum, SO 2.3 met 1997 targets.

#### **2. Expected Progress Through FY 2000 and Management Actions; Closeout and Graduation**

By the year 2000, USAID will have helped its Polish counterparts attain the following thresholds, ensuring the long-term viability of democratic and effective local governments:

-- The legislative and policy environment will have been strengthened through amendment of the general finance law to better apportion municipal resources relative to service delivery demands and to increase local discretion over revenue raising and financing for services. As important, a sustainable system to address future policy needs will be in place, consisting of at least two municipal associations and two central government policy offices that have sustainable analytic and advocacy capacity.

-- The majority of local governments will have demonstrated that their decision making process has included the active participation of NGOs, citizens, and the private sector.

-- Good planning and management techniques in financial management and in five technical sectors will have been developed and will be in use by one quarter of municipalities and multiple consultant or expert institutions.

-- Polish expert capacity will have been sufficiently developed so that municipalities can select among expert services, including training, technical assistance, and academic institutions

In 1998, nine activities terminate, although the budget for the SO increases substantially. The LGPP becomes the largest activity, serving as an umbrella for best results from all previous assistance and carrying them out to completion and sustainability. The SO team itself has been reorganized to reflect the demands of both activities and the continuing role of the Regional Urban Development Office and its interrelationship with SO 2.3. Targets should be met by 2000, with two possible exceptions: IR 3 targets for partner performance (due to the inclusion of small, rural gminas, which will make less progress) and NGO financial sustainability.

Recognizing the receptiveness of the GOP to policy advice, the SO Team is extending the end date of the Democratic Governance and Public Administration activity, adding a procurement for legislative and regulatory work in water and budget reform, and adding one for assistance on land and urban development (including infrastructure finance). The latter responds to GOP demand and recognition of the gaps still existing in these critical areas.

**OBJECTIVE:** 2.3

**APPROVED:** 5/96    **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** SO 2.3 - 4 Local government is effective, responsive and accountable

**INDICATOR** 4. Gminas show improvement in quality of service offered to citizens.

**UNIT OF MEASURE:** 1a) % of gminas nationwide that self-assess their performance as improving from year to year; 1b) % of households nationwide that cite an improvement in the quality of municipal services, and attribute these changes to their gmina. 2a) % of partner gminas that self-assess their performance as improving from year to year; 2b) % of partner households that cite an improvement in the quality of municipal services, and attribute these changes to their gmina.

**SOURCE:**

National Survey of Households  
Survey of Partner Gminas

**INDICATOR DESCRIPTION:** Definition: Six major sectors are concerned: 1. Housing construction; 2. Housing management; 3. Local health care; 4. Solid waste disposal; 5. Water quality; and 6. Waste water treatment.

**COMMENTS:** FY 96 nationwide response represents data gathered from Feb. 1997 OBOP survey of gmina officials. FY 96 partner city data was collected by Urban Institute administering the OBOP questionnaire to 7 pilot partner cities in March 1997.

All FY 97 was gathered by OBOP in Feb. 1998. Results from national and partner gmina household surveys were added to this indicator in FY 97 to provide comparative data based on citizens' perception of their gminas' performance record. Following FY 96 methodology, all FY 97 data represents the weighted average of the shares of urban and rural gminas. Relevant criteria for all four surveys required that urban gminas improved quality in at least three services, while rural gminas improved quality in at least two services, according to self-assessment by gminas (a) and perception of households (b). Household results are for comparative purposes only.

YEAR	PLANNED	ACTUAL
1996(B		a) 17.24% b) 42.9% 3/7
1997	1a) 1b) 2a)30% 2b)	1a)13.3% 1b)17.5% 2a)20.0% 2b)23.0%
1998	1a)35% 1b) 2a)50% 2b)	.
1999	1a)40 1b) 2a)60% 2b)	.
2000	1a)50% 1b) 2a)66% 2b)	.

**OBJECTIVE:** 2.3

**APPROVED:** 5/96    **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** IR 1 - 2 Improved policy and legal framework supports local government functions.

**INDICATOR:** 2. Legislative actions that lead to greater decentralization in public administration and public finance.

**UNIT OF MEASURE:** Legislation passed and implemented on (a) the establishment of new levels of local government Powiats/Voivodships, and (b) a new system of financing them that effectively decentralizes the public finance structure (Law on Public Finance).

**SOURCE:**

Development Alternative Inc.  
USAID/Poland

**INDICATOR DESCRIPTION:** Legislation that establishes Powiats and/or other types of decentralized governmental structures, and effectively decentralizes the authority of these defined functions and resources to a lower level than the central government.

**COMMENTS:** Data for this indicator is based upon answers to the following question: "Has legislation been passed to: a) establish Powiat/ Voivodships in Poland, and b) decentralize the public finance structure?"

1. Yes, it was passed, monitored, and reviewed after 6 months its implementation.

2. Yes, it was passed.

3. No, however it is under debate in Parliament.

4. No.

"1" and "2" would constitute a "Y1" or "Y2" in actual data.

a/b) FY 97 is "3", as indicated by "N3" in the actual data field.

The new Government of Poland, appointed by the Parliament elected in September, 1997, adopted decentralization as a part of its policy. Both laws are expected to be passed by the end of 1998 and implemented in 1999.

YEAR	PLANNED	ACTUAL
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1997(B)	a) N3 b) N3	a) N3 b) N3
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1998	a) Y2 b) Y2	
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1999	a) Y1 b) Y1	
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2000		
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**OBJECTIVE:** 2.3

**APPROVED:** 5/96    **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** IR 2 - 1 Participation in local government decision-making increased.

**INDICATOR:** 1. Gminas which have their budget/strategic plans developed with participatory input from citizens, NGOs, and private businesses.

**UNIT OF MEASURE:** a) % of gminas surveyed nationwide that meet definition and b) % of partner cities that meet definition.

**SOURCE:**

National Survey of Gminas  
Survey of Partner Gminas

**INDICATOR DESCRIPTION:** Gminas that have their budget and strategic plan developed with the participation of citizens, NGOs, and businesses.

**COMMENTS:** FY 96 and FY 97 national and partner figures represent survey data collected by OBOP and Urban Institute respectively in 2/97, and by OBOP in 2/98. The above percentages include gminas that prepared their budget and/or strategic plan with the participation of at least two of the following parties: private business representatives, NGOs, and/or citizens.

Survey questions were modified in FY 97 to reflect the degree of participation rather than a simple yes or no. New baseline data show participatory input from two of the three above-mentioned parties regarding the gminas' a) budget, and b) strategic plan. According to this new methodology, FY 97 results are as follows: 1. National data: a) 53.2% b) 48.9%; 2. Partner data: a)60% b) 70%. Consecutive data cycles will reflect these improvements in survey methodology and indicator criteria, with these new baseline and new targets for 1998-2000.

YEAR	PLANNED	ACTUAL
1996(B)		a) 51.5% b) 42.9% (3/7)
1997	b) 70%	a) 70.4% b) 80.0%
1998	a) 55% b)75% (23/31)	
1999	a) 60% b)80% (34/43)	
2000	a) 65% b)83% (36/43)	

**OBJECTIVE:** 2.3

**APPROVED:** 5/96    **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** IR 3 - 1 Increased capacity to deliver services and manage local resources efficiently

**INDICATOR:** 1. Gminas that gain access to additional sources of financing by borrowing commercially or issuing bonds to finance infrastructure projects for economic development.

**UNIT OF MEASURE:** 1a) # of gminas that meet criteria a) and 1b) % of gminas that meet criteria b); 2a) # of partner cities that meet criteria a) and 2b) % of partner cities that meet criteria b).

**SOURCE:**

USAID/Poland  
National Survey of Gminas  
Survey of Partner Gminas

**INDICATOR DESCRIPTION:** Definition: Gmina that issued (a) bonds, or (b) borrowed long term (>5 years) commercially at market rates to finance investments to finance (completely or in part) investments that generate economic development in the gmina and/or for infrastructure projects.

**COMMENTS:**

All data for 1a) represent the actual number of gminas with municipal bonds.

FY 96 and FY 97 national and partner figures for 1b and 2a/b) represent survey data collected by OBOP and Urban Institute respectively in 2/97, and by OBOP in 2/98.

YEAR	PLANNED	ACTUAL
1996(B)		1a) 4 1b)12.4% 2a) 1 2b)14.2% (1/7)
1997	1a) 5 1b)12.4% 2a) 2 2b)29% (2/7)	1a) 21 1b)24.9% 2a) 3 2b) 20%
1998	1a) 20 1b)13% 2a) 11 2b)35% (11/31)	
1999	1a) 30 1b) 15% 2a) 22 2b)50% (22/43)	
2000	1a) 50 1b)20% 2a) 30 2b)70% (30/43)	

**OBJECTIVE:** 2.3

**APPROVED:** 5/96    **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** IR 3 - 2 Increased capacity to deliver services and manage local resources efficiently

**INDICATOR:** 2. Gminas using public-private partnerships for service delivery (including housing and economic development).

**UNIT OF MEASURE:** a) % of gminas surveyed nationwide that meet criteria; b) % of partner cities that meet criteria.

**SOURCE:**

National Survey of Gminas  
Survey of Partner Gminas

**INDICATOR DESCRIPTION:** Definition: Gminas that entered into agreements or partnerships with firms or NGOs that empower these organizations to undertake delivery of services normally to be undertaken by the gmina.

**COMMENTS:** The above percentages represent both national and partner gminas having contracted out their municipal service delivery to a private firm.

Services monitored include: health care, solid waste disposal, sewage, water provision, public transportation, and heating.

On a related note, when asked "What efforts does your gmina make to further local economic development?", 56.7 % of partner gminas mentioned "Inviting public-private partnerships in developing key sites", compared to 39.9% of the national sample of gminas.

YEAR	PLANNED	ACTUAL
1996(B)		a) 35% b)14.3% (1/7)
1997	none planned	a) 40.3% b) 46.7%
1998	a)40% b)25% (8/31)	
1999	a)50% b)40% (17/43)	
2000	a)60% b)65% (28/43)	

**OBJECTIVE:** 2.3

**APPROVED:** 5/96    **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** IR 4 - 1 Polish institutions supporting local government functions are sustainable and more effective.

**INDICATOR:** 1. Gminas nationwide are using an array of Polish-procured services on a sustainable basis.

**UNIT OF MEASURE:** Percentage of gminas in the partner cities and nationwide that report that they are able to secure the defined services and products from local Polish sources that are effective and available at reasonable cost.

**SOURCE:**

National Survey of Gminas  
Survey of Partner Gminas

**INDICATOR DESCRIPTION:** Services include: 1) technical advice in each of the 7 LGPP technical areas; 2) access to best practices models and research on local government issues; and (3) in-service training to local government service in each of the 7 core LGPP areas.

**COMMENTS:** FY 97 national and partner figures represent survey data collected by OBOP in 2/98. Percentages represent gminas that report having used the defined services and products from local Polish sources that are effective and available at reasonable cost.

i. technical advice in each of the 7 core LGPP technical areas - Nat'l: 51.9%; Partner: 63.3%.

ii. access to "best practices" local government models and research on local government issues - Nat'l: 15.9%; Partner: 43.3%.

iii. in-service training and trained new entrants to local government service in each of the 7 core LGPP technical areas - Nat'l: 56.2%; Partner: 66.7%.

Based on the 1997 survey, the SO Team will establish new targets in collaboration with LGPP contractor and partners.

YEAR	PLANNED	ACTUAL
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1996(B)		3
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1997	TBD see comments	see comments
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1998	TBD	
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1999	TBD	
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2000	TBD	
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**OBJECTIVE:** 2.3

**APPROVED:** 5/96    **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** IR 4.2 - 1 Local government associations represent their members' interests.

**INDICATOR:** 1. Local government associations increase their capacity to lobby for local government policy reform and improve the quality of their lobbying efforts.

**UNIT OF MEASURE:** Assessments, key informants, and focus groups (which should include Parliamentarians) agree that the quality and effectiveness has improved. In particular:  
a) Over 50% of Parliamentarians report improvement in the quality of reports/documents (Y/N); and b) USAID and DAI assessment.

**SOURCE:**

Development Alternatives Inc.  
USAID/Poland

**INDICATOR DESCRIPTION:** Change in quality and effectiveness of information and analyses prepared by local government associations.

**COMMENTS:** The following results scale is being applied to this indicator: N2 = No progress; N1 = Little progress; Y2 = Considerable improvement; Y1 = Significant improvement.

The FY 96 survey of Parliamentarians found:

1) An increase in the use of verbal briefings and technical papers, as well as a perceived increase in their relevance; and  
2) Most lobbying is still done "verbally". FY 97 data includes the following: a) The survey was not conducted as a new Parliament was elected in September, 1997 the old Parliament having ceased its operation in July 1997, three months after the FY 97 survey. Data will be collected in 1998. b) USAID staff conducted an informal evaluation with Members of the new Parliament. The evaluation showed that the national municipal associations have improved their ability to use written materials instead of verbal briefings and are able to articulate their interests directly to the leadership of political parties, Parliament and GOP. By the end of 1998, municipal associations will be equipped with results of policy analyses produced by the SAS (System of Self-Government Analyses) Program, supported by USAID/Poland.

YEAR	PLANNED	ACTUAL
1996(B)	a) N b) N	a) N b) N
1997	a) N1 b) N1	a) b) N1
1998	a) Y2 b) Y2	
1999	a) Y1 b) Y1	
2000		

**OBJECTIVE:** 2.3

**APPROVED:** 5/96    **COUNTRY/ORGANIZATION:** Poland/USAID

**RESULT NAME:** IR 4.1 - 4 Providers of technical assistance, training, dissemination of best practices models, research, organized community involvement, and other support to local government are sustainable and available nationwide.

**INDICATOR:** 4. Sustainable NGOs that have demonstrated capability to work with, and/or influence local governments in the fields of environment, social services, economic growth, and democracy.

**UNIT OF MEASURE:** Numbers of USAID/Poland-assisted NGOs that meet the requirements of IR 2.1 - 1 and are also sustainable as defined below.

**SOURCE:**

Survey of Assisted NGOs  
National Survey of NGOs

**INDICATOR DESCRIPTION:** Sustainable NGOs meeting all 5 criteria: 1) 3 or more different sources of funding; 2) resources guaranteed to realize activities for at least 7 months; 3) financial management system in place; 4) donation/grants from abroad account for < 50% of revenues, and 5) operating at least 3 years.

**COMMENTS:** FY 96 and FY 97 national and USAID-assisted figures represent survey data collected by OBOP and AED respectively in 2/97, and by OBOP in 2/98. This indicator reflects the "financial sustainability" of NGOs. A similar figure was also calculated from the national survey of public-policy NGOs. As cited above, 15 (28%) of USAID/Poland-assisted NGOs met all five criteria, compared to 16% of the national sample of NGOs. Conditions were also established for measuring "institutional sustainability". (Please see attachment for outline of both financial and institutional sustainability criteria.) According to this study, 69% of USAID/Poland-assisted NGOs were "institutionally sustainable", compared to 40% of the national sample of NGOs.

Further discussion b/t the mission and LGPP contractor will take place in 1998 to determine sample selection methodology for future public policy NGO data collection cycles.

YEAR	PLANNED	ACTUAL
1996(B)		15
1997	40	15
1998	70	
1999		
2000		

## SO 2.3 IR 4.1 - 4

**Sustainable NGOs that have demonstrated capability to work with, and/or influence local governments in the fields of social services, economic growth, and democracy.**

NGOs deemed “financially sustainable” meet *five out of the following five* criteria:

1. Three or more diverse sources of funding
2. Guaranteed resources to realize activities for over seven months period into the future;
3. Operating for at least three years;
4. Financial management system in place;
5. Donations/grants from abroad account for less than 50% of the 1997 financial base

NGOs deemed “institutionally sustainable” meet *five out of the following eight* criteria:

1. Share of organization's tasks realized by volunteers is < 60%;
2. NGO collects information about client needs/concerns of the community;
3. Flexibility vis a vis NGO's mission and client needs;
4. Possession of internal auditing process;
5. NGO staff participation in training;
6. Increase in budget (1996-1997);
7. Grant application activity;
8. Membership in NGO networks and/or associations.

## **II.D Special Initiatives 4.1 and Cross-Cutting 4.2**

Activities clustered under Special Initiatives and Cross-Cutting categories have changed little from those anticipated in the Graduation Plan. Most of them represent commitments that pre-date the OAR's focused, three-Strategic Objective program adopted in FY 96, and are phasing down successfully. Exceptions to this pattern are (1) new assistance by the U.S. Federal Emergency Management Agency (FEMA) to help mitigate future natural disasters--a direct outgrowth of 1997's devastating floods in the southern part of the country--and (2) a Department of Labor (DOL) Displaced Workers program (substitute for the related-but-never-initiated Reemployment Fund activity) that will implement an integrated approach to downsizing industries, with special reference to Silesia's coal mining sector [see more below].

The most important new influence on the Special Initiatives account is the election of the new Polish Government, which is continuing and strengthening the mandate for political and economic reform. Because government priorities are still emerging and taking shape, the Embassy and USAID believe it is important to have a modest level of programmatic and budgetary flexibility as Poland approaches SEED graduation in FY 2000. Accordingly, the Special Initiatives Support provision in the FY 98 and 99 budgets--5.6% of the total FY 97 CO and FY 98/99 budgets--is small in relative terms but sufficiently large in financial terms to respond quickly to emerging opportunities. This might include influencing GOP policy and legislative formulation and debate, and overcoming obstacles or bottlenecks that may arise unpredictably and, if left unchecked, might compromise achievement of USAID's strategic objectives at graduation.

Two activities have been extended longer than anticipated in the FY 99 R4: (1) the PIER mine safety program in Upper Silesia, and (2) the National Democratic Institute's Political Party Building program:

- PIER was given extra time to assist the GOP and Solidarity institutionalize arrangements for continued mine safety education and oversight; this is moving successfully towards sustainability, with handover to the Polish parties by September, 1998.
- OAR wishes to keep NDI engaged through the upcoming local ("powiat") elections, now scheduled for September, continuing the very effective and well received nonpartisan party cadre training. This initiative supports our other, larger efforts in political decentralization and devolution, most notably the LGPP.

An entirely new activity, Disaster Preparedness Training, with FEMA as implementor, is in direct response to GOP requests for enhanced skills in disaster response planning and mitigation--an area of need highlighted by the 1997 floods.

Two PROWID activities--in women's reproductive health and empowering women's groups (jointly implemented in Poland and Ukraine)--are managed out of Washington with very little OAR involvement. The PROWID program is scheduled to be completed by March, 1999,

enhancing women's groups' advocacy capacity.

Altogether, the impact of these new and extended activities on the program close out plan is slight: 11 activities instead of the planned 10 activities will continue into FY 99, and one of these only for two months.<sup>4</sup> The number of 4.1/4.2 activities will dwindle to five at the beginning of FY 2000--as planned in the last (FY 99) R4--and two of these will in fact terminate earlier in FY 2000 to facilitate orderly closure of the AID mission. No OAR staff will be assigned primarily to Special Initiatives or Cross-Cutting activities management.

### **Labor Market Restructuring**

Displaced Workers Program. As planned last year, the DOL Displaced Workers program (new Reemployment Fund) will focus on Upper Silesia as a possible model for mitigating the social costs of economic restructuring throughout Poland. The DOL approach, developed in North America and successfully applied elsewhere in Central Europe, is based upon formation of a multi-agency, multidisciplinary "rapid response" team involving downsizing industries, area businesses, community groups, and government in planning and implementing measures to mitigate impacts on displaced workers. The design of the DOL program fell behind schedule, as 1997 flood assistance elements were considered (and ultimately discarded) and while the Polish partners sorted out the extent and nature of public/private cooperation in the program. Most recent information from the GOP indicates that it is now prepared to implement an accelerated coal mine restructuring effort, which would affect large numbers of miners over the next several years. The DOL, in collaboration with the Embassy and OAR, is completing the detailed implementation workplan for the Displaced Workers program, with on-site activity commencing in the Third Quarter of FY 98. This activity is planned to end by December 31, 1999.

Training Centers. DOL is completing assistance to the White Collar Training Institute at Lodz and the two Construction Trades Training Centers, at Gdynia and Warsaw (Praga).

The White Collar training program is moving successfully to sustainability. Fees have been raised and the center has an effective marketing program in place. Graduates are being easily placed in Polish businesses and government. DOL support is being scaled back substantially in 1998, and is scheduled to end in FY 99.

The Solidarity Construction Trades Centers have been more problematic. Trainee/teaching staff ratios have deteriorated, management leadership (in one center) has been weak, and the centers have not been able to successfully increase training stipends from the GOP or find substitute sources of revenue from the private sector to replace scaled back USG assistance.

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<sup>4</sup>Does not include activities (e.g. Ron Brown Fellowships-USIA, DOJ-Regional Legal Advisor, SPA-Peace Corps) exclusively managed elsewhere, principally out of AID/Washington or the SEED Coordinator.

In February, Solidarity took the dramatic step of closing the Gdynia center, and will reopen with new management and new/rehired staff on a downsized scale, emphasizing "core" skills and supplementary part-time instruction. Similar but less dramatic reforms are planned at the Warsaw center. Negotiations are underway to link the centers to major multinational infrastructure investments, bringing in badly needed new sources of revenue and expertise. Overall, prospects for the centers have improved by Solidarity's resolute actions, but the outcome is still uncertain. DOL is closely monitoring the programs and conditioning its last tranches of assistance on Solidarity's adoption of a turn-around operational plan.

### **Free Press and Political Development**

The Warsaw Journalism Center is conducting an aggressive campaign to attract new sources of revenue, especially from the international philanthropic community. At the same time, it is revising its course offerings to adapt to the maturing journalism marketplace in Poland, a measure of WJC's success in fostering a strong and free print and electronic media. WJC plans to occupy new modernized facilities by year's end, at the same time it graduates from SEED assistance. WJC may have to consolidate its operations, and exploit emerging niches in journalism training, as other (usually commercial) capabilities grow in Polish journalism, but if that adaptability continues, the Center should have good medium to long term prospects.

The National Democratic Institute has been very successful in building political party cadre organizational skills across the spectrum of left, center, and right parties in Poland. An enhanced role for women and youth in party management and as candidates has been a special outcome of NDI's activities most recently. OAR has decided to extend NDI's tenure in Poland to see the political parties through the upcoming local elections--including for the new powiat (county) governments--now scheduled for early fall, 1998. Perhaps the best measure of the SEED program's success in democratic development is that elections, political debate, legislative actions, and transfers of power have become normal, i.e. Polish politics are vigorous, even rambunctious, but increasingly equivalent to political processes elsewhere in the democratic world.

### **Environment and Global Climate Change**

As a signatory of the Framework Convention on the Climate Change (FCCC), and a party to the Kyoto Protocol (to be signed probably in April 1998), Poland has made a commitment:

- to stabilize the greenhouse gas (GHG) emissions (presented as a carbon dioxide CO<sub>2</sub> equivalents) to their 1988 level by the year 2000; and
- to reduce the net emission of the GHG, during the period of 2008-2012, by 6% below the 1988 level for carbon dioxide CO<sub>2</sub>, methane CH<sub>4</sub>, and nitrous oxide N<sub>2</sub>O, and below the 1995 level for industrial gases.

It is expected that by the end of 1998, Poland will establish an interdisciplinary,

interministerial National Climate Protection Committee responsible for fulfilling the GOP's commitment to the FCCC and the Kyoto Protocol and for the development, supervision and implementation of the GHG reduction action plan. GOP intends to: institutionalize and make sustainable the GHG emissions inventory, strategic planning and reporting; include the GHG emissions reduction in the EU negotiations agenda; and create within the Agency of Technic and Technology a national database for the GHG reduction technologies.

During 1999-2001, Poland should complete implementation of the national emission trading system and the GHG reduction action plan, and continue research and reporting on fulfilling commitments and economic impacts of actions undertaken in such areas as:

- increased energy effectiveness in all sectors of the economy;
- promotion of sustainable agriculture and forestry;
- promotion of renewable energy sources;
- improved transportation and landfilling systems; and
- introduction of economic incentives for GHG reduction.

Responding to the Presidential Climate Change Action Plan and the selection of Poland as one of the key countries, OAR/Poland committed to contribute no less than \$3,000,000 from the FY98 budget. Because USAID/Poland could not anticipate any additional funding, this contribution is to be made through existing activities. The one exception is the possible use of mission funds to cover the country credit risk cost for use of Development Credit Authority (DCA) for loans to businesses undertaking GCC activities (see SO 1.3). USAID/Poland will focus GCC efforts on individual businesses and at the local government level to increase effectiveness in planning and financing initiatives that address GCC. Activity with the central government will be limited to specific activities such as developing the GHG emission inventory.

The two objectives of the USAID/Warsaw GCC program are to help:

- (1) decrease the GHG emissions from the energy and urban sectors;
- (2) increase Poland's participation in the FCCC.

Activities to address the first objective include:

- policy reform: promoting market based energy prices, strengthening the Energy Regulatory Authority, development of Energy Law-related secondary legislation (Bechtel);
- business sector: TA to SMEs and power distribution companies for their energy efficiency projects and for least cost planning (Electrotek, Polish Foundation for Energy Efficiency, WEC);
- municipal sector: TA to municipalities in development of the Global Climate Change Action Plans, increased energy efficiency in housing rehab and construction, in district heating, in public transit vehicles, and land planning for future energy efficiency; GHG reduction through improved solid waste landfill development (Chemonics, CHF);

The second objective will be addressed through building a base to institutionalize and making the GHG emissions inventory system sustainable by supporting--through TA for creation of a database and equipment--a GOP-selected Polish organization responsible for conducting the national GHG inventory according to the standards required by the FCCC.

The SEED program in Poland is also supporting completion of the Krakow Low Emissions and Skawina Fossil Energy projects. Both are moving towards completion. Cost estimates and 70% designs for the Skawina activity retrofit are scheduled to be completed by mid-1998, to be followed by critical joint financing and implementation modality decisions with the GOP. Including available deobligations, AID has pledged to provide an additional \$5 million from FY 98 and 99 budgets as well as \$800,000 for U.S. management costs (at this time expected to cover the cost of U.S. Army Corps of Engineers supervision). As the final phase of the Krakow Low Emissions project, the U.S. Department of Energy (DOE) will assist the Krakow central heating authority in converting all remaining boilers from coal to gas fuel and install modern heat exchanger and combustion control technology.

### **Cross-Cutting Support**

OAR/Poland will begin a Financial Sustainability program this FY. Present plans are to engage a U.S./Polish contractor group, which will solicit applications from selected Polish grant recipients. Selected recipients will present their basic business plans for financial and institutional sustainability, along with real commitments of time, staff, and finances, and the contractor will provide training and advisory services. Approximately 10 institutions (out of a larger group of initial applicants) would be assisted, at an average value of \$25,000 per institution. This activity, then, can be seen as a "topping off" of prior U.S. assistance to increase the prospects of a smooth transition to sustainability upon program graduation. According to AID's most recent (1997) survey of NGOs, 28% of AID-assisted NGOs, and 16% of the national comparative group, met all criteria for financial sustainability. However, a recent AED survey of financial as well as institutional NGO capacity suggests that this data does not differentiate stronger from weaker NGOs; by these measures, AID-assisted NGOs do much better (94%). See SO 2.3 narrative for more details.

OAR will contribute \$85,000 each year from both the FY 98 and FY 99 budgets under the 180-0249 (AEPS) project for ICASS support of program funded staff (US and Third Country PSCs and FSNs).

### III. Status of the Management Contract

#### A. General

No strategic objectives are proposed to be changed or deleted for performance or other reasons. OAR/Poland believes that the basic Results Framework correctly depicts the strategy and program of the mission. One Intermediate Result, IR 1 under SO 2.3 has been adjusted to have actual policy change--rather than "influence" or dialogue--be the result sought. Also, certain indicators and targets under SOs and IRs are proposed for change, but usually because our growing experience with the program permits us to be more sophisticated in terms of performance measurement and our targets to be more informed and more realistic. Generally, these changes reflect a toughening of standards. In all cases, the changes proposed are detailed in the narratives for the strategic objectives and/or in accompanying performance data tables.

#### B. Schedule for Termination of Significant Activities

Compared to the FY 99 R4 plan, OAR/Poland remains close to the activity phase-down schedule, but some adjustment--especially in the number of activities active in FY 99--has occurred. Tables 2 and 3 summarize, and detail by activity, present expectations regarding activity phase-down. Revised (circa 1998) numbers in the Summary Table are in parentheses. The gross number of activities continuing into FY 99 under SO 1.3, where the increase in the greatest, is less significant than it appears. Two activities, in the housing subsector, have been extended into the first quarter FY 99 but terminate by December, 1999; another SO 1.3 activity also terminates, as originally planned, by the end of the first quarter FY 99. Three other SO 1.3 activities wrap up by December, 1999--all earlier than planned because planned results have been achieved. In sum, by the end of the first quarter FY 99, five of the 18 SO 1.3 activities carried over into FY 99 terminate.

Entering FY 2000, phase-down is on plan excepting SO 1.3 and--to a slight extent--SO 2.3. One planned SO 1.3 activity (SME Assistance and Development) is being curtailed, but four others carry on:

-- University of Minnesota is extending its successful dual certificate program to Olsztyn University, albeit in developing a public administration program. This region is underserved in public administration education, which could be a problem in terms of implementing devolution to local governments.

-- The SME Technology Transfer activity is OAR/Poland's biggest new start in FY 98, and will continue into FY 2000. This program was discussed and defended in the FY 99 R4 presentation, but was unintentionally not included in the activity phase-down schedule at that time.

-- The Development Credit Authority (DCA) implementation is projected to extend into FY 2000. DCA is being undertaken with ENI/Washington encouragement and in support of Agency global climate change initiatives.

-- PAEF is being "extended" throughout the balance of the SEED program. PAEF has no management burden on OAR/Poland.

Because of the increased/extended activity in SO 1.3, OAR/Poland proposes to extend one Foreign National project manager position into FYs 1999 and 2000.

The final U.S. commitment to help Poland rebuild from the 1997 floods is Kłodzko Historic Revitalization, which will continue into the second quarter of FY 2000. A more significant effort is the new Housing and Municipal Policy activity, also extending to March, 2000. This activity will be an important complement to LGPP, at the national policy formulation level and therefore deemed important for achievement of SO 2.3.

Already approved by ENI/Washington, DOE's Krakow Low Emissions project is being extended one year to complete Krakow's switch over from coal to gas city heating. It entails minimal OAR management oversight.

### C. Relative Changes in Strategic Objectives and Strategic Assistance Areas

Pursuant to ENI Bureau requirements, certain levels of budgetary shifts among strategic objectives (>20%+/-) and strategic assistance areas (>5%+/-) must be approved by the Assistant Administrator. Table 4 depicts the requested adjustments for FY 98 and FY 99. Specifically, in FY 98 and in FY 99, SO 2.3 is reduced by 25.5% and 16.5%, respectively, and SOs 4.1/4.2 are increased by several hundred percent. The principal explanation for the reduction in SO 2.3 resources requested is due to the fortunate lower cost of the Chemonics contract for the Local Government Partnership Program (LGPP); OAR prudentially budgeted for a total LGPP cost over \$30 million, but the final contract cost was less than \$26 million. A portion of the savings was directed within SO 2.3 for enhanced policy formulation work at the national level, and for the proposed Development Credit Authority (DCA) program of \$750,000. The balance essentially was shifted to SO 4.1 Special Initiatives Reserve. Together with the doubling of the budget for the Financial Sustainability Planning activity (to \$500,000) and the mandated provision of \$2.8 million FY 98 and \$1.0 million FY 99 for the Skawina Fossil Energy project, this accounts for the sharp increases in the SO 4.1 and 4.2 accounts (the latter from a very low dollar base in the originally planned FY 99 R4 budget).

AA/ENI approval of these budget adjustments is formally requested.

TABLE 2

## Program Close-Out Plan: Summary Table

Strategic Objective	FY 99	FY 99	FY 00	FY 00	FY 01	FY 01
	# of activities 10/1/98	# of staff 10/1/99	# of activities 10/1/99	# of staff 10/1/00	# of activities 10/1/00	# of staff 1/10/00
SO 1.3	18 (11)	4(3)	4(1)	3.5(3)	0	0
SO 1.4	9 (9)	3	4 (4)	2.5	0	0
SO 2.3	13 (10)	9	3 (3)	8	1	4
SO 4.1+ SO 4.2	11 (10)	0	5 (5)	0	0	0
<b>TOTAL</b>	<b>51 (40)</b>	<b>16(15)</b>	<b>16(13)</b>	<b>14(13.5)</b>	<b>1</b>	<b>4</b>

Footnotes

1. FY 99 R4 (prepared in 1997) plan numbers in parantheses.
2. IAA 632(a) activities by DOJ and USIS as well as activities by Peace Corps and Georgetown University Fellowships are not counted because they do not require USAID/Poland oversight. This also assumes an IAA 632(a) for Skawina Project.
3. The SO 4.2 activities are not ends in themselves; they support activities under the other Strategic Objectives. The activities under SO 4.1 and 4.2 will be managed by PSCs and FSNs who have other responsibilities under other SOs and the Program Office.
4. SO 2.3 staff numbers include RUDO as well as ENI-funded staff.
5. AIDREP, EXO, RCO, Controller and Program Office staff are not included.

USAID/Poland Schedule for Termination of Principal Activities

TABLE 3

Strategic Objective/Activity Name	planned enddt	FY 98				FY 99				FY 00				FY 01	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<b>SO 1.3 Private Sector Enterprise Development</b>															
FSLD - PolishAmerican Enterprise Club	12/97	X													
Management Training - Univ. of Warsaw (unsol. prop)	12/97	X													
American University - Building Skills for US-Polish Trade	8/98	X	X	X	X										
SEAF - Small Enterprise Assist. Funds (CARESAC)	9/98	X	X	X	X										
World Env. Center	9/98	X	X	X	X										
Utility Partnership Program	9/98	X	X	X	X										
OIC-Poland	9/98	X	X	X	X										
Polish Association of Home Builders	10/98	X	X	X	X	X									
Property Management Training	10/98	X	X	X	X	X									
WID SME Support II	12/98	X	X	X	X	X									
IDLI - Commercial Law Training	12/98	X	X	X	X	X									
Industry Contracts - Restructuring/Legal Reform/IPP	12/98	X	X	X	X	X									
ABA/CEELI - Commercial Law	1/99	X	X	X	X	X	X								
SME Development /CAER II	3/99	X	X	X	X	X	X								
SME Assistance and Development	8/99	X	X	X	X	X	X	X	X						
CASE - Sustaining Growth	9/99	X	X	X	X	X	X	X	X						
IAA with Treasury - Tax Administration	9/99	X	X	X	X	X	X	X	X						
Management Training Large Grants - Univ. of Maryland	9/99	X	X	X	X	X	X	X	X						
Cooperative Housing in a Market Economy	9/99	X	X	X	X	X	X	X	X						
Industry Contracts - Energy Efficiency	9/99	X	X	X	X	X	X	X	X						
Energy Regulatory Authority	12/99	X	X	X	X	X	X	X	X	X					
Management Training Large Grants - Univ. of Minnesota	6/2000	X	X	X	X	X	X	X	X	X	X	X			
SME BSO Technology Transfer	6/2000	X	X	X	X	X	X	X	X	X	X	X	X		
Development Credit Authority	6/2000	X	X	X	X	X	X	X	X	X	X	X	X		
Polish-American Enterprise Fund	9/2000	X	X	X	X	X	X	X	X	X	X	X	X		

Comparison to FY 99 R4 Plan

KEY:

X new or extended activity

shortened or deleted activity

USAID/Poland Schedule for Termination of Principal Activities

TABLE 3

Strategic Objective/Activity Name	planned enddt	FY 98				FY 99				FY 00				FY 01		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
<b>SO 1.4 Financial Sector Development</b>																
Pension Funds: Plenipotentiary's salary	9/97															
IAA with Treasury: Bank Sector Financial Reform	1/98	X	X													
Warsaw Institute of Banking (Bank Training)	4/98	X	X	X												
VOCA - Commodity Exchange	9/98	X	X	X	X											
Bank System Development (Payments)	11/98	X	X	X	X	X										
WOCCU - Building the Polish Credit Union System	3/99	X	X	X	X	X	X									
Bank System Development (Credit Rating)	3/99	X	X	X	X	X	X									
Cooperative Banking	7/98	X	X	X	X											
Urban Institute: Housing Finance	9/99	X	X	X	X	X	X	X	X							
Municipal Access to Capital Markets	12/99	X	X	X	X	X	X	X	X	X						
Private Pension Funds III	3/2000				X	X	X	X	X	X	X					
Poland - National Bank of Poland (Supervision)	6/2000	X	X	X	X	X	X	X	X	X	X	X				
FSVC Grant	9/2000	X	X	X	X	X	X	X	X	X	X	X	X			
Financial Services to SMEs	9/2000															

Comparison to FY 99 R4 Plan

KEY:

- X new or extended activity
- shortened or deleted activity

USAID/Poland Schedule for Termination of Principal Activities

TABLE 3

Strategic Objective/Activity Name	planned enddt	FY 98				FY 99				FY 00				FY 01	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<b>SO 2.3 Local Government</b>															
Env. Action Prog. Support Proj. Regional	4/98	X	X	X											
Democracy Networks	7/98	X	X	X											
Local Env. Management Proj. Poland (LEM II)	6/98	X	X	X											
GMF-Dialog / Community Action	9/98	X	X	X	X										
Urban Institute: Municipal Development / Partner Cities	9/98	X	X	X	X										
LG Flood Damage Assessment	9/98	X	X	X	X										
PAHB (Flood Assstance)	9/98	X	X	X	X										
Env. Training Project: Poland	11/98	X	X	X	X	X									
Bielsko Biala and other historic Study Tours	12/98	X	X	X	X	X									
Housing Support for Partner Cities	12/98	X	X	X	X	X									
Bielsko Biala Historic Revitalization	12/98	X	X	X	X	X									
DAI - Public Administration - Local Government	12/98	X	X	X	X	X									
Cooperation Fund - Urban Management	12/98	X	X	X	X	X									
Poland - Local Govt.-Health Service Mgt.	6/99	X	X	X	X	X	X								
Utility Pricing Legislation	6/99	X	X	X	X	X	X	X							
Energy Cities	9/99	X	X	X	X	X	X	X	X						
Decentralization of Public Finance	9/99	X	X	X	X	X	X	X	X						
Klodzko Historic Revitalization (flood)	2/2000	X	X	X	X	X	X	X	X	X					
Housing and Municipal Policy	3/2000			X	X	X	X	X	X	X	X				
FSLD/Local Government / Community Action	6/2000	X	X	X	X	X	X	X	X	X	X	X			
Municipal Development/MDA	6/2000	X	X	X	X	X	X	X	X	X	X	X			
LGPP	3/2001	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Comparison to FY 99 R4 Plan

KEY:

- X new or extended activity
- shortened or deleted activity

USAID/Poland Schedule for Termination of Principal Activities

TABLE 3

Strategic Objective/Activity Name	planned enddt	FY 98				FY 99				FY 00				FY 01	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<b>SO 4.1 Special Initiatives</b>															
DOJ/CEELI - Criminal Justice	8/98	X	X	X	X										
PIER - Mine Safety (Silesia)	9/98	X	X	X	X										
FTUI - Support to Solidarity /BKN (follow-up)	9/98	X	X	X	X										
Political Party Building Program	11/98	X	X	X	X	X									
Fossil Energy Skawina Poland	12/98	X	X	X	X	X									
Warsaw Journalism Center	12/98	X	X	X	X	X									
PROWID - Family Planning/Women Empowerment	3/99	X	X	X	X	X	X								
Krakov Low Emissions Project	9/99	X	X	X	X	X	X	X	X						
EPA 1994 IAA: Silesia / EMTC and Karkow Air / Agriculture	9/99	X	X	X	X	X	X	X	X						
US DOL - Labor Market Transition	2/2000	X	X	X	X	X	X	X	X	X	X				
East - East Dissemination	6/2000	X	X	X	X	X	X	X	X	X	X	X			
<b>SO 4.2 Cross-cutting</b>															
Disaster Preparedness Training	10/98	X	X	X	X	X									
PD&S (Data Collection Contract/Monitoring)	6/2000	X	X	X	X	X	X	X	X	X	X	X			
TRANSIT - Training for Societies in Transition	9/2000	X	X	X	X	X	X	X	X	X	X	X	X		
Financial Sustainability Planning	9/2000	X	X	X	X	X	X	X	X	X	X	X	X		

Comparison to FY 99 R4 Plan

KEY:

- X new or extended activity
- shortened or deleted activity

Table does not show the USA, Peace Corps and Georgetown activities, because they do not require staff time

activity name	planned enddt
<b>SO 1.3 (Private Sector Enterprise Dev.)</b>	
activity name	planned enddt
<b>SO 1.3 (Private Sector Enterprise Dev.)</b>	
<b>I.R.1 Policies, laws and regulations</b>	
ABA/CEELI - Commercial Law	1/99
SME Development /CAER II	3/99

USAID/Poland Schedule for Termination of Principal Activities

TABLE 3

activity name	planned enddt
<b>SO 1.3 (Private Sector Enterprise Dev.)</b>	
IDLI - Commercial Law Training	12/98
IAA with Treasury - Tax Administration	9/99
	ERR
CASE - Sustaining Growth	9/99
<b>I.R. 2 Improved profitability of SME enterprises</b>	
World Env. Center	9/98
Polish-American Enterprise Fund	9/2000
SEAF - Small Enterprise Assist. Funds (CARESAC)	9/98
	ERR
American University - Building Skills for US-Polish Trade	8/98
OIC-Poland	9/98
Management Training Large Grants - Univ. of Maryland	9/99
Management Training Large Grants - Univ. of Minnesota	6/2000
Property Management Training	10/98
Industry Contracts - Restructuring/Legal Reform/IPP	12/98
Industry Contracts - Energy Efficiency	9/99
Utility Partnership Program	9/98
Cooperative Housing in a Market Economy	9/99
WID SME Support II	12/98

activity name	planned enddt
<b>SO 1.3 (Private Sector Enterprise Dev.)</b>	
<b>SO 1.4 (Financial Sector Dev.)</b>	
<b><u>I.R. A Increased confidence in the financial sector</u></b>	
Poland - National Bank of Poland (Supervision)	6/2000
Bank System Development (Credit Rating)	3/99
<b><u>I.R. B Improved efficiency of financial markets</u></b>	
Bank System Development (Payments)	11/98
Warsaw Institute of Banking (Bank Training)	4/98
WOCCU - Building the Polish Credit Union System	3/99
Cooperative Banking	7/98
IAA with Treasury: Bank Sector Financial Reform	1/98
FSVC Grant	9/2000
<b><u>I.R. C Increased availability of standard financial services and products</u></b>	
	ERR ERR
Private Pension Funds III	3/2000
Pension Funds: Plenipotentiary's salary	9/97
Municipal Access to Capital Markets	12/99
	ERR ERR
VOCA - Commodity Exchange	9/98
Urban Institute: Housing Finance	9/99

USAID/Poland Schedule for Termination of Principal Activities

TABLE 3

activity name	planned enddt
<b>SO 1.3 (Private Sector Enterprise Dev.)</b>	
<b>SO 2.3 (Local Government)</b>	
<b>Poland - Local Govt.-Health Service Mgt.</b>	<b>6/99</b>
<b>DAI - Public Administration - Local Government</b>	<b>12/98</b>
<b>GMF-Dialog / Community Action</b>	<b>9/98</b>
<b>FSLD/Local Government / Community Action</b>	<b>6/2000</b>
<b>Energy Cities</b>	<b>9/99</b>
<b>Democracy Networks</b>	<b>7/98</b>
<b>Urban Institute: Municipal Development / Partner Cities</b>	<b>9/98</b>
<b>Env. Action Prog. Support Proj. Regional</b>	<b>4/98</b>
<b>Local Env. Management Proj. Poland (LEM II)</b>	<b>6/98</b>
<b>Env. Training Project: Poland</b>	<b>11/98</b>
<b>Municipal Development/MDA</b>	<b>6/2000</b>
<b>LGPP</b>	<b>3/2001</b>
<b>Bielsko Biala and other historic Study Tours</b>	<b>12/98</b>
<b>Housing Support for Partner Cities</b>	<b>12/98</b>
<b>Bielsko Biala Historic Revitalization</b>	<b>12/98</b>

USAID/Poland Schedule for Termination of Principal Activities

TABLE 3

activity name	planned enddt
<b>SO 1.3 (Private Sector Enterprise Dev.)</b>	
<b>SO 4.1 (Special Initiatives)</b>	
Fossil Energy Skawina Poland	12/98
ERR	ERR
DOJ/CEELI - Criminal Justice	8/98
Political Party Building Program	11/98
FTUI - Support to Solidarity /BKN (follow-up)	9/98
Warsaw Journalism Center	12/98
Krakow Low Emissions Project	9/99
US DOL - Labor Market Transition	2/2000
EPA 1994 IAA: Silesia / EMTC and Karkow Air / Agriculture	9/99
ERR	ERR
<b>SO 4.2 (Support to all three Strategic Objectives)</b>	
PD&S (Data Collection Contract/Monitoring)	6/2000
TRANSIT - Training for Societies in Transition	9/2000
Financial Sustainability Planning	9/2000

**Management Contract Table [\$'000]**

SO	FY 98			FY 99		
	Total Budget Approved in FY99 R4	Budget with Planned Changes	% change	Total Budget Approved in FY99 R4	Budget with Planned Changes	% change
SO 1.3	7,222	8,118	12.41%	2,700	2,700	0.00%
SO 1.4	7,950	6,417	-19.28%	2,900	3,150	8.62%
SO 2.3	17,178	12,805	-25.46%	13,300	11,100	-16.54%
SO 4.1	2,570	7,245	181.91%	1,100	2,815	155.91%
SO 4.2	80	415	418.75%	0	235	N/A
<b>TOTAL</b>	<b>35,000</b>	<b>35,000</b>		<b>20,000</b>	<b>20,000</b>	
<b>SAA</b>						
SO 1.3 + SO 1.4	15,172	14,535	-4.20%	5,600	5,850	4.46%
SO 2.3	17,178	12,805	-25.46%	13,300	11,100	-16.54%
SO 4.1 + SO 4.2	2,650	7,660	189.06%	1,100	3,050	177.27%

## **IV. Program and OE Budgets and Support Requirements for FYs 1998, 1999 and 2000**

### **A. Prioritization of Objectives**

OAR/Poland program budget priorities remain similar to those included in the Graduation Plan and the FY 99 R4. Minor adjustments in relative priorities have been made to reflect (a) the new government's policy action program, and (b) emerging issues in Poland's transitional economic and policy environment. All of the activities identified in our FY 98-99 budgets are critical to achieving the OAR/Poland Graduation Plan results.

#### **FIRST TIER**

SO 2.3, in its entirety. If anything, this priority has been strengthened by the accelerated plans to restructure local government and devolve many responsibilities, especially in the "social sector", to local authorities, including the new *powiat* (county) governments. The GOP is asking AID to take an important role in helping formulate devolutionary policy, especially in the financial area; new activities in housing/municipal policy and decentralization of public finance are being initiated this FY in response.

#### **SECOND TIER**

Intermediate Results A ("increased confidence in the financial sector") and C ("increased availability of financial services") under SO 1.4, and Intermediate Result 2 ("improved profitability of SME's"). With the growing global concern about the stability of financial markets, especially the banking sector, OAR is committed to assisting the GOP to ensure a well-regulated and transparent financial system. In the area of private enterprise development, increased technological competitiveness of Polish firms is an important precursor to Poland's accession into the EU--and the global--marketplace. Effective energy policy is another underpinning for long-term economic stability and efficiency.

#### **THIRD TIER**

Intermediate Result B ("improved efficiency of financial markets") in SO 1.4 and Intermediate Result 1 ("policies, laws, and regulations") under SO 1.3, while very important, are now better ensured than previously. The DOL displaced workers program--a significant new activity--can play a key role in supporting mine sector restructuring, but its geographical impact is more limited. Other programs in civil society and the environment are well advanced.

### **B. FY 98-99 Budget Requests by Program/Country (Agency format) and Strategic Objective/Project/Activity (ENI Bureau format)**

See supporting tables.

In preparing the revised FY 98 OYB and the revised FY 99 budget request submitted herewith, OAR/Poland conducted an extensive, activity-by-activity review of prior obligations, accrued expenditures, unexpended pipeline, quarter-by-quarter "burn rates", and projected expenditures. Proposed new or incremental obligations were based on funding a given activity for the balance of the FY in which the obligation took place plus 12 months. Activities under \$2 million were screened for possible full-funding. Only one activity's obligation, under the very large Local Government Partnership Program (LGPP), has the potential for exceeding forward funding guidelines. Because of the delay in activity start-up imposed by an unsuccessful proposer's contract protest, LGPP will stretch into mid FY 2001. While this would normally mean a \$2-5 million incremental obligation in FY 2000 to remain consistent with forward funding guidelines, ENI Bureau has instructed the mission to fully fund the remaining balance of LGPP in FY 1999, pursuant to the original Graduation Plan.

### **C. Global and BHR/PVC Field Support**

#### 1. Global Field Support

See supporting table.

#### 2. BHR/PVC Field Support.

##### S.O. 1.3 Cooperative Housing Foundation Grant

The Cooperative Housing Foundation (CHF) has been awarded a grant by BHR/PVC for a Cooperative Development Program out of which \$825,174 was awarded for Poland. CHF will develop Polish capability to provide technical assistance to condominium and cooperative associations in their management, maintenance and renovation of housing. A pilot condominium renovation project, with accompanying workshop and manual, will demonstrate how local Agencies for the Support of Housing Initiatives (AWIMs) can provide services to condominium associations on a fee-paying basis. The four-year Poland component began in March 1998 and will be completed on December 1999.

### **D. OE/Work Force Narrative:**

USAID/Poland received a total FY 1998 OE allowance which is substantially less than the requested level. However, the final ICASS budget for FY 1998 was much lower than the original estimates. ICASS savings largely off-set the allowance shortfall and a much larger than anticipated FSN salary increase. The ICASS reduction was the result of recalculated program funded allocations and the creation of a separate billing for RUDO associated costs. The FY 1998 OE budget includes \$11,000 allowed to USAID/Poland for certain travel expenses related to OAR/Brussels. This is an accommodation transaction for the PPC Bureau and should not be considered as part of the USAID/Poland budget. The mission intends to use savings resulting from the USDH Contracting Officer's early departure to fund the estimated \$36,000 required over the next two fiscal years for ADP costs related to "Year

2000 Compliance", and to fund anticipated TDY coverage for essential contracting actions.

The USAID/Poland FY 1999 OE request level is equal to the target amount provided by the ENI Bureau. The FSN salary level, however, does not decrease from FY 1998 to FY 1999 because staff reductions at this point are all in the area of program funded positions. Because of lower staff levels, the mission negotiated for a smaller office space within the existing premises to reduce OE fixed costs. Expected ICASS cost increases should be off-set by lower counts against personnel services which enables us to make a straight line projection of the ICASS budget into FY 1999. Further staff reductions at the end of FY 1999 should result in a realized decrease in ICASS costs, which is reflected in the lower FY 2000 request level. USDH direct cost estimates for FY 1999 are lower than anticipated in last year's R4, which allowed the mission to project the FY 1999 budget request within the target level.

The FY 1999 R4 indicated that the mission would have 44 total staff positions in all categories, including 6 USDH, at the beginning of FY 1998. The FY 2000 R2 staffing plan now reflects a total of 41 positions in all categories at the beginning of FY 1998, with a reduction to 36, including 5 USDH, at the beginning of FY 1999. A re-evaluation of program workloads, and the continued regional responsibilities for Controller and EXO services to Northern Tier client posts, resulted in adjustments to the FY 1999 and FY 2000 Work Force allocations among OE funded support services and program/project activity management. Further, OAR management determined that the somewhat heavier than previously anticipated activity management demands on the SO teams in FY 1999 and FY 2000 will require one more FSN Project Specialist position than was originally planned.

Rather than transfer Regional Controller and EXO responsibilities to the Budapest Regional Service Center by the end of FY 1999, a joint decision was made by the affected missions (OAR/Poland, OAR/Lithuania, OAR/Latvia, OAR/Slovakia, OAR/Brussels and RSC/Hungary) and the ENI Bureau to continue to provide these services from the Warsaw offices. Therefore, the USDH Controller position will continue through the end of FY 2000, and FSN staff reductions in the Controller and EXO offices -- originally planned to take effect at the beginning of FY 1999 -- will be delayed by one year. Adjusted staff levels at the beginning of FY 2000 will include 31 positions, one more than originally planned.

By the beginning of FY 2001 there will be a total of 4 staff positions as planned. This program funded staff, made up of one USPSC and 3 FSNPSCs, will be engaged in the management of the Local Government Partnership Program until completion in March of 2001.

Program Funding

USAID FY 2000 BUDGET REQUEST BY PROGRAM/COUNTRY

30-Jul-98  
03:47 PM

Country/Program: Poland  
Scenario: Base Level

S.O. #, Title	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 99	Estimated Total FY00	FY 2000										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				Est. Expend. FY 00
SO 1.3 Private sector development is stimulated at the firm level																		
		Bilateral	3,387	0											3,387	0	XX	
		Field Spt		0														
		Total	3,387	0	0	0	0	0	0	0	0	0	0	0		0		
SO 1.4 A competitive, market-oriented private financial sector is developed																		
		Bilateral	3,402	0											3,402	0	XX	
		Field Spt		0														
		Total	3,402	0	0	0	0	0	0	0	0	0	0	0		0		
SO 2.3 Local government is effective, responsive and accountable																		
		Bilateral	12,000	0											10,000	0	XX	
		Field Spt		0												0		
		Total	12,000	0	0	0	0	0	0	0	0	0	0	0		0		
SO 4.1 Special initiatives																		
		Bilateral	3,902	0											3,902	0	XX	
		Field Spt		0														
		Total	3,902	0	0	0	0	0	0	0	0	0	0	0		0		
SO 4.2 Support to all Strategic Objectives																		
		Bilateral	693	0											693	0	XX	
		Field Spt		0														
		Total	693	0	0	0	0	0	0	0	0	0	0	0		0		
		Bilateral		0													0	XX
		Field Spt		0														
		Total	0	0	0	0	0	0	0	0	0	0	0	0		0		
		Bilateral		0														
		Field Spt		0														
		Total	0	0	0	0	0	0	0	0	0	0	0	0		0		
		Bilateral		0														
		Field Spt		0														
		Total	0	0	0	0	0	0	0	0	0	0	0	0		0		
Total Bilateral			23,384	0	0	0	0	0	0	0	0	0	0	0				
Total Field Support			0	0	0	0	0	0	0	0	0	0	0	0				
<b>TOTAL PROGRAM</b>			<b>23,384</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>0</b>		<b>0</b>		

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

Program Funding

USAID FY 1999 Budget Request by Program/Country

30-Jul-98  
03:47 PM

Country/Program: Poland  
Scenario: Base Level

S.O. # , Title	FY 1999														Future Cost (POST 2000)	Year of Final Oblig.		
	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 98	Estimated Total FY99	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G			Est. Expend. FY 99	Est. Total Cost life of SO in FY98 and FY99
SO 1.3 Private sector development is stimulated at the firm level																		
	Bilateral	6,918	2,700			2,700									6,231	10,718	0	99
	Field Spt		0															
	Total	6,918	2,700	0		2,700	0	0	0	0	0	0	0	0			0	
SO 1.4 A competitive, market-oriented private financial sector is developed																		
	Bilateral	6,352	3,150			3,150									6,100	9,567	0	99
	Field Spt		0															
	Total	6,352	3,150	0		3,150	0	0	0	0	0	0	0	0			0	
SO 2.3 Local government is effective, responsive and accountable																		
	Bilateral	16,734	11,100											11,100	15,834	23,905	0	99
	Field Spt		0														0	
	Total	16,734	11,100	0		0	0	0	0	0	0	0	0	11,100			0	
SO 4.1 Special initiatives																		
	Bilateral	7,102	2,800			1,300							1,000	500	6,000	10,330	0	99
	Field Spt		100											100				
	Total	7,102	2,900	0		1,300	0	0	0	0	0	0	1,000	600			0	
SO 4.2 Support to all Strategic Objectives																		
	Bilateral	1,143	150			150									600	480	0	99
	Field Spt		0															
	Total	1,143	150	0		150	0	0	0	0	0	0	0	0			0	
	Bilateral		0														0	XX
	Field Spt		0														0	
	Total	0	0	0		0	0	0	0	0	0	0	0	0			0	
	Bilateral		0														0	
	Field Spt		0														0	
	Total	0	0	0		0	0	0	0	0	0	0	0	0			0	
Total Bilateral			38,249	19,900	0	7,300	0	0	0	0	0	0	1,000	11,600				
Total Field Support			0	100	0	0	0	0	0	0	0	0	0	100				
<b>TOTAL PROGRAM</b>			<b>38,249</b>	<b>20,000</b>	<b>0</b>	<b>7,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>11,700</b>				<b>0</b>	

FY 1999 Request Sector Totals -- SEED \$ 20,000

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

Program Funding

USAID FY 1998 Budget Request by Program/Country

30-Jul-98  
03:47 PM

Country/Program: Poland  
Scenario: Base Level

S.O. # , Title	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 97	Estimated Total FY98	FY 1998										Est. Expend. FY 98	Est. Total Cost life of SO in FY98 and FY99	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				
SO 1.3 Private sector development is stimulated at the firm level																		
	Bilateral		10,970	8,118			7,368						750		12,170	10,718	0	99
	Field Spt			0														
	Total		10,970	8,118	0		7,368	0	0	0	0	0	750	0			0	
SO 1.4 A competitive, market-oriented private financial sector is developed																		
	Bilateral		7,935	6,417			6,417								8,000	9,567	0	99
	Field Spt			0														
	Total		7,935	6,417	0		6,417	0	0	0	0	0	0	0			0	
SO 2.3 Local government is effective, responsive and accountable																		
	Bilateral		20,629	12,105									345	11,760	16,000	23,905	0	99
	Field Spt			700								700					0	
	Total		20,629	12,805	0		0	0	0	0	0	700	345	11,760			0	
SO 4.1 Special initiatives																		
	Bilateral		4,242	7,230			3,880						2,800	550	4,400	10,330	0	99
	Field Spt			100										100				
	Total		4,242	7,330	0		3,880	0	0	0	0	0	2,800	650			0	
SO 4.2 Support to all Strategic Objectives																		
	Bilateral		1,213	330			330								400	480	0	99
	Field Spt			0														
	Total		1,213	330	0		330	0	0	0	0	0	0	0			0	
	Bilateral			0													0	XX
	Field Spt			0														
	Total		0	0	0		0	0	0	0	0	0	0	0			0	
	Bilateral			0														
	Field Spt			0														
	Total		0	0	0		0	0	0	0	0	0	0	0			0	
Total Bilateral			44,989	34,200	0		17,995	0	0	0	0	0	3,895	12,310				
Total Field Support			0	800	0		0	0	0	0	0	700	0	100				
<b>TOTAL PROGRAM</b>			<b>44,989</b>	<b>35,000</b>	<b>0</b>		<b>17,995</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>3,895</b>	<b>12,410</b>			<b>0</b>	

FY 1998 Request Sector Totals -- SEED \$ 35,000

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

Program Funding

FY 1998 Request Sector Totals -- DA	
Econ Growth	17,995
[Of which Microenterpris	[]
HCD	
PHN	700
Environment	3,895
[Of which Biodiversity]	[]
Democracy	3,895
Humanitarian	12,410

FY 1998 Request Sector Totals -- ESF	
Econ Growth	4,595
[Of which Microenterprise]	[]
HCD	
PHN	12,410
Environment	0
[Of which Biodiversity]	[]
Democracy	0
Humanitarian	0

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

Project number	activity name	provider	planned enddt	COTR location	Obligation location	AID/W proj. officer	Warsaw proj. officer	FY 98 Budget (\$35,000)	FY 99 Budget (\$20,000)
SO 1.3 (F180-0020.2)	ABA/CEELI - Commercial Law;	AMERICAN BAR ASSOCIATION/ CEELI	1/99	W	W	Ilona Countryman	Magda Wyganowska	0	0
SO 1.3 (F180-0023.16)	SME Development / CAER II	HIID/DAI	3/99	P	P	Orest Koropecy (G)	Pawel Krzeczunowicz	0	0
SO 1.3 (F180-0023.15)	USPSC	SME / legal reform advisor (LL)	7/96			N/A	Peter Amato	0	0
SO 1.3 (F180-0023.10)	PFIE - Polish Federation of Independent Entrepreneurs	CENTER FOR STRATEGIC AND INT. STUDIES	3/97			Paul Neifert	Pawel Krzeczunowicz	0	0
SO 1.3 (F180-0026.13)	ENI Regional - Collateral Law Project (IRIS)	UNIVERSITY RESEARCH CORP.	5/97	W	W	Susan Gurley	Magda Wyganowska	0	0
SO 1.3 (F180-0026.6)	ENI Regional - Legal Reform Grant (IDL)	INTL. DEVELOPMENT LAW INST.	12/98	W	W	Susan Gurley	Magda Wyganowska	0	0
SO 1.3 (F180-0026.6)	IDL - Commercial Law Training	IDL	12/98	W	W	Susan Gurley	Magda Wyganowska	95	0
SO 1.3 (F180-0026.17)	Poland - Regional Bankruptcy Reform	DELOITTE& TOUCHE	5/96			Susan Gurley	Peter Amato	0	0
SO 1.3 (F180-0027.1(x))	IAA with Treasury - Tax Administration	U.S. DEPARTMENT OF TREASURY	9/99	W	W	Margaret Pollock	Peter Amato	250	0
SO 1.3 (F180-0034.3)	Polish Association of Home Builders	NATIONAL ASS. OF HOME BUILDERS	10/98	P	P	Nancy Hooff	Michael Lee	10	0
SO 1.3 (F180-0034.3)	Evaluation of NAHB	TBD	9/98	P	P	N/A	Michael Lee	15	0
SO 1.3 (F180-0249.2)	CASE - Second Stage of Economic Transition	CASE FOUNDATION -POLAND	6/97	P	P	N/A	Pawel Krzeczunowicz	0	0
SO 1.3 (F180-0249.2)	CASE - Sustaining Growth	CASE FOUNDATION -POLAND	9/99	P	P	N/A	Pawel Krzeczunowicz	100	0
SO 1.3 (F180-0249.2)	Pre-award Survey for CASE	DCAA	9/97	P	P	N/A	Pawel Krzeczunowicz	0	0
SO 1.3 (F180-0004.1)	World Env. Center	WORLD ENVIRONMENT CENTER INC	9/98	W	W	Melody Bacha	Andrzej Pecikiewicz	0	0
SO 1.3 (F180-0010.1)	Polish-American Enterprise Fund	POLISH-AMERICAN ENTERPRISE FUND	9/2000	W	W	Tom Clarkson	Peter Amato	0	0
SO 1.3 (F180-0014.3)	US PSC (senior advisor)	Senior Private Sector Advisor (PA)	9/98	P	P	N/A	William Frej	0	0
SO 1.3 (F180-0014.3)	US PSC (advisor)	Private sector advisor (PK)	9/2000	P	P	N/A	Peter Amato	80	100
SO 1.3 (F180-0023.13)	SMART - Small and Medium Agribusiness Res.	VOLUNTEERS IN OVERSEAS COOPERATION	12/96			Charles Uphaus	Magda Wyganowska	0	0
SO 1.3 (F180-0023.14)	CDC - Technical Assistance to Enterprises	CITIZENS DEMOCRACY CORPS INC	9/97	W	W	James May	Magda Wyganowska	0	0
SO 1.3 (F180-0023.8)	SEAF - Small Enterprise Assist. Funds	CARESAC	9/98	P	P	Melissa Brinkerhoff	Pawel Krzeczunowicz	0	0
SO 1.3 (F180-0023.22)	FSLD - Polish American Enterprise Clubs	FOUNDATION IN SUPPORT OF LOCAL BUSINESSES	12/97	P	P	N/A	Pawel Krzeczunowicz	0	0
SO 1.3 (F180-0023.17)	American University - Building Skills for US-Polish	AMERICAN UNIVERSITY	8/98	P	P	Melissa Brinkerhoff	Pawel Krzeczunowicz	0	0
SO 1.3 (F180-0023.20)	OIC-Poland	OPPORTUNITIES INDUSTRIALIZATION	9/98	P	P	Melissa Brinkerhoff	Nina Majer	0	0
SO 1.3 (F180-0023.1)	IESC - International Executive Service Corps	INTERNATIONAL EXECUTIVE SERVICE CORPS	9/97	W	W	James May	Magda Wyganowska	0	0
SO 1.3 (F180-0023.11)	EMED - Entrepreneurial Management & Executive Training	PARTNERS FOR INTL ED & TRNG	12/96			Melissa Brinkerhoff	Pawel Krzeczunowicz	0	0
SO 1.3 (F180-0023.3)	Center for International Private Enterprise	CENTER FOR INTL PRIVATE ENTERPRISE	4/97	W	W	Melissa Brinkerhoff	Magda Wyganowska	0	0
SO 1.3 (F180-0023.5)	MBA Enterprise Corps - Regional	MBA ENTERPRISE CORPS	9/97	W	W	James May	Magda Wyganowska	0	0
SO 1.3 (F180-0023.7)	EBDP - European Business Development Program	PEACE CORPS	12/96			Melissa Brinkerhoff	Magda Wyganowska	0	0
SO 1.3 (F180-0023.7)	SPA - Small Project Assistance/Business	PEACE CORPS	3/97			Melissa Brinkerhoff	Magda Wyganowska	0	0
SO 1.3 (F180-0023.21)	DAI - SME Regional Networking	DEVELOPMENT ALTERNATIVES INTL.	6/97	P	P	Melissa Brinkerhoff	Pawel Krzeczunowicz	0	0
SO 1.3 (F180-0023.15)	2 FSNs	Project specialists ( MW, MJ)	9/99	P	P	N/A	Peter Amato	66	40
SO 1.3 (F180-0023.18)	SME Assistance and Development	ACDI	8/99	P	P	James May	Pawel Krzeczunowicz	0	1910
SO 1.3 (F180-0023.18)	SME BSO Tech Transfer Design	COOPERS & LYBRAND	11/97	P	P	N/A	Peter Amato	0	0
SO 1.3 (F180-0023.18)	SME BSO Tech Transfer	TBD	6/2000	P	P	TBD	Peter Amato	4075	525
SO 1.3 (F180-0023.15)	PSC Support for SO 1.3	Local Intern (St.R)	5/98	P	P	N/A	Peter Amato	0	0
SO 1.3 (F180-0024.17)	LOL - Polish Business Dev. / Trading Assoc.	LAND O LAKES INC	9/97	P	P	Charles Uphaus	Magda Wyganowska	0	0
SO 1.3 (F180-0024.7)	RAAPS - LOL (Poland)	LAND O LAKES INC	3/96			Frank Mertens	Magda Wyganowska	0	0
SO 1.3 (F180-0024.8)	ABS Privatization	AMERICAN BREEDERS SERVICE INC	6/96			Charles Uphaus	Magda Wyganowska	0	0
SO 1.3 (F180-0029.1)	Management Training Large Grants - Univ. of Maryland	UNIV. OF MARYLAND	9/99	W	P	Carolyn Coleman	Magda Wyganowska	0	0
SO 1.3 (F180-0029.1)	Management Training Large Grants - Univ. of Minnesota	UNIV OF MINNESOTA	6/2000	W	P	Patricia Bekele	Maryla Jakubowicz	31	125
SO 1.3 (F180-0029.1)	Management Training - Univ. of Warsaw (unsol.)	UNIV. OF WARSAW	12/97	P	P	Carolyn Coleman	Magda Wyganowska	0	0
SO 1.3 (F180-0029.1)	FSN	Training Specialist (AJ)	9/97	P	P	N/A	Deborah Prindle	0	0
SO 1.3 (F180-0030.10)	Utility Consultancy agreement with Polish partner	US UTILITY NEW YORK STATE ELECTRICITY	9/97	W	W	Bob Ichord	Maryla Jakubowicz	0	0
SO 1.3 (F180-0030.1)	Industry Contracts - Restructuring/Legal Reform	BECHTEL CORPORATION	12/98	W	W	Jackie de Rosa	Maryla Jakubowicz	990	0
SO 1.3 (F180-0030.1)	Industry Contracts - Energy Efficiency	ELECTROTEK CONCEPTS INC	9/99	W	W	Ira Birnbaum	Maryla Jakubowicz	500	0
SO 1.3 (F180-0030.1)	Energy Regulatory Authority	TBD	12/99	P	P	TBD	Maryla Jakubowicz	500	0
SO 1.3 (F180-0030.4)	Utility Partnership Program	UNITED STATES ENERGY ASSOCIATION	9/98	W	W	Bob Ichord	Maryla Jakubowicz	0	0
SO 1.3 (F180-0034.1)	Creation and Development of Real Estate Institutions	EASTERN EUROPE REAL PROPERTY INSTITUTE	9/97	W	W	David Olinger	Krzysztof Jaszczolt	0	0
SO 1.3 (F180-0034.3)	Wroclaw Demonstration Housing	INTL. MASONRY INSTITUTE	3/97			Nancy Hooff	Michael Lee	0	0
SO 1.3 (F180-0034.3)	Technical Assistance to Housing Developers	PADCO INC.	9/97	P	P	Nancy Hooff	Michael Lee	0	0
SO 1.3 (F180-0034.3)	Property Management Training	POLISH REAL ESTATE FEDERATION	10/98	P	P	N/A	Krzysztof Jaszczolt	44	0
SO 1.3 (F180-0034.3)	Cooperative Housing in a Market Economy	COOPERATIVE HOUSING FOUNDATION	9/99	P	P	Nancy Hooff	Michael Lee	612	0
SO 1.3 (F180-0249.2)	Management Training - Gdansk University (unsol.)	CENTRAL CONNECTICUT STATE UNIVERSITY	3/98	P	W	N/A	Magda Wyganowska	0	0
SO 1.3 (F180-0249)	Technoserve -Sandomierz Center Institutional	TECHNOSERVE INTL.	6/96			N/A	Magda Wyganowska	0	0
SO 1.3 (F180-0249.2)	WID SME Support	FDPA/WRED	12/98	P	P	N/A	Magda Wyganowska	0	0
SO 1.3 (F180-0023.26)	WID SME Support II	FDPA/WRED	12/98	P	P	N/A	Magda Wyganowska	0	0
SO 1.3 (F180-0023.15)	Pre-award survey for WRED	DCAA	9/97	P	P	N/A	Magda Wyganowska	0	0
SO 1.3 (FTBD)	Development Credit Authority	TBD	6/2000	TBD	TBD	TBD	TBD	750	0
SO 1.4 180-0014.2	Poland - Common Brokerage Operations	KPMG PEAT MARWICK	6/96			Robert Singletary	Mark Krackiewicz	0	0

SO 1.4	180-0014.4	Poland - National Bank of Poland (Supervision)	KPMG PEAT MARWICK/BARENTS	6/2000	W	P	Jean Lange	Vicki Peterson	1700	0
SO 1.4	180-0014.4	Bank Guarantee Fund/NBP	TBD (Barents)	6/2000	P	P	Jean Lange	Vicki Peterson	500	1500
SO 1.4	180-0014.4	Bank System Development (Credit Rating)	FIRST WASHINGTON ASSOCIATES LT	3/99	W	P	Victoria Wohlsen	Mikolaj Lepkowski	100	0
SO 1.4	180-0014.2	FSVC - May 96' SEC Regional Conference Grant	FSVC	6/96			Robert Singletary	Mark Krackiewicz	0	0
SO 1.4	180-0014.4	Poland - Financial Services Resource Center	CRIMSON CAPITAL	3/97	W	P	Tim Dubel	Vicki Peterson	0	0
SO 1.4	180-0014.4	FSRC Project Close-Out	CRIMSON CAPITAL	7/97	P	P	James Watson	Vicki Peterson	0	0
SO 1.4	180-0014.2	OTC - Over The Counter Market	BARENTS	5/98	W	P	Ann Richards	Mikolaj Lepkowski	0	0
SO 1.4	180-0014.4	Bank System Development (Payments)	FIRST WASHINGTON ASSOCIATES LT	11/98	W	P	Victoria Wohlsen	Mikolaj Lepkowski	0	0
SO 1.4	180-0014.4	Warsaw Institute of Banking (Bank Training)	KPMG	4/98	W	W	Jean Lange	Vicki Peterson	0	0
SO 1.4	180-0014.4	US PSC (off shore)	Financial sector development advisor (	9/2000	P	P	N/A	Peter Amato	250	200
SO 1.4	180-0014.4	FSN PSC	Project assistant (MLep)	9/2000	P	P	N/A	Peter Amato	0	50
SO 1.4	180-0023.6	WOCCU - Building the Polish Credit Union Syst	CREDIT UNION NATIONAL ASSOC.	3/99	W	W	Melissa Brinkerhoff	Mikolaj Lepkowski	0	0
SO 1.4	180-0024.6	Cooperative Banking	AGRICULTURAL COOP DEV INTL	7/98	P	P	Charles Uphaus	Mikolaj Lepkowski	400	0
SO 1.4	180-0027.1	IAA with Treasury: Bank Sector Financial Refor	U.S. TREASURY DEPARTMENT	1/98	W	W	Margaret Pollock	Vicki Peterson	0	0
SO 1.4	180-0027.2	FSVC Grant	FINANCIAL SERVICES VOLUNTEER CO	9/2000	W	W	Victoria Wohlsen	Vicki Peterson	700	300
SO 1.4	180-0014.2	Poland - Private Pension Funds I	PRICE WATERHOUSE	8/96			Robert Singletary	Mark Krackiewicz	0	0
SO 1.4	180-0014.2	Private Pension Funds II	PRICE WATERHOUSE	8/98	P	P	Robert Singletary	Vicki Peterson	0	0
SO 1.4	180-0014.2	PPF II (cont.)	PROFILE	8/98	P	P	Robert Singletary	Vicki Peterson	0	0
SO 1.4	180-0014.2	Private Pension Funds III	TBD	3/2000	P	P	Robert Singletary	Vicki Peterson	1456	1100
SO 1.4	180-0014.2	Pension Funds: Plenipotentiary's Salary	IBRD	9/97	P	P	Robert Singletary	Vicki Peterson	0	0
SO 1.4	180-0014.2	Municipal Access to Capital Markets	TBD	12/99	P	P	Ann Richards	Mikolaj Lepkowski	350	0
SO 1.4	180-0024.16	VOCA - Commodity Exchange	VOLUNTEERS IN OVERSEAS COOPER	9/98	P	P	Charles Uphaus	Magda Wyganowska	61	0
SO 1.4	180-0034.1	Housing Finance Advisory Services in Eastern	URBAN INSTITUTE	12/96	P	P	Nancy Hooff	Bill Frej	0	0
SO 1.4	180-0034.1	Urban Institute: Housing Finance	URBAN INSTITUTE	9/99	P	W	Nancy Hooff	Michael Lee	900	0
SO 1.4	180-0034.1	PADCO: Housing Finance Technical Assistance	PADCO INC	9/97	P	P	Nancy Hooff	Michael Lee	0	0
SO 1.4	180-0034.1	TCN PSC	Housing finance advisor (MLee)	9/99	P	P	N/A	Rebecca Black	0	0
SO 1.4	180-0014	US PSC	Extension for banking advisor (AW)	11/96	P	P	N/A	Mark Krackiewicz	0	0
SO 2.3	(180-0002.18	Poland - Local Govt.-Health Service Mgt.	HARVARD SCHOOL OF PUBL. HEALTH	6/99	W	W	Katie McDonald (G)	Tomasz Potkanski	700	0
SO 2.3	(180-0002	Poland - Quality Assurance in Local Govt. Healt	UNIVERSITY RESEARCH CORP.	9/96			Jim Heiby	Tomasz Potkanski	0	0
SO 2.3	(180-0004.11	HIID Env. Policy	HARVARD UNIVERSITY	9/97	W	W	Dwight Walker	Andrzej Pecikiewicz	0	0
SO 2.3	(180-0019.7	DAI - Public Administration - Local Government	DEVELOPMENT ALTERNATIVES INTL.	12/98	P	P	Ilona Countryman	Tomasz Potkanski	715	0
SO 2.3	(180-0019.7	Decentralization of Public Finance	DAI (cont.)	9/99	P	P	Ilona Countryman	Tomasz Potkanski	1500	0
SO 2.3	(180-0019.7	LG Flood Damage Assessment	ASSOCIATION OF POLISH CITIES (uns	9/98	P	P	N/A	Tomasz Potkanski	0	0
SO 2.3	(180-0019	Internships for Local Gov't Officials	MILWAUKEE CO-INTERNSHIP TRNG	11/96			Ilona Countryman	Tomasz Potkanski	0	0
SO 2.3	(180-0019.7	Rutgers - Local Gov't Training	RUTGERS UNIVERSITY	3/96			Ilona Countryman	Tomasz Potkanski	0	0
SO 2.3	(180-0019.7	GMF-Dialog / Community Action	GERMAN MARSHALL FUND	9/98	W	W	Ilona Countryman	Nina Majer	0	0
SO 2.3	(180-0019.7	OPM-NSPA Management Training	US OFFICE OF PERSONNEL MANAGEM	12/96			Ilona Countryman	Tomasz Potkanski	0	0
SO 2.3	(180-0019.7	Public Procurement Advisor	US DEPT. OF TRANSPORT	3/96			Ilona Countryman	Tomasz Potkanski	0	0
SO 2.3	(180-0019.7	FSLD/Local Government / Community Action	FOUNDATION IN SUPPORT OF LOCAL	6/2000	P	P	Ilona Countryman	Tomasz Potkanski	750	0
SO 2.3	(180-0019.7	FSN PSC	Local government specialist (TP)	9/2000	P	P	N/A	Rebecca Black	110	0
SO 2.3	(180-0034.2	FSN PSC	Local government specialist (TP)	9/2000	P	P	N/A	Rebecca Black	0	0
SO 2.3	(180-0034.2	FSN PSC	Municipal specialist (MA)	3/2001	P	P	N/A	Rebecca Black	60	60
SO 2.3	(180-0034.2	FSN PSC	Housing specialist (KJ)	3/2001	P	P	N/A	Rebecca Black	0	0
SO 2.3	(180-0034.2	Utility Pricing Legislation	IQC TBD	6/99	P	P	Sheere McManus	Tomasz Potkanski	500	0
SO 2.3	(180-0030.13	Energy Cities	FEWE (unsolicited proposal)	9/99	P	P	N/A	Maryla Jakubowicz	0	0
SO 2.3	(180-0032.9	Democracy Networks	ACADEMY FOR EDUCATIONAL DEV. IN	7/98	P	P	Christine Sheckler	Nina Majer	0	0
SO 2.3	(180-0032.10	FSN PSC	NGO Project Manager (NM)	9/2000	P	P	N/A	Rebecca Black	0	90
SO 2.3	(180-0034.2	PADCO: Municipal Development	PADCO INC	9/97	P	P	Nancy Hooff	Rebecca Black	0	0
SO 2.3	(180-0034.2	Local Government and Housing Privatization	INTERNATIONAL CITY COUNTY MGMT	12/96			Nancy Hooff	Rebecca Black	0	0
SO 2.3	(180-0034.2	Urban Institute: Municipal Development / Partne	URBAN INSTITUTE	9/98	P	W	Nancy Hooff	Rebecca Black	0	0
SO 2.3	(180-0034.2	Cooperation Fund - Urban Management	COOPERATION FUND - POLAND	12/98	P	P	Nancy Hooff	Krzysztof Jaszczolt	0	0
SO 2.3	(180-0039.10	Env. Action Prog. Support Proj. Regional	CHEMONICS INTERNATIONAL CONSU	4/98	W	W	Jennifer Karp	Andrzej Pecikiewicz	0	0
SO 2.3	(180-0039.15	FSN PSC	Environment Specialist (AP)	9/98	P	P	N/A	Rebecca Black	55	0
SO 2.3	(180-0039.6	Local Env. Management Proj. Poland (LEM II)	RESEARCH TRIANGLE INSTITUTE	6/98	P	P	Vera Meenan	Andrzej Pecikiewicz	290	0
SO 2.3	(180-0041	Env. Training Project: Poland	MINNESOTA,UNIVERSITY OF	11/98	W	W	Angela Crooks	Andrzej Pecikiewicz	0	0
SO 2.3	(180-0034.2	Municipal Development	MDA (unsolicited proposal)	6/2000	P	P	Nancy Hooff	Rebecca Black	0	300
SO 2.3	(180-0034.2	Local Government Partnership Program	CHEMONICS	3/2001	P	P	Nancy Hooff	Scott Dobberstein	6200	10200
SO 2.3	(180-0034.2	TCN PSC	Local Government Finance Specialist (	7/2000	P	P	N/A	Rebecca Black	300	0
SO 2.3	(180-0034.2	Bielsko Biala and other historic Study Tours	CHF	12/98	P	P	N/A	Michael Lee	0	0
SO 2.3	(180-0034.2	Housing Support for Partner Cities	CHF	12/98	P	P	N/A	Michael Lee	0	0
SO2.3	180-0034.2	Bielsko Biala Historic Revitalization	CHF	12/98	P	P	Nancy Hooff	Michael Lee	0	0
SO2.3	180-0034.2	Klodzko Historic Revitalization (flood)	CHF	TBD	P	P	N/A	TBD	425	0
SO2.3	180-0034.2	Housing and Municipal Policy	TBD	3/2000	P	P	TBD	Michael Lee	1200	0
SO2.3	180-0034.2	Local Government Close-out	(USPSC, 3 FSNs, FY01 FASS/ICASS)	3/01	P	P	N/A	Rebecca Black	0	450
SO2.3	180-0034.3	PAHB (Flood Assistance)	NATIONAL ASS. OF HOME BUILDERS	9/98	P	P	Nancy Hoof	Michael Lee	0	0
SO 2.3	(180-0249.2	PD&S LGPP Evaluation	Short Term PSCs (EC + MLip)	7/98	P	P	Gloria Steele	Rebecca Black	0	0

SO 2.3	(180-0249.2	Pre-award survey for FEWE	DCAA	9/97	P	P	N/A	Rebecca Black	0	0
SO 2.3	(180-0249.2	Pre-award survey for MDA	DCAA	2/98	P	P	N/A	Rebecca Black	0	0
Support	t180-0249.2	PD&S (Data Collection Contract/Monitoring)	FINANCIAL SERVICES Ltd / TBD	6/2000	P	P	Gloria Steele	Bruce Odell	0	150
Support	t180-0249.2	Monitoring Support	Short Term Personal Service Contract	9/99	P	P	N/A	Bruce Odell	80	0
Support	t180-0249.2	Geolocator	MapInfo	1/97			N/A	Krzysztof Janiak	0	0
Support	t180-0045.1	PIET - Participant Training Project for Europe	PARTNERS FOR INTL ED & TRNG	3/97	W	W	Joyce Kaiser	Katarzyna Wodnicka	0	0
Support	t180-0045.1	TRANSIT - Training for Societies in Transition	WORLD LEARNING (G Bureau buy-in)	9/2000	W	W	Joyce Kaiser	Katarzyna Wodnicka	0	0
Support	t180-0045.9	Disaster Preparedness Training	WORLD LEARNING (G Bureau buy-in)	10/98	P	W	Joyce Kaiser	Krzysztof Janiak	0	0
Support	t180-0249.2	Programmable reserve		N/A	N/A	N/A	N/A		0	0
Support	t180-0249.2	Audits	Gemar and Mariott	10/96			N/A	John Avila	0	0
Support	t180-0249.3	EXO US PSC	Pamela Avila	2/97			N/A	Jerry Johnston	0	0
Support	t180-0249.2	Embassy Medical Support for Implementers		7/97	P	P	N/A	Jerry Johnston	0	0
Support	t180-0249.2	Financial Sustainability Planning	Limited Competition - new design FY9:	9/2000	P	P	N/A	Bruce Odell	250	0
Support	t180-0249.2	ICASS costs	N/A	9/98	P	P	N/A	Keith Romwall	85	85
SAA 4.1	180-0249.2	Special Initiatives Support	TBD	N/A	N/A	N/A	N/A	Bill Frej	2564	715
SAA 4.1	(180-0002.7	Georgetown University Scholarship Program	GEORGETOWN UNIVERSITY	12/98	W	W	Stephen Brooks	Katarzyna Wodnicka	0	0
SAA 4.1	(180-0002.9(x)	USIA - English Language Training Program	UNITED STATES INFORMATION AGEN	10/98	W	W	Joyce Kaiser	Katarzyna Wodnicka	0	0
SAA 4.1	(180-0045.6(x)	USIA - Ron Brown Fellowship (former Muskie)	UNITED STATES INFORMATION AGEN	9/2000	W	W	Joyce Kaiser	Katarzyna Wodnicka	200	150
SAA 4.1	(180-0004.4	Fossil Energy Skawina Poland	U.S. CORPS OF ENGINEERS	12/2000	W	W	Ichord/Madland	Maryla Jakubowicz	2800	1000
SAA 4.1	(180-0014	Poland - Regional Privatization Initiatives (RPI)	PRICE WATERHOUSE	4/96			Richard Burns	Pawel Krzeczunowicz	0	0
SAA 4.1	(180-0014	Competition Advisors / Sensitive Sectors	BANCROFT	12/96			James Watson	Pawel Krzeczunowicz	0	0
SAA 4.1	(180-0014	Poland-Regional Transaction Support (RTS)	DORADCA	3/97			James Watson	Pawel Krzeczunowicz	0	0
SAA 4.1	(180-0014.5	East-East Dissemination	CASE	6/2000	P	P	N/A	Pawel Krzeczunowicz	0	500
SAA 4.1	(180-0020	DOJ/CEELI - Criminal Justice	US DEPARTMENT OF JUSTICE/CEELI	8/98	W	W	Keith Henderson	Bruce Odell	0	0
SAA 4.1	(180-0021.5	Political Party Building Program	NATIONAL DEMOCRATIC INSTITUTE	11/98	P	P	Deborah Berns	Krzysztof Janiak	0	0
SAA 4.1	(180-0021.2(x)	IAA with USIA (Books for Democracy)	UNITED STATES INFORMATION AGEN	11/96	W	W	Deborah Berns	Anna Jozefowicz	0	0
SAA 4.1	(180-0021.1(x)	IAA with USIA (Educational Reform)	UNITED STATES INFORMATION AGEN	12/97	W	W	Deborah Berns	Katarzyna Wodnicka	0	0
SAA 4.1	(180-0021.8	FTUI - Support to Solidarity /BKN (follow-up)	FREE TRADE UNION INST	12/98	W	W	Corbin Lyday	Bruce Odell	0	0
SAA 4.1	(180-0022.1	Warsaw Journalism Center	WARSAW JOURNALISM CENTER	12/98	P	P	Peter Graves	Krzysztof Janiak	0	0
SAA 4.1	(180-0023.7	SPA - Small Project Assistance/Env. & English	PEACE CORPS	9/2000	W	W	Arnold Baker (G)	Bruce Odell	100	100
SAA 4.1	(180-0031	Krakow Low Emissions Project	U.S. DEPARTMENT OF ENERGY	9/99	W	W	Ichord/Madland	Andrzej Pecikiewicz	0	0
SAA 4.1	(180-0033.1	* US DOL - Labor Market Transition	U.S. DEPARTMENT OF LABOR	2/2000	W	W	Bruce Grogan	Bruce Odell	1231	0
SAA 4.1	(180-0033.2	PIER - Mine Safety (Silesia)	PARTNERS IN ECONOMIC REFORM	9/98	P	P	Bruce Grogan	Krzysztof Janiak	0	0
SAA 4.1	(180-0037	Joint Commission on Accreditation of Hospital	JOINT COMMISSION INT. ON ACCREDI	6/97	W	W	Tina Cleland	Anna Jozefowicz	0	0
SAA 4.1	(180-0038.1	Environmental Health Project	CAMP DRESSER & MCKEE INTL INC	4/97	W	W	Tina Cleland	Anna Jozefowicz	0	0
SAA 4.1	(180-0039.1	EPA 1994 IAA: Silesia / EMTC and Karkow Air /	U.S. ENVIRONMENTAL PROTECTION A	9/99	W	W	Mike Kalinoski	Pecikiewicz/Jakubowicz	0	0
SAA 4.1	(180-0019(x)	Democracy Commission Small Grants	UNITED STATES INFORMATION AGEN	9/2000	W	W	Kathryn Stratos	Bruce Odell	350	350
SAA 4.1	(180-0022.2(x)	Media Exchanges	UNITED STATES INFORMATION AGEN	12/98	W	W	Peter Graves	Katarzyna Wodnicka	0	0
SAA 4.1	(180-0249.2	National Security Graduate Program	UNIVERSITYOF WARSAW	10/97	P	P	N/A	Anna Jozefowicz	0	0
SAA 4.1	(180-0249	Parking Fines Set Aside		N/A	N/A	N/A	Brian Wickland	N/A	0	0

35000.00 20000.00

## SAA 4.1 (180-0249

## Disposal of PACCFC commodities

## CARITAS

Project number	activity name	provider	planned enddt	COTR location	Obligation location	AID/W proj. officer	Warsaw proj. officer	FY 98 Budget (\$35,000)	FY 99 Budget (\$20,000)
<b>SO 1.3 (Private Sector Enterprise Dev.)</b>									
<b>I.R.1 Policies, laws and regulations</b>									
180-0020.2	ABA/CEELI - Commercial Law;	AMERICAN BAR ASSOCIATION/ CEELI	1/99	W	W	Ilona Countryman	Magda Wyganowska	0	0
180-0023.16	SME Development / CAER II	HIID/DAI	3/99	P	P	Orest Koropecy (G)	Pawel Krzeczunowicz	0	0
180-0026.6	ENI Regional - Legal Reform Grant (IDLI)	INTL. DEVELOPMENT LAW INST.	12/98	W	W	Susan Gurley	Magda Wyganowska	0	0
180-0026.6	IDLI - Commercial Law Training	IDLI	12/98	W	W	Susan Gurley	Magda Wyganowska	95	0
180-0027.1(x)	IAA with Treasury - Tax Administration	U.S. DEPARTMENT OF TREASURY	9/99	W	W	Margaret Pollock	Peter Amato	250	0
180-0034.3	Polish Association of Home Builders	NATIONAL ASS. OF HOME BUILDERS RES. CENTE	10/98	P	P	Nancy Hooff	Michael Lee	10	0
180-0034.3	Evaluation of NAHB	TBD	9/98	P	P	N/A	Michael Lee	15	0
180-0249.2	CASE - Sustaining Growth	CASE FOUNDATION -POLAND	9/99	P	P	N/A	Pawel Krzeczunowicz	100	0
<b>IR 1 Sub-Total:</b>								<b>470</b>	<b>0</b>
<b>I.R. 2 Improved profitability of SME enterprises</b>									
180-0004.1	World Env. Center	WORLD ENVIRONMENT CENTER INC	9/98	W	W	Melody Bacha	Andrzej Pecikiewicz	0	0
180-0010.1	Polish-American Enterprise Fund	POLISH-AMERICAN ENTERPRISE FUND	9/2000	W	W	Tom Clarkson	Peter Amato	0	0
180-0014.3	US PSC (senior advisor)	Senior Private Sector Advisor (PA)	9/98	P	P	N/A	William Frej	0	0
180-0014.3	US PSC (advisor)	Private sector advisor (PK)	9/2000	P	P	N/A	Peter Amato	80	100
180-0023.8	SEAF - Small Enterprise Assist. Funds	CARESABC	9/98	P	P	Melissa Brinkerhoff	Pawel Krzeczunowicz	0	0
180-0023.17	American University - Building Skills for US-Polish Tr	AMERICAN UNIVERSITY	8/98	P	P	Melissa Brinkerhoff	Pawel Krzeczunowicz	0	0
180-0023.20	OIC-Poland	OPPORTUNITIES INDUSTRIALIZATION CENTRE	9/98	P	P	Melissa Brinkerhoff	Nina Majer	0	0
180-0023.15	2 FSNs	Project specialists ( MW, MJ)	9/99	P	P	N/A	Peter Amato	66	40
180-0023.18	SME Assistance and Development	ACDI	8/99	P	P	James May	Pawel Krzeczunowicz	0	1910
180-0023.18	SME BSO Tech Transfer	TBD	ERR	P	P	TBD	Peter Amato	4075	525
180-0023.15	PSC Support for SO 1.3	Local Intern (St.R)	5/98	P	P	N/A	Peter Amato	0	0
180-0023.26	WID SME Support II	FDPA/WRED	12/98	P	P	N/A	Magda Wyganowska	0	0
180-0029.1	Management Training Large Grants - Univ. of Maryland	UNIV. OF MARYLAND	9/99	W	P	Carolyn Coleman	Magda Wyganowska	0	0
180-0029.1	Management Training Large Grants - Univ. of Minnesota	UNIV OF MINNESOTA	6/2000	W	P	Patricia Bekele	Maryla Jakubowicz	31	125
180-0030.1	Industry Contracts - Restructuring/Legal Reform/IPP	BECHTEL CORPORATION	12/98	W	W	Jackie de Rosa	Maryla Jakubowicz	990	0
180-0030.1	Industry Contracts - Energy Efficiency	ELECTROTEK CONCEPTS INC	9/99	W	W	Ira Birnbaum	Maryla Jakubowicz	500	0
180-0030.1	Energy Regulatory Authority	TBD	12/99	P	P	TBD	Maryla Jakubowicz	500	0
180-0030.4	Utility Partnership Program	UNITED STATES ENERGY ASSOCIATION	9/98	W	W	Bob Ichord	Maryla Jakubowicz	0	0
180-0034.1	Creation and Development of Real Estate Institute	EASTERN EUROPE REAL PROPERTY FOUND	9/97	W	W	David Olinger	Krzysztof Jaszczolt	0	0
180-0034.3	Technical Assistance to Housing Developers	PADCO INC.	9/97	P	P	Nancy Hooff	Michael Lee	0	0
180-0034.3	Property Management Training	POLISH REAL ESTATE FEDERATION	10/98	P	P	N/A	Krzysztof Jaszczolt	44	0
180-0034.3	Cooperative Housing in a Market Economy	COOPERATIVE HOUSING FOUNDATION INTL	9/99	P	P	Nancy Hooff	Michael Lee	612	0
180-0249.2	Management Training - Gdansk University (uns. prop)	CENTRAL CONNECTICUT STATE UNIVERSITY	3/98	P	W	N/A	Magda Wyganowska	0	0
180-0249.2	WID SME Support	FDPA/WRED	12/98	P	P	N/A	Magda Wyganowska	0	0
TBD	Development Credit Authority	TBD	ERR	TBD	TBD	TBD	TBD	750	0
<b>IR 2 Sub-Total:</b>								<b>7648</b>	<b>2700</b>
<b>SO 1.3 SUB-TOTAL</b>									
								<b>8118</b>	<b>2700</b>

<b>SO 1.4 (Financial Sector Dev.)</b>										
<b>I.R. A Increased confidence in the financial sector</b>										
180-0014.4	Poland - National Bank of Poland (Supervision)	KPMG PEAT MARWICK/BARENTS	6/2000	W	P	Jean Lange	Vicki Peterson	1700	0	
180-0014.4	Bank Guarantee Fund/NBP	TBD (Barents)	6/2000	P	P	Jean Lange	Vicki Peterson	500	1500	
180-0014.4	Bank System Development (Credit Rating)	FIRST WASHINGTON ASSOCIATES LTD	3/99	W	P	Victoria Wohlsen	Mikolaj Lepkowski	100	0	
<b>IR A Sub-Total:</b>								<b>2300</b>	<b>1500</b>	
<b>I.R. B Improved efficiency of financial markets</b>										
180-0014.2	OTC - Over The Counter Market	BARENTS	5/98	W	P	Ann Richards	Mikolaj Lepkowski	0	0	
180-0014.4	Bank System Development (Payments)	FIRST WASHINGTON ASSOCIATES LTD	11/98	W	P	Victoria Wohlsen	Mikolaj Lepkowski	0	0	
180-0014.4	Warsaw Institute of Banking (Bank Training)	KPMG	4/98	W	W	Jean Lange	Vicki Peterson	0	0	
180-0014.4	US PSC (off shore)	Financial sector development advisor (VP)	9/2000	P	P	N/A	Peter Amato	250	200	
180-0014.4	FSN PSC	Project assistant (MLep)	9/2000	P	P	N/A	Peter Amato	0	50	
180-0023.6	WOCCU - Building the Polish Credit Union System	CREDIT UNION NATIONAL ASSOC.	3/99	W	W	Melissa Brinkerhoff	Mikolaj Lepkowski	0	0	
180-0024.6	Cooperative Banking	AGRICULTURAL COOP DEV INTL	7/98	P	P	Charles Uphaus	Mikolaj Lepkowski	400	0	
180-0027.1	IAA with Treasury: Bank Sector Financial Reform	U.S. TREASURY DEPARTMENT	1/98	W	W	Margaret Pollock	Vicki Peterson	0	0	
180-0027.2	FSVC Grant	FINANCIAL SERVICES VOLUNTEER CORPS INC	9/2000	W	W	Victoria Wohlsen	Vicki Peterson	700	300	
<b>IR B Sub-Total:</b>								<b>1350</b>	<b>550</b>	
<b>I.R. C Increased availability of standard financial services and products</b>										
180-0014.2	Private Pension Funds II	PRICE WATERHOUSE	8/98	P	P	Robert Singletary	Vicki Peterson	0	0	
180-0014.2	PPF II (cont.)	PROFILE	8/98	P	P	Robert Singletary	Vicki Peterson	0	0	
180-0014.2	Private Pension Funds III	TBD	3/2000	P	P	Robert Singletary	Vicki Peterson	1456	1100	
180-0014.2	Pension Funds: Plenipotentiary's Salary	IBRD	9/97	P	P	Robert Singletary	Vicki Peterson	0	0	
180-0014.2	Municipal Access to Capital Markets	TBD	12/99	P	P	Ann Richards	Mikolaj Lepkowski	350	0	
180-0024.16	VOCA - Commodity Exchange	VOLUNTEERS IN OVERSEAS COOPERATIVE ASST	9/98	P	P	Charles Uphaus	Magda Wyganowska	61	0	
180-0034.1	Urban Institute: Housing Finance	URBAN INSTITUTE	9/99	P	W	Nancy Hooff	Michael Lee	900	0	
180-0034.1	TCN PSC	Housing finance advisor (MLee)	9/99	P	P	N/A	Rebecca Black	0	0	
<b>IR C Sub-Total:</b>								<b>2767</b>	<b>1100</b>	
<b>SO 1.4 SUB-TOTAL</b>								<b>6417</b>	<b>3150</b>	

SO 2.3 (Local Government)									
180-0002.18	Poland - Local Govt.-Health Service Mgt.	HARVARD SCHOOL OF PUBL. HEALTH	6/99	W	W	Katie McDonald (G)	Tomasz Potkanski	700	0
180-0004.11	HIID Env. Policy	HARVARD UNIVERSITY	9/97	W	W	Dwight Walker	Andrzej Pecikiewicz	0	0
180-0019.7	DAI - Public Administration - Local Government	DEVELOPMENT ALTERNATIVES INTL.	12/98	P	P	Ilona Countryman	Tomasz Potkanski	715	0
180-0019.7	Decentralization of Public Finance	DAI (cont.)	9/99	P	P	Ilona Countryman	Tomasz Potkanski	1500	0
180-0019.7	LG Flood Damage Assessment	ASSOCIATION OF POLISH CITIES (uns.)	9/98	P	P	N/A	Tomasz Potkanski	0	0
180-0019.7	GMF-Dialog / Community Action	GERMAN MARSHALL FUND	9/98	W	W	Ilona Countryman	Nina Majer	0	0
180-0019.7	FSLD/Local Government / Community Action	FOUNDATION IN SUPPORT OF LOCAL DEMOCRAC	6/2000	P	P	Ilona Countryman	Tomasz Potkanski	750	0
180-0019.7	FSN PSC	Local government specialist (TP)	9/2000	P	P	N/A	Rebecca Black	110	0
180-0030.13	Energy Cities	FEWE (unsolicited proposal)	9/99	P	P	N/A	Maryla Jakubowicz	0	0
180-0032.9	Democracy Networks	ACADEMY FOR EDUCATIONAL DEV. INC.	7/98	P	P	Christine Sheckler	Nina Majer	0	0
180-0032.10	FSN PSC	NGO Project Manager (NM)	9/2000	P	P	N/A	Rebecca Black	0	90
180-0034.2	FSN PSC	Local government specialist (TP)	9/2000	P	P	N/A	Rebecca Black	0	0
180-0034.2	FSN PSC	Municipal specialist (MA)	ERR	P	P	N/A	Rebecca Black	60	60
180-0034.2	Utility Pricing Legislation	IQC TBD	ERR	P	P	Sheere McManus	Tomasz Potkanski	500	0
180-0034.2	PADCO: Municipal Development	PADCO INC	9/97	P	P	Nancy Hooff	Rebecca Black	0	0
180-0034.2	Urban Institute: Municipal Development / Partner Cities	URBAN INSTITUTE	9/98	P	W	Nancy Hooff	Rebecca Black	0	0
180-0034.2	Cooperation Fund - Urban Management	COOPERATION FUND - POLAND	12/98	P	P	Nancy Hooff	Krzysztof Jaszczolt	0	0
180-0034.2	Municipal Development	MDA (unsolicited proposal)	6/2000	P	P	Nancy Hooff	Rebecca Black	0	300
180-0034.2	Local Government Partnership Program	CHEMONICS	3/2001	P	P	Nancy Hooff	Scott Dobberstein	6200	10200
180-0034.2	TCN PSC	Local Government Finance Specialist (ML)	7/2000	P	P	N/A	Rebecca Black	300	0
180-0034.2	Bielsko Biala and other historic Study Tours	CHF	12/98	P	P	N/A	Michael Lee	0	0
180-0034.2	Housing Support for Partner Cities	CHF	12/98	P	P	N/A	Michael Lee	0	0
180-0034.2	Bielsko Biala Historic Revitalization	CHF	12/98	P	P	Nancy Hooff	Michael Lee	0	0
180-0034.2	Kłodzko Historic Revitalization (flood)	CHF	TBD	P	P	N/A	TBD	425	0
180-0034.2	Housing and Municipal Policy	TBD	3/2000	P	P	TBD	Michael Lee	1200	0
180-0034.2	Local Government Close-out	(USPSC, 3 FSNs, FY01 FASS/ICASS)	3/01	P	P	N/A	Rebecca Black	0	450
180-0034.3	PAHB (Flood Assistance)	NATIONAL ASS. OF HOME BUILDERS	9/98	P	P	Nancy Hoof	Michael Lee	0	0
180-0039.10	Env. Action Prog. Support Proj. Regional	CHEMONICS INTERNATIONAL CONSULTING DIV.	4/98	W	W	Jennifer Karp	Andrzej Pecikiewicz	0	0
180-0039.15	FSN PSC	Environment Specialist (AP)	9/98	P	P	N/A	Rebecca Black	55	0
180-0039.6	Local Env. Management Proj. Poland (LEM II)	RESEARCH TRIANGLE INSTITUTE	6/98	P	P	Vera Meenan	Andrzej Pecikiewicz	290	0
180-0041	Env. Training Project: Poland	MINNESOTA,UNIVERSITY OF	11/98	W	W	Angela Crooks	Andrzej Pecikiewicz	0	0
180-0249.2	PD&S LGPP Evaluation	Short Term PSCs (EC + MLip)	7/98	P	P	Gloria Steele	Rebecca Black	0	0
180-0249.2	Pre-award survey for MDA	DCAA	2/98	P	P	N/A	Rebecca Black	0	0
<b>SO 2.3 SUB-TOTAL</b>								<b>12805</b>	<b>11100</b>

SO 4.1 (Special Initiatives)									
180-0002.7	Georgetown University Scholarship Program	GEORGETOWN UNIVERSITY	12/98	W	W	Stephen Brooks	Katarzyna Wodnicka	0	0
180-0002.9(x)	USIA - English Language Training Program	UNITED STATES INFORMATION AGENCY	10/98	W	W	Joyce Kaiser	Katarzyna Wodnicka	0	0
180-0004.4	Fossil Energy Skawina Poland	U.S. CORPS OF ENGINEERS	12/2000	W	W	Ichord/Madland	Maryla Jakubowicz	2800	1000
180-0014.5	East-East Dissemination	CASE	6/2000	P	P	N/A	Pawel Krzeczunowicz	0	500
180-0019(x)	Democracy Commission Small Grants	UNITED STATES INFORMATION AGENCY	9/2000	W	W	Kathryn Stratos	Bruce Odell	350	350
180-0020	DOJ/CEELI - Criminal Justice	US DEPARTMENT OF JUSTICE/CEELI	8/98	W	W	Keith Henderson	Bruce Odell	0	0
180-0021.5	Political Party Building Program	NATIONAL DEMOCRATIC INSTITUTE	11/98	P	P	Deborah Berns	Krzysztof Janiak	0	0
180-0021.8	FTUI - Support to Solidarity /BKN (follow-up)	FREE TRADE UNION INST	12/98	W	W	Corbin Lyday	Bruce Odell	0	0
180-0022.1	Warsaw Journalism Center	WARSAW JOURNALISM CENTER	12/98	P	P	Peter Graves	Krzysztof Janiak	0	0
180-0022.2(x)	Media Exchanges	UNITED STATES INFORMATION AGENCY	12/98	W	W	Peter Graves	Katarzyna Wodnicka	0	0
180-0023.7	SPA - Small Project Assistance/Env. & English Teach.	PEACE CORPS	9/2000	W	W	Arnold Baker (G)	Bruce Odell	100	100
180-0031	Krakow Low Emissions Project	U.S. DEPARTMENT OF ENERGY	9/99	W	W	Ichord/Madland	Andrzej Pecikiewicz	0	0
180-0033.1	* US DOL - Labor Market Transition	U.S. DEPARTMENT OF LABOR	2/2000	W	W	Bruce Grogan	Bruce Odell	1231	0
180-0033.2	PIER - Mine Safety (Silesia)	PARTNERS IN ECONOMIC REFORM	9/98	P	P	Bruce Grogan	Krzysztof Janiak	0	0
180-0039.1	EPA 1994 IAA: Silesia / EMTC and Karkow Air / Agricu	U.S. ENVIRONMENTAL PROTECTION AGENCY	9/99	W	W	Mike Kalinoski	Pecikiewicz/Jakubowicz	0	0
180-0045.6(x)	USIA - Ron Brown Fellowship (former Muskie)	UNITED STATES INFORMATION AGENCY	9/2000	W	W	Joyce Kaiser	Katarzyna Wodnicka	200	150
180-0249.2	Special Initiatives Support	TBD	N/A	N/A	N/A	N/A	Bill Frej	2564	715
<b>SO 4.1 SUB-TOTAL</b>								7245	2815
SO 4.2 (Support to all three Strategic Objectives)									
180-0045.1	TRANSIT - Training for Societies in Transition	WORLD LEARNING (G Bureau buy-in)	9/2000	W	W	Joyce Kaiser	Katarzyna Wodnicka	0	0
180-0045.9	Disaster Preparedness Training	WORLD LEARNING (G Bureau buy-in)	10/98	P	W	Joyce Kaiser	Krzysztof Janiak	0	0
180-0249.2	PD&S (Data Collection Contract/Monitoring)	FINANCIAL SERVICES Ltd / TBD	6/2000	P	P	Gloria Steele	Bruce Odell	0	150
180-0249.2	Monitoring Support	Short Term Personal Service Contractors	9/99	P	P	N/A	Bruce Odell	80	0
180-0249.2	Financial Sustainability Planning	Limited Competition - new design FY97	9/2000	P	P	N/A	Bruce Odell	250	0
180-0249.2	ICASS costs	N/A	9/98	P	P	N/A	Keith Romwall	85	85
<b>SO 4.2 SUB-TOTAL</b>								415	235
<b>TOTAL</b>								<b>35000</b>	<b>20000</b>

(X) Activities, which were moved out of projects and put into "no-projects" category

- 2) PADCO total pipeline \$2,718,588
- 3) CHF total pipeline \$1,230,000
- 4) KPMG total pipeline \$10,065,573
- 5) First Washington Ass. total pipeline \$ 131,942
- 6) US Department of Treasury - no pipeline data
- 7) Urban Institute total pipeline \$1,758,190

Project No.			FY 98 Budget (\$35,000)	FY 99 Budget (\$20,000)
<b>A. STRENGTHENING DEMOCRATIC INSTITUTIONS</b>				
SUB-TOTAL			3,075	90
<b>1. Political Process and Governance</b>				
180-0019	Democratic Governance and Public Administration			
.01		* Tech. Assis. & Equipm. (Frost)		
.08		* OSCE Parliamen. Assis.		
.07		**Public Administration	3,075	0
PROJECT TOTAL			3,075	0
180-0020	Rule of Law			
.02		* ABA Grant	0	0
.06		*Bosnia Judicial Reform		
.03		* Democ. & Law: DOJ/AOJ		
.04		*Dem. & Law: Anit-crime Trng/ TA	0	0
PROJECT TOTAL			0	0
<b>2. Democratic Pluralism</b>				
180-0021	Political and Social Process			
.01		* Educ. reform (USIA)	0	0
.02		* Civil Society & Ethic Rels	0	0

.05			* polit. orgs. (incl. elec. monitoring)	0	0
.08			* FTUI	0	0
.10			* American University of Bulgaria		
.12			*PSCs		
			PROJECT TOTAL	0	0
180-0022		Independent Media			
.01			*IMF/Warsaw Journalism Center	0	0
.03			* Professional Media Program	0	0
.04			*Bosn.Media/Croat Prof. Med Ctr	0	0
			PROJECT TOTAL	0	0
180-0032		Non Governmental Organization (NGO) Dev. Pro			
.07			* NTCA Rural telecommunication	0	0
.09			*Democracy Networks	0	0
.10			PSCs	0	90
			PROJECT TOTAL	0	90
		<b>B. ECONOMIC RESTRUCTURING</b>	<b>SUB-TOTAL</b>	<b>11,954</b>	<b>6,450</b>
		1. Macroeconomic Support			
		2. Privatization and Assistance to Enterprises			
180-0014		Privatization & Enterprise Restruc.			
.01			Privatization	0	0
.02			Capital Markets	1,806	1,100
.03			Enterprise Restructuring	80	100
.04			Banking Sector	2,550	1,750
.05			Regional/other	0	500
			PROJECT TOTAL	4,436	3,450
180-0023		Technical Assistance to Enterprises			
.01			* IESC Private Enterprise	0	0
.02			* Gemini	0	0
.03			* CIPE (Chamber)	0	0
.05			* MBA Enterprise Corps	0	0
.06			*WOCCU	0	0
.07			* Peace Corps	100	100
.08			*CARESBEC	0	0
.10			* CSIS Poland	0	0
.11			* Entrepren. Mgmt & Exec. Dev.	0	0
.12			* SME Development in Albania	0	0
.13			* New Small Business Activity	0	0
.14			* CDC Business Enterprise	0	0
.15			*PSCs,travel,eval.	66	40
.16			*SME Enterprise Development	0	0
.17			*American University Poland	0	0
.18			*SME Assis. & Dev. Team (Reeng)	4,075	2,435
.22			* FSLD - Polish American Enterprise Clubs	0	0
.20			* OIC - Poland	0	0
.21			* DAI - Regional Networking	0	0
.26			WID SME Support II	0	0
			PROJECT TOTAL	4,241	2,575
		3. Improving the Business Climate			
180-0026		Competition Policy, Laws & Regulations			
.02			* Antitrust law advice (DOJ/FTC)	0	0
.04			* Telecom. policy (State)	0	0
.05			*Commerce (Gov't to Gov't)	0	0
.06			*Int'l Dev Law Inst (IDL) (Leg. Ed.)	95	0
.13			* Collateral Law (IRIS)	0	0
.14			* Other, Commercial code/law	0	0
.18			*PSCs,travel,eval,ARTI	0	0
.19			*Legal & Judicial Training	0	0
.20			*Environmental Economics	0	0
.16			* Corporate Governance	0	0
.17			* Bankruptcy	0	0

			PROJECT TOTAL	95	0
180-0027	<b>Business Services</b>				
.01		* TA/Finan Serv (Treas), incl. tax	0	0	0
.02		* FSVC grant	700	300	300
.05		* Other, PSCs	0	0	0
		PROJECT TOTAL	700	300	300
	<b>4. Investment and Trade</b>				
180-0010	<b>Enterprise Funds</b>				
.01		* Polish Enterprise Fund	0	0	0
.02		* Hungarian Enterprise Fund	0	0	0
.03		* Czech & Slovak Enterpr. Fund	0	0	0
.04		* Bulgaria Enterprise Fund	0	0	0
.05		* Baltics Enterprise Fund	0	0	0
.06		* Romania Enterprise Fund	0	0	0
.07		* Albania Enterprise Fund	0	0	0
.08		*Slovenia	0	0	0
		* Regional	0	0	0
		PROJECT TOTAL	0	0	0
180-0057	<b>South Balkan Development Initiative</b>	Project Total	0	0	0
	<b>5. Human Resources</b>				
180-0002	<b>Human Resources Program</b>				
.07		* Int'l Stud Exch Prog.( Georgetn)	0	0	0
.08		* Title VIII Program	0	0	0
.09		* English Teaching (USIA)	0	0	0
.10		*University Continuing Educ.	0	0	0
.15		* ORT	0	0	0
.16		* Fultz School	0	0	0
		PROJECT TOTAL	0	0	0
180-0045	<b>Participant Training</b>		0	0	0
.01		* PIET/World learning	0	0	0
		* PIET follow-on	0	0	0
.02		* Top Up - Academic Trg (USIA)	0	0	0
.05		* Monitoring Evaluation	0	0	0
.06		* Ron Brown Fellowship (former Muskie),USIA	0	0	0
.08		* Third Country Training	0	0	0
.09		* PSCs, travel, G buy-in	0	0	0
		PROJECT TOTAL	0	0	0
180-0029	<b>Management Training &amp; Market Economics Ed</b>				
.01		* Large grants competition	31	125	125
.03		*Eval., Monitoring & CERGE interns	0	0	0
.02		* Small grants competition (USIA)	0	0	0
		PROJECT TOTAL	31	125	125
	<b>6. Agriculture and Agribusiness</b>				
180-0024	<b>Restructuring Agriculture and Agribusiness</b>				
.01		* VOCA	0	0	0
.03		* NCBA	0	0	0
.04		* Agribus. TA & training (RAAPS)	0	0	0
.05		* USDA	0	0	0
.06		* ACDI (Coop Bank Poland)	400	0	0
.07		* Dairy farming/Land O'Lakes	0	0	0
.08		*American Breeders Service	0	0	0
.11		* PSC's & travel	0	0	0
.12		* Privatiz. of Agric. Lands (PAL)	0	0	0
.14		* Rural Financial Institutions	0	0	0
.15		* Trade Anal. & Policy Design	0	0	0
.19		* Agribus.Studies/Prog. Planning	0	0	0
.18		* Savings Coop Training	0	0	0
.16		*VOCA Commodities Exchange	61	0	0
.17		* Policy/mark/ trade assoc. (LOL)	0	0	0

			PROJECT TOTAL	461	0
		<b>7. Agriculture Sector Programs</b>			
180-0046		Agriculture Development Program - Albania		0	0
180-0049		Restructuring Albania Agriculture		0	0
			PROJECT TOTAL	0	0
		<b>8. Energy Efficiency</b>			
180-0030		Regional Energy Efficiency			
.01		* Indus. Contr.: Restruc. & Effic.		1,990	0
.02		* PASA/IAA with DOE		0	0
.03		* Energy Information Systems		0	0
.04		* grant to USEA		0	0
.05		* IAA with NRC		0	0
.09		* EBRD Nuclear Safety Fund		0	0
.10		* Utility Consultancy		0	0
.11		* PSCs & Travel		0	0
.13		Energy Cities		0	0
			PROJECT TOTAL	1,990	0

C. IMPROVING THE QUALITY OF LIFE		SUB-TOTAL	15,342	12,010
<b>1. Short-term Emergency &amp; Humanitarian Aid</b>				
180-0016	Trauma, Social Welfare & Humanitarian Assistance		0	0
.01		*War Victims - Former Yugo.	0	0
.02		* Romanian child health gr.	0	0
.09		*Holt Romanian adoption	0	0
.07		* NGO Humanit. Grants	0	0
.08		* PSCs & Evaluation	0	0
		PROJECT TOTAL	0	0
180-0054	Bosnia Emergency Rehabilitation	PROJECT TOTAL	0	0
			0	0
180-0056	Bosnia Reconstruc. Fin/Debt Reduc.	PROJECT TOTAL	0	0
<b>2. Employment and the Social Safety Net</b>				
180-0002	Regional Human Resources component			
.18		* Social Sector Restructuring	700	0
.20		* PSCs	0	0
.19		* Unemployment Social Fund	0	0
		PROJECT TOTAL	700	0
180-0033	Labor Market Transition	DOL	1,231	0
		PIER Mine Safety	0	0
		Evaluation	0	0
		PSC	0	0
		PROJECT TOTAL	1,231	0
<b>3. Housing</b>				
180-0034	Urban Development Assistance			
.01		Finance	900	0
.02		Municipal Development	8,685	11,010
.03		Private Production	681	0
.04		PSCs, travel,other	0	0
		PROJECT TOTAL	10,266	11,010
<b>'4. Health</b>				
180-0037	Partnerships in Health Care	Joint Commission on Accreditation of Hospitals	0	0
		PROJECT TOTAL	0	0
180-0038	Promotion of Health Markets	AIHA: Health Management Trng	0	0
		Environmental Health project	0	0
		PASA with HHS	0	0
		PROJECT TOTAL	0	0
186-0002	Romanian Family Planning			
.01		* CDC Repro. Health Survey & FPLM	0	0
.02		* Proj HOPE: Maternal Health & FP	0	0
.03		* Population Intern	0	0
.04		*Market Driven Contraceptive Distrib.	0	0
.05		*Population Policy	0	0
.06		*PSCs	0	0
		PROJECT TOTAL Transfer to G.	0	0
<b>5. Environment</b>				
180-0039	Improved Public Sector Environmental Services			
.01		* IAA with EPA	0	0
.06		* Local Envir. Mgt.	290	0
.09		*Danube (GEF)	0	0
.10		*EAP Investments	0	0
.11		*Albania Forestry	0	0
.12		*Biodiversity (GEF)	0	0
.13		* Estonia Hot Spots	0	0

.14			* Envir. Health buy-in	0	0
.15			* Evaluation, PSC	55	0
			PROJECT TOTAL	345	0
180-0004	Environmental Initiatives				
.01			* World Environmental Ctr	0	0
.04			* Fossil Energy Skawina	2,800	1,000
			* REC	0	0
.07			* EPA 1992 Krakow Air/Water	0	0
.08			* IPA Contract/WEC	0	0
.10			* RSSA with EPA	0	0
.11			* HIID	0	0
.12			* Env. Investments: Pride	0	0
.13			*Evaluation	0	0
.14			* PSCs & Travel	0	0
			PROJECT TOTAL	2,800	1,000
180-0041	Environmental Training	Environmental Training		0	0
			PROJECT TOTAL	0	0
	<b>D. MISCELLANEOUS</b>				
			SUB-TOTAL	4,629	1,450
180-0249	Audit, Evaluation, and Project Support				
.01			* Evaluation	0	0
.02			* Project Support	3,829	950
			* PSCs and Travel DG	0	0
			PSCs and Travel ED Of.& EF div.	0	0
			*Project Support PER	0	0
.03			* Other	0	0
			PROJECT TOTAL	3,829	950
180-xxxx	Reserved or Withheld from OYB				
			* Parking Fines Set Asides	0	0
			* Transfer to G: WID	0	0
			* Trans to USIA: Democ. Com. Sm Gr.	350	350
			* Ron Brown Fellowship Program	200	150
			* English Teaching (USIA)	0	0
			* Trans. to USIA Media Training	0	0
			* Transfer to G.: TAACS	0	0
			* IAA with treasury (tax)	250	0
			* Warsaw Initiative	0	0
			PROJECT TOTAL	800	500
			TOTAL SAI/DA-APPROPRIATED ASSISTANCE	35,000	20,000

\* Activities in 180-xxxx, till FY96 were included under their respective projects

## GLOBAL FIELD SUPPORT

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
SO 1.3: Private sector development is stimulated at the firm level	Development Credit Authority	medium-high	3 years (1998-2000)	750	750	0	0	0	0
SO 1.3: Private sector development is stimulated at the firm level	Evaluation of NAHB	low	14 days in FY98	15	0	0	0	0	0
SO 1.4: A competitive, market-oriented financial sector is developed	Loan Portfolio Guarantee	medium-high	4 years (1998-2001)	0	543	0	0	0	0
SO 2.3: local government is effective, responsive and accountable	RHUDO Operating Expenses	high	2 years (1998-1999)	0	431	0	549	0	305
SO 2.3: local government is effective, responsive and accountable	Utility Pricing Legislation	high	1 year (1998-1999)	500	0	0	0	0	0
SO 2.3: local government is effective, responsive and accountable	Poland - Local Govt. Health Service Management	medium-high	2 years (1998-1999)	700	0	0	0	0	0
SO 2.3: local government is effective, responsive and accountable	Housing and Municipal Policy	high	3 years (1998-2000)	1,200	0	0	0	0	0
SO 4.1: Special Initiatives	TRANSIT - Training for Societies in Transition	high	3 years (1998-2000)	312	0	0	0	0	0
<b>GRAND TOTAL.....</b>				<b>3,477</b>	<b>1,724</b>	<b>0</b>	<b>549</b>	<b>0</b>	<b>305</b>

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

Org. Title: USAID/POLAND Org. No: 181 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
Org. Title: USAID/POLAND Org. No: 181 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

Org. Title: USAID/POLAND Org. No: 181 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 - FNDH			0			0			0			0			0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	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
11.5	FNDH			0			0			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	95		95	117		117	117		117	120		120	120		120
11.8	FN PSC Salaries	470		470	470		470	470		470	386.5		386.5	386.5		386.5
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	565	0	565	587	0	587	587	0	587	506.5	0	506.5	506.5	0	506.5
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			0			0			0			0			0
12.1	Cost of Living Allowances			0			0			0			0			0
12.1	Home Service Transfer Allowances			0			0			0			0			0
12.1	Quarters Allowances	0.5		0.5			0			0	4		4	4		4
12.1	Other Misc. USDH Benefits	5		5	2.5		2.5	2.5		2.5	2.5		2.5	2.5		2.5
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
12.1	Other FNDH Benefits			0			0			0			0			0
12.1	US PSC Benefits	35		35	35		35	35		35	30		30	30		30
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	30		30	30		30	30		30	47		47	47		47
12.1	Other FN PSC Benefits	5		5	5		5	5		5	5		5	5		5
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	75.5	0	75.5	72.5	0	72.5	72.5	0	72.5	88.5	0	88.5	88.5	0	88.5
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
13	Other Benefits for Former Personnel - FNDH			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
13	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0



Org. Title: USAID/POLAND Org. No: 181 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	
23.3	Commercial Time Sharing			0		0			0			0			0	
23.3	Postal Fees (Other than APO Mail)			0		0			0			0			0	
23.3	Other Mail Service Costs			0		0			0			0			0	
23.3	Courier Services	4		4	4	4	4		4	4	4	4	4		4	
	Subtotal OC 23.3	101	0	101	82	0	82	82	0	82	75	0	75	75	0	75
24	Printing and Reproduction	5		5	5	5	5		5	5	5	5	5		5	
	Subtotal OC 24.0	5	0	5	5	0	5	5	0	5	5	0	5	5	0	5
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	
25.1	Management & Professional Support Services	45		45	32.5		32.5	32.5		32.5	30		30	30		30
25.1	Engineering & Technical Services			0		0			0			0			0	
	Subtotal OC 25.1	45	0	45	32.5	0	32.5	32.5	0	32.5	30	0	30	30	0	30
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	25.5		25.5	27.5		27.5	27.5		27.5	27.5		27.5	28.5		28.5
25.2	Residential Security Guard Services	31		31	22.5		22.5	22.5		22.5	24		24	24		24
25.2	Official Residential Expenses			0		0			0			0			0	
25.2	Representation Allowances	1.5		1.5	1.5		1.5	1.5		1.5	1.5		1.5	1.5		1.5
25.2	Non-Federal Audits			0		0			0			0			0	
25.2	Grievances/Investigations			0		0			0			0			0	
25.2	Insurance and Vehicle Registration Fees	1.1		1.1	1.5		1.5	1.5		1.5	1.5		1.5	1.5		1.5
25.2	Vehicle Rental			0		0			0			0			0	
25.2	Manpower Contracts	4.3		4.3	4.3		4.3	4.3		4.3	4.3		4.3	4.3		4.3
25.2	Records Declassification & Other Records Services			0		0			0			0			0	
25.2	Recruiting activities			0		0			0			0			0	
25.2	Penalty Interest Payments			0		0			0			0			0	
25.2	Other Miscellaneous Services	40		40	35		35	35		35	30		30	30		30
25.2	Staff training contracts	12		12	12		12	12		12	12		12	12		12
25.2	ADP related contracts	4.1		4.1	4.2		4.2	4.2		4.2	4.2		4.2	4.2		4.2
	Subtotal OC 25.2	119.5	0	119.5	108.5	0	108.5	108.5	0	108.5	105	0	105	106	0	106
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	200		200	192.5		192.5	192.5		192.5	192.5		192.5	175		175
25.3	All Other Services from Other Gov't. accounts			0		0			0			0			0	
	Subtotal OC 25.3	200	0	200	192.5	0	192.5	192.5	0	192.5	192.5	0	192.5	175	0	175
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	5		5	5		5	5		5	5		5	5		5
25.4	Residential Building Maintenance	10		10	7		7	7		7	12.5		12.5	12.5		12.5
	Subtotal OC 25.4	15	0	15	12	0	12	12	0	12	17.5	0	17.5	17.5	0	17.5

Org. Title: USAID/POLAND Org. No: 181 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	0.5	0.5	1		1	1		1	1		1	1		1		
25.7	Storage Services		0			0			0			0			0		
25.7	Office Furniture/Equip. Repair and Maintenance	9	9	7		7	7		7	7		7	7		7		
25.7	Vehicle Repair and Maintenance	1.5	1.5	1.5		1.5	1.5		1.5	1.5		1.5	1.5		1.5		
25.7	Residential Furniture/Equip. Repair and Maintenance	25	25	10		10	10		10	10		2.5	2.5		2.5		
	Subtotal OC 25.7	36	0	36	19.5	0	19.5	19.5	0	19.5	12	0	12	12	0	12	
25.8	Subsistence and support of persons (by contract or Gov't.)		0			0			0			0			0		
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
26	Supplies and materials		20			20			20			17.5			17.5		
	Subtotal OC 26.0	20	0	20	20	0	20	20	0	20	17.5	0	17.5	17.5	0	17.5	
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			0			0			0			0		
31	Purchase of Office Furniture/Equip.		2			1			1			1			1		
31	Purchase of Vehicles		0			0			0			0			0		
31	Purchase of Printing/Graphics Equipment		6			0			0			0			0		
31	ADP Hardware purchases		2			1			1			1			1		
31	ADP Software purchases Y2K		30.5			6			6			0			0		
	Subtotal OC 31.0	40.5	0	40.5	8	0	8	8	0	8	2	0	2	2	0	2	
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		
32	Purchase of fixed equipment for buildings		0			0			0			0			0		
32	Building Renovations/Alterations - Office		0			0			0			0			0		
32	Building Renovations/Alterations - Residential		0			0			0			0			0		
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
42	Claims and indemnities		0			0			0			0			0		
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
<b>TOTAL BUDGET</b>		<b>2111</b>	<b>0</b>	<b>2111</b>	<b>1992.5</b>	<b>0</b>	<b>1992.5</b>	<b>1992.5</b>	<b>0</b>	<b>1992.5</b>	<b>1953.5</b>	<b>0</b>	<b>1906.5</b>	<b>1900</b>	<b>0</b>	<b>1853</b>	
Dollars Used for Local Currency Purchases		<u>1,409</u>			<u>1,320</u>			<u>1,320</u>			<u>1,320</u>			<u>1,300</u>			
Exchange Rate Used in Computations		<u>3.45</u>			<u>3.4</u>			<u>3.4</u>			<u>3.75</u>			<u>3.75</u>			

OAR/WARSAW FY 1998 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1.3	SO 1.4	SO 2.3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	Program		
U.S. Direct Hire			2					2	1	1	1	1			4	6
Other U.S. Citizens: 1/																
OE Internationally Recruited								0					1		1	1
OE Locally Recruited								0							0	0
Program	2	1						3							0	3
FSN/TCN Direct Hire:																
OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire:																
OE Internationally Recruited								0							0	0
OE Locally Recruited	1	1						2	1	7	10	1		2	21	23
Program	2	1	5					8						0	8	8
<b>Total Staff Levels</b>	5	3	7	0	0	0	0	15	2	8	11	2	0	3	26	<b>41</b>
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

OAR/WARSAW FY 1999 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1.3	SO 1.4	SO 2.3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	Program		
U.S. Direct Hire			2					2	1	1	1				3	5
Other U.S. Citizens: 1/ OE Internationally Recruited								0					1		1	1
OE Locally Recruited Program	1	1						2							0	2
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program	0.5	0.5						1	1	7	9	1	2	20	21	
	2	1	4					7					0	7		
Total Staff Levels	3.5	2.5	6	0	0	0	0	12	2	8	10	1	0	3	24	36
TAACS								0							0	0
Fellows								0							0	0

TOTAL  
Excl. RUDO

1/ Excluding TAACS and Fellows

0 FY 1999 Estimate On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1.3	SO 1.4	SO 2.3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	Program		
U.S. Direct Hire			2					2	1	1	1				3	5
Other U.S. Citizens: 1/ OE Internationally Recruited								0					1		1	1
OE Locally Recruited Program	1	1						2							0	2
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program	0.5	0.5						1	1	7	9	1	2	20	21	
	2	1	4					7					0	7		
Total Staff Levels	3.5	2.5	6	0	0	0	0	12	2	8	10	1	0	3	24	36
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

0 FY 2000 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff	
	SO 1.3	SO 1.4	SO 2.3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	Program			
U.S. Direct Hire			1					1	1	1	1				3	4	
Other U.S. Citizens: 1/ OE Internationally Recruited								0						1	1	1	
OE Locally Recruited Program	1	1						0							0	0	
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0	
OE Locally Recruited								0							0	0	
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0	
OE Locally Recruited	0.5	0.5						1	1	4.5	6.5	1		2	15	16	
Program	2	1		5				8							0	8	
Total Staff Levels	3.5	2.5	incl 2 from RUDO 6		0	0	0	0	12	2	5.5	7.5	1	0	3	19	<b>31</b> excl. RUDO
TAACS								0							0	0	
Fellows								0							0	0	

1/ Excluding TAACS and Fellows

OAR/WARSAW FY 2000 Estimate On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff	
	SO 1.3	SO 1.4	SO 2.3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	Program			
U.S. Direct Hire			1					1	1	1	1				3	4	
Other U.S. Citizens: 1/ OE Internationally Recruited								0						1	1	1	
OE Locally Recruited Program	1	1						0							0	0	
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0	
OE Locally Recruited								0							0	0	
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0	
OE Locally Recruited	0.5	0.5						1	1	4.5	6.5	1		2	15	16	
Program	2	1		5				8							0	8	
Total Staff Levels	3.5	2.5	incl 2 from RUDO 6		0	0	0	0	12	2	5.5	7.5	1	0	3	19	<b>31</b>
TAACS								0							0	0	
Fellows								0							0	0	

1/ Excluding TAACS and Fellows

OAR/WARSAW FY 2001 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1.3	SO 1.4	SO 2.3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	Program		
U.S. Direct Hire								0							0	0
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program			1					1							0	1
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program			3					3							0	3
Total Staff Levels	0	0	4	0	0	0	0	4	0	0	0	0	0	0	0	4
TAACS Fellows								0							0	0
								0							0	0

excl. RUDO

1/ Excluding TAACS and Fellows

Summary On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1.3	SO 1.4	SO 2.3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
<b>FY 1998:</b>																
U.S. Direct Hire	0	0	2	0	0	0	0	2	1	1	1	1	0	0	4	6
OE Internationally Recru	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
OE Locally Recruited	1	1	0	0	0	0	0	2	1	7	10	1	0	2	21	23
Total OE Funded Staff	1	1	2	0	0	0	0	4	2	8	11	2	0	3	26	30
Program Funded	4	2	5	0	0	0	0	11	0	0	0	0	0	0	0	11
Total FY 1998	5	3	7	0	0	0	0	15	2	8	11	2	0	3	26	41

1998

<b>FY 1999 Target:</b>																
U.S. Direct Hire	0	0	2	0	0	0	0	2	1	1	1	0	0	0	3	5
OE Internationally Recru	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
OE Locally Recruited	0.5	0.5	0	0	0	0	0	1	1	7	9	1	0	2	20	21
Total OE Funded Staff	0.5	0.5	2	0	0	0	0	3	2	8	10	1	0	3	24	27
Program Funded	3	2	4	0	0	0	0	9	0	0	0	0	0	0	0	9
Total FY 1999 Target	3.5	2.5	6	0	0	0	0	12	2	8	10	1	0	3	24	36

1999

<b>FY 1999 Request:</b>																
U.S. Direct Hire	0	0	2	0	0	0	0	2	1	1	1	0	0	0	3	5
OE Internationally Recru	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
OE Locally Recruited	0.5	0.5	0	0	0	0	0	1	1	7	9	1	0	2	20	21
Total OE Funded Staff	0.5	0.5	2	0	0	0	0	3	2	8	10	1	0	3	24	27
Program Funded	3	2	4	0	0	0	0	9	0	0	0	0	0	0	0	9
Total FY 1999 Request	3.5	2.5	6	0	0	0	0	12	2	8	10	1	0	3	24	36

<b>FY 2000 Target:</b>																
U.S. Direct Hire	0	0	1	0	0	0	0	1	1	1	1	0	0	0	3	4
OE Internationally Recru	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
OE Locally Recruited	0.5	0.5	0	0	0	0	0	1	1	4.5	6.5	1	0	2	15	16
Total OE Funded Staff	0.5	0.5	1	0	0	0	0	2	2	5.5	7.5	1	0	3	19	21
Program Funded	3	2	5	0	0	0	0	10	0	0	0	0	0	0	0	10
Total FY 2000 Target	3.5	2.5	6	0	0	0	0	12	2	5.5	7.5	1	0	3	19	31

2000

<b>FY 2000 Request:</b>																	
U.S. Direct Hire	0	0	1	0	0	0	0	1	1	1	1	0	0	0	3	4	
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1		
OE Locally Recruited	0.5	0.5	0	0	0	0	0	1	1	4.5	6.5	1	0	2	15		
<b>Total OE Funded Staff</b>	<b>0.5</b>	<b>0.5</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>5.5</b>	<b>7.5</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>19</b>		
Program Funded	3	2	5	0	0	0	0	10	0	0	0	0	0	0	10		
<b>Total FY 2000 Request</b>	<b>3.5</b>	<b>2.5</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>2</b>	<b>5.5</b>	<b>7.5</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>19</b>		

<b>FY 2001 Estimate:</b>																
U.S. Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total OE Funded Staff</b>	<b>0</b>															
Program Funded	0	0	4	0	0	0	0	4	0	0	0	0	0	0	4	
<b>Total FY 2000 Target</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	

2001

MISSION :

**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	1	1	1		Bill
02 Program Off.					
03 EXO	1	1	1		Jerry/Don
04 Controller	1	1	1		Keith
05/06/07 Secretary					
10 Agriculture.					
11 Economics					
12 GDO					
12 Democracy	1	1	1		Scott
14 Rural Dev.					
15 Food for Peace					
21 Private Ent.					
25 Engineering					
40 Environ					
50 Health/Pop.					
60 Education					
75 Physical Sci.					
85 Legal					
92 Commodity Mgt					
93 Contract Mgt	1				Tom
94 PDO					
95 IDI					
Other*	1	1			Rebecca
<b>TOTAL</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>0</b>	

\*RUDO DIRECTOR

TRUST FUNDS & FSN SEPARATION FUND

Orgno: 181  
 Org. Title: USAID/ WARSAW/ POLAND

Foreign National Voluntary Separation Account

Action	FY 97			FY 98			FY 99		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	45.0	21.0	66.0	30.0	47.0	77.0	30.0	5.0	35.0
Withdrawals			0.0	3.0	34.7	37.7	20.0	0.0	20.0

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

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

	FY 97	FY 98	FY 99
Balance Start of Year		0.0	0.0
Obligations			
Deposits			
Balance End of Year	0.0	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 97	FY 98	FY 99
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