

**USAID SLOVAKIA
FY 2001 Results Review
Submitted March 1999**

The attached results information is from the FY 2001 Results Review (R2) for Slovakia and was assembled and analyzed by USAID Slovakia.

The R2 is a “pre-decisional” USAID document and does not reflect results stemming from formal USAID reviews. Additional information on the attached can be obtained from Ms. Paula Goddard, USAID Slovakia.

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Please Note:

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To: Mr. Donald Pressley
Acting Assistant Administrator, ENI

From: Paula Goddard
Mission Director, USAID Slovakia

Subject: USAID Slovakia FY 2001 Results Review

We are pleased to submit with this memorandum USAID Slovakia's R2, which reports on the results of our program over the past year, and the program's prospects between now and USAID's closure in September 2000. As you are aware, 1998 was a dramatic year in Slovakia, as the nation voted a mandate for change. The elections were declared free and fair with a high degree of citizen participation. We believe, as does the Ambassador, that the USAID program has contributed significantly during this period to US foreign policy goals in Slovakia.

The new Government of Slovakia has indicated that its three most immediate priorities are to confront the financial crisis left by the former government, combat corruption and organized crime, and seek integration into the EU, NATO and the OECD. Shortly after assuming office, the GOS immediately began taking measures to reduce its fiscal deficit, and has adopted an austerity budget for 1999. It has also undertaken a wide range of initiatives to modify laws and government procedures so as to consolidate democratic institutions, and assure their openness to citizen participation.

But the country confronts difficult challenges ahead. Economic mismanagement and the recentralization of power by the previous government have taken their toll and put Slovakia behind its neighbours in the transition to a stable democracy and a viable market economy. It will be extremely important to monitor closely the progress with reforms over the next year.

As a closeout Mission, our results review would not normally include a resource request. However, as we have agreed, it is essential that the US provide critically important assistance to the GOS over the coming year as it addresses the priority issues that could destabilize reform efforts. We have therefore included a resource request section in order to outline our approach to providing assistance to the GOS between now and USAID closure.

The strategic focus we are applying in allocating the \$3 million in FY 99 program resources made available to this mission must be viewed in the context of our extensive efforts over the past six months to work with the new leadership emerging after the September 1998 Parliamentary elections. In concert with the Country Team, and in close coordination with the other donors, we developed criteria for assistance in the final year of the SEED program for Slovakia. In brief, we determined that assistance should specifically respond to stated needs and priorities, should reflect USAID's comparative advantage in expertise and timeliness, and program results should be achievable in the time frame and within the management capabilities of USAID in its final year.

Of the three GOS priority concerns, the economic crisis was the first to be addressed. In December an ENI team undertook an assessment of the macroeconomic conditions inherited by the new government and recommended short- and long-term assistance. A second assessment by a US Treasury team using regional SEED funds under an Inter-Agency Agreement led to work scopes for a long-term debt advisor to begin April 1, 1994 and a short-term bank privatization advisor engaged in January. These activities are being financed with prior year SEED transfers to the Department of Treasury that have been allocated to Slovakia. USAID will also assist the GOS with its fiscal crisis by using FY 99 SEED funds for technical assistance in the implementation of a housing allowance program, which we had previously helped design.

Of the total FY 99 SEED funds allocated to our bilateral program, \$2 million will be used to fund an indigenous grant making organization, as was proposed and approved in last years R2. We have allocated the majority of USAID Slovakia's remaining FY 99 funding to activities related to rule of law and anti-crime and corruption, in direct response to the second stated priority of the new GOS. These activities will consolidate our previous investment in Slovakia's transition to the rule of law. As the Embassy's Mission Performance Plan states, the democracy strategic goal "pervades almost every facet of this mission's operations and is linked directly to the national security goals we are pursuing..." It also notes that "...the rule of law is fundamental to (Slovakia's) further integration into western structures." In addition, these activities will help accomplish the MPP's international crime strategic goal, "to improve capabilities to combat crime and corruption, and strengthen the judicial system."

In February we organized a TRANSIT study tour for new cabinet members to attend Vice President Gore's International Conference on Crime and Corruption, and to meet with their US counterparts in the anti-crime and corruption area. To follow up, we propose a program to strengthen rule of law and assist in the fight against crime and corruption, responding to requests from the Ministry of Justice and the newly appointed Prosecutor General for assistance in legislative drafting, administration of courts, and training. We will also provide a grant to Transparency International to raise public awareness and to educate the general public on its role in the fight against crime and corruption.

The other important objectives of our democracy program will be met using existing activities and resources. We are extending the completion dates of several activities into the last quarter of FY 99 in order to achieve planned or enhanced results, and in some cases we will redirect existing resources to ensure that those activities of highest priority have the greatest impact in the remaining months. For example, to support the Vice Prime Minister's efforts to develop greater tolerance of minorities, which is a key to EU accession, we will train 130 newly elected Roma mayors and City Council members on how to be effective as elected representatives through our local self government program.

Allocation of the limited resources available to this Mission was difficult. For a variety of reasons we were unable to support several important initiatives in Slovakia for which we received requests or proposals. Examples of other needs include technical assistance to the Ministry of Health relating to restructuring the sector, assistance to strengthen the parliament, assistance for decentralization and re-structuring local self-government, further work with the media and political parties to consolidate advances made, and finally, assistance with nuclear

safety. It is our hope that some of these priority needs may be met with support from existing regional or interagency programs between now and closure of the USAID Slovakia program, or that deobligated resources will be available for reobligation. Additional resources for TRANSIT would provide a flexible means for responding to a variety of needs, with a proven and successful model of training. The management implications of any initiative would be carefully reviewed in light of our declining staff resources as we proceed toward closure.

Slovakia has made great strides over the past year, but these gains are still fragile. The new political structures here remain untested, and if the current economic decline accelerates, public support for the GOS could fade quickly. We will continue to monitor the situation and work with the Ambassador and the rest of the Country Team to respond to specific requests from the GOS which may arise and for which we have the resources to respond.

The current USAID Slovakia offices will be closed at the end of calendar year 1999. Employment for most of our excellent local staff will terminate on November 30, 1999. We are planning to move one US direct hire and four FSNs to offices in the Embassy at the end of this calendar year, from which the program will be managed during its final nine months. During that period, as well as during the remainder of 1999, ENI Washington staff support will be essential.

We look forward to the Bureau's comments on our Results Review, and will of course respond quickly to any requests for further clarification of its content.

Common Acronyms:

ACILS	American Center for International Labor Solidarity
ACR	Aid to Children at Risk
ADR	Alternative Dispute Resolution
CEE	Central and Eastern Europe
CEELI	Central and Eastern Europe Law Initiative
CIDA	Canadian International Development Agency
CSOs	Civil Society Organizations
EMED	Entrepreneurial Management and Executive Development Program.
ETP	Environmental Training Project
EU	European Union
EU Phare	EU Technical Assistance Program
FCS	Foundation for a Civil Society
FTSG	Foundation for Training in Self-Government
GOS	Government of Slovakia
GEF	Global Environmental Facility
HIID	Harvard Institute for International Development
HME	Health Management Education
HZDS	Movement for a Democratic Slovakia
IAA	Inter-Agency Agreement
ICMA	International City and County Managers' Association
ICNL	International Center for Non-Profit Law
IESC	International Executive Service Corps
IFES	International Foundation for Election Systems
IPCM	Institute of Preventive and Clinical Medicine
IRI	International Republican Institute
LSGAC	Local Self Government Assistance Center
MOE	Ministry of Environment
MTEE	Management Training and Economic Education Project
NICU	Neonatal Intensive Care Unit
NDI	National Democratic Institute
NFF	National Freedom Forum (Freedom House)
OECD	Organization for Economic Cooperation and Development
PPC	Pollution Prevention Center
PRTR	Pollutant Release and Transfer Registry
REC	Regional Environmental Center
SEA	Slovak Environmental Agency
SEED	Support for Eastern European Democracy
SZZU	Slovak State Health Institute
TRANSIT	Technical Training for Societies in Transition
UAHO	Union of Associations of Housing Owners
UNITAR	United Nations Institute of Training and Research
USIS	United States Information Service
VIC	Information and Training Center
WEC	World Environment Center

USAID SLOVAKIA FY 2001 Results Review

Part I: Overview and factors affecting program performance

A. Summary of progress implementing strategic plan

USAID Slovakia made significant progress implementing its strategic plan during 1998, and the program is now advancing toward the scheduled September 2000 closure. For most strategic objectives, program results met expectations, and greatly exceeded expectations for the program a year ago. At that time, the prospects for the successful conclusion of the program were dim, but with the election last September of a reform-minded government, Slovakia now has a new opportunity to consolidate its transition to a Western oriented democracy with a strong market economy. The focus of the USAID Slovakia program is now on institutionalizing program activities within the local partners that will maintain them, without USAID support, after program closure.

However, there are also a number of critical concerns that must be addressed during the remaining life of the USAID Slovakia program. Specifically, the new Government of Slovakia (GOS) needs to overcome unsustainable fiscal and current account deficits, and implement long-delayed, and crucial reforms in the banking and industrial sectors. Of equal importance, to maintain public support for democracy the GOS must demonstrate clearly to its citizens that it can remedy the corruption and cronyism that have been endemic in the past in all three branches of the government. Finally, consolidation of Slovakia's democratic structures remains an urgent concern, requiring modifications to the legal framework to support rule of law, and creation of mechanisms to ensure continued citizen participation in government decisions. If the GOS is unable to address these issues in a timely manner, the successes Slovakia, and the USAID program, have achieved during the past year may be short-lived.

B. Country factors

Last year's report on program results focused on the prior government's lack of commitment to democratic values, but the situation is now much more positive. The September parliamentary election produced a startling and welcome change in the make-up and orientation of the GOS. The new government coalition took office in November 1998. Its stated priorities are to address the financial crisis left by the former government, combat corruption and organized crime, and seek integration into the EU, NATO and the OECD. It seeks to return to a path of free market reform, democracy, and Western integration.

However, there are significant hurdles that must be overcome if the GOS is to achieve these goals. The governing coalition itself is made up of parties that joined primarily to meet the requirements of a restrictive election law. It is an unwieldy alliance. Some coalition members also lack the experience and the regional and local structures needed to maintain effective communication with constituents, especially during a period of economic retrenchment.

The new government faces a severe fiscal crisis, due both to the prior government's politically motivated deficit spending and to its failure to adopt important reform measures, specifically bank privatization, industrial sector restructuring and legal and regulatory reforms. The new government has begun to reveal the extent of corruption, cronyism, and uncontrolled state finances that underlie the fiscal crisis it inherited from the prior government. Economic growth is expected to slow considerably in 1999, as the government works to restore macroeconomic stability. The government has already adopted several unpopular measures, such as a dramatic increase in utility and public transport fees. For now the prior government carries the blame for the difficulties, but public support for the new government is expected to wane if concrete signs of improvement are not achieved soon.

C. Most significant program achievements in 1998

The 1998 USAID program's greatest impact was in support for the democratic transition, (civic participation and local governance), where USAID activities contributed strongly to the unusually high voter turnout in last September's parliamentary elections (84% of registered voters). Not only did more people vote, there are also clear indications that the voters were in general better informed about the election issues. The following activities had the greatest impact on the elections: 1) Assistance to improve election procedures and to facilitate the role of election observers; 2) NGO voter education programs; 3) Assistance with political party organizational issues; 4) Guidance to political parties in the use of polls to identify voter concerns and issues; 5) Media training; and 6) Strategic planning for political activities by trade unions.

Activities related to the economic restructuring strategic objectives (accelerated development and growth of private enterprises, and increased environmental management capacity) are proceeding as planned, and both of these objectives will be closed with submission of this R2. The most important contributions under these strategic objectives were the training program for MBA and economics professors; passage and implementation of legislation incorporating economic concerns in environmental policies; and the institutionalization of environmental program capabilities in Slovak public and private institutions. USAID assistance strengthened the Ministry of Environment and its institutions, resulting in increased ability to negotiate during the EU accession process.

Special initiatives also produced important results such as the adoption of improved hospital treatment protocols, and the establishment of community preventive health care centers. The various training programs supported by USAID, included groups from the Health Care Sector, regional Trade Unions, and senior representatives of the National Bank of Slovakia. Training of a critical mass of health care professionals providing occupational health services was completed, and a train-the-trainer component promises that this effort will be ongoing and sustainable.

D. Prospects for progress in 1999 and for Mission close out

Additional resources have been made available to support the new GOS' priority efforts to address issues that could prove destabilizing at this critical point in Slovakia's transition to

democracy and free markets. The SEED Coordinator has agreed to provide resources available in existing 632A interagency agreements to fund technical assistance to address critically important economic issues, i.e. long and short-term Department of Treasury assistance to the GOS with debt management issues, and with the privatization of the IRB and VUB banks. USAID Slovakia, in consultation with the Embassy, has programmed the additional FY99 budget resources (\$3 million) that were approved for high priority activities that are essential in the new political environment. The following four activities have been approved: 1) Support for administration of justice reform through the Ministry of Justice; 2) An anti-corruption public awareness campaign through a non-governmental organization; 3) Implementation and evaluation of a housing allowance program that will facilitate privatization of public housing and reduce GOS deficits, and 4) USIS media training and small democracy grants programs. All of these activities will be fully implemented prior to the program close out, and can be managed by the reduced staff that is planned for this period. These USAID activities will be complemented by additional assistance in the law enforcement and judicial area from INL resources.

With submission of this R2, USAID Slovakia closes two of its strategic objectives (accelerated development and growth of private enterprises, and increased environmental management capacity to support sustainable economic growth). The program is now focused on the two democratic transition objectives, with all other remaining activities classified as special initiatives and crosscutting activities. In recognition of specific implementation issues and opportunities, the Mission has also approved no-cost extensions for several on-going activities, as described in the respective strategic objective reports that follow. Of the forty USAID Slovakia funded activities being implemented in FY 99, only sixteen will be active during the Mission final nine months, and only five during its final quarter so as not to impede the orderly close out of the program in September 2000. Careful consideration has been given to the management burden implied by these extensions, and the residual Mission staff will be fully capable of managing these priority programs.

E. Connection to Mission Performance Plan

There is a direct linkage between the USAID strategic objectives and four of the Strategic Goals in the US Embassy's Mission Performance Plan (MPP): 1) Democracy; 2) Combat international crime; 3) Open markets; and 4) Broad-based growth. As the MPP states, "The democracy goal pervades almost every facet of this mission's operations and is linked directly to the national security goals we are pursuing. Assistance to NGOs and programs that build a civil society will increase civic education and citizen involvement in public affairs. Through all the above means we will emphasize that regard for the rule of law is fundamental to further integration into Western structures." Activities under Strategic Objectives 2.1 and 2.3, as well as several under 4.1, will all support the MPP's democracy and international crime goals.

Activities under Strategic Objective 4.1 will also fully support the Mission's goals of open markets and broad based growth, which seek to: encourage and support Slovakia's commitment to develop a market-oriented economy, integrate more fully into European and Western economic structures, prepare institutions to provide stabilization support, and build better a business environment by helping to reduce the level of organized crime and corruption.

Part II: Results review by strategic objective

A. SO 1.3: Accelerated Development and Growth of Private Enterprises

1. Summary: As shown in the table immediately following this SO narrative, the majority of activities linked to this strategic objective have ended. Three activities were ongoing in FY 98: 1) the Management Training and Economic Education Project (MTEE) with the University of Pittsburgh and Comenius University (this is the only activity that will still be active in FY 99 and FY 00); 2) the Entrepreneurial Management and Executive Development (EMED) program; and 3) the International Executive Service Corps. The purpose of the MTEE project is to develop and enhance the capacity of Comenius University in two areas: a) development of an MBA program and, b) program development and postdoctoral training of Comenius University economics faculty. EMED provided short-term, individualized training to business owners and senior managers in Slovakia with the purpose aiding the development of small and medium-sized businesses. IESC's effort concentrated on technical assistance at the firm level provided mainly by Volunteer Executives, who provided advice to Slovak businesses, trade associations, and consulting firms on problems involving general management, financial management, marketing, production costs, quality control, human resource management, and organizational structure.

2. Key Results: One intermediate result remained to be completed under this Strategic Objective, i.e. sources of business training and assistance strengthened. There are some residual activities under the MTEE program under this IR, but these will be reported on next year as a special initiative, and this strategic objective will close with the submission of this results review.

3. Performance and Prospects:

Sources of Business Training and Assistance Strengthened. Under the MTEE program, selected Comenius University economics faculty members are sent to the University of Pittsburgh for two years of resident postdoctoral study. 1998 marked the completion of the post doctoral study program in economics at the University of Pittsburgh for 23 (cumulative) Comenius faculty members. Building on the increased number of Comenius economic faculty who have completed the program and who are now qualified to teach courses, the next step is to obtain legal recognition in Slovakia for the MBA as a full degree rather than as a professional certificate. The first weekend executive MBA graduation under this program was held on December 11, 1998.

The return to Slovakia of Comenius University faculty members who have completed post doctoral studies in economics and business from an American university highlighted a significant issue. Many of the faculty members armed with such an impressive credential in their discipline discovered their marketability before the private sector enhanced, and many left their university posts and entered the private sector where their salaries and prestige increased. The University has not been able to develop the funding mechanisms required to make the professor's salaries more competitive. The sustainability of this activity is therefore not assured.

EMED had both direct, measurable impacts and indirect impacts that are more difficult to measure. A survey conducted in February 1998 shows that EMED participant companies grew in size, increased their annual revenue, and increased market share. Though EMED does not profess to be the causative factor that produces these outcomes, the survey suggests that EMED participants do benefit from the program in some measure. Over the five-year life of the project, which ended in August 1998, EMED trained 231 Slovak businessmen and women (25% women).

IESC delivered managerial and technical assistance to 180 clients, providing 270 technical assistance projects through over 200 volunteers. However, the major success of this project was its legacy, a for-profit entity PBG (Partners for Business Growth). The new for-profit firm, Partners for Business Growth (PBG) in alliance with a well-established Slovak consulting firm, provided both its own services to Slovak client firms and provided low-cost outside advisor services to their Slovak clients through their continuing link to IESC and similar Western volunteer expert services.

4. Possible Adjustments to Plan: No adjustments to the original plan exist. This MTEE project is the only post-presence activity that will take place under this SO. The activity will continue through April 2000, but without activity in Slovakia. After September 1999, the activity will be centered in Pittsburgh, as the final group of economics faculty completes its second year of post-doctoral study.

5. Major Contractors and Grantees: The University of Pittsburgh was awarded the USAID grant to implement this activity.

Termination Schedule for Activities Under SO 1.3

Activity	1997	1998	1999	2000
IESC SME Assistance		9/98		
EMED		9/98		
MTEE Large Grants Competition				4/00

OBJECTIVE: SO 1.3: Accelerated Development and Growth of Private Enterprises (SME)			
APPROVED: 05/25/1996 COUNTRY/ORGANIZATION: USAID Slovakia			
RESULT NAME: IR 1.3.3 Sources of Business Training and Assistance Strengthened			
INDICATOR: Number of Slovak university faculty trained (MTEE/Upitt-Comenius University)			
UNIT OF MEASURE: Cumulative number of faculty	YEAR	PLANNED	ACTUAL
	(B) 1995	0	0
	1996	8	8
	1997	20	16
SOURCE: Upitt AMS reports to USAID Slovakia	1998	25	23
	1999	35	
	2000	40	
INDICATOR DESCRIPTION: Partner universities' faculty completing postdoctoral study in business and economics (completing postdoctoral does not signify obtaining degree).			
COMMENTS: Prior to 1997 all faculty trained in-country. After that all economic faculty will take courses in the USA at Upitt during 1 to 2 years, and business faculty in both places.			

B. SO 1.6: (Last Year SO 3.3) Increased Environmental Management Capacity to Support Sustainable Economic Growth

1. Summary: Since 1994 and until the beginning of 1998, USAID worked on SO 3.3 (changed this year to SO 1.6 due to the phase out of SO 3.3 from ENI's strategic framework) to address Slovakia's most important environmental health concerns—poor water quality and air pollution. In 1998 USAID Slovakia continued with its activities in the environmental health sector under SO 1.6. Through policy advisory work with the Ministries of Environment and Health and building on the existing capability at the Slovak Environmental Agency (SEA) to improve its assessment and management of environmental risks, programs supported by USAID aim at enabling the GOS to manage and regulate better those environmental activities that threaten the population's health and that may impose constraints on the country's economic development. In addition to policy advisory services, USAID supports technical assistance to select institutions within the Slovak environmental health sector. A USAID-funded program provides assistance to the Institute of Preventive and Clinical Medicine (IPCM) in its efforts to develop the capacity to implement a method for collecting environmental data and for improving the monitoring methods that directly impact the population's health. Another goal is to have Slovak counterparts learn best practices from their American colleagues in the areas of environment, and occupational and public health through training and information sharing, the building blocks of sound policy creation.

By assisting the GOS to demonstrate compliance with international standards in environmental protection and environmental health, USAID's program also seeks to facilitate the economic integration of Slovakia with the Organization for Economic Cooperation and Development (OECD) and European Union (EU). Activities under the SO also address global climate change concerns, including an amendment to the Air Act and an air pollution charges regulation, which allow for tradeable permits. The program also co-financed preparation of a greenhouse gases emission reduction study, and a subsequent conference to develop the Slovak Action Plan.

2. Key Results:

Two intermediate results must be met in order to achieve this strategic objective: a) Public managers act to reduce impacts to public health; and b) Increased collaboration between health and environmental decision-makers.

3. Performance and Prospects:

Performance under this strategic objective is on track. All of the indicators at the first intermediate result level either met or exceeded expectations while established targets for lower-level intermediate results were exceeded in the majority of cases.

Public managers act to reduce impacts to public health. Progress toward this intermediate result exceeded expectations in 1998. The legislation allowing for environmental loans to be provided from the Slovak Environmental Fund was passed in 1998. This is one of the early USAID Slovakia environmental initiatives with the idea first being conceived at a USAID sponsored conference in the early 1990s. The legislation recognizes the need to have a long-term source of

funds at a reasonable rate of interest to support environmental projects that can generate revenue to pay back the loans. The loans will be made through the previously existing Slovak Environmental Fund which will continue to make grants. The Access to Environmental Information Law was also passed in 1998. This law is important not only to the environmental field, but to the broader democratization process, and therefore contributes to SO 2.1. In addition, the success of enacting this law has yielded unforeseen benefits. The Law serves as a working document to other ministries as each works on its own access-to-information law.

Policy advice by Harvard Institute for International Development advisors through the Global Bureau's Environmental Policy IQC (EPIQ) directly contributed to these and other legislative accomplishments. A study was conducted for the Ministry of Environment (MOE) in order to broaden the options available to legislators on the use of economic tools in air quality protection. The results of the study provided suggestions for the development of a pollution permit trading system and the use of economic factors such as inflation in the setting of fees and fines. An important side benefit is the ability of senior MOE managers being able to debate and defend amendments to the existing air protection legislation on economic grounds. The recommendations including permit trading are being incorporated into the air pollution charges regulation which will be a part of the new air protection legislation in 1999. Another study undertaken by USAID-funded advisors analyzed current legislation with respect to environmental standards for the contamination of soils and waters. The results of this study were incorporated into a methodological guideline by the MOE which provides a common technical basis for environmental liability for all government departments. This guideline is now being used for general legislation where technical requirements for cleanup of polluted sites are necessary, as in the proposal currently before parliament on bankruptcy legislation, for example.

Increased collaboration between health and environmental decision-makers. EPA assisted the Ministry of Health (MoH), in collaboration with the Ministry of Environment, with methodology and training to develop a national Pollutant Release and Transfer Registry (PRTR). PRTR is a database used to track the generation, release, and fate of pollutants in the environment. It will boost public awareness of the sources of environmental risk, promote better compliance by industry with emissions standards, and improve decisions made by government and industry on how to manage toxic compounds. This program is viewed as critical for Slovakia, due to its degree of industrialization and its high concentration of chemical manufacturers.

In the past EPA has also supported the Slovak Environmental Agency (SEA) through the transfer of technology to develop a global information system (GIS) in Slovakia. As a result of this assistance, SEA was able to provide GIS technical support to the Slovak State Health Institute (SZZU) when its staff began to analyze information it had collected in 1996 on children's respiratory health in the Banska Bystrica area. SEA also designed a training program focused on waste management to build upon the waste management training EPA delivered under another program. EPA technical assistance was also critical in the design and creation of a Specimen Bank by the Institute of Preventive and Clinical Medicine. As the Specimen Bank develops, it will serve as a regional repository for specimens for all of Central and Eastern Europe.

A HIID environmental health advisor provided technical assistance and expertise to various government institutions and private organizations to assist in their meeting American and

European Union standards and scopes of practice in occupational health services (OHS). In concert with the Harvard School of Public Health and the World Health Organization, a course on Cost/Benefit Effectiveness and Analysis was developed and taught at the Post Graduate Medical School. The intent of this and other post-doctoral education courses is to strengthen the management practices in occupational and environmental health and to develop a strong sense of advocacy and civic responsibility among the middle managers of OHS programs. One particular population to whom these courses are directed is the State Institutes of Public Health cadre of health professionals who are responsible for environmental surveillance and monitoring activities. In 1998 48 percent of this cadre was trained versus 37 percent that was targeted. “Train the Trainer” programs being developed in cooperation with the Ministry of Health Working Group on Occupational Health Services, however, are expected to continue with this capacity building activity after close out.

4. Possible Adjustments to Plan: None planned.

5. Other Donor Programs:

The United Nations Institute of Training and Research (UNITAR) provides technical assistance to the GOS on OECD PRTR guidelines. In consultation with Slovakia stakeholders, UNITAR identified specific chemicals and media to be tracked and assisted with the “Community Right-to-Know” component in the development of the PRTR. The World Health Organization, World Bank, Canadian International Development Agency (CIDA), and the Peace Corps are other donors that provide support in this sector.

Ultimately the success of the transition process for Slovakia will depend upon its ability to develop economic and other relationships with the international community. A key organization is the European Union whose dominance in the region will increase as Slovakia’s neighbors and trading partners become members. Meeting the environmental requirements will be an important and potentially expensive process. This strategic objective has supported EU accession in a number of ways. For example, all legislative initiatives are harmonized with the EU. Also, the program has provided independent advice to the Ministries of Environment and Health in key areas such as the costing of environmental initiatives relating to EU accession. The program also provides technical support for the environment component of meeting OECD membership requirements. This includes the review and revision of reports on waste management, chemicals, and the Memorandum for the negotiations of the Slovak Republic and OECD. The environment is the first sector to meet OECD membership requirements.

6. Major Contractors and Grantees: USAID contracted advisors from the Harvard Institute for International Development to carry out the policy advisory work with the Ministries of Health and Environment. The EPA, through an inter-agency agreement provides technical assistance under this strategic objective to the Ministry of Environment to develop a Pollutant Release and Transfer Registry. EPA also helps to improve the implementation of environmental laws through transfers of technology to GOS agencies, including GIS. In addition, the World Environment Center (WEC) received a grant to finance demonstration projects, as does the Global Environment Facility (GEF) to improve water quality in the Danube River.

Termination Schedule for Activities Under SO 1.6

Activity	1997	1998	1999	2000
Environmental Policy (HIID)			8/99	
Environmental Health (HIID)			6/99	
Pollution Prevention (WEC)			3/99	
Environmental Health (G)		12/98		
IAA (EPA)			9/99	
Water Quality (GEF)				Continuing
EAP Investments (Chemonics)		3/98		
Environmental Training (UMinn)		11/98		

Strategic Objective 1.6 (Previously SO 3.3): Increased Environmental Capacity to Support Sustainable Economic Growth				
APPROVED: 05/25/1996 COUNTRY/ORGANIZATION: USAID/Slovakia				
RESULT NAME: IR 1.6.1: Public managers act to reduce environmental impacts to public health				
INDICATOR: Number of new laws or programs which selectively deal with environmental health risks				
UNIT OF MEASURE: Legislative or programmatic initiatives		YEAR	PLANNED	ACTUAL
SOURCE: Ministry of Environment and Parliament		1996	0 (B)	1
		1997	3	1
		1998	3	4
		1999	2	
		2000	1	
INDICATOR DESCRIPTION: Legislative & programmatic initiatives				
COMMENTS: Initiative refers to the Act on Environmental Information, the Air Protection Act, Urban & Regional Planning Act and the Slovak greenhouse gas program. Data not collected from 1993 to 1995.				

Strategic Objective 1.6 (Last Year SO 3.3): Increased Environmental Management Capacity to Support Sustainable Economic Growth				
APPROVED: 05/25/1996 COUNTRY/ORGANIZATION: USAID/Slovakia				
RESULT NAME: IR 1.6.1.4: More effective provision of financial resources				
INDICATOR: Revolving Fund Implementation				
UNIT OF MEASURE: Number of Funds in place		YEAR	PLANNED	ACTUAL
SOURCE: Ministry of Environment		1993	0 (B)	0
		1996	0	0
		1997	1	0
		1998	1	1
		1999	1	
INDICATOR DESCRIPTION: Revolving Investment Fund				
COMMENTS: Following the USAID Slovakia lead, another donor will implement the revolving investment fund as a pilot. Data not collected from 1993 to 1995.				
		2000	1	

Strategic Objective 1.6 (Last Year SO 3.3): Increased Environmental Management Capacity to Support Sustainable Economic Growth			
APPROVED: 05/25/1996 COUNTRY/ORGANIZATION: USAID/Slovakia			
RESULT NAME: IR 1.6.1.3: Increased collaboration between health and environmental decision makers			
INDICATOR: Number of specialized, interdisciplinary organizations dealing with plans to reduce risks.			
UNIT OF MEASURE: New Organizations			
SOURCE: Ministry of Health, Ministry of Environment			
INDICATOR DESCRIPTION: Number			
COMMENTS: HIID and MoE did background work for this. PIET=PHARE Institute of Environmental Technology (although PIET was ultimately not funded, it is counted here because it was accepted). GIS=Geographic Information System. PRTR=Pollution Release and Transfer Register			
	YEAR	PLANNED	ACTUAL
	1993	1 (B)	1
	1996	3	1
	1997	4	2
	1998	4	4
	1999	4	
	2000	4	

Strategic Objective 1.6 (Last Year SO 3.3): Increased Environmental Management Capacity to Support Sustainable Economic Growth			
APPROVED: 05/25/1996 COUNTRY/ORGANIZATION: USAID/Slovakia			
RESULT NAME: IR 1.6.1.3: Increased collaboration between health and environmental decision makers			
INDICATOR: Comprehensive occupational/environmental health service system in place			
UNIT OF MEASURE: Percent of required national capacity (physicians)			
SOURCE: Ministry of Health, Ministry of Environment, HIID			
INDICATOR DESCRIPTION: Percent of required national capacity			
COMMENTS: End of activity target is to train and certify 800 physicians, 200 occupational health nurses, and 100 industrial hygienists. This represents, respectively, 100 percent, 33 percent and 60 percent of national capacity needed in each field. The table reports only on the physicians component. Trained trainers will complete the task in the out-years.			
	YEAR	PLANNED	ACTUAL
	1997	0 (B)	0
	1998	15	25
	1999	100	
	2000	100	

C. Strategic Objective 2.1: Increased, better informed citizens' participation in community, political and economic decision-making.

1. **Summary:** Apathy, in effect a learned helplessness, which was an effective coping strategy during the communist regime, continues to characterize cultural attitudes toward civic participation in Slovakia. Active civic participation, however, is necessary if democratic institutions and procedures are to be truly institutionalized and sustained. Under Strategic Objective 2.1, USAID seeks to reverse this learned behavior by increasing the ability of groups such as non-governmental organizations, labor unions, political parties and the media, to serve as a means for effective citizen participation in public affairs. Additionally, increased participation requires both acceptance by citizens of democratic values and the existence of independent sources of information, including a free media, that provides citizens with the information they need to make an informed decision and to exercise their civic duties and responsibilities.

2. **Key results:** There are three intermediate results (IRs) under SO 2.1, increased acceptance of democratic (civic) values; increased ability to participate; and expanded, more effective and independent media. The activities carried out in connection with the 1998 elections were possible for the most part, because of the previous success of USAID's democracy strategy in seeking to strengthen civil society institutions and improve the capacity of these institutions to carry out public advocacy and education activities.

3. **Performance and prospects:** The results achieved under SO 2.1 during the reporting period fell short in many cases of the expectations that were established when the performance monitoring plan was first put into place. However, they far exceeded expectations held for this program as of a year ago, when the Mission's closeout plan was approved. The anti-democratic tendencies of the prior Government of Slovakia (GOS) was the principal impediment to the country's integration into the European Union and NATO, and was a major concern a year ago in the lead up to elections. A year later, a new Government has been peacefully installed and is taking steps to address the democracy deficit which will put Slovakia back on track for EU and NATO integration. USAID's investment in mobilizing citizen participation appears to have paid off in terms of its contribution to bringing this mandate for change. Voter turn out for the September parliamentary elections reached 84%, up from 76% in 1994 and just shy of USAID's target of 85%. Public opinion polls conducted prior to, and after the elections show that the activities of NGOs, trade unions, political parties and the independent media, contributed to this high voter turn out and to the mandate for change which emerged from these elections.

Increased acceptance of democratic (civic) values: Four USAID supported activities contributed to this intermediate result. The Orava Educational Reform Project has taken important steps to institutionalize its democratic pedagogical practices to educate future generations of Slovaks in the types of behaviors and attitudes they will need to be responsible members of a democratic society. This strategy has now been officially endorsed by the Ministry of Education and is being adopted by teacher training schools, both pre-service and in-service. The Orava Foundation for Democratic Education has been established to continue to carry on the work of the Orava Project after USAID support for this activity ends in June 2000. ABA/CEELI, through its Street Law series, promotes increased awareness of legal rights among Slovak citizens. In 1998, CEELI

translated into Hungarian its first set of five pamphlets describing the basic rights of citizens as consumers and employees, as well as the rights of citizen's to participate in public life, in dealings with the police, and in seeking resolution to disputes. They also began preparation of four new pamphlets on Constitutional and human rights issues. Acceptance of democratic values was also promoted through activities motivating Slovak citizens to vote in the 1998 elections. The assistance provided to Slovak NGOs during the three prior years of USAID's Democracy Network Project, administered in Slovakia by the Foundation for a Civil Society (FCS), contributed to the success of the OK'98 campaign. OK'98 was a collective, non-partisan initiative to encourage citizens to take part in the elections, to educate citizens about the issues in the elections, and to monitor the election process. Many DemNet sub-grantees took key roles in the OK'98 campaign and utilized the training and experience they had gained under DemNet to implement their election-related activities. The Confederation of Trade Unions (KOZ), in cooperation with American Center for International Labor Solidarity (ACILS), also contributed to increasing citizens' understanding of their civic rights and of the issues in the elections through their get-out-the vote and voter education efforts directed at trade union members.

Increased Ability to Participate: Seven main USAID supported activities contributed to this intermediate result. ACILS helped trade unions to redefine their role within the new Slovak market economy. Training continued to focus on involving membership in the collective bargaining process and on establishing the eight regional labor councils as effective mechanisms to address worker's concerns at the local level. The International Republican Institute (IRI) increased political party effectiveness in communicating with voters and responding to voter concerns through their polling efforts and their campaign and candidate training. Voter polls financed by IRI helped to highlight the major concerns of voters, and helped parties focus, for the first time, specifically on the needs and interests of young voters. The Institute's bipartisan training events helped parties to form and manage coalitions, and develop effective strategies for interacting with the media. The National Democratic Institute's (NDI's) community organizing training program has resulted in grassroots campaigns in nine communities. The focus is now on promoting organizational independence and improved advocacy capabilities among the leaders in these communities and on the sustainability of the community organizing work. NDI's domestic election monitoring effort provided independent verification of the elections, created a new organization capable of monitoring future elections, and established independent domestic monitoring of elections as a viable model for Slovakia. DemNet continued to focus in its final year on NGO sustainability and helping the Slovak NGO sector prepare for the future. Through training and sub-grants, it addressed issues of internal governance, fundraising, financial management, income-generation strategies, public relations, and business-oriented training for the existing pool of sub-grantees. FCS also offered technical assistance to sub-grantees on organizational development, internal training, manual development, advocacy skills, and corporate fund raising. Substantial support for the creation of FCS' indigenous successor organization, NOS, was also provided. Finally, ACIDI/VOCA continued to build community capacity in rural areas through its woman's leadership program and its economic development and micro-enterprise activities. An indigenous NGO, VOKA, has been established and will continue the rural capacity building program after USAID support for the program terminates.

The International Center for Non-Profit Law (ICNL) continued its work with the GOS and the NGO sector to improve the legal framework for Slovak NGOs. Working closely with the

legislative drafting committee, ICNL has provided technical assistance for the preparation of a new Law on Foundations and Funds, and revisions to the Law on Non-Profit Public Benefit Organizations. Both bills are expected to go to parliament April 30. With the enactment of these two laws, the NGO legal environment should be drastically improved. The remaining legal challenge is to improve fiscal and tax laws affecting NGOs, which ICNL will continue to focus on through the closeout of its activities in Slovakia in June 2000. ABA/CEELI continued to support the development of rule of law and the independence of the judiciary in Slovakia. It assisted the Ministry of Justice (MOJ) in drafting two key pieces of legislation governing the administration of the courts and the judiciary, both expected to be enacted in early summer 1999. ABA/CEELI also provided training on topics such as alternative dispute resolution policy and court administration in order to improve the administration of justice. CEELI also continued its efforts to reform legal education through the establishment of a live-clinic addressing pensioner's and children's rights.

Expanded, more effective, and independent media: USAID's Professional Media Program, administered by a consortium headed by the International Research and Exchanges Board (IREX), has contributed to increased professionalism and financial viability of Slovakia's independent media. The comprehensive radio market research carried out in 1997 was repeated in 1998, with the Slovak partners increasing their contribution to fund the research. The research resulted in advertising revenues in 1998 of around \$17 million Slovak crowns for the network of participating stations, and in several cases, to program changes designed to increase listenership among a target audience. Training and co-production activities have led to improved quality of television news programming among regional TV stations and to increased viewership of local news. The group equipment purchase orchestrated by ProMedia, with ProMedia providing up to 25% of the total, establishes the basis for future program sharing among the eight stations which took part in the buy. ProMedia's approach to working in co-operation with the media associations to carry out training, research, consultations, etc. has led to improved services by the associations to their members. Many of the on-going ProMedia activities will be picked up and continued by media associations once the ProMedia Program closes out in Slovakia in September 1999. The GOS has announced an ambitious legislative plan that should contribute to an improved operating environment for independent media. Using the pro bono services of Covington and Burling and on-staff expertise, ProMedia will concentrate in its remaining months on media legislation.

Adjustments to plans: Despite the substantial gains that have been achieved over the past several years, the democratic transition will take many years to complete. Until these gains can be consolidated in new legislation, more reform-oriented public institutions, and in new procedural norms, civil society institutions will have a critical role to play in continuing the transition to a pluralistic democracy and market-oriented society. Democracy-building, therefore, will remain a top priority for USAID assistance through program close-out in September 2000.

The Indigenous Grant Making Organization (IGMO) approved at \$2 million in last year's R2 will provide continued support to Slovak NGOs carrying out democracy building and advocacy activities until June 2002. The request for applications was issued in February and the award(s) will be made on or about June 1, 1999. In addition, legal reform will remain an emphasis of our programming through close-out, as we take advantage of new opportunities to work with the

GOS to implement key legislative and policy reforms and to support the GOS' priority to combat crime and corruption. Legislative support and training through ABA/CEELI will be complimented by a new activity, managed by Transparency International's Slovak Chapter, to raise public awareness of corruption. The Mission also plans to extend activity completion dates for the Orava and ACILS activities at no additional cost, to secure the legacy of these activities. All activities will be completed by June 2000, to assure orderly Mission close out.

4. **Other donor programs:** USAID has been the principal donor contributing to this SO in the past. We saw increased donor activity in this area in 1998 in lead up to the elections, with many bilateral and private funders providing financial support for NGO election activities. We expect the European Union to become an increasingly important player in this area as EU accession standards become the benchmarks for critical legislative and procedural matters. Financing from the US National Endowment for Democracy was also of key importance in 1998 and these resources will assist several organizations during their transition to self-sufficiency after USAID support ends.

5. Major contractors and grantees and termination schedule for activities under SO 2.1

Activity	1998	1999	>1999
On-site Election Technical Assistance (IFES)		9/99	
ORAVA Education Reform Project (UNI)			6/00
Slovakia Community Organizing/Election Monitoring (NDI)		9/99	
Political Party Development (IRI)		9/99	
Solidarity Center (AFL-CIO ACILS)			6/00
Democracy advisor - PSCs		9/99	
Promedia Program (IREX)		9/99	
Media Training (USIA)			9/00
Small project assistance	6/98		
Rural Community Capacity Building Program (ACDI/VOCA)		6/99	
Democracy Network (Foundation for Civil Society)		7/99	
NGO Support – indigenous grant management organization			6/02
Regional Democracy Network (ICNL)			6/00
NFF (Freedom House)			6/00
Rule of Law (ABA/CEELI)			6/00
Democracy Commission Small Grants (USIA)			9/00

OBJECTIVE: SO 2.1: Increased, better informed citizens' participation in community, political, and economic decision making.				
APPROVED: 05/25/96 COUNTRY/ORGANIZATION: USAID/Slovakia				
RESULT NAME: SO 2.1: Increased, better informed citizens' participation in community, political, and economic decision making.				
INDICATOR: Citizens make use of mechanisms for participation.				
UNIT OF MEASURE: Voter turnout: National elections/local elections		YEAR:	PLANNED	ACTUAL
		1994		76/52*
		1996		N/A
SOURCE:		1997	75/75	76/72**
		1998	85/85	84/54*
				72/73**
* real election turnout		1999	85/85	83/78**
** FOCUS survey		2000		
INDICATOR DESCRIPTION: Percent of eligible voters that turn out for national and local elections.				
COMMENTS:				

OBJECTIVE:SO 2.1: Increased, better informed citizens' participation in community, political, and economic decision making.				
APPROVED: 05/25/96 COUNTRY/ORGANIZATION: USAID/Slovakia				
RESULT NAME: IR 2.1.1: Increased acceptance of democratic (civic) values				
INDICATOR: Proportion of citizens reporting preference for democratic principles in political life				
UNIT OF MEASURE: Percentage		YEAR	PLANNED	ACTUAL
		1994 (B)		47
SOURCE: Focus survey		1995	NA	55
		1996	57	NA
INDICATOR DESCRIPTION: Response to a set of questions indicating preference for democratic principles.		1997	65	59
		1998	70	58
		1999	75	53
		2000	75	
COMMENTS: The targets established for this indicator were in excess of what is necessary to achieve a transition to democracy. 60% of citizens reporting support for democratic principles combined with a continued decline in the percentage of citizens reporting support for non-democratic principles would be an acceptable level for achievement of this IR. This would indicate that a clear majority of the population supports democratic behavior in the political realm.				

OBJECTIVE:SO 2.1: Increased, better informed citizens' participation in community, political, and economic decision making.			
APPROVED: 05/25/96 COUNTRY/ORGANIZATION: USAID/Slovakia			
RESULT NAME: IR 2.1.2: Increased ability to participate.			
INDICATOR: Membership in NGOs, trade unions, and political parties,			
UNIT OF MEASURE: Percentage SOURCE: Focus survey	YEAR 1994 (B)	PLANNED	ACTUAL 15/32/8
INDICATOR DESCRIPTION: Proportion of the population organized in NGOs, trade unions, political parties	1996		N/A
	1997	27/30/13	24/27/9
	1998	30/35/20	19/22/9
	1999	38/40/25	19/18/8*
	2000		
COMMENTS:			
*Decreased number of citizens organized in trade unions is mostly due to a bigger number of unemployed people in the sample (and in the population)			

OBJECTIVE:SO 2.1: Increased, better informed citizens' participation in community, political, and economic decision making.			
APPROVED: 05/25/96 COUNTRY/ORGANIZATION: USAID/Slovakia			
RESULT NAME: IR 2.1.3: Expanded, more effective, and independent media			
INDICATOR: Degree of press freedom			
UNIT OF MEASURE: Degree SOURCE: Freedom House rating annual survey	YEAR 1994 (B)	PLANNED	ACTUAL Partly free
INDICATOR DESCRIPTION: Degree based on Freedom House rating.	1996	Partly free	Partly free
	1997	Partly free	Partly free
	1998	Partly free	Free
	1999	Free	
COMMENTS:			

D. Strategic Objective 2.3: More effective, responsive and accountable local government

1. **Summary:** Capacity building is at the heart of Strategic Objective 2.3 which is the second half of USAID Slovakia's two-pronged approach to democracy-building. The objective is to work through local governments to foster decentralization of governmental authority and promote democratic pluralism. USAID's strategy involves building the capacity of local governments, the level of government closest and most identifiable to the people, to deliver services and manage local resources more effectively and efficiently, and to involve citizens in the affairs of their community and in the decision making process.
2. **Key Results:** This Strategic Objective will be met through the achievement of three intermediate results: a) strengthened representation of local government interests; b) strengthened local government training institutions; and c) improved capability to deliver services and manage resources efficiently.
3. **Performance and Prospects:** Progress toward achieving this strategic objective met expectations and established targets were exceeded in two of three cases reported in this results review. For the sub-level intermediate result whose indicator did not meet its target, we feel that the result itself was still achieved as is described below.

Strengthened Representation of Local Government Interests: During this reporting period Research Triangle Institute (RTI) assistance to develop local research capacity and improve the ability of local government to define and advocate for its interests resulted in the production of research papers that developed baseline data on which to analyze decentralization issues pertinent to municipal governments. The RTI-sponsored research papers have been accepted throughout the Slovak government at all levels. In addition, they serve as the base on which municipalities have come to develop positions on issues and lobby the national government. The results of the papers are manifested in the 10 percent increase in national government support to local governments for 1999.

One reason for the acceptance of these research papers by competing government institutions and the national government ministries is that the papers have been developed in a non-partisan, consensus-building fashion. This is in part due to the make up of the Intergovernmental Advisory Committee, which plays an active role in the production of the research papers. The Committee is comprised of Parliamentarians of the five leading parties, representatives of the Interior and Finance Ministries, the Executive Directors of both the Association for Cities and Towns (ZMOS) and the Union of Towns and Villages, mayors, municipal finance officers and city managers, and the Director of the Parliamentary Legal Office. The Advisory Committee has been intimately involved in the selection of topics, the approach the analysis will take, the selection of the research team, and the review of the effort up to the point of publication. The consensus developed throughout the production process makes the acceptance and publication of the papers pro forma. In 1998, nine analytical papers related to decentralization issues were published.

Strengthened Local Government Training Institutions: The target of 15,000 participant training days in 1998, was not met. There are two main reasons for this. First of all the contractor,

ICMA (International City/County Management Association), failed to meet its deadline of March 1998 for the completion of its 15 manual Financial Management for Local Government training series. This series was not complete until Fall 1998, at which time preparations for municipal elections were already under way, so the delivery of this training program did not commence until January 1999, almost nine months after the expected start up for this intensive training effort. The national and local elections scheduled for fall 1998 overshadowed much of the year and resulted in reduced demand for training in the summer and fall of 1998 due to the preparations for the elections, and also affected progress toward the established target. Local officials began their unofficial campaigns early in 1998. Additionally, many local officials were fully engaged in the national elections. Although the intermediate result fell short of its target, it is our assessment that, overall, the objective of strengthening training institutions has been met.

A broad training program in municipal management and governance has been implemented in partnerships with several Slovak institutions. The training programs focus in two major areas: 1) improving the technical and managerial skills of local elected and appointed officials, and 2) improving the training and professional development capabilities of local institutions. The main institutions collaborating with ICMA in delivery of its training include the Foundation for Training in Self-Government (FTSG) and its 11 regional centers, the Municipal Finance Officers Association, the City Managers Association, and the Environmental Training Partnership of Slovakia. These institutions will be the principal means by which the local government training developed under USAID's contract with ICMA will continue beyond USAID closeout of this activity in June 1999. Over the course of this activity more than 150 local trainers in a wide range of disciplines and skills have been trained. The majority of these trainers received more than four weeks of classroom preparation and several weeks of on-the-job training.

Further evidence to support the increased capacity of local institutions and government associations to sustain their training and development activities is the orientation program that was developed and implemented for the newly elected local governments following municipal elections in December. In preparation for this event, called "Good Day Local Government," a comprehensive guide outlining the roles and responsibilities of local officials was written. This "Quick Guide to Elected Leaders of Local Government," includes information on the legal and financial responsibilities of elected positions. In addition, it contains sections on ethics, the importance of citizen involvement, how to conduct effective meetings, and other topics germane to governing as a newly elected official. The manual was made available to all 42,000 elected officials immediately after the local elections as part of "Good Day Local Government" ceremonies which served to highlight the importance of local self-government, and the contribution this institution has made to the development of democracy in Slovakia. "Good Day Local Government" events included a swearing-in ceremony, a guided discussion by the mayor and councilors about the information included in the manual, and in many cases, an open house to invite citizens in to get to know their city government representatives. The development of the manual and the planning and implementation of the event was carried out in full cooperation with, and under the guidance and initiative of, FTSG and ZMOS, and local governments throughout Slovakia.

Improved Capability to Deliver Services and Manage Resources Efficiently. The Urban Institute's Housing Privatization and Management of the Local Housing Stock Program

contributes to this intermediate result by fostering more efficient delivery of housing services and greater citizen involvement by placing greater reliance on the private sector to manage and maintain the municipal housing stock. The means by which this is achieved involves providing information and support to four groups: local governments, municipal housing management enterprises, new private owners in condominiums, and the emerging private property management market.

Throughout 1998 the Urban Institute continued to support the Education and Information Centers (VICs) and the Union of Associations of Housing Owners (UAHO) with the aim of enhancing their ability to deliver training, seminars, and consultations to the four above mentioned groups after the close out of this activity in March 1999. Activities included workshops and open door sessions in the four VIC regions and efforts to improve privatization and management practices in the target cities in each region. The VICs also provided consultations with local governments, with particular emphasis on cities with new programs and those cities with privatization programs that have ratings of 3 or lower (a rating of 3 signifies a poor program). A notable achievement during this period is the increased coordination of the VICs and UAHO, especially with regard to the establishment of UAHO regional offices that share office space with the VICs. This increased coordination between the VICs and UAHO emphasizes the need for UAHO to work in collaboration with other organizations as partners in the housing management and renovation process. Groups such as ZMOS, UTC, and private sector firms are also being engaged to help implement UAHO's agenda effectively.

4. Possible Adjustments to Plan: The indigenous grant making organization (IGMO), which is part of USAID Slovakia's closeout plan, is designed to provide small grant assistance to NGOs that carry out democracy-building and advocacy activities. Municipal and local government professional associations and service organizations would conceivably fall into this category, and so we anticipate they would be eligible for grants under this activity. We hope in this way to provide limited, continued support for the work of local government beyond program closeout.

5. Other Donor Programs: The World Bank and Canadian International Development Agency (CIDA) contribute to this strategic objective through their work at the local and national levels in fiscal decentralization. The British Know-How Fund and EU Phare have also provided limited assistance to support local government in Slovakia. We anticipate that EU Phare will become an increasingly important donor in this area as the EU integration process accelerates.

Termination Schedule for Activities Under SO 2.3

Activity	1997	1998	1999	2000
Local government support (RTI)			3/99	
New Local Govt. Assistance IQC			Starts 4/99	Ends 6/99
Environmental Health			3/99	
Municipal Management (ICMA)			6/99	
Housing Allowance Phase I	9/97			
Housing Allowance Phase II			Starts 5/99	Ends 6/00
Housing Privatization			3/99	

<p>Strategic Objective: SO 2.3: More Effective, Responsive and Accountable Local Government APPROVED: 05/25/1996 COUNTRY/ORGANIZATION: USAID/Slovakia</p>			
<p>RESULT NAME: IR 2.3.1: Improved Capability to Deliver Services and Manage Resources Efficiently</p>			
<p>INDICATOR: Number of new laws or programs which selectively deal with environmental health risks</p>			
<p>UNIT OF MEASURE: Target towns using new system/techniques for improving service delivery</p> <p>SOURCE: Survey by Regional Centers for Housing Information and Education, and LSGAC survey of targeted towns</p> <p>INDICATOR DESCRIPTION: Use of new systems or techniques</p> <p>COMMENTS: There are only 124 towns in Slovakia with populations of over 5,000 that account for over half of the country's total population. We have targeted these towns for our local government assistance, although other municipalities are eligible to participate in all activities. Through the 500 municipalities we project will be using new systems and techniques by close out of this SO, we expect to affect the quality of municipal services provided to the bulk of Slovak citizens.</p>	<p>YEAR</p>	<p>PLANNED</p>	<p>ACTUAL</p>
	<p>1996</p>	<p>15 (B)</p>	<p>24</p>
	<p>1997</p>	<p>25</p>	<p>226</p>
	<p>1998</p>	<p>300</p>	<p>800</p>
	<p>1999</p>	<p>500</p>	<p></p>

Strategic Objective 2.3: More Effective, Responsive and Accountable Local Government APPROVED: 05/25/1996 COUNTRY/ORGANIZATION: USAID/Slovakia			
RESULT NAME: IR 2.3.2.1: Strengthened Local Government Training Institutions			
INDICATOR: Number of participant training days per calendar year by Slovak institutions and trainers			
UNIT OF MEASURE: Number of Funds in place	YEAR	PLANNED	ACTUAL
SOURCE: Training center records INDICATOR DESCRIPTION: COMMENTS: Materials development and training of trainers for new training modules continued in 1998. 15,000 participant training days a year is capacity for the local government training institutes and partners who will be delivering these trainings.	1996	500 (B)	1,289
	1997	7,000	9,838
	1998	15,000	6,080
	1999	15,000	

Strategic Objective 2.3: More Effective, Responsive and Accountable Local Government APPROVED: 05/25/1996 COUNTRY/ORGANIZATION: USAID/Slovakia			
RESULT NAME: Strengthened Representation of Local Government Interests			
INDICATOR: Number of Authority/Resource Issues on which lobbying activity is strengthened			
UNIT OF MEASURE: Number of issues for which municipal associations develop positions and lobby	YEAR	PLANNED	ACTUAL
SOURCE: LSGAC through tracking of issues and work with municipal associations INDICATOR DESCRIPTION: COMMENTS: 10 issues a year pertaining to local government as a body is a reasonable number to expect municipal associations to take positions on and lobby for.	1996	1 (B)	1
	1997	3	8
	1998	10	16
	1999	10	

E. SO 4.1: Special Initiatives

The Special Initiatives under SO 4.1 do not form a comprehensive program for achieving a central objective. Thus the indicators for this SO are generally specific to individual activities, and they relate more to activity level impact or in some cases level of effort, rather than to higher level results. As is described in Part III, Resource Request, several new activities will be initiated in FY 1999 with special SEED funding allocated to USAID Slovakia for the purpose of supporting the new reform minded Government of Slovakia, as it addresses priority short-term issues. Given the Mission's short-term time horizon, these new activities will not be undertaken within the context of the remaining strategic objectives, but will instead be reported in next year's R2 as special initiatives. As described in Part III, the planned new activities are: a) technical assistance to the Ministry of Finance from the US Department of Treasury with debt management and bank privatization; b) technical assistance to the Ministry of Justice with rule of law and anti-corruption activities; c) NGO implementation of an anti-corruption public awareness campaign; and d) technical assistance to the Ministry of Labor with implementation of a housing allowance program.

1. International Student Exchange Program (Georgetown University)

A. Performance Analysis: In 1998 this USAID Washington-managed program continued to provide short-term training in public administration, public health, foreign policy, banking, and financial administration. Eight candidates began their training program in January 1998, and two started in August 1998. The program aims to achieve the following goals: a better trained democratic leadership, improved supervision of the financial sector, a more efficient and decentralized health care system, a stronger, more efficient system of local government, and strengthened capacity of NGOS. Four Slovaks are presently in the US receiving training in public administration and international relations.

B. Close out status: All the candidates will have completed their training programs by July 31, 1999, and the activity will terminate on that date. This activity will not continue after close out.

2. Partnerships in Health Care (AIHA)

A. Performance Analysis: The main objective of the Kosice/Providence partnership is to improve maternal and child health in eastern Slovakia. To this end, the partnership accomplished a number of administrative, financial, clinical, and educational objectives. The Neonatal Intensive Care Unit (NICU) at the Faculty Hospital and Polyclinic in Kosice continued to yield significant impact as a result of partnership activities. The total number of admissions in NICU rose in 1998 (having doubled since 1995), in part reflecting an increasing number of patients being transferred from other hospitals in the region. The increase in transfers is the result of efforts introduced in 1997, and reported in last year's Results Review, to establish a referral system (regionalization) whereby difficult cases are referred to the Kosice Faculty Hospital. In addition, the NICU implemented a series of changes promoting a more rational use of antibiotics, substantially reducing the costs of providing care as a result. In 1998 the neonatal mortality rate decreased by more than two-thirds, despite fewer dollars spent on antibiotics.

B. Close out status: This activity will terminate in September 1999.

3. Local Health Reform (AIHA)

A. Performance Analysis: The Banska Bystrica and Martin/Cleveland community health initiative partnership links the communities of Banska Bystrica and Martin, Slovakia with the MetroHealth System in Cleveland. Since its inception in 1997, the partnership has focused on the role of community groups and local governments in making decisions regarding community health status and health care services. In 1998 as a result of the partnership, the mayor of Martin opened a Health City office in the Martin City Hall to support and help enforce a new Anti-Smoking Campaign. City Hall also began to enforce the campaign with fines based on recently passed anti-smoking laws. Another accomplishment was in the area of geriatric care. Under the new Department for Health Care, the community of Banska Bystrica opened an 18-bed pension for the elderly in 1998.

B. Close out status: This activity will terminate in September 1999.

4. Healthy Communities (AIHA)

A. Performance Analysis: The Petrzalka/Kansas City healthy communities partnership paired the Association of Aid to Children at Risk (ACR) in the Petrzalka suburb of Bratislava with the Truman Medical Center of Kansas City. Inaugurated in 1996 and completed in 1998, the partnership addresses the primary prevention of drug abuse among youth and prevention of domestic violence through a community-based process of identifying health care concerns and developing intervention strategies. 1998 marked the opening of the Citizens Association of Aid to Children at Risk (CAACR) Hope Center for battered women in Petrzalka. The mission, which is modeled after the work of Hope House, an anti-domestic violence organization in Missouri, provides support groups and self-help activities for women and children who are fleeing domestic violence or confronted with drug abuse. Services include counseling sessions, a telephone hotline for crisis situations, training of teachers to recognize signs of drug or child abuse, and health promotion programs aimed at both children and adults. A second healthy communities partnership paired the City Hall in Turcianske Teplice with the Metro Health System of Cleveland, Ohio. This activity also terminated in September 1998.

B. Close out status: All activities were completed in FY 1998,

5. Health Management Education Project (AIHA)

A. Performance Analysis: The Slovakia/Scranton health management education (HME) partnership consists of a consortium of educational institutions in Slovakia - the Trnava University School of Nursing and Social Care in Trnava, the Faculty of Economics at the University of Matej Bel in Banska Bystrica, and the Health Management School in Bratislava - and the University of Scranton in Scranton, PA. Begun in 1996, the partnership has focused on the development of health management education capacity at the three Slovak educational institutions. In 1998 the Ministry of Education granted the University of Trnava accreditation to teach a health management curriculum and award a degree at the Master's level in health

management. The Dean of the School of Nursing and Public Health credited the collaboration with the University of Scranton under the HME Partnership as instrumental in achieving this status. This activity leaves an important legacy to promote the health care management profession in Slovakia.

B. Close out status: This activity ends in September 1999.

6. Partners for Democratic Change

A. Performance Analysis: The mediation project, implemented by Partners for Democratic Change/Slovakia (PDCS) entered its second phase in 1998 with a view to institutionalize the mediation process through policy, public education, and training activities. The policy realm aims to include mediation in Slovakia's legal system as an alternative dispute resolution (ADR) mechanism. Working with the Ministry of Justice, PDCS is preparing a proposal for Parliament and lobbying to establish mediation in the areas of civil and family law. These activities are linked to the work in public education, which aim to educate judges, other legal professionals and business leaders about the benefits of mediation. Additional activities in 1998 included working through the Ministry of Education to begin the process of receiving accreditation and approval of the curriculum to teach mediation in the Department of Social Work at Comenius University. The mediation center established during phase one of the project continues with its activity of training mediators.

B. Close out status: Mediation accreditation by the Ministry of Education is expected in 1999. Once accomplished, the mediation center will begin to target the Bar Association and the Slovak Chamber of Commerce, among others, to receive training in mediation methods. All goals of this activity will be achieved by the activity's December 1999 end date.

7. Energy Sector Industry Contracts/Utility Grants (UPP)

A. Performance Analysis: Building on the results reported in the last year's Results Review, significant strides were made under the energy efficiency component of this program in 1998. Among the goals of this activity is identifying cost-effective mechanisms that will allow condominium associations to reduce and control their energy costs. Energy efficiency equipment for a demonstration project was installed in 1998 in a condominium and later tested during the heating season. The new energy efficient measures were working to everyone's satisfaction and indications were that problems with overheating were eliminated and that significant energy was being saved. Temperature monitoring indicated indoor temperatures of 22 C versus 29 C the previous year. In addition, there was a formal transfer of ownership of the heating system control mechanisms to the condominium association involved with this demonstration project.

B. Close out status: This activity ends in June 1999.

6. PASA/IAA with Department of Energy

A. Performance status: The objective of this international nuclear safety program is to support Slovakia in its effort to improve the level of safety of its nuclear power plants. The program in 1998 continued to provide training, workshops and seminars to nuclear power plant staff in order to maintain their high level of operational confidence and make them strate towards safety improvements, especially at the Jaslovske Bohunice site.

B. Close out status: This activity ended in September 1998.

7. Inter-Agency Agreement with the US Nuclear Regulatory Authority

A. Performance status: During FY 98, the US Nuclear Regulatory Authority continued to support the Slovak Regulatory Authority and its institutions to strengthen their legal and regulatory capabilities. By its performance and the level of professionalism of its staff, this institution is now considered by ENI/EEUD/EI as one of the leading regulatory authorities among the CEE countries.

B. Close out status: This activity will continue until September 1999.

10. Czech and Slovak American Enterprise Fund

A. Performance Analysis: The Czech and Slovak American Enterprise Fund, operating solely in the Slovak Republic, will be a post-presence activity. The Fund, under a new board and chief executive, spent much of 1998 reorganizing and planning new strategy. The management and staff are following a direct marketing approach for investments, and the fund has created a four-member Advisory Board composed of prominent Slovaks. The September 1998 elections and the evident serious intent of the new government have created a much more promising environment for the growth of small and medium enterprises. Despite the difficult environment created by the previous government's failure to encourage the private sector, the fund had an operating profit for 1998 and now has a well-researched pipeline of potential investments.

B. Close out status: This activity, which is managed from AID/Washington, will continue post Mission closure.

11. Agricultural advisor

A. Performance Analysis: As described in last year's R2, the remaining funds available under an inter-agency agreement with the US Department of Agriculture, funded under prior SO 1.2, were used to continue the activity of the agricultural advisor, employed under that agreement, as an FSN Assistant Agricultural Attache for a period of 18 months.

B. Close out status: This activity will terminate in September 1999, as originally planned.

F. SO 4.2 Cross-Cutting Programs

1. Technical Training for Societies in Transition (TRANSIT)

A. Performance Analysis: TRANSIT provides mid- to senior-level professionals in the public sector short-term job-specific training in the United States. In FY 1998 TRANSIT made contributions to two active USAID Slovakia strategic objectives: SO 2.1: Citizen's Participation, and SO 1.6: Environmental Management. In addition, the program contributed to former SO 1.4: A Competitive, Market-Oriented Private Financial Sector, which closed out with the submission of last year's Results Review.

During FY 1998 45 of the targeted 47 identified participants received training in investigative journalism, labor union management, health care finance and policy, bank supervision, environmental protection, and waste water management.

B. Close out status: This activity will end in September 1999.

Summary of Key Indicators for SO 4.1 and SO 4.2 Special Initiatives and Cross Cutting Programs

INDICATOR	BASELINE	TARGET	ACTUAL	ACCEPTABLE
Number of participants trained in support of SOs (cumulative number: TRANSIT+G'town)	1995: 61	1996: 133 1997: 188 1998: 233	1996: 138 1997: 188 1998: 247	1999: 230
Local health institutions using enhanced skills (%)	1996: 20	1996: 0 1997: 50 1998: 100 1999: 100	1996: 15 1997: 50 1998: 100	1999: 90
Hospital occupancy rate	1993: 73.3	1996: 79.9 1997: 83.2 1998: 86.5 1999: 89.8	1996: 82.6 1997: 83.0 1998: 85.0	1999: 89.0
Neonatal mortality (per 1000 newborns)	1994: 11.2	1996: 11 1997: 10.4 1998: 10.4 1999: 10.1	1996: 9.4 1997: 9.3 1998: 8.7	1999: 9.3
Mediation accreditation program established (Yes/No)	1998: No	1998: No 1999: Yes	1998: No	

Part III: Resource Request

As USAID Slovakia is scheduled to close in September 2000, this document is formally a Results Report (R2), and a resource request section is not usually submitted. However, last year's R2 document proposed that the program budget for USAID Slovakia include \$1 million in FY 99 for post-election activities, to respond to the new political environment in the country. These resources were in addition to the \$2 million approved for the indigenous grant making organization (IGMO) under SO 2.1.

At the time, there was no definition of the planned allocation of these resources among the various strategic objectives and activities. Therefore, a resource request section is included in this R2 in order to clarify Mission plans for investment of these resources. In addition, the Mission submits a budget for staff and operating expenses resources required to implement last year's decision to move the Mission's final closeout to September 2000.

A. Program budget

The decision to allocate \$1 million of additional resources for new activities this close to closure of the USAID Slovakia Mission is unusual, but is justified by the need for flexibility in support of a successful democratic transition in Slovakia. In keeping with the guidance included in last year's R2 approval cable, activities to be funded with these resources are, for the most part, considered SO 4.1 Special Initiatives, rather than being included under existing Strategic Objectives. They are not considered part of the existing strategic plan, which has entered its phase out stage.

The activities instead respond to the new GOS' highest priority concerns: amelioration of the current economic crisis; combating crime and corruption that threaten to destabilize democratic processes; and Slovakia's integration into Western multilateral institutions (which requires further reform of democratic institutions and development of civil society). In selecting the activities to be funded, the following criteria were applied:

- The activity responds to the priority GOS concerns noted above.
- Other donors are not able to respond to the need in a timely manner, and USAID has a comparative advantage in providing the assistance.
- USAID is able to obligate the resources in an implementing agreement quickly, so as not to delay use of the resources.
- The activity can be completed prior to the agreed USAID Slovakia close out.
- Responsibility for program monitoring can be managed by reduced in-country staff, or can be assumed by another identified USAID or USG office.
- As resources are limited, they will be concentrated on a few, high impact activities, rather than being spread over a large number of isolated initiatives.

- Activities that are advancing on a normal closeout trajectory will not be extended if justified merely on the basis of achieving a marginal incremental impact.

To date, USAID Slovakia has received 18 requests for funding for new activities or extensions of existing activities. Government of Slovakia officials made eleven of these requests, and seven were made by non-governmental organizations. After applying our criteria to the proposed activities, USAID Slovakia, in consultation with the US Embassy, has adopted the following plan:

1. Prior fiscal year SEED 632A resources already in the 632A interagency agreement between the SEED Coordinator and the Department of Treasury will be used to provide technical assistance to assist the GOS to address its priority economic stabilization and structural reform concerns. These include management of internal debt, and assisting with the privatization of two, key, government-owned banks, the IRB and VUB.
2. USAID will support priority justice sector reforms, building on investment under strategic objective 2.1 (through ABA/CEELI). The effectiveness and efficiency of the justice system is considered the first priority in combating corruption, and is intrinsically important to achieving all other objectives of the USAID program and the MPP. In addition, a grant will be made to an NGO, based on an unsolicited proposal, for an anti-corruption public awareness campaign. It is estimated that \$500,000 will be required for these activities, and they will be funded from our increased FY 99 SEED budget. This assistance complements an anti-crime technical assistance program through INL, which will receive \$587,000 of SEED funding.
3. Also related to the economic crisis, USAID will fund technical assistance for a high priority GOS activity, implementation of the housing allowance program, which was initially designed with USAID assistance but was not implemented due to lack of commitment of the prior administration. This activity supports GOS effort to address its fiscal deficit, as well as meeting an important, and potentially destabilizing, social need. The total cost of this activity, \$179,000, will be funded from our FY 99 SEED budget.
4. The SO 2.1 DemNet program managed by the Foundation for Civil Society will be extended by three months in order to provide technical assistance to NGOS on investment strategies, and to sponsor an international conference that will build an effective network between Slovakian and other European NGOS (cost \$117,000).
5. Resources will be transferred to USIS for management of SO 2.1 programs in media training and small democracy grants. These activities will be funded from the increased FY 99 SEED budget (cost \$204,000).

The following table summarizes the total FY 1999 budget allocation (both previously allocated and new resources):

Activity	Partner/Contractor	Funding Source	FY 99 Budget
1. Indigenous grant making organization	Pending grant award	FY 99 SEED	\$2,000,000
2. Debt restructuring and bank privatization.	Ministry of Finance	SEED 632A (reprogram FY 98)	0
3. Rule of Law/Corruption prevention	ABA/CEELI	FY 99 SEED	425,000
4. Anti-corruption public awareness	Transparency Intl.	FY 99 SEED	75,000
5. Housing allowance implementation	Ministry of Labor	FY 99 SEED	179,000
6. DemNet three month extension	Foundation for Civil Society	FY 99 SEED	117,000
7. USIS small democracy grants	USIS	FY 99 SEED	150,000
8. USIS media training.	USIS	FY 99 SEED	54,000
Total			3,000,000

Workforce and operating expenses

The attached tables present USAID Slovakia's operating expense budget requirements for FT 2000 and workforce status as of the end of FY 1999. We were instructed not to prepare a workforce table for the end of FY 2000 (which coincides with Mission close out). Consistent with last year's R2, USAID Slovakia proposes a very substantial reduction in staffing at the end of November 1999. The current staff level will remain constant through that date, to ensure all program and administrative actions are completed in an orderly manner.

Annex C presents a chart with the close out plans for all USAID funded activities in Slovakia, which includes all activities to be funded with the additional SEED resources provided for FY 1999. USAID Slovakia was responsible for 40 distinct activities during FY 99, and this number will reduce to 16 for all or part of the January to June period in 2000. Of this number, three activities are considered to have high management implications, and four are considered medium sized workloads, and the remaining are not labor intensive.

During the Mission's final three months (July-September 2000), there will be five USAID funded activities in Slovakia. Two of these involve no USAID management responsibility, as they are inter-agency transfers to USIS, and two are managed from AID/W – the GEF/Danube and SEAF activities. Only the IGMO activity will represent a management unit for the Mission during its final three months. However, Mission staff will still be responsible for preparing close out reports for activities that concluded in the second and third quarters of the fiscal year.

The program staff level required for February through September 2000, i.e. to manage closure of the USAID Slovakia program, are one USDH and two program funded FSNs. In addition, two OE funded FSNs will be needed during this period to provide support services that will not be available from the Embassy. In addition, the closure of the USAID office building, which is planned to take place on December 31, 1999, will now be delayed one month, in order to allow the completion of office space restoration and disposition/sale of non-expendable property after the traditional December holidays. The OE funded USPSC executive officer and one FSN will be extended through February and January 2000 respectively to manage this task.

Annex C

FY 1999 Budget Request by Program/Country
 Program/Country: Slovakia

Approp Acct: (SEED)
 Scenario

S.O. # , Title		FY 1999 Request													Est. S.O.	
Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Popula- tion	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Est. S.O. Expendi- tures	Pipeline End of FY 99	
SO 1:																
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2.1:																
Bilateral	117												117			
Field Spt	0															
	117	0	0	0	0	0	0	0	0	0	0	0	117	0	0	0
SO 3:																
Bilateral	0															
Field Spt	0															
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4.1:																
Bilateral	2883			179										2704		
Field Spt	0															
	2,883	0	0	179	0	0	0	0	0	0	0	0	2,704	0	0	0

SO 5:															
Bilateral	0														
Field Spt	0														
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral	0														
Field Spt	0														
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral	0														
Field Spt	0														
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral	0														
Field Spt	0														
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	3,000	0	0	179	0	0	0	0	0	0	0	0	2,821	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	3,000	0	0	179	0	2,821	0	0							

FY 99 Request Agency Goal Totals	
Econ Growth	179
Democracy	2,821
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goal	0

FY 99 Account Distribution (DA only)	
Dev. Assist Prog	3000
Dev. Assist ICASS	
Dev. Assist Tota	3000
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

USAID SLOVAKIA															
FY 1999 Estimate	SO 1.6	SO 2.1	SO 2.3	4.1	4.2	Total SO/SpO	Org.	Fin.	Admin.	Con-	Legal	All	Total	Total	
							Mgmt.	Mgmt	Mgmt	tract		Other	Mgmt.	Staff	
OE Funded 1/															
U.S. Direct Hire						0	2						2	2	
Other U.S. Citizens						0			0.9	0.1			1	1	
FSN/TCN Direct Hire						0							0	0	
Other FSN/TCN						0	1	0.5	4.5			2	8	8	
Subtotal	0	0	0	0	0	0	3	0.5	5.4	0.1	0	2	11	11	
Program Funded 1/															
U.S. Citizens		0.5	0.5			1							0	1	
FSNs/TCNs	1	3	1	2		7							0	7	
Subtotal	1	3.5	1.5	2		8	0	0	0	0	0	0	0	8	
Total Direct Workforce	1	3.5	1.5	2		8	3	0.5	5.4	0.1	0	2	11	19	

Operating Expenses

Org. Title: USAID/Slovakia Org. No: 193 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 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	
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	
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	
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	57		57	15		15	15		15		0			0	
11.8	FN PSC Salaries	84		84	24.4		24.4	24.4		24.4		0			0	
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0		0			0			0	
	Subtotal OC 11.8	141	0	141	39.4	0	39.4	39.4	0	39.4	0	0	0	0	0	
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			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	3		3	3		3		0			0	
12.1	Other Misc. USDH Benefits	0.3		0.3			0		0			0			0	
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0		0			0			0	
12.1	Other FNDH Benefits			0			0		0			0			0	
12.1	US PSC Benefits	55		55	6		6	6		6		0			0	
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0		0			0			0	
12.1	Other FN PSC Benefits	63		63	20.4		20.4	20.4		20.4		0			0	
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0		0			0			0	
	Subtotal OC 12.1	118.3	0	118.3	29.4	0	29.4	29.4	0	29.4	0	0	0	0	0	
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0		0			0			0	
13.0	Other Benefits for Former Personnel - FNDH			0			0		0			0			0	
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0	0		0		0			0	
13.0	Other Benefits for Former Personnel - FN PSCs			0			0		0			0			0	
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

Operating Expenses

Org. Title: USAID/Slovakia Org. No: 193 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total												
21.0	Training Travel	10		10	5		5	5		5		0		0		0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0			0			0		0			0	
21.0	Assignment to Washington Travel			0			0			0		0			0	
21.0	Home Leave Travel			0	5		5	5		5		0		0		0
21.0	R & R Travel			0			0			0		0			0	
21.0	Education Travel	2		2			0			0		0			0	
21.0	Evacuation Travel	1		1			0			0		0			0	
21.0	Retirement Travel			0			0			0		0			0	
21.0	Pre-Employment Invitational Travel			0			0			0		0			0	
21.0	Other Mandatory/Statutory Travel			0	2		2	2		2		0			0	
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	5		5	5		5	5		5		0			0	
21.0	Site Visits - Mission Personnel	2		2	2		2	2		2		0			0	
21.0	Conferences/Seminars/Meetings/Retreats	5		5	2.5		2.5	2.5		2.5		0			0	
21.0	Assessment Travel			0			0			0		0			0	
21.0	Impact Evaluation Travel			0			0			0		0			0	
21.0	Disaster Travel (to respond to specific disasters)			0			0			0		0			0	
21.0	Recruitment Travel			0			0			0		0			0	
21.0	Other Operational Travel	1		1	2.5		2.5	2.5		2.5		0			0	
	Subtotal OC 21.0	26	0	26	24	0	24	24	0	24	0	0	0	0	0	0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0	37		37	37		37		0			0	
22.0	Home Leave Freight			0			0			0		0			0	
22.0	Retirement Freight			0			0			0		0			0	
22.0	Transportation/Freight for Office Furniture/Equip.	1		1	5		5	5		5		0			0	
22.0	Transportation/Freight for Res. Furniture/Equip.	1		1			0			0		0			0	
	Subtotal OC 22.0	2	0	2	42	0	42	42	0	42	0	0	0	0	0	0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	78		78	6.5		6.5	6.5		6.5		0			0	
23.2	Rental Payments to Others - Warehouse Space			0			0			0		0			0	
23.2	Rental Payments to Others - Residences	52.8		52.8	21.3		21.3	21.3		21.3		0			0	
	Subtotal OC 23.2	130.8	0	130.8	27.8	0	27.8	27.8	0	27.8	0	0	0	0	0	0
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	6		6	0.5		0.5	0.5		0.5		0			0	
23.3	Residential Utilities	2.5		2.5	2		2	2		2		0			0	
23.3	Telephone Costs	15		15	5		5	5		5		0			0	
23.3	ADP Software Leases			0			0			0		0			0	
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)	7		7	0.7		0.7	0.7		0.7		0			0	
23.3	Other Mail Service Costs			0			0			0		0			0	
23.3	Courier Services	1		1	0.8		0.8	0.8		0.8		0			0	

Operating Expenses

Org. Title: USAID/Slovakia Org. No: 193 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total												
Subtotal OC 23.3		31.5	0	31.5	9	0	9	9	0	9	0	0	0	0	0	0
24.0	Printing and Reproduction			0			0			0			0			0
Subtotal OC 24.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services			0			0			0			0			0
25.1	Engineering & Technical Services			0			0			0			0			0
Subtotal OC 25.1		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	11		11	2.4		2.4	2.4		2.4		0				0
25.2	Residential Security Guard Services			0			0			0			0			0
25.2	Official Residential Expenses			0			0			0			0			0
25.2	Representation Allowances	0.5		0.5	1		1	1		1		0				0
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			0			0			0			0			0
25.2	Vehicle Rental			0			0			0			0			0
25.2	Manpower Contracts			0			0			0			0			0
25.2	Records Declassification & Other Records Services			0	5		5	5		5		0				0
25.2	Recruiting activities			0			0			0			0			0
25.2	Penalty Interest Payments	0.3		0.3	0.2		0.2	0.2		0.2		0				0
25.2	Other Miscellaneous Services	4		4	30		30	30		30		0				0
25.2	Staff training contracts			0			0			0			0			0
25.2	ADP related contracts			0			0			0			0			0
Subtotal OC 25.2		15.8	0	15.8	38.6	0	38.6	38.6	0	38.6	0	0	0	0	0	0
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	93		93	63		63	63		63		0				0
25.3	All Other Services from Other Gov't. accounts			0			0			0			0			0
Subtotal OC 25.3		93	0	93	63	0	63	63	0	63	0	0	0	0	0	0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	25		25	5		5	5		5		0				0
25.4	Residential Building Maintenance			0	10		10	10		10		0				0
Subtotal OC 25.4		25	0	25	15	0	15	15	0	15	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0.5		0.5			0			0			0			0
25.7	Storage Services			0	2.5		2.5	2.5		2.5		0				0
25.7	Office Furniture/Equip. Repair and Maintenance	1		1			0			0			0			0
25.7	Vehicle Repair and Maintenance	2		2	1		1	1		1		0				0
25.7	Residential Furniture/Equip. Repair and Maintenance			0	0.5		0.5	0.5		0.5		0				0
Subtotal OC 25.7		3.5	0	3.5	4	0	4	4	0	4	0	0	0	0	0	0

Operating Expenses

Org. Title: USAID/Slovakia Org. No: 193 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total												
25.8	Subsistence & spt. 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	0
26.0	Supplies and materials	6		6	2		2	2	2			0				0
	Subtotal OC 26.0	6	0	6	2	0	2	2	0	2	0	0	0	0	0	0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.			0			0			0			0			0
31.0	Purchase of Office Furniture/Equip.	1		1			0			0			0			0
31.0	Purchase of Vehicles			0			0			0			0			0
31.0	Purchase of Printing/Graphics Equipment			0			0			0			0			0
31.0	ADP Hardware purchases	1		1			0			0			0			0
31.0	ADP Software purchases			0			0			0			0			0
	Subtotal OC 31.0	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0			0			0
32.0	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	0
42.0	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	0
TOTAL BUDGET		594.9	0	594.9	294.2	0	294.2	294.2	0	294.2	0	0	0	0	0	0

Additional Mandatory Information

Dollars Used for Local Currency Purchases _____

Exchange Rate Used in Computations _____

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal: 0 0 0 0 0

Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2000		FY 2001	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
	USAID/Slovakia plans no field support and buy-in activities.						
GRAND TOTAL.....							

* For Priorities use high, medium-high, medium, medium-low, low
 rsw/r401/fldsupsup99.wk4 - 12/8/98

Annex A: Environmental Impact

Component 1:

As USAID Slovakia's program is proceeding toward closure, new program activity is minimal. However, at this point it is anticipated that two initial environmental examinations will be needed, and that both will result in categorical exclusions. The first of these is related to a grant to be awarded to an indigenous grant making organization (IGMO), which will provide small grant assistance to NGOS to carry out democracy-building activities and to deepen and strengthen transition reforms critical to establishing a flourishing democracy. The IGMO will provide funding for organizational needs and for special projects to be carried out by the recipient NGOS, but the assistance will be limited to democracy-building activities with no impact on the environment. An RFA was recently released for this activity, and an IEE will need to be completed prior to obligation of resources.

A second IEE will potentially be needed for a new activity corresponding to an unsolicited proposal from Transparency International. The new activity, if approved, would support design and implementation of an anti-corruption public awareness campaign. No impact on the environment would be anticipated from this activity, but an IEE will need to be prepared and approved prior to obligation of funds.

Component II:

No new compliance documents were prepared during this fiscal year. All activities being implemented in relation to the USAID Slovakia strategic objectives are, to the best of the Mission's knowledge, being implemented in accordance with approved IEEs and EAs.

Annex B: Updated results framework outline

SO 2.1: Increased, better informed citizen's participation in community political and economic decision-making

IR 2.1.1 Increased acceptance of democratic (civic) values

IR 2.1.2 Increased ability to participate

IR 2.1.3 Expanded, more effective and independent media

SO 2.3 More effective, responsible and accountable local government

IR 2.3.1 Strengthened representation of local government interests

IR 2.3.2 Strengthened local government training institutions

IR 2.3.3 Improved capability to deliver services and manage resources efficiently

SO 4.1 Special initiatives

SO 4.2 Cross-cutting programs

ANNEX C

Slovakia SO Level Phase Out Plan

	Approximate Date Activity Will End										
	March 1998	June 1998	Sept 1998	Dec 1998	March 1999	June 1999	Sept 1999	Dec 1999	March 2000	June 2000	Sept 2000
SO 1.3. Accelerated Development and Growth of Private Enterprises											
180-0023.01 *IESC Private Enterprise Grant			09/98								
180-0023.11 * Entrepreneurial Mgmt & Executive Dev. EMED			09/98								
180-0029.01 * Large grants competition (UPitt)									04/00		
SO 1.6. Reduced Environmental Risks to Public Health											
180-0004.11 * HIID - Environmental Policy component							08/99				
180-0004.11 * HIID - Environmental Health component						06/99					
180-0004.01 * World Environmental Ctr grant					03/99						
180-0038 * Buy-in to G Bureau Environmental Health Project				12/98							
180-0039.01 * IAA with EPA							09/99				
180-0039.09 * Water Quality & Investment (GEF/Danube)											
180-0039.10 * EAP Investments	03/98										
180-0041 * Environmental Training				11/98							

	March 1998	June 1998	Sept 1998	Dec 1998	March 1999	June 1999	Sept 1999	Dec 1999	March 2000	June 2000	Sept 2000
SO 2.1. Increased, better Informed Citizen's Participation in Community Political and Economic Decision-Making											
180-0021.01 * Educational reform (ORAVA)										06/00	
180-0021.05 * NDI							09/99				
180-0021.05 * IRI							09/99				
180-0021.08 * AFL-CIO support (FTUI)										06/00	
180-0021.14 * Democracy Advisor PCS's							09/99				
180-0020.02 * ABA Grant (Rule of Law)										06/00	
180-0021 * IFES (On-site technical assistance)							09/99				
180-0022.01 * Promedia Program (IREX)							09/99				
180-0022.02 * Media training (USIA)											09/00
180-0023.07 * Peace Corps (SPA)		06/98									
180-0024.01 * VOCA Grant						06/99					
180-0032.09 * Democracy Network Grant (FCS)							07/99				
180-0032 * ICNL (Int' Center for Non-Profit Law)										06/00	
* NFF (Freedom House)										06/00	
180-0032 * NGO Support (IGMO)						06/99					6/02
180-xxxx * Trans to USIA for Democ.Commission Small Grants											09/00
SO 2.3. More Effective, Responsible and Accountable Local Government											
180-0034 * Local self-government - ICMA component						06/99					
180-0034 * Local self-government - Environmental Health					03/99						
180-0034 * Local self-government - RTI					03/99						
180-0034 * Local Government Assistance						04/99	09/99				
180-0034 * Local self-government - Housing Privatization					03/99						
180-0034 * Local self-government - Housing Allowance II						05/99				06/00	

	Approximate Date Activity Will End										
	March 1998	June 1998	Sept 1998	Dec 1998	March 1999	June 1999	Sept 1999	Dec 1999	March 2000	June 2000	Sept 2000
SO 4.1. Special Initiatives											
180-0010 * Enterprise Fund (SAEF)											09/00
180-0020 * Partners for Democratic Change								12/99			
180-0024.05 * USDA							09/99				
180-0037 * Partnership in Health Care (AIHA)							09/99				
180-0038 * Healthy Communities (AIHA)			09/98								
180-0038 * Local Health Reform (AIHA)							09/99				
180-0038 * Health Management Education Project (AIHA)							09/99				
180-0002.07 * Int'l Student Exch Program (Georgetown)						06/99					
180-0002.09 * English Teaching (USIA)		06/98									
180-0030.01 * Industry Contracts/Utility Grants						06/99					
180-0030.02 * PASA/IAA with DOE			09/98								
180-0030.05 * IAA with NRC							09/99				
180-0032 * Transparency International						06/99				06/00	
* DOT Advisors					03/99					04/00	
* DoS/INL/OPDATT							10/99				09/00
SO 4.2. Cross - Cutting Programs											
180-0045.01 * TRANSIT							09/99				

 approved period of activity
 FY99 program funds