

USAID/PANAMA

**RESULTS REVIEW
RESOURCE REQUEST
(R-4)**

2000 - 2002

MARCH 2000

Please Note:

The attached FY 2002 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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Released on or after Oct. 1, 2002

March 22, 2000
No. MD-071

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Dear Carl:

USAID/Panama is pleased to transmit its Results Review and Resources Request (R4) for Fiscal Years 2000-2002. We believe that the attached document portrays Panama as a country in transition, a transition which has transcended the transfer of the Panama Canal itself, and which will require continued USAID support for some years to come. USAID has worked hard in preparing for that transition, as you know, and the results laid out herein show it.

As you will see from the R4, we are beginning to gather significant momentum in implementing our restructured program, particularly as regards management and protection of the Panama Canal Watershed. For this reason, we have rated its performance as "On Track". The new Government of Panama's environmental team has proved to be dynamic and collaborative in working with USAID on the Watershed, and its work has contributed greatly to the increased momentum cited in the R4. Needless to say, we are pleased with our progress and excited by the prospects for even greater impact in the coming year.

The Administration of Justice Strategic Plan will be completed within the next week or so, and we expect to submit that document shortly after the attached R4 arrives. While we were not able to complete the Strategy as quickly as we had hoped, we have carried out some initial analysis and/or action steps under this (presently) Special Objective which we hope will make for a quicker start once the Strategic Plan has been approved. We qualify this SpO as "Not Meeting" at this point; we fully expect it to be "On Track" by this time next year.

Lastly, with respect to our Program Objectives themselves, we have closed our Special Objective on the management of reverted military and Panama Canal per direction from the Country Team here. We close the SpO, however, on a happy note, in that it was definitely "On Track" as of its close date of December 31, 1999. The Mission's work under the SpO was extremely productive and has resulted in the success story we relate in this R4. Through this Objective we were able to help prepare the Panama Canal Authority and the Regional Inter-Oceanic Authority to more

effectively manage the mandates given them in assuming charge of the Panama Canal, its Watershed, and the reverted properties surrounding the Canal.

The period reported in this R4 was also a watershed year, if you will, with respect to our Operating Expense budget. We dropped from \$1.5 million to \$1.0 million, a cut of 33% over this past year, and we were able to absorb those cuts without loss of momentum in our program. Absorption of the cuts was not an easy process, and it promises to be no easier this coming Fiscal Year, 2001. Still, the Mission continues to realize increased efficiencies in its operations, and we will continue to look for more of them in the coming years.

In closing, USAID wishes to highlight two items that we believe will require increasing attention in the coming months, if not years:

1. We have a growing sense of unease with respect to events in Colombia and their spillover effects on Panama. We may be wrong, but we believe that those events and their effects will bring increasing pressure on the Panamanian system of justice and indeed, society in general, via gradually heightening levels of overt crime and corruption in this country. Our sense is that we have some time to prepare for this contingency. For this reason, we expect to come to the LAC Bureau with a short-term support strategy for assistance to the justice system, which will give us some time to develop a longer-term vision of the sector and its needs. Hopefully, this will help Panamanian justice to cope with the demands and pressures we suspect are increasing even as this is written.
2. As we noted, at the Strategic Plan review, the GOP has approached USAID regarding the possibility of assistance in managing and protecting the expanded Panama Canal Watershed. We have yet to receive a detailed request in this matter, but the chances are good that responding to such a request will entail additional funding above the levels USAID/Panama is currently receiving. We will advise the LAC Bureau when the details come in, and will consult with the Bureau regarding the appropriate response.

Sincerely,

Lars Klassen
Director

Enclosure: a/s

TABLE OF CONTENTS

| | |
|--|-----|
| R4 ACRONYMS | iii |
| I. OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE | |
| SUMMARY OF IMPLEMENTATION PROGRESS..... | 1 |
| SIGNIFICANT PROGRAM CHANGES | 1 |
| COUNTRY FACTORS THAT HAVE MOST INFLUENCED PROGRESS | 1 |
| OVERALL PROSPECTS FOR PROGRESS | 2 |
| RELATIONSHIPS TO U.S. POLICY INTERESTS AND THE MISSION PERFORMANCE PLAN..... | 2 |
| II. RESULTS REVIEW - PROGRESS TOWARDS OBJECTIVES | |
| A. SO 1: IMPROVEMENT IN INSTITUTIONAL CAPACITY TO MANAGE AND PROTECT THE PANAMA CANAL WATERSHED..... | |
| | 4 |
| SUMMARY..... | 4 |
| KEY RESULTS..... | 4 |
| PERFORMANCE AND PROSPECTS | 4 |
| POSSIBLE ADJUSTMENTS TO PLANS..... | 8 |
| OTHER DONOR PROGRAMS..... | 8 |
| MAJOR CONTRACTORS AND GRANTEES..... | 9 |
| B. SPO 1: TO FACILITATE THE SMOOTH TRANSFER OF THE PANAMA CANAL, AS PROVIDED IN THE 1977 TREATIES, AND THE PRODUCTIVE USE OF THE REVERTED PROPERTIES | |
| | 14 |
| SUMMARY..... | 14 |
| KEY RESULTS..... | 14 |
| PERFORMANCE AND PROSPECTS | 14 |
| POSSIBLE ADJUSTMENTS TO PLANS..... | 16 |
| OTHER DONOR PROGRAMS..... | 16 |
| MAJOR CONTRACTORS AND GRANTEES..... | 16 |
| C. SPO 2 LEGAL AND POLICY CHANGES REQUIRED TO SUSTAIN FAIR, FAST, AND INDEPENDENT CRIMINAL AND COMMERCIAL JUSTICE SYSTEM FACILITATED | |
| | 19 |
| SUMMARY..... | 19 |
| KEY RESULTS..... | 19 |
| PERFORMANCE AND PROSPECTS | 20 |
| POSSIBLE ADJUSTMENTS TO PLANS..... | 21 |
| OTHER DONOR PROGRAMS..... | 21 |
| MAJOR CONTRACTORS AND GRANTEES..... | 21 |
| III. RESOURCE REQUEST | |
| RATIONALE FOR PROGRAM RESOURCE LEVEL..... | 22 |
| FINANCIAL PLAN..... | 22 |
| PIPELINE..... | 23 |
| WORKFORCE AND OE..... | 23 |
| PROGRAM BUDGET TABLES | 24 |
| GLOBAL FIELD SUPPORT TABLE..... | 30 |
| WORKFORCE TABLES..... | 31 |
| OPERATING EXPENSES TABLES..... | 35 |

CONTROLLER OPERATIONS TABLE..... 41
CAPITAL INVESTMENT FUND TABLE..... 46

IV. SUPPLEMENTAL INFORMATION ANNEXES

ENVIRONMENTAL IMPACT 51
CURRENT AND PROPOSED RESULTS FRAMEWORK 51
INDICATORS FOR RECENTLY APPROVED SO 1 54

USAID/PANAMA

R4 ACRONYMS

2000 - 2002

| | |
|----------|--|
| ADP/CC | Asset Disposition Plan/Contract Closed |
| ADP/H | Asset Disposition Plan/Housing |
| ADR | Alternative Dispute Resolution |
| AED | Academy for Educational Development |
| AMUPA | Association of Panamanian Municipalities |
| ANAM | National Environment Authority |
| AOJ | Administration of Justice |
| ARI | Inter-Oceanic Regional Authority |
| CGR | Comptroller General of the Republic |
| CICH | Inter-Institutional Commission for the Canal Watershed |
| CLASP | Caribbean and Latin American Scholarship Program |
| CY | Calendar Year |
| DA | Development Assistance |
| DCA | Direct Credit Authority |
| DOD | Department of Defense |
| ESF | Economic Support Funds |
| EU | European Union |
| FEVIS | Special Fund for Low-Cost Housing |
| FIDECO | Ecological Trust Fund |
| FMCS | Federal Mediation and Conciliation Service |
| FS/HI | Financial Systems/Harmonized Initiated |
| FS/I | Financial System/Implemented |
| FSN | Foreign Service National |
| FUNDAMUN | Foundation for Municipal Development |
| FUPASA | Panamanian Foundation for Environmental Services |
| FY | Fiscal Year |
| GIS | Geographic Information System |
| GOP | Government of Panama |
| GreenCom | Environmental Education and Communication Project |
| ICITAP | International Criminal Investigative Training Assistance Program |
| IDB | Inter-American Development Bank |
| IIE | The Institute of International Education |
| INRENARE | National Institute for Renewable and Natural Resources |
| IESC | International Executive Service Corps |
| IPAT | Panamanian Tourism Institute |
| IPR | Intellectual Property Rights |
| IRG | International Resources Group |
| LAC/DPB | Latin America and the Caribbean/Development Planning and Budget |
| LEPPI | Local Environmental Policy and Program Initiative |
| MEF | Ministry of Economy and Finance |
| MIF | Multilateral Investment Fund |
| MPP | Mission Performance Plan |
| NATURA | Foundation for the Conservation of Natural Resources |
| NGO | Non-Governmental Organization |
| OAS | Organization of American States |
| OE | Operating Expenses |
| OYB | Operating Year Budget |
| PCA | Panama Canal Authority |
| PCW | Panama Canal Watershed |

| | |
|---------|--|
| PIP | Public Information Plan |
| PPA | Public Policies Adopted |
| PROARCA | Regional Environmental Project for Central America |
| PS | Procedures Streamlined |
| PSC | Personal Services Contract |
| RFP | Request for Proposals |
| SIAFFPA | Public Sector Integrated Financial Management System |
| SO | Strategic Objective |
| SpO | Special Objective |
| TA | Technical Assistance |
| UNDP | United Nations Development Program |
| US | United States |
| USAID | US Agency for International Development |
| USAID/W | US Agency for International Development/Washington |
| USG | United States Government |

OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

A. Summary of Implementation Progress

During the reporting period and at the State Department's request, the Mission terminated its SpO dealing with assistance in the transfer of properties required by the 1977 Torrijos-Carter treaties between Panama and the US. The Mission's work in the management and protection of the Panama Canal Watershed (PCW) assisted in the successful establishment of an overall coordinating agency, the establishment of additional funding mechanisms to assist conservation efforts in the PCW, and the implementation of additional community-based agroforestry activities. As a result of the USAID supported monitoring activity, a comprehensive study was completed on environmental conditions in the PCW. This document, for the first time, provided an in-depth diagnosis of the health of the PCW and constitutes a valuable tool for decision-makers. Through the Environmental Education and Communication Project (GreenCom), newly elected local officials and community leaders were exposed to the most pressing environmental issues in the PCW and briefed on the contents of the Regional Land Use Plan, including their responsibilities in its implementation. While preparing a strategy for involvement in the justice sector, the Mission continued working in the sector in preparation for the implementation of the new strategy which will focus on commercial and criminal justice sector improvements and on NGO involvement in the sector. During this preparatory phase, considerable time and resources have been devoted to, first, continuing support to the Department of Justice's International Criminal Investigative Training Assistance Program (ICITAP) in an attempt to keep the program alive, and, secondly, surveying NGOs in the justice sector to determine possible partners.

B. Significant Program Changes

During the reporting period, activities related to SpO 1, i.e., preparation for the transfer of the Panama Canal and assistance in managing reverted military bases were terminated. The decision to terminate this SpO was made by the Country Team and supported by USAID/Washington.

C. Country Factors That Have Most Influenced Progress

Several internal events have had significant effects on the implementation of the USAID program.

1. General elections in May of 1999 and the establishment of a new administration on September 1, 1999 had a dampening effect on implementation. The previous five months of intense campaigning leading up to the elections significantly distracted GOP officials' efforts from practically all except the most essential business of government. This slowdown continued for some time after the inauguration of the new government. The establishment of the new administration resulted in the total replacement of key GOP officials at both the decision-making level and at the mid-level, including many technical staff involved in the implementation of the USAID program. This has required an intense education process on the part of USAID to re-establish adequate working contacts

- and conditions. While the momentum is increasing, the prior level of implementation has not yet been achieved and will require some additional time to be reached.
2. The transfer of the Canal, related properties and military bases also contributed to the slowdown described above. Final preparations for the turnover of the Canal and the orderly receipt of large amounts of real estate and equipment kept the new administration occupied during the final quarter of CY 1999.
 3. Despite the slowdown, a couple of key events did take place. First, the Panama Canal Authority (PCA) established the Inter-Institutional Commission for the Canal Watershed (CICH) and created an organizational structure along the lines recommended by USAID. In addition, the core members of the CICH were appointed. Second, the GOP began the process of institutionalizing the USAID supported monitoring program for the PCW. Part of the team was absorbed into the National Environmental Authority (ANAM) and the PCA. It is anticipated that within a year, the rest of the team will be integrated into the government structure.

D. Overall Prospects for Progress

With the recent approval of SO 1 of the Strategic Plan and the high option for financial resources, as well as expected advances in the new GOP's management expertise, the prospects for making good progress during the next reporting period have been enhanced. The additional funds will permit USAID to effectively pursue the process, already initiated, to procure adequate institutional support to help consolidate and accelerate implementation.

USAID has established good contacts in the new GOP administration and is in the process of developing the kind of rapport, through close communications, required for implementation of the program. Close coordination with other donors will continue, and we expect this to help ensure significant progress.

E. Relationships to US Policy Interests and the Mission Performance Plan

All segments of the USAID program strongly support the Country Team's Mission Performance Plan (MPP), and the USAID/Panama program comprises important elements of the MPP.

USAID's work to protect and manage the PCW supports the MPP's goal in environment (National Interest of Global Issues) "To promote the sustainable management and protection of Panama's most important natural resource – the Panama Canal Watershed." The Mission's institutional-strengthening work in PCW protection and management, which includes strengthening the PCA, supports the MPP's regional stability goal (National Interest of National Security) that provides for continued efficient operation of the Panama Canal.

The Mission's Special Objective, "To facilitate the smooth transfer of the Panama Canal, as provided in the 1977 treaties, and the productive use of reverted properties," contributed to the MPP goal of sound management of the Panama Canal under Global Economic Growth (National Interest of Economic Prosperity). The Mission's efforts with Fundacion ANDE under the

Special Objective for reverted properties helped put in place a favorable economic policy environment as an important step towards Panama's accession to the Free Trade Area for the Americas. This responds to the MPP Open Markets Goal to obtain GOP commitment to trade liberalization initiatives (National Interest of Economic Prosperity).

Also, the Mission's reverted properties Special Objective dealing with the transfer of excess USG property responded to the MPP goal in Humanitarian Assistance through which the quality of life of Panama's underprivileged was being improved and disaster hardships mitigated (National Interest of Humanitarian Response).

Finally, USAID/Panama's proposed new administration of justice strategic objective (AOJ SO), "Fairer and faster justice systems facilitated," is supportive of the MPP goal for democracy. (National Interest of Democracy) to "Consolidate Panama's democratic institutions and practices and promote increased respect for human rights; improve the public process and promote participatory democracy; and seek fundamental changes in Panamanian criminal and commercial law and related codes, in pursuit of a faster, more open, and fairer system of justice." The AOJ SO also responds to the MPP goal in International Crime (National Interest of Law Enforcement) which seeks to increase the capabilities of Panama's law enforcement and judicial agencies that include the National Police, the Technical Judicial Police and the customs services.

II. RESULTS REVIEW – PROGRESS TOWARDS OBJECTIVES

A. Operating Unit: USAID/Panama

Title and Number: Improvement in Institutional Capacity to Manage and Protect the Panama Canal Watershed 525-001 (SO 1).

Self Assessment On-track

Summary

This SO supports the Agency's goal related to the protection of the world's environment for long-term sustainability, as well as the Embassy's MPP goal to promote the sustainable management and protection of Panama's most important natural resource, the Panama Canal Watershed. The purpose is to assist Panama to effectively assume the responsibility for the management and protection of the PCW and to serve US interests in the efficient operation of the Canal in a sustainable manner. Efficient operation of the Panama Canal relies on the fresh water runoff across the 326,000 hectare watershed that provides the fifty-two million gallons of fresh water required for the passage of each ship. The mandate of the newly-created Panama Canal Authority (PCA) extends beyond the management of the Canal itself to include, in coordination with other Panamanian authorities, the protection, conservation, and maintenance of the water and natural resources of the PCW. The direct beneficiaries of this objective will be the Canal watershed ecosystem, the 143,000 residents living in the PCW, including the urban populations of Panama City and Colon, the industrial sector that depends on fresh water for industrial uses, and the operators and users of the Canal. The indirect beneficiaries will be the 1.4 million people in the transisthmian region, the population of Panama as a whole and the global economy.

Key Results

Systemic improvements in the institutional infrastructure have been major achievements during the reporting period. Key pieces of legislation were implemented; inter-institutional coordination advanced closer to reality with the establishment of the CICH and appointment of its core membership; the PCW monitoring system provided valuable information and the GOP initiated the process of absorbing it into its organizational structure, an important step towards its full institutionalization; and the transformation of residents in the PCW from "part of the problem" to "part of the solution" was begun.

Performance and Prospects

With USAID assistance, the GOP made significant strides during the reporting period in its efforts toward achievement of this strategic objective. With the approval of the new strategy for SO 1, revised Intermediate Results (IRs) and their indicators are now in place. (See Annex for new IRs.) The prospective performance discussed below is based on the revised IRs. Highlights of major achievements and immediate prospects are as follows:

IR-1 Institutional Arrangements for Effective PCW Management and Protection Adopted

Performance

- The Inter-Institutional Commission for the Canal Watershed was formally established, its member institutions appointed and funding provided for its operation in the PCA FY 2000 budget.
- The Ecological Trust fund (FIDECO) generated \$1.4 million in interest and dividend earnings during the year. Half of this income financed 11 NGO activities in such areas as ecotourism agroforestry, pollution control and sustainable management of protected areas. The other half financed GOP management and infrastructure maintenance in the protected areas in the PCW.
- Technical Assistance (TA) provided by USAID assisted in developing draft regulations for environmental legislation (Law 41) in the areas of public participation in the implementation of activities with an environmental dimension, environmental impact assessments and in the establishment of environmental norms and standards.
- USAID also provided TA support for the nascent Panamanian Foundation for Environmental Services (FUPASA), Panama's Clean Development Mechanism/Joint Implementation Office. FUPASA will promote Panama as a provider of carbon offset credits.

Prospects

To help consolidate gains and to set the CICH on the right path towards full operation on a sustainable basis, USAID will provide TA and training during the next reporting period to:

- Develop a strategy for the CICH to implement the Regional Land Use Plan, including a time line for activities and the achievement of goals.
- Develop strategies for other agencies related to their roles in cooperatively implementing the Regional Land Use Plan through coordination facilitated by the CICH.
- Develop operation and action plans for the CICH.
- Develop a preliminary plan for financial sustainability and a business plan for the CICH, including a financial management plan.

IR-2 PCW Monitoring and Evaluation System Institutionalized

Performance

The GOP, with USAID assistance, initiated the process to institutionalize the PCW monitoring program.

- An 1,800 page final report in both English and Spanish with maps, charts, and extensive data bases was issued and distributed to all concerned institutions; an executive summary in Spanish was also issued and is currently being distributed to the public-at-large, the media, NGOs and educational institutions.
- ANAM has absorbed eight of the team members; another member working with the PCA, remains with the CICH under an institutional contract for the administration of the Monitoring Program.

Prospects

- During the next year TA and limited training will be provided to continue monitoring and related work on the Geographical Information System, complete the computer network and install a web page for the PMCC.
- TA will also be provided to continue assistance in the performance of scientifically rigorous monitoring and preliminary assessment of the PCW.
- In coordination with the CICH Information Center, results will be disseminated through brochures, presentations, reports and other publications.
- An evaluation of available databases, an assessment of management responsibilities and data needs of the CICH and a series of studies examining hardware and software configurations for a future inter-linked system of databases for the PCW will be conducted.

IR-3 Protected Area Management Systems Functioning Effectively

Performance

- The Mission continued its assistance to the GOP and NGOs aimed at management of natural resources in the PCW, including protected area management, agroforestry, sustainable agriculture and small-scale enterprise development.
- Assistance to the GOP Environmental Authority (ANAM) continued in protected area management. Draft management plans were completed for two national parks, infrastructure improvements in the Altos de Campana and Soberania National Parks is near completion, and agroforestry activities were undertaken in 23 communities with ANAM and in 12 communities with the NGO, TechnoServe.
- Training was provided for 150 participants in agroforestry, environmental alternatives to cattle ranching, and mid-level managers of conservation-related activities in the PCW.
- The first ever in Central America “Co-management and Protected Areas” workshop was hosted in Panama with the collaboration of ANAM, PROARCA and the US Forest Service. More than 50 people representing every country in Central America participated in this three-day workshop.
- Preliminary steps were taken to undertake reviews and assessments of: 1) agroforestry activities being implemented in the PCW, 2) nature-based enterprise development in the PCW, and 3) ecotourism and recreation in the PCW.
- Follow-on activities were undertaken in sustainable heritage tourism with several local partners.

Prospects

- Further develop co-management arrangements of PCW protected areas with private sector and local community participation.
- Complete assessments of nature-based, micro-enterprise and ecotourism opportunities.
- Complete assessment of agroforestry activities currently being implemented in the PCW.

- Develop a plan for a journalist-training program so as to enhance reporting on the PCW and environmental affairs.
- Conduct follow-up activities with groups that have participated in USAID training programs, i.e., mid-level managers, cattlemen and agroforesters, to ensure that they become active groups for positive change in the PCW.

IR 4 Local Capacity to Protect and Manage the PCW Increased

Performance

- A new micro-enterprise was established for the collection and disposal of solid waste in the PCW community of Chilibre, the most densely populated area in the PCW.
- An RFP for an Environmental Capacity Building contractor was issued, proposals were received and evaluated and a provider was selected. The provider will assist in the development and implementation of integrated solid waste management activities in the municipalities of La Chorrera, Arraijan and Capira, all in the PCW.
- The USAID-sponsored GreenCom program conducted a seminar on municipal environmental issues with the newly-elected municipal councils and mayors in La Chorrera and Arraijan. As a result of GreenCom work, the three municipalities, including Capira, have formed local environmental commissions and are developing municipal environmental plans in concert with ANAM, the PCA and ARI.
- USAID continued coordination with other donors, the Ministry of Government and Justice, the Ministry of Economy and Finance and the Panamanian Municipal Association (AMUPA) on the promotion of a decentralization agenda.
- Mayors, municipal councils and other community leaders in the PCW were briefed on the Regional Land Use Plan.
- Twenty-seven small community improvement projects, valued at \$146,950 were initiated.
- Preliminary steps were initiated with RUDO/Guatemala to begin the implementation of a Development Credit Authority activity to finance clean production, liquid and solid waste projects, and environmentally compatible micro enterprises in areas such as ecotourism, etc.
- An inventory of industries in the PCW was completed with GreenCom participation.

Prospects

The following activities will be implemented during the next reporting period:

- Development of environmental action plans for each target municipality.
- Development of local environmental action plans and the formation of four implementation committees for four communities along the transisthmian corridor.
- Development of a work plan and implementation of initial activities resulting from the Environmental Capacity Building Contract.
- Completion of an assessment of policy and regulatory impediments for effective management of the PCW and a plan of activities to address those impediments.
- Inclusion of local government roles in the first year action plan for the CICH.
- Identification of industries that produce pollution affecting the PCW and the conducting of seminars to create awareness of pollution prevention techniques.

- Design of mechanisms to provide TA to industries interested in pollution prevention at the facilities.
- Development of a profile of projects for the DCA program.
- Provision of TA to FUPASA to support private sector involvement in projects that reduce CO2 emissions.

Possible Adjustments to Plans

With the recent approval of SO1 of the Strategic Plan, activities will be focussed on the achievement of sustainability. The title of SO 1 is “Panama Sustainably Manages the Canal Watershed and Buffer Areas.” In this regard, the results framework for SO 1 has been substantially revised to respond to the new sustainability criteria. The intermediate results are:

- IR-1 Institutional Arrangements for Effective Management Functioning
- IR-2 Natural Resources in the PCW and Buffer Areas Managed Effectively
- IR-3 Civil Society Consensus Built for Sustainable Management of the PCW
- IR-4 Local Government and Private Sector Capacity for Environmental Management in the PCW and Buffer Areas Increased

The GOP recently extended the boundaries of the current watershed, almost doubling it in size. The intent is to create additional water reservoirs to ensure adequate availability throughout the dry season and for the eventual construction of a third set of locks currently under active consideration. The GOP has contacted USAID to explore possibilities for assistance related to, among others, establishment of additional protected areas, park infrastructure, training and TA for park personnel and environmental management plans in the expanded watershed areas. While USAID is considering the request, a positive response and a change of current plans would be contingent on the availability of adequate financial and other resources, as well as the extent of other donors’ participation in this effort.

Other Donor Programs

The IDB and the IBRD have initiated activities that will enhance improved management of the PCW. Both entities are implementing activities in land management and PCW conservation. The IDB has assisted the GOP in the development of a National Environmental Strategy. The IDB is also implementing activities designed to strengthen comprehensive watershed management programs elsewhere in the country. Under the Common Agenda Initiative, Japan has assisted a leading environmental NGO to establish a training center in the PCW. The center will provide environmental education and awareness training for residents of the watershed and buffer areas, including the cities of Panama and Colon, as well as training in forestry and agroforestry techniques. USAID is working closely with all of these donors to ensure complementarily of activities.

Major Contractors and Grantees

Current grantees and contractors include the Academy for Educational Development (AED), the International Executive Service Corps (IESC), Louis Berger International, and the International Resources Group (IRG).

| | | | |
|---|-------------|-------------------------------|-----------------------------|
| STRATEGIC OBJECTIVE: Improvement in Institutional Capacity to Manage and Protect the Panama Canal Watershed (PCW) | | | |
| Approved: 03/19/98 COUNTRY/ORGANIZATION: USAID/PANAMA | | | |
| RESULT NAME (IR-1): Institutional Arrangements for Effective PCW Management and Protection Adopted | | | |
| INDICATOR (KA-1.1): Inter-Institutional Commission for the Canal Watershed (CICH) and subordinate administrative entity established | | | |
| <p>UNIT OF MEASURE:</p> <p>(a) yes/no (b) yes/no (c) yes/no</p> <p>SOURCE:</p> <ul style="list-style-type: none"> • PCA reports • CICH reports <p>INDICATOR DESCRIPTION:</p> <p>(a) CICH established to strengthen coordination among public and private institutions in the PCW</p> <p>(b) Subordinate administrative entity established to manage day-to-day operations of CICH</p> <p>(c) CICH decision-making mechanisms functioning</p> <p>COMMENTS:</p> <p>The basic structure for the CICH was established through regulations approved by the PCA in August of 1999, and funding was included for its operation in the PCA's FY2000 budget. PCA developed a position description for the Executive Director of the CICH and initiated a search to fill the position. The Administrative entity will be established in year 2000. The GoP decided not to start operation of the CICH until after Panama gained full control of canal operations on December 31, 1999.</p> | YEAR | PLANNED | ACTUAL |
| | 1997 | BASELINE | (a) no (b) no (c) no |
| | 1998 | a) yes b) no c) no | (a) no (b) no (c) no |
| | 1999 | (a) yes (b) yes (c) no | (a) no (b) no (c) no |
| | 2000 | (a) yes (b) yes (c) yes | (d) yes (e) no (f) no |

Note: Performance listed for "2000" covers the period from January to December 1999.

| | | | |
|--|-------------|------------------|------------------|
| STRATEGIC OBJECTIVE: : Improvement in Institutional Capacity to Manage and Protect the Panama Canal Watershed (PCW) | | | |
| APPROVED: 03/19/98 COUNTRY/ORGANIZATION: USAID/PANAMA | | | |
| RESULT NAME (IR-1): Institutional Arrangements for Effective PCW Management and Protection Adopted | | | |
| INDICATOR (KA-1.3): Financing arrangements for key PCW management and protection activities in place | | | |
| UNIT OF MEASURE: (a) Number of arrangements (b) \$ million available annually SOURCE: PCA financial reports Fundacion Natura financial reports (FIDECO) GOP budget reports (ANAM) INDICATOR DESCRIPTION: Funding available annually through different arrangements to finance key protection activities and management of the PCW COMMENTS: Consultants' report for the Regional Plan estimates that the annual costs for comprehensive protection and management of the PCW are in the range of \$8 million to \$16.5 million per year. Currently, the three arrangements in place are FIDECO, ANAM and ACP's annual budgets. During the reporting period, these arrangements provided \$1.4 million by FIDECO, \$1.0 million by ANAM and \$2.4 million by PCA, for PCW management and protection. | YEAR | PLANNED | ACTUAL |
| | 1997 | BASELINE | (a) 2 (b) 2 |
| | 1998 | (a) 2 (b) 2 | (a) 2 (b) 2.1 |
| | 1999 | (a) 2 (b) 2.2 | (a) 2 (b) 2.4 |
| | 2000 | (a) 3 (b) 8 | (a) 3 (b) 4.8 |

Note: Performance listed for "2000" covers the period from January to December 1999.

| | | | |
|--|-------------|----------------|-------------------------|
| STRATEGIC OBJECTIVE: Improvement in Institutional Capacity to Manage and Protect the Panama Canal Watershed (PCW) | | | |
| APPROVED: 03/19/98 COUNTRY/ORGANIZATION: USAID/PANAMA | | | |
| RESULT NAME (IR-3): Protected Area Management Systems Functioning Effectively | | | |
| INDICATOR (KA-3.1): ANAM's institutional capacity to manage protected areas in the PCW improved | | | |
| UNIT OF MEASURE: <ul style="list-style-type: none"> •Management Index, average score on a scale of 1-5. SOURCE: <ul style="list-style-type: none"> •ANAM reports INDICATOR DESCRIPTION: <ul style="list-style-type: none"> •The indicator management index is composed of 35 criteria, each with an indicator scale ranking from 1 to 5, with 1 being the lowest score and 5 the highest for a given parameter. The average of these criteria are calculated for each protected area to determine the management index. COMMENTS: ANAM and USAID evaluated the five existing protected areas in 1999. A baseline management index of 3.55 was determined. This increase reflects the near completion of planned infrastructure activities, completion of management plans, provision of additional training for park guards and provision of new computer equipment. During April 2000, USAID, USPS, SONDEAR (formerly Technoserve) and ANAM will conduct a non-timber forest product assessment. | YEAR | PLANNED | ACTUAL |
| | 1997 | | <i>BASELINE</i> 3.08 |
| | 1998 | 3.25 | N/A |
| | 1999 | 3.50 | 3.42 |
| | 2000 | 3.55 | 3.55 |

Note: Performance listed for "2000" covers the period from January to December 1999.

| | | | |
|--|-------------|------------------|------------------|
| STRATEGIC OBJECTIVE: Improvement in Institutional Capacity to Manage and Protect the Panama Canal Watershed (PCW) | | | |
| APPROVED: 03/19/98 COUNTRY/ORGANIZATION: USAID/PANAMA | | | |
| RESULT NAME (IR-4): Local Capacity to Protect and Manage the PCW Increased | | | |
| INDICATOR (KA-4.3): Community-based pilot agro-forestry activities planned and ongoing | | | |
| UNIT OF MEASURE: (a) number of pilot projects (cumulative) (b) number of community leaders (cumulative) SOURCE: <ul style="list-style-type: none"> •ANAM (former INRENARE) reports •ARI reports •Fundacion NATURA reports •SONDEAR reports •Institute of International Education (IIE) reports INDICATOR DESCRIPTION: <ul style="list-style-type: none"> •Number of ongoing pilot projects and number of community leaders directly participating in the projects. COMMENTS: Community leaders are actively engaged in community activities and/or serve as models consistent with project goals. To date, four (4) pilot agroforestry activities have been successfully implemented: two, under the CLASP-II Program and two under the MARENA project. During February 2000 USAID, U.S. National Agroforestry Center, Technoserve and ANAM conducted an agroforestry project evaluation. | YEAR | PLANNED | ACTUAL |
| | 1997 | Baseline | (a) 1 (b) 19 |
| | 1998 | (a) 2 (b) 49 | (a) 2 (b) 49 |
| | 1999 | (a) 4 (b) 129 | (a) 4 (b) 137 |
| | 2000 | (a) 5 (b) 229 | (a) 4 (b) 790 |

Note: Performance listed for "2000" covers the period from January to December 1999.

- B. Operating Unit:** USAID/Panama
Title and Number: To Facilitate the Smooth Transfer of the Panama Canal, as provided in the 1977 Treaties, and the Productive Use of the Reverted Properties 525-003-01 (SpO 1)
Self Assessment: On-Track

Summary

This Special Objective (SpO) directly supported US foreign policy objectives aimed at the successful implementation of the Panama Canal Treaties. It also supported the Agency goal of Economic Development and the Country Team's MPP goals of Global Economic Growth and Open Markets. Both transfer and efficient operation of the Canal and the productive use of related properties require adequate management structures. The SpO assisted Panama to: a) assume management and operation of the Canal in a smooth and seamless manner; b) generate economic activity to offset the negative impact on its economy due to job losses and lost income resulting from the progressive withdrawal of US military forces; and c) effectively absorb and use substantial amounts of excess property from the US military and the Panama Canal Commission.

The beneficiaries of the SpO were US and other international users of the Panama Canal and the Panamanian people, who depended on revenues derived from the US military bases and the Panama Canal and its 8% to 15% contribution to Gross Domestic Product. Also included among the beneficiaries were the Panamanian labor force, including permanent Panama Canal Commission employees and US military contract and concession employees. Lower income Panamanians benefited from the sale of reverted properties that generated resources for the Social Development Trust Fund and the Special Fund for Low-cost Housing. Many Panamanians, particularly underprivileged groups, have improved their quality of life as a result of effective management of the Excess Property Program.

Key Results

On December 31, 1999, the Panama Canal was transferred to the Government of Panama. The transfer was seamless. No change in the accustomed high level of efficiency and professionalism has been detected. Likewise, the transfer of the remaining military bases and other infrastructure has occurred, and the impact on the Panamanian economy has not been as traumatic as originally feared. The process of re-conversion of these properties is underway. Actual investments in the reverted areas, together with planned investments, have thus far mitigated the adverse effects originally anticipated from the withdrawal of US military troops.

While the creation of permanent direct jobs generated by productive activities in the reverted areas fell short of the established target, the number of temporary construction jobs has more than made up for the difference.

Performance and Prospects

IR-1 Selected Policy and Procedures for Canal Operations Adopted

Performance

- The design of a Panamanian labor mediation and conciliation system for canal operations was completed in December 1999. The system was submitted to the Board of Directors of the PCA for review and approval with the initiation of implementation anticipated during the third quarter of CY 2000.
- The five members of the new PCA Labor Relations Board received two weeks of intensive training at the US Federal Mediation and Conciliation Service Offices in Washington, DC.
- The GOP officially adopted the Integrated Financial Management System (Spanish Acronym: SIAFPA) developed with USAID assistance. The system will be implemented throughout the entire public sector.
- The GOP created two directorates (one with the Ministry of Economy and Finance, the other within the Controller General's Office) to ensure adequate implementation of SIAFPA nationwide as well as full incorporation of the PCA financial system into SIAFPA during CY 2000.

IR 2 Enabling Conditions Established for Generating Employment in the Reverted Areas

Performance

- During the reporting period, the investment climate improved significantly. Two important USAID-supported legislative actions were addressed by both the public and private sectors. A new framework law for capital markets designed, primarily, by the private sector was enacted into law in July 1999. This law promotes the development of new financial instruments and sources of financing for investments. In addition, a draft law was prepared to bring together control of all intellectual property rights (IPR) activities under the purview of the institution. This draft legislation is under review by the Executive Branch, and it is anticipated that it will be submitted to the Legislature in CY 2000.
- USAID support to the institutional strengthening of ARI contributed to the following accomplishments:
 - Orderly and timely reversion of 147,386 hectares of land including rivers, lakes and protected areas, as well as 14,796 fixed assets. It should be noted that 69% of the fixed assets had reverted as of July 31, 1999, and the remaining 31% were reverted in a very short period of five months (August 1 to December 31, 1999).
 - Recording of all reverted properties in ARI's geographic information system (GIS).
 - Sound management and custody of reverted properties.

- Over one hundred contracts for investment development signed with private investors in the amount of \$1.5 billion.
- Disposition of 48% of the fixed assets has taken place in accordance with the Regional and General Land Use Plan (Law 21 of 1997). The disposed 7,129 fixed assets are currently generating \$70 million in annual revenues to the economy. As a result, 3,067 permanent jobs have been created.
- Cash contribution to the GOP's social welfare trust fund in the amount of \$79.3 million as a result of the privatization of reverted properties.

IR 3 Process for Disposition of DOD Excess Property Expedited

Performance

The Mission's Excess Property Program (EPP) has received supplies and equipment principally from closing DOD installations in Panama. In 1999, \$5.2 million (original acquisition cost) in property was received, bringing the cumulative total since 1991 to \$48.6 million (original acquisition cost.) The Excess Property Program experienced a marked acceleration during CY 1999, as all remaining US troops departed. Only a small amount of residual excess property was distributed during early CY 2000.

Possible Adjustments to Plans

Activities related to this SpO were completed on December 31, 1999.

Other Donor Programs

With the exception of the Inter-American Development Bank (IDB), there has been little other donor involvement in the re-conversion of reverted military bases. IDB support dates back to 1993 when it approved a \$7.6 million technical assistance loan to finance environmental and urban studies in the designated re-conversion areas. The primary focus of the IDB's \$600,000 Technical Assistance (TA) grant to ARI through the Multilateral Investment Fund (MIF) in 1997 was on legal and environmental expertise to accelerate the sale of assets at Albrook Air Base and reverted bases on the Caribbean coast. In December 1999, the MIF approved \$1,050,000 to support transfer of government-owned assets to private investors in Panama's Inter-Oceanic Region. The current MIF financing deepens and widens the previous operation. The IDB will also be providing a \$24 million loan for the development of the "City of Knowledge," an educational complex being established in Fort Clayton, a reverted military base.

Major Contractors and Grantees

The major USAID/Panama contractors and grantees included the International Executive Service Corps (IESC), the Federal Mediation and Conciliation Service (FMCS), the Institute for International Education (IIE), the International Resources Group (IRG), Fundación ANDE, the Panama Canal Authority (PCA), and the Inter-Oceanic Regional Authority (ARI).

SPECIAL OBJECTIVE: To facilitate the smooth transfer of the Panama Canal, as provided in the 1977 Treaties, and the productive use of the reverted properties

APPROVED: 05/20/97 **COUNTRY/ORGANIZATION:** USAID/PANAMA

SpO OVERALL INDICATOR No. 2: Economic contribution of reverted areas attains by December 31, 1999, a level equivalent to at least 50% of level attributable to U.S. military presence on December 31, 1994

| UNIT OF MEASURE: | YEAR | PLANNED | ACTUAL |
|---|------|----------------------------------|--------------|
| (a) Number of jobs (yearly basis) | 1995 | BASELINE | (a) 0 |
| (b) \$ million (yearly basis) | | | (b) 0 |
| (c) \$ million (yearly basis) | | | (c) 0 |
| SOURCE: | 1996 | (a) 600 (b) 3.8 (c) 3.0 | (a) 0 |
| • ARI reports | | | (b) 0 |
| • CGR reports | | | (c) 39.3 (R) |
| INDICATOR DESCRIPTION: | 1997 | (a) 600 (b) 3.8 (c) 10.0 | (a) 333 (R) |
| (a) Permanent direct jobs generated by productive activities in the reverted areas | | | (b) 1.3 (E) |
| (b) Wages generated by productive activities in the reverted areas | | | (c) 77.1 (R) |
| (c) Expenditures generated by productive activities in the reverted areas | 1998 | (a) 1200 (b) 7.6 (c) 35.0 | (a) 522 (R) |
| COMMENTS: Economic contribution to Panama attributable to the U.S. military presence in January 1995 is summarized as follows: | | | (b) 3.2 (E) |
| | | | (c) 80.0 |
| | 1999 | (a) 1200 (b) 15.2 (c) 35.0 | (a) 793 |
| | | | (b) 5.0 (E) |
| | | | (c) 95.0 |
| | 2000 | (a) 2550 (b) 17.6 (c) 46.0 | (a) 1752 |
| | | | (b) 11.2 (E) |
| | | | (c) 120 (E) |

Note: Performance listed for "2000" covers the period from January to December 1999.

SPECIAL OBJECTIVE: To facilitate the smooth transfer of the Panama Canal, as provided in the 1977 Treaties, and the productive use of the reverted properties.

APPROVED: 05/20/97 **COUNTRY/ORGANIZATION:** USAID/PANAMA

RESULT NAME (IR-2): Enabling Conditions established for generating investment and employment in the reverted areas

INDICATOR (KA-2.1 through 2.5 as shown in the Results Framework)

| UNIT OF MEASURE: Number of plans and policies | YEAR | PLANNED | ACTUAL |
|--|------|--|--|
| <p>SOURCE:</p> <ul style="list-style-type: none"> • ARI reports • The "Gaceta Oficial" • IESC reports • ANDE Foundation • RAF consultants team reports • Newspapers and other public media reports <p>INDICATOR DESCRIPTION: Laws, policies and plans that will provide the institutional arrangements necessary to promote investment and employment generation in the reverted areas.</p> <p>COMMENTS: Partners: ARI, MEF, CGR, ANDE, IDB, UNDP 1999:</p> | 1996 | Baseline | |
| <ul style="list-style-type: none"> • To date, the privatization of reverted properties has generated \$79 million of which \$58 million has gone to the Social Development Trust Fund and \$21 million to the Special Fund for Low-Cost Housing (FEVIS). • Decree-Law No. 1 to develop the capital market was enacted July 1999. • Design of a labor mediation and conciliation system, completed. • Draft law to bring together under one institution at IPR activities prepared. • ARI's marketing capacity strengthened. • 625 housing units sold. <p>Key Activities supporting intermediate results:</p> | 1997 | PI, 2 ADP/H, 300 ADP/CC, 10 PPA, 1 | PI, 2 ADP/H, 303 ADP/CC, 13 PPA, 1 |
| <ul style="list-style-type: none"> - General Land Use, Conservation and Development Plan for the Interoceanic Region adopted - ARI's institutional capacity strengthened - Public policies for investment development adopted. - GOP's procedures for investment and business-related activities streamlined. - Asset disposition plan implemented | 1998 | Law Enacted, 1 PI, 2 PPA, 1 PS, 1 ADP/H, 300 ADP/CC, 20 | Law Enacted, 1 PI, 2 PPA, 1 PS, 1 ADP/H, 155 ADP/CC, 29 |
| <p>ADP/H = Asset Disposition Plan/Housing ADP/CC = Asset Disposition Plan/Contracts Closed FS/HI = Financial System Harmonization Initiated FS/I = Financial System Implemented PI = Plans PPA = Public Policies Adopted PS = Procedures Streamlined</p> | 1999 | PI, 1 FS/HI, 1 PPA, 2 PS, 2 ADP/H, 500 ADP/CC, 25 | PI, 1 FS/HI, 1 PPA, 1 PS, 1 ADP/H, 554 ADP/CC, 35 |
| | 2000 | PI, 1 FS/I, 1 PPA, 1 PS, 1 ADP/H, 500 ADP/CC, 25 | PI, 1 FS/HI, - PPA, 1 PS, 1 ADP/H, 625 ADP/CC, 48 |

Note: Performance listed for "2000" covers the period from January to December 1999.

- C. Operating Unit:** USAID/Panama
- Title and Number:** Legal and Policy Changes Required to Sustain Fair, Fast, and Independent Criminal and Commercial Justice System Facilitated 525-002 (SpO 2).
- Self Assessment:** Not meeting

Summary

This SpO supports the Agency goal to strengthen democracy and good governance and the Embassy's MPP goal to seek fundamental changes in Panamanian criminal and commercial law and related codes. The SpO's ultimate intent is a faster, more open, and fairer system of justice. The judicial system of Panama is an unhappy mixture of the inquisitorial and accusatorial systems known elsewhere in the world. It is inherently slow, complex and non-transparent. It is difficult to understand or use for both Panamanians and non-Panamanians and is highly susceptible to manipulation. Issues of the justice system have become increasingly prominent, seizing the attention of the public in headlines and editorials denouncing systemic slowness, inefficiency and lack of collaboration among the key justice institutions. Criticism has focused on the criminal system, but local and foreign businessmen have little confidence in the ability of the civil justice system to settle commercial disputes expeditiously and efficiently.

Notwithstanding past Panamanian, USAID and other donor efforts, the criminal justice system continues to suffer serious, systemic weaknesses that have produced delayed, flawed or legally incorrect decisions. Major consequences of these weaknesses are increasing backlogs in cases and a prison population in which 59% of the prisoners held in preventive detention have never appeared before a judge. The courts are believed by many to be subject to manipulation, corruption and political influence. The commercial component of the system of civil law is no better. Court productivity is low and slow: approximately 60% of all cases in the system (the majority in civil courts) have been pending for over a year, and 40% have been pending for over three years.

The purpose of this SpO is to support GOP efforts in facilitating fundamental change in the justice sector. A fair, timely and transparent justice system is necessary to insure the economic health and political stability of the country. In particular, fundamental change to the justice system will improve the confidence of Panamanian citizens and US and international businesses and investors. Additionally, it will contribute to improving and strengthening the legal foundation upon which the institutional framework for sustainable PCW management and protection is based.

Key Results

Considering that an SO for AOJ has yet to be approved by USAID/W, the Mission has been diligent in maintaining contacts and continuous consultation with partners and stakeholders. The significant turnover of key players in the GOP as a result of the May 1999 general elections in Panama, required the establishment of new contacts, the solicitation of their views and the

process of informing them of the nature and extent of the USAID/Panama program. Fortunately, the new administration is cognizant of the need for fundamental change in the administration of justice in Panama and has expressed a willingness to combat corruption and lack of transparency at all levels of government. However, the government is new and, in many ways, inexperienced. As a result of our work in developing and nurturing key contacts in the justice sector, we believe the Mission is in an excellent position to influence and help provide effective support to the GOP in AOJ once the SO is approved.

Because of the complexity of the issues in the justice sector and in order to ensure that available resources are used to help solve only the highest priority problems for which we can reasonably ensure success, the Mission is proposing a program to identify and test approaches to solving the major problems in the justice sector during the first two years of the strategy period. This experimental approach is also being used because of the urgent need to address the rapidly deteriorating status of law and order in Panama, due in large part to the spill-over effects of deteriorating conditions in neighboring Colombia. During this time, experimental approaches to the various elements of the strategy will be undertaken and evaluated with the intent of determining the most efficient mechanisms to be used during the remainder of the strategy period.

Performance and Prospects

Performance

- An inventory of NGOs with activities in the justice sector was completed. Five NGOs were selected and targeted for assistance.
- A consultant was hired to assist USAID/Panama to design a technical assistance and training program to upgrade the administrative and management skills of the selected NGOs and to enhance their outreach.
- Initial steps were taken to assist GOP initiatives to combat corruption. USAID sponsored three participants to the Ninth Annual Anti-Corruption Conference in Durban, South Africa. One of the participants was from Panama's National Anti-Corruption Directorate. Another was from the Solicitor General's Office.
- Following the Conference, the National Anti-Corruption Directorate prepared a strategy document which it submitted to the Cabinet.
- USAID/Panama provided support for the Eighth Annual Conference of the Public Defenders Institute. USAID was instrumental in the creation of the Institute and has supported its annual conferences.

Prospects

- During the next reporting period, USAID will conduct additional analyses to further determine the best tactics to be used in the achievement of the intermediate results.
- Based on the results of the analyses, baseline data will be established on caseloads in the courts and prosecutor offices.
- An NGO forum to promote justice sector reform will be developed.

- A justice sector conference to promote dialogue between NGOs and justice sector officials will be held.
- A strategy will be developed for broadening/enhancing ADR mechanisms in commercial law disputes.
- ICITAP will develop a protocol to help guide and coordinate the work of investigators and prosecutors.
- USAID will continue to develop and expand its contact/consultative base within the sector.
- Close coordination with IDB will be maintained to ensure that key niches in the sector are filled that are not covered by their program.

Possible Adjustments to Plans

The objective is to enable the GOP and civil society organizations to formulate, institutionalize and implement activities designed to ensure fundamental, sustainable, systemic change in the justice systems. A top priority will be to motivate both the public sector and private sector to maintain reform efforts. Results of research efforts could produce changes to USAID's approach in the future. Further research will be undertaken to understand better the constraints to justice and the appropriate means to address them.

Other Donors Programs

The IDB is the major donor in the sector with an \$18.9 million loan to the GOP. Other donors include the United Nations Development Program (UNDP), the Organization of American States (OAS) and the European Union (EU) with very modest programs and several small bilateral programs with the British, the Germans, the French and the Spanish.

Major Contractors and Grantees

There are no major contractors or grantees at this time.

III. RESOURCE REQUEST

A. Rationale for Program Resource Level

The recently approved Strategic Objective 1 is premised on the need to improve the capacity of Panamanians to effectively protect and conserve the Panama Canal Watershed on a sustainable basis. To achieve sustainability, the institutional capacity of GOP agencies responsible for specific actions in the PCW must be enhanced and adequately coordinated. New systems must be put in place. For example, financial monitoring systems must be designed and become operational, and other systems, such as park management, must be improved. Additionally, local governments, community-based organizations, non-governmental organizations and other segments of the private sector must be integrated into the effort. They have an important role to play. Currently, many are part of the problem in the PCW. They must be changed so that they become part of the solution. Environmental awareness must increase and destructive practices must be eliminated.

To achieve SO 1, USAID and its partners have designed and begun the implementation of numerous activities. Draconian cutbacks in staff levels, due to limited OE resources, have forced the Mission to make more intensive use of the services of institutional providers to assist in the implementation of these activities. However, these institutional contractors come at relatively higher costs than OE funded staff. Currently, the Mission is engaging the Academy for Educational Development, through the GreenCom program, the International Executive Service Corps, Louis Berger International, the International Resources Group and the Foundation for Municipal Development (Spanish Acronym: FUNDEMUN.) The Mission is also making use of regional programs and partnering with other USG Agencies. On the regional support side, the Mission has received excellent support from the USAID/G-CAP PROARCA Program, notably from the LEPMI activity, the Regional Global Climate Change advisor, and its small grants program. The Mission is also working with other US Government Agencies as a complement to the “for profit” institutions to assist in program implementation, i.e., the US Department of Agriculture’s Forest Service and the Department of Energy’s Oak Ridge National Laboratory.

The AOJ Strategic Objective is still pending review. However, the Country Team and USAID/Washington have requested that during most of the next reporting period the Mission concentrate efforts in the implementation of additional studies and analyses to determine the best tactics for achieving the anticipated results. The Mission concurs that the additional analyses are required and will use the results to further develop the implementation strategies and will seek to develop reliable baseline data regarding caseload in the courts and prosecutors offices for use in measuring performance in the coming years.

Reliable and adequate funding levels are key to the effectiveness of these efforts. Promised resources in FY 1999 were cut. To date resources for FY 2000 have not been received. It is imperative that in order to address the needs identified, the low option of \$1.0 million for the AOJ program is made available during each of the next two fiscal years.

B. Financial Plan

The Mission has requested \$12.5 million in DA resources to support SO 1 during the FY 2000-2002 period. This level was approved during the recent SO 1 review (STATE 19998) and is reflected in LAC/DPB forward financial planning documents. ESF in the amount of \$3.0 million during the same period has been requested in support of the AOJ program. However, review of the SO for the AOJ program is still pending.

C. Pipeline

SO 1

The Mission did not meet its pipeline target for SO 1 by the end of FY 1999 projected at \$7.9 million. The actual pipeline was \$11.8 million or \$3.9 million above. Expenditures, estimated at \$8.4 million, were actually \$4.5 million, or 54% of estimates. The short fall is attributed to delays in the review and approval of SO 1, as well as in the procurement of institutional contractors within the timeframe originally planned. With the approval of SO 1 and the implementation of initial procurement actions, the expenditure rate has significantly increased. Accrued expenditures for the first quarter of FY 2000 were \$3.7 million or 48%, compared to the \$7.7 million, originally projected for the full year. At this rate, expenditures will far exceed projections and will reduce the pipeline significantly.

SO 2

Delays in the approval of SO 2 and uncertainties as to the availability of ESF resources resulted in reduced expenditures compared to projections and a higher than anticipated pipeline. Rather than \$500,000 in ESF resources projected for FY 99, the Mission received \$450,000 of which \$275,000 was ESF and \$175,000 was DA resources. Expenditures estimated at \$400,000 were only \$80,500 and the pipeline, instead of \$37,000 was actually \$456,000. As mentioned earlier, delays in finalizing the Strategic Plan for this objective adversely affected expenditures. We expect this situation to change significantly in the coming years.

D. Workforce and OE

Continuing budgetary stress has forced the Mission into a set of increasingly confined, and in some cases disappearing, budgetary categories. After having taken a one-third reduction in our OE to \$1.0 million for FY 2000 and the foreseeable future, the Mission has been left with no alternative but the elimination of personnel. Unexpected changes such as the OE forward-funding strictures and repatriation costs have aggravated the burden on an already strained FY 2001 budget and are resulting in the reduction-in-force of three FSNs (two additional reductions in project-funded FSNs), the elimination of all cash awards and overtime, and the postponement of any replacement vehicle purchases. In order to migrate to Windows NT, USAID/Panama will need to replace the two existing servers in FY 2001; these servers have an approximate cost of \$21,000. Other costs such as maintenance, supplies, and equipment repairs are being budgeted within the Mission's annual OE target levels. In FY 2002, we will need to upgrade some of our existing desktop personal computers (PCs). A total of 15 desktops are being considered for replacement, and this will require OE funding of approximately \$22,500. Should the Capital Investment Fund not materialize and force ADP hardware purchases under the OE umbrella, we would also have to eliminate all offshore training in order to meet this contingency.

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 2001 | | FY 2002 | |
| | | | | Obligated by: | | Obligated by: | |
| Operating Unit | Global Bureau | Operating Unit | Global Bureau | | | | |
| SO1: Panama Sustainably Manages the Canal Watershed and Buffer Areas | 936-5741 Environmental Policy Indefinite Quantity Contract (EPIQ) | High | 3 years | 740 | | 0 | |
| | 936-5839 Environmental Education and Communication (GreenCom) | High | 3 years | 625 | | 500 | |
| | Development Credit Authority (DCA) | High | 3 years | 225 | | 225 | |
| | | | | | | | |
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| | | | | | | | |
| GRAND TOTAL..... | | | | 1,590 | 0 | 725 | 0 |

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

**FY 2000 Budget Request by Program/Country
USAID/Panama
(DA)**

Fiscal Year: 2000 Program/Country: Panama
 Approp:
 Scenario:

| S.O. # , Title | FY 2000 Request | | | | | | | | | | | | | Est. S.O. Expenditures | Est. S.O. Pipeline End of FY2000 |
|---|---------------------|--------------|-------------|-----------------------|--------------------------------|-----------|------------|--------------------|-------------------------|--------------|-----------------------|--------------|----------|------------------------|----------------------------------|
| | Bilateral/Field Spt | Total | Agriculture | Other Economic Growth | Children's Basic Education (*) | Other HCD | Population | Child Survival (*) | Infectious Diseases (*) | HIV/AIDS (*) | Health Promotion (**) | Environ | D/G | | |
| SO 1: Panama Sustainably Manages the Canal Watershed and Buffer Areas | | | | | | | | | | | | | | | |
| | Bilateral | 3,500 | | | | | 0 | | | | | 3,500 | | 7,092 | 7,199 |
| | Field Spt | 0 | | | | | | | | | | 0 | | | 0 |
| | | 3,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,500 | 0 | 7,092 | 7,199 |
| SO 2: | | | | | | | | | | | | | | | |
| | Bilateral | | | | | | | | | | | | | | |
| | Field Spt | | | | | | | | | | | | | | |
| | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SO 3: | | | | | | | | | | | | | | | |
| | Bilateral | 0 | | | | | | | | | | | | | |
| | Field Spt | 0 | | | | | | | | | | | | | |
| | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SO 4: | | | | | | | | | | | | | | | |
| | Bilateral | 0 | | | | | | | | | | | | | |
| | Field Spt | 0 | | | | | | | | | | | | | |
| | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SO 5: | | | | | | | | | | | | | | | |
| | Bilateral | 0 | | | | | | | | | | | | | |
| | Field Spt | 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 |
| SO 7: | | | | | | | | | | | | | | | |
| | Bilateral | 0 | | | | | | | | | | | | | |
| | Field Spt | 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 |
| Total Bilateral | | 3,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,500 | 0 | 7,092 | 7,199 |
| Total Field Support | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM | | 3,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,500 | 0 | 7,092 | 7,199 |

| FY 2000 Request Agency Goal Totals | |
|------------------------------------|-------|
| Econ Growth | 0 |
| Democracy | 0 |
| HCD | 0 |
| PHN | 0 |
| Environment | 3,500 |
| Program ICASS | 0 |
| GCC (from all Goals) | 0 |

| FY 2000 Account Distribution (DA only) | |
|--|-------|
| Dev. Assist Program | 3,500 |
| Dev. Assist ICASS | |
| Dev. Assist Total: | 3,500 |
| CSD Program | 0 |
| CSD ICASS | |
| CSD Total: | 0 |

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)
 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. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

**FY 2000 Budget Request by Program/Country
USAID/Panama
(ESF)**

Fiscal Year: 2000 Program/Country: Panama
Approp:
Scenario:

| S.O. # , Title | FY 2000 Request | | | | | | | | | | | | | Est. S.O. Expenditures | Est. S.O. Pipeline End of FY2000 |
|---|---------------------|----------|-------------|-----------------------|--------------------------------|-----------|------------|--------------------|-------------------------|--------------|-----------------------|----------|--------------|------------------------|----------------------------------|
| | Bilateral/Field Spt | Total | Agriculture | Other Economic Growth | Children's Basic Education (*) | Other HCD | Population | Child Survival (*) | Infectious Diseases (*) | HIV/AIDS (*) | Health Promotion (**) | Environ | D/G | | |
| SO 1: | | | | | | | | | | | | | | | |
| Bilateral | 0 | | | | | | 0 | | | | | 0 | 0 | | |
| Field Spt | 0 | | | | | | 0 | | | | | 0 | 0 | 0 | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| SO 2: Fairer and Faster Justice Systems Facilitated | | | | | | | | | | | | | | | |
| Bilateral | 1,000 | | | | | | | | | | | | 1,000 | 1,200 | |
| Field Spt | | | | | | | | | | | | | | 255 | |
| | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 1,200 | |
| SO 3: | | | | | | | | | | | | | | | |
| Bilateral | 0 | | | | | | | | | | | | | | |
| Field Spt | 0 | | | | | | | | | | | | | | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| SO 4: | | | | | | | | | | | | | | | |
| Bilateral | 0 | | | | | | | | | | | | | | |
| Field Spt | 0 | | | | | | | | | | | | | | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| SO 5: | | | | | | | | | | | | | | | |
| Bilateral | 0 | | | | | | | | | | | | | | |
| Field Spt | 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 | |
| SO 7: | | | | | | | | | | | | | | | |
| Bilateral | 0 | | | | | | | | | | | | | | |
| Field Spt | 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 | |
| Total Bilateral | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 1,200 | |
| Total Field Support | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| TOTAL PROGRAM | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 1,200 | |

| | |
|----------------------|-------|
| Econ Growth | 0 |
| Democracy | 1,000 |
| HCD | 0 |
| PHN | 0 |
| Environment | 0 |
| Program ICASS | 0 |
| GCC (from all Goals) | 0 |

| | |
|---------------------------|--------------|
| Dev. Assist Program | 1,000 |
| Dev. Assist ICASS | |
| Dev. Assist Total: | 1,000 |
| CSD Program | 0 |
| CSD ICASS | |
| CSD Total: | 0 |

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)
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. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

**FY 2001 Budget Request by Program/Country
USAID/Panama
(DA)**

Fiscal Year: 2001 Program/Country: Panama
 Approp:
 Scenario:

| S.O. # , Title | | | | | | | | | | | | | | | Est. S.O. Expenditures | Est. S.O. Pipeline End of FY2001 | |
|---|---------------------|--------------|--------------|-----------------------|--------------------------------|-----------|------------|--------------------|-------------------------|--------------|-----------------------|--------------|----------|--|------------------------|----------------------------------|--------------|
| FY 2001 Request | | | | | | | | | | | | | | | | | |
| | Bilateral/Field Spt | Total | Agri-culture | Other Economic Growth | Children's Basic Education (*) | Other HCD | Population | Child Survival (*) | Infectious Diseases (*) | HIV/AIDS (*) | Health Promotion (**) | Environ | D/G | | | | |
| SO 1: Panama Sustainably Manages the Canal Watershed and Buffer Areas | | | | | | | | | | | | | | | | | |
| | Bilateral | 4,500 | | | | | | 0 | | | | 4,500 | 0 | | | 6,597 | 5,102 |
| | Field Spt | 0 | | | | | | | | | | 0 | 0 | | | 0 | 0 |
| | | 4,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,500 | 0 | | | 6,597 | 5,102 |
| SO 2: | | | | | | | | | | | | | | | | | |
| | Bilateral | | | | | | | | | | | | | | | | |
| | Field Spt | | | | | | | | | | | | | | | | |
| | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 |
| SO 3: | | | | | | | | | | | | | | | | | |
| | Bilateral | 0 | | | | | | | | | | | | | | | |
| | Field Spt | 0 | | | | | | | | | | | | | | | |
| | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 |
| SO 4: | | | | | | | | | | | | | | | | | |
| | Bilateral | 0 | | | | | | | | | | | | | | | |
| | Field Spt | 0 | | | | | | | | | | | | | | | |
| | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 |
| SO 5: | | | | | | | | | | | | | | | | | |
| | Bilateral | 0 | | | | | | | | | | | | | | | |
| | Field Spt | 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 |
| SO 7: | | | | | | | | | | | | | | | | | |
| | Bilateral | 0 | | | | | | | | | | | | | | | |
| | Field Spt | 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 |
| Total Bilateral | | 4,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,500 | 0 | | | 6,597 | 5,102 |
| Total Field Support | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 |
| TOTAL PROGRAM | | 4,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,500 | 0 | | | 6,597 | 5,102 |

| FY 2001 Request Agency Goal Totals | |
|------------------------------------|-------|
| Econ Growth | 0 |
| Democracy | 0 |
| HCD | 0 |
| PHN | 0 |
| Environment | 4,500 |
| Program ICASS | 0 |
| GCC (from all Goals) | 0 |

| FY 2001 Account Distribution (DA only) | |
|--|-------|
| Dev. Assist Program | 4,500 |
| Dev. Assist ICASS | |
| Dev. Assist Total: | 4,500 |
| CSD Program | 0 |
| CSD ICASS | |
| CSD Total: | 0 |

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)
 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. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

**FY 2002 Budget Request by Program/Country
USAID/Panama
(DA)**

Label 3

Fiscal Year: 2002 Program/Country: Panama

Approp:

Scenario:

FY 2002 Budget Request by Program/Country

| S.O. # , Title | | | | | | | | | | | | | | Est. S.O. Expenditures | Est. S.O. Pipeline End of FY2002 |
|--|---------------------|-------|-------------|-----------------------|--------------------------------|-----------|------------|--------------------|-------------------------|--------------|-----------------------|---------|-----|------------------------|----------------------------------|
| FY 2001 Request | | | | | | | | | | | | | | | |
| | Bilateral/Field Spt | Total | Agriculture | Other Economic Growth | Children's Basic Education (*) | Other HCD | Population | Child Survival (*) | Infectious Diseases (*) | HIV/AIDS (*) | Health Promotion (**) | Environ | D/G | | |
| SO 1: Panama Sustainably Manages the Canal Watershed and Buffer Areas | | | | | | | | | | | | | | | |
| | Bilateral | 4,500 | | | | | | 0 | | | | 4,500 | 0 | 7,916 | 1,686 |
| | Field Spt | 0 | | | | | | | | | | 0 | 0 | 0 | 0 |
| | | 4,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,500 | 0 | 7,916 | 1,686 |
| SO 2: | | | | | | | | | | | | | | | |
| | Bilateral | 0 | | | | | | | | | | | 0 | | |
| | Field Spt | 0 | | | | | | | | | | | 0 | | |
| | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SO 3: | | | | | | | | | | | | | | | |
| | Bilateral | 0 | | | | | | | | | | | | | |
| | Field Spt | 0 | | | | | | | | | | | | | |
| | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SO 4: | | | | | | | | | | | | | | | |
| | Bilateral | 0 | | | | | | | | | | | | | |
| | Field Spt | 0 | | | | | | | | | | | | | |
| | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SO 5: | | | | | | | | | | | | | | | |
| | Bilateral | 0 | | | | | | | | | | | | | |
| | Field Spt | 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 |
| SO 7: | | | | | | | | | | | | | | | |
| | Bilateral | 0 | | | | | | | | | | | | | |
| | Field Spt | 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 |
| Total Bilateral | | 4,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,500 | 0 | 7,916 | 1,686 |
| Total Field Support | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM | | 4,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,500 | 0 | 7,916 | 1,686 |

| FY 2002 Request Agency Goal Totals | |
|------------------------------------|-------|
| Econ Growth | 0 |
| Democracy | 0 |
| HCD | 0 |
| PHN | 0 |
| Environment | 4,500 |
| Program ICASS | 0 |
| GCC (from all Goals) | 0 |

| FY 2002 Account Distribution (DA only) | |
|--|-------|
| Dev. Assist Program | 4,500 |
| Dev. Assist ICASS | |
| Dev. Assist Total: | 4,500 |
| CSD Program | 0 |
| CSD ICASS | |
| CSD Total: | 0 |

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)
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. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

**FY 2002 Budget Request by Program/Country
USAID/Panama
(ESF)**

Fiscal Year: 2002 Program/Country: Panama
 Approp:
 Scenario:

| S.O. # , Title | FY 2001 Request | | | | | | | | | | | | | Est. S.O. Expenditures | Est. S.O. Pipeline End of FY2002 |
|--|---------------------|----------|-------------|-----------------------|--------------------------------|-----------|------------|--------------------|-------------------------|--------------|-----------------------|----------|--------------|------------------------|----------------------------------|
| | Bilateral/Field Spt | Total | Agriculture | Other Economic Growth | Children's Basic Education (*) | Other HCD | Population | Child Survival (*) | Infectious Diseases (*) | HIV/AIDS (*) | Health Promotion (**) | Environ | D/G | | |
| SO 1: | | | | | | | | | | | | | | | |
| Bilateral | 0 | | | | | | 0 | | | | | 0 | 0 | | |
| Field Spt | 0 | | | | | | 0 | | | | | 0 | 0 | 0 | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| SO 2: Fairer and Faster Justice Systems Facilitated | | | | | | | | | | | | | | | |
| Bilateral | 1,000 | | | | | | | | | | | | 1,000 | 850 | |
| Field Spt | 0 | | | | | | | | | | | | 0 | 905 | |
| | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 850 | |
| SO 3: | | | | | | | | | | | | | | | |
| Bilateral | 0 | | | | | | | | | | | | | | |
| Field Spt | 0 | | | | | | | | | | | | | | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| SO 4: | | | | | | | | | | | | | | | |
| Bilateral | 0 | | | | | | | | | | | | | | |
| Field Spt | 0 | | | | | | | | | | | | | | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| SO 5: | | | | | | | | | | | | | | | |
| Bilateral | 0 | | | | | | | | | | | | | | |
| Field Spt | 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 | |
| SO 7: | | | | | | | | | | | | | | | |
| Bilateral | 0 | | | | | | | | | | | | | | |
| Field Spt | 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 | |
| Total Bilateral | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 850 | |
| Total Field Support | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 905 | |
| TOTAL PROGRAM | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 850 | |

| FY 2002 Request Agency Goal Totals | |
|------------------------------------|-------|
| Econ Growth | 0 |
| Democracy | 1,000 |
| HCD | 0 |
| PHN | 0 |
| Environment | 0 |
| Program ICASS | 0 |
| GCC (from all Goals) | 0 |

| FY 2002 Account Distribution (DA only) | |
|--|--------------|
| Dev. Assist Program | 1,000 |
| Dev. Assist ICASS | |
| Dev. Assist Total: | 1,000 |
| CSD Program | 0 |
| CSD ICASS | |
| CSD Total: | 0 |

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)
 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. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

Workforce Tables

| Org _____ End of year On-Board | | | | | | | | Total | Org. | Fin. | Admin. | Con- | All | Total | Total | | |
|-----------------------------------|------|------|------|------|------|------|------|--------|-------|------|--------|-------|-------|-------|-------|-------|--|
| FY 2000 Estimate | SO 1 | SO 2 | SO 3 | SO 4 | SO 5 | SpO1 | SpO2 | SO/SpO | Mgmt. | Mgmt | Mgmt | tract | Legal | Other | Mgmt. | Staff | |
| OE Funded: 1/ | | | | | | | | | | | | | | | | | |
| U.S. Direct Hire | 1 | | | | | 0.5 | 0.5 | 2 | | | | | | | 0 | 2 | |
| Other U.S. Citizens | | | | | | 0.5 | | 0.5 | | | 0.5 | | | | 0.5 | 1 | |
| FSN/TCN Direct Hire | | | | | | | | 0 | | | | | | | 0 | 0 | |
| Other FSN/TCN | 0.5 | | | | | | 1 | 1.5 | 2 | 2 | 16.5 | | | | 20.5 | 22 | |
| Subtotal | 1.5 | 0 | 0 | 0 | 0 | 2 | 0.5 | 4 | 2 | 2 | 17 | 0 | 0 | 0 | 21 | 25 | |
| Program Funded 1/ | | | | | | | | | | | | | | | | | |
| U.S. Citizens | 2 | | | | | 0.5 | 0.5 | 3 | | | | | | | 0 | 3 | |
| FSNs/TCNs | 15 | | | | | 3.5 | 2.5 | 21 | | | | | | | 0 | 21 | |
| Subtotal | 17 | 0 | 0 | 0 | 0 | 4 | 3 | 24 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | |
| Total Direct Workforce | 18.5 | 0 | 0 | 0 | 0 | 6 | 3.5 | 28 | 2 | 2 | 17 | 0 | 0 | 0 | 21 | 49 | |
| TAACS | | | | | | | | 0 | | | | | | | 0 | 0 | |
| Fellows | 1 | | | | | | | 1 | | | | | | | 0 | 1 | |
| IDIs | | | | | | | | 0 | | | | | | | 0 | 0 | |
| Subtotal | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | |
| TOTAL WORKFORCE | 19.5 | 0 | 0 | 0 | 0 | 6 | 3.5 | 29 | 2 | 2 | 17 | 0 | 0 | 0 | 21 | 50 | |

1/ Excludes TAACS, Fellows, and IDIs

Workforce Tables

| Org _____ End of year On-Board | | | | | | | | Total | Org. | Fin. | Admin. | Con- | All | Total | Total | | |
|-----------------------------------|------|------|------|------|------|------|------|--------|-------|------|--------|-------|-------|-------|-------|-------|--|
| FY 2001 Target | SO 1 | SO 2 | SO 3 | SO 4 | SO 5 | SpO1 | SpO2 | SO/SpO | Mgmt. | Mgmt | Mgmt | tract | Legal | Other | Mgmt. | Staff | |
| OE Funded: 1/ | | | | | | | | | | | | | | | | | |
| U.S. Direct Hire | 1 | 1 | | | | | | 2 | | | | | | | 0 | 2 | |
| Other U.S. Citizens | | | | | | | | 0 | | | | | | | 0 | 0 | |
| FSN/TCN Direct Hire | | | | | | | | 0 | | | | | | | 0 | 0 | |
| Other FSN/TCN | 0.5 | 0.5 | | | | | | 1 | 2 | 2 | 14 | | | | 18 | 19 | |
| Subtotal | 1.5 | 1.5 | 0 | 0 | 0 | 0 | 0 | 3 | 2 | 2 | 14 | 0 | 0 | 0 | 18 | 21 | |
| Program Funded 1/ | | | | | | | | | | | | | | | | | |
| U.S. Citizens | 2.5 | 0.5 | | | | | | 3 | | | | | | | 0 | 3 | |
| FSNs/TCNs | 15 | 6 | | | | | | 21 | | | | | | | 0 | 21 | |
| Subtotal | 17.5 | 6.5 | 0 | 0 | 0 | 0 | 0 | 24 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | |
| Total Direct Workforce | 19 | 8 | 0 | 0 | 0 | 0 | 0 | 27 | 2 | 2 | 14 | 0 | 0 | 0 | 18 | 45 | |
| TAACS | | | | | | | | 0 | | | | | | | 0 | 0 | |
| Fellows | 1 | | | | | | | 1 | | | | | | | 0 | 1 | |
| IDIs | | | | | | | | 0 | | | | | | | 0 | 0 | |
| Subtotal | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | |
| TOTAL WORKFORCE | 20 | 8 | 0 | 0 | 0 | 0 | 0 | 28 | 2 | 2 | 14 | 0 | 0 | 0 | 18 | 46 | |

1/ Excludes TAACS, Fellows, and IDIs

Workforce Tables

| Org End of year On-Board FY 2002 Target | SO 1 | SO 2 | SO 3 | SO 4 | SO 5 | SpO1 | SpO2 | Total SO/SpO Staff | Org. Mgmt. | Fin. Mgmt | Admin. Mgmt | Con- tract | Legal | All Other | Total Mgmt. | Total Staff |
|---|-----------|----------|----------|----------|----------|----------|----------|--------------------------|---------------|--------------|----------------|---------------|----------|--------------|----------------|----------------|
| OE Funded: 1/ | | | | | | | | | | | | | | | | |
| U.S. Direct Hire | 1 | 1 | | | | | | 2 | | | | | | | 0 | 2 |
| Other U.S. Citizens | | | | | | | | 0 | | | | | | | 0 | 0 |
| FSN/TCN Direct Hire | | | | | | | | 0 | | | | | | | 0 | 0 |
| Other FSN/TCN | 0.5 | 0.5 | | | | | | 1 | 2 | 2 | 14 | | | | 18 | 19 |
| Subtotal | 1.5 | 1.5 | 0 | 0 | 0 | 0 | 0 | 3 | 2 | 2 | 14 | 0 | 0 | 0 | 18 | 21 |
| Program Funded 1/ | | | | | | | | | | | | | | | | |
| U.S. Citizens | 2.5 | 0.5 | | | | | | 3 | | | | | | | 0 | 3 |
| FSNs/TCNs | 15 | 6 | | | | | | 21 | | | | | | | 0 | 21 |
| Subtotal | 17.5 | 6.5 | 0 | 0 | 0 | 0 | 0 | 24 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 24 |
| Total Direct Workforce | 19 | 8 | 0 | 0 | 0 | 0 | 0 | 27 | 2 | 2 | 14 | 0 | 0 | 0 | 18 | 45 |
| TAACS | | | | | | | | 0 | | | | | | | 0 | 0 |
| Fellows | 1 | | | | | | | 1 | | | | | | | 0 | 1 |
| IDIs | | | | | | | | 0 | | | | | | | 0 | 0 |
| Subtotal | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| TOTAL WORKFORCE | 20 | 8 | 0 | 0 | 0 | 0 | 0 | 28 | 2 | 2 | 14 | 0 | 0 | 0 | 18 | 46 |

1/ Excludes TAACS, Fellows, and IDIs

USDH Staffing Requirements by Backstop, FY 2000 - FY 2003

Mission: Panama

| Functional Backstop (BS) | Number of USDH Employees in Backstop in: | | | |
|----------------------------------|--|----------|----------|----------|
| | FY 2000 | FY 2001 | FY 2002 | FY 2003 |
| Senior Management | | | | |
| SMG - 01 | 1 | 1 | 1 | |
| Program Management | | | | |
| Program Mgt - 02 | | | | |
| Project Dvpm Officer - 94 | 1 | 1 | 1 | |
| Support Management | | | | |
| EXO - 03 | | | | |
| Controller - 04 | | | | |
| Legal - 85 | | | | |
| Commodity Mgt. - 92 | | | | |
| Contract Mgt. - 93 | | | | |
| Secretary - 05 & 07 | | | | |
| Sector Management | | | | |
| Agriculture - 10 & 14 | | | | |
| Economics - 11 | | | | |
| Democracy - 12 | | | | |
| Food for Peace - 15 | | | | |
| Private Enterprise - 21 | | | | |
| Engineering - 25 | | | | |
| Environment - 40 & 75 | | | | |
| Health/Pop. - 50 | | | | |
| Education - 60 | | | | |
| General Dvpm. - 12* | | | | |
| RUDO, UE-funded - 40 | | | | |
| Total | 2 | 2 | 2 | 0 |

*GDO - 12: for the rare case where an officer manages activities in several technical areas, none of which predominate, e.g., the officer manages Democracy, Health, and Environment activities that are about equal. An officer who manages primarily Health activities with some Democracy and Environment activities would be a Health Officer, BS 50.

remaining **IDIs**: list under the Functional Backstop for the work they do.

OPERATING EXPENSES

| Org. Title: Org. No: OC | | USAID/PANAMA 525 | | Overseas Mission Budgets | | | | | | | | |
|-------------------------------|--|--------------------------------|---|--------------------------|--------------------------------|-------|----------------|--------------------------------|-------|----------------|----|-------|
| | | | | FY 2000 Estimate | | | FY 2001 Target | | | FY 2002 Target | | |
| | | | | Dollars | TF | Total | Dollars | TF | Total | Dollars | TF | Total |
| 11.1 | Personnel compensation, full-time permanent | Do not enter data on this line | | | Do not enter data on this line | | | Do not enter data on this line | | | | |
| 11.1 | Base Pay & pymt. for annual leave balances - FNDH | | | 0 | | | 0 | | | 0 | | |
| | Subtotal OC 11.1 | 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 | | | | |
| 11.3 | Base Pay & pymt. for annual leave balances - FNDH | | | 0 | | | 0 | | | 0 | | |
| | Subtotal OC 11.3 | 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 | | | | |
| 11.5 | USDH | | | 0 | | | 0 | | | 0 | | |
| 11.5 | FNDH | | | 0 | | | 0 | | | 0 | | |
| | Subtotal OC 11.5 | 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 | | | | |
| 11.8 | USPSC Salaries | | | 0 | | | 0 | | | 0 | | |
| 11.8 | FN PSC Salaries | 509.6 | | 509.6 | 573.3 | | 573.3 | 584.4 | | 584.4 | | |
| 11.8 | IPA/Details-In/PASAs/RSSAs Salaries | | | 0 | | | 0 | | | 0 | | |
| | Subtotal OC 11.8 | 509.6 | 0 | 509.6 | 573.3 | 0 | 573.3 | 584.4 | 0 | 584.4 | | |
| 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 | | | | |
| 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 | | | | |
| 12.1 | Educational Allowances | 15.5 | | 15.5 | 15.5 | | 15.5 | 15.5 | | 15.5 | | |
| 12.1 | Cost of Living Allowances | | | 0 | | | 0 | | | 0 | | |
| 12.1 | Home Service Transfer Allowances | | | 0 | | | 0 | | | 0 | | |
| 12.1 | Quarters Allowances | | | 0 | | | 0 | | | 0 | | |
| 12.1 | Other Misc. USDH Benefits | 2.8 | | 2.8 | 2.3 | | 2.3 | 2.8 | | 2.8 | | |
| 12.1 | FNDH Benefits | Do not enter data on this line | | | Do not enter data on this line | | | Do not enter data on this line | | | | |
| 12.1 | ** Payments to FSN Voluntary Separation Fund - FNDH | | | 0 | | | 0 | | | 0 | | |
| 12.1 | Other FNDH Benefits | | | 0 | | | 0 | | | 0 | | |
| 12.1 | US PSC Benefits | | | 0 | | | 0 | | | 0 | | |
| 12.1 | FN PSC Benefits | Do not enter data on this line | | | Do not enter data on this line | | | Do not enter data on this line | | | | |
| 12.1 | ** Payments to the FSN Voluntary Separation Fund | 10 | | 10 | 10.3 | | 10.3 | 10.6 | | 10.6 | | |
| 12.1 | Other FN PSC Benefits | 4 | | 4 | 2.4 | | 2.4 | 2.4 | | 2.4 | | |
| 12.1 | IPA/Detail-In/PASA/RSSA Benefits | | | 0 | | | 0 | | | 0 | | |
| | Subtotal OC 12.1 | 32.3 | 0 | 32.3 | 30.5 | 0 | 30.5 | 31.3 | 0 | 31.3 | | |
| 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 | | | | |
| 13.0 | FNDH | 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 | | |
| 13.0 | Other Benefits for Former Personnel - FNDH | | | 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 | | | | |
| 13.0 | Severance Payments for FN PSCs | | | 0 | | | 0 | | | 0 | | |

OPERATING EXPENSES

| Org. Title: Org. No: OC | USAID/PANAMA 525 | Overseas Mission Budgets | | | | | | | | | | | |
|-------------------------------|--|--------------------------------|----|-------|--------------------------------|----|-------|--------------------------------|----|-------|--|------|---|
| | | FY 2000 Estimate | | | FY 2001 Target | | | FY 2002 Target | | | | | |
| | | Dollars | TF | Total | Dollars | TF | Total | Dollars | TF | Total | | | |
| 13.0 | Other Benefits for Former Personnel - FN PSCs | | | 0 | | | 0 | | | 0 | | | |
| | Subtotal OC 13.0 | 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 | | | | | |
| 21.0 | Training Travel | 10 | | 10 | 12 | | 12 | 20.5 | | 20.5 | | | |
| 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 | | | | | |
| 21.0 | Post Assignment Travel - to field | | | 0 | 2.4 | | 2.4 | | | 0 | | | |
| 21.0 | Assignment to Washington Travel | | | 0 | | | 0 | | | 0 | | | |
| 21.0 | Home Leave Travel | 4 | | 4 | 1.8 | | 1.8 | 4 | | 4 | | | |
| 21.0 | R & R Travel | 0.8 | | 0.8 | 1.2 | | 1.2 | 0.8 | | 0.8 | | | |
| 21.0 | Education Travel | 1.9 | | 1.9 | | | 0 | | | 0 | | | |
| 21.0 | Evacuation Travel | | | 0 | | | 0 | | | 0 | | | |
| 21.0 | Retirement Travel | | | 0 | | | 0 | | | 0 | | | |
| 21.0 | Pre-Employment Invitational Travel | | | 0 | | | 0 | | | 0 | | | |
| 21.0 | Other Mandatory/Statutory Travel | | | 0 | | | 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 | | | | | |
| 21.0 | Site Visits - Headquarters Personnel | 3 | | 3 | 3 | | 3 | 3 | | 3 | | 3 | 3 |
| 21.0 | Site Visits - Mission Personnel | 7.4 | | 7.4 | 7.4 | | 7.4 | 7.4 | | 7.4 | | 7.4 | |
| 21.0 | Conferences/Seminars/Meetings/Retreats | 3.2 | | 3.2 | 3.2 | | 3.2 | 3.2 | | 3.2 | | 3.2 | |
| 21.0 | Assessment Travel | | | 0 | 1.8 | | 1.8 | | | 0 | | | |
| 21.0 | Impact Evaluation Travel | | | 0 | | | 0 | | | 0 | | | |
| 21.0 | Disaster Travel (to respond to specific disasters) | | | 0 | | | 0 | | | 0 | | | |
| 21.0 | Recruitment Travel | | | 0 | | | 0 | | | 0 | | | |
| 21.0 | Other Operational Travel | 12.5 | | 12.5 | 12.5 | | 12.5 | 12.5 | | 12.5 | | 12.5 | |
| | Subtotal OC 21.0 | 42.8 | 0 | 42.8 | 45.3 | 0 | 45.3 | 51.4 | 0 | 51.4 | | | |
| 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 | | | | | |
| 22.0 | Post assignment freight | | | 0 | 28 | | 28 | | | 0 | | | |
| 22.0 | Home Leave Freight | 0.6 | | 0.6 | 0.6 | | 0.6 | 0.6 | | 0.6 | | 0.6 | |
| 22.0 | Retirement Freight | | | 0 | | | 0 | | | 0 | | | |
| 22.0 | Transportation/Freight for Office Furniture/Equip. | | | 0 | | | 0 | | | 0 | | | |
| 22.0 | Transportation/Freight for Res. Furniture/Equip. | | | 0 | | | 0 | | | 0 | | | |
| | Subtotal OC 22.0 | 0.6 | 0 | 0.6 | 28.6 | 0 | 28.6 | 0.6 | 0 | 0.6 | | | |
| 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 | | | | | |
| 23.2 | Rental Payments to Others - Office Space | 65.1 | | 65.1 | 71.6 | | 71.6 | 71.6 | | 71.6 | | 71.6 | |
| 23.2 | Rental Payments to Others - Warehouse Space | 22.1 | | 22.1 | 22.1 | | 22.1 | 22.1 | | 22.1 | | 22.1 | |
| 23.2 | Rental Payments to Others - Residences | 72 | | 72 | 72 | | 72 | 72 | | 72 | | 72 | |
| | Subtotal OC 23.2 | 159.2 | 0 | 159.2 | 165.7 | 0 | 165.7 | 165.7 | 0 | 165.7 | | | |
| 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 | | | | | |
| 23.3 | Office Utilities | 21.2 | | 21.2 | 21.5 | | 21.5 | 21.5 | | 21.5 | | 21.5 | |
| 23.3 | Residential Utilities | 12 | | 12 | 12.2 | | 12.2 | 12.2 | | 12.2 | | 12.2 | |

OPERATING EXPENSES

| Org. Title: Org. No: OC | | USAID/PANAMA 525 | | Overseas Mission Budgets | | | | | | | | |
|-------------------------------|---|--------------------------------|---|--------------------------|--------------------------------|-------|----------------|--------------------------------|-------|----------------|----|-------|
| | | | | FY 2000 Estimate | | | FY 2001 Target | | | FY 2002 Target | | |
| | | | | Dollars | TF | Total | Dollars | TF | Total | Dollars | TF | Total |
| 23.3 | Telephone Costs | 26 | | 26 | 20 | | 20 | 21 | | 21 | | |
| 23.3 | ADP Software Leases | | | 0 | | | 0 | | | 0 | | |
| 23.3 | ADP Hardware Lease | | | 0 | | | 0 | | | 0 | | |
| 23.3 | Commercial Time Sharing | | | 0 | | | 0 | | | 0 | | |
| 23.3 | Postal Fees (Other than APO Mail) | 0.5 | | 0.5 | 0.5 | | 0.5 | 0.5 | | 0.5 | | |
| 23.3 | Other Mail Service Costs | | | 0 | | | 0 | | | 0 | | |
| 23.3 | Courier Services | 3.7 | | 3.7 | 3 | | 3 | 3 | | 3 | | |
| | Subtotal OC 23.3 | 63.4 | 0 | 63.4 | 57.2 | 0 | 57.2 | 58.2 | 0 | 58.2 | | |
| 24.0 | Printing and Reproduction | 8 | | 8 | 6 | | 6 | 6 | | 6 | | |
| | Subtotal OC 24.0 | 8 | 0 | 8 | 6 | 0 | 6 | 6 | 0 | 6 | | |
| 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 | | | | |
| 25.1 | Studies, Analyses, & Evaluations | | | 0 | | | 0 | | | 0 | | |
| 25.1 | Management & Professional Support Services | | | 0 | | | 0 | | | 0 | | |
| 25.1 | Engineering & Technical Services | | | 0 | | | 0 | | | 0 | | |
| | Subtotal OC 25.1 | 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 | | | | |
| 25.2 | Office Security Guards | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Residential Security Guard Services | 5.3 | | 5.3 | 5.3 | | 5.3 | 5.3 | | 5.3 | | |
| 25.2 | Official Residential Expenses | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Representation Allowances | 0.9 | | 0.9 | 0.9 | | 0.9 | 0.9 | | 0.9 | | |
| 25.2 | Non-Federal Audits | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Grievances/Investigations | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Insurance and Vehicle Registration Fees | 1.7 | | 1.7 | 1.7 | | 1.7 | 1.7 | | 1.7 | | |
| 25.2 | Vehicle Rental | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Manpower Contracts | 1.3 | | 1.3 | | | 0 | | | 0 | | |
| 25.2 | Records Declassification & Other Records Services | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Recruiting activities | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Penalty Interest Payments | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Other Miscellaneous Services | 4.2 | | 4.2 | 1 | | 1 | 1 | | 1 | | |
| 25.2 | Staff training contracts | 5 | | 5 | 2.3 | | 2.3 | 7.8 | | 7.8 | | |
| 25.2 | ADP related contracts | 9.5 | | 9.5 | 9.5 | | 9.5 | 9.5 | | 9.5 | | |
| | Subtotal OC 25.2 | 27.9 | 0 | 27.9 | 20.7 | 0 | 20.7 | 26.2 | 0 | 26.2 | | |
| 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 | | | | |
| 25.3 | ICASS | 35.6 | | 35.6 | 35.6 | | 35.6 | 35.6 | | 35.6 | | |
| 25.3 | All Other Services from Other Gov't. accounts | | | 0 | | | 0 | | | 0 | | |
| | Subtotal OC 25.3 | 35.6 | 0 | 35.6 | 35.6 | 0 | 35.6 | 35.6 | 0 | 35.6 | | |
| 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 | | | | |

OPERATING EXPENSES

| Org. Title: Org. No: OC | | USAID/PANAMA 525 | | Overseas Mission Budgets | | | | | | | | |
|-------------------------------|---|--------------------------------|---|--------------------------|--------------------------------|-------|----------------|--------------------------------|-------|----------------|----|-------|
| | | | | FY 2000 Estimate | | | FY 2001 Target | | | FY 2002 Target | | |
| | | | | Dollars | TF | Total | Dollars | TF | Total | Dollars | TF | Total |
| 25.4 | Office building Maintenance | 10.6 | | 10.6 | 6 | | 6 | 6 | | 6 | | |
| 25.4 | Residential Building Maintenance | 0.5 | | 0.5 | 0.5 | | 0.5 | 0.5 | | 0.5 | | |
| | Subtotal OC 25.4 | 11.1 | 0 | 11.1 | 6.5 | 0 | 6.5 | 6.5 | 0 | 6.5 | | |
| 25.6 | Medical Care | | | | | | | | | | | |
| | Subtotal OC 25.6 | 0 | 0 | 0 | 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 | | | | |
| 25.7 | ADP and telephone operation and maintenance costs | 5.4 | | 5.4 | 5.4 | | 5.4 | 5.4 | | 5.4 | | |
| 25.7 | Storage Services | | | 0 | | | 0 | | | 0 | | |
| 25.7 | Office Furniture/Equip. Repair and Maintenance | 4.6 | | 4.6 | 4.6 | | 4.6 | 4.6 | | 4.6 | | |
| 25.7 | Vehicle Repair and Maintenance | 8 | | 8 | 6 | | 6 | 6 | | 6 | | |
| 25.7 | Residential Furniture/Equip. Repair and Maintenance | 1.4 | | 1.4 | 0.5 | | 0.5 | 1 | | 1 | | |
| | Subtotal OC 25.7 | 19.4 | 0 | 19.4 | 16.5 | 0 | 16.5 | 17 | 0 | 17 | | |
| 25.8 | Subsistence & spt. of persons (by contract or Gov't.) | | | 0 | | | 0 | | | 0 | | |
| | Subtotal OC 25.8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| 26.0 | Supplies and materials | 21.1 | | 21.1 | 14.1 | | 14.1 | 17.1 | | 17.1 | | |
| | Subtotal OC 26.0 | 21.1 | 0 | 21.1 | 14.1 | 0 | 14.1 | 17.1 | 0 | 17.1 | | |
| 31.0 | Equipment | 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. | 4 | | 4 | | | 0 | | | 0 | | |
| 31.0 | Purchase of Office Furniture/Equip. | 4.4 | | 4.4 | | | 0 | | | 0 | | |
| 31.0 | Purchase of Vehicles | | | 0 | | | 0 | | | 0 | | |
| 31.0 | Purchase of Printing/Graphics Equipment | | | 0 | | | 0 | | | 0 | | |
| 31.0 | ADP Hardware purchases | 23 | | 23 | | | 0 | | | 0 | | |
| 31.0 | ADP Software purchases | 7 | | 7 | | | 0 | | | 0 | | |
| | Subtotal OC 31.0 | 38.4 | 0 | 38.4 | 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 | | | | |
| 32.0 | Purchase of Land & Buildings (& bldg. construction) | | | 0 | | | 0 | | | 0 | | |
| 32.0 | Purchase of fixed equipment for buildings | | | 0 | | | 0 | | | 0 | | |
| 32.0 | Building Renovations/Alterations - Office | | | 0 | | | 0 | | | 0 | | |
| 32.0 | Building Renovations/Alterations - Residential | | | 0 | | | 0 | | | 0 | | |
| | Subtotal OC 32.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| 42.0 | Claims and indemnities | | | 0 | | | 0 | | | 0 | | |
| | Subtotal OC 42.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| TOTAL BUDGET | | 969.4 | 0 | 969.4 | 1000 | 0 | 1000 | 1000 | 0 | 1000 | | |

OPERATING EXPENSES

| | | | | | | | | | | |
|--------------------|--------------|---------------------------------|-----------|--------------|-----------------------|-----------|--------------|-----------------------|-----------|--------------|
| Org. Title: | USAID/PANAMA | Overseas Mission Budgets | | | | | | | | |
| Org. No: | 525 | FY 2000 Estimate | | | FY 2001 Target | | | FY 2002 Target | | |
| OC | | Dollars | TF | Total | Dollars | TF | Total | Dollars | TF | Total |

Additional Mandatory Information

| | | | |
|--|------------------|------------------|------------------|
| Dollars Used for Local Currency Purchases | <u>969.4</u> | <u>1000</u> | <u>1000</u> |
| Exchange Rate Used in Computations | <u>PAR</u> _____ | <u>PAR</u> _____ | <u>PAR</u> _____ |

** 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: 10 10.3 10.6

Organization: USAID/PANAMA

Org. No: 525

| Foreign National Voluntary Separation Account | | | | | | | | | |
|---|---------|---------|-------|---------|---------|-------|---------|---------|-------|
| Action | FY 2000 | | | FY 2001 | | | FY 2002 | | |
| | OE | Program | Total | OE | Program | Total | OE | Program | Total |
| Deposits | 10.0 | 13.1 | 23.1 | 10.3 | 13.5 | 23.8 | 10.6 | 13.9 | 24.5 |
| Withdrawals | 9.3 | 6.9 | 16.2 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

| Local Currency Trust Funds - Regular | | | |
|--------------------------------------|---------|---------|---------|
| | FY 2000 | FY 2001 | FY 2002 |
| Balance Start of Year | 0.0 | 0.0 | 0.0 |
| Obligations | 0.0 | 0.0 | 0.0 |
| Deposits | 0.0 | 0.0 | 0.0 |
| Balance End of Year | 0.0 | 0.0 | 0.0 |

Exchange Rate N/A _____

| Local Currency Trust Funds - Real Property | | | |
|--|---------|---------|---------|
| | FY 2000 | FY 2001 | FY 2002 |
| Balance Start of Year | 0.0 | 0.0 | 0.0 |
| Obligations | 0.0 | 0.0 | 0.0 |
| Deposits | 0.0 | 0.0 | 0.0 |
| Balance End of Year | 0.0 | 0.0 | 0.0 |

Exchange Rate N/A _____

CONTROLLER OPERATIONS

| Org. Title: USAID/PANAMA Org. No: 525 OC | | Overseas Mission Budgets | | | | | | | | |
|--|---|--------------------------------|----|-------|--------------------------------|----|-------|--------------------------------|------|-------|
| | | FY 2000 Estimate | | | FY 2001 Target | | | FY 2002 Target | | |
| | | Dollars | TF | Total | Dollars | TF | Total | Dollars | TF | Total |
| 11.1 | Personnel compensation, full-time permanent | Do not enter data on this line | | | Do not enter data on this line | | | Do not enter data on this line | | |
| 11.1 | Base Pay & pymt. for annual leave balances - FNDH | | | 0 | | | 0 | | 0 | |
| | Subtotal OC 11.1 | 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 | | |
| 11.3 | Base Pay & pymt. for annual leave balances - FNDH | | | 0 | | | 0 | | 0 | |
| | Subtotal OC 11.3 | 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 | | |
| 11.5 | USDH | | | 0 | | | 0 | | 0 | |
| 11.5 | FNDH | | | 0 | | | 0 | | 0 | |
| | Subtotal OC 11.5 | 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 | | |
| 11.8 | USPSC Salaries | | | 0 | | | 0 | | 0 | |
| 11.8 | FN PSC Salaries | 48.7 | | 48.7 | 61.5 | | 61.5 | 63.5 | 63.5 | |
| 11.8 | IPA/Details-In/PASAs/RSSAs Salaries | | | 0 | | | 0 | | 0 | |
| | Subtotal OC 11.8 | 48.7 | 0 | 48.7 | 61.5 | 0 | 61.5 | 63.5 | 63.5 | |
| 12.1 | Personnel benefits | Do not enter data on this line | | | Do not enter data on this line | | | Do not enter data on this line | | |
| 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 | | |
| 12.1 | Educational Allowances | | | 0 | | | 0 | | 0 | |
| 12.1 | Cost of Living Allowances | | | 0 | | | 0 | | 0 | |
| 12.1 | Home Service Transfer Allowances | | | 0 | | | 0 | | 0 | |
| 12.1 | Quarters Allowances | | | 0 | | | 0 | | 0 | |
| 12.1 | Other Misc. USDH Benefits | | | 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 | | |
| 12.1 | ** Payments to FSN Voluntary Separation Fund - FNDH | | | 0 | | | 0 | | 0 | |
| 12.1 | Other FNDH Benefits | | | 0 | | | 0 | | 0 | |
| 12.1 | US PSC Benefits | | | 0 | | | 0 | | 0 | |
| 12.1 | FN PSC Benefits | Do not enter data on this line | | | Do not enter data on this line | | | Do not enter data on this line | | |
| 12.1 | ** Payments to the FSN Voluntary Separation Fund - FN PSC | 0.9 | | 0.9 | 0.9 | | 0.9 | 1 | 1 | |
| 12.1 | Other FN PSC Benefits | 0.4 | | 0.4 | 0.4 | | 0.4 | 0.4 | 0.4 | |
| 12.1 | IPA/Detail-In/PASA/RSSA Benefits | | | 0 | | | 0 | | 0 | |
| | Subtotal OC 12.1 | 1.3 | 0 | 1.3 | 1.3 | 0 | 1.3 | 1.4 | 1.4 | |

CONTROLLER OPERATIONS

| Org. Title: Org. No: OC | | USAID/PANAMA 525 | | Overseas Mission Budgets | | | | | | | | |
|-------------------------------|--|---------------------|---|--------------------------|--------------------------------|-------|----------------|--------------------------------|-------|----------------|--------------------------------|-------|
| | | | | FY 2000 Estimate | | | FY 2001 Target | | | FY 2002 Target | | |
| | | | | Dollars | TF | Total | Dollars | TF | Total | Dollars | TF | Total |
| 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 | |
| 13.0 | FNDH | | | | 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 | | |
| 13.0 | Other Benefits for Former Personnel - FNDH | | | 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 | |
| 13.0 | Severance Payments for FN PSCs | | | 0 | | | 0 | | | 0 | | |
| 13.0 | Other Benefits for Former Personnel - FN PSCs | | | 0 | | | 0 | | | 0 | | |
| | Subtotal OC 13.0 | 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 | |
| 21.0 | Training Travel | 3 | | 3 | | | 2 | | 2 | | 2 | |
| 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 | |
| 21.0 | Post Assignment Travel - to field | | | 0 | | | 0 | | | 0 | | |
| 21.0 | Assignment to Washington Travel | | | 0 | | | 0 | | | 0 | | |
| 21.0 | Home Leave Travel | | | 0 | | | 0 | | | 0 | | |
| 21.0 | R & R Travel | | | 0 | | | 0 | | | 0 | | |
| 21.0 | Education Travel | | | 0 | | | 0 | | | 0 | | |
| 21.0 | Evacuation Travel | | | 0 | | | 0 | | | 0 | | |
| 21.0 | Retirement Travel | | | 0 | | | 0 | | | 0 | | |
| 21.0 | Pre-Employment Invitational Travel | | | 0 | | | 0 | | | 0 | | |
| 21.0 | Other Mandatory/Statutory Travel | | | 0 | | | 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 | |
| 21.0 | Site Visits - Headquarters Personnel | | | 0 | | | 0 | | | 0 | | |
| 21.0 | Site Visits - Mission Personnel | | | 0 | | | 0 | | | 0 | | |
| 21.0 | Conferences/Seminars/Meetings/Retreats | | | 0 | | | 0 | | | 0 | | |
| 21.0 | Assessment Travel | | | 0 | | | 0 | | | 0 | | |
| 21.0 | Impact Evaluation Travel | | | 0 | | | 0 | | | 0 | | |
| 21.0 | Disaster Travel (to respond to specific disasters) | | | 0 | | | 0 | | | 0 | | |
| 21.0 | Recruitment Travel | | | 0 | | | 0 | | | 0 | | |
| 21.0 | Other Operational Travel | 1.5 | | 1.5 | | | 1.5 | | 1.5 | | 1.5 | |
| | Subtotal OC 21.0 | 4.5 | 0 | 4.5 | 3.5 | 0 | 3.5 | 3.5 | 0 | 3.5 | | |
| 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 | |
| 22.0 | Post assignment freight | | | 0 | | | 0 | | | 0 | | |
| 22.0 | Home Leave Freight | | | 0 | | | 0 | | | 0 | | |
| 22.0 | Retirement Freight | | | 0 | | | 0 | | | 0 | | |
| 22.0 | Transportation/Freight for Office Furniture/Equip. | | | 0 | | | 0 | | | 0 | | |

CONTROLLER OPERATIONS

| Org. Title: USAID/PANAMA Org. No: 525 OC | | Overseas Mission Budgets | | | | | | | | |
|--|--|--------------------------------|----|-------|--------------------------------|----|-------|--------------------------------|----|-------|
| | | FY 2000 Estimate | | | FY 2001 Target | | | FY 2002 Target | | |
| | | Dollars | TF | Total | Dollars | TF | Total | Dollars | TF | Total |
| 22.0 | Transportation/Freight for Res. Furniture/Equip. | | | 0 | | | 0 | | | 0 |
| | Subtotal OC 22.0 | 0 | 0 | 0 | 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 | | |
| 23.2 | Rental Payments to Others - Office Space | 3.4 | | 3.4 | 3.7 | | 3.7 | 3.7 | | 3.7 |
| 23.2 | Rental Payments to Others - Warehouse Space | | | 0 | | | 0 | | | 0 |
| 23.2 | Rental Payments to Others - Residences | | | 0 | | | 0 | | | 0 |
| | Subtotal OC 23.2 | 3.4 | 0 | 3.4 | 3.7 | 0 | 3.7 | 3.7 | 0 | 3.7 |
| 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 | | |
| 23.3 | Office Utilities | 1.5 | | 1.5 | 1.5 | | 1.5 | 1.5 | | 1.5 |
| 23.3 | Residential Utilities | 1 | | 1 | 1 | | 1 | 1 | | 1 |
| 23.3 | Telephone Costs | | | 0 | | | 0 | | | 0 |
| 23.3 | ADP Software Leases | | | 0 | | | 0 | | | 0 |
| 23.3 | ADP Hardware Lease | | | 0 | | | 0 | | | 0 |
| 23.3 | Commercial Time Sharing | | | 0 | | | 0 | | | 0 |
| 23.3 | Postal Fees (Other than APO Mail) | | | 0 | | | 0 | | | 0 |
| 23.3 | Other Mail Service Costs | | | 0 | | | 0 | | | 0 |
| 23.3 | Courier Services | | | 0 | | | 0 | | | 0 |
| | Subtotal OC 23.3 | 2.5 | 0 | 2.5 | 2.5 | 0 | 2.5 | 2.5 | 0 | 2.5 |
| 24.0 | Printing and Reproduction | | | 0 | | | 0 | | | 0 |
| | Subtotal OC 24.0 | 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 | | |
| 25.1 | Studies, Analyses, & Evaluations | | | 0 | | | 0 | | | 0 |
| 25.1 | Management & Professional Support Services | | | 0 | | | 0 | | | 0 |
| 25.1 | Engineering & Technical Services | | | 0 | | | 0 | | | 0 |
| | Subtotal OC 25.1 | 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 | | |
| 25.2 | Office Security Guards | | | 0 | | | 0 | | | 0 |
| 25.2 | Residential Security Guard Services | | | 0 | | | 0 | | | 0 |
| 25.2 | Official Residential Expenses | | | 0 | | | 0 | | | 0 |
| 25.2 | Representation Allowances | | | 0 | | | 0 | | | 0 |
| 25.2 | Non-Federal Audits | | | 0 | | | 0 | | | 0 |

CONTROLLER OPERATIONS

| Org. Title: Org. No: OC | | USAID/PANAMA 525 | | Overseas Mission Budgets | | | | | | | | |
|-------------------------------|---|---------------------|--|--------------------------------|----|-------|--------------------------------|----|-------|--------------------------------|-----|-------|
| | | | | FY 2000 Estimate | | | FY 2001 Target | | | FY 2002 Target | | |
| | | | | Dollars | TF | Total | Dollars | TF | Total | Dollars | TF | Total |
| 25.2 | Grievances/Investigations | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Insurance and Vehicle Registration Fees | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Vehicle Rental | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Manpower Contracts | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Records Declassification & Other Records Services | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Recruiting activities | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Penalty Interest Payments | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Other Miscellaneous Services | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Staff training contracts | | | 0 | | | 0 | | | 0 | | |
| 25.2 | ADP related contracts | | | 0 | | | 0 | | | 0 | | |
| | Subtotal OC 25.2 | | | 0 | 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 | | |
| 25.3 | ICASS | | | 1.4 | | 1.4 | 1.5 | | 1.5 | 1.5 | 1.5 | |
| 25.3 | All Other Services from Other Gov't. accounts | | | | | 0 | | | 0 | | 0 | |
| | Subtotal OC 25.3 | | | 1.4 | 0 | 1.4 | 1.5 | 0 | 1.5 | 1.5 | 1.5 | |
| 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 | | |
| 25.4 | Office building Maintenance | | | | | 0 | | | 0 | | 0 | |
| 25.4 | Residential Building Maintenance | | | | | 0 | | | 0 | | 0 | |
| | Subtotal OC 25.4 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 25.6 | Medical Care | | | | | 0 | | | 0 | | 0 | |
| | Subtotal OC 25.6 | | | 0 | 0 | 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 | | |
| 25.7 | ADP and telephone operation and maintenance costs | | | | | 0 | | | 0 | | 0 | |
| 25.7 | Storage Services | | | | | 0 | | | 0 | | 0 | |
| 25.7 | Office Furniture/Equip. Repair and Maintenance | | | | | 0 | | | 0 | | 0 | |
| 25.7 | Vehicle Repair and Maintenance | | | | | 0 | | | 0 | | 0 | |
| 25.7 | Residential Furniture/Equip. Repair and Maintenance | | | | | 0 | | | 0 | | 0 | |
| | Subtotal OC 25.7 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 25.8 | Subsistence & spt. of persons (by contract or Gov't.) | | | | | 0 | | | 0 | | 0 | |
| | Subtotal OC 25.8 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |

CONTROLLER OPERATIONS

| Org. Title: | USAID/PANAMA | Overseas Mission Budgets | | | | | | | | | |
|--------------|---|--------------------------------|------------------|------|--------------------------------|----------------|----|--------------------------------|----------------|------|-------|
| | | OC | FY 2000 Estimate | | | FY 2001 Target | | | FY 2002 Target | | |
| | | | Dollars | TF | Total | Dollars | TF | Total | Dollars | TF | Total |
| 26.0 | Supplies and materials | 2 | | 2 | 2 | | 2 | 2 | 2 | | 2 |
| | Subtotal OC 26.0 | 2 | 0 | 2 | 2 | 0 | 2 | 2 | 0 | 2 | |
| 31.0 | Equipment | 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 | |
| 31.0 | Purchase of Office Furniture/Equip. | | | 0 | | | 0 | | | 0 | |
| 31.0 | Purchase of Vehicles | | | 0 | | | 0 | | | 0 | |
| 31.0 | Purchase of Printing/Graphics Equipment | | | 0 | | | 0 | | | 0 | |
| 31.0 | ADP Hardware purchases | | | 0 | | | 0 | | | 0 | |
| 31.0 | ADP Software purchases | | | 0 | | | 0 | | | 0 | |
| | Subtotal OC 31.0 | 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 | | | |
| 32.0 | Purchase of Land & Buildings (& bldg. construction) | | | 0 | | | 0 | | | 0 | |
| 32.0 | Purchase of fixed equipment for buildings | | | 0 | | | 0 | | | 0 | |
| 32.0 | Building Renovations/Alterations - Office | | | 0 | | | 0 | | | 0 | |
| 32.0 | Building Renovations/Alterations - Residential | | | 0 | | | 0 | | | 0 | |
| | Subtotal OC 32.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 42.0 | Claims and indemnities | | | 0 | | | 0 | | | 0 | |
| | Subtotal OC 42.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| TOTAL BUDGET | | 63.8 | 0 | 63.8 | 76 | 0 | 76 | 78.1 | 0 | 78.1 | |

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: 0.9 0.9 1

CAPITAL INVESTMENT FUND

| Org. Title: USAID/PANAMA Org. No: 525 OC | | Overseas Mission Budgets | | | | | | | | |
|--|---|--------------------------------|----|-------|--------------------------------|----|-------|--------------------------------|----|-------|
| | | FY 2000 Estimate | | | FY 2001 Target | | | FY 2002 Target | | |
| | | Dollars | TF | Total | Dollars | TF | Total | Dollars | TF | Total |
| 11.1 | Personnel compensation, full-time permanent | Do not enter data on this line | | | Do not enter data on this line | | | Do not enter data on this line | | |
| 11.1 | Base Pay & pymt. for annual leave balances - FNDH | | | 0 | | | 0 | | 0 | |
| | Subtotal OC 11.1 | 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 | | |
| 11.3 | Base Pay & pymt. for annual leave balances - FNDH | | | 0 | | | 0 | | 0 | |
| | Subtotal OC 11.3 | 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 | | |
| 11.5 | USDH | | | 0 | | | 0 | | 0 | |
| 11.5 | FNDH | | | 0 | | | 0 | | 0 | |
| | Subtotal OC 11.5 | 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 | | |
| 11.8 | USPSC Salaries | | | 0 | | | 0 | | 0 | |
| 11.8 | FN PSC Salaries | | | 0 | | | 0 | | 0 | |
| 11.8 | IPA/Details-In/PASAs/RSSAs Salaries | | | 0 | | | 0 | | 0 | |
| | Subtotal OC 11.8 | 0 | 0 | 0 | 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 | | |
| 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 | | |
| 12.1 | Educational Allowances | | | 0 | | | 0 | | 0 | |
| 12.1 | Cost of Living Allowances | | | 0 | | | 0 | | 0 | |
| 12.1 | Home Service Transfer Allowances | | | 0 | | | 0 | | 0 | |
| 12.1 | Quarters Allowances | | | 0 | | | 0 | | 0 | |
| 12.1 | Other Misc. USDH Benefits | | | 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 | | |
| 12.1 | ** Payments to FSN Voluntary Separation Fund - FNDH | | | 0 | | | 0 | | 0 | |
| 12.1 | Other FNDH Benefits | | | 0 | | | 0 | | 0 | |
| 12.1 | US PSC Benefits | | | 0 | | | 0 | | 0 | |
| 12.1 | FN PSC Benefits | Do not enter data on this line | | | Do not enter data on this line | | | Do not enter data on this line | | |
| 12.1 | ** Payments to the FSN Voluntary Separation Fund - FN PSC | | | 0 | | | 0 | | 0 | |
| 12.1 | Other FN PSC Benefits | | | 0 | | | 0 | | 0 | |
| 12.1 | IPA/Detail-In/PASA/RSSA Benefits | | | 0 | | | 0 | | 0 | |
| | Subtotal OC 12.1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |

CAPITAL INVESTMENT FUND

| Org. Title: Org. No: OC | | USAID/PANAMA 525 | | Overseas Mission Budgets | | | | | | | | | |
|-------------------------------|--|---------------------|---|--------------------------|--------------------------------|-------|----------------|----|--------------------------------|----------------|----|-------|--------------------------------|
| | | | | FY 2000 Estimate | | | FY 2001 Target | | | FY 2002 Target | | | |
| | | | | Dollars | TF | Total | Dollars | TF | Total | Dollars | TF | Total | |
| 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 |
| 13.0 | FNDH | | | | 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 |
| 13.0 | Other Benefits for Former Personnel - FNDH | | | 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 |
| 13.0 | Severance Payments for FN PSCs | | | 0 | | | 0 | | | | 0 | | 0 |
| 13.0 | Other Benefits for Former Personnel - FN PSCs | | | 0 | | | 0 | | | | 0 | | 0 |
| | Subtotal OC 13.0 | 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 |
| 21.0 | Training Travel | | | 0 | | | 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 |
| 21.0 | Post Assignment Travel - to field | | | 0 | | | 0 | | | | 0 | | 0 |
| 21.0 | Assignment to Washington Travel | | | 0 | | | 0 | | | | 0 | | 0 |
| 21.0 | Home Leave Travel | | | 0 | | | 0 | | | | 0 | | 0 |
| 21.0 | R & R Travel | | | 0 | | | 0 | | | | 0 | | 0 |
| 21.0 | Education Travel | | | 0 | | | 0 | | | | 0 | | 0 |
| 21.0 | Evacuation Travel | | | 0 | | | 0 | | | | 0 | | 0 |
| 21.0 | Retirement Travel | | | 0 | | | 0 | | | | 0 | | 0 |
| 21.0 | Pre-Employment Invitational Travel | | | 0 | | | 0 | | | | 0 | | 0 |
| 21.0 | Other Mandatory/Statutory Travel | | | 0 | | | 0 | | | | 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 |
| 21.0 | Site Visits - Headquarters Personnel | | | 0 | | | 0 | | | | 0 | | 0 |
| 21.0 | Site Visits - Mission Personnel | | | 0 | | | 0 | | | | 0 | | 0 |
| 21.0 | Conferences/Seminars/Meetings/Retreats | | | 0 | | | 0 | | | | 0 | | 0 |
| 21.0 | Assessment Travel | | | 0 | | | 0 | | | | 0 | | 0 |
| 21.0 | Impact Evaluation Travel | | | 0 | | | 0 | | | | 0 | | 0 |
| 21.0 | Disaster Travel (to respond to specific disasters) | | | 0 | | | 0 | | | | 0 | | 0 |
| 21.0 | Recruitment Travel | | | 0 | | | 0 | | | | 0 | | 0 |
| 21.0 | Other Operational Travel | | | 0 | | | 0 | | | | 0 | | 0 |
| | Subtotal OC 21.0 | 0 | 0 | 0 | 0 | 0 | 0 | 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 |
| 22.0 | Post assignment freight | | | 0 | | | 0 | | | | 0 | | 0 |
| 22.0 | Home Leave Freight | | | 0 | | | 0 | | | | 0 | | 0 |
| 22.0 | Retirement Freight | | | 0 | | | 0 | | | | 0 | | 0 |
| 22.0 | Transportation/Freight for Office Furniture/Equip. | | | 0 | | | 0 | | | | 0 | | 0 |

CAPITAL INVESTMENT FUND

| Org. Title: USAID/PANAMA Org. No: 525 OC | | Overseas Mission Budgets | | | | | | | | |
|--|--|--------------------------------|----|-------|--------------------------------|----|-------|--------------------------------|----|-------|
| | | FY 2000 Estimate | | | FY 2001 Target | | | FY 2002 Target | | |
| | | Dollars | TF | Total | Dollars | TF | Total | Dollars | TF | Total |
| 22.0 | Transportation/Freight for Res. Furniture/Equip. | | | 0 | | | 0 | | | 0 |
| | Subtotal OC 22.0 | 0 | 0 | 0 | 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 | | |
| 23.2 | Rental Payments to Others - Office Space | | | 0 | | | 0 | | | 0 |
| 23.2 | Rental Payments to Others - Warehouse Space | | | 0 | | | 0 | | | 0 |
| 23.2 | Rental Payments to Others - Residences | | | 0 | | | 0 | | | 0 |
| | Subtotal OC 23.2 | 0 | 0 | 0 | 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 | | |
| 23.3 | Office Utilities | | | 0 | | | 0 | | | 0 |
| 23.3 | Residential Utilities | | | 0 | | | 0 | | | 0 |
| 23.3 | Telephone Costs | | | 0 | | | 0 | | | 0 |
| 23.3 | ADP Software Leases | | | 0 | | | 0 | | | 0 |
| 23.3 | ADP Hardware Lease | | | 0 | | | 0 | | | 0 |
| 23.3 | Commercial Time Sharing | | | 0 | | | 0 | | | 0 |
| 23.3 | Postal Fees (Other than APO Mail) | | | 0 | | | 0 | | | 0 |
| 23.3 | Other Mail Service Costs | | | 0 | | | 0 | | | 0 |
| 23.3 | Courier Services | | | 0 | | | 0 | | | 0 |
| | Subtotal OC 23.3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 24.0 | Printing and Reproduction | | | 0 | | | 0 | | | 0 |
| | Subtotal OC 24.0 | 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 | | |
| 25.1 | Studies, Analyses, & Evaluations | | | 0 | | | 0 | | | 0 |
| 25.1 | Management & Professional Support Services | | | 0 | | | 0 | | | 0 |
| 25.1 | Engineering & Technical Services | | | 0 | | | 0 | | | 0 |
| | Subtotal OC 25.1 | 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 | | |
| 25.2 | Office Security Guards | | | 0 | | | 0 | | | 0 |
| 25.2 | Residential Security Guard Services | | | 0 | | | 0 | | | 0 |
| 25.2 | Official Residential Expenses | | | 0 | | | 0 | | | 0 |
| 25.2 | Representation Allowances | | | 0 | | | 0 | | | 0 |
| 25.2 | Non-Federal Audits | | | 0 | | | 0 | | | 0 |

CAPITAL INVESTMENT FUND

| Org. Title: Org. No: OC | | USAID/PANAMA 525 | | Overseas Mission Budgets | | | | | | | | |
|-------------------------------|---|---------------------|--|--------------------------------|----|-------|--------------------------------|----|-------|--------------------------------|----|-------|
| | | | | FY 2000 Estimate | | | FY 2001 Target | | | FY 2002 Target | | |
| | | | | Dollars | TF | Total | Dollars | TF | Total | Dollars | TF | Total |
| 25.2 | Grievances/Investigations | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Insurance and Vehicle Registration Fees | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Vehicle Rental | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Manpower Contracts | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Records Declassification & Other Records Services | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Recruiting activities | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Penalty Interest Payments | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Other Miscellaneous Services | | | 0 | | | 0 | | | 0 | | |
| 25.2 | Staff training contracts | | | 0 | | | 0 | | | 0 | | |
| 25.2 | ADP related contracts | | | 0 | | | 0 | | | 0 | | |
| | Subtotal OC 25.2 | | | 0 | 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 | | |
| 25.3 | ICASS | | | 0 | | | 0 | | | 0 | | |
| 25.3 | All Other Services from Other Gov't. accounts | | | 0 | | | 0 | | | 0 | | |
| | Subtotal OC 25.3 | | | 0 | 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 | | |
| 25.4 | Office building Maintenance | | | | | 0 | | | | 0 | | |
| 25.4 | Residential Building Maintenance | | | | | 0 | | | | 0 | | |
| | Subtotal OC 25.4 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| 25.6 | Medical Care | | | | | | | | | | | |
| | Subtotal OC 25.6 | | | 0 | 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 | | |
| 25.7 | ADP and telephone operation and maintenance costs | | | | | 0 | | | | 0 | | |
| 25.7 | Storage Services | | | | | 0 | | | | 0 | | |
| 25.7 | Office Furniture/Equip. Repair and Maintenance | | | | | 0 | | | | 0 | | |
| 25.7 | Vehicle Repair and Maintenance | | | | | 0 | | | | 0 | | |
| 25.7 | Residential Furniture/Equip. Repair and Maintenance | | | | | 0 | | | | 0 | | |
| | Subtotal OC 25.7 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| 25.8 | Subsistence & spt. of persons (by contract or Gov't.) | | | | | 0 | | | | 0 | | |
| | Subtotal OC 25.8 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |

IV. SUPPLEMENTAL INFORMATION ANNEXES

A. Environmental Impact

Because of the delay in the review and approval of the Strategic Plan, many of the activities planned for the reporting period were delayed. The SO 1 portion of the Strategic Plan was approved on January 14, 2000. The series of activities listed below were identified in our previous R4 report but were not implemented. These activities may require an Initial Environmental Assessment or an Environmental Analysis.

- Environmental monitoring activities;
- Initiating environmentally safe income generating activities of small agricultural producers that contribute to biodiversity conservation;
- Small-producer agroforestry and sustainable agriculture activities;
- Promotion of sustainable environmental activities;
- Development of local land use plans; local integrated solid waste management systems and clean production mechanisms.

Current Mission activities are in compliance with requirements under 22 CFR 216, - Initial Environmental Assessment's and Environmental Analysis.

A. Current and Proposed Results Framework

The following is a listing of current results framework under the current management contract, followed by the results framework proposed in the Strategic Plan (SP). SO 1 was approved on January 14, 2000, thus the proposed framework is already effective. The proposed SO 2 has not been reviewed and will not become effective until it is approved, now estimated to be in May 2000.

Current Results Framework

SO: Improvement in Institutional Capacity to Manage and Protect the Panama Canal Watershed (PCW)

- IR-1 Institutional Arrangement for Effective PCW Management and Protection Adopted
- IR-2 PCW Monitoring and Evaluation (M&E) System Institutionalized
- IR-3 Protected Area Management Systems Functioning Effectively
- IR-4 Local Capacity to Protect and Manage the PCW Increased

SpO 1 To facilitate the Smooth Transfer of the Panama Canal, as provided in the 1977 Treaties, and the Productive Use of the Reverted Properties

- IR-1 Selected Policies and Procedures for Canal Operations Adopted
- IR-2 Enabling Conditions Established for Generating Investment and Employment in the Reverted Areas
- IR-3 Process for Disposition of DOD Excess Property Expedited

SpO 2 To Facilitate Legal and Policy Changes Required to Sustain Fair, Fast and Independent Criminal and Commercial Justice Systems

IR –1 Revised Policy Framework Documents Drafted.

Proposed Results Framework

SO 1 Panama Sustainably Manages the Canal Watershed and Buffer Areas

- IR-1 Institutional Arrangements for Effective Management Functioning
- IR-2 Natural Resources in PCW and Buffer Areas Managed Effectively
- IR-3 Civil Society Actively Participating in PCW and Buffer Areas
- IR-4 Local Government and Private Sector Capacity for Environmental Management in PCW and Buffer Areas Increased

SO 2 Fairer and Faster Justice System Facilitated

- IR-1 Criminal Court Systems Functioning more Effectively
- IR-2 Commercial Court Systems Functioning more Effectively
- IR-3 Increased Public Pressure for Judicial Sector Reform
- IR-4 Improved Collaboration Between Investigators and Prosecutors

ATTACHMENT A

Attached are the Overall and Intermediate Results indicators for the recently approved Strategic Objective 1.

Performance Data Table

| | | | |
|--|------------------|----------------|---------------|
| STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS | | | |
| APPROVED: 00/00/00 COUNTRY/ORGANIZATION: USAID/PANAMA | | | |
| RESULT NAME (IR-1): Institutional Arrangements for Effective Management Functioning | | | |
| INDICATOR No. 1.1: Actions taken by the Inter-Institutional Commission for the Canal Watershed (CICH) on strategies, policies, programs and projects that could affect the PCW | | | |
| <p>UNIT OF MEASURE:</p> <ul style="list-style-type: none"> Number of actions taken by the CICH <hr/> <p>SOURCE:</p> <ul style="list-style-type: none"> CICH and contractor reports <hr/> <p>INDICATOR/DESCRIPTION:</p> <p>The indicator is the number of actions taken by the CICH during the calendar year on strategies, policies, programs and projects that could affect the PCW.</p> <hr/> <p>COMMENTS:</p> <p>Panama Canal Authority regulations and budget approval provide for the CICH to become operational December 31, 1999.</p> <p>The approval of strategies, policies, programs and projects signals that the CICH is functioning in its oversight role to oversee activities in the PCW and is achieving consensus among stakeholders. We assume that the existence of projects for the CICH to review indicates that financing is available for watershed activities.</p> | YEAR | PLANNED | ACTUAL |
| | 1999 Baseline | | 0 |
| | 2000 | 3 | |
| | 2001 | 5 | |
| | 2002 | 8 | |
| | 2003 | 10 | |
| | 2004 | 11 | |
| | 2005 | 10 | |
| | 2006 | 10 | |

Performance Data Table

| | | | |
|--|------------------|------------------|-----------------|
| STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS | | | |
| APPROVED: 00/00/00 COUNTRY/ORGANIZATION: USAID/PANAMA | | | |
| RESULT NAME (IR-1): Institutional Arrangements for Effective PCW Management Systems Functioning | | | |
| INDICATOR No. 1.2: Environmental monitoring of the PCW (a) contributes to management decisions and (b) is sustainably financed | | | |
| UNIT OF MEASURE: <ul style="list-style-type: none"> ▪ Number of criteria met (0-6) ▪ Yes/No <hr/> SOURCE: <ul style="list-style-type: none"> ▪ CICH ▪ Contractor reports <hr/> INDICATOR/DESCRIPTION: <p>(a) Environmental monitoring will contribute to management decisions if the following six conditions are met:</p> <ul style="list-style-type: none"> • Data on physical, biological and demographic parameters in the PCW are collected; • Content of data collection is responsive to Inter-Institutional Commission for the Canal Watershed (CICH) management needs; • CICH framework for data-sharing is implemented; • A quality control system is established for PCW monitoring data; • Mechanisms for data dissemination to CICH natural resource managers are operational; • CICH resource managers are trained to apply the information to management. <p>(b) Environmental monitoring of the PCW will be sustainably financed if Panamanian funding and permanent institutional homes for all necessary components of monitoring and prediction system have been secured.</p> <hr/> COMMENTS: As of 01/01/99, USAID was paying the entire cost of the Panama Canal Watershed Monitoring Program while the Panama Canal Commission (PCC) was monitoring water quantity with its own funds. For the year 2000, the Panama Canal Authority (PCA) has budgeted seven positions and \$200,000 for an Information Center, while the National Environment Authority will be funding biological components of the program. During the year 2000, the CICH and its Information Center will oversee a one-year, USAID-funded monitoring program. USAID assistance will help the incorporation of monitoring objectives into the CICH, help identify sustainable funding opportunities, and improve the capacity of the monitoring center. | YEAR | PLANNED | ACTUAL |
| | 1999 Baseline | | (a) 1 (b) No |
| | 2000 | (a) 3 (b) No | |
| | 2001 | (a) 6 (b) No | |
| | 2002 | (a) 6 (b) Yes | |
| | 2003 | (a) 6 (b) Yes | |
| | 2004 | (a) 6 (b) Yes | |
| | 2005 | (a) 6 (b) Yes | |
| | 2006 | (a) 6 (b) Yes | |

Performance Data Table

STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS

APPROVED: 00/00/00 **COUNTRY/ORGANIZATION:** USAID/PANAMA

RESULT NAME (IR-2): Natural Resources in the PCW and Buffer Areas Managed Effectively

INDICATOR No. 2.1: Management of new and existing protected areas strengthened

| UNIT OF MEASURE: | YEAR | PLANNED | ACTUAL |
|--|------------------|---------|--------|
| <ul style="list-style-type: none"> ▪ Park management index (1-5). | 1998 Baseline | | 3.25 |
| <p>SOURCE:</p> <ul style="list-style-type: none"> ▪ ANAM reports/PCA reports ▪ PCW Monitoring and Evaluation Unit reports | 1999 | 3.35 | |
| | 2000 | 3.45 | |
| <p>INDICATOR/DESCRIPTION:</p> <p>Composite index for protected areas management in PCW, including:</p> <p>The indicator management index is composed of 35 criteria (which measure minimum protection, long-term management, long-term financing, and public participation), each with an indicator scale ranking from 1 to 5, with 1 being the lowest score and 5 the highest for a given parameter. The average of these criteria are calculated for each protected area to determine the management index.</p> | 2001 | 3.50 | |
| | 2002 | 3.55 | |
| | 2003 | 3.60 | |
| | 2004 | 3.80 | |
| <p>COMMENTS:</p> <p>Actual figure derived from an evaluation of current situation in the protected areas in the PCW. Projected figures for 1999 onward have changed from the figures shown in the May 1999 R4 based on an evaluation of actual performance.</p> | 2005 | 3.90 | |
| | 2006 | 4.0 | |

Performance Data Table

| | | | |
|---|------------------|------------------|-----------------|
| STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS | | | |
| APPROVED: 00/00/00 COUNTRY/ORGANIZATION: USAID/PANAMA | | | |
| RESULT NAME (IR-2): Natural Resources in PCW and buffer areas managed effectively | | | |
| INDICATOR No. 2.2: Sustainable small-producer agroforestry and agriculture activities implemented | | | |
| UNIT OF MEASURE: a) Number of sustainable agroforestry/agriculture activities b) Percent of participants that are women | YEAR | PLANNED | ACTUAL |
| | 1999 Baseline | | (a) 4 (b) 10 |
| SOURCE: ▪ Contractors ANAM reports | 2000 | (a) 5 (b) 15 | |
| | 2001 | (a) 6 (b) 20 | |
| INDICATOR/DESCRIPTION: ▪ Sustainable Agriculture is the planned practice of cultivating the soil, producing crops, and raising livestock in a way that maintains productivity over the long-term. ▪ Agroforestry is the planned integration of agriculture and forestry (growing woody perennials) | 2002 | (a) 8 (b) 25 | |
| | 2003 | (a) 10 (b) 30 | |
| COMMENTS: Our aim is to ensure that women are continually and actively involved in small producer sustainable agriculture. We will strive to increase their level of involvement over the strategy period. | 2004 | (a) 12 (b) 35 | |
| | 2005 | (a) 14 (b) 40 | |
| | 2006 | (a) 15 (b) 45 | |

Performance Data Table

STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS

APPROVED: 00/00/00 **COUNTRY/ORGANIZATION:** USAID/PANAMA

RESULT NAME (IR-3): Civil Society Actively Supporting Sustainable Management of PCW

INDICATOR No. 3.1: Environmental NGOs reach sustainability

| UNIT OF MEASURE: | YEAR | PLANNED | ACTUAL |
|---|------------------|---------|--------|
| <ul style="list-style-type: none"> ▪ Average number of sustainability criteria met by 20 NGOs targeted for core training | 1999 Baseline | | 2.0 |
| <p>SOURCE:</p> <ul style="list-style-type: none"> ▪ Contractor survey | 2000 | 2.0 | |
| <p>INDICATOR/DESCRIPTION: The 10 sustainability criteria are grouped in three (3) categories:</p> <p>I. Market Criteria</p> <p> 1. An approved strategic plan with relevance to protection of the PCW</p> <p> 2. At least two (2) grant applications per year submitted for environmental projects or activities in the PCW</p> <p>II. Management Criteria</p> <p> 3. Board of Directors meets at least quarterly and produces minutes</p> <p> 4. Basic institutional policies and procedures approved by the Board of Directors</p> <p> 5. At least two (2) staff members on full-time annual salary</p> <p> 6. Performance monitoring system in place that includes an annual report.</p> <p>III. Financial Criteria</p> <p> 7. Financial management system functioning with annual budget approved by the Board</p> <p> 8. Clean audited annual financial statements</p> <p> 9. Working capital for operation is secured for at least four (4) months</p> <p> 10. Funding for at least two (2) ongoing projects secured.</p> | 2001 | 2.5 | |
| | 2002 | 3.0 | |
| | 2003 | 4.0 | |
| | 2004 | 5.5 | |
| | 2005 | 6.5 | |
| | 2006 | 8.0 | |
| <p>COMMENTS: No progress is expected before the year 2001, as NGOs will complete the first round of core training by that year.</p> | | | |

Performance Data Table

| | | | |
|---|-------------|----------------|---------------|
| STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS | | | |
| APPROVED: 00/00/00 COUNTRY/ORGANIZATION: USAID/PANAMA | | | |
| RESULT NAME (IR-3): Civil Society Actively Supporting Sustainable Management of PCW | | | |
| INDICATOR No. 3.2: NGOs make an impact on the PCW and buffer areas | | | |
| UNIT OF MEASURE: | YEAR | PLANNED | ACTUAL |
| <ul style="list-style-type: none"> ▪ Average number of outreach criteria met by 3-5 NGOs | | | |
| SOURCE: | 1999 (B) | | 1.5 |
| <ul style="list-style-type: none"> ▪ NGO inventory ▪ USAID contractors written information ▪ USAID reports | | | |
| INDICATOR/DESCRIPTION: | 2000 | 1.5 | |
| The twelve advanced outreach criteria are grouped into five (5) categories: | | | |
| Assistance to communities in the PCW | | | |
| 1. Implement at least two (2) community-based projects per year | 2001 | 1.5 | |
| 2. Promote the development of at least two (2) new Community-Base Organizations (CBOs) per year | | | |
| | 2002 | 2.0 | |
| | | | |
| | 2003 | 3.0 | |
| Engagement of Women | | | |
| 3. At least 15% of Board members are women | | | |
| 4. At least 30% of project participants are women | 2004 | 4.5 | |
| Public Policy for PCW | | | |
| 5. Provide input to the decisions of the CICH | | | |
| 6. Make three (3) or more outreaches through the media per year | | | |
| 7. Receive two (2) or more contributions from the local private sector per year to address PCW issues | | | |
| 8. Promote town meetings in at least two (2) communities per year for consensus-building with GOP | 2005 | 6.5 | |
| NGO Networking for PCW Protection | | | |
| 9. Participating in the organization of at least one (1) event per year that involves other NGOs | | | |
| 10. Participate in an NGO network or umbrella organization | | | |
| International Collaboration for PCW Protection | | | |
| 11. Webpage in place | | | |
| 12. Participate in three (3) or more relevant international events per year. | 2006 | 8.0 | |
| COMMENTS: | | | |

Performance Data Table

STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS

APPROVED: 00/00/00 **COUNTRY/ORGANIZATION:** USAID/PANAMA

RESULT NAME (IR-4): Local Government and Private Sector Capacity for Environmental Management in PCW and Buffer Areas Increased

INDICATOR No. 4.1: Residents in the PCW and buffer areas served according to integrated solid waste management plans

| UNIT OF MEASURE: | YEAR | PLANNED | ACTUAL |
|---|------------------|-----------------------|---------------------|
| a) Number of people (cumulative) b) Number of plans (cumulative) | 1999 Baseline | | (a) 15,000 (b) 1 |
| SOURCE: ▪ USAID implementers (contractors, U.S. PVOs, third country and local NGOs) | 2000 | (a) 30,000 (b) 4 | |
| INDICATOR/DESCRIPTION: ▪ Integrated solid waste management plans will be developed by local governments, with support from USAID. An integrated solid waste management plan implies a comprehensive plan for collection, reuse (including recycling and composting) and sanitary disposal of solid waste. | 2001 | (a) 50,000 (b) 6 | |
| | 2002 | (a) 70,000 (b) 8 | |
| | 2003 | (a) 95,000 (b) 10 | |
| | 2004 | (a) 110,000 (b) 12 | |
| | 2005 | (a) 125,000 (b) 14 | |
| COMMENTS: USAID will work with the four (4) target districts and with communities in the transisthmian corridor to develop and implement integrated solid waste management plans to serve the 143,500 residents of the PCW and buffer areas. Prior to the 1998-1999 collaborative activity between USAID/G-CAP and USAID/ Panama on community-based integrated solid waste management services in the PCW community of Chilibre, integrated solid waste management plans and activities were virtually non-existence in the PCW. Because the number of plans and residents each plan will serve are difficult to predict, and because privatization of waste management is in its early stages, the estimated targets may be periodically revisited. | 2006 | (a) 140,000 (b) 16 | |

Performance Data Table

STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS

APPROVED: 00/00/00 **COUNTRY/ORGANIZATION:** USAID/PANAMA

RESULT NAME (IR-4): Local Government and Private Sector Capacity for Environmental Management in PCW and Buffer Areas Increased

INDICATOR No. 4.2: Local governments have action plans for conformance with the Regional Plan

| UNIT OF MEASURE: | YEAR | PLANNED | ACTUAL |
|--|------------------|-----------------|----------------|
| a) Number of PCW “corregimientos” that have developed action plans for conformance with the Regional Plan. b) Number of local governments in the PCW with organizations units or offices devoted to environmental issues. | 1999 Baseline | | (a) 0 (b) 0 |
| SOURCE: <ul style="list-style-type: none"> ▪ USAID contractor reports | 2000 | (a) 4 (b) 0 | |
| INDICATOR/DESCRIPTION: <ul style="list-style-type: none"> ▪ These action plans will prescribe local land uses that are in conformance with the Regional Plan, policies to change land uses, and demonstration projects that will result in the desired land-use changes. | 2001 | (a) 8 (b) 2 | |
| COMMENTS: | 2002 | (a) 12 (b) 3 | |
| USAID will provide support to ARI and local governments to collaboratively develop action plans to ensure phased implementation of the Regional Plan. These model action plans will be implemented from 2001 through 2006. Support will be provided to develop environmental units or offices in selected districts to implement the action plans. As the action plans are developed and approved, additional new performance measures will be defined to track their implementation. Grassroots assistance to develop action plans will be targeted at the lowest level of government, the "corregimiento"; assistance to develop environmental units will be targeted at the higher level of the district, where more funds, capacity, and authority are available. Thirty-three “corregimientos” in six (6) districts are completely or partially in the PCW. | 2003 | (a) 14 (b) 4 | |
| | 2004 | (a) 16 (b) 4 | |
| | 2005 | (a) 20 (b) 4 | |
| | 2006 | (a) 25 (b) 4 | |

| STRATEGIC OBJECTIVE: Panama Sustainably Manages the Canal Watershed and Buffer Areas | | | | |
|--|-------------------------|-------------------------|----------------|--|
| APPROVED: 03/19/98 COUNTRY/ORGANIZATION: USAID/PANAMA | | | | |
| SO OVERALL INDICATOR No. 2A: Institutional arrangements for execution of the Regional Plan recognized by key PCW stakeholders | | | | |
| <p>UNIT OF MEASURE:</p> <ul style="list-style-type: none"> • Percentage awareness of key institutional arrangements by PCW stakeholders: <ol style="list-style-type: none"> 1. PCW residents 2. GOP representatives 3. NGO/private sector representatives <p>SOURCE: Targeted survey of:</p> <ol style="list-style-type: none"> 1. A descriptive sample of 400 residents of the watershed, stratified by geographic location with a focus on farmers and cattle ranchers 2. A sample of 200 representatives of government institutions that have a role in the PCW, stratified by size of institution 3. A sample of 20 representatives of NGOs and the private sector. The small sample size resulted from both the paucity of relevant NGOs in Panama and the limited engagement of the Mission's program to date with the private sector. The results for this group should be viewed as solely descriptive. <p>INDICATOR DESCRIPTION:</p> <ul style="list-style-type: none"> ▪ Key <i>PCW Stakeholders</i> are defined to include the groups that the Mission has targeted as indicated above. Included in the category of GOP are representatives from both national-level institutions and local government entities. • To have been classified as "aware" of institutional arrangements, stakeholders must have recognized the CICH, the Regional Land Use Plan, the Panama Canal Authority, and/or the National Environmental Authority. These three arrangements were selected as being highly relevant to the Mission's programs, as well as having generated moderate values suitable for a baseline. The values shown in the table represent the mean percentage awareness across the three institutional arrangements. <p>COMMENTS: These two data tables present baseline resulting from a survey on stakeholders (of the PCW) awareness of institutional arrangement for the execution of the Regional Plan and support for key management practices. These are key indicators that will be used during the strategy period to assist in the design and implementation of appropriate activities for stakeholder involvement and provide tools to measure their participation. The baseline survey was conducted by Dichter-Neira under the auspices of GreenCom in November-December of 1998. It consisted of a questionnaire administered personally to each individual stakeholder. In response to recommendation from USAID/PPC to refine indicator reporting, the Mission disaggregated "awareness" and "support" and disaggregated "management practices" and "institutional arrangements", thereby generating the two-part indicator shown here as 2A and 2B.</p> | YEAR | PLANNED | ACTUAL | |
| | 1997 | -- | -- | |
| | 1998 | -- | -- | |
| | 1999 | | | BASELINE 1. 14 2. 50 3. 44 |
| | 2003 | 1. 21 2. 65 3. 54 | | 1. 2. 3. |
| 2006 | 1. 28 2. 80 3. 64 | | 1. 2. 3. | |

STRATEGIC OBJECTIVE: Panama Sustainably Manages the Canal Watershed and Buffer Areas

APPROVED: 03/19/98 **COUNTRY/ORGANIZATION:** USAID/PANAMA

SO OVERALL INDICATOR No. 2B: Management practices for execution of the Regional Plan supported by key PCW stakeholders

| UNIT OF MEASURE: | YEAR | PLANNED | ACTUAL |
|---|------|--|---|
| <ul style="list-style-type: none"> Percentage of residents of the PCW who are implementing or would like to implement practices: <p>1997</p> <ol style="list-style-type: none"> Sustainable agriculture Solid waste management Ecotourism | 1997 | -- | -- |
| <p>SOURCE:</p> <p>Targeted survey of a descriptive sample of 400 residents of the watershed, stratified by geographic location with a focus on farmers and cattle ranchers.</p> | 1998 | -- | -- |
| <p>INDICATOR DESCRIPTION:</p> <ul style="list-style-type: none"> <i>Key PCW Stakeholders</i> are defined to include residents of the watershed. The other stakeholder groups (consisting of employees of organizations, including municipal government and NGOs) were excluded from the reporting because it was realized, during the course of the survey, that no single institution could be expected to be supportive of every management practice, given their individual mandates. For example, it would be meaningless to measure the percent awareness of ecotourism by employees of Municipal Directorate of Solid Waste Disposal and Management. The three management practices shown above were selected as being highly relevant to the Mission's program. | 1999 | | <p>BASELINE</p> <ol style="list-style-type: none"> 8 74 16 |
| | 2003 | <ol style="list-style-type: none"> 18 82 20 | <ol style="list-style-type: none"> |
| <p>COMMENTS:</p> <p>The targets for both 2A and 2B were set in consultation with communications experts. They reflect conservative estimates of the amount of change achievable per year. Measure of support for management practices is restricted to residents of the watershed, who are in a position to practice.</p> <p>“Support” is indicated if individual have taken actions or received training to implement any of these activities.</p> | 2006 | <ol style="list-style-type: none"> 28 90 24 | <ol style="list-style-type: none"> |