

R4

USAID/REDSO/ESA

Results Review and
Resource Request (R4)

31 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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COVER MEMO

REDSO/ESA has had a banner year in furthering the GHAI, managing non-presence country activities in Sudan and Somalia, providing services to client missions, and in strengthening the capacity of our regional partners in the areas of conflict, food security and health. These results took place within the context of securing, renovating and constructing a new office site and a total facility move at the end of the fiscal year. All of the above was done without loss of operational capacity and while restructuring and recruiting new staff to allow REDSO/ESA to better carry out its broad program and service mandates. However, the looming OE and program funding crises facing the Africa Bureau are being played writ large in REDSO. These same two crises raise critical concerns regarding the REDSO role in support of USG and Africa Bureau objectives and, as a whole, compromise our ability to deliver the results expected in GHAI and other initiatives, managing non-presence countries and providing mission support services.

I. REDSO/ESA Role

In last year's R4, REDSO identified the (a) uncertainty over program and OE funding levels, staffing, and (b) the tension between services vs. program and NPC implementation responsibilities as issues meriting further Bureau attention. The March 2000 Africa Mission Director meetings underlined the Africa Bureau's strong support for GHAI (and GLJI) and for the Integrated Strategic Plan (ISP) Process, including a more pro-active integration of food security and conflict concerns into GHAI country programs. This year's R4 analysis of out-year OE and program funding levels confirm that REDSO future resource levels will be insufficient to carry out its current tripartite role. Specifically, based on confirmation by the Bureau of the REDSO coordination role for the President's Greater Horn of Africa Initiative (GHAI) and its critical non-presence program mandate for Sudan, Somalia and Burundi, REDSO has hit the proverbial management brick wall with regard to services. The good news is that we have successfully recruited seven new USDH in a tough personnel market. The bottom line of these efforts is: four new USDH Regional Contract Officers, a third USDH Regional Legal Advisor and a USDH Deputy Controller for RFMC along with filling three critical USDH (NPC, Food Security and Supervisory PHN positions). The bad news is that OE constraints next year will force us to make USDH cuts that go far beyond the two USDH cuts (from 21 to 19) currently targeted for this FY and will necessarily reduce our service capacity.

REDSO/ESA management foresaw USDH cuts and has gotten ahead of the curve by replacing USDH technical staff with program-funded personnel to protect its core government services capability (RCO, RLA, RFMC, and FFP). As REDSO moved from 28 USDH in FY 98 (including USAID/Somalia) to 19 USDH at the end of FY 2000, we will have a profile where 12 of 19 USDH will be focused on core procurement, legal, financial and Food-for-Peace Services. In fact, at the end of FY 2001, there will only be 1 USDH technical officer (PHN) at REDSO.

However, if we receive no OE relief in FY 2000 REDSO will have to begin even further USDH cuts this fiscal year to bring down costs in the out years when OE constraints are even tighter. This means an additional 2 USDH cuts in 2000 (from the target 19 level to 17) 1 in FY 2001 (to 16) and 1 in FY 2002 (bringing the REDSO USDH workforce down to 15). Thus, in four years REDSO will have lost nearly half its USDH positions while its mandate has greatly expanded.

II. Resource Issues

The Good News

As noted above, REDSO recruited hard and well over the last year, successfully locating candidates for hard-to-fill positions signaled in last year's R4. While USDH vacancies exist (e.g., 3 RCO, 1 RLA) help is on the way in the core area. Specifically, after a lapse of more than a year, we will have an experienced Supervisory Regional Contracting Officer on board in July 2000. A second RCO is already on board and two New Entry Program RCOs arrive this summer, OE permitting. Again, dependent upon sufficient OE funds, GC has assigned a third USDH lawyer to complement our present overworked regional legal staff. A seasoned USDH controller (from Mozambique) arrives in early September to take over the deputy slot in RFMC. REDSO has also reorganized itself to optimize use of existing staff and to realize synergies in our conflict and food security portfolios. Thus, the only remaining core function gap remains with the head of the REDSO Food-for-Peace Office once the incumbent departs in May 2000.

On the program front, two new offices – The Non-Presence Country/Conflict Response Office and the Office of Food Security – have been created by consolidating smaller, disparate offices/teams in order to better reflect REDSO's GHAI mandate and to promote better teamwork and coordination. A seasoned USDH Project Development Officer recruited during the last bidding cycle heads each office. This leaves the much-needed Program Officer/PDO position (vacant for the last 18 months) as the only unfilled non-core position. We are working closely with M/HR and are confident of finding a qualified candidate this fiscal year.

The Bad News

Although USDH staff cuts (reducing REDSO from 21 to 19 in FY 2000) were not good news, this will only be the start of dismantling of REDSO's core service capacity. As our R4 OE narrative and budget tables will show, the overall Kenya complex will experience an OE shortfall of \$740,000 in 2001 and an astounding \$1.97 million in 2002. Thus, we cannot support 19 USDH at current target levels.

REDSO and USAID/Kenya have scrutinized every budget line item in an effort to not compromise critical operations. For example, we have pared non-expendable supply procurements to an absolute minimum, annually replacing only 20 computers, only 3 sets of residential furniture, and minimal office equipment/furniture. To pare this any further would simply result in much higher NXP costs in out years, when budgets will likely be even lower. This has resulted in savings of approximately \$150,000 in 2001 and another \$150,000 in 2002. Many of our other OE costs are either insignificant (printing/advisory costs, medical care costs, representational allowance, etc.) or are fixed costs which we can do little or nothing about (residential guard services, office, warehouse and residential leases, utilities, maintenance and the like). We have, over the last few years, renegotiated leases, gone to less expensive service contracts, and laid off over 70 maintenance and GSO staff to reduce these fixed costs. We can squeeze little more blood out of the operations stone.

Thus, at the individual operating unit level, personnel is the only significant area where REDSO can make significant savings of a lasting nature that will get us to the 2001 and 2002 OE levels and beyond. We have identified and converted to program funding every OE-funded position that we can legally convert without running afoul of Federal appropriations law or Agency policy. While alleviating some of our OE problems these conversions have now put considerably more pressure on our already inadequate GHAI program levels.

The only remaining choice is to cut FSN and/or USDH staff. For FSNs, the average salary is approximately \$22,000 per year. The most significant numbers of OE-funded FSN staff s in REDSO are in the Regional Financial Management Center (35 FSNs) and the Regional Procurement Office (7); the remaining FSNs are lower-paid support staff in various technical and core support offices. Thus, we would have to RIF virtually every FSN in these two key support offices to come up with the 2001 shortfall. This would result in the effective cessation of financial management or procurement support services for our 23 client missions in the region.

Regarding USDH personnel, salary and supporting benefits (housing, travel, residential utilities and maintenance) average approximately \$140,000 per year. To get to our target OE level in 2001 and 2002 we will have to begin now to reduce current USDH staff by six, that is, from 21 to 15 over the next two years.

The Implications for Services/Regional Programs:

If we receive no relief on target FY 2000 levels before June 2000, we must cancel the assignments of our third legal advisor and fourth contracting officer. Thus, we will have only two RLAs and three RCOs to service the region when requirements for additional country-coverage are increasing and where procurement concerns and statutory prohibitions are among the most complex in the world. It will mean reduced coverage and even greater vulnerabilities in the Regional Contracting Office, which administers a portfolio of \$500,000,000 and obligates approximately \$70-80 million/per year.

On the program side, we will not replace our Program Economist and Agricultural Development Officer when they depart post in 2001. We will program fund PSCs to replace these USDH positions. While a satisfactory technical solution, this will put further strain on scarce GHAI funds. Thus, we would have to scale down or even terminate some food security activities to fund the approximate 5,00,000 per year we'll need to finance these PSC contracts.

In FY 2002 we will have to eliminate our Food for Peace Office (2 USDH) and program-fund these positions with BHR monies (two such PSC positions are now being created in the FFP office). This, however, will result in far less coverage and far greater vulnerabilities for the approximately \$450 million in Title II PL 480 programs throughout the region

The cutting of six USDH from an already pared-down regional platform will lead to a very different, scaled-down REDSO operation, one where the ability to render core services (legal, contracting, financial management) and implement regional programs and initiatives are necessarily limited by the loss of USDH. Under this scenario, missions would likely have to rely on other service sources such as RCSA, Egypt, larger bilateral missions, and/or USAID/W. Further, the reduction of core USDH services staff within a skeletal staff of 15 USDH will have a negative impact on important initiatives or programs such as: (a) the \$15 million southern Sudan STAR program; (b) the surge capacity required to design and run an expanded Burundi program should there be a breakthrough in the Arusha Peace process; (c) the REDSO-managed Burundi portion of the \$35 million Great Lakes Justice Initiative; (d) GHAI programs to strengthen African capacity in conflict response and food security; and (e) the highly-regarded regional PHN portfolio including expanded HIV/AIDs under the LIFE Initiative.

Conclusion

There is good news: REDSO is restructured and staffed to carry out its GHAI/GLJI, NPC and core service mandates. When placed in the context of the target OE levels, the news turns bleak, as we won't be able to pay for the USDH capacity put in place. This implies that large parts of the REDSO management contract (either for GHAI, non-presence country portfolio, client mission services, GLJI or other) will have to be jettisoned or radically scaled down. FMIA-like vulnerabilities will rise significantly from current moderate-to-high levels to the level of material weaknesses. The toll on remaining staff will be extreme where stress and burnout will result in reduced productivity.

Accordingly, as part of the Bureau's ongoing corporate review of priority countries and programs, REDSO requests that its core service mandate is factored into the Bureau's overall OE decision-making. While the Kenya Complex's USDH-to-OE ratio is high compared to bilateral missions it must be kept in mind that the majority of these costs are attributable to core services for client missions in the ESA region (regional travel, RFMC operations, Regional Contracting Office operations and administrative support). Thus, OE relief to support USDH and FSN staff carrying out necessary legal, financial, procurement and FFP governmental functions would appear appropriate. Alternately other arrangements could be made (such as twinning) to devolve some USDH core staff or seek other sources of support to meet the needs of our 23 client USAID missions and countries in the East and Southern Africa region.

We applaud planned joint demarches by State and USAID to the Congress, as agreed to during the recent Executive Review of the Sudan ISP, to seek extra program and OE funds to support expanded USG activities in Sudan. Also, one area over which the Kenya Complex has no control is the greatly increased security costs/guard contract. Dialogue with State, OMB and the Congress to seek legislative relief to put these costs under the State security rubric and remove them from all USAID OE budgets worldwide would significantly relieve pressure on scarce OE resources. If overall OE levels remain static or shrink further, local inflation rates of 10-12 percent, periodic salary increases and rising security-related costs will force massive downsizing of our operations, with severe consequences for our development activities and for the U.S. National Interest.

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R4 Part I: Overview/Factors Affecting Program Performance

"African Institutional development is the single most important objective over the midterm ... How African institutions can be built or improved is a principal criterion for effective U.S. policy ... A sub-regional engagement within a multilateral framework is the optimal strategy to promote African security, democracy and economic reform. "

Excerpt from Strategic Assessment 1999
Institute for National Strategic Studies
National Defense University

Developments in the Region: The ESA and Greater Horn region, like most of Sub-Saharan Africa, is undergoing complex change, presenting a fluid dynamic where positive trends coexist with intractable man-made and natural disasters. Drought conditions in the Horn through much of 1999 have put millions at risk in Ethiopia, Eritrea, Somalia and Northern Kenya. Tropical cyclones hitting Mozambique and Madagascar have devastated those economies, affecting millions more. Regional economic integration of the 21-member Common Market for Eastern and Southern Africa (COMESA) has progressed well and will culminate in a Free Trade Area in October 2000. The Intergovernmental Authority on Development (IGAD) in Djibouti--while weakened by war between two principal member states, Ethiopia and Eritrea--has nevertheless continued to foster sub-regional political and economic cooperation. Regional disintegration persists, however, in the continuing conflict in eastern Congo, the Ethiopian-Eritrea war, the civil wars in Sudan and Somalia and armed insurgencies in Rwanda, Angola, Burundi and Uganda. Yet even within these conflict situations there are encouraging signs: the relative stability and prosperity of Somaliland and Puntland in northwest Somalia, indigenous reconciliation in southern Sudan, the revitalized peace processes for the DROC and Burundi, and increased food self-sufficiency in Rwanda.

While uneven, economic growth in the ESA region has been good, with many countries experiencing annual growth rates of over five percent. For the first time in twenty years, economic performance in many countries outpaced population growth, leading to increases in per capita income. Unfortunately, the HIV/AIDS pandemic ravaging the continent threatens to reverse any further social or economic gains, with vast implications for human suffering, loss of productive capacity, and the massive overburdening of social and medical services. HIV infection rates in the ESA region are among the highest in the world, with many countries averaging 10-15 percent, while some (Zambia, Zimbabwe and Botswana) are estimated at 20-25 percent or higher.

An Encouraging Year for Sub-Regional Institutions: USAID's regional African partners are demonstrating enhanced capacity to deal with the region's development challenges. REDSO's programmatic focus - centering on the GHAI principles - is beginning to pay significant dividends. The Association for Strengthening Agricultural Research in East and Central Africa (ASARECA) and its regional agricultural research networks are developing and testing pest resistant varieties that generate increased revenues and enhance small-holder production. African partners in the USAID-funded Regional Trade Analytical Agenda have generated policy dialogue among East Africa Cooperation members leading to changes such as harmonization of road engineering standards and axle-load limits, thereby reducing transport costs. The Regional Quality of Care Center at Makerere University in Uganda has brought together 244 health care professionals from 18 countries to address regional health issues, strengthen networking and share better practices.

IGAD has reinvigorated the Sudan Peace Process, leading to substantive peace talks between the Government in Khartoum and opposition groups. Other USAID support to IGAD has better prepared

member states to interact with and support each other during international trade negotiations and to gain greater benefits from participation in sub-regional and international trade systems. REDSO's quick disbursing conflict funds have made possible conferences and conflict prevention mitigation activities to deal with a variety of issues, such as conflict among pastoralists and strengthening women's roles in enhancing peace. These are but a few of the encouraging examples of increased African institutional capacity.

The U.S. National Interest and Links to the MPP: REDSO's program supports U.S. national security goals of fostering regional stability, preventing conflict and promoting free and open markets. It is fully consonant with the U.S. Mission to Kenya's MPP, which emphasizes peaceful solutions to regional conflicts, particularly in Sudan, Somalia, the Greater Horn and the Great Lakes. REDSO's humanitarian activities support the MPP goal of minimizing the human costs of conflict and natural disasters, with particular focus on Kenya, Somalia and Southern Sudan. REDSO's support to COMESA and the East Africa Community (EAC) promotes the MPP's goal of open markets and regional economic integration, which will, in turn, facilitate U.S. trade and investment and improve the climate for U.S. exports. Implementation of GHAI activities supports the MPP's emphasis on deepening democratic reforms in Kenya and the region and strengthens mechanisms to prevent, mitigate and respond to conflict.

Support to Agency Goals: REDSO's program supports the Agency's goals of broad-based economic growth and agricultural development, democracy and good governance, stabilizing population and protecting human health, and protecting the world's environment.

Progress in Implementing the Approved Strategic Plan: Significant Achievements

REDSO's top priority is implementation of the GHAI. Field implementation of the Initiative began in FY 1998 and gained significant momentum during FY 1999. The number of organizations participating in GHAI supported food security, conflict management and information activities are exceeding targets.

In partnership with IGAD, direct Internet links were provided to the offices of 72 senior level government ministries and training provided to 220 policy-makers and analysts deemed by IGAD to be of critical importance for food security and conflict. (IR 3.1)

Due to REDSO support, ASARECA now boasts a financial management system that has been certified by USAID as capable of adequately receiving, managing and reporting on donor resources. It is also now certified to award sub-grants. Other networks affiliated with ASARECA boast improved strategic planning and customer focus resulting in a research agenda more attuned to the needs in the region.(IR 3.2) Through REDSO support to agricultural research networks, new pest-resistant bean varieties have been developed. In Ethiopia 80,000 tons of these beans were produced for the European market, generating \$4 million in revenue and creating employment for 2,000 women (IR 2.2).

The establishment of the Regional Center for Quality of Health Care at Makerere University in Uganda, and the expanded network of 1,000 members have improved the capacity of decision-makers to address key health issues and enhanced regional professionals' ability to provide training on state-of-the-art topics. (IR 2.1, 2.4 and 2.5)

REDSO-financed software development led to the adoption of the National Health Accounts (NHA) model in eight ESA countries. These countries now have enhanced capacity to rationally plan and allocate health sector resources. (IR 12)

The Regional Trade Analytical Agenda (RTAA) continues to produce excellent results. Completed studies are beginning to influence decision-makers to change policies. For instance, REDSO's work on regional formal and informal trade influenced Uganda and Tanzania to sign the recent East African Community Treaty. (IR 2.3)

A REDSO-funded grant to UNDP to undertake the War Torn Societies Project in Northwest Somalia demonstrated the effectiveness of community-based planning and action in peace-building activities and has contributed to national reconciliation in Somaliland and Puntland. (IR 3.3)

Factors Influencing Progress

The volatile operating environment in the GHA region requires flexibility. In FY 2000, this may include responding to improvements in the situation in Burundi or a resolution of the Eritrea-Ethiopia border conflict. Similarly, REDSO may need to respond to a rapidly deteriorating food situation in the Horn (Ethiopia food aid needs alone are estimated at 900,000 MT in CY2000).

Conflict: Sub-regional conflict and border tensions (Ethiopia-Eritrea, Eritrea-Djibouti, Somalia-Kenya, Sudan-Uganda and Ethiopia-Somalia, among others) have compromised the ability of IGAD to carry out its regional mandate and have resulted in both internal and external divisions. In the absence of member country consensus on resolving such conflict, IGAD's political base and effectiveness has eroded over FY 1999. Likewise, conflict and cross-border incursions in the Great Lakes Region have harmed relations among COMESA countries, hampering efforts toward regional economic and social integration.

Regional Instability: REDSO services and implementation of its regional programs were affected during the first quarter of FY 1999 by the aftermath of the August 7, 1998 Nairobi and Dar es Salaam bombings, continued terrorist threats throughout the region and general insecurity (civil strife, insurrections and border wars). This prevented most TDY travel for the first quarter. Terrorist threats and separatist bombings in Kampala forced numerous U.S. Mission shutdowns and prevented travel there for several months. The Ethiopian-Eritrea war and subsequent evacuation of all non-essential U.S. personnel hampered travel to those countries for much of the first half of FY 1999. Air connections to Eritrea (which must now be made through Europe) continue to impede provision of REDSO services. Stepped-up bombings by the Khartoum government in southern Sudan, Kenya's closure of the Somalia border and insecurity in Burundi have hindered access to project sites and has slowed implementation in those non-presence countries. Finally, the physical move of the Kenya USAID Complex to safer quarters at the end of fiscal year 1999 also disrupted activities and diverted energies. Thus, regional instability resulted in many scheduled REDSO trips being deferred or canceled (which was noted in several client mission customer surveys). Noteworthy, however, is the fact that REDSO was still able to provide 85% of requested, TDYs, exceeding the target for SSO 1.

Strategic Direction and Resource Questions : REDSO made significant progress in its new strategy development in FY 1999 (the current strategy ends in FY 2000). The consultation process with partners and customers confirmed REDSO's strategic direction of focusing on regional capacity building and institutional strengthening. This focus will help break traditional dependencies on outside assistance and allow Africans to take better manage their own destinies. In addition, dialogue

with client missions confirmed the continued importance of providing quality core and technical services at a time of declining USDH staff and OE resources.

Overall Prospects

Given successes to date, there is great potential for USAID to continue to enhance African capacity in conflict prevention, mitigation and response (CPMR) , food security and population, health and nutrition (PHN).

REDSO has provided financial or technical assistance to virtually every significant peace initiative or major transnational CPMR activity in the sub-region. All represent African-led peace initiatives and success could restore stability to the Horn and to the ESA sub-region. These include the Guelleh/Djibouti initiative for the Somalia Peace Process, the IGAD/Sudan Peace Secretariat in Nairobi, the Mandela-led Arusha Peace Process for Burundi, the National Unity and Reconciliation Commission in Rwanda and the Ethiopia/Eritrea Border Demarcation Fund.

REDSO support to agricultural research networking, regional trade and transport policy harmonization and WTO training are leading to enhanced regional cooperation and prosperity. PHN networking, HIV/AIDS initiatives and capacity-building of our regional Africa partners enhance prospects for social betterment on a regional scale.

While the ESA sub-region is in many ways at a crossroads, with the potential for either increased security or further insecurity, timely REDSO/USAID regional interventions could make an all-important difference in which way the scales ultimately tip.

R4 Part II Results Review by SO

Text for SO a

Country/Organization: REDSO/ESA

Objective ID: SSO 623-001-01

Objective Name: Effective Technical and Program Support to ESA Missions

Self Assessment: Exceeding Expectations

Self Assessment Narrative: Despite continued security threats and regional conflicts, REDSO continued to deliver high quality technical and core services to missions at a level similar to FY 98. Client mission feedback included:

- - "...we are intrigued with the concept of a Regional Technical Center...Such an approach would allow Missions to substitute day-to-day PSC supervision of technical operations within a Regional Network while using scarce OE and staffing for Mission Core functions."
- - "...REDSO/ESA...represents a very strong development partner who brings institutional memory to issues. As such, other alternatives are not good substitutes."
- - "...the way the front office feels...we are quite happy with the support we have got from your direction.."
- - "Most of the comments used to describe the performance was 'excellent'. The Mission only wishes that more TDY assistance could be provided."

These comments indicate that the quality of REDSO services continues to be of high caliber. However, there were other client mission comments more clearly reflecting the dilemma with which REDSO has been struggling for three years, while dealing with an unstable strategy parameter process.

- - "...in the last several months it has been difficult to get the support we need on a timely basis."
- - Feedback on how REDSO could serve client missions better:
 - "...by increasing the number and availability of its Mission support staff."
 - "...by serving us faster."
 - "...more technical experts, better communication."

Primary Link to Strategic Agency Framework:

(please select only one)

7.4 Technical/Managerial Capacities Expanded

Secondary Link to Strategic Agency Framework:

(select as many as you require)

- | | |
|--|---|
| <input checked="" type="checkbox"/> 1.1 Private Markets | <input checked="" type="checkbox"/> 1.2 Ag Development/Food Security |
| <input checked="" type="checkbox"/> 1.3 Economic Opportunity for Poor | <input checked="" type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input checked="" type="checkbox"/> 2.2 Credible Political Processes | <input checked="" type="checkbox"/> 2.3 Politically Active Civil Society |
| <input checked="" type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development | <input checked="" type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input checked="" type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input checked="" type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input checked="" type="checkbox"/> 4.4 HIV/AIDS | <input checked="" type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input checked="" type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input checked="" type="checkbox"/> 5.5 Natural Resource Management | <input checked="" type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input checked="" type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input checked="" type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input checked="" type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input checked="" type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input checked="" type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): Regional Stability

Summary of the SO:

This SSO constitutes one of REDSO/ESA's three principal mandates and continues to achieve results through the provision of effective program and technical services for USAID bilateral missions in East and Southern Africa (ESA). Since 1973, REDSO has been a service-oriented organization staffed by experienced USAID officers and technical experts, providing support to client USAID bilateral ESA missions in a variety of sectors and disciplines. Direct beneficiaries of this SSO include 23 USAID-funded programs in the following countries: Angola, Botswana, Burundi, Comoros, Democratic Republic of Congo, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Seychelles, Somalia, South Africa, southern Sudan, Tanzania, Uganda, Zambia and Zimbabwe. Because of significant downsizing in most USAID missions, coupled with Africa-wide personnel shortages in critical backstops, REDSO's team of qualified staff has provided a critical, cost-effective means to meeting the changing needs of client USAIDs, assisting each mission to achieve its strategic objectives and results. Key to REDSO staff's effectiveness is the synergy stemming from their knowledge of problems in the region and of lessons learned which can be applied and disseminated from one USAID program to another.

REDSO provides technical services in numerous areas: conflict prevention, mitigation and response (CPMR), agriculture and food security, democracy/governance, child survival, economic growth, environment and natural resources management, population/health/nutrition and HIV/AIDS. Services are also rendered in crosscutting areas such as gender issues and monitoring, evaluation, and impact assessment. REDSO's core support services in procurement, financial management, food for peace and legal advice are instrumental to the implementation of client USAID programs, to achieving impact and results and to reducing vulnerabilities in the ESA region. Other beneficiaries of REDSO services include host country governments, inter-governmental organizations, donors, and African partner institutions at both national and

regional levels. REDSO will use Child Survival funds to finance a small expert cadre of its technical advisors to assist bilateral missions to plan, implement and evaluate effective programs across a wide spectrum of health interventions. DA/DFA funds will support technical advisors to bilateral missions in all the non-population/health Agency goal areas mentioned above.

Key Results:

Achievement of this SSO is measured by the percentage of client mission service demands met. Also, REDSO is evaluated on the blend and quality of skills provided versus the technical and program skills required. This emphasis on maintaining a high level of staff skills ensures that client missions obtain the type of assistance needed for enhanced program impact. REDSO service providers are, of necessity, well versed in Agency reengineering goals, core values, sector priorities and operational procedures, as well as in policy initiatives and the national interest.

Performance and Prospects:

Overall performance exceeded targets. REDSO's quantitative measure for management of services is, "service days performed as a percentage of service days agreed-to." The result was an 85% performance level (3,188 days performed vs. 3,734 days agreed-to), exceeding the target of 80%. An impressive performance given the many constraints - including the essential cessation of service provision in the first quarter of FY99 due to the Nairobi Embassy bombing - and the non-services responsibilities added to the REDSO program. This compares with 86% in 1998. REDSO overcame significant constraints, including personnel shortages in critical backstops, to achieve effective and timely response to client USAID missions' needs. During the past fiscal year, a major challenge was to fully integrate Greater Horn of Africa Initiative (GHAI) activities into REDSO's program. This effectively increased REDSO's Operating Year Budget (OYB) from \$10 million to \$25 million and necessitated significant internal reorganization to ensure successful implementation. The addition of substantial responsibilities for the GHAI, GLJI, doubling of the Sudan STAR program, closeout reversal of the Somalia program, and increasing demands from DRC without commensurate staff increases represent the acceleration of a trend that started gradually a few years ago. These increasing responsibilities and the prolonged REDSO strategy development process is beginning to significantly stress REDSO's ability to adequately respond to the constant demand for REDSO services in the Agency's resource-poor environment. Yet, regional missions continue to rate REDSO services positively. Comments on individual service providers include:

- "She has been instrumental in developing interest in HIV/AIDS prevention, which has become a national focus this year."
- "...invaluable input on the hyacinth monitoring proposal...immediately appreciated his quiet, even handed approach to issues, and ability to articulate needed improvements in a non-confrontational, helpful way."
- "...University of Western Cape and Venda University...Both universities are impressed by her expertise and knowledge on gender issues and are keen to work with her..."

- "...was instrumental in advancing and operationalizing the revised strategic frame work of Private Sector (SO5) to include agricultural development...enjoyed tremendous credibility among our counterparts in the Ministry of Agriculture which built a solid foundation for USAID..."

Specific examples of REDSO performance include:

Procurement Office: 275 award actions; over \$69 million obligated; a total procurement portfolio of approximately \$500 million.

Regional Financial Management Center: Served as the accounting station for 14 USAID client missions. Resident REDSO staff dedicated to these missions is not included in the total "services days performed"; notably, 83 days of key accounting services was provided to USAID/W; 6,380 vouchers for payment certified; 41,560 disbursement/advance transactions processed, and regional/bilateral obligations made totaling \$641 million dollars.

REDSO conducted region-wide courses for almost 100 participants (including those from client missions) on performance-based contracting, writing statements of work, and cognizant technical officer roles and responsibilities. Also, over 486 days of training in financial management/accounting were provided to client USAID personnel.

Problems encountered included disruptions due to continued security threats, temporary mission closures in Eritrea, Ethiopia and Uganda, and intermittent travel restrictions within the ESA region, many due to conflict. Also, because of security reasons, REDSO and USAID/Kenya were required – at the busy end of the fiscal year -- to undertake a disruptive physical move from the USAID office building to a more secure interim building outside Nairobi. Although space constraints have improved with the completion of the interim office building annex in February 2000, working conditions continued to be difficult throughout the past year. Recruiting for key REDSO staff in the wake of the August 1998 Embassy bombing has also been problematic and will likely continue to be so. Yet another challenge is to maintain an ever leaner staff that matches ESA client mission needs with those of REDSO's substantially increased regional program responsibilities.

Possible Adjustments to Plans:

For much of the rest of FY 2000 REDSO will focus on finalizing a new strategy to better integrate the GHAI into our regional program, updating the Somalia ISP, supplying core services to client missions, while providing those technical and programmatic services that appear critical for ESA missions. With the increasing severe constraints on staff numbers and OE, REDSO will persist in identifying the highest priorities against which to program limited staff and program resources. If the trend of increased responsibilities without more resources continues, it is unlikely that REDSO will be able to provide the same level of assistance to ESA missions as now.

Other Donor Programs:

USAID staff regularly work with governmental and donor agencies at the bilateral and regional level to ensure effective donor coordination and programming of scarce development resources.

Major Contractors and Grantees:

In addition to a cadre of Foreign Service Officers and Personal Services Contractors, a variety of fellows and institutional contractors implement this SO. These in-house skills have been supplemented with local short-term contracts in specific fields. Contractors and agencies include the American Association for the Advancement of Science (AAAS), University of Missouri, the Center for Development and Population Activities (CEDPA), Johns Hopkins University, U.S. Department of Agriculture and the Army Corps of Engineers.

Performance Data Table

Objective Name: SO#2: Increased Utilization of Critical Information by USAID and Other Decision-Makers in the Region - Population, Health and Nutrition				
Objective ID: SO#2				
Approved: 6/95		Country/Organization:		
Result Name: Intermediate Result 2.1: Improved Availability of Regional Information in Priority Development Areas				
Indicator: Presence of Appropriate Data Bases in Priority Development Areas				
Unit of Measure: Number of Databases		Year	Planned	Actual
Source: Quarterly reports from implementing partners		1994	0	0
Indicator/Description: Databases including mailing lists, program indicators, assessments and situation analyses. For example: quality of care network database finalized and institutionalized in Regional Center for Quality of Care; data base developed for quality of care study on use of female condoms and male condom replacement issues; national Adolescent Reproductive Health (ARH) needs assessments conducted in three countries; assessment of community-based health insurance schemes undertaken in Uganda, Tanzania and Kenya; assessment of successful regional community-based nutrition interventions conducted.		1995	0	4
		1996	6	8
		1997	4	25
		1998	*	27
		1999	29	32
		2000	32	
		Comments: * In 1998 no planned figures were provided because a new SO with new indicators was proposed that would provide more direct measurement of SO results. An updated version of this strategic objective is currently under development.		

Text for SO b

Country/Organization: REDSO/ESA

Objective ID: 623-002-01

Objective Name: Increased Utilization of Critical Information by USAID and Other Decision-Makers in the Region

Self Assessment: Exceeding Expectations

Self Assessment Narrative: REDSO's Population, Health, Nutrition (PHN), Agriculture, Environment/Natural Resources Management (E/NRM) and Economic Growth activities over the past year have in most cases exceeded all anticipated program targets. Partnerships continue to expand among African professionals, policy makers, and other donors, facilitating enhanced utilization of critical information throughout the region.

Primary Link to Strategic Agency Framework:

(please select only one)

7.3 Commitment to Sustainable Dvlpmt Assured

Secondary Link to Strategic Agency Framework:

(select as many as you require)

- | | |
|--|--|
| <input checked="" type="checkbox"/> 1.1 Private Markets | <input checked="" type="checkbox"/> 1.2 Ag Development/Food Security |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor | <input checked="" type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input checked="" type="checkbox"/> 2.3 Politically Active Civil Society |
| <input checked="" type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development | <input checked="" type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input checked="" type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input checked="" type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input checked="" type="checkbox"/> 4.4 HIV/AIDS | <input checked="" type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input checked="" type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input checked="" type="checkbox"/> 5.5 Natural Resource Management | <input checked="" type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input checked="" type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Humanitarian Response

Primary Link to MPP Goals: Regional Stability

Secondary Link to MPP Goals (optional): Economic Development

Summary of the SO:

This Strategic Objective (SO) supports the Agency's strategic goals through increased availability and use of critical information on development issues having regional and global significance. REDSO is fostering greater collaboration among partners in the region and contributing to more effective problem solving by decision-makers through the dissemination and replication of proven models, practices and development solutions. Beneficiaries include governments, institutions and regional organizations, with benefits ultimately accruing to persons throughout the region. Intermediate results (IRs) in selected Agency goal areas targeted by this SO include: (1) Improved availability of regional information in priority development areas; (2) Improved models, approaches and technologies for use in priority development areas; (3) Enhanced dissemination of critical regional development information; (4) Increased regional collaboration to address critical regional development issues; and, (5) Strengthened human and institutional capacity to generate, analyze and use critical regional development information. Child survival funds support the regional dissemination of better practices to improve the quality of programs in: immunization, infectious disease, maternal and child health, and nutrition. DA funds support regional networking and strengthening of institutions involved in family planning, reproductive health and HIV/AIDS programs.

Key Results:

Program targets were exceeded for all reported IRs. Significant results for achievement of the SO are found in IRs 2.2 and 2.3 with the dissemination of critical information and the application of new models and technologies.

Performance and Prospects:

Result 2.1: Improved Availability of Regional Information in Priority Development Areas

Population, Health and Nutrition: REDSO's health networks showed several successes: the number of databases in priority development areas increased to 32 in 1999, exceeding the program target of 29. A database of over 1,000 network members was established at the new Regional Center for Quality of Health Care at Makerere University, Uganda to facilitate dissemination of information, support fundraising efforts and Center consulting needs. REDSO's health networks improved the capacity of decision-makers to implement programs to address key health issues. For example, adolescent reproductive health needs assessments have influenced activity programming in three countries. A review of successful community-based nutrition interventions in three countries identified better practices for regional application.

Result 2.2: Improved Models, Approaches and Technologies for Use in Priority Development Areas

Environment/Natural Resource Management: REDSO facilitated the testing of the Global Bureau's Integrated Modeling and Assessment System (IMAS), which applies a spatial computer model to analyze ecosystem level interactions between humans, wildlife, vegetation and climate. Of potential utility for land use planning in large areas of the East and Southern Africa region, IMAS is being tested in the Mara-Serengeti ecosystem, a representative microcosm of ESA

savannahbio-spheres. Regional technical specialists reviewed IMAS and made concrete recommendations on involving local communities and providing more information on human/wildlife interactions to strengthen this land use planning tool.

Agriculture: Networks associated with the Association for Strengthening Agricultural Research in East and Central Africa (ASARECA) continue to produce new varieties that are being tested and used on-farm throughout the region. Last year approximately 120,000 farmers adopted new varieties developed and tested by the bean network (ECABREN). Due to ECABREN's development of pest resistant strains, Ethiopia produced 80,000 tons of white pea beans for the European market. One exporter generated \$4 million of revenue for the Ethiopian economy by supplying 10,000 tons for export from small farmer out growers' production. Also, two thousand women have seasonal employment sorting and packaging the beans for export.

Population, Health and Nutrition: REDSO exceeded program targets in 1999. Thirty-five models and technologies have been disseminated and applied across borders against a planned target of 31. A guide entitled "Essentials of Maternal and Child Nutrition" was produced which is enhancing the quality of systems and services throughout the region. Health care financing activities are increasing the efficient use and equitable distribution of resources. To facilitate adoption of financing mechanisms such as Community-Based Health Insurance (CBHI) schemes, managers in the region were trained in new software to support scheme planning, implementation and management. Also, use of the National Health Accounts (NHA) model in eight countries was facilitated by introducing appropriate software to facilitate planning and allocation of resources to health.

Result 2.3: Enhanced Dissemination of Critical Regional Development Information

Economic Growth: The Regional Trade Analytical Agenda (RTAA), continues to produce excellent results. The indicator target of 459 was exceeded two times with 1,466 persons/institutions having received critical economic growth information. In 1999, achievements include: the creation of a commercial Transporters Association in Uganda to focus on analysis and policy dialogue with stakeholders in the region; common road engineering standards and axle-load limits continue to be harmonized and enforced and the creation of a "Roads Board Authority" in Kenya as a model other GHA countries are considering adopting. Other results where RTAA activities were influential include: the formation of a Small Traders Association in Zambia; the signing of the East African Community (EAC) treaty in November 1999; and the creation of an investment agency for the Common Market for Eastern and Southern Africa (COMESA). A series of information-sharing sessions and a REDSO-funded World Trade Organization (WTO) guide are preparing ESA countries to position themselves to respond to the challenges of regional and WTO agreements.

Result 2.4: Increased Regional Collaboration to Address Critical Regional Development Issues

Economic Growth: As a result of REDSO support, Intergovernmental Authority on Development (IGAD) member states have increased capacity to collaborate on regional and global trade. Member states developed a negotiated statement submitted to their own governments and donors pressing IGAD to organize training in commercial diplomacy, trade

policy, trade data development, and commodity market development focusing on standards harmonization consistent with WTO obligations. Furthermore, IGAD member states demonstrated their greater capacity to present their positions during trade negotiations at the G77 in Marrakesh and the WTO meetings in Seattle.

Population, Health and Nutrition: The number of stakeholders collaborating to address critical regional PHN issues increased from 1,084 in 1998 to 1,434, exceeding the program target. An excellent example of REDSO's success in facilitating collaboration among African stakeholders is the recent opening of the Regional Center for Quality of Care. The Center will provide leadership in building regional capacity through approaches such as networking, strategic partnerships and education. It will also provide training and technical assistance in critical areas such as HIV/AIDS, reproductive health, maternal and child health, and infectious disease. Two hundred and forty-four health care professionals from 18 ESA countries attended the week-long Inaugural of the Center where regional health issues and better practices were shared. Country teams produced "to do" lists that outlined opportunities and plans for coordinated approaches for applying these best practices.

Result 2.5: Strengthened Human and Institutional Capacities to Generate, Analyze and Use Critical Regional Development Information

Population, Health and Nutrition: The number of institutions increased from 46 to 198, above the planned target of 50. One hundred twenty institutions attending the regional Quality of Care Workshop were exposed to the latest technical information and successful approaches on critical regional health issues. The quality of care network also supported training courses on "Economic Evaluation", "Logistics Support for Quality of Care", and "Consultant Skills Development" to provide partners with skills to improve regional programs.

E/NRM: In environmental assessments, REDSO used the strengthened capacity of African trainers to train 120 more people in 45 organizations. In Ethiopia, PVOs undertook a Programmatic Environmental Assessment (PEA) of Small-Scale Irrigation; now used elsewhere as a model of how to do PEAs. Based on a USAID Environmental Manual with excessive detail for field staff, a group of PVOs have produced their own field guide for designing and managing Title II food aid programs. A Tanzanian, cultivated by REDSO, has been elected to the Board of the International Association of Impact Assessment, a prestigious professional society.

Possible Adjustments to Plans:

A new strategy will eventually be developed and this SO will be dropped.

Other Donor Programs:

REDSO's activities are attracting support from the European Union, the African Development Bank, the World Bank, the International Monetary Fund, the East Africa Cooperation, several UN agencies, Sweden, Canada, International Planned Parenthood Foundation, the International Development Research Center and the Rockefeller Foundation.

Major Contractors and Grantees:

Bureau of the Census, Center for African Family Studies, COMESA, CRHCS, ESABO, Family Health International, Family Planning Logistics Management Project, IGAD, IRG, Johns

Hopkins University, Linkages Project, OAU/IBAR, Pathfinder International, Project for Health Reform, Quality Assurance Project, Rational Pharmaceutical Management Project, TechnoServe, Tellus Institute, University of Rhode Island, USDA.

Performance Data Table

Objective Name: SO#2: Increased Utilization of Critical Information by USAID and Other Decision-Makers in the Region - Population, Health and Nutrition			
Objective ID: SO#2			
Approved: 6/95		Country/Organization:	
Result Name: Intermediate Result 2.1: Improved Availability of Regional Information in Priority Development Areas			
Indicator: Presence of Appropriate Data Bases in Priority Development Areas			
Unit of Measure: Number of Databases	Year	Planned	Actual
Source: Quarterly reports from implementing partners	1994	0	0
Indicator/Description: Databases including mailing lists, program indicators, assessments and situation analyses. For example: quality of care network database finalized and institutionalized in Regional Center for Quality of Care; data base developed for quality of care study on use of female condoms and male condom replacement issues; national Adolescent Reproductive Health (ARH) needs assessments conducted in three countries; assessment of community-based health insurance schemes undertaken in Uganda, Tanzania and Kenya; assessment of successful regional community-based nutrition interventions conducted.	1995	0	4
	1996	6	8
	1997	4	25
	1998	*	27
	1999	29	32
	2000	32	
	Comments: * In 1998 no planned figures were provided because a new SO with new indicators was proposed that would provide more direct measurement of SO results. An updated version of this strategic objective is currently under development.		

Performance Data Table

Objective Name: :SO #2: Increased Utilization of Critical Information by USAID and Other Decision-makers in the Region -- Economic Growth			
Objective ID: SO #2			
Approved: 6/95	Country/Organization: REDSO/ESA		
Result Name: IR 2.3: Enhanced dissemination of critical regional development information -- Regional Trade Analytical Activity (RTAA); Regional Investor Roadmap; World Trade Organization (WTO) activities; Esetern and Southern Africa Business Organization (ESABO); and All Africa Businesswomens Association (AABA).			
Indicator: Number of persons and institutions receiving critical regional development information.			
Unit of Measure: Number of persons and institutions receiving critical regional development information.	Year	Planned	Actual
	1993		0
Source: Quarterly reports and records from program implementors include: RTAA-Publications and workshop reports; regional meetings and dialogue, Investor Roadmaps; WTO; ESABO; and AABA reports.	1994	50	80
	1995	100	225
	1996	350	577
	1997	650	1166
	1998	875	965
Indicator/Description: Number of persons/institutions attending workshops, meetings and receiving publications.	1999	459	1466
<p>Comments: The significant difference from the planned target (459) and the actual (1466), was as a result of:</p> <p>Increased demand for RTAA analyses for use by decision-makers of regional institutions [East African Community (EAC), and Common Market for Eastern and Southern Africa (COMESA)] who were anxious for member states to sign "free trade area" treaties. In addition, there was an increased involvement by African experts of the program to share and release a number of publications on the general opening of borders, reform and liberalization progress in the Eastern and Southern Africa (ESA) region.</p> <p>Effective and strategic outreach programs disseminated the information from the Informal Cross-Border Trade and Cost of Transportation Studies to interested stakeholders in a position to effect reforms.</p> <p>The launch of the WTO capacity building and information dissemination workshops.</p> <p>A one-time series of training workshops addressing potential Y2K computer problems to 400 systems managers .</p> <p>An updated version of this strategic objective is currently under development.</p>			

Performance Data Table

Objective Name: SO#2: Increased Utilization of Critical Information by USAID and Other Decision-Makers in the Region - Population, Health and Nutrition			
Objective ID: SO#2			
Approved: 6/95		Country/Organization: REDSO/ESA	
Result Name: Intermediate Result 2.4: Increased Regional Collaboration to Address Critical Regional Development Issues			
Indicator: Number of Stakeholders Collaborating to Address Critical Regional Development Issues			
Unit of Measure: Number	Year	Planned	Actual
Source: TDYs, participating Missions, reports, meetings/workshop/study tour participants	1994	12	14
	1995	17	21
Indicator/Description: Number of Missions and other stakeholders who are collaborating in regional cross-border activities to address critical regional development issues. For example, the quality of care network orchestrated the collaboration of 7 cooperating agencies and Makerere University staff to develop the Graduate Diploma Course for Quality of Health Care; 1,000 network members support ongoing quality of care efforts; 244 participants attended a regional State of the Art Quality of Care workshop in Entebbe, Uganda; 60 individuals attended a satellite workshop at the International Conference on AIDS in Sub-Saharan Africa (ICASA), 80 persons attended two quality of care malaria meetings; 50 persons participated in a workshop in Addis Ababa, Ethiopia to examine nutrition and food security.	1996	35	56
	1997	65	213
	1998	*	1,084
	1999	1,400	1,434
	2000	1,500	
Comments: * In 1998 no planned figures were provided because a new SO with new indicators was proposed that would provide more direct measurement of SO results. An updated version of this strategic objective is currently under development.			

Performance Data Table

Objective Name: SO#2: Increased Utilization of Critical Information by USAID and Other Decision-Makers in the Region - Population, Health and Nutrition			
Objective ID: SO#2			
Approved: 6/95		Country/Organization: REDSO/ESA	
Result Name: Intermediate Result 2.5: Strengthened Human and Institutional Capacity to Generate, Analyze and Use Critical Regional Development Information			
Indicator: Number of Institutions With Strengthened Human and Organizational Capacity to Generate, Analyze and Use Critical Regional Development Information			
Unit of Measure: Number	Year	Planned	Actual
Source: TDYs, participating Missions, reports	1994	1	1
Indicator/Description: Number of institutions with strengthened human and organizational capacity to generate, analyze and use critical regional development information. For example: 120 institutions attended the regional Quality of Care State of the Art meeting in 3/00; 20 organizations attended the malaria meeting at Blantyre, Malawi; 30 organizations participated in a Center for African Family Studies (CAFS) NGO meeting; 16 institutions benefited from a logistics conference; 12 organizations benefitted from training in economic evaluation and innovative training.	1995	5	12
	1996	18	23
	1997	30	42
	1998	*	46
	1999	50	198
	2000	52	
	Comments: * In 1998 no planned figures were provided because a new SO with new indicators was proposed that would provide more direct measurement of SO results. An updated version of this strategic objective is currently under development.		

Text for SO c

Country/Organization: REDSO/ESA

Objective ID: 623-003-01

Objective Name: Establishing a Strong Basis for Implementation of the Greater Horn of Africa Initiative (GHAI)

Self Assessment: Exceeding Expectations

Self Assessment Narrative: Full implementation of the GHAI began in FY98 and progress gathered significant momentum during FY99. The reporting year saw an increase in the number of African institutions that are being strengthened to conduct food security, conflict management and information activities--in most cases exceeding targets.

Primary Link to Strategic Agency Framework:

(please select only one)

7.4 Technical/Managerial Capacities Expanded

Secondary Link to Strategic Agency Framework:

(select as many as you require)

- | | |
|--|--|
| <input checked="" type="checkbox"/> 1.1 Private Markets | <input checked="" type="checkbox"/> 1.2 Ag Development/Food Security |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor | <input type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input checked="" type="checkbox"/> 2.3 Politically Active Civil Society |
| <input checked="" type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input checked="" type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input type="checkbox"/> 4.4 HIV/AIDS | <input type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input checked="" type="checkbox"/> 5.5 Natural Resource Management | <input checked="" type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input checked="" type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input checked="" type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input checked="" type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input checked="" type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Humanitarian Response

Primary Link to MPP Goals: Regional Stability

Secondary Link to MPP Goals (optional): Humanitarian Assistance

Summary of the SO:

The purpose of this SO is to create a platform within REDSO to assume the responsibility for implementation of the Greater Horn of Africa Initiative (GHAI). That platform has been established and this SO narrative reports on that implementation. REDSO is in the process of developing a new strategic plan to more accurately capture its success in the current SO as well as to establish activities for the next five years. The direct beneficiaries of this SO are the institutions and organizations strengthened by USAID-funded programs; the ultimate customers are the people of the GHA who will benefit through activities that increase African capacity to improve food security, prevent and mitigate conflict and share developmentally strategic information. The principal intermediate results to achieve this objective are: (1) regional information on food security and conflict accessible to African implementors and policy makers; (2) African institutions strengthened in the areas of food security and conflict management; and (3) pilot activities in conflict mitigation tested to establish best practices. REDSO will use Child Survival (CS) funds to strengthen African capacity to implement nutrition and other child survival interventions. DA/DFA Funds will be used for all other activities under this SO.

Key Results:

Groundwork for GHAI implementation done in previous years began bearing fruit in FY99. This SO met or exceeded its targets on three important indicators. Key results include meeting the target for African entities connected to the Internet and exceeding the target for strengthened African organizations working on food security and conflict management and the target for pilot activities under implementation to identify conflict best practices.

Performance and Prospects:

Result 3.1: Regional Information on Food Security and Conflict Accessible to African Implementors and Policy Makers. REDSO met its target in 1999. In partnership with the Intergovernmental Authority on Development (IGAD), direct Internet links have been provided to the offices of 72 senior level government ministries identified as critical for food security and conflict policymaking. In these offices, 220 users were trained in the use of Internet.

A priority for REDSO is providing access to food security and conflict management information for non-government entities. Through collaboration with the Leland Initiative, information infrastructure and training was provided to non-governmental entities in Rwanda and Tanzania. In Rwanda, the electronic connectivity capacity of the national university -- which was destroyed in the genocide -- is being rebuilt. In Tanzania, 85 NGO members were trained in the use of Internet technology; these representatives are now each training at least 10 other individuals.

Result 3.2: African organizations strengthened in the areas of food security and conflict management. REDSO exceeded its targets in 1999 by nearly 30% (planned 11, actual 14). Evidence of enhanced organizational and/or technical capacity is being observed in a diverse set of partners. The capacity strengthening work with IGAD, the Association for Strengthening Agricultural Research in East and Central Africa (ASARECA) and the Common Market for East and Southern Africa (COMESA) reported last year is continuing. Eleven other organizations are being strengthened through financial and/or technical assistance. With the award of several grants through the Institutional Strengthening and Grantmaking (ISGM) Program in late 1999, REDSO expects to reap even greater results on this front in the coming year.

One illustration of IGAD's growing institutional capacity is the success it has achieved in the field of international trade negotiations. REDSO funded workshops to assist delegates from IGAD member states to be better prepared and interact with and support each other during trade negotiations. Visible results of the training include the increased ability and confidence of IGAD staff to organize trade-related and other training programs within IGAD's mandate and significantly improved understanding by member states of the multilateral trading system and their ability to gain greater national and regional benefits from participation in this system. At the World Trade Organization negotiations, IGAD state delegates were noted by other African and developing country nations as being among the best prepared and most collaborative.

REDSO assisted COMESA in activities that have improved its capacity to deal with the economic impacts of conflict in the GHA region, including strengthening its Court of Justice. Considerable strides have been made in strengthening the financial management and procurement capacity of the ASARECA Secretariat this past year. Through training and technical assistance, ASARECA now boasts a financial management system that has been certified by USAID as capable of adequately receiving, managing and reporting on donor resources. It is also now certified to award sub-grants. Other networks affiliated with ASARECA boast of improved strategic planning and customer focus.

Using CS funds, REDSO support for the dissemination of quality assurance tools and methodologies directly enhanced management systems and technical methodologies of four regional nutrition-oriented institutions (Tanzania Food and Nutrition Center, Commonwealth Regional Health Community Secretariat, Applied Nutrition Program, Community Based Nutrition Program). The approach combined a regional training workshop with carefully targeted follow-on technical assistance to these regional institutions. It has contributed significantly to the improved quality of regional nutrition programs and activities as well as strengthened capacity in nutritional data analysis and advocacy.

By providing in-depth training in the principles of Linking Relief and Development, REDSO helped to strengthen seven organizations engaged in food security and conflict management work in the GHA region. Participants learned to use two analytical frameworks to identify programming options that more effectively link relief and development interventions. The organizations have reported that the application of these tools has improved the quality of their food security and conflict management activities. It is notable that this strengthening has occurred without a direct financial contribution by REDSO but through technical assistance and on-going partnerships.

Result 3.3: Pilot activities in conflict mitigation tested to establish best practices. REDSO vastly exceeded its targets in 1999 for this IR: the target was eight and a total of 15 activities have been or are being supported in order to identify "best practices" for further testing under the Peacebuilding Program. National peace conferences as well as people-to-people level reconciliation conferences seem to have promise. IGAD has re-invigorated the Sudan peace process through the establishment of a Secretariat and appointment of a Special Envoy based in Nairobi. The talks have not yet led to new agreements, but the parties are still talking. The Dinka-Nuer peace conference in southern Sudan led to an agreement calling for a permanent

cessation of hostilities between these two long-warring parties. The success of this meeting has led to similar successful meetings among the Nuer.

REDSO has also sought to address issues at a national level as a means of responding to past, and preventing future, conflict. Assistance to the Pastoralist Peace Forum through the Kenya Human Rights Commission has strengthened the ability of often marginalized pastoralists to contribute to national policy dialogue, including the Constitutional reform debate. Support has also been provided for the launch of the National Unity and Reconciliation Commission in Rwanda to assist this ground-breaking entity to develop civic education material and monitor the *gacaca* process (a traditional dispute resolution process). On another front, REDSO support has accelerated an amnesty program in Uganda between the government and rebel forces through sensitization and mobilization of the Acholi in the north by ensuring the local population can be full participants in the amnesty program. When a jurisdictional dispute arose in the course of implementation, the ready availability of funds encouraged the rapid resolution of the dispute.

A number of best practices have been identified out of work in pastoralist zones in the GHA. For example, the War Torn Societies Project in Somaliland and Puntland has demonstrated the effectiveness of community-based planning and action in peacebuilding activities. The Border Harmonization Activity undertaken by the Organization of Africa Unity's Inter-African Bureau for Animal Resources (OAU/IBAR) demonstrates the importance of looking at conflict from a multi-sector perspective as well as capitalizing on the role of influential community members. In this case, elders were used to address conflicts in pastoralist areas that were impeding the delivery of veterinary services.

A core principle of GHAI is doing business differently. Sometimes this means taking risks which do not always succeed--especially when supporting pilot activities. An example is the African Dialogue Center, from which REDSO has withdrawn assistance. This promising organization did not live up to expectations due to lack of effective organizational and management capacity.

Possible Adjustments to Plans:

The volatile operating environment in the GHA region requires that REDSO be prepared to respond flexibly to changes that occur. In the next reporting period such flexibility may include responding to improvements in the situation in Burundi and a resolution of the Eritrea-Ethiopia border conflict. Similarly, there may be a need to respond to a rapidly deteriorating food situation in the Horn. Provision of full funding from GHAI funds for the southern Sudan and Somalia DA programs in FY2000 and FY2001 will necessitate scaling back planned support for other regional food security, conflict, and information activities.

Other Donor Programs:

The contributions of other donors, GHA governments, and African organizations are central to the achievement of this SO. For example, USAID cooperates with other donors in all of its support to IGAD; the German, Italian, Norwegian governments along with the European Union provide significant technical assistance and substantive contributions to IGAD. GHAI was designed to leverage financial and technical resources from other sources--both within USAID and without. Partnership with other entities is central to the success of GHAI.

Major Contractors and Grantees:

IGAD is one of REDSO's key partners. PACT manages the ISGM program and provides technical assistance to ISGM grantees. Other partners include COMESA, ASARECA, Academy for Educational Development, and Management Systems International.

Performance Data Table

Objective Name: Establish a Strong Basis for Implementation of the Greater Horn of Africa Initiative (GHAI)			
Objective ID: 623-003-01			
Approved: 6/95		Country/Organization: REDSO/ESA	
Result Name: Intermediate Result 3.1: Regional Information on Food Security and Conflict Accessible to African Implementors and Policymakers.			
Indicator: Government Ministries Connected to the Internet			
Unit of Measure: Number of African Entities (Cumulative)	Year	Planned	Actual
Source: REDSO/ESA Activity Reports	1998	N/A	36
Indicator/Description: Self-explanatory	1999	72	72
	2000	102	
	2001	132	
	2002	162	
<p>Comments: Within the 72 ministries in the IGAD sub-region connected to the Internet, there are 220 users actively using Internet technology to access and disseminate information on food security and conflict prevention and mitigation. This indicator does not capture the provision of Internet connectivity and training that REDSO/ESA has provided for non-government entities. For example, in Tanzania SO3 has provided training in the use of the Internet to 85 NGO representatives. This will eventually result in 850 new users of Internet technology.</p> <p>A connection to the Internet has in the last few years become a critically necessary condition for the effective sharing of information, particularly in the Greater Horn of Africa (GHA). Hence the selection of this particular indicator.</p> <p>An updated version of this strategic objective is currently under development.</p>			

Performance Data Table

Objective Name: Establish a Strong Basis for Implementation of the Greater Horn of Africa Initiative (GHAI)			
Objective ID: 623-003-01			
Approved: 6/95	Country/Organization: REDSO/ESA		
Result Name: Intermediate Result 3.2: African Organizations Strengthened in the Areas of Food Security and Conflict Management			
Indicator: Number of Strengthened African Organizations Working on Food Security and Conflict Management			
Unit of Measure: Number of African Organizations (cumulative)	Year	Planned	Actual
	1997	6	6
Source: REDSO/ESA Activity Reports	1998	N/A	9
Indicator/Description: This indicator includes organizations receiving support to strengthen their capacity that will be on-going for several years.	1999	11	14
	2000	18	
	2001	25	
	2002	30	
<p>Comments: REDSO is working with some organizations included in this indicator in several sectors or on multiple activities. For example, REDSO continued to support the core institutional strengthening of the Intergovernment Authority on Development (IGAD) through the development of financial reporting systems and strategic coordination with partners. REDSO is also supporting the institutional strengthening of IGAD through seven project profiles in food security, conflict management and information. A similar situation exists with the Common Market for East and Southern African (COMESA) and the Association for Strengthening Agricultural Research in East and Central Africa (ASARECA). In this indicator IGAD, COMESA and ASARECA are reported in the same manner as an organization that is receiving strengthening support in a single sector.</p> <p>--This year's performance includes organizations that may not receive direct financial support from SO3 but have been beneficiaries of significant REDSO technical support. For example, REDSO staff have provided extensive training in the principles of Linking Relief and Development to several organizations in the GHA region, including the Kenya Red Cross. This training has strengthened the capacity of the organizations to practice the GHAI principles and to implement food security and conflict management programming in the complex operating environment of the region.</p> <p>--Organizations included here have demonstrated either enhanced organizational or improved technical capacity. This enhanced capacity is based on anecdotal reports rather than on standardized measures of capacity. Conflict Pilot Activities Fund (CPAF), Conflict Quick Response Fund (CQUICK) and Institutional Support and Grant Making Fund (ISGM) grantees are not included this year.</p>			

Performance Data Table

Objective Name: Establish a Strong Basis for Implementation of the Greater Horn of Africa Initiative (GHAI)			
Objective ID: 623-003-01			
Approved: 6/95		Country/Organization: REDSO/ESA	
Result Name: Intermediate Result 3.3: Pilot Activities in Conflict Mitigation Tested to Establish Best Practices			
Indicator: Number of Activities Implemented with Best Practices Identified			
Unit of Measure: Number of activities (cumulative)	Year	Planned	Actual
Source: REDSO/ESA Activity Reports	1998	N/A	5
Indicator/Description: This indicator includes activities in progress. Initial best practices have been identified from activities that are completed or on-going. These best practices will be tested for their replicability or applicability in other contexts beginning in FY00.	1999	8	15
	2000	20	
	2001	25	
	2002	30	
<p>Comments: A significant reason this SO dramatically exceeded its targets this year was due to the commencement of the Institutional Strengthening and Grantmaking (ISGM) program, the Conflict Quick Response Fund, and the Conflict Pilot Activities Fund. As a result of performance to date, REDSO/ESA has revised its targets upward for this indicator.</p> <p>This indicator will likely be maintained under REDSO's new strategy currently under development.</p> <p>The activities and best practices included in this indicator are diverse in nature. They include identification of theoretical or substantive approaches that have promise as well as administrative/procedural best practices. An example of the former is the value of national-level peace talks and people-to-people reconciliation efforts. Another example gleaned from a grant to the Centre for Conflict Resolution in Uganda is the importance of mobilizing journalists and other media as a means of peacebuilding. In the latter case, REDSO has learned through the establishment of the Conflict Funds that rapid, flexible response mechanisms are necessary to respond to African priorities in the conflict sub-sector. Similarly, the ready availability of funds can facilitate the resolution of implementation problems, as was seen with the Acholiland amnesty sensitization program in northern Uganda.</p> <p>An updated version of this strategic objective is currently under development.</p>			

R4 Part III: Resource Request

Resource Request

During the last two years, REDSO/ESA has structured itself to integrate two approved strategies: the REDSO regional strategy and the GHAI strategic plan. The reporting year saw an increase in the number of African institutions that are being strengthened to conduct food security, conflict management and information activities--in most cases exceeding targets. The REDSO strategy ends this fiscal year. While the mission has made significant progress in developing a new strategy, many unresolved uncertainties (program levels, sector control levels, OE budget and staffing) have prevented its completion. REDSO therefore continues to request funds for FYs 2000, 2001 and 2002 against its current approved strategic framework. [NOTE: current planning with AFR/DP is for REDSO to submit a revised strategy in early- to mid-June, 2000.]

Despite significant staff time dedicated to developing the new strategy REDSO has been successful across all its SOs, meeting or exceeding targets this past year. In SSO 1, REDSO surpassed the target for service provision to client USAID missions. In SO 2 REDSO's Population, Health, Nutrition (PHN), Agriculture, Environment/Natural Resources Management (E/NRM) and Economic Growth activities over the past year have in most cases exceeded all anticipated program targets. In SO 3 the reporting year saw an increase in the number of African institutions that are being strengthened to conduct food security, conflict management and information activities--in most cases exceeding targets. This all took place while taking on expanded regional implementation activities in strengthening regional partners (e.g., IGAD, COMESA, ASARECA and CRHCS). However, with the sector controls we have received for FY 2000 and FY 2001, there are major disconnects between the funding available and efforts needed to have a regional impact in conflict and food security. This is due to greatly decreased EG and DG funds availability. REDSO will thus be forced to cut back on GHAI program-funded activities. Instead of the Agency's annual \$15.0 million marker for the GHAI program, only \$7.5 million in FY 2000 and \$9.0 million in 2001 is available since \$6.0 million of GHAI funds will finance the country-specific programs in Somalia and Sudan for these two years.

Until a new strategy is in place, REDSO/ESA will continue to be guided by the GHAI and REDSO strategic frameworks, which include the provision of a wide range of core and technical services under SSO 1. Further, REDSO/ESA, under its SO 2, will continue to fund and implement a variety of activities that provide a regional "value-added" to bilateral programs and address development problems that are regional in nature and complement the GHAI. REDSO/ESA's mandate to manage and implement the GHAI is captured under SO 3. Management of non-presence country (NPC) programs (Sudan, Somalia and Burundi), including oversight of approximately \$240 million of humanitarian assistance will continue under the Sudan and Somalia Integrated Strategic Plans (ISPs). These ISPs and the attached R4-like annexes for Sudan and Somalia have supplanted REDSO/ESA's former SSO 4.

REDSO/ESA's program funding requests of \$24.26 million and \$25.17 million match the AFR/DP program control figures for FY 2000 and FY 2001, respectively. Of the \$24.26 million request for FY 2000, \$13.56 million is directly supportive of GHAI programs. Of this, \$6.0 million is for DA funded activities in Somalia and Sudan (\$3.0 million each) and \$7.56 million will finance other GHAI regional activities. Finally, \$10.697 million will fund core and technical services for ESA bilateral missions and a regional program, including PHN activities, that complements the GHAI.

REDSO/ESA's FY 2001 program funding request is for \$25.17 million, of which \$15.0 will directly support GHAI activities (including Somalia and Sudan, again at \$3.0 million each). The difference of \$ 10.17 million will fund core and technical services for ESA bilateral missions and a regional program that complements the GHAI. Funding of \$33.66 million is requested for FY 2002, of which \$15.22 million will be to support GHAI, \$6.0 million is for Sudan and Somalia programs and \$12.44 million is for our a regional program that complements the GHAI.

The detailed budget request for FYs 2000, 2001 and 2002 are in the attached Program Request Tables.

REDSO is meeting or exceeding important target results under its current strategic plan:

SSO 1: Effective Technical and Program Support to ESA Missions - Under SSO 1, REDSO/ESA plans to continue providing core services (contracting, financial management, legal and Food for Peace) and technical support to ESA Missions, thus maintaining its contribution to the Agency's goals. The financial resources required for SSO 1 in order to continue to make progress towards its target Results are: FY 2000 - \$3.06 million; FY 2001 - \$3.74 million; and FY 2002 - \$6.85 million.

SO 2: Increased Utilization of Critical Information by USAID and Other Decision-Makers in the Region - This SO is increasingly more supportive of the GHAI, and REDSO/ESA will continue funding a set of highly successful value-added activities. Beneficiaries include inter-governmental organizations, regional institutions, with benefits accruing to persons throughout the ESA region. Funding requested for SO 2 activities: FY 2000 - \$7.64 million; FY 2001 - \$6.43 million; and FY 2002 - \$6.85 million.

SO 3: Establish a Strong Basis for Implementation of the Greater Horn of Africa Initiative (GHAI) - Since a strong basis has been well established, REDSO/ESA's request for program funding under SO 3 is for actual implementation of the GHA activities which include: food security and conflict management (through IGAD and COMESA), information technology, Lake Victoria water hyacinth, and HASP/ISGM (managed by U.S. PVO, PACT). Funding requested includes: FY 2000 - \$13.56 million (\$3.0 million for Somalia and Sudan each); FY 2001 - \$15.0 million (\$3.0 million for Somalia and Sudan each); and FY 2002 - \$21.22 million (\$3.0 million for Somalia and Sudan each).

SSO 4: More Effective Responses to Humanitarian Assistance - No DA funds are requested for SSO 4. As stated above, this SSO has been effectively supplanted by updated ISPs for Sudan and Somalia and are included in attached annexes for those countries. These two country programs are GHAI funded in FY 2000 and FY 2001.

Humanitarian activities: In responding to crises in Sudan, Somalia and Burundi, REDSO/ESA will continue to address the root causes of food insecurity and will seek to decrease dependency on relief assistance by strengthening local and regional institutions to be responsive to the needs of vulnerable groups.

Relationship of Program request to OE and Staffing Requirements:

As stated in the Cover Memo, workforce tables and OE Narrative, REDSO considers the requested staffing numbers to be inadequate to carry out GHAI activities, deliver core services to client missions and to provide sufficient management oversight to non-presence country programs. The proposed staffing levels are also too low to provide adequate REDSO/ESA oversight or field implementation of Great Lakes Justice Initiative activities, which would require additional program and support staff.

Pipeline Levels

REDSO recently completed a very rigorous and detailed effort, activity by activity, to accurately identify all of our older pipeline accounts. With that information we can now follow a disciplined expenditure plan that will assure that older funds are disbursed first. Our expenditure targets will result in 1999 and prior year funds being expended by the end of FY 2001. Our implementation progress this past year has been such that we now have in place several mechanisms that have begun to expend funds that previously were in the design/implementation phase. These mechanisms include the Institutional Strengthening Grantmaking Program, our two conflict management funds and some of the IGAD Project Profile activities. Consequently, REDSO's program falls within the Agency's forward funding guidelines.

OE and Workforce Narrative:

The USAID Complex in Kenya consists of the Kenya Bilateral Mission, REDSO, and OFDA/ARO. The operations of these units are highly interconnected. The Kenya Mission provides EXO services to the entire complex, while REDSO provides voucher processing, financial oversight, contracting and legal support to the complex. The largely fixed cost for office operations are shared by all units. The decisions each unit makes in coping with OE shortfalls impact significantly on the other. As a result OE budgeting is most effective when approached from a consolidated standpoint. While REDSO and Kenya Mission shoot for a 60/40 split on shared costs, from year to year each unit may pick up more or less depending on budgetary surplus or strain resulting from variability in entitlement travel and other cost areas. Therefore a table presenting a consolidated OE budget for Kenya Mission and REDSO is presented in this narrative. Actions being taken by both units to meet AFR Bureau targets will be discussed, and variances between Object Class budget lines from year to year for office operations will be presented at the complex level. When viewing Kenya Mission OE alone it is important to remember that it includes many costs that would not be present if there were no REDSO. When viewing the REDSO budget, keep in mind that over half the USDH staff and over 80% of the FSN staff are in the core services of RFMC, RCO, RLA and FFP. These offices exist largely to provide support to client Missions around the region. *The cost of other Missions would be substantively higher if they could not obtain services from REDSO.*

Overview of Actions needed to meet AFR Bureau target levels. Please note a supplemental budget table is presented showing REDSO's request level budget.

FY 2000. Complex funding *Deficit for FY 2000 is \$370,000.* As a result of past cuts, conversions to program funding, a strengthening U.S. dollar, other cost saving measures, and in particular for this specific year, the savings realized from the change in forward funding policy and the security

supplemental funding (\$590,000) for guards, the complex is in reasonable shape to cope with the shortfall. The impact of target levels for FY 2001 will be felt in REDSO in the current year. In order to meet USDH workforce ceilings and to plan adequately for future shortfalls REDSO will not fill 3 current USDH positions in the summer of 2000, although candidates have been identified for 2 of these positions. This will leave REDSO with an onboard staff of 18. REDSO will not fill the recently approved third RLA position, will not fill its fourth RCO position, at present REDSO feels it that it could fulfill FFP responsibilities by other than USDH means and therefore the work force table shows eliminating the Supervisory FFP position and filling the Project Development Officer positions. REDSO will also eliminate or convert to program funding 4 FSN positions. These cuts help to meet some of the shortfall. Because of the high number of FSNs in the Kenya Mission, the change in funding policy will result in significant savings (\$450,000) and a small surplus. REDSO, with a much smaller FSN population, and much higher than expected USDH staff turnover, will run a deficit despite the cuts noted. The Kenya mission will therefore cover a larger percentage of the NXP purchases for the complex this year.

FY 2001. *In 2001 we will hit a brick wall – deficit: \$740,000.* With an increase of less than 700,000 for the complex we must resume payment for the full 12 months in FSN salaries and other contracts (an increase of \$450,000 over FY2000 budget levels), assume full cost of the world's most expensive USG facility guard contract (an additional \$600,000), and absorb inflation currently running at 12%, along with other cost increases. NXP, operational travel, and training will be cut, but both units firmly believe that there is a minimum level below which the viability of the complex on an on-going basis is threatened. Deeper cuts may be acceptable if a shortfall is expected only for one year, but are not sustainable where no relief from budget deficits are expected in future years. The complex will also seek to reduce guard coverage where possible without seriously effecting security. One option we are planning is to shift toward cluster housing so a guard is not required for each housing unit. In addition to these measures, to meet FY 2001 target levels REDSO will have to further reduce its USDH staff by 2 positions. REDSO will delete its Agriculture and Economist/Private Sector positions when the current incumbents leave. These positions will be replaced with program funded USPSCs and support staff will also be converted to program funding. The cost of program funding for these positions will be in excess of \$88,000. Following this action REDSO will have a staff of 16 USDH (three under its target level). Only one will be a technical officer, and will have 2 general development positions to handle all Food Security, and DG/Non Presence Country programs. To get down to the target level, the Kenya mission will: eliminate the FSN economist position; eliminate one position in the Controllers office; convert 4 persons to program funding (the last such positions possible); and forego hiring a local hire USPSC EXO assistant planned to replace the EXO IDI.

FY 2002. *In 2002 we hit a steel reinforced concrete wall - deficit \$1.97 million.* The target level for FY 2002 is a straight line of the already inadequate FY 2001 numbers. The complex has no fat left to cover inflation, particularly in FSN salaries, which represent 53% of the mission's budget. In addition 2002 is expected to be another year of high USDH turnover particularly for Kenya Mission (4 of 6). REDSO with lower overall FSN staff costs and having already reduced USDH staff dramatically (nearly 25%) in the prior two years will be less seriously damaged than Kenya Mission. Still we will be forced to cut an additional USDH position bringing REDSO down to 15, four less than the Bureau's staffing target. This cut will eliminate USDH staff for the Food for Peace Office. REDSO will also cut at least one senior level FSN. To get down to the target level Kenya Mission will completely delete one office managing two of the missions 4 SOs. This drastic action, results in the deletion of one USDH, 8 FSNs in the deleted office (6 program funded) and staff who support that office including 2 from the Controller Office. Having already significantly increased our vulnerabilities, we are now cutting into the very heart of the program – hard decisions need be made.

Other measures considered.

Merging REDSO and the mission: The complex has considered the possibility, suggested by some, of merging REDSO and Kenya bilateral into one mission with a Director and 2 Deputies. From the cost standpoint, the savings are non-existent as there would be no decrease in staffing. We would trade 2 Directors and 1 Deputy, for 1 Director and 2 Deputies. It is important to keep in mind that REDSO is no longer simply a service provider but implements and coordinates major programs both regionally (GHAI and GLJI) and in non-presence countries such as Sudan, Somalia, and Burundi. This creates a very complex operating environment with often conflicting priorities and demands. None of the current managers of Kenya Mission or REDSO believe one Director can adequately manage services, regional programs, non-presence programs, and a large bilateral program in Kenya even with two Deputies. The EXO office already serves the entire complex. Other than the voucher section, the RFMC and USAID/Kenya's Controllers Office have remained operationally separate. REDSO believes, if there is no possibility of reinstating the Kenya Controller position, that supervision and management of Kenya Controller staff should be consolidated into RFMC as the EXO operation is consolidated for the complex, which would result in better oversight and reduced vulnerability. REDSO particularly believes that consolidated Operating Expense budgeting would greatly enhance efficiency.

Conversion to program funding: With the conversion of staff to program funding described above, both REDSO and Kenya Mission have exhausted this avenue of OE savings – at the cost of using already scarce program funds with a corresponding reduction of program funded activities. However, EXO operation provides significant services to program funded staff in residential and office operations. Nevertheless under current guidance it is not possible to fund any of the individual EXO employees with program funding. If USAID could obtain reimbursable authority and a working capital fund, the complex could be reimbursed for services to program funded staff, along the same lines as State is reimbursed for support cost to other agencies under ICASS. Projected OE savings if such a mechanism were put in place would be \$150,000 to 200,000 annually. The complex will request guidance from Washington on how to go about this.

Guard Contract: The guard contract has been tendered by the State Department and a new contract should be in place this coming September. The complex is hopeful that competition will moderate the cost, but the real problem is structural, including the preference for U.S. companies dictated by Congress, mandated contracting forms, etc. Any decreases will likely be only marginal. In the short-term, we have already moved more Americans to housing compounds and will be continuing search for ways to reduce at least daytime guard coverage. Unfortunately this is all coming at a time when crime is going from very bad to worse, including more violence. For the long-term, we are working with the Embassy on an aggressive program to move significantly more housing on to compounds/clusters. This will take several years however. Additionally, the counter surveillance requirement, welcome and needed but expensive, will add to our dollar woes if we have to pick up those costs (estimated at \$400,000 for USAID).

Detailed Analysis of Variances

REDSO has prepared two budget tables. Target (Operating Expenses - TARGET) shows figures at the target budget level of \$5,000,000 in FY 2000 and \$5,343,000 in FYs 2001 and 2002. Request (Operating Expenses – REQUEST) shows amounts needed to maintain the target USDH level of 19

per year. Also included is a table showing combined REDSO and USAID/Kenya budgets. For office operations all variances discussed are for the complex overall.

FY 2000 OE Target Levels

USPSC and FSN Salaries – decrease of 10%

The Post policy to keep FSN employee salaries within the range of the 75th to the 90th percentile of the Nairobi labor market (less than recommended) led to salary increases of 12 % for grades 8 to 12 and 8% for grades 1 to 7 in November 1999. However, this budget line decreased from FY 99, due to the change in forward funding rules resulting in a 10 month year.

Benefits – Current Staff – increase 82%

At target levels REDSO expect 18 USDH staff on board at the end of FY 2000. The majority of this increase is in the Education Allowance. As a result of staffing gaps education costs were unusually low in FY 99. In addition fees for the International School of Kenya have increased by 6% for the next academic year.

Travel and Transport of Persons – increase 17%

Entitlement Travel accounts for the majority of the increase particularly in the post assignment area. REDSO has a number of unexpected transfers, and an unusually high number returning to USAID/W which must be paid from Mission funds. Site visit travel has also increased as travel was reduced last year due to staffing gaps and disruption in the aftermath of the bombing of Aug 7, 1998.

Transportation Costs – increase 29%

The increase is the result of increased entitlement travel and corresponding post assignment and home leave freight.

Rental Payments – increase 28%

Office rent for the complex in FY 99 was negligible because much of it was covered by the Embassy who was co-located with USAID. For FY 2000, the Mission will cover the full cost of the rent of the ICIPE USAID building which comes to \$228,000 and \$39,520 for the rent on the joint warehouse 2.9% of the total OE. Initial billing statements indicate that there will be little change in utilities and telephone costs from FY 99.

There is a reduction in residential rental payments as a result of vacant houses which had been paid for with OE funds being picked up by program funding to house program funded staff.

Communications, Utilities & Misc.

Office utilities, telephone and maintenance costs are expected to remain the same as in FY 99

Printing and Reproduction – decrease 53%

To meet budgetary limitations the complex expects to reduce these costs.

Other Services – decrease 53%

The significant impact in is the area of Security Guards the decrease is the result of a large portion of the guard costs being covered by supplemental funding and the change in forward funding policies.

ICASS – increase 8%

The ICASS bill for the Mission increased 7.5% from \$493,850 in FY 99 to \$530,800 in FY 2000 or 5.7% of the OE budget. This increase was primarily due to the increases in the medical and pouch cost centers.

Operations and Maintenance of Equipment and Facilities – decrease 41%

Costs of operations and maintenance are expected to decrease, the complex now occupies new and newly renovated facilities and costs should be low. In addition residential maintenance was high last year with several new residences coming on line (including a new residence for the REDSO Director) and several large projects to make up for inattention in prior years.

Supplies & Materials and Equipment – decrease 50%

The amount budgeted for FY 2000 in this area is the minimum required to keep up with replacement cycle of vehicles and office equipment and supplies as a result of high USDH costs for REDSO and general budget limitations. Costs were high in FY 99 were primarily due to the requirement to replace older ADP equipment with Y2K compatible equipment. Of the Mission's vehicle fleet, 13 vehicles are past the 6 year replacement mark and 9 vehicles are 8 years old or more. To keep up with the replacement cycle, the Mission would have to replace 5 vehicles per year over the next 3 years. At an average cost of \$24,000 per vehicle or \$120,000 a year. The Complex will require \$800,000 to purchase required EXP (\$500,000 is required to maintain a staff of 285 for the year) and NXP. However, funding cuts have forced us to reduce that amount by \$110,900 to meet our budget marks.

FY 2001 OE Target Levels

USPSC and FSN Salaries – increase 6%

REDSO does not plan substantive FSN reductions, but some transfers of FSN staff to program funding will reduce increases below the expected 15% increase in salary rates. USPSC costs will drop as the Mission fills vacant USDH positions in RFMC and the Contracts office which have been filled with PSCs for extended periods in FY 98 – 2000.

Benefits – Current Staff – decrease 23%

With USDH staff reductions planned for FY 2001, education allowance costs are expected to drop.

Travel and Transport of Persons – decrease 20%

With many transfers in FY 2000, and deletion of the positions of departing staff, REDSO is not budgeting for any post assignment costs.

Transportation Costs – decrease 78%

With the deletion of the positions of departing staff REDSO is not budgeting for any post assignment costs, eliminating most transport costs which in FY 2000 were associated with transfers.

Rental Payments – decrease 9%

Residential rents will drop as USDH positions are cut. Office rent will be slightly lower in FY 2001 as part of USAID's agreement with ICIPE.

Communications, Utilities & Misc.

The complex expects to maintain the prior year level. There will be some reductions in residential utilities with fewer USDH staff, but cost increases will cover most areas.

Printing and Reproduction

No significant change anticipated.

Other Services – increase 170%

This huge increase represents the impact of fully funding extremely expensive security guard contracts from OE funds. In prior years a portion of these costs have been covered by supplemental funds. At these rates, the Mission is paying on average \$30,000 for guard services per house. Office security guard costs however will increase 368% from \$52,700 in FY 2000 to \$246,675 in FY 2001. In addition, the Agency may be required to cover the costs of the counter intelligence services, which will increase guard costs by \$400,000.

ICASS – decrease 5%

The Mission complex is anticipating a 5% decrease in the ICASS bill. This figure offsets cover inflation and the addition of one personnel officer to assist post with bomb related requests, with reductions in cost due to reduced staff levels

Operations and Maintenance of Equipment and Facilities

Minimal variance is expected in these OCs

Supplies & Materials and Equipment – increase 30%

The amount budgeted for EXP & NXP (\$850,000) is the minimum required to maintain office and residential needs and represents 8.5% of the Complex OE budget. \$500,000 is required for EXP for the Mission Complex. Only \$300,000 has been budgeted for NXP which represents a much reduced

replacement cycle for house hold furniture (3 a year), vehicles (3 a year) and computers (20 a year). Yet these amounts represent an increase from the prior years in which procurement is cut to the bone due to high costs in other areas. The complex cannot continue to fund procurement at the FY 2000 levels and maintain operations in the long term.

FY 2002 OE Target Levels

USPSC and FSN Salaries

The Kenya complex is budgeting for an 8% rather than 15% salary rate increase for FY 2002 to meet budget limitations. Additional reductions in staffing levels most notably one senior level FSN will hold costs more or less constant.

Benefits – Current Staff

Costs expected to remain constant.

Travel and Transport of Persons –

Although one USDH will be leaving post (not to be replaced) and there will be more home leaves than in the prior year, REDSO is not expecting substantive changes in entitlement travel costs and will hold other travel expenditures at FY 2001 rates.

Transportation Costs – increase 240%

While travel costs for persons will not change substantially, the increase in home leaves and the addition of one post transfer will increase the cost for transport of things dramatically.

Rental Payments

Residential rents will drop as USDH positions are cut, however an increase in office rent will offset the majority of the increase.

Communications, Utilities & Misc.

The complex expects only minimal increases over the prior year level. There will be some reductions in residential utilities with fewer USDH staff, but cost increases will cover most areas.

Printing and Reproduction

No significant change anticipated.

Other Services

The complex hopes to hold costs in this area constant, or realize a modest decrease in cost. Decreases would flow from reductions in housing for USDH staff cut to meet target levels, however some of these savings are expected to be eroded by inflationary factors.

ICASS – increase 7%

The Mission complex is anticipating an increase in the ICASS bill. Although costs will drop some with the reduction of 2 USDH positions in the complex, there will be increases due to inflation, and since many ICASS costs are fixed regardless of usage levels, cost per unit is expected to increase at a rate higher than inflation.

Operations and Maintenance of Equipment and Facilities

Minimal variance is expected in these OCs

Supplies & Materials and Equipment –decrease 18%

NXP and EXP are budgeted at the lowest amounts possible of \$700,000 for the Complex to allow for necessary increases in FSN salary costs and entitlement travel. A reduced number of staff both USDH and FSN, complex wide will result in some NXP and EXP savings. However, the Mission is already behind in replacement cycle of furniture and is scheduled to replace more vehicles this year to keep the fleet in good working order.

USAID/KENYA COMPLEX O.E BUDGET- TARGET

(REDSO/ESA & USAID/K COMBINED)

FY2000 O.E LEVEL.												
USAID/K				4,250,000			4,596,000			4,596,000		
REDSO/ESA				5,000,000			5,343,000			5,343,000		
TOTAL				9,250,000			9,939,000			9,939,000		
FY2000 MANDATORY REQUIRED O.E	FY1999 USAID/K	FY1999 REDSO/ESA	FY1999 TOTAL	FY2000 USAID/K	FY2000 REDSO/ESA	FY2000 TOTAL	FY2001 USAID/K	FY2001 REDSO/ESA	FY2001 TOTAL	FY2002 USAID/K	FY2002 REDSO/ESA	FY2002 TOTAL
FSN SALARIES	1,840,402	1,384,780	3,225,182	1,962,493	1,238,298	3,200,791	2,452,465	1,485,048	3,937,513	2,441,449	1,464,677	3,906,126
PSC SALARIES	124,386	316,700	441,086	142,000	309,740	451,740	150,000	167,630	317,630	157,000	109,060	266,060
USDH BENEFITS	274,178	683,060	957,238	303,700	1,023,505	1,327,205	224,250	519,373	743,623	484,700	766,722	1,251,422
STAFF DEVELOPMENT												
TRAINING/CONFERENCES/RETREAT	222,294	200,410	422,704	274,799	171,685	446,484	282,245	239,000	521,245	145,000	242,996	387,996
OPERATIONAL TRAVEL												
SITE VISITS & OPERATIONAL TRAVE	92,564	334,560	427,124	150,000	371,652	521,652	100,000	352,793	452,793	57,000	316,912	373,912
SUB TOTAL -- STAFF RELATED COST	2,553,824	2,919,510	5,473,334	2,832,992	3,114,880	5,947,872	3,208,960	2,763,844	5,972,804	3,285,149	2,900,367	6,185,516
MISCELLANEOUS												
Misc	56,156	73,460	129,616	40,000	66,000	106,000	40,000	68,200	108,200	40,000	68,200	108,200
printing/advisory	10,842	21,232	32,074	7,000	10,600	17,600	7,000	10,600	17,600	7,000	10,600	17,600
rep Allowance	3,496	2,300	5,796	3,000	2,100	5,100	3,000	2,100	5,100	3,000	2,100	5,100
Medical care	10,000	-	10,000	2,000	-	2,000	-	-	-	-	-	-
RESIDENTIAL OPERATION												
RESIDENTIAL LEASES	206,903	490,830	697,733	213,800	418,664	632,464	149,800	384,943	534,743	135,000	347,471	482,471
RESIDENTIAL UTILITY SVS	78,300	85,800	164,100	45,600	159,600	205,200	45,600	136,800	182,400	41,800	121,600	163,400
RESIDENTIAL MAINTENANCE	56,929	172,030	228,959	31,900	100,000	131,900	31,900	85,000	116,900	25,000	75,000	100,000
SUB TOTAL -- RESIDENTIAL COSTS	422,626	845,652	1,268,278	343,300	756,964	1,100,264	277,300	687,643	964,943	251,800	624,971	876,771
SUB TOTAL --STAFF RELATED & RESIDENTIAL COSTS	2,976,450	3,765,162	6,741,612	3,176,292	3,871,844	7,048,136	3,486,260	3,451,487	6,937,747	3,536,949	3,525,338	7,062,287
THESE ITEMS ARE NOT SHARED THEY ARE DIRECT CHARGED												
OFFICE RELATED--												
GUARD SVS												
OFFICE	-	-	-	21,080	31,620	52,700	85,800	160,875	246,675	85,800	160,875	246,675
RESIDENCE	4,484	550,000	554,484	82,400	174,900	257,300	210,000	480,000	690,000	180,000	420,000	600,000
OFFICE LEASES												
OFFICE	48,274	-	48,274	48,000	180,000	228,000	40,000	150,000	190,000	48,000	180,000	228,000
WAREHOUSE	2,351	2,350	4,701	8,320	31,200	39,520	8,800	33,000	41,800	9,600	36,000	45,600
ICASS SVS	171,095	322,760	493,855	212,320	318,480	530,800	233,552	270,328	503,880	256,907	281,361	538,268
MANPOWER SVS	79,913	101,300	181,213	36,244	54,300	90,544	39,868	59,730	99,598	43,855	66,703	110,558
OFFICE UTILITY	21,201	30,200	51,401	21,200	31,800	53,000	23,320	34,980	58,300	25,652	38,478	64,130
OFFICE MAINTENANCE	119,818	45,590	165,408	40,000	60,000	100,000	42,800	64,200	107,000	45,796	68,694	114,490
COMMUNICATION	96,836	100,868	197,704	80,000	120,000	200,000	85,600	128,400	214,000	91,592	137,400	228,992
EXP/NXP- & FREIGHT	909,310	302,770	1,212,080	524,144	125,856	650,000	340,000	510,000	850,000	271,849	428,151	700,000
SUB TOTAL -- RESIDENTIAL COSTS	1,453,282	1,455,838	2,909,120	1,073,708	1,128,156	2,201,864	1,109,740	1,891,513	3,001,253	1,059,051	1,817,662	2,876,713
Grand total	4,429,732	5,221,000	9,650,732	4,250,000	5,000,000	9,250,000	4,596,000	5,343,000	9,939,000	4,596,000	5,343,000	9,939,000

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:	
REDSO/ESA	Global Bureau	REDSO/ESA	Global Bureau				
SSO1: Effective Program and Technical Support to All ESA Missions	Michigan Fellow/U Mich/936-3093.02	High		0	125	0	125
SSO1: Effective Program and Technical Support to All ESA Missions	Reproductive Health Advisor/936-3070.01	High		0	200	0	250
SSO1: Effective Program and Technical Support to All ESA Missions	HIV/AIDS Advisor (TAACS)/936-5970.03	High		0	200	0	200
SO2: Increase utilization of critical information by USAID and other Decision-Makers in the region	IAA/CDC/936-5994.08	High		0	100	0	100
SO2: Increase utilization of critical information by USAID and other Decision-Makers in the region	MNH/JHPIEGO/936-3092.01	High		0	100	0	100
SO2: Increase utilization of critical information by USAID and other Decision-Makers in the region	Training in RH/JHPIEGO/936-3069	High		0	200	0	200
SO2: Increase utilization of critical information by USAID and other Decision-Makers in the region	QAII/Ctr for Human Services/936-5992.02	High		0	50	0	50
SO2: Increase utilization of critical information by USAID and other Decision-Makers in the region	VSC & related Services/AVSC/936-3068	High		0	100	0	100
SO2: Increase utilization of critical information by USAID and other Decision-Makers in the region	IMPACT/FHI/936-3090.02	High		0	200	0	200
SO2: Increase utilization of critical information by USAID and other Decision-Makers in the region	HPSS/936-3104.03	High		0	350	0	350

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:	
REDSO/ESA	Global Bureau	REDSO/ESA	Global Bureau				
SO2: Increase utilization of critical information by USAID and other Decision-Makers in the region	Rational Pharmaceuticals Mgmt-RPM/936-3104.01	High		0	100	0	100
SO2: Increase utilization of critical information by USAID and other Decision-Makers in the region	FPLM/DELIVER/936-3089.01	High		0	100	0	100
SO2: Increase utilization of critical information by USAID and other Decision-Makers in the region	FRONTIERS/Pop Council/936-3086	High		0	100	0	100
SO2: Increase utilization of critical information by USAID and other Decision-Makers in the region	HORIZONS/Pop Council/936-3090.01	High		0	200	0	200
SO2: Increase utilization of critical information by USAID and other Decision-Makers in the region	MEASURE DHS/Macro/936-3083.01	High		0	200	0	200
SO2: Increase utilization of critical information by USAID and other Decision-Makers in the region	New POLICY RP/936-3078.02	High		0	300	0	300
SO2: Increase utilization of critical information by USAID and other Decision-Makers in the region	CHANGE/AED/936-3096.04	High		0	200	0	200
SO3: Establish a Strong Basis for Implementation of GHAI	Somalia FEWS/698-0491 (AFR/SD)	High		0	200	0	200
SO3: Establish a Strong Basis for Implementation of GHAI	Sudan-Special Studies (AFR/SD)	Medium		0	70	0	70
SO3: Establish a Strong Basis for Implementation of GHAI	AAAs Fellow-GHAI/W/HEPD/936-5861.00	High		0	95	0	95

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:	
REDSO/ESA	Global Bureau	REDSO/ESA	Global Bureau				
SO3: Establish a Strong Basis for Implementation of GHAI	AAAs Fellow-REDSO/ESA/HEPD/936-5861.00	High			100		105
SO3: Establish a Strong Basis for Implementation of GHAI	DG fellow/World Learning Inc/936-SSO1-4.05	High		0	100	0	100
SO3: Establish a Strong Basis for Implementation of GHAI	Regional Integrated Coastal Zone Mgmt/ENV-IR1.4	High	5	0	200	0	280
SO3: Establish a Strong Basis for Implementation of GHAI	Linkages/AED/936-3082.01	High		0	250	0	250
SO3: Establish a Strong Basis for Implementation of GHAI	FANTA/AED/936-3094.01	High		0	250	0	250
GRAND TOTAL.....				0	4,090	0	4,225

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

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Program, Workforce and OE

(in a separate folder named Country02R2b_data; enter data and print separately)

FY 2000 Budget Request by Program/Country

Fiscal Year: 2000

Program/Country: REDSO/ESA/GHAI

Approp: DA/CSD

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		
SSO 1: Effective Program and Technical Support to All ESA Missions															
	Bilateral	2,682	884	445	0	0	0	305	0	0	0	689	359	3,516	3,928
	Field Spt	375	0	0	0	0	0	375	0	0	0	0	0	500	375
		3,057	884	445	0	0	0	680	0	0	0	689	359	4,016	4,303
SSO 2: Increase Utilization of Critical Information by USAID and Other Decision-Makers in the Region															
	Bilateral	3,840	1,501	739	0	0	0	0	300	100	1,200	0	0	6,207	6,752
	Field Spt	3,800	0	0	0	0	580	1,920	200	1,100	0	0	0	3,177	3,800
		7,640	1,501	739	0	0	580	1,920	500	1,200	1,200	0	0	9,384	10,552
SSO 3: Establish a Strong Basis for Implementation of Greater Horn of Africa Initiative (GHAI Regional)															
	Bilateral	6,388	915	2,918	0	0	0	425	0	0	0	971	1,159	17,365	14,433
	Field Spt	1,175	0	100	0	0	0	975	0	0	0	0	100	3,135	1,175
		7,563	915	3,018	0	0	0	1,400	0	0	0	971	1,259	20,500	15,608
SO 3: (Sudan) Establish a Strong Basis for Implementation of Greater Horn of Africa Initiative															
	Bilateral	2,900	0	1,350	0	0	0	0	0	0	0	0	1,550	3,000	4,493
	Field Spt	100	0	50	0	0	0	0	0	0	0	0	50	0	100
		3,000	0	1,400	0	0	0	0	0	0	0	0	1,600	3,000	4,593
SO 3: (Somalia) Establish a Strong Basis for Implementation of Greater Horn of Africa Initiative															
	Bilateral	2,800	0	800	0	0	0	0	0	0	0	0	2,000	3,000	5,981
	Field Spt	200	0	200	0	0	0	0	0	0	0	0	0	0	200
		3,000	0	1,000	0	0	0	0	0	0	0	0	2,000	3,000	6,181
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		18,610	3,300	6,252	0	0	0	730	300	100	1,200	1,660	5,068	33,088	35,587
Total Field Support		5,650	0	350	0	0	580	3,270	200	1,100	0	0	150	6,812	5,650
TOTAL PROGRAM		24,260	3,300	6,602	0	0	580	4,000	500	1,200	1,200	1,660	5,218	39,900	41,237

FY 2000 Request Agency Goal Totals	
Econ Growth	9,902
Democracy	5,218
HCD	0
PHN	7,480
Environment	1,660
Program ICASS	250
GCC (from all Goals)	0

FY 2000 Account Distribution (DA only)	
Dev. Assist Program	17,185
Dev. Assist ICASS	175
Dev. Assist Total:	17,360
CSD Program	6,825
CSD ICASS	75
CSD Total:	6,900

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

Fiscal Year: 2001

Program/Country: REDSO/ESA/GHAI

Approp: DA/CSD

Scenario:

S.O. #, Title		FY 2001 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2001
	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			
SSO 1: Effective Program and Technical Support to All ESA Missions																
	Bilateral	3,618	597	530	0	0	216	725	0	200	0	680	670	3,928	3,618	
	Field Spt	125	0	0	0	0	0	125	0	0	0	0	0	375	125	
		3,743	597	530	0	0	216	850	0	200	0	680	670	4,303	3,743	
SSO 2: Increase Utilization of Critical Information by USAID and Other Decision-Makers in the Region																
	Bilateral	4,127	1,200	695	0	0	600	0	300	400	300	165	467	6,752	4,127	
	Field Spt	2,300	0	0	0	0	550	450	200	1,100	0	0	0	3,800	2,300	
		6,427	1,200	695	0	0	1,150	450	500	1,500	300	165	467	10,552	6,427	
SSO 3: Establish a Strong Basis for Implementation of Greater Horn of Africa Initiative (GHAI Regional)																
	Bilateral	8,005	2,088	3,580	0	0	0	0	0	0	0	955	1,382	14,433	8,005	
	Field Spt	995	0	195	0	0	0	500	0	0	0	200	100	1,175	995	
		9,000	2,088	3,775	0	0	0	500	0	0	0	1,155	1,482	15,608	9,000	
SO 3: (Sudan) Establish a Strong Basis for Implementation of Greater Horn of Africa Initiative																
	Bilateral	2,930	0	1,200	0	0	0	500	0	0	0	430	800	3,000	4,493	
	Field Spt	70	0	0	0	0	0	0	0	0	0	70	0	100	70	
		3,000	0	1,200	0	0	0	500	0	0	0	500	800	3,100	4,563	
SO 3: (Somalia) Establish a Strong Basis for Implementation of Greater Horn of Africa Initiative																
	Bilateral	2,800	0	1,000	0	0	0	500	0	0	0	500	800	3,000	5,981	
	Field Spt	200	0	200	0	0	0	0	0	0	0	0	0	200	200	
		3,000	0	1,200	0	0	0	500	0	0	0	500	800	3,200	6,181	
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		21,480	3,885	7,005	0	0	816	1,725	300	600	300	2,730	4,119	31,113	26,224	
Total Field Support		3,690	0	395	0	0	550	1,075	200	1,100	0	270	100	5,650	3,690	
TOTAL PROGRAM		25,170	3,885	7,400	0	0	1,366	2,800	500	1,700	300	3,000	4,219	36,763	29,914	

FY 2001 Request Agency Goal Totals	
Econ Growth	11,285
Democracy	4,219
HCD	0
PHN	6,666
Environment	3,000
Program ICASS	345
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
Dev. Assist Program	19,600
Dev. Assist ICASS	270
Dev. Assist Total:	19,870
CSD Program	5,225
CSD ICASS	75
CSD Total:	5,300

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

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FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country: REDSO/ESA/GHAI
 Approp: DA/CSD
 Scenario:

S.O. # , Title		FY 2002 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2002	
		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			
SSO 1: Effective Program and Technical Support to All ESA Missions																	
	Bilateral	5,470	1,320	1,235	0	0	325	825	0	200	0	830	735	3,618	5,470		
	Field Spt	125	0	0	0	0	0	125	0	0	0	0	0	125	125		
		5,595	1,320	1,235	0	0	325	950	0	200	0	830	735	3,743	5,595		
SO 2: Increase Utilization of Critical Information by USAID and Other Decision-Makers in the Region																	
	Bilateral	4,545	1,225	1,000	0	0	600	0	300	400	300	220	500	4,127	4,545		
	Field Spt	2,300	0	0	0	0	550	450	200	1,100	0	0	0	2,300	2,300		
		6,845	1,225	1,000	0	0	1,150	450	500	1,500	300	220	500	6,427	6,845		
SO 3: Establish a Strong Basis for Implementation of Greater Horn of Africa Initiative (GHAI Regional)																	
	Bilateral	14,140	3,290	7,200	0	0	0	50	0	0	0	800	2,800	8,005	14,140		
	Field Spt	1,080	0	200	0	0	0	500	0	0	0	280	100	995	1,080		
		15,220	3,290	7,400	0	0	0	550	0	0	0	1,080	2,900	9,000	15,220		
SO 3: (Sudan) Establish a Strong Basis for Implementation of Greater Horn of Africa Initiative																	
	Bilateral	2,930	0	1,200	0	0	0	500	0	0	0	430	800	3,000	4,493		
	Field Spt	70	0	0	0	0	0	0	0	0	0	70	0	70	70		
		3,000	0	1,200	0	0	0	500	0	0	0	500	800	3,070	4,563		
SO 3: (Somalia) Establish a Strong Basis for Implementation of Greater Horn of Africa Initiative																	
	Bilateral	2,800	0	1,000	0	0	0	500	0	0	0	500	800	3,000	5,981		
	Field Spt	200	0	200	0	0	0	0	0	0	0	0	0	200	200		
		3,000	0	1,200	0	0	0	500	0	0	0	500	800	3,200	6,181		
SO 6:																	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		29,885	5,835	11,635	0	0	925	1,875	300	600	300	2,780	5,635	21,750	34,629		
Total Field Support		3,775	0	400	0	0	550	1,075	200	1,100	0	350	100	3,690	3,775		
TOTAL PROGRAM		33,660	5,835	12,035	0	0	1,475	2,950	500	1,700	300	3,130	5,735	25,440	38,404		

FY 2002 Request Agency Goal Totals	
Econ Growth	17,870
Democracy	5,735
HCD	0
PHN	6,925
Environment	3,130
Program ICASS	345
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
Dev. Assist Program	27,940
Dev. Assist ICASS	270
Dev. Assist Total:	28,210
CSD Program	5,375
CSD ICASS	75
CSD Total:	5,450

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)
 Prepare one set of tables for each appropriation Account
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Workforce Tables

Org _____ REDSO/ESA _____ End of year On-Board								Total	Org.	Fin.	Admin.	Con-	All	Total	Total		
FY 2000 Estimate	SSO 1	SO 2	SO 3	FFP	NPCs			SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff	
OE Funded: 1/																	
U.S. Direct Hire	0	4	0	1	1			6	4	3	0	2	2	0	11	17	
Other U.S. Citizens	0	0	0	0	0			0	1	0	0	1	0	0	2	2	
FSN/TCN Direct Hire	0	0	0	0	0			0	0	1	0	0	0	0	1	1	
Other FSN/TCN	0	3	1	2	1			7	6	34	0	8	2	0	50	57	
Subtotal	0	7	1	3	2	0	0	13	11	38	0	11	4	0	64	77	
Program Funded 1/																	
U.S. Citizens	6	0	5	0	7			18	1	0	0	0	0	0	1	19	
FSNs/TCNs	9	0	4	0	5			18	4	0	0	0	0	0	4	22	
Subtotal	15	0	9	0	12	0	0	36	5	0	0	0	0	0	5	41	
Total Direct Workforce	15	7	10	3	14	0	0	49	16	38	0	11	4	0	69	118	
TAACS	1	0	0	0	0			1	0	0	0	0	0	0	0	1	
Fellows	4	0	3	0	0			7	0	0	0	0	0	0	0	7	
NEPs/IDIs	0	0	0	0	0			0	0	0	0	1	0	0	1	1	
Subtotal	5	0	3	0	0	0	0	8	0	0	0	1	0	0	1	9	
TOTAL WORKFORCE	20	7	13	3	14	0	0	57	16	38	0	12	4	0	70	127	

Org _____ REDSO/ESA _____ End of year On-Board								Total	Org.	Fin.	Admin.	Con-	All	Total	Total	
FY 2001 Target	SSO 1	SO 2	SO 3	FFP	NPCs			SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff
OE Funded: 1/																
U.S. Direct Hire	0	2	0	1	1			4	4	3	0	2	2	0	11	15
Other U.S. Citizens	0	0	0	0	0			0	1	0	0	1	0	0	2	2
FSN/TCN Direct Hire	0	0	0	0	0			0	0	1	0	0	0	0	1	1
Other FSN/TCN	0	1	1	1	1			4	6	34	0	8	2	0	50	54
Subtotal	0	3	1	2	2	0	0	8	11	38	0	11	4	0	64	72
Program Funded 1/																
U.S. Citizens	6	0	7	2	7			22	1	0	0	0	0	0	1	23
FSNs/TCNs	10	0	5	1	5			21	4	0	0	0	0	0	4	25
Subtotal	16	0	12	3	12	0	0	43	5	0	0	0	0	0	5	48
Total Direct Workforce	16	3	13	5	14	0	0	51	16	38	0	11	4	0	69	120
TAACS	1	0	0	0	0			1	0	0	0	0	0	0	0	1
Fellows	4	0	3	0	0			7	0	0	0	0	0	0	0	7
NEPs/IDIs	0	0	0	0	0			0	0	0	0	1	0	0	1	1
Subtotal	5	0	3	0	0	0	0	8	0	0	0	1	0	0	1	9
TOTAL WORKFORCE	21	3	16	5	14	0	0	59	16	38	0	12	4	0	70	129

1/ Excludes TAACS, Fellows, and IDIs

Workforce Tables

Org _____ REDSO/ESA _____ End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2002 Target	SSO 1	SO 2	SO 3	FFP	NPCs											
OE Funded: 1/																
U.S. Direct Hire	0	2	0	0	1		3	4	3	0	3	2	0	12	15	
Other U.S. Citizens	0	0	0	0	0		0	1	0	0	1	0	0	2	2	
FSN/TCN Direct Hire	0	0	0	0	0		0	0	1	0	0	0	0	1	1	
Other FSN/TCN	0	1	1	1	1		4	6	34	0	8	2	0	50	54	
Subtotal	0	3	1	1	2	0	7	11	38	0	12	4	0	65	72	
Program Funded 1/																
U.S. Citizens	8	0	5	2	7		22	1	0	0	0	0	0	1	23	
FSNs/TCNs	10	0	5	1	5		21	4	0	0	0	0	0	4	25	
Subtotal	18	0	10	3	12	0	43	5	0	0	0	0	0	5	48	
Total Direct Workforce	18	3	11	4	14	0	50	16	38	0	12	4	0	70	120	
TAACS	1	0	0	0	0		1	0	0	0	0	0	0	0	1	
Fellows	4	0	3	0	0		7	0	0	0	0	0	0	0	7	
NEPs/IDIs	0	0	0	0	0		0	0	0	0	0	0	0	0	0	
Subtotal	5	0	3	0	0	0	8	0	0	0	0	0	0	0	8	
TOTAL WORKFORCE	23	3	14	4	14	0	58	16	38	0	12	4	0	70	128	

USDH Staffing Requirements by Backstop, FY 2000 - FY 2003

Mission:	REDSO/ESA
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Functional Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2000	FY 2001	FY 2002	FY 2003
Senior Management				
SMG - 01	2	2	2	2
Program Management				
Program Mgt - 02	1	1	1	1
Proj Dvpm Officer - 94	2	2	2	2
Support Management				
EXO - 03	0	0	0	0
Controller - 04	3	3	3	3
Legal - 85	2	2	2	2
Commodity Mgt. - 92	0	0	0	0
Contract Mgt. - 93	3	3	3	3
Secretary - 05 & 07	0	0	0	0
Sector Management				
Agriculture - 10 & 14	1	0	0	0
Economics - 11	1	0	0	0
Democracy - 12	0	0	0	0
Food for Peace - 15	1	1	0	0
Private Enterprise - 21	0	0	0	0
Engineering - 25	0	0	0	0
Environment - 40 & 75	0	0	0	0
Health/Pop. - 50	1	1	1	1
Education - 60	0	0	0	0
General Dvpm. - 12*	1	1	1	1
RUDO, UE-funded - 40				
Total	18	16	15	15

*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.

FY 2002 R 4
Jacquelyn Poole's Up-graded
CONTRACT COSTS

	FY 2000 COSTS	FY 2001 COSTS	FY 2002 COSTS
A. COMPENSATION:			
1. Basic salary	58,640.00	72,586.00	75,344.00
2. Comparability pay adjustment 3.8%	-	2,758.00	2,863.00
Sub-total	58,640.00	75,344.00	78,207.00
post differential 25%	14,660.00	18,836.00	19,552.00
Sunday differential 5%	2,932.00	3,767.00	3,910.00
Danger pay 15%	8,796.00	11,302.00	11,731.00
over time 10%	5,864.00	7,534.00	7,821.00
FICA & Medicare 7.65%	6,953.00	8,934.00	9,273.00
Health & Life insurance	4,500.00	4,500.00	4,500.00
Medical examination (family)	500.00	-	-
Sub-total	44,205.00	54,873.00	56,787.00
B. Travel and transportation:			
travel to The State to sign a contract	3,750.00		
Home leave/R&R Travel	8,500.00	7,500.00	7,500.00
UAB (Home leave)	4,500.00		
consumables 1,250 LB's	6,500.00	6,500.00	6,500.00
POV Shipment	4,500.00		
storage of personal effect	500.00	500.00	500.00
commuter trips (6 trips X \$1,250)	7,500.00		
Training travel	6,500.00		
conference attendance	6,500.00	6,500.00	6,500.00
in country travel	1,500.00	1,500.00	1,500.00
emergency visitation travel	4,000.00		
Sub-total	54,250.00	22,500.00	22,500.00
C. Local Support Cost:			
residential rent	13,500.00	13,500.00	13,500.00
residential utilities	9,000.00	9,000.00	9,000.00
residential supplies	2,500.00	2,500.00	2,500.00
residential maintenance	1,500.00	1,500.00	1,500.00
residential security up-grading	5,000.00		
ICASS	23,000.00	23,000.00	23,000.00
Sub-total	54,500.00	49,500.00	49,500.00
 Total contract cost	 211,595.00	 202,217.00	 206,994.00

OPERATING EXPENSES

Org. Title: REDSO/EA - T Org. No: 623 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	48.4	0	48.4	62.8	0	62.8	69.1	0	69.1
	Subtotal OC 11.1	48.4	0	48.4	62.8	0	62.8	69.1	0	69.1
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	309.7		309.7	167.6		167.6	109		109
11.8	FN PSC Salaries	1153.1		1153.1	1392		1392	1365.5		1365.5
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0
	Subtotal OC 11.8	1462.8	0	1462.8	1559.6	0	1559.6	1474.5	0	1474.5
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	323		323	249.5		249.5	247		247
12.1	Cost of Living Allowances			0			0			0
12.1	Home Service Transfer Allowances	4.9		4.9	0		0	2.1		2.1
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	32.9		32.9	30.2		30.2	30		30
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0
	Subtotal OC 12.1	360.8	0	360.8	279.7	0	279.7	279.1	0	279.1

OPERATING EXPENSES

Org. Title: Org. No: OC		REDSO/EA - T 623		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	59.7		59.7	109		109	113		113		
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	78		78	0		0	36		36		
21.0	Assignment to Washington Travel	24		24	0		0	0		0		
21.0	Home Leave Travel	67.5		67.5	45		45	108		108		
21.0	R & R Travel	72.8		72.8	91		91	28.6		28.6		
21.0	Education Travel	11.2		11.2	11.2		11.2	11.2		11.2		
21.0	Evacuation Travel	27.6		27.6	27.6		27.6	27.6		27.6		
21.0	Retirement Travel			0			0			0		
21.0	Pre-Employment Invitational Travel			0			0			0		
21.0	Other Mandatory/Statutory Travel	8.6		8.6	8.6		8.6	8.6		8.6		
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	55		55	60.5		60.5	60.5		60.5		
21.0	Site Visits - Mission Personnel	283.7		283.7	258.7		258.7	225.4		225.4		
21.0	Conferences/Seminars/Meetings/Retreats	64.6		64.6	35		35	35		35		
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	36.9		36.9	33.6		33.6	32		32		
	Subtotal OC 21.0	789.6	0	789.6	680.2	0	680.2	685.9	0	685.9		
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	260		260	0		0	99		99		
22.0	Home Leave Freight	146		146	86.5		86.5	198.7		198.7		
22.0	Retirement Freight			0			0			0		
22.0	Transportation/Freight for Office Furniture/Equip.	8.7		8.7	20.7		20.7	11.4		11.4		

OPERATING EXPENSES

Org. Title:	REDSO/EA - T	Overseas Mission Budgets										
		Org. No:	623	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	12		12	6.2		6.2		
	Subtotal OC 22.0	414.7	0	414.7	119.2	0	119.2	315.3	0	315.3		
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	180		180	150		150	180		180		
23.2	Rental Payments to Others - Warehouse Space	31.2		31.2	33		33	36		36		
23.2	Rental Payments to Others - Residences	418.7		418.7	384.9		384.9	347.5		347.5		
	Subtotal OC 23.2	629.9	0	629.9	567.9	0	567.9	563.5	0	563.5		
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	31.8		31.8	35		35	38.5		38.5		
23.3	Residential Utilities	159.6		159.6	136.8		136.8	121.6		121.6		
23.3	Telephone Costs	110.8		110.8	118.3		118.3	126.3		126.3		
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	9.2		9.2	10.1		10.1	11.1		11.1		
	Subtotal OC 23.3	311.4	0	311.4	300.2	0	300.2	297.5	0	297.5		
24.0	Printing and Reproduction	10.6		10.6	10.6		10.6	10.6		10.6		
	Subtotal OC 24.0	10.6	0	10.6	10.6	0	10.6	10.6	0	10.6		
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	31.6		31.6	160.9		160.9	160.9		160.9		
25.2	Residential Security Guard Services	174.9		174.9	480		480	420		420		
25.2	Official Residential Expenses			0			0			0		
25.2	Representation Allowances	2.1		2.1	2.1		2.1	2.1		2.1		
25.2	Non-Federal Audits			0			0			0		

OPERATING EXPENSES

Org. Title:	REDSO/EA - T	Overseas Mission Budgets										
		Org. No:	623	FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
OC												
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	54.3		54.3	59.7		59.7	65.7		65.7		
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	66		66	68.2		68.2	68.2		68.2		
25.2	Staff training contracts	47.3		47.3	95		95	95		95		
25.2	ADP related contracts			0			0			0		
	Subtotal OC 25.2	376.2	0	376.2	865.9	0	865.9	811.9	0	811.9		
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	318.5		318.5	270.4		270.4	281.4		281.4		
25.3	All Other Services from Other Gov't. accounts			0			0			0		
	Subtotal OC 25.3	318.5	0	318.5	270.4	0	270.4	281.4	0	281.4		
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	23.2		23.2	23.7		23.7	24.2		24.2		
25.4	Residential Building Maintenance	76.9		76.9	66.1		66.1	58.2		58.2		
	Subtotal OC 25.4	100.1	0	100.1	89.8	0	89.8	82.4	0	82.4		
25.6	Medical Care			0			0			0		
	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	20		20	22		22	24.2		24.2		
25.7	Storage Services			0			0			0		
25.7	Office Furniture/Equip. Repair and Maintenance	16.8		16.8	18.5		18.5	20.3		20.3		
25.7	Vehicle Repair and Maintenance	0		0	0		0	0		0		
25.7	Residential Furniture/Equip. Repair and Maintenance	23.1		23.1	18.9		18.9	16.8		16.8		
	Subtotal OC 25.7	59.9	0	59.9	59.4	0	59.4	61.3	0	61.3		
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		

OPERATING EXPENSES

Org. Title:	REDSO/EA - T	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	117.1		117.1	207.3		207.3	175.5		175.5	
	Subtotal OC 26.0	117.1	0	117.1	207.3	0	207.3	175.5	0	175.5	
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	120		120	45		45	
31.0	Purchase of Office Furniture/Equip.	0		0	150		150	160		160	
31.0	Purchase of Vehicles	0		0	0		0	30		30	
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	270	0	270	235	0	235	
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		5000	0	5000	5343	0	5343	5343	0	5343	

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>3373.5</u>		<u>4534.8</u>		<u>4328.7</u>
Exchange Rate Used in Computations	<u>\$1.00</u>	<u>KShs70</u>	<u>\$1.00</u>	<u>KShs70</u>	<u>\$1.00</u> <u>KShs70</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: 0 0 0

OPERATING EXPENSES

Org. Title:	REDSO/EA - R	Overseas Mission Budgets												
		Org. No:	623	FY 2000 Estimate			FY 2001 Target			FY 2002 Target				
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total		
OC														
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	48.4	0	48.4	62.8	0	62.8	69.1	0	69.1				
	Subtotal OC 11.1	48.4	0	48.4	62.8	0	62.8	69.1	0	69.1				
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				0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0			0	0
11.5	Other personnel compensation				Do not enter data on this line				Do not enter data on this line				Do not enter data on this line	
11.5	USDH			0			0			0				0
11.5	FNDH			0			0			0				0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0			0	0
11.8	Special personal services payments				Do not enter data on this line				Do not enter data on this line				Do not enter data on this line	
11.8	USPSC Salaries	309.7		309.7	167.6		167.6	109		109				109
11.8	FN PSC Salaries	1153.1		1153.1	1392		1392	1666.7		1666.7				1666.7
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0				0
	Subtotal OC 11.8	1462.8	0	1462.8	1559.6	0	1559.6	1775.7	0	1775.7				1775.7
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	416.2		416.2	401.8		401.8	401.8		401.8				401.8
12.1	Cost of Living Allowances			0			0			0				0
12.1	Home Service Transfer Allowances	7		7	0		0	2.8		2.8				2.8
12.1	Quarters Allowances			0			0			0				0
12.1	Other Misc. USDH Benefits			0			0			0				0
12.1	FNDH Benefits				Do not enter data on this line				Do not enter data on this line				Do not enter data on this line	
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0				0
12.1	Other FNDH Benefits			0			0			0				0
12.1	US PSC Benefits			0			0			0				0
12.1	FN PSC Benefits				Do not enter data on this line				Do not enter data on this line				Do not enter data on this line	
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0				0
12.1	Other FN PSC Benefits	36.8		36.8	30.3		30.3	30		30				30
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0				0
	Subtotal OC 12.1	460	0	460	432.1	0	432.1	434.6	0	434.6				434.6

OPERATING EXPENSES

Org. Title:	REDSO/EA - R	Overseas Mission Budgets												
		Org. No:	623	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
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			99.8		99.8		109.8		109.8		120.8		120.8
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			114		114		0		0		48		48
21.0	Assignment to Washington Travel			24		24		0		0		0		0
21.0	Home Leave Travel			67.5		67.5		45		45		144		144
21.0	R & R Travel			72.8		72.8		122.2		122.2		28.6		28.6
21.0	Education Travel			11.2		11.2		11.2		11.2		11.2		11.2
21.0	Evacuation Travel			27.6		27.6		27.6		27.6		27.6		27.6
21.0	Retirement Travel					0				0				0
21.0	Pre-Employment Invitational Travel					0				0				0
21.0	Other Mandatory/Statutory Travel			8.6		8.6		8.6		8.6		8.6		8.6
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			55		55		60.5		60.5		60.5		60.5
21.0	Site Visits - Mission Personnel			285.6		285.6		262.4		262.4		262.4		262.4
21.0	Conferences/Seminars/Meetings/Retreats			64.6		64.6		71.1		71.1		78.2		78.2
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			36.9		36.9		33.6		33.6		33.6		33.6
	Subtotal OC 21.0			867.6	0	867.6		752	0	752		823.5	0	823.5
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			359.4		359.4		0		0		132		132
22.0	Home Leave Freight			146		146		86.5		86.5		228.4		228.4
22.0	Retirement Freight					0				0				0
22.0	Transportation/Freight for Office Furniture/Equip.			37.5		37.5		46.9		46.9		46.9		46.9

OPERATING EXPENSES

OC	Org. Title: Org. No: OC	REDSO/EA - R 623	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.		22.5		22.5	28.1		28.1	28.1		28.1
	Subtotal OC 22.0		565.4	0	565.4	161.5	0	161.5	435.4	0	435.4
23.2	Rental payments to others		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space		180		180	150		150	180		180
23.2	0	0	31.2		31.2	33		33	36		36
23.2	Rental Payments to Others - Residences		459.9		459.9	436.9		436.9	407.5		407.5
	Subtotal OC 23.2		671.1	0	671.1	619.9	0	619.9	623.5	0	623.5
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		31.8		31.8	35		35	38.5		38.5
23.3	Residential Utilities		159.6		159.6	144.4		144.4	144.4		144.4
23.3	Telephone Costs		110.8		110.8	118.3		118.3	126.3		126.3
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		9.2		9.2	10.1		10.1	11.1		11.1
	Subtotal OC 23.3		311.4	0	311.4	307.8	0	307.8	320.3	0	320.3
24.0	Printing and Reproduction		10.6		10.6	10.6		10.6	10.6		10.6
	Subtotal OC 24.0		10.6	0	10.6	10.6	0	10.6	10.6	0	10.6
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		31.6		31.6	160.9		160.9	160.9		160.9
25.2	Residential Security Guard Services		174.9		174.9	570		570	570		570
25.2	Official Residential Expenses				0			0			0
25.2	Representation Allowances		2.1		2.1	2.1		2.1	2.1		2.1
25.2	Non-Federal Audits				0			0			0

OPERATING EXPENSES

Org. Title:	REDSO/EA - R	Overseas Mission Budgets										
		Org. No:	623	FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
OC												
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	54.3		54.3	59.7		59.7	66.7		66.7		
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	66		66	68.2		68.2	68.2		68.2		
25.2	Staff training contracts	81.8		81.8	90.1		90.1	99.1		99.1		
25.2	ADP related contracts			0			0			0		
	Subtotal OC 25.2	410.7	0	410.7	951	0	951	967	0	967		
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	318.5		318.5	350.3		350.3	385.4		385.4		
25.3	All Other Services from Other Gov't. accounts			0			0			0		
	Subtotal OC 25.3	318.5	0	318.5	350.3	0	350.3	385.4	0	385.4		
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	23.2		23.2	23.7		23.7	24.2		24.2		
25.4	Residential Building Maintenance	76.9		76.9	84.6		84.6	84.6		84.6		
	Subtotal OC 25.4	100.1	0	100.1	108.3	0	108.3	108.8	0	108.8		
25.6	Medical Care			0			0			0		
	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	20		20	22		22	24.2		24.2		
25.7	Storage Services			0			0			0		
25.7	Office Furniture/Equip. Repair and Maintenance	16.8		16.8	18.5		18.5	20.3		20.3		
25.7	Vehicle Repair and Maintenance	0		0	0		0	0		0		
25.7	Residential Furniture/Equip. Repair and Maintenance	23.1		23.1	25.4		25.4	25.4		25.4		
	Subtotal OC 25.7	59.9	0	59.9	65.9	0	65.9	69.9	0	69.9		
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		

OPERATING EXPENSES

Org. Title:	REDSO/EA - R	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	96.5		96.5	109.4		109.4	109.4		109.4	
	Subtotal OC 26.0	96.5	0	96.5	109.4	0	109.4	109.4	0	109.4	
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	68.7		68.7	68.7		68.7	
31.0	Purchase of Office Furniture/Equip.	103.5		103.5	119.4		119.4	59.4		59.4	
31.0	Purchase of Vehicles	60		60	68.7		68.7	38.7		38.7	
31.0	Purchase of Printing/Graphics Equipment			0			0			0	
31.0	ADP Hardware purchases	0		0	68.7		68.7	68.7		68.7	
31.0	ADP Software purchases			0			0			0	
	Subtotal OC 31.0	163.5	0	163.5	325.5	0	325.5	235.5	0	235.5	
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		5546.5	0	5546.5	5816.7	0	5816.7	6368.7	0	6368.7	

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>3434.4</u>	<u>4700.4</u>	<u>5024.7</u>
Exchange Rate Used in Computations	<u>\$1.00</u> <u>KShs. 70</u>	<u>\$1.00</u> <u>KShs. 70</u>	<u>\$1.00</u> <u>KShs. 70</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: 0 0 0

Organization: REDSO/ESA

Foreign National Voluntary Separation Account									
Action	FY 2000			FY 2001			FY 2002		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	0.0		0.0	0.0		0.0	0.0		0.0
Withdrawals	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 _____

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 _____

CONTROLLER OPERATIONS

Org. Title: Org. No: OC		REDSO/ESA CONTROLLER - T 623		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	52.3		52.3	63.3		63.3	69.5		69.5		
	Subtotal OC 11.1	52.3	0	52.3	63.3	0	63.3	69.5	0	69.5		
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	205		205	60		60	60		60		
11.8	FN PSC Salaries	734.8		734.8	886.1		886.1	808.9		808.9		
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0		
	Subtotal OC 11.8	939.8	0	939.8	946.1	0	946.1	868.9	0	868.9		
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
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	59.7		59.7	52.5		52.5	52.5		52.5		
12.1	Cost of Living Allowances			0			0			0		
12.1	Home Service Transfer Allowances	0.7		0.7	0		0	0.7		0.7		
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	17.8		17.8	17.7		17.7	17.4		17.4		
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0		
	Subtotal OC 12.1	78.2	0	78.2	70.2	0	70.2	70.6	0	70.6		

CONTROLLER OPERATIONS

Org. Title: Org. No: OC		REDSO/ESA CONTROLLER - T 623		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			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	12		12	0		0	12		12		
21.0	Assignment to Washington Travel			0			0			0		
21.0	Home Leave Travel	14.4		14.4	9		9	24		24		
21.0	R & R Travel	18.2		18.2	10.4		10.4	7.8		7.8		
21.0	Education Travel			0			0			0		
21.0	Evacuation Travel	3.9		3.9	4.8		4.8	4.8		4.8		
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	98.2		98.2	91.6		91.6	85.5		85.5		
21.0	Conferences/Seminars/Meetings/Retreats	9.2		9.2	6.2		6.2	6.5		6.5		
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	5.3		5.3	5.9		5.9	6		6		
	Subtotal OC 21.0	161.2	0	161.2	127.9	0	127.9	146.6	0	146.6		
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	33		33	0		0	33		33		
22.0	Home Leave Freight	16.1		16.1	9		9	37.3		37.3		
22.0	Retirement Freight			0			0			0		
22.0	Transportation/Freight for Office Furniture/Equip.	0		0	8.3		8.3	4.6		4.6		

CONTROLLER OPERATIONS

Org. Title: Org. No: OC		REDSO/ESA CONTROLLER - T 623		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	4.8		4.8	2.5		2.5		
	Subtotal OC 22.0	49.1	0	49.1	22.1	0	22.1	77.4	0	77.4		
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
23.2	Rental Payments to Others - Office Space	72.8		72.8	68		68	81.3		81.3		
23.2	Rental Payments to Others - Warehouse Space	12.6		12.6	14.9		14.9	16.3		16.3		
23.2	Rental Payments to Others - Residences	40.3		40.3	56		56	56		56		
	Subtotal OC 23.2	125.7	0	125.7	138.9	0	138.9	153.6	0	153.6		
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	12.5		12.5	15.4		15.4	17.4		17.4		
23.3	Residential Utilities	22.8		22.8	22.8		22.8	22.8		22.8		
23.3	Telephone Costs	44.8		44.8	53.6		53.6	53.1		53.1		
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	3.7		3.7	4.6		4.6	5		5		
	Subtotal OC 23.3	83.8	0	83.8	96.4	0	96.4	98.3	0	98.3		
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	12.8		12.8	72.9		72.9	72.7		72.7		
25.2	Residential Security Guard Services	24.9		24.9	84.7		84.7	78.7		78.7		
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		REDSO/ESA CONTROLLER - T 623		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	21.9		21.9	27.1		27.1	30.2		30.2		
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	26.7		26.7	30.9		30.9	30.9		30.9		
25.2	Staff training contracts	19.2		19.2	43.1		43.1	43.1		43.1		
25.2	ADP related contracts			0			0			0		
	Subtotal OC 25.2	105.5	0	105.5	258.7	0	258.7	255.6	0	255.6		
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	45.5		45.5	47.7		47.7	52.7		52.7		
25.3	All Other Services from Other Gov't. accounts			0			0			0		
	Subtotal OC 25.3	45.5	0	45.5	47.7	0	47.7	52.7	0	52.7		
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	9.4		9.4	10.7		10.7	10.9		10.9		
25.4	Residential Building Maintenance	10.9		10.9	11.6		11.6	10.9		10.9		
	Subtotal OC 25.4	20.3	0	20.3	22.3	0	22.3	21.8	0	21.8		
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	8.1		8.1	9.9		9.9	10.9		10.9		
25.7	Storage Services			0			0			0		
25.7	Office Furniture/Equip. Repair and Maintenance	6.8		6.8	8.3		8.3	9.2		9.2		
25.7	Vehicle Repair and Maintenance	0		0	0		0	0		0		
25.7	Residential Furniture/Equip. Repair and Maintenance	3.3		3.3	3.3		3.3	3.3		3.3		
	Subtotal OC 25.7	18.2	0	18.2	21.5	0	21.5	23.4	0	23.4		
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		

CONTROLLER OPERATIONS

Org. Title: Org. No: OC	REDSO/ESA CONTROLLER - T 623	Overseas Mission Budgets								
		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials	47.3		47.3	93.9		93.9	79.3		79.3
	Subtotal OC 26.0	47.3	0	47.3	93.9	0	93.9	79.3	0	79.3
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	17.1		17.1	7.9		7.9
31.0	Purchase of Office Furniture/Equip.	0		0	68		68	72.3		72.3
31.0	Purchase of Vehicles	0		0	0		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	85.1	0	85.1	80.2	0	80.2
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		1726.9	0	1726.9	1994.1	0	1994.1	1997.9	0	1997.9

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>1341.6</u>	<u>1848</u>	<u>1764.7</u>
Exchange Rate Used in Computations	<u>\$1.00</u> <u>KShs.70</u>	<u>\$1.00</u> <u>KShs.70</u>	<u>\$1.00</u> <u>KShs.70</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: 0 0 0

CAPITAL INVESTMENT FUND

Org. Title: Org. No: 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	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			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	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	0

CAPITAL INVESTMENT FUND

Org. Title: _____ Org. No: _____ OC		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	
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	
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			0			0		0	
	Subtotal OC 21.0	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	
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	

CAPITAL INVESTMENT FUND

Org. Title: Org. No: 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		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	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	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			0
25.4	Residential Building Maintenance			0			0			0
	Subtotal OC 25.4	0	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	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	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	0

CAPITAL INVESTMENT FUND

Org. Title: Org. No: OC	Overseas Mission Budgets									
	FY 2000 Estimate			FY 2001 Target			FY 2002 Target			
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	
26.0	Supplies and materials									
	Subtotal OC 26.0	0	0	0	0	0	0	0	0	0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
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		0	0	0	0	0	0	0	0	0

Additional Mandatory Information

Dollars Used for Local Currency Purchases _____

Exchange Rate Used in Computations _____

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal: 0 0 0

OC	Resource Category Title	FY 2000 Estimate	FY 2001 Target	FY 2002 Target
11.8	Special personal services payments IPA/Details-In/PASAs/RSSAs Salaries	Do not enter data on this line.		
	Subtotal OC 11.8	0.0	0.0	0.0
12.1	Personnel Benefits IPA/Details-In/PASAs/RSSAs Salaries	Do not enter data on this line.		
	Subtotal OC 12.1	0.0	0.0	0.0
21.0	Travel and transportation of persons Training Travel Operational Travel Site Visits - Headquarters Personnel Site Visits - Mission Personnel Conferences/Seminars/Meetings/Retreats Assessment Travel Impact Evaluation Travel Disaster Travel (to respond to specific disasters) Recruitment Travel Other Operational Travel	Do not enter data on this line.		
	Subtotal OC 21.0	0.0	0.0	0.0
23.3	Communications, Utilities, and Miscellaneous Charges Commercial Time Sharing	Do not enter data on this line.		
	Subtotal OC 23.3	0.0	0.0	0.0
24.0	Printing & Reproduction Subscriptions & Publications	Do not enter data on this line.		
	Subtotal OC 24.0	0.0	0.0	0.0
25.1	Advisory and assistance services Studies, Analyses, & Evaluations Management & Professional Support Services Engineering & Technical Services	Do not enter data on this line.		
	Subtotal OC 25.1	0.0	0.0	0.0
25.2	Other services Non-Federal Audits Grievances/Investigations Manpower Contracts Other Miscellaneous Services Staff training contracts	Do not enter data on this line.		
	Subtotal OC 25.2	0.0	0.0	0.0
25.3	Purchase of goods and services from Government accounts DCAA Audits HHS Audits All Other Federal Audits Reimbursements to Other USAID Accounts All Other Services from other Gov't. Agencies	Do not enter data on this line.		
	Subtotal OC 25.3	0.0	0.0	0.0
25.7	Operation & Maintenance of Equipment & Storage	Do not enter data on this line.		
	Subtotal OC 25.7	0.0	0.0	0.0
25.8	Subsistence and support of persons (contract or Gov't.)	Do not enter data on this line.		
	Subtotal OC 25.8	0.0	0.0	0.0
26.0	Supplies and Materials	Do not enter data on this line.		
	Subtotal OC 26.0	0.0	0.0	0.0
31.0	Equipment ADP Software Purchases ADP Hardware Purchases	Do not enter data on this line.		
	Subtotal OC 31.0	0.0	0.0	0.0
	TOTAL BUDGET	0.0	0.0	0.0

ICASS REIMBURSEMENTS

Org. Title: Org. No: OC	REDSO/ESA 623	Overseas Mission Budgets														
		FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request		
		Dollars	TF	Total												
11.1	Washington Funded USDH Salaries & Benefits			0			0			0			0			0
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH			0			0			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0			0			0
11.8	FN PSC Salaries			0			0			0			0			0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	0	0	0	0	0	0	0	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			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0			0			0			0			0
12.1	Cost of Living Allowances			0			0			0			0			0
12.1	Home Service Transfer Allowances			0			0			0			0			0
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits			0			0			0			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0			0			0
12.1	Other FNDH Benefits			0			0			0			0			0
12.1	US PSC Benefits			0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0			0			0
12.1	Other FN PSC Benefits			0			0			0			0			0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0			0			0			0			0

ICASS REIMBURSEMENTS

Org. Title: Org. No: OC	REDSO/ESA 623	Overseas Mission Budgets														
		FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request		
		Dollars	TF	Total												
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0		0	0		0		0	0		0	0		0	
21.0	Assignment to Washington Travel	0		0	0		0		0	0		0	0		0	
21.0	Home Leave Travel	0		0	0		0		0	0		0	0		0	
21.0	R & R Travel	0		0	0		0		0	0		0	0		0	
21.0	Education Travel	0		0	0		0		0	0		0	0		0	
21.0	Evacuation Travel	0		0	0		0		0	0		0	0		0	
21.0	Retirement Travel	0		0	0		0		0	0		0	0		0	
21.0	Pre-Employment Invitational Travel	0		0	0		0		0	0		0	0		0	
21.0	Other Mandatory/Statutory Travel	0		0	0		0		0	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			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	0		0	0		0		0	0		0	0		0	
21.0	Site Visits - Mission Personnel	0		0	0		0		0	0		0	0		0	
21.0	Conferences/Seminars/Meetings/Retreats	0		0	0		0		0	0		0	0		0	
21.0	Assessment Travel	0		0	0		0		0	0		0	0		0	
21.0	Impact Evaluation Travel	0		0	0		0		0	0		0	0		0	
21.0	Disaster Travel (to respond to specific disasters)	0		0	0		0		0	0		0	0		0	
21.0	Recruitment Travel	0		0	0		0		0	0		0	0		0	
21.0	Other Operational Travel	0		0	0		0		0	0		0	0		0	
	Subtotal OC 21.0	0	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			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	0		0	0		0		0	0		0	0		0	
22.0	Home Leave Freight	0		0	0		0		0	0		0	0		0	
22.0	Retirement Freight	0		0	0		0		0	0		0	0		0	
22.0	Transportation/Freight for Office Furniture/Equip.	0		0	0		0		0	0		0	0		0	
22.0	Transportation/Freight for Res. Furniture/Equip.	0		0	0		0		0	0		0	0		0	
	Subtotal OC 22.0	0	0	0	0	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			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		0		0	0		0	0		0	
23.2	Rental Payments to Others - Warehouse Space	0		0	0		0		0	0		0	0		0	
23.2	Rental Payments to Others - Residences	0		0	0		0		0	0		0	0		0	
	Subtotal OC 23.2	0	0	0	0	0	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			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	0		0	0		0		0	0		0	0		0	
23.3	Residential Utilities	0		0	0		0		0	0		0	0		0	
23.3	Telephone Costs	0		0	0		0		0	0		0	0		0	
23.3	ADP Software Leases	0		0	0		0		0	0		0	0		0	
23.3	ADP Hardware Lease	0		0	0		0		0	0		0	0		0	
23.3	Commercial Time Sharing	0		0	0		0		0	0		0	0		0	
23.3	Postal Fees (Other than APO Mail)	0		0	0		0		0	0		0	0		0	
23.3	Other Mail Service Costs	0		0	0		0		0	0		0	0		0	
23.3	Courier Services	0		0	0		0		0	0		0	0		0	
	Subtotal OC 23.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
24.0	Printing and Reproduction	0		0	0		0		0	0		0	0		0	
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

ICASS REIMBURSEMENTS

Org. Title: Org. No: OC		Overseas Mission Budgets														
		FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request		
		Dollars	TF	Total												
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services			0			0			0			0			0
25.1	Engineering & Technical Services			0			0			0			0			0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0			0			0			0			0
25.2	Residential Security Guard Services			0			0			0			0			0
25.2	Official Residential Expenses			0			0			0			0			0
25.2	Representation Allowances			0			0			0			0			0
25.2	Non-Federal Audits			0			0			0			0			0
25.2	Grievances/Investigations			0			0			0			0			0
25.2	Insurance and Vehicle Registration Fees			0			0			0			0			0
25.2	Vehicle Rental			0			0			0			0			0
25.2	Manpower Contracts			0			0			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0			0			0
25.2	Recruiting activities			0			0			0			0			0
25.2	Penalty Interest Payments			0			0			0			0			0
25.2	Other Miscellaneous Services			0			0			0			0			0
25.2	Staff training contracts			0			0			0			0			0
25.2	ADP related contracts			0			0			0			0			0
	Subtotal OC 25.2	0	0	0	0	0	0	0	0	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			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0			0			0			0			0
25.3	All Other Services from Other Gov't. accounts			0			0			0			0			0
	Subtotal OC 25.3	0	0	0	0	0	0	0	0	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			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0			0			0			0			0
25.4	Residential Building Maintenance			0			0			0			0			0
	Subtotal OC 25.4	0	0	0	0	0	0	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			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			0			0
25.7	Storage Services			0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance			0			0			0			0			0
25.7	Vehicle Repair and Maintenance			0			0			0			0			0
25.7	Residential Furniture/Equip. Repair and Maintenance			0			0			0			0			0
	Subtotal OC 25.7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials			0			0			0			0			0
	Subtotal OC 26.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

ICASS REIMBURSEMENTS

Org. Title: Org. No: OC	REDSO/ESA 623	Overseas Mission Budgets														
		FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request		
		Dollars	TF	Total												
31.0	Purchase of Residential Furniture/Equip.			0			0			0			0			0
31.0	Purchase of Office Furniture/Equip.			0			0			0			0			0
31.0	Purchase of Vehicles			0			0			0			0			0
31.0	Purchase of Printing/Graphics Equipment			0			0			0			0			0
31.0	ADP Hardware purchases			0			0			0			0			0
31.0	ADP Software purchases			0			0			0			0			0
	Subtotal OC 31.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		0	0	0												

Additional Mandatory Information

Dollars Used for Local Currency Purchases _____
 Exchange Rate Used in Computations _____

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
 On that form, OE funded deposits must equal: 0 0 0 0 0

Supplemental Information Annexes

Environmental Impact

Annex ... Environmental Impact and Compliance Information: USAID/REDSO/ESA

Component 1. Plan for new or amended IEE or EA actions for coming year. Planned Reg 216 actions listed in FY 00 column. REDSO/ESA is expected to submit a new CSP in FY 2000 and most SOs will have an SO-level IEE. An Environmental Threats and Opportunities Assessment, and FAA Sections 117-118-119 Environmental Sustainability Analysis have been prepared.

Component 2. Compliance with previously approved IEEs or EAs. All Mission activities are in compliance with their corresponding approved IEEs, or are being addressed, as reflected in the FY 99, FY 00 and Comments columns below.

USAID/REDSO/ESA Environmental Review Status, Plans and Schedule

ASSISTANCE ACTIVITIES	FY 99 and previous	FY 00 actions expected	Comments
SO #2 Increased Utilization of Critical Information by USAID and other Decision Makers in the Region			
GHA Food Security and Conflict Management: 623-1001	28ghai1. iee. Cat Ex covers both SO2 and SO3 activities.	Future activities deferred. Amend Cat Ex. or prepare several topic- or SO-specific new ones. To be resolved when new SO is approved	EG, DG/Conflict, Ag, PHN, ENRM, Humanitarian/Transition Initiatives and Cross-cutting activities covered.
LSGA Commonwealth Regional Community Health Secretariat: 698-0483.23 (CRCHS)	28redso3. iee Cat Ex.	No action needed until FY 00 funding, unless new SO structure.	Activities beyond current funding deferred. Incorporate in any consolidated Cat Ex/IEE.
Center for African Family Studies CAFS III Coop. Agreement PACD 2001	1994 Cat. Ex. For NGO T.A., training, research on sexual behavior	Support mechanism for CAFS being re-examined.	Env. review deferred until SO redesigned FY 2000. Incorporate in any consolidated Cat Ex/IEE.
Global Bureau: G/PHN Field Support	Regional Center for Quality Health Care (Makerere Univ.) and many other initiatives covered via G/PHN mechanisms	As new LSGAs and cooperative agreements are elaborated, environmental review actions will be conducted, poss. as new SO IEE	
Partnership for EG in ESA: 623-1001, 698-0546 & 698-0570 -- COMESA	28redso2. iee	Future activities deferred. Amend or new SO specific Cat Ex/IEE.	Incorporate in any consolidated Cat Ex/IEE.
SO#3 Establish a Strong Basis for Implementation of the GHAI			
GHA Food security and Conflict Management: 623-1001	FY 00 30redso1. iee replaced FY 99 28ghai1. iee for ASARECA and IARCs grants	Env. screening/review of sub-grants process to be initiated following training.	Sub-grants to be awarded following screening with NRM sustainability criteria
African Dialogue Center: 623-0005	27ghai1. Cat Ex covered FY 97 only.	No additional funding; no action	No cost extension in 98; no change in activities.
Horn Africa Support Project: (HASP): 623-0006	27ghai2. Neg Det. w/ Conditions for env. screening/review of NGO grants and implementing IGAD profiles. Cat Ex for profile design.	Monitor env. screening/review process. Status reports periodically to BEO. IEE may be amended with new strategy.	Amend IEE if IGAD project profile activities, & <i>follow-ons</i> , do not lend themselves to umbrella screening/review.

Burundi			
Great Lakes Justice Initiative: International Foundation for Election Systems & Search for Common Ground	Dialogue and conflict resolution fora. Technical assistance only -- categorically excludable	IEE is needed.	
Sudan			
Sudan Transition Assistance for Rehabilitation (STAR): 623-0008	28rdsoe1. Neg Det. w/ Conditions for umbrella env. screening/review of grant making under CRS C.A. Cat. Ex. for other activities by OLS/UNICEF.	Monitor env. screening & review process. Status reports to BEO. New consolidated IEE to be prepared for new Sudan ISP approved 3/14/00, IEE expected August 2000.	Three SOs in ISP, all likely to require SO-level IEEs. FAA Sect. 118-119 analysis to be done on development activities in Sudan in FY 2000
Somalia			
Economic Planning Project: 649- 0142	27som1.94 Cat Ex continued through 9/98	Memo to files re continued Cat Ex.	Extended through FY 2000.
Administrative Management: 649- 0144	27som2. Neg Det/Conditions to document EU Env. Assessment of roads. Cat Ex ADRA administrative management.	Office to monitor EU's continued intent to do env. assessments. IUCN funded to do several workshops and produce guidelines, studies on NRM and development.	EU funding not yet available. No roads yet implemented.

Success Stories

INFORMATION ANNEX: SUCCESS STORIES War-Torn Societies Project: Somali Women defend their Rights

The War-torn Societies Project (WSP), supported by GHAI, implemented an innovative program of participatory, action-oriented research that helps societies emerging from conflict to better define their key problems and priorities, build consensus regarding response options, and indicate how focused donor assistance can be most effective. In Puntland, Somali women realized their inability to participate in civil society and responded by initiating a community literacy program that promoted education on key social issues.

This story began in northeast Somalia (Puntland) where the WSP team of researchers collected ideas, opinions, and other information through a series of workshops with participants from all sectors of society. One topic was gender and the status and role of women in Puntland society, which had been identified as critical issues for the post-conflict rebuilding process. A draft paper on gender reported the issues and concerns raised by women and men in these workshops. The intent was that communities would review, revise and then approve the document as an accurate reflection of their views.

However, it was not so simple. Religious conservatives raised an outcry against the paper, claiming it was anti-Islam. They incited the government to ban it and arrest the WSP researcher who had prepared it, a young Canadian/Somali woman. This generated an immediate and strong response, particularly from Puntland women. During the researcher's arrest, many women challenged the police saying, "We are the ones who have said these things, so you must arrest us too." Many women also recognized that much of what was being said about the paper, particularly the anti-Islam claim, was simply not true. Alarmed about the negative propaganda, women organized sessions among women (many of whom were illiterate) to read the gender paper aloud.

For Fatuma Jibril, director of a local organization known as Horn Relief, the document exposed a critical gap in Somali society. Women are unable to adequately participate in decision making and advocate for their rights, in part, because they lack knowledge, and in many cases the literacy skills that would give them access to it. In response, Fatuma and other Puntland women, using their own resources, launched reading clubs for women in several towns. Horn Relief staff have begun translating papers on social issues, governance, and the environment into Somali for the women's reading groups. As one participant explained, "We want women to not be afraid of reading the written word and to be able to form their own opinions."

Issues such as women's rights have sparked discussion and debate among both women and men in other parts of Somalia as well. Many Somalis feel strongly that recreating the former centralized and authoritarian state would be little better than the lack of any governance that still plagues the south and appear willing to fiercely support their right to discuss and debate and share information accurately and freely. Promoting and protecting these rights for all sectors of society must be a foundation of Somalia's political reconstruction.

INFORMATION ANNEX: SUCCESS STORIES

Uganda forms its First Commercial Truck Owners Association: A REDSO/GHAI Success Story

The East Africa Transportation Initiative (EATI) has been recognized as a premier lobbying group in East Africa by the East African Community Secretariat because of its success in helping to lobby for reform in the transportation sector. Support and technical assistance from the EATI was instrumental in the formation of the first Uganda Commercial Truckers Association.

As part of a 1999 EATI organized workshop (funded by REDSO/GHAI's Regional Trade Analytical Agenda), major problems were identified with Uganda's enforcement of axle load limits. As a result of the workshop's frank discussion, Uganda's Minister for Works, Housing and Communications challenged independent truck owners to form an association that could more formally and regularly present their grievances and suggestions to the government.

EATI's support and guidance were instrumental in helping bring private truckers from across the country together to develop their strategy. After several EATI-sponsored meetings, the truckers were able to draft the Memorandum of Association required to legally establish their association. As a reflection of the importance truckers placed on the association, member companies are paying registration fees of US\$135.

Uganda's newly formed truckers' association has created a model for the formation of other organized groups in the EAC region. The association's basic goals are to:

- establish an organization fully representative of cross-border operators;
- coordinate, encourage and promote the interests of members;
- encourage fair competition and practice without interfering with initiative and enterprise; and
- consider, advise and make representations on existing or contemplated legislation or such other measures that might affect the interests of its members and generally promote support or oppose such legislation.

EATI's success in Uganda has encouraged other transportation sectors to enter into the dialogue to help improve transportation policies and the enforcement of regulations nationwide.

INFORMATION ANNEX: SUCCESS STORIES

Kenyan Government Moves To A Community Based Food Aid Targeting System: A GHAI/FEWS Success Story

Kenya's remote Turkana District, the area hardest hit by the country's recent drought, demonstrates the improvements for the poorest households brought about by a new community-based food aid targeting system. During a recent visit to the region, observers noted that poor households were receiving a monthly distribution of up to twenty-two pounds of corn, dramatically more than the two pounds they received previously. The new targeting system provides a more accountable and transparent distribution mechanism to ensure that food aid goes to those most in need.

In the past, when emergency food aid was required in Kenya, there were two parallel emergency food programs - the Government of Kenya (GOK) system, that utilized GOK-purchased stocks and a donor program implemented through the UN's World Food Program (WFP) and their implementing partners. These partners mainly were consisting of international Private Voluntary Organizations (PVOs). The GOK system used to be highly corrupt with high losses and little or no impact, as the food aid went to too many districts and too many people due to political reasons. While the relevant information to better target their food aid was available, such information was rarely utilized by the GOK.

In 1999, targeting issues came to the forefront during meetings among the GOK, WFP, donors and PVOs. As a result of a GHAI funded workshop facilitated by the Famine Early Warning System (FEWS) project staff, augmented by additional USAID and British-funded analyses, the GOK modified its emergency distribution system. The result was an effective response to the drought conditions that had put more than 1.5 million people at risk by December 1999.

The GOK has made some dramatic changes in its emergency aid program by moving towards a more transparent and efficient community-based distribution system. The new system allows for district and divisional level decisions to be made locally, and PVOs have a much larger role in the allocation of all emergency food. Targeting of households can now be done based on need rather than on political factors; while improved and transparent accounting procedures make unauthorized diversions harder. Under this system, donors can now have the confidence that their contributions of food aid are being distributed in a timely and equitable manner.

INFORMATION ANNEX: SUCCESS STORIES

Conflict Resolution between Sudan's Dinka and Nuer: A GHAI/STAR Success Story

In March 1999, a USAID-sponsored participatory, grassroots peace process [begun in 1998 under the auspices of the New Sudan Council of Churches (NSCC)], brought together more than 300 Dinka and Nuer traditional leaders and church elders and led to the signing of an historic peace agreement at Wunlit, Bahr el Ghazal. A GHAI funded \$135,000 contribution from USAID's Sudan Transitional Assistance for Rehabilitation (STAR) financed the event as well as follow-on NSCC peace building initiatives.

Telling stories of war and loss from years of cattle raiding and abduction of women and children, the Dinka and Nuer leaders used cattle sacrifice and other traditional ceremonies at the conference to bind their communities in adhering to the agreement and ending their conflict. The Wunlit Agreement provides for the adjudication of disputes over access rights to pasture and water sources and establishment of border courts and police posts jointly operated by the Dinka and Nuer. Within six months of the signing, five high frequency radio posts were established along the Dinka-Nuer frontier, providing an important means to prevent future conflict. USAID's support has resulted in the resolution of a conflict affecting thousands of Sudanese, dramatically transforming the lives of Dinka and Nuer pastoralists living in Bahr el Ghazal one year later.

One of the NSCC's peace mobilizers who played a key role in organizing Wunlit revisited the site in February 2000 and witnessed how communities empowered by the peace have resumed lives as neighbors in areas that had been "no man's land" for more than seven years. He wrote: "I did not see people moving with guns as was the case before the Wunlit Peace Agreement. Amazingly enough, the Nuer displaced people were mixed with local people in a cheerful mood. The Dinka and Nuer children were playing together." (see members.tripod.com/SudanInfonet for the complete report by Mario Muor Muor).

INFORMATION ANNEX: SUCCESS STORIES

Reduction of Water Hyacinth Infestations on Lake Victoria: A GHAI Success Story

USAID/Uganda, using Greater Horn of Africa Initiative (GHAI) funds, has successfully contributed to the dramatic reduction of water hyacinths on Lake Victoria. The hyacinth was introduced in the late 1980's and rapidly spread, forming dense mats thousands of acres in size. This had a devastating impact on the local economy because fishermen's traditional access to the lake, and to their source of livelihood was blocked. Large-scale business and trade was also negatively affected when the port areas became inaccessible and water intake pipes for dams were blocked. With the decline in the weed, fishermen once again have free access, and ports and pipes have re-opened. Now they have free access again and port areas and large water intake pipes for dams have also been opened up.

The decline in water hyacinth infestations is the result of several interrelated factors. Above average rainfalls from a recent El Nino have increased lake levels and reduced the concentration of nutrients necessary for plant growth. In addition to these favorable natural conditions, GHAI partners have initiated aggressive mechanical removal programs in key areas of the lake. Two species of parasitic weevils that are natural enemies of the hyacinth have also been widely released. In a preemptive strike to further reduce hyacinth from entering the lake, scientists and technicians from Rwanda and Burundi were trained under USAID's program to initiate biological control efforts in key upstream areas.

This activity fully embraces the GHAI principle of regional approaches by effectively tackling a major regional problem affecting food security and rural incomes in the three countries of the Lake Victoria Basin. Further activities are underway to develop an integrated regional program to monitor the distribution and control of water hyacinth, and ultimately the environmental health of the watershed surrounding the lake.

INFORMATION ANNEX: SUCCESS STORIES

Southern Sudan's Economic Governance Conference: A GHAI/STAR Success Story

The GHAI principles are well reflected in the USAID Sudan Transition Assistance for Rehabilitation (STAR) program, a first-of-its-kind workshop on economic governance (October 30 – November 3, 1999) in Yambio, Western Equatoria. The New Sudan Economic Society brought together 125 participants from all parts of southern Sudan, including the Nuba Mountains and Southern Blue Nile regions. Participants ranged from civil society representatives and Sudanese economists to Sudan People's Liberation Movement (SPLM) civil administrators, regional Governors, and members of the SPLM National Executive Council.

With economic rehabilitation taking place in stable SPLM controlled areas, trade and markets have been revived and small-scale economic enterprises are multiplying. Presentations and discussions at the workshop debated many important topics including taxation, currency, and the role of civil authorities, fiscal management, and the management of natural resources. Civil society representatives pushed for greater transparency and accountability within the SPLM governance structures, and for policies and institutions that will promote trade and development in the region. With the moderators encouraging an open and frank discussion, participants willingly used this forum to voice their views and concerns. This was the first inclusive forum held to examine and discuss economic issues, and issues of economic governance.

The workshop resulted in the creation of a seven-person technical committee tasked with incorporating workshop themes and issues into a document that guided deliberations during the December 1999 session of the SPLM National Liberation Council (the nascent legislature). The recommendations have also been incorporated into the SPLM blueprint for action document entitled "Peace through Development in the Sudan." The Economic Governance Conference and its follow-up actions have begun an open dialogue on issues of pressing concern to the southern Sudanese population and to the nascent SPLM civil administration. USAID is working to ensure that the conference has launched an ongoing process that will lead to the formulation and implementation of sound economic policies and practices that reflect democratic principles of accountability and transparency.

A short video of conference highlights has been disseminated and shown to southern Sudanese, NGO representatives, and U.S. Government officials, including congressional staff members. This video has helped to convey the participatory and open nature of the forum and the range of topics discussed. It will be used also as an historical record and baseline reference as economic policy develops in southern Sudan.

INFORMATION ANNEX: SUCCESS STORIES

The Greater Horn of Africa and Leland Initiatives: A Success Story Emerging in Kenya

Driven by a desire to access the Internet's growing wealth of information and stimulated by the Leland Initiative's opportunities, USAID and a determined group of Kenyans used a unique solution to overcome Kenya's restrictive telecommunication policies. When the Kenya Education Network (KENET) asked USAID to assist in providing Internet access for their students and faculty, they were confronted with a major dilemma. Even if USAID agreed to provide all the computer equipment needed for their training facilities, KENET would be unable to afford the government's exorbitant high fees of US\$4,500 a month for telecommunication links.

This dilemma stimulated an innovative challenge grant from USAID. Under the Leland Initiative, USAID agreed to provide \$350,000 equipment and training for KENET, with the understanding that KENET must convince the government to develop policies and fee structures that encourage and stimulate internet access, particularly among educational institutions. The response to date has been remarkable. The 21 universities and research institutions of KENET have tackled the problem head on, advising the government to develop new pricing policies that reflect the true costs of Internet services. The universities are also encouraging the government to reform the regulations that govern the allocation of radio frequencies. This will permit the use of the latest technology while simultaneously bypassing the government monopoly of telephone services. KENET is also even exploring how it can provide Internet access to other educational institutions, such as secondary schools.

Fostering African ownership, a new way of doing business directly promoted and supported by the Greater Horn of Africa Initiative, is clearly the right approach in Kenya.

INFORMATION ANNEX: SUCCESS STORIES

Adolescent Reproductive Health: Success in Reaching Out to Youth in Eastern and Southern Africa

Meaningful youth participation in adolescent reproductive health (ARH) programs has been inadequate to date. ARH program donors and managers do not generally involve the beneficiary population (young people ages 14-24) in planning and implementing activities, nor do they solicit young people's feedback on their experiences with and perceptions of ARH programs. The testimonial of a young woman participating in a September 1999 ARH conference held by REDSO/ESA demonstrated the enormous impact resulting from the involvement of youth for program quality and effectiveness and on the lives of young people.

During one discussion of ARH program and service delivery issues, group members provided general comments on program and service gaps. One adolescent, however, used the setting to personalize her feedback by sharing with the group her own reproductive health experiences and perceptions. She painfully described for the group how, as a young girl, she had been raped both by the family gardener and her father's brother. She explained how her inability to discuss this abuse with family or friends eventually drove her from home. She told the group of her struggles to complete her education, find employment and move on with her life.

The young woman's account not only provided important program feedback but led to valuable personal insight as well. Her testimonial underlined the need for ARH programs and services to acknowledge the diversity of adolescent sexual and reproductive health experience and provide adolescents with critical coping skills and support systems. At the same time, the young woman's revelation clearly illustrated the impact of the workshop on her own life. As she finished her statement, the young woman remarked to the group that prior to the workshop she had been unable to share her experiences with anyone and had instead buried the memories away. She pointed out that the conference, in reaching out to youth and placing value on their participation, had enabled her for the first time to look deep inside herself, analyze her own experiences, and reach out in trust to other young people present.

Non-Presence Countries (NPCS)

Information annex topic: non-presence countries (npcs)

SOMALIA

R4 Part I: Overview and Factors Affecting Program Performance

Somalia has been without a central government since dictator Mohamed Siad Barre fled Mogadishu in 1991. Subsequent fighting among rival faction leaders resulted in the killing, dislocation and starvation of thousands of Somalis.

Nine years later, the Somali people continue to struggle against adverse weather and insecurity conditions without the support of a government. UNDP's Human Development Index in 1998 ranked Somalia at the absolute bottom worldwide: the average life expectancy was between 41 and 43 years of age; barely 15%; and 25% of children ever reach five years of age. While no hard data yet exists for 1999, one can safely assume that the situation has not improved significantly. Drought in particular continues to cause untold hardship on the agro-pastoral populations in the south, with as many as 1.2 million at risk from rainfall predicted to be insufficient in the year 2000.

Security and access continue to be the most challenging obstacles in the implementation of humanitarian and development programs in southern Somalia. While road access is open in most areas, security on the road continues to be a major constraint, both for Somalis trying to conduct normal business transactions and for the relief community in its efforts to deliver supplies.

Glimmers of hope have emerged in 1999: the political maturation of Somaliland and, to a lesser extent, Puntland in the north was notable over the past year. In May, the Saudi Arabian government revoked its livestock ban, which had put Somaliland's economy into a steep tailspin since early 1998. In June, the Rahanweyn Resistance Army (RRA) liberated Bay and Bakool Regions from Hussein Aideed's forces, and subsequently formed an administration in the regions. In September, Djiboutian President Ismail Omar Guelleh launched a new peace initiative at the U.N. General Assembly. Dubbed the "Djibouti" or "Guelleh" Initiative which seeks both to include civil society and to penalize the warlords if they don't go along. Against this hopeful backdrop, however, the Somalia development assistance budget was slashed from \$4 million in FY1998 TO \$1.5 million in FY1999, which restricted our ability to capitalize on these positive events. Though total USG funding, including disaster and refugee assistance, approached \$25 million, USAID was severely limited its ability to move secure areas of Somalia further along a transition from relief to development.

Even with limited funding, USAID has continued to play a large role in keeping Somalia off the front pages – there is no widespread starvation, no large outflow of refugees as we saw only a few years ago – and U.S. assistance is indeed helping to strengthen certain sectors in targeted areas. In addition to the usual humanitarian response being undertaken in Somalia, such as free food distributions, and emergency health and water interventions, USAID also, through implementing partners, continues to help rehabilitate numerous irrigation canals, river dikes, and farm-to-market roads. As a result, farmers have tended to stay on their land, planting more, and in time we expect, realizing larger and better quality harvests. Refugees are returning from Ethiopia and, to a lesser extent, Kenya, to secure and stable areas in Somaliland, Puntland, and some parts of southern Somalia.

In the absence of central government and in order to help Somalis rebuild the country from the bottom up, USAID has helped build the capacity of local authorities and civil society through technical support to regional/district administrations and indigenous NGOs. The formation in 1999

of a “functioning” Bay and Bakool administrative structure, taken with the other administrations of Puntland and Somaliland, augurs well for the future of those regions and the potential for development programs there. It is also hoped that these steadily progressing local administrative “building blocks” may, in time, cover the country and then be able to negotiate a future national government among themselves.

USAID has also helped establish and lead a unique effective donor coordination group known as the Somalia Aid coordination Body (SACB). The (SACB) is comprised of over 150 organizations, including multilateral and bilateral donors, UN Agencies, and international NGOs. The SACB has established sector committees to address specific problems, such as health and food security, in order to ensure coordinated, cost-efficient, and effective programs to meet the basic human needs of Somalis in the absence of a central authority.

USG assistance to Somalia seeks to ensure that continuing instability in parts of Somalia does not spread to other countries in the Horn. The paramount goal of US policy in Somalia is to encourage the return of Somalia to the international community as a legitimate and reliable member. Supporting successful models of local administration and governance – in Somaliland, Puntland, and possibly Bay and Bakool, for example – is one obvious way to accomplish this goal.

The U.S. assistance strategy for Somalia expired September 30, 1999 and was subsequently extended for two years. However, positive change and an evolving political landscape have led Washington decision-makers to ask REDSO to revise the Somalia strategy. As a result, and with a commitment to participate from several Washington-based officers in AID and State, REDSO plans to begin the process in revision in August 2000 with the objective of submitting an updated Integrated Strategic Plan at the end of FY 2000 and the hope of having an approved new strategy early in FY 2001.

The Djibouti Initiative to promote reconciliation of the various political factions and clans, a reunified Somalia, and a central government got underway in January, 2000. A major conference of Somalis is scheduled for April, 2000. Djibouti authorities are being aided by several elements of Somali civil society, the U.N. Political Office for Somalia, IGAD, and pledges of support from various donors. Plans that have evolved thus far are not without their many critics but, despite apparent flaws, continue to enjoy the support of the donor community and some, but not all, elements of Somali society. Mid-year will be a critical period that may determine the success or failure of the initiative.

REDSO can increase its efforts to foster a peaceful transition in Somalia and an accelerated evolution toward democracy and reconciliation with additional resources, should Washington policymakers determine that increased USG support is warranted by recent accomplishments.

PART II: Results Review

Country/Organization: REDSO/Somalia

Objective ID: 649-001-01

Objective Name: Improved Foundation for Food Crop Production in Target Areas

Self Assessment: Exceeding Expectations

Self Assessment Narrative: SO 1 achievements have surpassed performance expectations. All SO and IR indicators were met or exceeded, despite the poor weather conditions over 1999 impacting harvests in southern Somalia. USAID's interventions helped mitigate the effects of drought in rainfed areas, and contributed to substantially increased production in irrigated areas.

Primary Link to Strategic Agency Framework: 1.2 Ag Development/Food Security
(please select only one)

Secondary Link to Strategic Agency Framework:
(select as many as you require)

- | | |
|--|--|
| <input type="checkbox"/> 1.1 Private Markets | <input checked="" type="checkbox"/> 1.2 Ag Development/Food Security |
| <input checked="" type="checkbox"/> 1.3 Economic Opportunity for Poor | <input type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input type="checkbox"/> 2.3 Politically Active Civil Society |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input type="checkbox"/> 4.4 HIV/AIDS | <input type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input checked="" type="checkbox"/> 5.5 Natural Resource Management | <input checked="" type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input checked="" type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input checked="" type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input checked="" type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Humanitarian Response

Primary Link to MPP Goals: Humanitarian Assistance

Secondary Link to MPP Goals (optional): Regional Stability

Summary of the SO:

The purpose of this SO is to improve the foundation for agricultural production in southern and central Somalia to a point where farmers remain on their land, those previously displaced return, and

planting is substantially increased. This objective contributes directly to, and is necessary to achieve, a subgoal of “Increased Food Crop Production in Target Areas”.

REDSO's Somalia Country Program Team and its partners believe that an actual increase in production is too ambitious to be achieved given the current timeframe, limited donor resources, and the continually changing weather and security conditions in Somalia. Thus, the main assumption underlying SO1 is that an improved foundation for agricultural production will in time contribute to increased food crop production and ultimately to improved household food security.

Principal beneficiaries and ultimate customers are the farmers of southern and central Somalia who are some of the most vulnerable and least food-secure populations in the country. They are at the mercy of unpredictable weather patterns and civil insecurity. Their clans generally offer them little or no protection. A large proportion of those displaced within the country, as well as refugees in Kenya, are farmers from southern Somalia.

Principal results necessary to achieve this SO are: increased availability of agricultural inputs and services for farmers in target areas; improved agricultural infrastructure in target areas; and increased investment by farmers in agriculture in target areas.

Key Results:

USAID interventions over the past year improved the foundation for food crop production in target areas. This was accomplished through the provision of agricultural inputs and services such as seeds, tools and extension training; by improving agricultural infrastructure such as irrigation canals and river embankments; and promoting increased investment by farmers through micro-credit and encouragement of community contributions. CARE's Rural Food Security Project (RFSP) in particular, due to impressive community interest and participation, helped to substantially improve food security in the target areas.

Performance and Prospects:

In spite of the drought conditions in 1999, improved agricultural infrastructure, farmer training, and availability of seeds has helped farmers expand their irrigated area to 84,687 hectares, compared to the 18,891 hectares originally planned (Table 1). This resulted from the work of CARE through its Rural Food Security Project (RFSP). The achievement in improved infrastructure as detailed in IR 1.2 and the synergies between CARE's two USAID programs in southern Somalia have dramatically increased the capacity of the NGOs and their ability to implement activities.

Intermediate Result 1.1: Increased Availability of Agricultural Inputs and Services for Farmers in Target Areas.

The objective of IR 1.1 is to increase farmers' utilization of improved agricultural techniques, such as more environmentally sound pest management and better cropping practices. Over 3,700 selected farmers were trained as agricultural extension workers, and they, in turn, trained numerous others in their communities. The SO level success is well demonstrated by the fact that many more farm families are now actually practicing new techniques. In addition, 46,000 vulnerable farm families (Table 2) received seeds through the CARE activity, which helped compensate for seed shortages due to six consecutive poor harvests in certain agricultural areas of southern Somalia.

Intermediate Result 1.2: Improved Agricultural Infrastructure in Target Areas.

This IR captures the Food for Work (FFW) activities which rehabilitate canals, river embankments, farm-to-market feeder roads and other infrastructure needed by farmers for increased production and marketing. These results are achieved mainly using P.L.480 Title II food commodities.

USAID more than quadrupled the kilometers of canal rehabilitation over the originally-set target (Table 3). The 2,013 km of canals accomplished resulted in a dramatic increase in the hectares under irrigation (from 3,919 hectares in 1997 to 53,516 hectares in 1998 to 84,687 hectares in 1999). This increase will bring about positive changes in food security for thousands of households in the target areas and will help keep farmers on their land, thereby reducing the number of displaced people in Somalia.

Intermediate Result 1.3: Increased Investment by Farmers in Agriculture in Target Areas. The indicator for this IR is “number of agricultural loans taken by farm families in target areas”. Through 1999, there were 9,356 cumulative agricultural loans disbursed against 3,920 planned (Table 4). Even more important, the repayment rate has been 94%. The agricultural loans can be repaid either with cash or crops, and the high repayment rate is a testament to farmers’ surpluses due to the loans. Community contributions to projects are also worth noting: an estimated 5% of each project’s total value is donated by the community in the form of cash, labor, warehouse space, etc.

Possible Adjustments to Plans:

BHR/FFP continues to support CARE’s Rural Food Security Project, and the project will continue in 2000. CARE will continue to work with international NGOs such as World Vision (the largest food for work implementer in Somalia) and ADRA; and expand geographic coverage in southern and central Somalia. However, the CARE Umbrella Grant will end in June 2000, which may affect future results under IRs 1.1 and 1.3.

Other Donor Programs:

While USAID is the major donor in this sector, WFP continues to be active in southern Somalia with a number of FFW projects to rehabilitate infrastructure. The EU has funded some international NGOs as well. In the absence of a central government in Somalia, all activities are coordinated under the umbrella of the Somalia Aid Coordination Body (SACB) and, in particular, its Food Security Sectoral Committee.

Major Contractors and Grantees:

The SO’s primary partner is CARE, through both its Rural Food Security Project and Umbrella Grant. CARE’s subgrantees include World Vision, ADRA and other international and local NGOs.

Performance Data Table

Objective Name: Improved Foundation for Food Crop Production in Target Areas			
Objective ID: 649-001-01			
Approved: 10/15/96		Country/Organization: REDSO/Somalia	
Result Name: Improved Foundation for Food Crop Production in Target Areas			
Indicator: 3: Hectares directly irrigated through new or rehabilitated canals in target areas			
Unit of Measure: Number	Year	Planned	Actual
Source: CARE will collect, analyze, and aggregate data from its implementing partner organizations.	1996 (B)		3,730
	1997	8,591	3,919
Indicator/Description: Canals include main and secondary canals. Target areas are defined as the project sites where USAID funded activities are taking place. These sites are located mainly within the main 9 agricultural regions of Somalia.	1998	13,691	53,516
	1999	18,891	84,687
This is a cumulative figure.			
Comments: USAID began a partnership with CARE in 1998 to implement FFW activities – a large proportion of which have helped rehabilitate irrigation canals. Due to surprisingly high community interest and participation, the results have been nothing short of impressive.			

Performance Data Table

Objective Name: Improved Foundation for Food Crop Production in Target Areas			
Objective ID: 649-001-01			
Approved: 10/15/96		Country/Organization: REDSO/Somalia	
Result Name: 1.1 : Increased availability of agricultural inputs and services for farmers in target areas			
Indicator: 1: Number of vulnerable farm families in target areas that were affected by crisis that received seeds			
Unit of Measure: Number	Year	Planned	Actual
Source: CARE	1996 (B)		11,910
Indicator/Description: The number of farm families in target areas that received seeds in the past year due to a crisis. Vulnerable farmers targeted for distribution of seeds include families that have no seeds reserved for planting due to recent drought or other severe hardship, as well as returning IDPs or refugees. The assistance is provided to help the farmers' plant in the next season. Note that this assistance is expected to be provided only in response to specific circumstances and special needs, and not on an ongoing basis. Therefore, it is not possible to set precise longer range target levels for the second and third years of the ISP period, although general estimated targets can be set. It should be possible to set more precise targets for shorter time horizons into the future. A farm family is defined as a family unit that farms the same piece(s) of land. Target areas are defined as the project sites where USAID and its partners are funding activities. These sites are located mainly within the main 9 agricultural regions of Somalia. This is an annual figure.	1997	15,460	66,264
	1998	13,500	15,686
	1999	13,500	46,013
Comments: While we had expected a lower number of families to need seeds in 1999, due to recurring drought CARE, through OFDA funding, provided nearly 800 MT of seeds to vulnerable families in Bay, Bakool, Middle and Lower Shabelle regions.			

Performance Data Table

Objective Name: Improved Foundation for Food Crop Production in Target Areas			
Objective ID: 649-001-01			
Approved: 10/15/96		Country/Organization: REDSO/Somalia	
Result Name: 1.2: Improved agricultural infrastructure in target areas			
Indicator: 2: Length of irrigation canals constructed or rehabilitated in target areas			
Unit of Measure: Number of kilometers	Year	Planned	Actual
Source: Implementing partners of USAID	1996 (B)		132
Indicator/Description: Both primary and secondary canals are included. Target areas are defined as the project sites where USAID-funded activities are taking place. These sites are located mainly within the main 9 agricultural regions of Somalia.	1997	257	200
	1998	377	780
	1999	497	2,013
This is a cumulative number.			
Comments: The target was far surpassed, as demand for the rehabilitation of canals continued to grow, attracting more indigenous NGOs to CARE's Rural Food Security Project (RFSP).			

Performance Data Table

Objective Name: Improved Foundation for Food Crop Production in Target Areas			
Objective ID: 649-001-01			
Approved: 10/15/96		Country/Organization: REDSO/Somalia	
Result Name: 1.3: Increased investments by farmers in agriculture in target areas			
Indicator: 2: Number of agricultural loans taken by farm families in target areas			
Unit of Measure: Number	Year	Planned	Actual
Source: Implementing partners of USAID	1996 (B)		420
Indicator/Description: This indicator tracks the number of agricultural loans disbursed in USAID-funded project sites. Loans included are those specifically taken for agricultural activities. These sites are located mainly within the main 9 agricultural regions of Somalia.	1997	1,920	2,740
	1998	2,920	6,358
	1999	3,920	9,356
This is a cumulative number.			
<p>Comments: Note that this indicator is a proxy measure of actual investment by farm families in agriculture. However, since the loans are specifically taken for agricultural activities, it is a very close proxy.</p> <p>The target was exceeded in 1999 in recognition that, due to prolonged poor harvests, significantly more customers would be in need of such credit. It should be noted that, despite the dire circumstances, the average repayment rate for these loans was an impressive 94%.</p>			

Country/Organization: Somalia/REDSO

Objective ID: 649-002-01

Objective Name: Critical Needs Met for Targeted Vulnerable Groups

Self Assessment: On Track

Self Assessment Narrative: Overall performance in achieving SO 2 was very good this year, considering serious security constraints that affected most international agencies operating in Southern and Central Somalia. Most SO and IR indicators met or exceeded performance expectations. The few indicators that achieved lower than expected results are primarily due to continuing crucial insecurity problems in Somalia, which have greatly affected delivery of humanitarian aid to vulnerable groups.

Primary Link to Strategic Agency Framework:
(please select only one)

6.2 Urgent Needs in Time of Crisis Met

Secondary Link to Strategic Agency Framework:
(select as many as you require)

- | | |
|--|--|
| <input type="checkbox"/> 1.1 Private Markets | <input checked="" type="checkbox"/> 1.2 Ag Development/Food Security |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor | <input type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input type="checkbox"/> 2.3 Politically Active Civil Society |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input checked="" type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input checked="" type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input type="checkbox"/> 4.4 HIV/AIDS | <input type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input type="checkbox"/> 5.5 Natural Resource Management | <input checked="" type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input checked="" type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input checked="" type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Humanitarian Response

Primary Link to MPP Goals: Humanitarian Assistance

Secondary Link to MPP Goals (optional): Regional Stability

Summary of the SO:

Principal results necessary to achieve this SO are: critical needs met for vulnerable groups; improved delivery systems for emergency food commodities; improved identification of vulnerable groups; and improved capacity to meet social services to targeted vulnerable groups.

Key Results:

The REDSO Somalia team's assessment is that Somali livelihoods were improved and emergency needs have been met in targeted areas as a direct result of USAID funding. During the past year, critical needs have been met for targeted vulnerable groups by improved delivery systems for emergency food commodities; improved identification of vulnerable groups; and improved capacity to meet critical social services to targeted vulnerable groups.

Specifically, the achievement of the SO has been demonstrated by an increased percentage of children receiving vitamin A treatment and being fully vaccinated; the number of essential drug kit deliveries; number of health workers certified and local aid agency staff trained in vulnerability assessments; an increased number of people with access to latrines and potable water in targeted areas as a result of USAID funded interventions; the number of vulnerable persons that received food aid within an agreed upon time; and very low food transportation losses.

Performance and Prospects:

The general food security situation in Somalia remains precarious. The results of the 1999 main Gu cereal crop, accounting for some 75 to 80 percent of the annual production in normal years, was poor. Overall cereal production is 41 percent below the harvest of 1997, considered to be the last normal Gu, and 29 percent below the post-war average harvest. The reduced 1999 Gu cereal crop represents the sixth consecutive poor harvest in Somalia. Continued weather outcasts predict below average rainfall, and drought conditions may continue to take a toll on the already depleted traditional coping mechanisms.

The food crises, combined with cholera and measles outbreaks, left only part of the year when regular program planning and implementation was possible. During that time, USAID supported Somalia's second National Immunization Days (NIDs) in Central and Southern Somalia. Due to the intensive efforts of the NIDS, some of the SO indicator targets were exceeded. The results continue to be very good: a very impressive 81% of children (compared to the planned 45%) age 5 and under received vitamin A treatment (Table 5); 67% of children (compared to the planned 65%) under 12 months old were fully vaccinated in targeted catchment areas (Table 6); 312,915 people had access to latrines (target of 190,000) as a result of USAID funded interventions; and 397,000 people had access to potable water in target areas (Table 7)

During the emergency, notably among the IDPs and most vulnerable villages, emphasis was put on ensuring that children had access to nutritious food regardless of their current nutritional status. UNICEF's new approach in supplementary feeding aims to prevent children in acute crises from losing weight and becoming more vulnerable to communicable diseases. In addition, CARE's emergency food aid distributions throughout targeted areas of Southern Somalia had a tremendous impact in addressing food insecurity. A total of 1,004,710 vulnerable people received timely delivery of food aid (Table 8).

An inter-agency response was coordinated by the Somalia Aid Coordinating Body (SACB) in an attempt to pre-empt a full-blown famine. USAID's responses were made in consultative cooperation with the SACB and its sectoral coordination groups, including the newly formed Humanitarian Response Group, designed to respond to mobilize response quickly for humanitarian crises in Somalia. The SACB is a unique donor/NGO/IO institution that takes the lead in mobilizing resources and developing strategy across sectors. USAID has played a key role in developing and

strengthening the SACB, and this role has allowed the USG to leverage resources from various sources in a highly effective way.

Possible Adjustments to Plans:

Anticipated funding for health development activities will be meager in FY 2000 and beyond.

However, it is expected that OFDA will meet emergency health needs covered under this SO during FY 2000, so projected annual results for SO 2 are likely to be achieved. The Somalia team foresees the most critical activities under SO 2 will be meeting basic humanitarian needs in Somalia.

Moreover, future results under this objective will remain dependent upon sustained or increased funding from BHR/OFDA and BHR/FFP, unless DA funding is increased. For example, note in the tables that projected targets for the humanitarian objective (SO2) for FY 2000 and FY 2001 are lower than previous years due to expected reduction in emergency funding for the Somalia program, not due to performance related reasons.

Other Donor Programs:

Although USAID continues to be a major donor in meeting the critical needs of vulnerable people in Somalia, other active donors include ECHO, EU, UNICEF, DFID, Dutch Embassy, Swedish Embassy and the Danish Embassy.

Major Contractors and Grantees:

Primary partners implementing SO 2 include UNICEF, CARE, Associates in Rural Development for the Famine Early Warning System (FEWS), IMC, ADRA, ACF France and NPA.

Performance Data Table

Objective Name: Critical Needs Met for Targeted Vulnerable Groups			
Objective ID: 649-002-01			
Approved:		Country/Organization: Somalia/REDSO	
Result Name: Critical Needs Met for Targeted Vulnerable Groups			
Indicator: 1a: Percent of children 5 and under that have received vitamin A treatment			
Unit of Measure: Percent as measured by: # of children under 5 that received vitamin A treatment [Total targeted catchment area x 17%]	Year	Planned	Actual
	1996 (B)		25
Source: UNICEF, IMC	1997	35	43.8
	1998	40	58
Indicator/Description: Treatment requires two doses per year	1999	45	81
	2000	50	
	2001	50	
<p>Comments: Achievements for this result indicator had phenomenal results in 1999. During the reporting period, a major push was made in the provision of Vitamin A supplementation for children six months to five years of age through the NIDS (National Immunization Day) campaigns. Supplementation was also carried out through Koranic and primary schools, EPI teams, and TBAs, CHWs and MCH centers.</p>			

Performance Data Table

Objective Name: Critical Needs Met for Targeted Vulnerable Groups			
Objective ID: 649-002-01			
Approved: 1997		Country/Organization: Somalia/REDSO	
Result Name: Critical Needs Met for Targeted Vulnerable Groups			
Indicator: 1b: Percent of children under 12 months old that have been fully vaccinated			
Unit of Measure: # of children under 12 months [Total targeted catchment area x 4%]	Year	Planned	Actual
	1996 (B)		30
Source: UNICEF, IMC Indicator/Description: Fully vaccinated means that a child has been vaccinated for all of the following: a. Tuberculosis (BCG) b. Measles c. Polio (O) d. Diphtheria Pertussis tetanus (DPT)	1997	45	41.5
	1998	55	58
	1999	65	67
	2000	65	
	2001	65	
Comments: A higher level of immunizations was achieved this year due to the national immunization days (NIDs) that UNICEF coordinated throughout Somalia in 1999.			

Performance Data Table

Objective Name: Critical Needs Met for Targeted Vulnerable Groups			
Objective ID: 649-002-01			
Approved: 1997		Country/Organization: Somalia/REDSO	
Result Name: Critical Needs Met for Targeted Vulnerable Groups			
Indicator: 4: Number of people with access to potable water in target areas as a result of USAID interventions			
Unit of Measure: Number	Year	Planned	Actual
Source: CARE, ADRA, ACF, UNICEF	1996 (B)		293,155
Indicator/Description: There was no single, standardized method for determining access. However, the method used for calculating the # who have access is based on the following information: a. Estimate of catchment area population; b. Estimate # in need within the catchment population; c. Information on # that could be served by the particular type of water source being developed. All of this information is analyzed with reference to the specific locality to determine an estimate of additional people gaining access. This is an annual figure.	1997	347,045	431,417
	1998	370,000	106,700
	1999	335,000	497,000
	2000	350,000	
	2001	250,000	
Comments: This target was exceeded in 1999 in recognition of underlying drought in Somalia – which caused AID and partner agencies to focus and divert resources to water rehabilitation activities.			

Performance Data Table

Objective Name: Critical Needs Met for Targeted Vulnerable Groups			
Objective ID: 649-002-01			
Approved: 1997		Country/Organization: Somalia/REDSO	
Result Name: Critical Needs Met for Targeted Vulnerable Groups			
Indicator: Number of vulnerable persons that received food aid with an agreed upon time			
Unit of Measure: Number	Year	Planned	Actual
Source: Distribution Plan and CARE & UNICEF distribution records and monitoring report; IMC	1996 (B)		328,513
	1997	300,000	802,759
Indicator/Description: Food aid includes food for work, supplemental feedings and free food distributions	1998	300,000	312,990
	1999	300,000	1,004,710
	2000	500,000	
	2001	400,000	
Comments: The target was far surpassed – more than triple the anticipated achievement – primarily due to CARE and UNICEF’s activities in emergency food distribution and supplementary feeding in 1999. This intervention has alleviated food insecurity in Southern/Central Somalia.			

Performance Data Table

Objective Name: Critical Needs Met for Targeted Vulnerable Groups			
Objective ID: 649-002-01			
Approved: 1997		Country/Organization: Somalia/REDSO	
Result Name: Improved capacity to meet critical social services to targeted vulnerable groups			
Indicator: 1: Percent of target health centers that received at least 90% of the requested essential drug kits on time			
Unit of Measure: Percent as measured by:		Year	Planned
Number of essential kits delivered to the health centers		1996 (B)	86.5
[Number of kits actually requested by the health centers]		1997	71
Source: UNICEF, IMC		1998	93
Indicator/Description: Health centers include MCH centers, OPDs, HPs and TBAs. Requested is the amount actually requested from the partner NGOs, not the amount originally estimated during the planning period. On time means the kits were delivered within X days of the agreed upon delivery date. This is an annual figure.		1999	78
		2000	82
		2001	82
<p>Comments: Results under this indicator were 19% below anticipated targets. It should be noted that full achievement of this indicator is contingent upon timely delivery of drugs – not if drugs were actually delivered.</p> <p>Major constraints to achievement this year included: serious security obstacles (i.e., road closure, clan fighting, etc.) resulting in limited timely delivery of UNICEF medical supplies to remote areas of Southern Somalia; lack of international partner agencies to receive/distribute drugs, primarily due to more international agencies pulling out of Southern Somalia; and problems with the procurement and logistics pipeline for the procurement of drugs.</p> <p>Projected indicator targets for the humanitarian objective (SO2) have been made for FY 2000 and FY 2001. Note that the targets are lower than previous years due to expected reduction in emergency funding and overall funding for the Somalia program, not due to performance related reasons.</p>			

Country/Organization: REDSO/Somalia

Objective ID: 649-003-01

Objective Name: Increased Community Capacity to Meet Its Own Needs

Self Assessment: On Track

Self Assessment Narrative: The SPO results are generally on track. Due to the serious cut in DA funding in FY99 (from \$4.0 million in 1998 to \$1.5 million), results slipped a bit compared to 1998. However, achievements were still impressive and surpassed the targets set with the expectation of \$4 million for FY99.

Primary Link to Strategic Agency Framework: 2.3 Politically Active Civil Society
(please select only one)

Secondary Link to Strategic Agency Framework:
(select as many as you require)

- | | |
|--|--|
| <input type="checkbox"/> 1.1 Private Markets | <input type="checkbox"/> 1.2 Ag Development/Food Security |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor | <input checked="" type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input type="checkbox"/> 2.3 Politically Active Civil Society |
| <input checked="" type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input type="checkbox"/> 4.4 HIV/AIDS | <input type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input type="checkbox"/> 5.5 Natural Resource Management | <input type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input checked="" type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input checked="" type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Humanitarian Response

Primary Link to MPP Goals: Regional Stability

Secondary Link to MPP Goals (optional): Democracy and Human Rights

Summary of the SO:

The purpose of the Special Objective is to strengthen local Somali capacity to manage donor assistance and establish decentralized planning and program analysis capabilities. Two major channels to achieve these results have been undertaken: 1) Assisting established local administrative structures to acquire essential technical and functional knowledge to better govern their communities. This includes assistance to put accounting systems in place, collect taxes, and distribute revenues

equitably within the communities; and 2) Empowering civil society by increasing the financial, administrative, and programming capacity of indigenous NGOs.

Currently, each area of Somalia is evolving its own rules and regulations, including laws and legal codes. For example, the self-declared “independent” Somaliland maintains a civilian legal system, enforcing the pre-war Somalia Civil Code. Somaliland has pioneered inter-clan reconciliation with relative success.

Puntland Regional State was formed in 1998, and one of the most significant events of 1999 was the liberation of Bay and Bakool Regions by the Rahanweyn Resistance Army (RRA) from Hussein Aideed’s forces, and the subsequent establishment of an authority over the two regions.

Unlike Somaliland, Puntland and Bay/Bakool consider themselves integral parts within the state of Somalia, but with significant (and presently de facto “total”) autonomy in the political, economic, and social spheres. While the nascent Bay/Bakool administration has not yet established firm control of its territory, both it and the Puntland administration are credible within the local communities, and serve as concrete “building blocks” of a bottom-up approach to reestablishing a central government in the country.

The SPO’s ultimate beneficiaries, direct or indirect, are the Somalis in the target regions. Somalia in general will also benefit from technical analysis and studies carried out under this SPO, which are relevant to the formation of a sustainable national development policy and establishment of peace and security in these areas.

Principal results necessary to achieve this SPO are: more operational local administrative structures; increased ability of local NGOs to provide community services; increased availability of decision-making information; and a strengthened private enterprise sector.

Key Results:

Over the past year, REDSO's Somalia team has helped build communities' capacities to meet their own needs. This has been accomplished through: operationalizing local administrative structures; increasing the ability of NGOs to provide community services; increasing the availability of information necessary for informed decision making; and strengthening private enterprise and entrepreneurs.

Performance and Prospects:

Performance toward achieving the Special Objective over the last year was on track. Through the work of the UNDP/UN Development Office for Somalia (UNDOS), USAID assistance to local administrative structures (LAS) has increased their capacity to improve the services they provide to their respective communities, as demonstrated by data that shows 48% of revenues collected in target LASs expended on basic services, up from 45% in 1998 (Table 1). Though results are admittedly meager to date -- not unusual for a pilot Special Objective -- they nonetheless indicate that this SO activity is on the right path.

Assistance to civil society through the CARE Umbrella Grant, on the other hand, has consistently delivered solid results throughout the country, both in project implementation (provision of credit, agricultural extension, etc.) as well as strengthened capacity of the local NGOs.

In addition, ADRA continues to work intensively with the Northeast Somalia Highway Authority (NESHA) in Puntland, which was formed before the government itself. While receiving government support through a fuel levy, NESHA has achieved a special status with significant autonomy over its affairs, not falling under any one government ministry. In 2000, it is expected that NESHA's Executive Body will produce a solid report to its Board of Directors (in which government ministries as well as levy-payers will be represented), which in turn will be accountable to the Puntland Parliament.

The War-Torn Societies Project is an innovative UNDP-implemented research-cum-action project that has helped create a conducive environment for consolidating peace and promoting sustainable development in Puntland and Somaliland. It is also an important component in building communities' capacities. Details on its achievements are presented in the "success stories" section of REDSO's R4 .

Intermediate Result 1.1 Local Administrative Structures Operationalized

Regional and district councils, or any other local administration that is assisted, will be trained and will have acquired the minimum institutional capacity necessary to provide a secure socio-economic environment. With continued work by UNDOS, more Local Administrative Structures are developing annual work plans (5 regional bodies in 1999 compared to 4 in 1998 and 1 in 1997) and putting systems for collecting taxes in place (5 in 1999 compared to 4 in 1998 and 2 in 1997). The embryonic Bay/Bakool administration also offers hope for future stability – and opportunities for strengthening local authorities – in southern Somalia.

Intermediate Result 1.2: Increased Ability of NGOs to Provide Community Services

The importance of the NGO sector in rebuilding Somalia from the ground up cannot be overstated. A strong and competent cadre of NGOs in Somalia is absolutely essential to Somalia's future. CARE has worked hard to establish this corps of NGOs which have progressively increased their capacity, both to manage themselves administratively and financially, as well as to implement useful activities in the field. The capacity ratings of over 20 local NGOs have increased dramatically – 83% are certified as competent (Table 2), and CARE will publish a pamphlet in 2000 extolling its 15 best local partners over the years. Following CARE's success with local NGOs, other donors have become interested in working with them, and it is hoped that this document will help advocate for, and facilitate funding for, the best that CARE has worked with since 1993.

Due to the demonstrated competence and ability of these local NGOs, a number of them are also working with CARE's Rural Food Security Project to achieve the impressive results reported for SO 1.

Intermediate Result 1.3: Increased Availability of Information Necessary for Informed Decision Making

In the Somalia context, it is abundantly clear that community consensus is essential for local government units to operate successfully. In order for the community to be more supportive, information must be made available to individual citizens, in order to have a greater understanding of the process and underlying rationale for the decisions made. Community involvement becomes increasingly important as LASs begin to collect revenues from their citizens, and provide services to the community at large. Consensus can also be built by sharing information about the success of

other LAS in the country. Given that the adult literacy rate in Somalia is barely 15%, however, we continue to grapple with finding the appropriate medium of information dissemination. The WSP project is working with women in Puntland to translate English documents into Somali. And private local radio stations, now springing up in Somalia, may offer the best means in the future to transmit critical information to local communities.

Intermediate Result 1.4: Private enterprise/entrepreneurs strengthened

By providing micro-credit loans to farmers and small businesspeople, USAID expects community investment to increase, and private enterprise will be strengthened. CARE disbursed 3,268 loans in 1999 (Table 3), including maintaining high repayment rates – 94% in the agricultural sector (over 90% of the total loans disbursed), while slipping to 54% in other sectors (Table 4).

Possible Adjustments to Plans:

UNDOS has been fully integrated into UNDP, which may affect FY2000 results positively or negatively depending on UNDP's strategy. More importantly, the CARE "Umbrella Grant" Cooperative Agreement, since 1993 one of USAID's most successful projects in Somalia, will end in June, 2000. However, REDSO will initiate a new activity to continue USG support for strengthening the capacity of Somali civil society, perhaps more specifically targeting geographic areas of security and stability to implement the "building blocks" approach.

Other Donor Programs:

UNDP and the EU are the main donors in conflict mitigation/capacity building activities, especially in the northern part of the country. All activities are coordinated under the umbrella of the Somalia Aid Coordination Body (SACB), in particular its Local Administrative Structures sectoral committee.

Major Contractors and Grantees:

CARE (under the Somalia Partnership Program cooperative agreement, sometimes referred to as the CARE Umbrella Grant) is the lead organization working with local NGOs in Somalia, both to increase their financial and administrative capacity, as well as their ability to implement projects effectively. UNDOS and ADRA also work with local administrations and organizations to this end. The UNDP War-Torn Societies project helps communities to consolidate peace and promote sustainable development.

Performance Data Table

Objective Name: Increased community capacity to meet its own needs			
Objective ID: 649-003-01			
Approved: 10/15/96		Country/Organization: REDSO/Somalia	
Result Name: Increased community capacity to meet its own needs			
Indicator: 3: Percent of revenues collected in target Local Administrative Structures that are expended on basic services			
Unit of Measure: % as measured by: Sum of the % increase in revenues spent of basic services/ Number of LAS with Bookkeeping systems in place Source: UNDOS, Expert Assessment; LAS records	Year	Planned	Actual
	1996 (B)		N/A
	1997	45%	38%
	1998	50%	45%
	1999	55%	48%
Indicator/Description: Basic services include: security, education, health, sanitation and water.			
Target Local Administrative Structures, for this indicator only, include those Regional Administrative Structures with a bookkeeping system in place.			
This is an annual figure.			
Comments: For all of the indicators measuring Local Administrative Structures (LAS), USAID is referring to the following five Regional Administrative Structures: Hiran, Middle Shabelle, Somaliland, Puntland, and Galgadud.			

Performance Data Table

Objective Name: Increased community capacity to meet its own needs			
Objective ID: 649-003-01			
Approved: 10/15/96		Country/Organization: REDSO/Somalia	
Result Name: 1.2: Increased ability of NGOs to provide community services			
Indicator: 2: Percent of NGOs, completing capacity training, rated as competent			
Unit of Measure: Percent as measured by: # of NGOs with a overall CARE capacity rating greater or equal to 3.5/ # of NGOs completing training	Year	Planned	Actual
	1996 (B)		N/A
	1997	70%	66%
	1998	85%	85.6%
	1999	85%	83%
Source: CARE capacity survey			
Indicator/Description: The Care Index measures NGO capacity in four areas: Government, Finance, Management and Technical.			
An NGO would have to receive an overall average rating of 3.5, on a scale of 1 to 5 in order to receive a rating of competent.			
This is a cumulative figure over time.			
Comments: CARE expected to attain 100% competency of its local NGOs by the end of 1999, but slipped somewhat due to sudden reduction in development funding in the last year of the Umbrella Grant.			

Performance Data Table

Objective Name: Increased community capacity to meet its own needs			
Objective ID: 649-003-01			
Approved: 10/15/96		Country/Organization: REDSO/Somalia	
Result Name: 1.4: Private enterprise/entrepreneurs strengthened			
Indicator: 1: Loans granted under the CARE Umbrella Grant*			
Unit of Measure: Total number	Year	Planned	Actual
Source: CARE	1996 (B)		850
Indicator/Description: The is the number of loans made during USAID's fiscal year. This is an annual figure.	1997	1,500	2,320
	1998	1,100	3,715
	1999	1,100	3,268
Comments: Many more loans were disbursed than planned (especially agricultural loans) due to great demand during drought conditions.			
*To the extent that agriculture loans are included in this indicator they are also reflected in SO1.			

Performance Data Table

Objective Name: Increased community capacity to meet its own needs			
Objective ID: 649-003-01			
Approved: 10/15/96		Country/Organization: REDSO/Somalia	
Result Name: 1.4 Private enterprise/entrepreneurs strengthened			
Indicator: 2: Loan Repayment Rate*			
<p>Unit of Measure: % as measured by: # of loans classified as being repaid/ Total # of loans</p> <p>NB: This indicator represents the fiscal year and is not cumulative. In addition to the rate, a narrative will also be provided addressing loans written off during the period.</p> <p>Source: CARE, Umbrella Grant records</p> <p>Indicator/Description: Repayment includes loans being repaid that are no more than 6 months in arrears and loans fully repaid during the USAID fiscal year.</p> <p>For the purpose of clarity (see NB above) this indicator will be desegregated in two categories: Agriculture and Other Loans Repayment Rates</p> <p>This is an annual figure.</p> <p>Comments: Despite the disbursement of more loans than planned, the repayment rate continued to be phenomenal in the agricultural sector, but slipped in other sectors due to sudden reduction in DA funding.</p> <p>*To the extent that agriculture loans are included in this indicator they are also reflected in SO1.</p>	Year	Planned	Actual
	1997	80%	93%
	1997	Agriculture 80%	70%
	1998	Agriculture 80%	97%
	1998	Other Loans 80%	70%
	1999	Agriculture 80%	94%
	1999	Other Loans 80%	54%

SUDAN

R4 Part I: Overview and Factors Affecting Program Performance

A. Program Overview

The Integrated Strategic Plan for Sudan, 2000-2002 was approved on March 14, 2000. Progress is on-track in implementing activities under the new ISP, though some more work will need to be done in the near-term to finalize indicators and targets to measure progress. The new ISP represents a transition in the USG assistance program from providing relief assistance that succors victims of disasters and conflicts, builds their capacities and reduces their vulnerabilities to future disasters and conflicts, to providing relief and development assistance that increases Sudanese self-reliance and builds on Sudanese capacities to take charge of the rehabilitation and development of their country. The program goal is "A less vulnerable, more self-reliant population better prepared for a transition to peace." Three strategic objectives, in conflict reduction, food security, and health, water and sanitation, will be achieved that contribute to reaching the program goal.

The ISP program addresses directly several higher-level USG goals:

- a. International Affairs Strategic Plan, the U.S. national interests in Democracy and Human Rights, and Humanitarian Response; and the goals of Regional Stability, Democracy and Human Rights, and Humanitarian Response.
- b. USAID Agency Strategic Framework, two goals: "Democracy and Governance Strengthened" and "Lives Saved, Suffering Associated with Natural or Man-Made Disasters Reduced, and Conditions Necessary for Political and/or Economic Development Established".
- c. Greater Horn of Africa Initiative, all five of the Greater Horn of Africa Initiative's operating principles: (a) African Ownership; (b) Strategic Coordination among Partners and USG Agencies; (c) Linking Relief and Development; (d) Regional Perspective; and (e) Promotion of Stability, as well as the GHAI Emphasis on Convergence at the Regional Level.
- d. REDSO/ESA Strategic Plan, the three strategic objectives in conflict prevention, food security and health.
- e. Embassy/Sudan's Mission Performance Plan, the goals of humanitarian response and regional stability.

B. Significant Program Changes

There are no program changes to report at this time.

C. Country Factors That Have Most Influenced Progress

1. Status of the war and peace processes. The civil war in Sudan and its attendant conflicts continued during 1999, though at a somewhat lower level of intensity. Fighting has been concentrated in Upper Nile region, where fighting between shifting alliances of opposition and

Government of Sudan (GOS)-supported Nuer groups over oil fields has led to large-scale displacement. Fighting also continued in Bahr-el-Ghazal region. Despite unilateral humanitarian cease fires renewed in three-month increments throughout the year by both SPLA and GOS, the GOS Air Force continued to carry out bombing raids on civilian targets in much of southern Sudan and Nuba Mountains. In Sudan's eastern region, forces of the opposition alliances launched attacks on the GOS oil pipeline to Port Sudan and the strategic town of Kassala. The completion and opening of the oil pipeline in 1999, with production at about 150,000 barrels per day, has not affected Sudan's overall economic position, but is likely to cause confidence that resources will be available for gaining a military advantage over the opposition movements. GOS confidence is likely to increase due to the success of its diplomatic campaign among neighboring countries, which resulted in re-establishment of diplomatic relations with Eritrea, Egypt and Ethiopia and a bilateral peace agreement with the Government of Uganda in December, 1999, in which the two countries agreed to cease support to rebel groups operating across the border. The GOS secured agreement with the Government of Ethiopia on the opening of a Peace Road, which allows access to Port Sudan for Ethiopia. In Uganda, conflict continues near the Sudan border between the National Resistance Movement (NRM) and the Lord's Resistance Army (LRA), a Ugandan rebel group supported by the GOS. In southern Sudan, conflict between SPLA forces in Eastern Equatoria and the indigenous Didinga ethnic groups increased, causing displacement of southern Sudanese to Kenya and Uganda.

In areas affected by the Dinka-Nuer reconciliation at Wunlit, Bahr el Ghazal (described below under SO 1), resettlement of lands vacated for 9 years by the two tribes and the demobilization of 5,000 – 7,000 local militia has begun. The peace appears to be holding, despite the influx to Dinka lands of thousands of Nuer from Upper Nile, fleeing the GOS' "cleansing" operations around the oilfields. The opening of their former enemies' lands prevented a more serious humanitarian crisis and demonstrates to the entire South the value of unity that comes from peace and reconciliation. However, the sudden influx from Upper Nile places a great strain on the resources of Bahr el Ghazal, still fragile following the 1998 famine in the region.

The peace talks sponsored by the regional Inter-Governmental Authority on Development (IGAD) continued in 1999 between the GOS and SPLA, with USG and other donor support leading to the establishment of the IGAD Peace Secretariat. While key negotiating issues remain unresolved, including freedom of religion in the south and the definition of southern borders, the existing cease-fires have been extended. Northern members of the National Democratic Alliance (NDA), the umbrella group of opposition movements, continued to seek representation as a formal party to the talks. One member of the NDA, the Umma Party led by former prime minister Sadiq el-Mahdi, signed a peace agreement with the GOS that signals his party's withdrawal from the NDA. There are contrary views as to how or whether Umma's withdrawal would impact the NDA's ability to participate in the peace process.

A Libyan-Egyptian peace initiative that the U.S. opposes as an alternative to the IGAD process, gained momentum among some members of the NDA. In December 1999, an NDA conference in Uganda agreed to seek modalities to merge the IGAD process with the Libyan-Egyptian initiative.

At the end of 1999, the GOS President Beshir carried out a series of political moves against his erstwhile ally Hassan el-Turabi, seeking to remove him and his supporters from power. To date, this change in Khartoum has had no impact on the civil war and peace processes.

2. Conditions for food production were better. From a humanitarian perspective, 1999 was a relatively good year. Farmers in Western Equatoria were able to produce a large surplus of grains

due to continued security and good conditions. Production was also good in Bahr-el-Ghazal, though it suffered from localized flooding and acute insecurity in Aweil West county.

On the other hand, parts of Eastern Equatoria suffered from continued dryness and Upper Nile suffered from extensive flooding, thus, extending the period of food insecurity that is augmented by on-going conflicts. Recent USAID-funded market research suggests that there is a large surplus of cattle in Lakes region that may be marketed if conditions and market links can be made between Bahr-el-Ghazal and Western Equatoria, and then with Northern Uganda.

3. Continued stability in large areas of Sudan and progress towards participatory governance.

This year saw continued stability in Western Equatoria and Lakes, another year in which civilians have been able to progress towards rehabilitation and restoration of livelihoods. Evidence showing more goods in shops and the presence of imports from Uganda, suggests that the market economy grew more during the year. The continuation of the period of stability has been an important contributing factor in the progress of opposition movements towards increasing participatory governance. Sudanese civil society organizations became more outspoken during several USAID-sponsored conferences. Civil authorities moved forward in sorting out their role in regulating, not stifling, a market economy.

4. Relations among the USG, the GOS, the opposition movements, Operation Lifeline Sudan and the international humanitarian community neither improved nor deteriorated.

Relations between the USG and the GOS did not improve during the year and continued to be a major constraint to implementation of the assistance program. The assistance program continues to be operated from Nairobi, Kenya through the OLS umbrella and other international NGOs. Relations with the opposition movements continued to be positive in 1999, especially following the visit of Secretary of State Madeleine Albright to the region and her meeting with SPLM/A leadership. USAID and the SPLM established the Development Assistance Technical Team (DAT) to facilitate implementation of the STAR program.

Several aid workers were killed in Sudan while carrying out their humanitarian mission. This has made a difficult environment even more humanly critical. In all cases, it is unclear who was responsible for the killings.

Reforms at OLS continued apace. The UN Office for Coordination of Humanitarian Affairs (OCHA) arrived in Nairobi as did a new UNICEF/OLS Coordinator. While the reforms envision OCHA taking over the role of OLS Coordinator, it was decided instead that the current UNICEF/OLS Coordinator will continue serving in his current role while UNICEF focuses more on activities within its mandate. The new team has publicly announced its plans to move more quickly to break flight bans in Upper Nile Region should a situation similar to the 1998 Bahr-el-Ghazal crisis arise.

D. Summary of Progress and Most Significant Achievements

The USG assistance program to Sudan can report several significant achievements in the last year associated with our efforts to promote peace and reconciliation among Sudanese and ensure that war-affected populations receive humanitarian aid.

USG financial support was critical to two Sudanese grassroots reconciliations that will have major implications in the lives of civilians caught up in the conflicts. A reconciliation between Dinka and Nuer peoples culminated in a ceremony at Wunlit in May, 1999. A reconciliation among Lou clans

of the Nuer expanded into a peace conference among multiple Nuer clans, self-defense militias and armies at Waat in October, 1999. If these reconciliations hold, the resulting peace will allow thousands of displaced civilians to return home, thus removing the disruption they have caused to Eastern Equatoria region and reducing their cost to relief programs.

Support to 34 Sudanese civil society organizations operating in partnership with local authorities, in more stable areas of Western Equatoria and Lakes, allowed the continued transformation of participatory governance. Engaging in policy dialogue on taxation and fiscal management issues, 125 participants representing local authorities and civil society groups met in Yambio for a five-day workshop.

Continued progress in recovering livelihoods in Bahr el Ghazal following the 1998 famine, as indicated by increasing nutritional levels and food production as well as the capacity of local communities to absorb thousands of newly displaced, fleeing GOS military “cleansing” operations near oilfields of Upper Nile.

E. Overall Prospects for Progress through FY 2002

As described in the recently approved Integrated Strategic Plan, program managers believe that prospects are good for achieving progress through FY 2002, the last year of the ISP.

While it is not likely that the USG assistance program would close-out at that time or that graduation would be contemplated, it is envisioned that the nature of the assistance program to Sudan would change at that time. If successful, the program in the current ISP will help Sudanese individuals and organizations to take the lead in their rehabilitation and development. By 2002, this transformation of Sudan to a more self-reliant country should translate into another transformation of assistance program strategy to finance more development activities in stable areas and go further in improving Sudanese participatory governance.

Country/Organization: Sudan - REDSO/ESA

Objective ID: 650-001-01

Objective Name: SO1: Enhanced Environment for Conflict Reduction

Self Assessment: On Track

Self Assessment Narrative: Achievements under this SO were better than expected and resulted in significant reduction in conflict as indicated by reporting from key implementing partners and frequent USAID monitoring visits. Key results included: the Dinka-Nuer reconciliation in Wunlit and a similar intra-Nuer reconciliation in Upper Nile; local authority and civil society partnerships established in 4 of 9 counties; and, several conferences that demonstrated a growing by local authorities to observe humanitarian principles and promote good governance. A civil administration training activity was slow in implementation by UNICEF/OLS, and steps taken by USAID led to slightly improved performance. Several U.S. PVO's, international NGOs, and regional/local organizations contributed to these key results.

Primary Link to Strategic Agency Framework:
(please select only one)

6.3 Security and Basic Institutions Reest

Secondary Link to Strategic Agency Framework:
(select as many as you require)

- | | |
|---|--|
| <input type="checkbox"/> 1.1 Private Markets | <input checked="" type="checkbox"/> 1.2 Ag Development/Food Security |
| <input checked="" type="checkbox"/> 1.3 Economic Opportunity for Poor | <input checked="" type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input checked="" type="checkbox"/> 2.3 Politically Active Civil Society |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions | <input checked="" type="checkbox"/> 3.1 Access to Ed/Girl's Education |
| <input checked="" type="checkbox"/> 3.2 Higher Ed/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input type="checkbox"/> 4.4 HIV/AIDS | <input type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input type="checkbox"/> 5.5 Natural Resource Management | <input checked="" type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input checked="" type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: National Security

Primary Link to MPP Goals: Regional Stability

Secondary Link to MPP Goals (optional): No Secondary Linkage

Summary of the SO:

Through this Strategic Objective, the USG aims to better prepare the Sudanese population for a transition to peace by enhancing the environment for conflict reduction. An enhanced environment for conflict reduction means that disagreements can be increasingly channeled at grassroots or higher level governance structures that, if sufficiently participatory, can resolve the disagreements before reaching the point of violent conflict. An enhanced environment for conflict reduction can provide for dialogue over resource allocation and development priorities as well as for ways of life (i.e. ethnic or religious differences). More immediately, an enhanced environment for conflict reduction can provide fora for negotiations which may lead to a comprehensive settlement between the Government of Sudan and the opposition movements and for negotiations which may lead to people-to-people reconciliations. The Strategic Objective will be achieved by accomplishment of three intermediate results:

IR 1.1 Increased Capacity for Peace-Building

IR 1.2 Expanded Capacities for Good Governance to Address Local Priorities

IR 1.3 Increased Access to Information, Education and Communication

Key Results:

A key result under Intermediate Result 1.1 was the successful completion, with USAID funding, of two grassroots reconciliations in southern Sudan that will likely have major implications for the lives of civilians. A reconciliation process between Nuer and Dinka groups that culminated in a peace conference and ceremony at Wunlit, Bahr el Ghazal, in May 1999 has led to considerably less fighting and displacement in southern Sudan. It has also prompted an understanding that an end to the cycle of conflicts is possible. A similar process among the Lou clans of the Nuer later in 1999 expanded at a peace conference and ceremony at Waat to include multiple Nuer clans, factions and militias from across conflict-wracked Upper Nile, all calling for peace among the Nuer and rebuilding of the destroyed social and economic infrastructure. Reconciliations among these groups, if they hold, should bring an end to the most destructive type of conflict in southern Sudan. The majority of people displaced internally in Sudan since 1991 were displaced by conflict among southerners. An end to these conflicts will lead to less displacement and a return of IDPs to their home areas, removing their disruptive effect in IDP camps elsewhere, especially in Eastern Equatoria.

For USAID purposes, the reconciliations have offered a tested, proven modality for constructing peace-building systems at the grassroots level. These types of grassroots reconciliations have been seen elsewhere in the region, notably in Kenya and Uganda, and are founded on a key principle: a rough equilibrium of power is a prerequisite for antagonists to move toward a peaceful resolution of conflict in a manner that brings a just peace. The methodology used in Sudan was relatively straightforward. Peace workers with a local partner, in this case the New Sudan Council of Churches (NSCC), begin facilitating the reconciliation through a series of meetings, shuttling between traditional leaders of the combatting groups. The resulting confidence in the leaders's security allowed subsequent plans for major peace conferences to be realized in which cattle-sacrifice rituals exerted powerful social force on the peace agreements reached. The majority of donor resources are utilized for preparatory meetings, site preparation, and to finance transport and other logistics for the peace conference. Smaller amounts are used to establish and manage coordination among the UN and NGO partners capable of delivering "peace dividends" to the reconciled communities. While this methodology has proved successful so far in Sudan, it is expected that there will be a learning process on what types of reconciliations are ripe for a peace conference and what additional

interventions – such as information exchange via radio or e-mail -- can move stalled processes and solidify consummated reconciliations.

2. A key result for Intermediate Result 1.2 was the improved governance in southern Sudan.

A conference in Mapel, Bahr-el-Ghazal in May, 1999 focused on the handling of the 1998 famine in Bahr-el-Ghazal by the international community and the local opposition administration. Participants in the conference included representatives of civil society, SPLM, SRRA, OLS and non-OLS organizations. It was recognized that mistakes had been made in the management of humanitarian assistance, even after the GOS lifted its blockade, and that these included diversions of food aid by the SPLM/A, lack of coordination among relief providers, problems in the general distributions of aid, and a lack of understanding by all parties of the role of local authorities. Many of the recommendations of the conference focused on improving governance, such as revitalizing institutions of law, order, and protection of human rights, including an independent judiciary; putting in place institutions and processes of good governance and democratic accountability in the local civil administration; establishing broad and community-based mechanisms (defined as county coordinating committees) to ensure effective participation of marginalized and disadvantaged groups; promoting a vibrant trade network to benefit household food security; establishing specialized working groups of donors, SRRA, and local authorities to develop better distribution and monitoring systems; and re-defining the role of SRRA as an integral part of civil authorities to be protected by a “humanitarian affairs law”. That this conference on effectiveness of relief assistance turned into a list of governance recommendations further underscores the view expressed by the USG in the new Integrated Strategic Plan that creation and sustenance of participatory governance structures, both civil society and civil authority, are critical to ensuring greater Sudanese self-reliance, to attempt to bring the cycle of disasters in Sudan to an end.

A workshop on economic governance in Yambio, Western Equatoria, which was organized by the New Sudan Economic Society and funded under the STAR cooperative agreement with CRS, brought together 125 participants from all parts of opposition held southern Sudan, including the Nuba Mountains and Southern Blue Nile regions. Participants ranged from civil society representatives and Sudanese economists to Sudan People’s Liberation Movement (SPLM) civil administrators, regional Governors, and members of the SPLM National Executive Council. Issues debated at the workshop include taxation, currency, the role of civil authorities, fiscal management, and the management of natural resources. Civil society representatives pushed for greater transparency and accountability within the SPLM governance structures, and for policies and institutions that will promote trade and development in the region. The conference resulted in affirmation by the SPLM that a market-based economy is both possible and desirable in spite of the on-going war. Further, there was a recognition by civil authorities that obstacles to trade and economic growth must be removed. These obstacles include high taxation, lack of accountability by civil authorities and, in some cases, diversion of economic resources for personal gain. The conference resulted in the SPLM’s blueprint action plan “Peace through Development” in which preference for a market-based economy and accountable civil authorities are re-affirmed.

Together, these two STAR-funded conferences represent positive progress in building capacities for participatory governance in opposition-held areas, especially as southern Sudanese civil society becomes stronger and more vocal in holding the SPLM accountable, and positive progress among opposition movements in recognizing and acting on the principles of participatory governance. That these developments occur in the context of debates over resources and rehabilitation ensures that participatory governance remains a very real concept for Sudanese civilians, as long as participation.

Performance and Prospects:

Performance under this Strategic Objective was on-track in 1999, and prospects are good for progress during 2000-2002. The key results described above were the highlights of our success under this SO. Other activities also saw positive progress:

The USAID contribution to the IGAD Peace Talks allowed for the creation of a permanent IGAD Peace Secretariat in Nairobi that will ensure that momentum is not lost between rounds of peace talks between the government and the opposition.

In the past year under the STAR project, 34 Sudanese organizations have participated in capacity building activities and have received sub-grants for economic activities (milling, trade, transport, micro-enterprise) totaling \$1.1 million. These are detailed under SO 2.

One activity saw minimal progress. Corrective actions taken by REDSO, seven months into implementation, facilitated resolution of some, but not all, of the problems. USAID's grant to UNICEF for implementation of the civil administration training component of STAR was delayed in implementation. Since the grant was made in September, 1998, UNICEF has held: (1) a six-week long training session for 45 county-level administrators; (2) a conference in Bahr el Ghazal to address the root causes of the 1998 famine; (3) a Sudanese lawyers conference to engage with NDA leaders on rule of law issues; and, (4) a one-year implementation review with participation of SPLM and civil society leaders to assess UNICEF's approach to implementing civil administration training and to obtain consensus on progress needed to improve implementation. It appears that management bottlenecks at UNICEF, and SPLM displeasure with UNICEF as the implementing partner, caused the delay, rather than any prohibitive conditions in southern Sudan. Additional corrective actions to be taken in coming months include enhancing implementation by UNICEF. If UNICEF fails to perform to expectations, we will terminate the grant and select a new partner for implementation of this component.

Possible Adjustments to Plans:

Since the Integrated Strategic Plan for Sudan, 2000-2002 was only recently approved, there are no adjustments planned at this time.

Other Donor Programs:

The United Nations' Operation Lifeline Sudan operates a capacity-building program, financed by the United States, Canada and Sweden, that supports the capacity of the humanitarian wings of opposition movements to coordinate relief operations. Many relief programs also contain some capacity-building activities. Otherwise, the United States is currently the only donor working on governance and conflict reduction in southern Sudan.

Major Contractors and Grantees:

At the close of CY1999, Catholic Relief Services implements the capacity-building umbrella grant program for civil society that utilizes most of the resources under this Strategic Objective. UNICEF implements a training program for civil administrators in opposition-held areas of Sudan. IGAD receives a grant for the Sudan Peace Secretariat in Nairobi.

Country/Organization: Sudan - REDSO/ESA

Objective ID: 650-002-01

Objective Name: SO 2: "Enhanced Food Security through Greater Reliance on Local Resources"

Self Assessment: On Track

Self Assessment Narrative: Performance under this SO is better than expected. United Nations Operation Lifeline Sudan, and several international and local NGO's operating outside the OLS umbrella, continue to assist war-affected populations in building and strengthening local capacities to manage crises and to promote self-reliance in ways that enhance food security.

Primary Link to Strategic Agency Framework:
(please select only one)

6.2 Urgent Needs in Time of Crisis Met

Secondary Link to Strategic Agency Framework:
(select as many as you require)

- | | |
|---|---|
| <input checked="" type="checkbox"/> 1.1 Private Markets | <input checked="" type="checkbox"/> 1.2 Ag Development/Food Security |
| <input checked="" type="checkbox"/> 1.3 Economic Opportunity for Poor | <input type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input type="checkbox"/> 2.3 Politically Active Civil Society |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input type="checkbox"/> 4.4 HIV/AIDS | <input type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input type="checkbox"/> 5.5 Natural Resource Management | <input checked="" type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input checked="" type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input checked="" type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: National Security

Primary Link to MPP Goals: Regional Stability

Secondary Link to MPP Goals (optional): No Secondary Linkage

Summary of the SO:

Through this Strategic Objective, the USG seeks to increase the role of local sources of food and local capacities for meeting food needs, by restoring and increasing traditional food production, thereby enhancing food security through greater reliance on local resources. Activities promoting self-reliance, including rehabilitation of local production, have begun in the stable areas of southern Sudan, especially Western Equatoria and Lakes, and will be expanded into other regions as circumstances permit. The emergency relief program will continue to meet the needs of the most

vulnerable and to respond to war- or drought-related crises, but the trend over the three-year strategy period will be towards enabling surplus areas to supply food to needy areas. The Strategic Objective should be achieved through accomplishment of three intermediate results:

IR 2.1 Increased Local Production of Food in Target Areas

IR 2.2 Increased Use of Markets and Trade in Meeting Local Needs

IR 2.3 Targeted Food Aid Narrows Resources Gap for Vulnerable Groups

Key Results:

1. Economic rehabilitation activities under Intermediate Results 2.1 and 2.2 follow-up on rehabilitation interventions made in past years through the relief program. Programs are intended to create the conditions for a return to a market economy following years of low economic activity during the war. As reported in Section I, evidence suggests that the market economy continues to grow, as seen by the presence of more goods in shops (including imports from Uganda), more surplus grain marketed in Western Equatoria, and more economic activity on roads linking key markets. Work continued on the road connecting northern Uganda with Eastern Equatoria, Western Equatoria and Bahr-el-Ghazal. All weather bridges and water crossings allowed the road to stay open during the rainy season. As documented in USAID-funded case studies (D'Silva/O'Toole, "Evolution of a Transition Strategy in Sudan: USAID in Western Equatoria," September 1999; Tadesse/Rilling, "OFDA Case Study", December 1999), seed exchange and purchase programs, as well as fish restocking and cattle vaccination programs also continued to increase the overall level of local food production and the marketing of surpluses. In addition, USAID supported re-establishment of internal trade between Yirol (Lakes) and Yei (Equatoria) as a pilot activity.

2. Another intervention under Intermediate Results 2.1 and 2.2 was launched through the STAR program's Capacity-Building Umbrella Grant program, which made thirty-four grants valued at \$1.1 million to local groups. The grants financed some of the minimal start-up costs necessary for these community groups to jump-start the market economy and increase food production and availability. Grants were made for grinding mills, grain storage and marketing, vegetable production, transport, traders shops, wholesale shops, honey production and marketing, carpenters, and vocational training. The grants were broadly distributed across the nine counties in which the STAR program operates (Kajo Keji, Yei, Maridi, Nimule, Rumbek, Yirol, Tambura, Tonj, and Yambio). Beneficiary groups ranged in size from 5 people in the Yei Commercial Transport Agency to 408 people in the Maridi Farmer's Association. In addition to the economic benefits, the grants are intended to promote stronger civil society groups, most of whom lack advocacy objectives, with greater capacity to engage in policy dialogue with civil authorities through county-level coordinating structures (County Development Committees) that have been established in four of the nine target counties. More quantifiable impact under the IR 2.1 and IR 2.2 indicators is expected next year.

3. A key result under Intermediate Result 2.3 was the provision during 1999 of a total of 187,260 metric tons of food aid, valued at more than \$33.2 million, which helped mitigate the worst effects of conflict (deaths of the war-affected from hunger and disease). Ocean freight and inland transport costs, including airlifts, added approximately \$168.8 million to the cost of delivering this assistance, reinforcing the case for taking action to reduce the costs of relief aid to the USG. Of the total food aid delivered, approximately 19,640 metric tons was delivered through non-OLS partners. The relief assistance targeted groups facing food emergencies as well as beneficiaries without the resources to last through the "hunger gap" prior to harvest. USAID also arranged a small food distribution in eastern Upper Nile province during August which had great impact. About 12,000 people were displaced by intra-Nuer fighting near Akobo. Seventy-two tons of food aid with

accompanying medical supplies were distributed in Upper Nile. This distribution and one later following the Waat reconciliation helped to save lives, reduce conflict and promote the benefits of reconciliation.

Performance and Prospects:

Performance under this Strategic Objective was on-track, and prospects for achievement of the SO by 2002 are good. As described in Section I above, 1999 was a fairly good year. The overall requirement (food needs deficit) for Sudan is less than in 1998, so less food aid will be distributed. It is clear that the better conditions for food production are largely outside of the scope of the USG assistance program (i.e. better weather and less conflict) but we cannot discount the role of the program following years of rehabilitation assistance in Western Equatoria as well as the more recent conflict prevention interventions. The challenge in the next year will be to quantify the exact impact of the USG program.

One indication of progress towards more targeted food distributions is quantifiable now. CARE, by continuously retargeting and recalibrating its activities was able to speed up recovery and self-reliance. For example, the monthly monitoring reports conducted during August through December 1999 show that active members of the En Nuhud Displaced Camp were absent and that 70% of the camp population were elderly, children, and sick and disabled people. The project staff indicated that limiting food aid to only cover the needs of the most vulnerable groups in the camp encouraged the active population to seek employment and income generating activities outside the camp in order to secure some of their basic needs.

Possible Adjustments to Plans:

Since the Integrated Strategic Plan for Sudan, 2000-2002 was only recently approved, there are no adjustments planned at this time.

Other Donor Programs:

Many donors participate in food security programs in Sudan, including the European Community Humanitarian Office (ECHO), Canada, Netherlands, Sweden, Germany, and Australia.

Major Contractors and Grantees:

The umbrella grant for civil society that finances small-scale economic and rehabilitation activities is via a cooperative agreement with Catholic Relief Services. UNICEF's Humanitarian Principles/Capacity Building Program implements a civil administration training program. Food aid is distributed in Sudan via the World Food Program and several other private voluntary organizations and international NGOs, including Adventist Development and Relief Association, Catholic Relief Services, Lutheran World Relief, Norwegian People's Aid, and World Vision International. These organizations often distribute complementary disaster relief in tandem with food aid.

Country/Organization: 650-003-01

Objective ID: 650-003-01

Objective Name: SO 3: “Enhanced Primary Health Care through Greater Reliance on Local Capacities”

Self Assessment: On Track

Self Assessment Narrative: Performance under this SO and IR1 and IR2 is excellent with more than 80 percent of OFDA’s implementing partners reporting they have either met or exceeded their performance targets. Key results achieved included: better trained Sudanese health workers; increased numbers of rehabilitated Primary Health Care Centers and Primary Health Care Units; improved detection and treatment of preventable diseases, and; increased vaccination coverage against childhood diseases. Several NGOs have contributed to these key results.

Primary Link to Strategic Agency Framework: 4.2 Infant and Child Health/Nutrition
(please select only one)

Secondary Link to Strategic Agency Framework:
(select as many as you require)

- | | |
|--|---|
| <input type="checkbox"/> 1.1 Private Markets | <input type="checkbox"/> 1.2 Ag Development/Food Security |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor | <input type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input type="checkbox"/> 2.3 Politically Active Civil Society |
| <input type="checkbox"/> 2.4 Accountable Gov’t Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl’s Education |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development | <input checked="" type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input checked="" type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input checked="" type="checkbox"/> 4.4 HIV/AIDS | <input checked="" type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input type="checkbox"/> 5.5 Natural Resource Management | <input checked="" type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input checked="" type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input checked="" type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input checked="" type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: National Security

Primary Link to MPP Goals: Regional Stability

Secondary Link to MPP Goals (optional): No Secondary Linkage

Summary of the SO:

Through this Strategic Objective, the USG seeks to continue the trend, seen in the relief program in recent years, of enhancing primary health care through greater reliance on local capacities. It is envisioned that a transfer of responsibility for service-provision and coordination from the

international community to Sudanese individuals and institutions can make good progress during the strategy period, and that such a transfer should enhance the level and coverage of care provided. (Water and sanitation services and coordination are included in this definition of primary health care). This transfer of responsibility and increase in Sudanese participation should be critical to ensuring that coverage is expanded and services broadened in the face of declining donor resources. The Strategic Objective should be achieved by accomplishment of two Intermediate Results:

IR 3.1 Increased Sudanese Participation as a Foundation for Sustainability

IR 3.2 Improved and Expanded Delivery of Services

Key Results:

Baseline data is still being established for Intermediate Result 3.1 and 3.2. However, reporting from two of USAID's major partners, International Rescue Committee and American Refugee Committee and from frequent monitoring visits by USAID staff indicates significant results may have been achieved through the effective implementation of training programs and overall expansion to new service areas in southern Sudan. This assistance resulted in (a) the enactment of an SPLM health policy and the approval of training curricula and certification requirements for various categories of Sudanese health worker; (b) increased admissions and retention rates of Sudanese village health workers and clinical officers that the First Quarterly Report for IRC Southern Sudan, December 1999 characterized as "largest...to date;" and; (c) provision of trained mid-level health service providers to new geographic areas (Upper Nile and Aweil East). Recent USAID-funded research ((Tadesse/Rilling, "OFDA Case Study", December 1999) cites further evidence that USAID-supported programs are achieving significant impact in terms of saving lives and reducing human suffering.

Performance and Prospects:

Performance under this Strategic Objective was on-track in 1999, and prospects are good for progress during 2000-2002. The reporting cited above and frequent monitoring visits by USAID staff highlights additional areas that bode well for continued success under this SO. These include: (a) more than 80 percent of OFDA's implementing partners have reported that they have either met or exceeded their performance targets; (b) increasing numbers of local authorities are targeted by USAID-funded health training programs to receive both technical and material support. For example, American Refugee Committee trained 25 personnel of Kajo Keji County's new Health Department in proposal writing, project design, implementation, monitoring and evaluation; (c) the development and implementation of training curricula for increasing numbers of middle-level health workers (clinical officers, certified auxiliary nurses, and the hospital certificated nurses) should expand and improve delivery of services.

Despite good performance under this SO, civil strife continued to hamper the return, integration and recovery of communities. Conflict is likely to continue in some areas, for example, in Upper Nile Region as a result of GOS cleansing of the oilfields and in northern Bahr el Ghazal as a result of GOS-sponsored militia raids. Access to affected populations in these areas is expected to be increasingly limited by airstrip denials by the GOS, OLS denials because of insecurity and lack of airstrip maintenance during the wet season. USAID continues to coordinate with other donors and the UN in negotiating safe corridors for humanitarian assistance. In addition, an increasing portion of USAID assistance supports greater humanitarian access by non-OLS NGOs.

In many of the more stable areas of southern Sudan, it has been possible to begin to address capacity building goals of the local authorities in newly formed County Health Departments. With the

anticipated expansion of development assistance funded STAR programming, it should be possible to provide the needed training to these authorities that will enable them to coordinate service coverage by international and local NGOs, as well as to support the provision of more sustainable services to meet the immediate and long-term needs of the affected populations.

Possible Adjustments to Plans:

Since the Integrated Strategic Plan for Sudan, 2000-2002 was only recently approved, there are no adjustments planned at this time.

Other Donor Programs:

The United Nations Operation Lifeline Sudan operates emergency health programs financed by the United States and other donors, implemented by UNICEF and WHO in collaboration with a variety of U.S. PVOs and international NGOs. Many relief programs also contain some capacity building activities.

Major Contractors and Grantees:

BHR/OFDA provides financing for several U.S. PVOs and international NGOs implementing health, water and sanitation programs throughout Sudan, including Action Contre la Faim, Adventist Development Relief Association, ACROSS, American Refugee Committee, CARE, Catholic Relief Services, Concern, GOAL, IAS-MEDIC, International Rescue Committee, Medecins Sans Frontieres-Belgium, Medecins Sans Frontieres-Holland, Norwegian People's Aid, Save the Children Fund/US, and Sudan Medical Corps.

USAID/Sudan
FY 2002's R4 – OE Budget Request
Narrative

General:

The current role of USAID/Sudan is to monitor and report on OFDA funded activities/projects in Northern Sudan. These activities are implemented by NGO's. USAID/Sudan has no other program activities. The current workforce consists of one USPSC and 14 FNPSC's (6 core and 8 guards).

Overview of FY 2000 Budget:

FY 2000 budget is estimated at \$512,000, which is over the approved level of \$400,000 by \$112,000 or by 28%. The increase is due to increase on the contract cost of USAID/Sudan's Administrative Officer (ALO), Jacquelyn Poole-Galdas (USPSC). ALO's contract will be up graded from GS – 10/4 to GS-13/13 effective June 1, 2000, resulting in an increase of \$111,595 over the current contract budget of \$100,000. The budget estimates include \$ 4,000 for carpeting the office, \$5,000 for up grading security at ALO's residence, and \$7,500 for procurement of 3 PC's.

Overview of FY 2001 Budget:

FY 2001 budget is estimated at \$511,000, which is more than the approved OE level FY 2000 OE by \$111,000 or 28%. The increase is also due to the increase on the ALO's costs. The budget estimates include \$7,200 for procurement of one server.

Overview of FY 2002 Budget:

FY 2002 budget is estimated at \$494,800, which is more than the approved OE level for FY 2000, by 94,800 or 24%. The increase is also due to increase on ALO's costs.

Workforce Tables

SUDAN (6500 End of year On-Board FY 2000 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire								0							0	0
Other U.S. Citizens								0			1				1	1
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0		1	5			8	14	14
Subtotal	0	0	0	0	0	0	0	0	0	1	6	0	0	8	15	15
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	0	0	0	0	0	0	0	0	0	1	6	0	0	8	15	15
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	0	0	0	0	0	0	0	0	1	6	0	0	8	15	15

1/ Excludes TAACS, Fellows, and IDIs

Workforce Tables

Org__SUDAN (650) 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	Sp01	Sp02	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff	
OE Funded: 1/																	
U.S. Direct Hire								0								0	0
Other U.S. Citizens								0			1					1	1
FSN/TCN Direct Hire								0							0	0	
Other FSN/TCN								0		1	5			8	14	14	
Subtotal	0	0	0	0	0	0	0	0	0	1	6	0	0	8	15	15	
Program Funded 1/																	
U.S. Citizens								0								0	0
FSNs/TCNs								0							0	0	
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Direct Workforce	0	0	0	0	0	0	0	0	0	1	6	0	0	8	15	15	
TAACS								0							0	0	
Fellows								0							0	0	
IDIs								0							0	0	
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL WORKFORCE	0	0	0	0	0	0	0	0	0	1	6	0	0	8	15	15	

Workforce Tables

Org_ SUDAN (650)								Total						Total	Total			
End of year On-Board								SO/SpO	Org.	Fin.	Admin.	Con-	All	Total	Total			
FY 2002 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Staff	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff		
OE Funded: 1/																		
U.S. Direct Hire								0						0	0			
Other U.S. Citizens								0						1	1			
FSN/TCN Direct Hire								0						0	0			
Other FSN/TCN								0						1	5	8	14	14
Subtotal	0	0	0	0	0	0	0	0	0	1	6	0	0	8	15	15		
Program Funded 1/																		
U.S. Citizens								0						0	0			
FSNs/TCNs								0						0	0			
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Direct Workforce	0	0	0	0	0	0	0	0	0	1	6	0	0	8	15	15		
TAACS								0						0	0			
Fellows								0						0	0			
IDIs								0						0	0			
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL WORKFORCE	0	0	0	0	0	0	0	0	0	1	6	0	0	8	15	15		

OPERATING EXPENSES

Org. Title: USAID/Sudan _____ Org. No: 650 _____ 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	58.6		58.6	75.3		75.3	78.2	78.2	
11.8	FN PSC Salaries	83.6		83.6	84.4		84.4	85.1	85.1	
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0		0	
	Subtotal OC 11.8	142.2	0	142.2	159.7	0	159.7	163.3	163.3	
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
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	44.2		44.2	54.9		54.9	56.8	56.8	
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	10.6		10.6	12.4		12.4	5	5	
12.1	Other FN PSC Benefits	54.5		54.5	55		55	55.4	55.4	
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0		0	
	Subtotal OC 12.1	109.3	0	109.3	122.3	0	122.3	117.2	117.2	

OPERATING EXPENSES

Org. Title: USAID/Sudan _____ Org. No: 650 _____ OC _____		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	
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	6.5		6.5	7		7		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	
21.0	Assignment to Washington Travel			0			0		0	
21.0	Home Leave Travel	8.5		8.5			0		0	
21.0	R & R Travel			0	7.5		7.5	7.5	7.5	
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	3.7		3.7			0		0	
21.0	Other Mandatory/Statutory Travel	4		4			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	12.5		12.5	5		5	5	5	
21.0	Conferences/Seminars/Meetings/Retreats	6.5		6.5	6.5		6.5	6.5	6.5	
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	2		2	6		6	6	6	
	Subtotal OC 21.0	43.7	0	43.7	32	0	32	25	25	
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	11		11	6.5		6.5	6.5	6.5	
22.0	Home Leave Freight	4.5		4.5			0		0	
22.0	Retirement Freight			0			0		0	
22.0	Transportation/Freight for Office Furniture/Equip.	2		2	0.5		0.5		0	

OPERATING EXPENSES

Org. Title: USAID/Sudan _____ Org. No: 650 _____ 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	17.5	0	17.5	7	0	7	6.5	0	6.5
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	13.5		13.5	13.5		13.5	13.5		13.5
23.2	Rental Payments to Others - Warehouse Space	12		12	12		12	12		12
23.2	Rental Payments to Others - Residences	19.5		19.5	19.5		19.5	19.5		19.5
	Subtotal OC 23.2	45	0	45	45	0	45	45	0	45
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	10		10	10		10	10		10
23.3	Residential Utilities	10		10	10		10	10		10
23.3	Telephone Costs	20		20	20		20	20		20
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	1.5		1.5	1.5		1.5	1.5		1.5
	Subtotal OC 23.3	41.5	0	41.5	41.5	0	41.5	41.5	0	41.5
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

OPERATING EXPENSES

Org. Title: USAID/Sudan _____ Org. No: 650 _____ OC		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	18		18	18		18	18		18
25.2	Staff training contracts	0		0	0		0	0		0
25.2	ADP related contracts			0			0			0
	Subtotal OC 25.2	18	0	18	18	0	18	18	0	18
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	43.6		43.6	43.6		43.6	43.6		43.6
25.3	All Other Services from Other Gov't. accounts			0			0			0
	Subtotal OC 25.3	43.6	0	43.6	43.6	0	43.6	43.6	0	43.6
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		
25.4	Office building Maintenance	2		2	2		2	2		2
25.4	Residential Building Maintenance	2		2	2		2	2		2
	Subtotal OC 25.4	4	0	4	4	0	4	4	0	4
25.6	Medical Care			0			0			0
	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	7.2		7.2	7.2		7.2	7.2		7.2
25.7	Storage Services	0.5		0.5	0.5		0.5	0.5		0.5
25.7	Office Furniture/Equip. Repair and Maintenance	1.5		1.5	1.5		1.5	1.5		1.5
25.7	Vehicle Repair and Maintenance	1		1	1		1	1		1
25.7	Residential Furniture/Equip. Repair and Maintenance	1.5		1.5	1.5		1.5	1.5		1.5
	Subtotal OC 25.7	11.7	0	11.7	11.7	0	11.7	11.7	0	11.7
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

OPERATING EXPENSES

Org. Title: USAID/Sudan _____ Org. No: 650 _____ OC _____		Overseas Mission Budgets								
		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials	19		19	19		19	19		19
	Subtotal OC 26.0	19	0	19	19	0	19	19	0	19
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.	5		5			0			0
31.0	Purchase of Office Furniture/Equip.	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	7.5		7.5	7.2		7.2			0
31.0	ADP Software purchases			0			0			0
	Subtotal OC 31.0	16.5	0	16.5	7.2	0	7.2	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		512	0	512	511	0	511	494.8	0	494.8

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>93.2</u>	<u>97.2</u>	<u>97.3</u>
Exchange Rate Used in Computations	<u>\$1.00 = SD 257.5</u>	<u>\$1.00 = SD 257.5</u>	<u>\$ 1.00 = SD 257.5</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: 10.6 12.4 5

Organization: SUDAN (650)

Foreign National Voluntary Separation Account									
Action	FY 2000			FY 2001			FY 2002		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	10.6		10.6	12.4		12.4	5.0		5.0
Withdrawals	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 N/A 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 _____ _____ _____

CONTROLLER OPERATIONS

Org. Title: USAID/SUDA _____ Org. No: 650 _____ 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	18.7		18.7	18.7		18.7		18.7	
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0		0	
	Subtotal OC 11.8	18.7	0	18.7	18.7	0	18.7	18.7	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	0.9		0.9	10.5		10.5	1.5	1.5	
12.1	Other FN PSC Benefits	7		7	7		7	7	7	
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0		0	
	Subtotal OC 12.1	7.9	0	7.9	17.5	0	17.5	8.5	8.5	

CONTROLLER OPERATIONS

Org. Title: USAID/SUDA _____ Org. No: 650 _____ OC _____		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	
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	
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			0			0		0	
	Subtotal OC 21.0	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	
22.0	Home Leave Freight			0			0		0	
22.0	Retirement Freight			0			0		0	
22.0	Transportation/Freight for Office Furniture/Equip.	0.1		0.1			0		0	

CONTROLLER OPERATIONS

Org. Title: USAID/SUDA _____ Org. No: 650 _____ 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	0.1	0	0.1	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	1.2		1.2	1.2		1.2	1.2		1.2
23.2	Rental Payments to Others - Warehouse Space	1.1		1.1	1.1		1.1	1.1		1.1
23.2	Rental Payments to Others - Residences			0			0			0
	Subtotal OC 23.2	2.3	0	2.3	2.3	0	2.3	2.3	0	2.3
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	0.9		0.9	0.9		0.9	0.9		0.9
23.3	Residential Utilities			0			0			0
23.3	Telephone Costs	3		3	3		3	3		3
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	0.1		0.1	0.1		0.1	0.1		0.1
	Subtotal OC 23.3	4	0	4	4	0	4	4	0	4
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: USAID/SUDA _____ Org. No: 650 _____ OC		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	1.4		1.4	1.4		1.4	1.4		1.4
25.2	Staff training contracts			0			0			0
25.2	ADP related contracts			0			0			0
	Subtotal OC 25.2	1.4	0	1.4	1.4	0	1.4	1.4	0	1.4
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	1.5		1.5	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	1.5	0	1.5	1.5	0	1.5	1.5	0	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	0.2		0.2	0.2		0.2	0.2		0.2
25.4	Residential Building Maintenance			0			0			0
	Subtotal OC 25.4	0.2	0	0.2	0.2	0	0.2	0.2	0	0.2
25.6	Medical Care			0			0			0
	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	0.9		0.9	0.9		0.9	0.9		0.9
25.7	Storage Services			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance	0.1		0.1	0.1		0.1	0.1		0.1
25.7	Vehicle Repair and Maintenance			0			0			0
25.7	Residential Furniture/Equip. Repair and Maintenance			0			0			0
	Subtotal OC 25.7	1	0	1	1	0	1	1	0	1
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

Greater Horn of Africa Initiative

Information annex topic: Greater Horn of Africa Initiative

This Annex will discuss the application of the GHAI principles and the lessons learned in the course of implementation of the Initiative. The GHAI principles are the foundation upon which results in food security, conflict prevention and mitigation, and information are built. In order to be a success, an activity must simultaneously achieve a sectoral result and apply the GHAI principles. Though there is significant progress yet to be made, REDSO/ESA can identify concrete ways in which the GHAI principles are being applied.

African Ownership The Institutional Strengthening and Grantmaking Program (ISGM) convened an African Advisory Council, composed of 12 eminent African experts in food security and conflict prevention. The Council reviews all competitive proposals and makes funding recommendations to REDSO/ESA. The Council is a key partner in the ISGM program and the members have a sense of ownership of the program. Not only do the Council members bring an indispensable African "lens" to proposal reviews, they have been the impetus for important adjustments, resulting in a program that is more responsive to the realities of the GHA region.

A very different face of African ownership was demonstrated as REDSO and USAID/Rwanda collaborated with the National University of Rwanda to rebuild its information technology capacity. Although USAID carried out the procurement of equipment, the design of the procurement was led by the Rwandese at NUR with full consideration of the country's operating environment, including the private sector's ability to support certain computer brands, the frequency of serious power fluctuations and the immediate and future needs of the university. The involvement of NUR staff led to a more efficient, cost-effective and streamlined procurement process.

Strategic Coordination REDSO/ESA and the American Embassy in Nairobi have instituted monthly GHAI meetings aimed at exchanging information and improving coordination. The meetings often include a representative of USAID/Kenya. These meetings serve a unique function since both REDSO and Embassy/Nairobi have regional responsibilities. Coordination on strategically important countries such as Sudan and Somalia is crucial. Several other USAID missions and Embassies have also instituted formal coordination structures.

The donor coordination effort with IGAD deserves to be highlighted. A common agenda has been set by IGAD that ensures improved donor coordination. The donors have worked to establish cooperative ways of behaving and are working to develop common systems (e.g. reporting, procurement controls). REDSO has played the lead role in this effort by helping conceptualize structures for the donor interaction with IGAD, including the development of the Project Implementation Committee that is chaired by USAID/REDSO.

Linking Relief and Development Last year, REDSO reported its extensive efforts to provide Linking Relief and Development (LRD) training for its partners. During FY99, REDSO staff facilitated LRD training for CARE offices in the East Africa region. The training resulted in CARE developing a "benefit-harm" handbook currently being pilot tested among field staff. The handbook offers tools to programmers in transition countries to better identify the unintended benefits and harms resulting from projects and respond appropriately. The concept of "benefit-harm" is now a cornerstone of the CARE approach in the GHA region for both emergency and development activities.

Regional Perspectives Applying this principle presents many challenges to REDSO, but we continue to look for ways to practice it. The first proposals under the ISGM had to meet a stringent definition of regionalism, namely that grant activities must include at least three GHAI countries. At

the recommendation of the Advisory Council, this requirement has been reduced from three to two countries. Because of the nascent capacity of the NGO sector in the GHA region, many promising proposals were previously eliminated because of this requirement. This adjustment scaled back the projected geographic breadth of regional results that GHAI hoped to achieve in the near-term through the ISGM, but by responding to the priorities of Africans and realities of the operating environment, GHAI will maintain its commitment to strengthening African capacity. The ISGM program is also providing technical assistance to NGOs with promising multi-country proposals but without the capacity to carry out the planned activities.

Promoting Stability A core principle of the southern Sudan development assistance program, which is fully funded by GHAI, is promoting stability in this war-ravaged country. GHAI funded a grassroots peace process between the Dinka and Nuer which brought together traditional leaders and church elders and led to the signing of an historic peace agreement between these two long-warring parties. The cessation of hostilities between these two groups is one reason that many people believe that the current (March 2000) food crisis in the Horn will be less dire in southern Sudan: because of the peace, people have been able to work together to meet their food needs.

Doing Business Differently Though not one of the guiding principles of GHAI, doing business differently has been a commitment of the Initiative since its inception--recognizing that the difficult and complex operating environment of the GHA region demands that USAID develop flexible policies and procedures. Several significant accomplishments were made on this front in FY99. The Administrator approved the use of limited competitive award procedures for grants and cooperative agreements for conflict activities financed by USAID in the GHA. Though designed with GHAI in mind, this waiver extends to conflict activities funded with bilateral funds. This waiver ensures that flexible and expedited procedures are available for USAID to respond to conflict situations.

GHAI also received approval to use Fixed Obligation Grants (FOGs) for grants to African organizations under \$100,000. The structure of the grants allows GHAI to partner with African NGOs that would not traditionally meet USG financial accountability requirements.

Finally, approval was given through the "notwithstanding" authority of the Horn of Africa Act to provide development assistance funds to support GHAI objectives in Somalia. Prior to this approval, this strategically important country was precluded from receiving any funding through GHAI.

Lessons Learned One of the most important lessons that has been learned through GHAI is that strategic coordination and working in partnership with African institutions necessitates a slower, more deliberate process of defining common objectives and collaborative modes of operation. Similarly, a commitment to strengthening the capacity of African organizations is a long-term prospect which does not always easily lend itself to identifying short-term results. These are not obstacles to be overcome, but realities to manage. The push for short-term results will always compete with the length of time it takes to nurture capacity. Practicing genuine partnership and collaboration will always require an investment of time and a deliberative process. All involved in GHAI must appreciate these dynamics and balance expectations accordingly.

The acceleration of GHAI support for conflict prevention, mitigation and response activities is also generating several important lessons, beyond activity-specific results or best-practices discussed in the SO3 narrative. Grants do not need to be large to make an important contribution. For example, GHAI provided less than \$100,000 to the National Unity and Reconciliation Commission in Rwanda. This crucial institutional strengthening support has provided the Commission with the foundation it needs to undertake its important, ground-breaking work in promoting reconciliation in a post-genocide context. A second lesson is that there is value in supporting peace conferences even if they do not directly lead to the resolution of conflict. The support can strengthen an organization's capacity to carry out conflict resolution work in the future.

Third, the ready availability of funds can facilitate the resolution of implementation problems, as was seen with the Acholiland amnesty sensitization program in northern Uganda.