

LATIN AMERICAN AND CARIBBEAN REGIONAL ACTION PLAN  
FY 1992 - 1993

I. RELATIONSHIP OF LAC BUREAU OBJECTIVES TO LAC REGIONAL PROGRAM

A. Introduction

The Latin American and Caribbean (LAC) Regional portfolio exists primarily to support and complement bilateral programs in achieving overall LAC goals of support for the achievement of broadly-based, sustainable economic growth and development, support for the evolution of stable, democratic societies and responding to challenges requiring international cooperation. LAC Regional projects fall into the following categories: (1) support activities in the technical sectors that enhance LAC Bureau and Mission capabilities to do relevant program analysis, design, monitoring and evaluation, including studies and reports pertaining to overall strategy development and key policy dialogue concerns; (2) pilot and other small regional activities of special interest that, if successful, will be replicated in larger bilateral projects (e.g. biodiversity grants) or will strengthen bilateral programs; and (3) programs that are inherently regional (e.g. RTAC II and Accelerated Immunization projects) and are most appropriately managed in Washington because of Congressional or other high-level interest, the location of the contractor/grantee (e.g. PAHO, the Georgetown CASP program, NAPA) and/or the need for international cooperation to respond to growing problems such as Cholera, AIDS and narcotics use. With the exception of technical assistance and support projects in each program area agriculture/natural resources, environment, health/nutrition, education/human resources development and trade and investment, the majority of the activities in the LAC Regional portfolio respond to either specific or Agency wide earmarks (over 50% of the FY 1991 OYB level).

B. LAC Bureau Sector Strategies

Over the past year, the LAC Bureau has been and continues to be in a period of transition as it moves to implement the new Agency Mission Statement, a new Bureau objective framework and philosophy, and the Administrator's five new initiatives. This shift in direction has stimulated a reassessment of sector specific objectives and development of new Bureau strategies in

each program area. New strategies are near completion in trade and investment, agriculture and natural resources and for environment. The proposed environment strategy takes a cross-cutting approach with strategic options for incorporating environmental concerns throughout the Bureau's development assistance program. The goal for trade and investment development is to stimulate private-sector led sustainable positive growth throughout the region. Proposed goals for agriculture and natural resources are: (1) to achieve a significant rate of growth in real per capita national income; (2) to increase the real per capita incomes of rural people, with particular attention to families in the small farm sector; and (3) to achieve the natural resource goals of sustainable agriculture and forestry. The proposed strategic guidelines focus on four areas: (1) economic policy, trade and investment, (2) agricultural productivity and sustainable development, (3) natural resource use management, and (4) small farmer, employment, and land tenure.

In education and human resources development, cross-cutting evaluations of LAC programs have been completed for basic education, vocational/technical education, management education, and participant training. These evaluations, combined with analytical options papers on policy reform and financing education systems, will serve as the basis for development of strategic guidelines for Bureau programming in each of these areas.

Assessments are underway in energy and in population/family planning which will lead to strategic guidelines by the end of calendar year 1991. The Agency's sustainable child survival strategy serves as the basic framework for Bureau programming in health. Agency strategies in health and child survival were adapted to the new realities confronting Latin America and the Caribbean through development of a new Development Assistance Strategy for Central America. Updated strategic directions for nutrition and water and sanitation programming will be more clearly articulated over the coming year. Other new sector directions and strategies were also incorporated in the Central American strategy and are being incorporated as part of a new Advanced Developing Country (ADC) strategy for the Bureau. Building on this region specific work, strategy development is also underway in trade and investment. The end of FY 1992 should see completion of the reorientation of Bureau strategies for development assistance programming.

### C. LAC Regional Program

The nature of the LAC Regional portfolio with its technical assistance projects focused on support to Mission managed field programs involves to some degree all three major Bureau objectives and all eight sub-objectives. However, the principal

program focus is concentrated on six strategic objectives which support the LAC Bureau objectives:

- Sector policy and institutional and regulatory reform in support of increased trade and investment, improved and sustainable agricultural productivity and natural resource management, and improved effectiveness and efficiency in health, family planning, and education services;

- increased private sector led trade, investment, and employment generation;

- Increased income and wider sharing of benefits of economic growth and development by the disadvantaged;

- Improved natural resource management;

- An expanded constituency for democracy;

- More effective response on the part of LAC countries to cholera and AIDS epidemics and increasing drug use.

The LAC/DR/HPN portfolio also contributes to the Administrator's Initiative on Family and Development, whose goal is to enable families to make better choices and to facilitate family members' participation in the economic, social and political life of their countries.

Attached as Table I is the LAC Bureau workplan which includes actions the Bureau will take to ensure progress is made toward achieving the LAC Bureau Objectives.

## II. PERFORMANCE RELATED TO LAC BUREAU OBJECTIVE

### A. Introduction

The LAC Regional portfolio is relatively small, much of it provides technical support to Missions, and implementation is spread over the entire LAC region. Thus, performance (with a few exceptions) can only be adequately measured at the program output level. In most cases, impact is only achieved and therefore can only be measured in conjunction with Mission programs. Nevertheless, regional immunization activities and the Regional Technical Assistance Center II (RTAC II) project have had marked and significant impacts on immunization coverage and the incidence of polio in the LAC region and on the availability of low cost, high quality, U.S. university textbooks throughout Central America.

Table II shows the relationship between the LAC Regional portfolio and the LAC Bureau objectives and includes program outputs/indicators. Table III lists LAC Regional projects grouped by Bureau Objectives and Sub-Objective.

B. Performance Against LAC and Mission Objectives

1. Support the Achievement of Broadly-Based Sustainable Economic Growth

a. Adoption of and Adherence to Economic Policies that Promote Investments, Productive Employment and Export-Led Economic Diversification

-- LAC Regional Objective: Sector policy and institutional and regulatory reform in support of increased trade and investment, improved and sustainable agricultural productivity and natural resource management, improved effectiveness and efficiency in health, family planning and education services.

The LAC portfolio helps further sector policy and institutional and regulatory reforms needed to stimulate broad-based economic growth through training activities and by providing technical and analytical support to field missions working with host country counterparts on these issues.

The Trade and Investment Development project (598-0797) will provide LAC offices and Missions with resources for strategic planning so that they can more effectively move LAC countries toward acceptance and adoption of open trade policies, and to stimulate investment in the region. In addition, it will provide outreach to U.S. businesses to stimulate interest in the LAC region and information and services to stimulate trade and investment. A particular focus of this project will be to educate indigenous business people about the long-term advantages of open markets and build local constituencies for these policy changes.

In order to respond to the need for more top level economists in Latin America with a working knowledge of open market economies and their relationship to democratic institutions, the \$7 million, seven year Advanced Training in Economics (ATIE) project (598-0774), designed and approved with the active interest of the State Department and White House, will train over 80 students from the more disadvantaged countries in the LAC region to the graduate level in Economics. Initial training is at four centers of excellence in Argentina, Chile and Mexico. Twenty-eight of these students will be selected to complete doctoral studies in the United States.

Sixty-three students are currently enrolled at four Latin American universities while two have begun doctoral studies in the U.S.. USAID/Costa Rica has decided to add to the ATIE project to train a greater number of economists for that country.

The Agriculture and Rural Development Technical Services (ARDTS) project (598-0654) is designed to improve the effectiveness of A.I.D.'s agriculture and rural development programming in the LAC region through provision of technical support in high-priority areas such as macro-economic and sectoral policy reform, agribusiness and agriculture trade development, and natural resources. ARDTS provides a quick-response mechanism to assist Missions in strategy and program development, project design and evaluation, and technical problem analysis. ARDTS also undertakes longer-term, but highly targeted cross-cutting assessments and special studies to ensure that Bureau objectives and strategies as well as mission programs incorporate up-to-date technological developments and lessons learned.

In its second full year of implementation, the ARDTS project generated a wide range of accomplishments in service to the LAC regional objective on sector policy reform. Highlights include:

- design of an agricultural policy analysis project for the Eastern Caribbean;
- conceptualization and development of non-project sector assistance programs in Honduras, Costa Rica, and Ecuador designed to encourage host-country adoption of improved policies.
- development of a policy status matrix to summarize and monitor key macro-economic and sectoral policies throughout the Bureau.
- a cross-cutting assessment of the agricultural research, extension, and education (AGREE) situation in the LAC region was completed with recommendations regarding country and regional policy reforms to encourage public and private investment in AGREE as a means of ensuring sustainable production of both traditional food crops and non-traditional export crops.
- assistance by the Food Policy Advisor to the Bureau and missions (particularly Guatemala and Honduras) to incorporate food need and food security concerns in their strategies and activities. A review of food security in the LAC region provided information on trends of national food supplies and the degree to which low income households lack access to sufficient food.

During the Action Plan period, the ARDTS project will continue to help missions and countries define and address policy and institutional constraints to growth and increased trade in the agricultural sector, to improve food security and to expand employment opportunities and incomes in rural areas.

The sector specific health, population, nutrition (HPN) program objectives supporting the LAC Regional sector policy and institutional reform objective are (a) to improve the sustainability of family planning services; and (b) to help bring about health sector policy and institutional reform, particularly in the areas of health care financing and management, leading to greater sustainability of primary health care. The HPN Division will accomplish these objectives through the five year, \$20 million Health and Nutrition Technical Services Support (HNTSS) project (598-0657/597-0027). The project purpose is to improve effectiveness of strategies, programs and projects in the areas of health care management, health care financing, and nutrition as well as child survival and selected special concerns by facilitating the exchange and application of technology and information. Key advisors on health care financing, management, and nutrition are in place. The core contract has responded to various requests for technical assistance, as follows:

- Nicaragua: Project advisors contributed to the preparation of the essential drug component of the GON's Five Year Health Sector Development Master Plan, and advised on relevant operations research. The advisors also helped to identify national priorities and issues concerning the availability, quality, and financing of pharmaceutical.

- Chile: Project advisors helped design a quality assurance and monitoring system to strengthen primary health care in Chile.

- Eastern Caribbean: Project evaluators proposed improvements in the expansion of the sub-regional AIDS/HIV prevention project.

- Central America: Provided technical assistance to the Institute of Nutrition for Central America and Panama (INCAP) to help it become financially more self-sustaining through improved strategic marketing of its services.

Contract team efforts over the coming year will focus on conducting health care financing and management assessments at the sector level in three countries: Guatemala, Nicaragua, and possibly Haiti. Analysis of policies, laws and regulations along with calculations of primary health care recurrent costs

will be conducted. These analyses will be used as part of a policy dialogue and program design process to enhance sustainability of primary health care and child survival interventions.

The HNTSS project's cooperative agreement with the Association of University Programs in Health Administration (AUPHA) for health management, will provide management advisory and training assistance to decentralize the management of the Jamaican public hospital system. This 'UPHA involvement is especially promising, given coordination of this effort with major policy-related financing by the World Bank.

b. Encourage a Vigorous Response by the Private Sector to a Favorable Policy Environment

-- LAC Regional Objective: Increased private sector led trade, investment, and employment generation

The Trade and Investment Development project will guide Bureau activities to stimulate trade and investment in manufacturing, tourism, agriculture and other trade-related sectors. This project will examine constraints to private-sector response as trade policy is liberalized and will develop strategies for the LAC offices and Missions to stimulate private-sector led sustainable growth.

The Agriculture and Rural Development Technical Services (ARDTS) project is designed to encourage private sector led agricultural trade, investment, and employment generation through technical support and analysis, information exchange and cross-cutting studies. Recent significant accomplishments include:

- completion of a rural financial markets study; a comprehensive survey of problems and potential for rural capital availabilities in Latin America. The document is now providing guidance to Missions in addressing rural credit constraints.

- continued operation of the Miami Market News, a joint USDA/A.I.D. activity, and the only source of comprehensive market price information provided on a daily basis to over 900 subscribers in the Caribbean basin, with emphasis on developing self-sufficiency based on market demand.

- assistance was provided for the organization, incorporation and development of a business plan for the newly formed Caribbean Basin Growers' Association designed to help growers and shippers collaborate in improving the sustainable production and trade of horticultural products;

- completion of an agro-processing study designed to identify opportunities in LAC countries for increasing profitability and decreasing risks from fresh non-traditional produce for export by adding value through processing. The study includes market and transport analyses on eight potential processed agricultural products;

- the plant quarantine advisor conducted seminars on U.S. phytosanitary regulations and worked with A.I.D. missions throughout the region to resolve quarantine issues that currently impede non-traditional agricultural exports (NTAE) projects. He discussed with the OECS ministries potential phytosanitary programs they can implement to support and promote NTAEs from the region.

During the Action Plan period the ARDTS project will continue to provide technical support to missions particularly in helping alleviate phytosanitary constraints to trade between LAC countries and U.S., European, and Asian markets and in improving services, including research and extension, and increasing self-sufficiency of national organizations encouraging non-traditional agricultural exports. Support under a new project in FY 92 will provide seed money to catalyze development of a viable Caribbean Growers Association carrying out joint U.S./Caribbean research and information exchange activities which encourage increased productivity, investment, trade and employment in horticultural crops.

The education and human resources program objectives in support of increased productivity and income through private sector led investment, trade and employment generation are (a) to increase opportunities for select private sector vocational and management education/training and (b) to promote technology transfer and knowledge of free enterprise systems through appropriate linkages with LAC private sector industrial training programs and higher education institutions. The \$8.5 million five year Advanced Development Countries Training (ADCT) project (598-0660) provides U.S., in-country and third country training opportunities for participants from Brazil, Chile and Mexico in appropriate technologies transfer and skills enhancement particular to the individual ADC's CDSS and Action Plans. Brazil and Mexico in FY 1991 launched training programs with Mission managed contracts valued at \$2.5 million and \$3.9 million respectively. Chile initiated \$150,000 a year vocational and education training program with the Office of International Training to acquaint private and public industrial and labor leaders with U.S. programs in related areas.

The Education and Human Resources Technical Services (EHRTS) project is also supporting efforts to enlarge the human capital base of local private sectors in LAC assisted countries

on two distinct levels. First, EHRTS is undertaking comprehensive evaluations of experience in both the vocational and management education subsectors. These evaluations will provide valuable "lessons learned" about what works well and what doesn't in both subsectors, especially applicable for design of new projects. In addition, EHRTS has provided technical assistance to various LAC Missions for design and evaluation work of vocational and management education projects.

In the future, EHRTS will develop guidelines and develop a human capital development strategy for both vocational and management education. Additionally, EHRTS will continue to support LAC field missions in the two subsectors through buy-ins for specific technical service requests.

c. Encourage Accelerated Opportunities for Increased Participation in the Economy by the Disadvantaged

-- LAC Regional Objective: Increased income and wider sharing of benefits of economic growth and development by the disadvantaged

The Trade and Investment Development project will stimulate foreign investment as well as a creation and expansion of local production which is competitive in world markets. This will create new employment opportunities for the socially disadvantaged and, as a result, assure that shelter, food, health and education needs of families are more adequately addressed. By creating competitive employment, new jobs will be sustainable and the Bureau's development goals for the disadvantaged will be directly addressed.

The Agriculture and Rural Development Technical Services (ARDTS) project helps increase incomes and achieve a wider sharing of the benefits of growth through cross-cutting analyses, information exchange and technical support to missions working on small enterprise programs, crop and income diversification for small growers and resource poor forest dwellers, land tenure issues and assessing the effects of policies and strategies on the disadvantaged. Significant accomplishments over the past year include:

- completion by the Land Tenure Center of its synthesis of research on land titling and land markets and distribution to the field for use in designing future interventions;

- assistance to the USAID and the Government of Ecuador in redrafting legislation which will afford small farmers and entrepreneurs an opportunity to acquire and legally register land;

- assistance provided for privatization of a national artisans resource center in Haiti. This center has generated sales in excess of \$450,000 resulting in employment for 1800 women.

During the Action Plan period increased assistance relating to this objective is planned under ARDTS, particularly in policy analysis, land tenure questions, and incorporation of resource poor forest dwellers and small farmers in the larger economy.

The education and human resource (EHR) program objective supporting increased incomes and wider sharing of benefits by the disadvantaged is to increase educational opportunities through improved educational policy reform and enhanced quality and efficiency of the basic education systems. The \$10.2 million, six year Education Human Resources Technical Services (EHRTS) project (598-0659) was designed to provide LAC Missions with cross-cutting evaluations, policy analysis and formulation, strategy development and technical assistance in four priority EHR fields: basic education, vocational education, management education and participant training, plus policy reform and financing of educational systems. These five EHR areas are essential to the provision and enhancement of technical skills for a critical mass of human capital who will contribute to a productive economy across the human resources spectrum.

Accomplishments under the EHRTS project in support of missions' efforts in basic education include:

- a core set of basic education indicators are tracked on a regular basis by host country counterparts in Central America and tracking is presently being established in the Caribbean. Similar indicators will be developed for the other EHR areas in the LAC sub-regions.

- a comprehensive evaluation of experience in basic education. This evaluation will provide valuable "lessons learned" about what works well and what doesn't in basic education, especially applicable for design of new basic education projects.

- over 35 technical service requests providing assessments, work for PIDS, PPs, social institutional frameworks, policy research papers and evaluations have been provided to the missions through "buy-ins" under EHRTS in the first three years of the project. Among these buy-ins, activities for basic education assessments related to design work of new education projects have been undertaken or are underway in Guatemala, El Salvador, Honduras, and Nicaragua. In addition, a preliminary study about the problems surrounding the finance/sustainability of basic education in selected LAC countries is being conducted.

In the future, EHRTS will develop guidelines and a capital development strategy for basic education. It will continue to support field mission requests, through its "buy-in" component, for design and evaluation of basic education projects and activities. EHRTS will continue to provide technical leadership by providing studies on current issues and new topics in basic education. For example, financial sustainability of basic education and early childhood interventions are topics EHRTS will pursue. Moreover, through EHRTS, an education officers conference will be conducted in late 1991, the first since 1987, to keep LAC education officers abreast of current issues and new directions in basic education. In addition, the basic education indicators currently available for Central America will be extended to the Caribbean and South America. Periodic information bulletins on topical areas of interest in basic education will be distributed to field missions.

The health, population, nutrition sector specific program objective supporting a wider sharing of the benefits of growth by the disadvantaged is to increase vaccine coverage, thereby reducing infant mortality. The five year \$22.2 million Regional Accelerated Immunization project (598-0643/597-0005) is being implemented through a grant to the Pan American Health Organization. This project was designed to eradicate polio from the Americas by 1990 and to reduce the incidence of other preventable childhood diseases. Activities under this project include mass immunizations through national vaccination days, improved surveillance, and strengthened laboratory capabilities in order to isolate various strains of polio and to confirm suspected cases.

In 1991, only one confirmed case of polio caused by the wild virus has been reported (in Colombia). Fourteen cases have been confirmed for 1990, with foci of infection in southern Mexico, Colombia, and Peru. These cases were detected by the surveillance system developed under the project, which includes weekly reporting of flaccid paralysis among children under 5 from some 14,000 local health facilities, laboratory examination of all probable cases and selected contacts, and intensive local vaccination efforts where a probable case is detected. This surveillance system, combined with environmental sampling in target areas, will permit the certification of eradication of the wild poliovirus to be made when no cases nor virus have been detected for three years.

Coverage rates for all childhood diseases reached new highs in the Americas among children under one year old in 1990. Specifically, polio vaccination coverage (third dose) increased from 81% to 87% since 1986; Diphtheria/Pertussis/Tetanus (third dose) increased from 52% to 76% in the same period; measles from 59% to 77%; and tuberculosis from 64% to 78%.

The FY 91 follow-on project, Accelerated Immunization II project (598-0786), will continue to improve efforts begun under the previous project. This 5 year, \$20 million project (\$9.5 million regional and \$10.5 million mission buy-ins) will contribute to reducing infant and child mortality and morbidity rates from immunizable diseases, especially measles and neonatal tetanus, in addition to polio. The project will accomplish this by improving effectiveness of immunization services and contributing to increasing immunization coverage to 90% in the region for all six antigens. (Coverage in 1990 was over 75% for all antigens.) Interagency Coordinating Committees will be strengthened and more emphasis will be given to increasing effective delivery of immunization services in health facilities as an integral part of maternal-child health services, as opposed to campaigns.

In addition to continuing coverage for population groups already reached by previous efforts, Phase II will orient its efforts to reach the 30-40% of the population who remain outside the reach of both special immunization campaigns and routine and intensified health services. That population is comprised of the poorest and neediest women and children, at highest risk for all health-threatening conditions. Special attention will be paid to the six LAC child survival emphasis countries (Bolivia, Ecuador, Peru, Haiti, Guatemala, and Honduras), as well as Nicaragua, the Dominican Republic, and El Salvador.

d. Encourage Preservation and Sustainable Use of the Natural Resource Base

-- LAC Regional Objective: Improved natural resource management

Prudent management of the natural resource base provides the foundation for long-term economic growth and improvement of the human condition. Unfortunately throughout Latin America and the Caribbean, over-exploitation and poor management of existing resources has resulted in general degradation of natural resources and environmental conditions, undermining economic growth and threatening human health in the region. The rural poor and the disadvantaged segments of society are among those sectors of society that are hit the hardest.

To improve natural resource management, the LAC Regional portfolio supports a number of activities implemented under eight different projects: Development of Environmental Management Systems (DEMS) (being closed out); Environmental Support Project (ESP); Development Strategies for Fragile Lands (DEFIL); Agricultural and Rural Development Technical Services (ARDTS); Parks in Peril (PIP); Environment/Global Climate Change (E/GCC); and Neotropical Migratory Bird Conservation (NMBC).

The Environmental Support Project (ESP) is designed to promote the improved management and conservation of natural resources in Latin America and the Caribbean to complement and sustain economic development programs. The project consists of three major components: provision of long-term technical assistance; funding for biodiversity conservation pilot projects; and support for studies and pilot projects focusing on regional environmental issues. In FY 92-93, the project will continue to support long-term professional Environment/Natural Resources (E/NR) advisors, who will provide assistance to Missions and host countries in E/NR program development. Applications for biodiversity grants will continue to be solicited on an annual basis, and project funding for these activities will be provided as resources permit.

The LAC Bureau is passing through a challenging period, when it must expand its E/NR portfolio in response to a growing number of Congressional mandates even while overall funding levels shrink. Projects that are currently being developed and implemented over the Action Plan period in response to Congressional directives are the LAC Regional Parks in Peril project, the Environment/Global Climate Change program, and the Neotropical Migratory Birds Conservation program, with FY 91 obligations of \$3 million, \$6 million, and \$0.5 million, respectively.

The Parks in Peril project provides support through The Nature Conservancy (TNC) to ensure adequate, on-site protection for threatened national parks and reserves that have global biological significance in Latin America and the Caribbean. The project is accomplishing its objectives by working through a hemisphere-wide conservation partnership with indigenous non-governmental organizations and host country agencies. During the first year of the project, management plans have been completed for ten parks, and on-site work has begun for seven of them. The program will expand to include approximately ten new parks per year during the Action Plan period.

In FY 1991, the Environment/Global Climate Change program will provide \$6 million to promote policy reform, technologies, and practices that result in the sustainable and efficient use of forest and energy resources in the LAC region. Support for the establishment of the Rio Bravo Conservation and Management Area in Belize and the Mbaracayu Nature Reserve in Paraguay are among the pilot activities supported by E/GCC. From FY 92-93, \$6 million will continue to be programmed annually under E/GCC, with the bulk of the funds directed towards activities in "key" GCC countries--Brazil, Mexico, and Central America.

In response to a FY 1991 Foreign Assistance Appropriations Act earmark, the Bureau is developing the Neotropical Migratory Bird Conservation (NMBC) project. A.I.D. signed a Memorandum of Agreement to participate in the Federal Interagency Neotropical Migratory Bird Committee on May 14, 1991, to help foster interagency coordination in the implementation of the NMBC program. Per the Congressional mandate, the overall objective of this initiative is to develop a comprehensive framework for the conservation of neotropical migratory birds. A.I.D. support will focus on building up habitat assessment information and monitoring capabilities along key migratory pathways throughout Latin America and the Caribbean. This will be done through a competitive small grants program through the National Fish and Wildlife Foundation.

The DESFIL project and ARDTS, through its long term natural resource advisor, continue to provide technical support for the development of regional and country specific strategies and policies and programs in support of long-term sustainable natural resources management in Latin America and the Caribbean. The LAC Bureau provides 20% of the DESFIL core budget, and Missions continue to access DESFIL services through buy-ins, testifying to the benefits this project provides to the LAC Bureau in terms of support for E/NR management. Examples include:

- a new agriculture and natural resources strategy has been drafted to guide A.I.D. investments in these areas in the 1990s.
- new natural resources conservation policies and strategies have been developed in El Salvador and Nicaragua.
- new E/NR projects are being prepared in Belize, Costa Rica, El Salvador, Nicaragua, Panama and Peru drawing on DESFIL developed strategies, design mechanisms and institutional arrangement.
- a comprehensive report on "lessons learned" after more than four years of research and technical assistance in fragile lands management has been published by the DESFIL project and is guiding LAC missions and host countries with work in this area.
- a Humid Tropical Lowlands Conference was conducted by DESFIL to examine with donors, host-country personnel and NGOs strategies for and management approaches to the sustainable development of the humid tropical lowlands.
- assisted USAID/Quito to prepare a program to involve Indian ethnic federations to protect Ecuador's rainforests as a promising "bottom-up" approach to improved management of natural resources.

During the Action Plan period, the ARDTS and DESFIL projects will continue to assist missions to improve upon local policies, programs and activities that relate to natural resources management. The agriculture and natural resources strategy will be finalized, approved and implementation initiated as an Agency strategy for agriculture and natural resources in the LAC region. To assist host-country government policy makers and the timber industry in achieving sustainable forest use, a study will be undertaken to look at promising timber management strategies in Colombia, Ecuador and Mexico and the application of lessons learned to other countries in the region.

2. Support the Evolution of Stable Democratic Societies

a. Encourage Pluralism and Democratic Values

- LAC Regional Objective: Expanded constituency for democracy

Education and human resource development projects are expanding the constituency for democracy in Latin America and the Caribbean by (a) increasing the quality and quantity of LAC trained leaders in the U.S. and promoting a greater understanding of a free economy in a democratic society; (b) promoting volunteerism, citizen participation, and U.S./LAC grassroots collaboration in solving community problems and encouraging social and economic development; and (c) providing large quantities of high quality U.S. university textbooks at a reduced cost to large numbers of LAC university students.

The Caribbean Latin American Scholarship II Program - including Congressional reservations for the Cooperative Association of States for Scholars (CASS) and the Leadership Center of the Americas - is authorized at \$218 million. The program has effectively devolved fiscal and management responsibilities for country specific activities, as well as contracting procedures, to the LAC Missions for project starts during FY 91-92. AID/W manages the Congressionally earmarked programs and maintains a close monitoring of CLASP policy guidelines, the Training Cost Analysis System, and an impact evaluation program.

By December 1990 CLASP I had trained over 15,470 individuals representing an 18% increase over 1989. Approximately 5,300 (34%) have been enrolled in long term training programs, a substantial increase over the project's target of 20-30%. Approximately 10,200 (66%) have taken part in short term training programs (1-8 months) and found them very

useful in both skills training for employment and appreciation for democratic processes. About 6,670 (43%) (the original target being 40%) of CLASP trainees were female. Compared to an original target of 70%, over 13,500 (90%) trainees were from socially, ethnically or economically disadvantaged backgrounds. Approximately 13,900 (90%) were considered to be actual or potential leaders. Finally, 92% of the trainees rated their overall program as "good" or "excellent". In FY 91 the first impact evaluation of returned trainees will take place in Guatemala and then be followed in other appropriate Missions. It will evaluate the relation of training to productive employment, leadership, community development, other social and economic aspects, and the appropriateness of follow-on mechanisms.

During the Action Plan period training of community leaders in technical areas, leadership and familiarization with democratic processes and free market economies will continue under CLASP II. Impact evaluations will be progressively carried out throughout the region.

In FY 1991, the LAC Bureau will sign a \$4.6 million five year cooperative agreement with the National Association of Partners of the Americas (NAPA) to provide that organization with technical and material assistance to strengthen A.I.D. priority development activities of the partnerships by strengthening regional offices and maintaining a professional management capacity to provide technical and training services to NAPA's volunteer participants in organizational management, long term planning and project design. Many of these private sector-orientated partnerships have made unique and commendable contributions to development programs in the LAC region and this project will strengthen and expand their efforts.

The purpose of the 5 year, \$24 million Regional Technical Assistance Center II (RTAC II) project (597-0011) is to increase the availability and use of Spanish versions of U.S. technical books and materials by university students and development professionals in Latin America and the Caribbean. After four years RTAC II has greatly exceeded its planned targets. Originally anticipating a sale of 500,000 books during its LOP in September 1991, RTAC II has sold over 1,100,000 textbooks at a value of \$3,600,000 with over \$2,900,000 generated through the reflow system. Its catalogue lists over 4000 titles, inclusive of Economics and Social Sciences subjects by U.S. authors published in Spanish, available at 24 higher educational institutions and sold at 45 private and public bookstores in Central America. The RTAC project has enabled A.I.D. and U.S. embassy officials to have a welcomed presence on Central American university campuses. Over 1,000,000 pamphlets covering 7 development areas have been distributed in rural and urban locales. During 1991 RTAC was amended to restore university

textbooks services to Panama as well as provide on an emergency basis over 7,600,000 primary, secondary and university textbooks value at \$10,000,000 to Nicaragua. In 1991 RTAC was also amended to increase its authorization to \$44 million and expand it to South America and the Caribbean.

Important future objectives for RTAC-II will be to achieve financial sustainability and institutionalization. Work to implement these objectives of self-sufficiency and transfer of operational control of RTAC-II to host-country distributors will begin in 1992. New technologies, such as video learning, to complement the RTAC-II university textbooks will also be explored by RTAC-II in 1992.

### 3. Respond to Needs for International Cooperation

-- LAC Regional Objective: More effective response by LAC countries to cholera and AIDS epidemics and to respond to other growing problems such as narcotics use.

The LAC Regional program supports efforts to respond to the recent cholera epidemic, the AIDS epidemic and to the growing problem of narcotics use. While efforts to address these problems on an individual country basis are being undertaken, the nature of these problems require international cooperation to successfully tackle them.

As part of the special concerns portion of the Health and Nutrition Technical Services Support project, buy-ins (\$100,000 in FY 90, \$250,000 in FY 91) to the ST/Ed contract with Development Associates entered into for the Narcotics Awareness and Education project are being used to provide technical assistance in program design, evaluation, and development, and to initiate the development of a Narcotics Awareness and Education Strategy for the LAC Bureau. Development Associates will conduct regional workshops on Narcotics Awareness and Education during the next year. Assistance has been provided to Belize, the Dominican Republic, Guatemala, Haiti, Jamaica, Panama, and Paraguay, as well as Andean sub-regional cooperation efforts, using this mechanism. As a result of such activities, there have been buy-ins for NAE activities from three countries, and seven others are pending.

The Mexico Narcotic Demand Reduction Project, initiated in 1987, complements the activities of Mexico and the U.S. to reduce the trafficking of drugs by enhancing community-level recognition of Mexico's own drug abuse problem, and by mobilizing public support for tougher laws and more effective prevention programs. The project will continue to support private sector based prevention programs, sample surveys to assess community attitudes toward the drug problem, school

presentations, analysis and dissemination of drug use data, and record and video productions featuring an anti-drug message delivered by prominent Mexican pop singers.

In addition to the efforts described above, the LAC Regional program is also supporting anti-drug interventions in Bolivia, Peru and Colombia through the Andean Counterdrug Management Information System Project. A management information system is being developed which will provide data to meet the information and analysis needs of host governments and the LAC Bureau with respect to the impact of economic assistance for alternative development. Support for this effort will continue during the Action Plan period.

In response to the spreading LAC cholera epidemic, the HNTSS project will make available assistance to LAC countries to plan and prepare for, as well as respond to cases when and where they occur. This will be done through a PASA with the Centers for Disease Control for technical services, especially for laboratory and epidemiologic surveillance; a PASA with OIH for procurement of cholera-related supplies and equipment; funds in the S&T/H central procurement of ORS; and buy-ins to several S&T/H contracts for technical assistance, training and communications.

Demand for services under the HNTSS project has significantly increased due to the continuing growing problems of AIDS in the LAC region. The HNTSS project is being amended to provide additional funds for improved planning and preparedness for threats from AIDS (see New Project Description in Section III).

### C. Program Evaluation

As previously mentioned, much of the LAC Regional portfolio provides technical support to Missions and implementation is spread over the entire LAC region. Thus, performance can best be measured at the program output level. In most cases, impact is achieved and can only be measured in conjunction with Mission programs. Routine LAC Regional project evaluations are carried out on a regular basis and evaluation findings are considered in the design of new projects or in amending the ongoing portfolio. Attached as Table IV is a list of the evaluations scheduled over the next 18 month period.

### III. NEW PROGRAM INITIATIVES

The LAC Bureau's policy is to minimize levels of regional funding to ensure that funds and staff are concentrated on the bilateral programs. Consequently, only one new project and one amendment is planned during FY 92 and FY 93. In addition, an amendment to the HNTS Project is planned for late FY 91. This was not included in the last Action Plan, therefore, it is proposed for review at this time.

#### FY 1991

A \$13.8 million amendment to the Health and Nutrition Technical Services Support Project is proposed to assist in addressing major family planning/population problems in LAC and is in conformance with the LAC Bureau objectives. The amendment will provide funds for technical assistance, commodities, training and for a Technical Advisory Group. Additional funds will also be provided for AIDS and Vitamin A. (See the NPD on the following pages for further detail.)

#### FY 1992

The \$3 million Caribbean Basin Growers Association Project will support the Agency's food and agricultural development policy objective to develop greater economic efficiency in the marketing and distribution of agricultural exports. It also supports the Agency's market-oriented trade policy objective. (See NPD for further details.)

Although an NPD has not been included, we expect to receive an unsolicited proposal from the Nature Conservancy for further expansion of the Parks in Peril Project initiated in FY 90. The project provides support to ensure adequate, on-site protection for national parks and reserves that have global biological significance in LAC. During FY 91, the project is being amended to add an additional \$2 million for expansion of activities to ten additional parks. The project will be further expanded to include approximately ten new parks per year during the Action Plan period.

NEW PROJECT DESCRIPTION

Project Title: Health and Nutrition Technical Services Support  
(Project Amendment) - Regional LAC

Project Number: 598-0652

Project Funding: (\$000s)	FY 92	LOP
20,000	13,800	33,800

Functional Accounts: HE, CS, DG (ALL), ARDN, POP

A. Relationship to A.I.D. Country Strategic Objectives

These LAC Region-wide health, nutrition and population activities contribute directly to reduce infant and child mortality, reduce fertility, and to improve health and health service delivery.

B. Relationship to Host Country and Other Donors

The project will support A.I.D.-assisted health, nutrition and population programs in the LAC region.

C. Conformance with Agency and Bureau Policy

The project directly supports Agency policies in Health, Child Survival, Nutrition, Family Planning, Health Financing and AIDS/HIV Prevention. The amended project is in full conformance with current LAC Bureau objectives.

D. Project Description

A.I.D.'s bilateral health, population and nutrition projects in Latin America and the Caribbean are intended to reduce infant and child mortality, improve health and nutrition, and reduce fertility in the region. The cholera epidemic and the continuing growing problem of AIDS has significantly increased the demand on the HNTSS project.

The project will permit a rapid and continuous response to the needs of LAC Missions for technical assistance to facilitate achievement of health program objectives. Technical assistance, operations research, training and evaluation will be provided for health management, health care financing, and nutrition, as well as child survival, Vitamin A, breastfeeding, AIDS, drug abuse/narcotics awareness, and data management information systems. The project has been amended to include technical assistance and commodity support in response to the cholera epidemic in the LAC region.

New Health and Population Problems to be addressed:

The IPPF/WHR (International Planned Parenthood Federation/Western Hemisphere Region) Matching Grant is managed and funded by S&T/POP. This is the only project in the S&T/POP portfolio that is region specific. IPPF affiliates in Latin America have been, and continue to be, critical components of family planning efforts in almost every country in the region. Direct supplemental funding from LAC increases our role and responsibility and provides relevant guidance and experience. A second development problem is population support to the ADC's. S&T/POP provides literally all population funding to Brazil, Colombia, and Mexico, and therefore manages these funds. Although S&T/POP has maintained an effective and collaborative style in the management of these programs, more direct involvement as well as increased financial responsibility through supplemental on the part of the LAC Bureau is required if the LAC goals and objectives are to be attained.

With respect to AIDS, additional funds are requested to enable selected countries in the LAC region, (Haiti, Mexico, Brazil, Bolivia, Jamaica) to take more intensive measures to control the spread of the disease. This more direct approach is consistent with a new strategy developed by the AIDS division in the Office of Health of the S&T Bureau. Instead of relying on WHO/PAHO to take the lead in AIDS control efforts, this new strategy calls for AID to provide direct support at the country level in public communications, condom distribution, peer counseling, and assistance in the diagnosis and treatment of sexually transmitted diseases.

Because of the cholera epidemic which began in Peru and the expected spread to most of the countries of the region, an additional \$10 million from the Administrator's reserve account will be used to supplement existing bilateral diarrheal disease control activities in order to help keep the case fatality rate below 1%.

Funds will be used to assist selected countries carry out assessments of Vitamin A deficiency, in order to establish a base line from which to help facilitate program planning.

The principal outputs planned under the amended project are as follows:

- expanded delivery of more sustainable family planning services and information;
- direct activities to help control the spread of AIDS and cholera;
- Vitamin A assessments and program planning, as needed.

E. Planned Implementation Arrangements

The project will be implemented through a variety of procurement mechanisms including buy-ins to existing S&T/H and S&T/POP Projects, PASAs, IQCs as well as the existing contract with URC and Cooperative Agreement with the Association of University Programs in Health Administration.

F. Sustainability

The project will promote sustainable national health, nutrition, family planning delivery systems through support of improved policy, financing and management/administration.

G. Financial Plan

An additional \$13.8 million is proposed for family planning, AIDS/cholera and other special concerns, Vitamin A and Breastfeeding activities. The total amended budget is as follows:

	(\$000)
1. Technical Assistance	26,800
2. Commodities	5,000
3. Training	1,000
4. Evaluation/Audit Technical Advisory Group	1,000
	<u>33,800</u>

H. Potential Issues

1. Is HNTSS the best way to address the population issue?
2. It is unclear how much of ADC's funding in population this project intends to pick-up and for what purposes.

I. Support for Project Development

This project amendment will be prepared by LAC/DR/HPN in collaboration with LAC/DR/PSS.

J. Estimated Authorization of Amended Project

June 1991.

New Project Description

Project Title: Caribbean Basin Growers Association Project

Project Number: 598-0785

Project Funding: FY 1992 - \$1 Million  
Life of Project - \$3 Million (ARDN)

A. Relation to A.I.D. Country Strategy Objectives

This project will complement A.I.D. non-traditional agricultural export (NTAE) diversification activities being carried out by the Agency's bilateral missions throughout the Caribbean Basin area. The project will help maximize benefits of a diversified regional agricultural export economy by providing an effective means for the private sector:

1. To identify common agricultural problems faced by growers of horticultural crops in Caribbean Basin countries and bordering U.S. Gulf Coast states involved in the trade of horticultural products;
2. To promote and finance research and educational efforts to resolve commonly shared production, post-harvest handling, transportation, and market development problems; and
3. To disseminate this information, throughout the Caribbean Basin region, to growers, shippers, and receivers, and to their respective associations and members.

B. Relationship to Host Country and Other Donors

The project will support agricultural investment, export development, and diversification efforts in the Caribbean Basin region. The private sector will receive assistance to form a Caribbean Basin Growers Association to address governmental policies and regulations and to communicate with USAID, the Inter-American Development Bank (IDB), and other donors the Associations's efforts to resolve problems encountered in production, post-harvest handling, transportation, and market development.

C. Conformance with Agency and Bureau Policy

This project fully supports the Agency's food and agricultural development policy objective to develop greater

economic efficiency in the marketing and distribution of agricultural exports. Also, it supports the Agency's market-oriented trade policy objective. Project activities will improve upon Caribbean Basin Initiative (CBI)/U.S. collaboration, help identify and address CBI and U.S. policy constraints, and assist in the development, transfer and adoption of improved technologies.

D. Project Description

The goal of this five year project is to increase private sector employment, production, and income throughout the Caribbean Basin region.

The purpose is to assist growers, shippers, and receivers to collaborate in improving the sustainable production and trade of horticultural products.

The objectives of the project are:

1. To facilitate identification and resolution of priority problems in production and trade.
2. To stimulate and support relevant applied research.
3. To communicate to growers state-of-the-art information regarding policies, regulations, technologies, trade requirements, and industry development.
4. To facilitate grower relations with public and private sector agencies.

To accomplish the objectives outlined above, the project will assist in financing the initial establishment of the Caribbean Basin Growers Association.

The principal outputs planned under this project are as follows:

1. a sustainable association,
2. successful relations and collaboration with public and private sector agencies affecting the Caribbean Basin horticultural industry,
3. timely and complete response to information requests,
4. completion of commissioned research projects,
5. dissemination of research results,
6. application of research results, and,

7. periodic impact evaluation of the use of association-generated information and research.

E. Planned Implementation Arrangements

The project will be obligated via a Handbook 13 grant for equipment and one-time data acquisition costs, technical assistance and operational support costs for the start-up period, and sub-grants to participating research institutions.

F. Sustainability

The Handbook 13 grant will be designed in response to a proposal from the CBGA which is based upon a business plan demonstrating the long-term financial sustainability of the association. The business plan will recommend appropriate levels of A.I.D. and other donor support to cover initial investment costs and certain CBGA operational costs for the start-up phase and demonstrate the future breakeven point for covering recurrent costs with revenues derived from membership dues, user fees, and other sources.

G. Financial Plan

Equipment and Material	\$1,000,000
Operational Support	350,000
Research Grants	1,000,000
Technical Advisory Group	300,000
Workshops and Conferences	250,000
Evaluation/Audits	<u>100,000</u>
Total	\$3,000,000

H. Potential Issues

1. Even with donor support to cover investment and certain startup costs of CBGA, is it realistic to expect a development-oriented association to operate according to commercial guidelines and become financially self-sustaining within a three to five year timeframe?
2. To what extent are the services to be rendered by CBGA, particularly in the area of information dissemination, already being provided under other regional or bilateral A.I.D.-financed activities (e.g. PROEXAG)?

I. Support for Project Development

This project will be developed by LAC/DR/RD in collaboration with the working group of the Caribbean Basin Growers Association, including the Florida Fruit and Vegetable Association. Program Development and Support funds are needed to assist initial establishment of the CBGA (articles of incorporation, by-laws) and to assist the CBGA working group in preparing a business plan, carrying out project development workshops or meetings, and in preparing a grant proposal in conformance with Handbook 13 and Age: . guidelines.

J. Estimated Approval

Handbook 13 Grant - 2Q FY 92

## V. RESOURCE REQUIREMENTS

### Summary

For FY 1992 it is estimated that approximately \$95 million will be required to implement the program described in this Action Plan. For FY 1993, approximately \$99.6 million is requested. These figures include amounts proposed in the LAC/DI Action Plan in an effort to get a total picture of requirements for the LAC Regional portfolio. (See Table V - Summary Program Funding Table.) For operating expenses, the amounts included for travel and conferences/workshops represent the minimum levels required in order to manage and implement the LAC Regional portfolio.

#### A. Program Levels and Mortgage Requirements

Program Levels: The revised FY 92 program level of \$95 million (including the LAC/DI portfolio) is approximately \$18.3 million above the FY 92 CP level. Of the \$18.3 million in DA funds, \$3 million results from the expected higher earmark for the Parks in Peril project and \$9 million results from the proposed amendment to the HNTSS project (including \$5 million for Cholera approved in May 1991). The remaining \$6.3 million is spread throughout the rest of the portfolio. For FY 93, the total requested level of \$99.7 million is \$4.7 million over the FY 92 revised level. However, the FY 93 ESF request level is \$4.2 million less than the FY 92 revised level resulting in a net increase in the FY 93 DA level of \$8.8 million.

Mortgage: As of September 30, 1990, the mortgage for the LAC Regional portfolio (including LAC/DI) was \$127 million of which \$83.5 million (65%) was in the education portfolio. Of the \$83.5 million, \$67 million is in the Caribbean and Latin America Scholarship Program II (an earmarked project). Compared to an FY 91 OYB level of almost \$75 million, or less than two years worth of obligations, the mortgage as a whole appears manageable. For FY 92 and 93, the mortgage for the LAC Regional portfolio (excluding LAC/DI) should decrease significantly due to low number and life-of-project costs of new starts and amendments planned for those years. The DI Action Plan indicates that mortgage requirements of its ongoing and proposed programs are not excessive, at less than 2 years annual funding.

B. Operating Expenses

1. Staff Levels

LAC/DR

Justification of Workforce Levels: While only one of the functions carried out by LAC/DR technical and finance officers, regional project or program design and management occupies approximately 30-50% of the time of technical officers and 80-90% of the time of the Project Support Staff. The functions of LAC/DR technical staff are the following:

- Backstopping missions;
- Designing and implementing regional and sub-regional projects;
- Exercising forward looking technical leadership;
- Assuring quality, effectiveness and compliance of LAC programs in response to Agency and Bureau regulations, policy, strategy and compliance;
- Managing the individual divisions of the DR Office; and,
- Responding to AA/LAC initiatives, Congressional inquiries and those of other special interest groups.

The minimum LAC/DR staff required to carry out regional portfolio management responsibilities is as follows:

<u>Personnel</u>	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>
Director's Office	3	3	3
Technical Divisions (DH)	17	18	18
PSS Division	3	3	3
Administrative/ Support Staff	8 f/t 3 p/t	8 f/t 3 p/t	8 f/t 3 p/t

Note:

- Administrative/support staff also serve nine other professionals who are not involved in portfolio management.
- Regional finance officers and their support staff and the Director's Office support staff (2) not directly involved with regional portfolio management are not included in the above.

LAC/DR requests the addition of one professional person to assist with the management of the environment portfolio. As one

of its highest priorities, the Bureau is providing leadership in environmental management and the sustainable use of natural resources in LAC. To be responsive to Bureau and Agency environmental objectives and with the addition of two new regional environmental projects late in FY 91 (Environment/Global Climate Change and Migratory Birds), both of which were earmarked by Congress and for which we expect to receive additional earmarks during FY 92 and FY 93, an additional professional is critical for proper management of the environment portfolio and fulfillment of Regulation 16 responsibilities for the entire Bureau.

LAC/TI

Justification of Workforce Levels: The staff of LAC/TI are engaged in project monitoring, evaluation and design, overseas Mission support, policy guidance and formulation, representation of the Administration on trade and investment in national and international fora, and business outreach activities. In addition, the staff must review all documents, action plans, etc. for trade and investment policy and guidance consistency, and represent LAC/TI at all Bureau reviews. To carry out these functions effectively, the following staffing pattern is proposed:

	<u>1992</u>	<u>1993</u>	<u>1994</u>
Position (Incumbent)			
Director (Melinda Keenan Wood)	1	1	1
Deputy Director (James Vermillion)	1	1	1
Business Outreach Coordinator (Brad Druhot)	1	1	1
Project Officer (Mary Beth Allen)	1	1	1
Project Officer (Proposed)	1	1	1
Agriculture Officer (Proposed)	1	1	1
Program Operations Officer (Robin Brinkley)	1	1	1
Program Operations Assistant (Marinda Vinson)	1	1	1
Secretary (Proposed)	<u>1</u>	<u>1</u>	<u>1</u>
Totals	9	9	9

In addition, there are two liaison personnel hired under PASAs with DOC and OPIC to carry out administrative functions related to activities under each of the agreements.

## 2. OE Dollar Requirements

### LAC/DR

Travel: LAC/DR requires sufficient OE funds to permit travel to: review regional project activities in the field; attend regional or sub-regional meetings of USAID Technical Officers involved in the regional projects; and, participate in key regional project-related meetings of donors and counterparts. Lack of annual site visits by USDH staff to monitor implementation of LAC Regional projects has been identified as a weakness in the inter. .1 control assessment. We, therefore, must give priority to project management review in programming travel funds. In addition, travel funds are needed to carry out other LAC/DR program reviews as well as representational and liaison activities with other donors and special interest groups, both in the U.S. and overseas.

An estimated minimum of \$70,000 in FY 92 and \$83,000 in FY 93 is needed to cover anticipated travel needs. The FY 92 figure is straight-lined based on FY 91 amounts while the FY 93 figure is adjusted for increased travel/per diem costs and 10% increase in the number of project related trips due to decreased field staffing. These basic funds will be supplemented by program funds for additional environment and population related travel, assuming that A.I.D. continues to receive this special authorization from Congress in both 1992 and 1993. If that authorization does not continue, an additional estimated minimum of \$63,000, based on FY 91 travel requirements, would be needed (\$20,000 for environment and \$43,000 for population). In addition, the office will continue to take maximum advantage of Mission-funded travel to review regional project activities in the same or adjacent countries.

Workshops and Conferences: In addition to funds related to travel for conferences/workshops included above, LAC/DR requires approximately \$35,000 in FY 92 to sponsor a workshop in non-project sector assistance, an LAC/DR office retreat, and for sub-regional technical conferences. In FY 93, it is estimated that only \$10,000 will be required for a PDO workshop, the first since prior to 1987.

### LAC/TI

Travel, Conferences and Workshops: LAC/TI has a mandate to carry out project monitoring and also to engage in a proactive, expanding outreach program to the U.S. business and donor community to stimulate interest in trade and investment in the LAC region. In addition, its staff is required to review

regional project activities in the field; to attend regional or sub-regional meetings of USAID technical officers involved in regional and bilateral projects; and, to participate in key regional project-related meetings of donors and counterparts. In addition, travel funds are required to carry out other LAC/TI program reviews as well as representational and liaison activities with other donors and special interest groups, both in the U.S. and overseas. OE funds are also needed to support trade and investment strategy and planning conferences with private sector and trade officers in the region, to permit representation in such conferences of technical officers in other backstops, and to support training of technical officers. An estimated minimum of \$35,000 is needed for travel in FY 92; \$36,000 in FY 93; and \$38,000 in FY 94. An estimated \$35,000 per year is needed for workshops and training activities in each of these years. These OE funds would be supplemented by use of Mission funds to support travel to specific Missions to support their trade and investment activities.

#### V. Office Identified Issues

1. HNTSS Project: The authorization for this project was recently amended to add \$10 million to respond to the Cholera epidemic in LAC. Five million dollars is to be obligated in each of FY 1991 and FY 1992. Due to a misunderstanding between LAC/DR and LAC/DP the full 10 million was not requested from the Administrator's reserve.

2. EHRIS Project: Because of the high level of earmarks in the Education account leaving little flexibility to fund unearmarked projects, EHRIS has traditionally been underfunded due to lack of funds. The FY 92 and FY 93 levels reflected in the budget table reflects the minimum requirements for those years. Can we provide the level of funds needed under EHRIS and still meet the earmarks and other requirements from the Education account?

3. Staffing: LAC/DR proposes an additional professional position for the Environment Division. LAC/TI proposes the addition of a project officer, an agriculture officer and a secretary. How can these additional positions be accommodated within the overall Bureau staffing levels?

4. LAC/TI budget levels: It is likely that the Caribbean Project Development Facility and the Trade Information System projects will require additional funding. In addition requests from trade and investment support organizations to support functions which they are sponsoring are likely. As these unanticipated requests are considered at higher levels in A.I.D. and decisions to provide support are made, LAC/TI will need additional funds to comply with these demands.

Attachments:

- Table I - LAC Bureau Workplan (To be distributed separately)
- Table II - Relation of LAC Regional Objectives and LAC Bureau Objectives (including Outputs/Indicators)
- Table III - LAC Regional Projects by Bureau Objective and Sub-objective and LAC Regional Strategic Objective
- Table IV - Evaluation Plan
- Table V - Summary Program Funding Table

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Table II

Relation of LAC Regional Objectives and  
LAC Bureau Objectives (including  
Outputs/Indicators)

<u>LAC Bureau Objectives</u>	<u>LAC Regional Portfolio Objective</u>	<u>Program Outputs and/or Indicators</u>
I. Support the Achievement of Broadly-based Sustainable Economic Growth		
A. Adoption of and Adherence to Economic Policies that Promote Investments, Productive Employment and Export-led Economic Diversification	Sector policy and institutional reform in support of increased trade and investment, improved and sustainable agricultural productivity and natural resource management, improved effectiveness and efficiency in health, family planning and education services.	<p>Health care financing and management reforms in selected countries.</p> <p>Education financing and management reforms in selected countries.</p> <p>Policy legal, regulatory or institutional reforms supporting increased investment, productivity, trade and sustainability in agriculture and natural resources and improved food security.</p> <p>Policy legal, regulatory or institutional reforms supporting increased investment and trade.</p>

\*This Table does not include LAC/DI program.

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<u>LAC Bureau Objectives</u>	<u>LAC Regional Portfolio Objective</u>	<u>Program Outputs and/or Indicators</u>
B. Encourage a Vigorous Response by the Private Sector to a Favorable Policy Environment	Increased private sector led trade, investment and employment generation.	A viable Carribbean Growers Association providing services to its members and carrying out joint U.S./Caribbean research and information exchange activities.  Number of A.I.D. countries with effective programs to deal with phytosanitary constraints to trade.
C. Encourage Accelerated Opportunities for Increased Participation in the Economy by the Disadvantaged	Increased income and wider sharing of benefits of economic growth and development by the disadvantaged.	Increased vaccine coverage (% coverage of 6 antigens).  Increased access and efficiency of primary education (% completing 6th grade).  Increased number of A.I.D. assisted land tenure activities in LAC region.  Increased sustainability of family planning services.

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LAC Bureau Objectives

LAC Regional Portfolio Objective

Program Outputs and/or Indicators

D. Encourage Preservation and Sustainable Use of the Natural Resource Base

Improved natural resource management.

Hectares of managed protected lands resulting from program activities (number of hectares).

Reduced rate of rain-forest degradation in program target areas (% degradation of forest).

Improved energy efficiency in key countries.

II. Support the Evolution of Stable Democratic Societies

A. Encourage Pluralism and Democratic Values

Expand constituency for democracy.

Strengthened support for democratic values among community leaders.

Increased volunteerism in LAC countries.

Increased availability of of high quality, low cost university textbooks in social science and economics.

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LAC Bureau Objectives

LAC Regional Portfolio Objective

Program Outputs and/or Indicators

III. Respond to Needs for International Cooperation

More effective response by LAC countries to cholera and AIDS epidemics and to increased narcotics use.

Number of countries implementing effective cholera control activities.

Number of countries implementing effective AIDS control activities.

Number of countries with effective narcotics education and awareness programs.

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Table III

LAC Regional Programs/Projects Grouped by  
LAC Bureau Objectives and Sub-objectives  
and LAC Regional Strategic Objectives

<u>LAC Bureau Objectives</u>	<u>LAC Regional Programs/ Projects</u>
I. Support the Achievement of Broadly-based Sustainable Economic Growth	
A. Adoption of and Adherence to Economic Policies that Promote Investments, Productive Employment and Export-led Economic Diversification	
1. Sector policy and institutional reform in support of increased trade and investment, improved and sustainable agricultural productivity and natural resources management, improved effectiveness and efficiency in health, family planning and education services.	
	Trade and Investment Dev. (598-0797)
	Advanced Training in Economics (598-0774)
	Agriculture and Rural Development Technical Services (598-0654)
	Health and Nutrition Technical Services Support (598-0657)

\*This Table does not include LAC/DI program.

B. Encourage a Vigorous  
Response by the Private  
Sector to a Favorable  
Policy Environment

1. Increased private sector  
led trade, investment, and  
employment generation.

Trade and Investment  
Dev. (598-0797)

Agriculture and Rural  
Development Technical  
Services (598-0654)

Advanced Development  
Countries Training  
(598-0660)

Education and Human  
Resources Technical  
Services (598-0659)

C. Encourage Accelerated  
Opportunities for Increased  
Participation in the Economy  
by the Disadvantaged

1. Increased income and  
wider sharing of benefits  
of economic growth and  
development by the dis-  
advantaged.

Trade and Investment  
Dev. (598-0797)

Agriculture and Rural  
Development Technical  
Services (598-0654)

Education and Human  
Resources Technical  
Services (598-0659)

Child Survival  
Acc. Immunization  
(598-0643) (PACD 7/91)

Acc. Immunization II  
(598-0786)

D. Encourage Preservation and Sustainable Use of the Natural Resource Base

1. Improved natural resource management

Development of Environmental Mgmt. Systems (598-0605) (being closed out)

Environmental Support Project (598-0780)

Development Strategies for Fragile Land

Agricultural and Rural Development Technical Services (598-0654)

Parks in Peril (598-0782)

Environment/Global Climate Change (598-0784)

Neotropical Migratory Bird Conservation (598-0795)

II. Support the Evolution of Stable Democratic Societies

A. Encourage Pluralism and Democratic Values

1. Expanded constituency for democracy

Caribbean Latin American Scholarship II Program (598-0661)

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National Association of  
Partners of the  
Americas (598-0436 and  
598-0793)

Regional Technical  
Assistance Center I  
and II (598-0011 and  
598-0791)

III. Respond to Needs for  
International Cooperation

1. More effective  
response by LAC  
countries to cholera  
and AIDS epidemics and  
to respond to other growing  
problems such as narcotics  
use.

Health and Nutrition  
Technical Services  
Support (598-0657)

Mexico Narcotic Demand  
Reduction (598-0651)

Andean Counterdrug  
Management Information  
System (598-0801)

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TABLE IV

## EVALUATION SCHEDULE

<u>Project Number</u>	<u>Project Title</u>	<u>Date of Next Evaluation</u>
598-0591	Human Rights Initiatives (Promoting Human Rights ' LAC)	02/91
598-0591	Human Rights Initiatives (Promoting Free & Fair Elections)	02/91
598-0685	LAC Financial Management Improvement	02/91
598-0643	Child Survival/Accelerated Immunization	09/91
598-0605	Development of Environmental Management Systems (DEMS)	07/92
597-0791	Regional Tech. AID Center (RTAC) II	10/93
598-0659	Education Human Resources Technical Support	06/92
598-0640	Central American Scholarship Program (CASP)	08/92
598-0640	Coop. Assoc. of States for Scholars (CASS)	08/92
598-0780	Environmental Support Project (ESP)	07/92
598-0661	Caribbean and Latin American Scholarship II	09/93
598-0657	Health & Nutrition Technical Services	12/92
598-0654	Ag. and Rural Dev. Tech Services	02/92

TABLE V

## Summary Program Funding Table (\$000)

PROJECT NO.	PROJECT TITLE	FY 91 OYB	FY 92 CP	FY 92 REVISED	FY 93 REQUEST
<b>ARDN</b>					
598-0000	Program Development and Support	176	200	300	375
598-0616	Intercountry Technology Transfer	491	600	600	0
598-0654	Rural Development Technical Services	1,450	1,500	2,050	1,900
598-0657	Health Technical Services Support	575	0	800	800
598-0660	ADC Training	100	190	190	0
598-0780	Environmental Support Project	960	1,200	1,200	1,255
598-0782*	Parks in Peril	5,000	2,000	5,000	5,000
598-0784*	Environmental/Global Climate Change	5,364	4,500	4,500	4,500
598-0785	Caribbean Basin Growers Association	0	1,000	1,000	1,000
598-0790**	American Inst. Free Labor Dev.	1,000	1,000	1,000	0
598-0797	Trade and Investment Development ITT/ADC Training ***	0 0	0 0	300 0	1,150 2,000
	<b>SUBTOTAL</b>	<b>13,136</b>	<b>12,190</b>	<b>16,940</b>	<b>17,980</b>
<b>POPULATION</b>					
598-0000	Program Development and Support	20	0	0	25
598-0606	Intercountry Technology Transfer	300	300	300	0
598-0657	Health Technical Services Support	0	0	2,000	2,000
	ITT/ADC Training ***	0	0	0	800
	<b>SUBTOTAL</b>	<b>320</b>	<b>300</b>	<b>2,300</b>	<b>2,825</b>
<b>HEALTH</b>					
598-0000	Program Development and Support	100	150	150	100
598-0616	Intercountry Technology Transfer	600	700	700	0
598-0657	Health Technical Service Project	1,738	900	5,000	4,000
598-0780	Environmental Support Project	0	0	0	100
	ITT/ADC Training ***	0	0	0	500
	<b>SUBTOTAL</b>	<b>2,438</b>	<b>1,750</b>	<b>5,850</b>	<b>4,700</b>
<b>CHILD SURVIVAL</b>					
598-0000	Program Development and Support	0	50	50	50
598-0616	Intercountry Technology Transfer	399	700	700	0
598-0657	Health Technical Services Support	3,246	800	4,000	2,000
598-0660	ADC Training	300	390	390	0
598-0786	Accelerated Immunization II	2,000	2,000	2,000	2,000
	ITT/ADC Training ***	0	0	0	500
	<b>SUBTOTAL</b>	<b>5,945</b>	<b>3,940</b>	<b>7,140</b>	<b>4,550</b>

Summary Program Funding Table (\$000)

PROJECT NO.	PROJECT TITLE	FY 91 OYB	FY 92 CP	FY 92 REVISED	FY 93 REQUEST
<b>AIDS</b>					
598-0606	Intercountry Technology Transfer	925	1,000	1,000	0
598-0657	Health Technical Services Support	128	100	2,000	2,000
598-0660	ADC Training	75	165	165	0
	ITT/ADC Training ***	0	0	0	1,500
	<b>SUBTOTAL</b>	<b>.28</b>	<b>1,265</b>	<b>3,165</b>	<b>3,500</b>
<b>EDUCATION</b>					
597-0011	Regional Technical Services Aid Center	500	0	0	0
597-0031	Central America Journalism Improvement	300	0	0	0
598-0000	Program Development and Support	20	100	100	100
598-0616	Intercountry Technology Transfer	1,399	1,400	1,400	0
598-0640	LAC Training Initiatives II	89	0	600	500 for LCA
598-0651	Mexico Narcotic Demand Reduction	236	250	400	400
598-0658	Financial Management	759	0	0	0
598-0659	EHR Tech Services	668	500	750	750
598-0660	ADC Training	200	400	400	0
598-0661*	CLASP II	18,800	16,000	16,600	16,500
598-0774	Advanced Training in Economics	1,000	1,000	1,000	1,000
598-0789**	AIFLD Union-to-Union	1,000	1,000	1,000	0
598-0790**	AIFLD	6,440	6,440	6,534	0
598-0791	Regional Technical Services Aid Center II	684	2,000	2,000	2,000
	AIFLD Union-to-Union II	0	0	0	950
	AIFLD Core Grant II	0	0	0	7,000
	ITT/ADC Training ***	0	0	0	2,000
	<b>SUBTOTAL</b>	<b>32,095</b>	<b>29,090</b>	<b>30,784</b>	<b>31,200</b>
<b>PSEE</b>					
597-0331	Central America Journalism Improvement	896	2,200	2,200	2,500
598-0000	Program Development and Support	614	600	600	600
598-0436	Partners of the Americas (NAPA)	200	0	0	0
598-0591	Human Rights Initiatives	1,100	2,750	2,250	4,150
598-0616	Intercountry Technology Transfer	1,500	1,600	1,600	0
598-0642	Regional Administration of Justice	0	550	550	5,100
598-0660	ADC Training	0	290	290	0
598-0663	Civic Education & Participation	0	0	0	1,000
598-0669	Regional ADJ Support Project	0	0	0	1,050
598-0770	Legislative Management Training	800	2,000	1,427	500

Summary Program Funding Table (0000)

PROJECT NO.	PROJECT TITLE	FY 91 OVB	FY 92 CP	FY 92 REVISED	FY 93 REQUEST
598-0772	Private Sector Institution Reform	1,800	1,800	1,800	0
598-0777	Chile Legislative Assistance Center	400	500	500	300
598-0779	Caribbean Project Development Facility	300	250	250	0
598-0780	Environmental Support Project	268	600	600	1,250
598-0784*	Environmental/Global Climate Change	540	500	1,500	1,500
598-0793	Partners in Development and Volunteerism	500	700	800	800
598-0795*	Migratory Birds	500	0	0	0
598-0796	Chile Civic Education Program	400	800	800	800
598-0797	Trade and Investment Support	700	1,150	1,150	0
598-0798	Democratic Initiatives Technical Support	0	500	500	1,000
598-0799	Local/Municipal Government	0	0	0	500
598-0800	Accountability and Financial Management	0	1,500	1,979	2,500
	Civil-Military Relations	0	0	500	1,000
	Public Sector Management	0	0	0	1,000
	Legislative Strengthening	0	0	0	1,000
	ITT/ADC Training ***	0	0	0	3,000
	<b>SUBTOTAL</b>	<b>10,518</b>	<b>18,290</b>	<b>19,296</b>	<b>29,550</b>
<b>Economic Support Fund</b>					
598-0591	Human Rights Initiatives	1,445	0	0	0
598-0642	Regional Administration of Justice	3,371	4,200	4,200	0
598-0644	Int'l. Investigative Training Assist. Program	4,000	5,000	5,000	5,000
598-0669	Regional ADJ Support Project	450	700	0	0
598-0723*	Central Am. Dev. Coordination Commission	498	0	0	0
598-0801	Andean Counterdrug Mgmt. Info.	500	0	500	500
	<b>SUBTOTAL</b>	<b>10,264</b>	<b>9,900</b>	<b>9,700</b>	<b>5,500</b>
	<b>TOTAL PROGRAM</b>	<b>75,844</b>	<b>76,725</b>	<b>95,175</b>	<b>99,805</b>

\*Earmarked by Congress

\*\*Bureau Target

\*\*\*For Planning purposes only, in FY 1993 ITT and ADC Training have been combined.

ACTIONPL

LATIN AMERICA AND CARIBBEAN REGIONAL

PD-ABC-736

ACTION PLAN, FY 1992 - 1993

1 OF 1 (24X)

LATIN AMERICA REGIONAL

1991

ACTION PLAN