

LAC REGIONAL PROGRAM OBJECTIVES DOCUMENT
AND ACTION PLAN

PROGRAM OBJECTIVES DOCUMENT

A. INTRODUCTION AND OVERVIEW

Profound economic and political changes are sweeping Latin America and the Caribbean. Democracy, while extremely fragile in many countries, is now the norm rather than the exception. Country after country is turning to a more outwardly oriented, liberalized economic system, undergoing rapid and deep structural adjustments. These changes are taking place in the context of a quickly changing world situation, presenting both new opportunities and risks for the region, many of them as yet unclear and ill defined. These same forces of change are affecting the way the US interacts with the region, redefining relationships in the direction of greater equality and more balanced partnerships. Foreign policy initiatives aimed at strengthening newly evolving democracies and at paving the way for hemisphere wide free trade, in concert with growing international concern for the environment, have provided a new framework for US economic and development assistance and for cooperation in the region.

In this context, the Latin American and Caribbean regional portfolio plays two critical roles in advancing the objectives of A.I.D. and the US government in the region. **First**, the portfolio provides the technical resources which support the Bureau, its missions, and the Agency in defining and redirecting our economic and development assistance agenda for Latin America and the Caribbean in the face of the rapidly evolving political, economic, and social situation in the region. **Second**, the portfolio supports a carefully selected group of high priority or Congressionally mandated regional development initiatives which cannot be effectively managed on a bilateral basis. These activities complement our bilateral programs and help to create and strengthen vital networks among informed Latin and Caribbean citizens. The initiatives reinforce national efforts aimed at addressing selected common development constraints and objectives and encourage cooperation in addressing regional, hemispheric and international development problems.

We have chosen to structure our regional program in four strategic objectives which are the focus of our regional initiatives and in a special category of Bureau and mission support activities which represent those resources used to help the Bureau and its missions set, refine, implement, monitor and evaluate our development agenda. For presentational purposes only, we have chosen to discuss first the four strategic

objectives which directly further the Bureau goals of supporting achievement of broadly-based, sustainable economic growth and the evolution of stable participatory democratic societies:

- Improved investment climates and liberalized trade in LAC countries.

- Improved human resource skills (professional, technical and leadership) and understanding of the workings of a free enterprise economy in a democratic society.

- Increased effectiveness and efficiency of immunization services.

- Improved practices for management and conservation of natural resources.

Last we discuss the most significant and far reaching elements of our regional portfolio - those LAC Bureau program support activities which help mold and guide our development agenda, and significantly influence the direction of our development programs in Washington and in missions throughout the region:

- LAC Bureau and Mission Support: Increased LAC Bureau and mission commitment and capacity in selected development policy and program areas.

Increased Bureau and mission commitment to 1) analyze host country agricultural and natural resources, and 2) take appropriate action to design and implement effective programs needed for economic, social and political development.

Increased mission commitment to 1) analyze host country human resources and related support systems constraints, and 2) take appropriate action to resolve those constraints as a necessary contribution for economic, political, and social development.

Increased mission capacity in selected health, population, and nutrition program and policy areas facilitating improved accessibility, effectiveness, and sustainability of HPN programs.

Increased mission capacity to assist countries to prevent and control cholera.

B. STRATEGY JUSTIFICATION AND IMPLEMENTATION

1. LAC Objective I: Support the Achievement of Broad-based, Sustainable Economic Growth.

LAC Sub-objective: Encourage the adoption of and continued adherence to outward-oriented economic policies that promote investment, productive employment and diversification.

LAC Sub-objective: Encourage a vigorous response by the private sector to a favorable policy environment.

Regional Program Objective: Improved investment climates and liberalized trade in LAC countries.

a. Strategic Objective Selection and Rationale

There is now a growing consensus that sustained economic growth, increased employment opportunities, and the alleviation of poverty in the countries of Latin America and the Caribbean today are vitally dependent upon liberalizing trade and creating business climates which actively encourage both foreign and domestic investments in a widening array of economic sectors. This regional program objective is directly supportive of the Enterprise for the Americas Initiative (EAI) and complements similar mission program objectives throughout LAC.

The regional program explicitly recognizes that the public and private sectors of countries throughout the Western Hemisphere must work closely together and with their counterparts in other countries of the region to expand opportunities and remain competitive in today's increasingly globalized and interdependent economic system. It provides support to help encourage emerging free trade relationships and alleviate trade barriers which cannot be as effectively addressed solely on an individual country basis. The regional program helps strengthen vital linkages between the US business community and its counterparts throughout LAC.

b. Implementation Strategy

The implementation strategy in support of this objective for the 1993-1997 planning period combines 1) support in specific areas aimed at furthering US trade discussions under EAI trade and investment framework agreements, 2) support to countries for investment climate assessments and technical assistance, 3) business outreach activities encouraging US/LAC business linkages, and 4) the development of a Caribbean wide network of US and Caribbean horticultural producers. In order to improve investment climates and liberalize trade in LAC, the regional program directs its resources to achieving the following program outputs:

1. Increased productive investments in the LAC region;
2. Increased international trade;
3. Strengthened links between American and Caribbean horticultural grower's and commercial interests to foster a

better policy environment, expand markets, and manage relevant applied research.

As part of the trade and investment council process established under the Enterprise for the Americas Initiative, an agenda of specific trade and investment issues is developed with countries throughout the region. The USG identifies areas in which training and technical assistance can assist countries to fully participate in the hemispheric wide free trade envisioned in the Initiative. LAC/TI and the regional program support these efforts by providing specific assistance and programming guidance to countries, both directly and through field Missions, to improve their trade and investment climates. Assistance is provided in legal, regulatory and judicial areas of special concern to the USG (such as intellectual property protection, anti-dumping, and alternative dispute resolution). In addition, assistance from USG agencies is coordinated by LAC/TI and, for the MDCs is funded through the regional Trade and Investment Development Project. Through PASAs with the Department of Commerce (DOC) and the Overseas Private Investment Corporation (OPIC), individual businesses are put in touch with relevant host government officials to discuss bottlenecks to conducting business in their country and with local businesses who are potential joint venture partners. Investment attitude surveys are conducted to provide government officials with frank assessments of their investment climate as perceived by U.S. businesses.

A grant to the Citizens Network under the Trade and Investment Development Project supports an outreach program to make U.S. businesses aware of opportunities in the LAC region. U.S. entrepreneurs can discuss business options with potential local partners and with government officials. Through the DOC and OPIC PASAs, U.S. businesses are provided specific information on the business climate in LAC countries and investment missions are targeted to specific countries and regions.

Department of Commerce PASA supported workshops and seminars conducted around the region help explain the intricacies of exporting to the United States and introduce local producers and brokers to the standards required in the U.S. market. Under the OPIC PASA, U.S. investment in the region is encouraged through specific trade missions. Many of these ventures result in increased two way trade.

Support for the Caribbean Basin Growers Association (CBGA) will promote international trade of horticultural crops grown in the Caribbean Basin and the U.S. Gulf States. Activities to be supported by the CBGA with funding provided by A.I.D. and member organizations will include: (1) applied research; (2) technology and information transfer; (3) identification and resolution of common production and marketing problems; and (4) sponsorship of cross-cutting, regional fora promoting policy dialogue.

With its information management program, the CBGA will function as an assembler, analyst, and wholesaler; while member associations will play the role of retailer. In managing its applied research program, the CBGA will function as a regional planner, co-financier, and supervisor of research carried out by appropriate LAC or U.S. institutions or investigators, disseminating results as they become available to its member associations.

The CBGA will facilitate and coordinate member associations' pursuit of trade opportunities (CBI II and the Enterprise for the America's Initiative), resolve common problems (e.g. uniform and effective controls against micro-bacteriological contamination), and speak with a common voice on major policy initiatives (harmonization of trade regulations). The CBGA will provide fora for policy dialogue, information exchange, and the programming of private and public resources for the achievement of common goals.

c. Measuring Program Impact

Activities to stimulate international trade and increase investment will be monitored through documentation of review and enactment of legislation and of other legal, regulatory, or institutional actions taken toward development of an enabling business environment which is open and non-discriminatory to foreign investment, develops competitiveness and removes protection, which avail business access to market based factors including capital, labor and international markets. In addition, activities related to developing diversified production and stimulating market linkages will be tracked.

Actual impact will be evaluated in terms of diversification of production, including increases in non-traditional exports as a percentage of total exports; increases in international trade as a percentage of GDP; increases in exports as a percentage of imports; and increases in local and foreign private direct investment in real terms.

Specific targets have been established to measure progress of activities undertaken in support of increased investment and trade in horticulture products in the Caribbean. These targets measure: 1) increased value of non-traditional agricultural exports from the region; 2) increased private sector investment in horticulture production and marketing; and 3) improved cultural and post-harvest management systems for producers and market agents.

The CBGA activity will contain a management information component which will be structured to include, among other things, the tracking and reporting of progress toward the achievement of strategic and program output indicators. This information will be supplemented with data generated by agencies outside of A.I.D. such as the Latin America/Caribbean Business Development Center and the United States Department of Agriculture. If deemed

relevant, special studies will be undertaken during the life of the program to assess its effect on women, the disadvantaged, and the environment.

d. Resource Requirements

Estimated resource levels for FY 92 - FY 96 are (\$000):

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
DA	1,300	3,174	1,690	700	0

2. LAC Objectives I and II: Support the Achievement of Broad-based, Sustainable Economic Growth and Support the Evolution of Stable, Participatory Democratic Societies.

Regional Program Objective: Improved human resource skills (professional, technical and leadership) and understanding of the workings of a free enterprise economy in a democratic society.

a. Strategic Objective Selection and Rationale

The benefits to be derived from focussed investments in human resources development and training in the Latin America and Caribbean (LAC) region are well-established. Current literature from the multi-lateral donors, private development economists and leading academic institutions, as well as A.I.D.'s own field experience, document the high social and economic payoffs in investment in human resources development. The ability of a LAC nation's people to utilize available natural and financial resources to establish a productive and stable society is crucial to lasting economic and social development.

Human resources development activities cut across all other development sectors rather than constituting a separate sector in itself. The rationale to provide improved human resource skills to LAC free market-orientated democracies postulates that the significance of human resources development is derived from its contribution to broader objectives of institutional and national development. While human resources development normally achieves an immediate output of an individual's personal and professional growth, it also leads to organization and institutional development within a given sector and ultimately it positively impacts on social and economic development.

This regional program objective directly acknowledges that a critical mass of human resources skills is a necessary but not sufficient condition to achieve broad-based, sustainable economic growth, and is essential to having an informed citizenry responsibly participating in a stable democracy. The regional

program provides an effective instrument for establishing LAC Bureau policy for a higher education textbook program, a centrally coordinated North-South development program based on volunteerism and human resources training; as well as managing, monitoring and evaluating Congressionally reserved human resources development programs.

b. Implementation Strategy

In order to provide a pool of improved human resource skills throughout the LAC region the program strategy will support the following activities: 1) human resource training of potential leaders in such critical development areas as macro economics, bilateral trade and investment, business management, environmental and energy studies, educational administration and policy reform, health and population, and productive technical skills; 2) the coordination of a demand driven higher education textbook program that provides special emphasis to development related subject areas; 3) the institutional strengthening of a North-South technical assistance and training development program established on principles of volunteerism; and 4) the coordination of policy formulation, design and evaluation of training programs that support LAC Bureau objectives. In the provision of improved human resources skills in LAC, this regional program will manage its resources to achieve the following program outputs:

1. Increased numbers of skilled women and men productively employed in free market-orientated democracies and trained as leaders;
2. Increased provision of 300,000 higher education textbooks annually in addition to 1.5 million sold to date covering 3000 titles in 22 academic disciplines and free market democratic principles;
3. Strengthened institutional links between the 60 partnerships of the National Association of Partners of the Americas to improve long range planning, management, evaluation and self-financing, thus to facilitate more effective volunteer North-South technical assistance and training;

The regional program will utilize three human resource training projects to increase the number of people skilled and trained in appropriate development areas. In 1993-94 the **Advanced Training in Economics** project will train 108 Latin American and Caribbean economists to the Masters level and 16 to the doctorate. The **Advanced Developing Training** project will continue long and short term training in specialized technical fields for approximately 350 people in Brazil, Chile and Mexico. The **Cooperative Association of States for Scholars** will train approximately 1,200 young men and women leaders studying for two years in subject areas which have enabled 90% of previously trainees to gain employment upon return to their country.

The RTAC-II project, in addition to continuing to provide demand driven higher education textbooks in Central America, will solidify its institutional expansion in Ecuador, Uruguay and Peru and explore expressions of interest in Bolivia, Colombia, Paraguay and the Dominican Republic. Planning seminars for the institutionalization of the RTAC-II program in 1996 with representatives from LAC publishers, university rectors, book distributors and AID/Washington and Mission personnel are scheduled for FY 93-94. Under the cooperative agreement of the **National Association of the Partners of the Americas (NAPA)**, an institutional regional strengthening seminar will take place in Central America and follow-on activities will continue to assist the outcomes of two similar seminars in the Caribbean and South America during the past year.

c. Measuring Program Impact

The LAC/DR education and human resources program has some built-in monitoring and evaluation mechanisms which enable it to measure the progress in overall project implementation as well as program impact. The **Education and Human Resources Technical Services (EHRTS)** project has been utilized to evaluate and measure the impressive growth and impact of the RTAC-II university textbook program in Central America and chart its course for expansion into South America and the Dominican Republic. Feasible targets for contracting with book distribution centers, annual textbook orders, university and private sector participation modalities have been established. The EHRTS project has also been useful in evaluating, monitoring and facilitating appropriate program design changes in the **Advanced Training in Economics** project and the **National Association of Partners of the Americas** program.

Under the **Caribbean and Latin American Scholarship Program II (CLASP-II)** its management information system provides programmatic, academic, technical, financial and social/economic data on 17,589 trainees - (7,682, (44%) - Female; 5,709 (34%) - long term; and 15,235 (87%) - disadvantaged) - who entered appropriate training programs since 1985. This information system provides policy guidance, continual analysis of quality and appropriateness of training, financial costs, management effectiveness, and more recently assessments of the social and economic impact of the training on the participants themselves in their personal and professional development, as well as on the institutional development of the local communities and organizations to which they relate. Such an impact evaluation was completed for Guatemala in February 1992 and ones are planned for El Salvador, Honduras and Bolivia in FY 93.

d. *Resource Requirements*

Estimated resource levels for FY 92 - FY 96 are (\$000):

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
DA	21,500	24,500	27,200	8,300	7,100

3. LAC Objective I: Support the achievement of broad-based, sustainable economic growth.

LAC Sub-objective: Encourage accelerated opportunities for increased participation in the economy by the disadvantaged.

Regional Program Objective: Increased effectiveness and efficiency of immunization services.

a. *Strategic Objective Selection and Rationale*

Infant and child mortality are still high in many countries in Latin America and the Caribbean, disproportionately affecting economically and culturally disadvantaged populations throughout. Vaccination against commonly occurring immuno-preventable diseases is a cost effective way of addressing the problem. This objective focuses on improving immunization services to achieve and maintain high vaccination coverage levels in the Americas.

The regional program supports a long term, multi-donor, cooperative initiative, complements bilateral efforts in LAC child survival priority countries, and encourages continued attention by LAC host country public and private sectors to this important intervention. This hemisphere wide initiative has been highly successful, substantially increasing vaccine coverage over the past seven years. As of 1991, about 25% of children in the Americas still did not complete their immunizations by age one, the recommended timing for maximum protection of both the individual and community. During the POD period, this will be reduced to only 10%, supported in part by A.I.D inputs from the regional program. The technical assistance and other inputs provided by the regional program are too specialized to be provided on a country-by-country basis, yet require a specificity of culture and a country-systems approach which is unavailable from centrally-managed activities.

This regional program objective supports the achievement of broadly-based, sustainable economic growth and helps encourage increased economic opportunities for the disadvantaged. The prevention of illness and death among children benefits the family, the community, and the nation through lower disease-

treatment costs, less lost productivity due to preventable handicaps, and fewer preventable deaths.

b. Implementation Strategy

Improved effectiveness and efficiency of immunization services will be achieved through support for regional technical inputs via an International Organizations Grant to the Pan American Health Organization. The grant will result in the following program outputs:

- Improved norms, training, and supervision for neonatal tetanus and measles vaccine delivery, and for avoiding missed opportunities to vaccinate;
- Improved geographic targeting of immunization program resources;
- Decreased reliance on donor financing for immunization services;
- Improved institutionalization of immunization program planning and monitoring.

The grant supports 1) regional and sub-regional technical program advisors; 2) epidemiologic surveillance/management information systems; 3) regional and sub-regional meetings; 4) laboratory improvement and support; 5) regional training courses for technology transfer/diffusion; 6) mobilization for supervision, surveillance, and outbreak control; 7) technical assistance on improving the cold chain; and 8) applied and operations research.

Training activities will help assure that the local level (state or provincial) strengthens its institutional capacity to sustain immunization service delivery. About ten LAC regional courses per year will help rapidly transfer new technologies and procedures for further diffusion within countries throughout the region. The regional program is designed to help improve management and financing for immunization and maternal child health programs and to promote related policy reforms needed to enhance accessibility, effectiveness, and sustainability.

Increasing coverage and improving effectiveness and efficiency of immunization services will have a significant impact on currently undeserved disadvantaged groups. Such groups, at highest risk of vaccine-preventable diseases, generally reside in marginal urban or in geographically remote areas, under conditions that are also economically deprived. Women, who are the principal caretakers of infants and children, will particularly benefit by being better able to participate effectively in economically productive activities as the burden of caring for sick and dying children is reduced.

c. Measuring Program Impact

Activities under this objective will have significant impact by making immunization services more effective and efficient. Such

services will contribute to reaching the goal of reducing illness episodes and deaths from vaccine-preventable diseases. The indicators of effectiveness and efficiency are reduced missed opportunities to vaccinate (focusing on the 9 LAC child survival emphasis countries), and increased municipios (counties) which have 95% coverage of children under one year of age with either the first dose of oral polio vaccine (OPV1) or DPT (diphtheria, pertussis, and tetanus) vaccine. The former (missed opportunities) indicates efficiency, while the latter reflects effectiveness in providing access to services for the populace.

Baseline values and targets during the POD period for missed opportunities and 95% coverage are indicated in Table 1A. Program activities are designed to reduce missed opportunities by 50% in emphasis countries, and to increase the municipios with 95% coverage of OPV1 or DPT1 to 75%.

d. Resource Requirements

Estimated resource levels for FY 92 - FY 96 are (\$000):

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
DA	2,000	2,000	2,000	2,000	2,000

4. LAC Objective I: Support the Achievement of Broad-based, Sustainable Economic Growth.

LAC Sub-objective: Encourage preservation and sustainable use of the natural resource base.

Regional Program Objective: Improved practices for management and conservation of natural resources.

a. Strategic Objective Selection and Rationale

The Latin America and Caribbean region is endowed with rich natural resources, but these are unevenly distributed and many nations face serious resource scarcities. Likewise, the human resources of this region are potential sources of strength, yet much of the population still lives in pervasive poverty. Increasingly, over exploitation, pollution, and environmental degradation are ravaging the region's natural resources, threatening the livelihoods, hopes, and options of present and future generations.

Demands on natural resources and environmental systems in the LAC region are intensifying due to population growth, inequitable distribution of resources, and poverty. The rate of deforestation in the region is about 1.3 percent annually--the highest for any developing region in the world. Land degradation, soil erosion, watershed deterioration, siltation and

degradation of hydroelectric and urban reservoirs, downstream environments and coastal zones all result from forest conversion and loss. Extensive clearing of forest cover on hillsides and mountainous areas and conversion to pasture and agricultural lands, combined with a failure to apply soil conservation and land management techniques have resulted in serious land degradation, threatening irreversible declines in agricultural productivity. Latin America possesses some of the richest repositories of biodiversity in the world. Conversion of tropical forests, human encroachments on other critical habitats--dry forests, wetlands, mangroves, and coral reefs--threaten this rich, largely undescribed flora and fauna. Species extinction is occurring everywhere across the region and at unprecedented rates likely to increase in the future.

This LAC regional program objective has been adopted because of its importance to the LAC region's overall economic growth and development. The Bureau recognizes the fundamental interdependence between long-term, broad-based economic growth and improved management of natural resources, and has placed a high priority on environmental protection and natural resources management. This commitment is embodied in the LAC Regional Environmental Strategy, the new Agency Environment Strategy, and the Bureau's programmatic objectives.

The LAC regional program is principally focused on one of the key elements of the Agency's and Bureau's Environmental Strategies: conservation of tropical forests and other critical habitats for biodiversity. This element is of special interest to Congress and the international environmental community. The regional program provides the Bureau with an effective mechanism to respond to these concerns in the context of furthering national development goals of the countries of Latin America and the Caribbean.

b. Implementation Strategy

The LAC Regional Environment Strategy identified major constraints to resolution of environmental problems, grouping them in six general areas as targets for action: economic forces and policy distortions; poverty; institutional weaknesses; lack of education and information; lack of popular participation; and lack of diffusion of appropriate technologies. Achieving the strategic objective demands a coordinated effort to address these constraints. Therefore the LAC regional program will be guided by the following cross-cutting, strategic principles. Policy reforms will be promoted that support improved resource management through assistance with development of National Environmental Action Plans, National Conservation Strategies, and with formulation of appropriate price, tax, and other economic policies that promote correct valuation of natural resources. Efforts will be made to strengthen institutions, including nongovernment organizations, and develop diversified funding sources for long-term financial security. Support for education

and training in all areas of environmental management will be important elements of LAC regional environmental programs. Development and exchange of information and appropriate technologies will be improved. Local communities and citizenry will be involved in decision-making regarding resource use and management.

Consonant with the LAC Regional Environment Strategy, regional program activities are geared to achieving the following specific program outputs related to the key element of conservation of tropical forests and other critical habitats for biodiversity:

- parks and protected areas better managed for biodiversity conservation;
- forest resources increasingly managed for sustainable production, multiple uses and for reduction of greenhouse gas emissions;
- trained cadre of skilled protected area managers and natural resource management professionals;
- strengthened, sustainable and effective environmental organizations;
- improved exchange of information and appropriate technology for natural resource management;
- policy and regulatory frameworks support improved management of natural resources.

These outputs will be achieved through implementation of focused E/NR projects. The main projects in the LAC Regional portfolio supporting this strategic objective are: Environmental Support project (598-0780); Parks in Peril (598-0782); Environment/Global Climate Change (598-0784); Neo-tropical Migratory Birds Conservation (598-0795); LAC Technical Services (598-0654); and the proposed new start, U.S./Japan Forestry and Biodiversity Centers.

c. Measuring Program Impact

Activities under this objective will have significant impact on strengthening practices for improved management of forest resources to ensure long-term productivity; and protected areas management in support of biodiversity conservation. Long-term target indicators, therefore, will include increase in forest area under sustainable management, percentage of parks actively managed with on-site protection; increased hectarage of parks and protected areas under protection; and numbers of trained park directors, rangers, and extension agents.

Baseline information and periodic monitoring and evaluations will be generated under the individual projects, and will form the basis for improved management decisions under this strategic objective.

d. Resource Requirements

Estimated resource levels for FY 92 - FY 96 are (\$000):

	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>
DA	13,920	15,505	35,505	29,660	6,900

5. LAC Bureau and Mission Support: Increased LAC Bureau and mission commitment and capacity in selected development policy and program areas.

The LAC bureau has one carefully focused Bureau and mission technical support project in each development area; trade and investment, agriculture and natural resources, environment, education and human resource development, and health, population and nutrition. These projects serve a critical role in the Bureau's strategic agenda setting process. They provide the Bureau with appropriate technical resources and inputs to help analyze the rapidly evolving economic, social and political situation in the region on a continuing basis and help keep the Bureau's dynamic strategic framework and sector or sub-regional strategies constantly on the cusp of the development curve. They also provide long term technical experts with appropriate language and cultural skills in carefully selected technical areas. The areas chosen are consistent with new directions in the Agency's and Bureau's development agenda for the region and are ones which generate a heavy demand from the field. These technical resources help assure rapid and consistent incorporation and implementation of the Bureau's agenda through Mission programs and at the same time provide an effective information and experiential feedback loop to the agenda setting process.

The regional Bureau and mission support projects also provide other advantages over alternative technical support mechanisms. Providing long-term, high caliber, technical advisors in areas which are commonly required through-out the region results in ideal economies of scale. Furthermore, the multidisiplinary nature of the technical teams has proven to be particularly effective in coming up with innovative solutions to commonly occurring development problems in the region. This has been largely due to synergism coming from the interaction and cross fertilization among disciplines within small project staffs focused on related development problems within the same or very similar development contexts. Lastly, the projects are proving particularly effective at encouraging and facilitating greater donor coordination and collaboration, particularly with the international financial institutions. The regional specialization allows for greater opportunities to keep up contacts and develop closer ties with regional donors and

regional institutions. This is leading to innovative new working relationships like joint or consecutive funding of the same advisor to develop highly complementary programs in a country, as is the case with the World Bank and A.I.D. in the Nicaraguan health sector.

Increase Bureau and mission commitment to 1) analyze host country agricultural and natural resources, and 2) take appropriate action to design and implement effective programs needed for economic, social and political development.

a. Selection and Rationale for Bureau and Mission Support Activity

The LAC Bureau in Washington has a mandate to support field missions, identify and analyze important regional trends in agriculture and natural resources, develop regional strategies and otherwise provide technical leadership and guidance to the field and communicate information on these issues to other A.I.D. offices, Congress, other U.S.G. organizations and international donors. Even missions with no agricultural or natural resource management programs in their portfolios would be remiss in moving forward with a country strategy without considering such inter-related variables as macro-economic, agricultural, food security and land tenure policies. Due to declining staff levels and unpredictable operating budgets the technical assistance long-term advisors and studies supplied under the LAC TECH project complement the Bureau and mission direct hire staff.* Services provided by LAC TECH offer technical depth and breadth that most missions and the Bureau can no longer afford to maintain on a direct hire basis. The availability of this support to LAC over the life of project serves as an institutional memory in the Bureau giving decision makers analyses of current and future trends based on frequent on-site experience in virtually all of the LAC missions. Analyses produced under the project allow the Bureau and mission to make technically informed decisions about the allocation of programming and personnel resources. Mission responses can be met in less than one week where required. Continuity, rapid response time and high quality technical assistance in areas of maximum demand characterize the unique niche occupied by LAC TECH in the LAC Bureau's array of management tools.

b. Implementation Strategy and Measuring Program Impact

The LAC TECH II Project will continue to provide the LAC Bureau and missions with concept papers, sector strategies, program evaluations and other key short-term support in a wide range of carefully selected technical areas including: agricultural policy, food security strategies, land tenure, agribusiness, agricultural research, natural resource management, plant

protection/quarantine and financial policies. Actual areas of technical assistance and the associated fields of long-term advisors may change from time to time in accordance with LAC Bureau and field missions' needs.

Agreements with USDA, a buy-in to the ACCESS II project and a contract with Chemonics International provide a varied and flexible mix of project services. The project ends in August 1993 and a follow-on project is proposed.

Activities under this project will have a significant impact on the capacity of the Bureau and mission to design, implement and evaluate their programs related to agricultural and natural resource management issues. Long-term performance indicators include evaluating how well missions address the four areas of LAC TECH emphasis:

- 1) elaboration of non-distortional agricultural policies
- 2) improvement of agricultural investment, production and trade
- 3) increasing incomes, employment opportunities of small farmers and off farm rural employment opportunities
- 4) sustaining production from forests and other renewable natural resources

The quality and impact of program outputs will be measured through project evaluations and an internal project monitoring system designed to track the impact of project services on LAC Bureau and field mission's strategies and programs. A recent evaluation report stated that the LAC TECH I Project is doing an excellent job meeting a critical need and recommended a follow-on project. Over 90 TDYs were performed last year in response to mission requests and a mission survey gave high marks on the quality of the work.

Increased mission commitment to 1) analyze host country human resources and related support systems constraints, and 2) take appropriate action to resolve those constraints as a necessary contribution for economic, political, and social development.

a. Selection and Rationale for Bureau and Mission Support Activity

The importance of education and skilled human resources as factors in socioeconomic development is well established. Increased levels of education are correlated positively with higher individual incomes, increased agricultural production, lower fertility, decreased morbidity and mortality, and greater empowerment that stimulates increased citizen participation in the framework of a democratic and free-market society.

In the recent decade, LAC countries have been successful in expanding access to basic education services to a majority of children. Many of the gains in education have been illusory due to disparities in the distribution of economic resources and the ongoing pressures of servicing debt that most LAC countries face. Most education systems must provide for a constantly increasing flow of new children with dwindling resources. The lack of learning materials and poorly trained teachers coupled with weak administrative and management oversight create the conditions of deprivation that result in children being denied the opportunities to learn the competencies required for grade promotion. As a result, in some LAC countries nearly 50 per cent of children enrolled in the first grade fail. These children continue to stay in school and repeat grades for a number of years and eventually drop out. In large part, this deteriorating situation accounts for the most recent estimate of 43 million absolute illiterates in the LAC region plus a higher number of functional illiterates, who are unable to make minimal use of reading, writing, or arithmetic in their daily lives.

The challenge for A.I.D. in the 1990's is to focus and concentrate its resources for maximum effect, while at the same time leveraging additional resources of the host country private sector and international donors on human resources constraints to economic development. Accordingly, LAC field missions have enthusiastically utilized the Education and Human Resource Technical Services (EHRTS) Project for design and evaluation of human resources development projects and activities in responding to critical human resources development needs. Field missions have obtained rapidly short-term implementation assistance, as well as help in conducting policy research, including education finance, through EHRTS. This has helped field missions make policy reforms agenda known to both public and private host country leaders and opinion makers.

b. Implementation Strategy and Measuring Program Impact

LAC Field missions rely on LAC/DR/EHR to provide the required expertise through the EHRTS Project. It quickly provides technical services on a wide array of human resources expertise in basic education, vocational training, management education and training, and development training. It also provides a forum periodically for education and training officers to exchange views and receive the latest in policy guidance from the LAC Bureau through conferences and evaluations of experience in the human resources sector.

More importantly, EHRTS compliments and reinforces field mission policy dialogue with host country private and public sector human resources development representatives with publications on focused policy issues designed to provoke dialogue oriented towards policy reform actions. In this manner, EHRTS makes many existing education and training projects more effective by leveraging existing mission resources.

Technical service orders have been executed providing missions education sector assessments, country training plans, scopes of work, drafting of requests for technical proposals, evaluations, policy based studies, reviews of experience in design and implementation of human resources projects, and studies focused on creating host country demand for education and human resources policy reform in LAC countries.

Increased mission capacity in selected health, population, and nutrition program and policy areas facilitating improved accessibility, effectiveness, and sustainability of HPN programs.

a. Selection and Rationale for Bureau and Mission Support Activity

This Bureau and mission support activity helps strengthen Missions' capacity to design, evaluate and implement better HPN projects and programs with emphasis on financing and management systems, and on related policy dialogue. The continuing effects of the economic hardships of the 80s have made it painfully clear that LAC public budgets and implementing institutions are not adequate to both finance and deliver effective and sustainable health, nutrition and family planning services. New approaches are needed to strengthen the overall national capacity through both the public and private sectors to provide for accessible, effective, and sustainable health services, especially to needy populations. Solutions to problems of under-funding, and allocative and operational inefficiencies may entail a host of management reforms along with numerous policy, legal and regulatory improvements. Finally as a result of earlier program reviews, it was determined that nutrition programming in particular needs to be better targeted and more cost effective.

The activity has been designed as a regional one in order to accelerate effective HPN Mission programming throughout the LAC region. By providing prompt client-oriented technical assistance and through the development of management tools, guidelines, workshops and the dissemination of information on financing, management, policy dialogue and reform, the activity will meet Mission and country needs and thereby promote successful approaches and models throughout the region. In establishing the existing and planned regional procurement mechanisms, we have created a pool of technical experts experienced with LAC HPN institutions and missions, and familiar with the cultures, languages, and problems/issues unique to the region.

b. Implementation Strategy

The activity supports technical assistance for consultations, studies, analyses and workshops, and the development of

management tools and methods to enhance development of improved HPN financing, management, and policy dialogue. A planned amendment of an existing "LAC Regional Health and Nutrition Sustainability" (LAC HNS) Contract will continue to provide the above-mentioned services to LAC Missions. A **Cooperative Agreement** with the Association of University Programs in Public Health Administration (AUPHA) will continue to provide assistance in health management and administration training, until September, 1994. In addition, the project supports technical assistance in areas of "Special Concern", such as AIDS, child survival, vitamin A and other micronutrients, and breastfeeding. Implementation will continue to be carried out through a variety of mechanisms, including buy-ins to various R&D centrally-funded projects such as VITAL (vitamin A), WIN (breastfeeding), and AIDSCAP.

Increased mission capacity to assist countries to prevent and control cholera.

a. *Selection and Rationale for Bureau and Mission Support Activity*

Cholera struck the Americas in January, 1991 for the first time in almost one hundred years. This Bureau and mission support activity was established to provide countries with badly needed flexible and rapid access to the needed resources to prevent and control the disease. The activity contributes to the LAC Bureau objective of responding to the specific challenge of epidemics that threaten the region. In addition, the disadvantaged are hardest hit by cholera which can be described as a disease of poverty. Therefore, providing assistance to prevent and control cholera will disproportionately assist disadvantaged groups in LAC.

Cholera, a severe diarrheal disease with a high political profile, spreads readily in conditions of inadequate sanitation, and can kill adults in under 24 hours if adequate treatment is not initiated early. Most LAC countries were not prepared technically to treat or prevent cholera cases, or to manage large epidemics. Resources needed to handle the situation often were not available. The regional program provides the technical assistance needed to support country programs and to procure cholera-related supplies and equipment on an emergency basis, as directed by A.I.D. field missions.

This appropriately is a regional activity because the course of the cholera epidemic cannot be predicted with certainty, either in terms of location or severity. Nor can we plan in advance for other donor contributions under emergency conditions. Therefore, we have chosen to make resources available for individual country programs on an as-needed basis. While several RD/H contracts and cooperative agreements include the necessary technical skills (and we "buy into" them), they lack both sufficient resources for client

this concentrated emergency situation and the programming processes to respond on an urgent basis to mission requests, especially with their core funds.

b. Implementation Strategy

The regional cholera-control program directs resources on a case-by-case basis to country needs identified and approved by missions and embassies in the region. These quick-response capabilities are implemented through PASAs with the US Centers for Disease Control and the Public Health Service, as well as through contracts and cooperative agreements managed by R&D/Health. These mechanisms support a full range of cholera prevention and response activities including disease surveillance, health communications, clinical assessment and treatment of cases, short-term prevention activities related to safe water and sanitation practices, and long-term prevention activities including water/sanitation sector realignment and systems design, maintenance and operation. This activity increases the effectiveness of responses to the cholera epidemic in specific country settings.

ACTION PLAN

A. PERFORMANCE ON LAC AND REGIONAL PROGRAM OBJECTIVES

1. Regional Program Objective #1: Improved investment climates and liberalized trade in LAC countries.

The Trade and Investment Development Project was authorized late in FY 91. The technical assistance contract under this project has not yet been signed, slowing accomplishments to date. However, under the PASAs with the Department of Commerce (DOC) and OPIC seminars have been conducted in Panama and Nicaragua to introduce producers to the U.S. market, given their newly acquired CBI status. In addition, Andean producers were assembled to discuss U.S. requirements for market entry. Outreach activities have taken place in the US southeast and southwest and follow-on investment missions are planned.

Through the ongoing trade and investment council process, dialogue has already begun on trade and investment obstacles in many LAC countries and assistance has been developed for the Costa Ricans to examine trade remedy practices in the U.S.. Technical assistance on intellectual property issues was provided to several South American countries. Through the Miami Conference on the Caribbean, significant policy discussions were held on trade and investment liberalization throughout the Caribbean region under a grant to Caribbean/Latin America Action. In addition, through the DOC PASA, direct discussions were held on trade and investment liberalization with Presidents, Prime Ministers and the economic cabinets, as well as business leaders, in 14 CBI countries.

2. Regional Program Objective #2: Improved human resource skills (professional, technical and leadership) and understanding of the workings of a free enterprise economy in a democratic society.

During 1991 LAC/DR continued to monitor/provide improved human resources and leadership skills to men and women in the LAC region on the professional and technical level. These programs also conveyed an appreciation for the effective functioning of a free enterprise economy in a democratic nation. The **Caribbean Latin American Scholarship Program (CLASP)**, which LAC/DR monitors and evaluates in Central America, the Caribbean and the Andes trained 1,376 individuals (664 (48%), female) during that year. The Congressionally reserved **Cooperative Association of States for Scholars (CASS)** which is managed by LAC/DR trained 276 individuals, (140 (51%), female) in that same period. All

CLASP/CASS trainees were selected against leadership criteria and were enrolled in training programs that enhanced their professional/technical and leadership skills. They also participated in "Experience America" programs outside the classroom which emphasized the importance of a free enterprise system effectively operating in a democratic society to hasten the development process. One hundred and fifty of these trainees participated in mid-semester seminars and 35 in summer internships as a part of the **Leadership Center of the Americas** program.

The **Advanced Training in Economics** project during 1991 enrolled 86 M.A and 5 Ph.D. participants in graduate level economic training. When these individuals return to positions of leadership in the private and public sectors, it is intended they will represent a trained and skilled human capital that will assist in expanding the base of free market-orientated macroeconomic trade and investment policies. Their role of leadership in economic development will help to complete the transition from a high level of concessional assistance to sustainable and self-reliant international trade and investment relations.

The **Advanced Development Training** project continued to provide long and short term specialized technical and academic training which supported LAC Bureau and Mission objectives in Brazil, Chile and Mexico. For example, in Brazil 16 participants were trained in drug prevention and global climate change; in Chile 22 individuals participated in two short term programs which furthered Mission objectives in competency-based vocational education; and in Mexico 223 trainees participated in courses in bilateral trade, environmental studies, energy production, agribusiness, higher education and health and population.

During the past year, the **RTAC-II** project has successfully expanded implementation activities into South America, with the addition of Ecuador, Uruguay and Peru to the program. University students in these countries, as well as the six Spanish-speaking countries in Central America have access to quality professional and technical textbooks in 22 fields, including economics and political science. Of the 1.5 million books sold to date, over 300,000 from nearly 3,000 titles were purchased during 1991. The **RTAC-II** program is demand-driven, with professors and students the decision makers, and is a working model of a free enterprise endeavor involving private sector publishers, distribution centers, transportation firms and Latin American universities in the provision of more than 1.5 million textbooks at a value of \$12 million. In the coming year, LAC/DR will explore the feasibility of expanding the program to Bolivia, Colombia, Paraguay and the Dominican Republic who have expressed interest in participating.

This past year was the first of a five year \$3.9 million cooperative agreement between LAC/DR and the **National Association**

of Partners of the Americas (NAPA). Its primary purpose is to strengthen both NAPA and its 60 partnerships in the areas of long range planning, management, evaluation and self-financing. To achieve these ends, the past year's implementation plan focussed on NAPA staff development as well as technical assistance and training for the partnerships including a planning and evaluation workshop for 12 Caribbean partnerships; and the development of a program-wide monitoring and evaluation (M&E) system. Additional activities included 108 voluntary technical assistance exchanges between partnerships, three leadership orientation sessions for committee executive directors and presidents, the publication of four newsletters and three small grant awards. In 1992 institutional strengthening activities will incorporate a Central and South America regional focus and a fully operationalized M&E system.

In 1993, LAC/DR will develop a new project, Human Resources Policy and Planning Services, which will support the achievement of broadly-based, sustainable economic growth by providing LAC Bureau assistance to Missions to analyze host country human resources constraints and design and implement effective programs needed for economic, political and social development. It will also serve as a comprehensive technical assistance program for improving the human resources development sector.

3. Regional Program Objective # 3: Increased effectiveness and efficiency of immunization services.

A new grant to PAHO which focuses on improving effectiveness and efficiency of immunization services was signed as a follow-on to an earlier effort that focused principally on polio eradication. The project has been underway since July 1991; therefore, no information is yet available concerning a change in indicators, at either the Strategic Objective or Program Output level. This information will be provided in the future by PAHO as part of its routine reporting to A.I.D.

Project accomplishments over the past year include the development in English (for the Caribbean) and translation into Spanish of a field guide for measles vaccination programs. Annual meetings of immunization managers have included for the first time analyses of measles and neonatal tetanus problems and programs. With the objective of improving efficiency, the meetings also analyzed studies on maximizing the delivery of needed vaccinations whenever infants came in contact with health care services, i.e. studies on reducing missed opportunities.

Five-year plans for improving immunization coverage were developed for each of the countries of the Americas. The plans include projected funding levels, by donor, for each country. Based on these 5-year plans, annual plans are being developed which include sub-national targeting to reach priority groups. Technical assistance provided by PAHO has assured that recurrent

as well as capital costs have been taken into consideration and national immunization-program managers have been encouraged to plan to increasingly assume recurrent costs with national funds, thereby reducing donor dependence over the five-year period. The interagency coordination committee (ICC) structure has been strengthened, facilitating more effective coordination between donors and national programs in support of region-wide immunization goals.

4. Strategic Objective #4: Improved practices for management and conservation of natural resources.

The LAC Regional program continues its highly successful support for improved management and conservation of tropical forests and biodiversity. Over the previous year LAC Regional support was responsible for:

- ◆ Improved management of ten parks of global biological significance are being actively managed, with more than 6.7 million acres protected for biodiversity conservation.
- ◆ Participation by thirty-seven NGO and host country government representatives from across the LAC region in a conservation training program in Panama. Over 50 rangers and extensionists received on-site training.
- ◆ Launching of the "Partners in Flight" program, providing USAID support to a coordinated, international, and multi-agency program of research, monitoring, and training designed to stem the decline in migratory bird populations.
- ◆ Establishment of the Miskito Coast Biological Reserve, protecting over 8,200 square kilometers of rich coral reefs, sea grass beds and islands off the Caribbean coast of Nicaragua.
- ◆ Initiation of twenty sustainable forestry activities in Belize, Mexico and Brazil for sustainable production and multiple uses of forest resources, contributing to reduction of greenhouse gas emissions.

5. Bureau and Mission Support Activity #1: Increased Bureau and mission commitment to 1) analyze host country agricultural and natural resources, and 2) take appropriate action to design and implement effective programs needed for economic, social and political development.

The LAC TECH Project continues to support the Bureau and the missions with services for strategic planning, design and evaluation. Over the last year LAC TECH services provided:

- o A video presentation in English and Spanish on Natural Forest Management designed to educate decision makers on sustainable management concepts.
- o Food security strategies for Nicaragua, Bolivia and Peru for design of Title III programs.
- o A National Rural Household Survey of coca producers completed in Bolivia.
- o Analyses and concept papers which subsequently formed the groundwork for agricultural policy projects in Peru, Ecuador and RDO/C.
- o Advice to producers on meeting U.S. entry requirements for exports from Nicaragua and Bolivia.
- o A prefeasibility study for processing and exporting seven product groups which concluded that good potential exists in many countries in the region has generated strong interest among investors in both the USA and Latin America and the Caribbean.
- o A strategy for a U.S.A.I.D./Peru-established agricultural research foundation aimed at initiating self-sufficient endowment financing.
- o Legal advice for USAID/Dominican Republic on U.S. rights in expropriation cases and advice for USAID/El Salvador on how land tenure issues will affect the Peace Commission's deliberations.

6. Bureau and Mission Support Activity #2: Increased mission commitment to 1) analyze host country human resources and related support systems constraints, and 2) take appropriate action to resolve those constraints as a necessary contribution for economic, political, and social development.

To date, 57 technical service orders have been executed. During the past year, the EHRTS Project has provided the Bureau with three comprehensive analytical reviews of experience that evaluate lessons learned in the design, implementation, and evaluation of A.I.D. human resources development projects in basic education, training, and vocational education and training. In addition, EHRTS has also provided rapid response technical assistance to assist field missions to analyze and address human resources constraints to development. The project provided: a) the design of CLASP-II Project Papers (PP) and related demand analyses in Panama and Nicaragua and a PP for a basic education project in Nicaragua, b) a PID for a development training project in Nicaragua, c) pre-implementation technical assistance in senior management to the minister of education in Nicaragua, d) education project evaluations for Honduras and Costa Rica, and e)

policy guidance papers to all missions and AID representatives in the LAC region.

7. Bureau and Mission Support Activity #3: Increased mission capacity in selected health, population, and nutrition program and policy areas facilitating improved accessibility, effectiveness, and sustainability of HPN programs.

During the past year, accomplishments include the completion of **recurrent-cost analyses** in the public primary health care systems of Guatemala and Belize. These studies became immediately useful in management reform and policy dialogue. Similar work continues in Peru and Bolivia. **Management sustainability indicators** have been prepared for further testing, and an initial set of **financing indicators** have been prepared for peer review and subsequent application in field settings later this year.

A draft of **policy dialogue guidelines** has been prepared for further refinements. Project-assisted coordination with the World Bank has produced important leverage in **Mission policy dialogue** with the governments of Nicaragua and Jamaica. In Nicaragua, several policy decisions have been stimulated through project activities, including important determinations regarding the decentralization of the health delivery system, the curtailment of additional spending in the health sector, the development of options for fee schedules for cost recovery and the decision to separate the pharmaceutical procurement unit from the regulatory unit. In Jamaica, strategic planning assistance has consolidated government consensus and commitment to increase fees for hospital services, and to proceed with specific steps to decentralize the management of hospitals and to privatize certain support services.

The project has also assisted with the development of a **management software tool (GLIFO)** to enable the Guatemalan Ministry of Health to rationalize the planning, programming and budgeting of the nationwide primary health care system. A national **workshop** on the use and dissemination of the GLIFO software involved all district health officers. Another project study in Bolivia is examining the relationship between utilization, quality, and costs/expenditures of both the public health system and a particularly innovative private primary health care delivery system for low- and medium-income populations.

In **nutrition**, the project has conducted breastfeeding assessments in Guatemala and Bolivia, contributing to improvements in the programming of breastfeeding interventions in both countries. Another study has developed **nutrition indicators of economic growth strategies**. These indicators could be used by missions region wide to assess their overall economic development program. In another product, recommendations were made to improve the effectiveness of food assistance. Finally, an ongoing activity

will document the costs and effectiveness of various nutritional interventions to enable improved programming in nutrition.

8. Bureau and Mission Support Activity # 4: Increased mission capacity to assist countries to prevent and control cholera.

LAC/DR/HPN made services and supplies available to missions (and embassies) so that they in turn could assist countries to prevent and control cholera. As of early June 1992, 143 mission requests for assistance had been received from sixteen different missions or embassies. Almost all were successfully accommodated.

As a result of making such services and supplies available, mission and central programs have been supplemented in ways which have made substantial differences to country efforts to combat cholera. For example, in Guatemala, 1 million mission-funded ORS packets were supplemented by 1,400,000 packets provided by the regional cholera program, and by badly-needed IV fluids and other supplies. In Peru and Ecuador, technical assistance provided by the regional program has improved the effectiveness and direction of A.I.D.'s cholera efforts. A program-sponsored workshop in Peru assisted in determining how water and sanitation institutions should work together for maximum impact on the cholera problem. In Ecuador, assistance from Bangladesh based ICDDR,B identified problems in clinical management now being be addressed by training programs. In Bolivia, a series of RD/H and LAC regional cholera program-funded technical assistance assignments are moving the MOH forward to make more effective use of their community oral rehydration units.

Given the emergency-response nature of this activity, no evaluation has been conducted, nor is one planned. However, we take credit in having contributed to holding the death rate from cholera cases in the hemisphere to well under one percent, a feat not previously accomplished anywhere.

B. MONITORING AND EVALUATION

The following projects will be evaluated during the FY 93/94 Action Plan period:

Cooperative Association of States Scholarships (CASS)
Education and Human Resources Technical Support (EHRTS)
Advanced Training in Economics (ATIE)
Partners of the Americas (NAPA)
Health and Nutrition Technical Services Project (HNTP)
Child Survival: Accelerated Immunization II
Environmental Support Project
Parks in Peril
Environment/Global Climate Change (E/GCC)
Neotropical Migratory Bird Conservation

C. PORTFOLIO ANALYSIS

1. 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 four new projects and one amendment is planned during FY 93 and FY 94 for LAC/DR and LAC/TI. Two of the four new projects are following-ons to current technical service projects. NPDs can be found in Attachment A.

FY 1993

A \$15.25 million Agricultural and Natural Resources Management Technical Services Project is proposed to increase LAC Bureau and mission commitment and capacity in selected development policy and program areas. Project activities consist of short-term and long-term technical assistance, studies, analyses, cross-cutting evaluations, workshops/conferences and other training activities, for strategy, program, and project design, delivered in support of missions' agricultural and natural resources management programs. A buy-in component is estimated at \$5 million of the \$15.25 million planned life-of-project.

A \$12 million Support for Trade and Investment Sustainability in the Andean Region Project will support and complement several bilateral A.I.D. projects in Ecuador, Peru and Bolivia that promote the growth of agricultural export industries. The purpose of the project is to assist Andean countries to develop and adopt sustainable crop production and protection practices and phytosanitary regulatory policies and mechanisms that increase the quality and competitiveness of their nontraditional agroexport industry.

A \$17.5 million, 5-year life-of-project amendment to the Health and Nutrition Technical Services Support Project is proposed to

develop, implement and support accessible, effective and sustainable LAC country health, population and nutrition programs and projects. The project will strengthen LAC Mission capacity to improve HPN programming in financing and management systems, and related policy dialogue; assist countries to prevent and control cholera; improve programming in nutrition; and address other HPN issues of special concern.

FY 1994

A \$7 million Human Resources Policy and Planning Services Project is proposed to increase private and public sector demand in appropriate LAC countries for educational policy reform oriented towards sustainability with improvement in quality and efficiency. The project will have three components: (1) policy analysis and planning, (2) host country and international donor coordination and outreach, and (3) Mission buy-ins for technical assistance. The buy-in component is estimated at \$2 million of the \$7 million planned life-of-project.

A \$40 million U.S. Japan Environment Centers project will engage Japan in a collaborative effort to develop two Environmental Centers in the LAC Region, beginning with the first in 1994. The goals of the centers are to: (a) protect the environment and conserve biological resources, including tropical forests; (b) study and catalogue resources; and (c) develop sustainable methods and practices to use resources wisely.

2. Terminating Projects

During the Action Plan period the following four projects will be ending: (1) Agricultural and Rural Development Technical Services, (2) Caribbean and Latin America Scholarships Program I, (3) Education and Human Resources Technical Services Project, and, (4) Neotropical Migratory Bird Conservation.

D. RESOURCE REQUIREMENTS

Summary

Over the past years, the LAC Regional program has been consolidated to reduce the number of management units and to focus only on those projects which must be managed in the Bureau. LAC Regional projects fall into two categories: (1) technical support for the Bureau, Mission and the Agency in defining and redirecting our economic and development assistance programs in LAC; and (2) support for a selected group of high priority or Congressionally mandated regional development initiatives which cannot be effectively managed on a bilateral basis. For FY 1993, it is estimated that approximately \$98 million will be required to implement the program described in this Action Plan. For FY 1994, approximately \$114 million is requested. These figures

include amounts proposed in the LAC/DI Action Plan in an effort to get a total picture of the requirements for the entire LAC Regional portfolio. (See Summary Program Funding Table - Attachment B.) For operating expenses, the amounts included for travel and conference/workshops represent the minimum levels required in order to manage and implement the LAC Regional portfolio.

1. Program Levels and Mortgage Requirements

A. Program Levels:

The revised FY 93 program level of \$97.7 million (including the LAC/DI portfolio) is approximately \$15 million above the FY 93 CP level. The FY 93 ESF program is approximately \$1 million less than the CP level resulting in a net increase of \$16.1 million in DA funds. This increase is composed of \$7 million of ARDN (\$3 million for Parks in Peril, \$1 million for Environment/Global Climate Change, \$1.1 million for Trade and Investment Support, \$400,000 for the Health and Nutrition Technical Services project, and \$1.5 million for the new Support for Trade & Investment Sustainability in the Andean Region project); \$400,000 of Population, \$2.0 million of Health and \$400,000 of AIDS (resulting from the amendment of the Health and Nutrition Technical Services Project); \$3.8 million of EHR (\$500,000 to accommodate the anticipated earmark under CLASP II, and \$3.3 under the LAC/DI portfolio); and \$3 million of PSEE (\$1 million for Trade and Investment Support, \$1.5 million for the new Support for Trade & Investment Sustainability in the Andean Region project and \$500,000 in the LAC/DI portfolio).

For FY 94, the total amount requested is approximately \$113 million (\$15 million above the FY 93 request). With a further decrease in ESF requested, the net increase to DA is \$17 million. This increase is due primarily to the start of the planned U.S./Japan Environment Centers Project.

B. Mortgage:

By September 30, 1992, the mortgage for the LAC Regional portfolio (including LAC/DI) is projected to be \$132.4 million. For FY 93, the mortgage will increase by \$7.4 million to \$140 million due to the amendment of the Health and Nutrition Technical Support project. By the end of FY 94, the mortgage is projected to decrease to \$97.4 million. Mortgages are projected to be reduced in all accounts with the exception of PSEE which will increase as a result of the start of the new U.S./Japan Environment Centers project.

2. Operating Expenses

A. Staff Levels:

(1) LAC/DR

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 70-80% of the time of the Project Support Staff. The functions of LAC/DR technical staff are as follows:

- Exercising forward looking technical leadership, analysis and strategy formulation for the Bureau;
- Responding to AA/LAC initiatives, Congressional inquiries/relations and those of other special interest groups.
- Provide technical input into the budget and resource allocation process;
- Assuring quality, effectiveness and compliance of LAC programs in response to Agency and Bureau regulations, policy and strategies;
- Mission backstopping and liaison;
- Designing and implementing regional and sub-regional projects;
- Managing the individual divisions of the DR Office;
- Liaison and coordination with other donors, USG agencies, PVOs, universities and other interest groups; and
- Assisting LAC/EMS with recruitment and placement of technical staff in the Bureau and its field missions.

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

<u>Personnel</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>
Director's Office	3	3	3
Technical Divisions (DH)	16	17	17
PSS Division	2 f/t	2 f/t	2 f/t
	1 p/t	1 p/t	1 p/t
Administrative/ (Tech./	5 f/t	5 f/t	5 f/t
Support Staff PSS)	4 p/t	4 p/t	4 p/t

Note:

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

LAC/DR requests the addition of one professional person critical for proper management of the environment/natural resources portfolio. LAC/DR/E continues to have growing responsibilities for managing regional projects; providing leadership and expert assistance in the management of the overall Bureau environment portfolio; ensuring compliance with Agency and Bureau

environmental policies and regulations; responding to Congressional inquiries and those of other special interest groups; dealing with international environmental initiatives in the region; coordination with other USG agencies and donors; and for general backstopping of Missions.

(2) LAC/TI

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. LAC/TI is the lead office for legal, regulatory and judicial (LRJ) support related to EAI and for coordination with the IDB on EAI-related trade and investment matters. LAC/TI also coordinates all official USG assistance from other agencies on TIC-related LRJ matters. 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>Personnel</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>
Director (M. Keenan-Wood)	1	1	1
Deputy Director (J. Vermillion)	1	1	1
Business Outreach Coordinator (B. Druhot)	1	1	1
Project Officer (D. Sharma)	1	1	1
Project Officer (R. Brinkley)	1	1	1
Project Officer (Proposed)	0	1	1
Agriculture Officer (Proposed)	0	1	1
Program Ops. Assist. (M. Vinson)	1	1	1
Secretary (Proposed)	<u>0</u>	<u>1</u>	<u>1</u>
Totals	6	9	9

In addition, there are two liaison personnel hired under PASAs with Department of Commerce (DOC) and OPIC to carry out administrative functions related to activities under each of the agreements, but the DOC position has been vacant for several months.

B. Travel

(1) LAC/DR

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 in the past as a serious

accountability concern--the problem is growing as a result of shrinking OE resources and increasing responsibility for managing a growing number of Congressionally-earmarked, high visibility programs, particularly in the LAC/DR/E portfolio. We, therefore, must give priority to project management review in programming travel fund. 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 in FY 93 and \$75,000 in FY 94 is needed to cover anticipated travel needs. The office will continue to take maximum advantage of Mission-funded travel to review regional project activities in the same or adjacent countries.

(2) LAC/TI

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 projects in the field, provide assistance in design and evaluation, and provide direct technical assistance to donor governments in TIC-related matters. An estimated minimum of \$45,000 per year for FY 93 and FY 94 is required to meet these needs.

C. Conferences and Workshops

(1) LAC/DR

In addition to funds related to travel for conferences/workshops included above, LAC/DR requires approximately \$2,000 in FY 93 and \$2,000 in FY 94 for USDH attendance at management seminars for the LAC/DR/RD Technical Services Project and the Caribbean Basin Growers Association Project; and for organization of an inter-bureau workshop for technical backstops to improve coordination and support for missions by R&D projects. In FY 93, it is estimated that \$20,000 will be required for a PDO workshop, the first since prior to 1987, and to sponsor a workshop in non-project sector assistance.

(2) LAC/TI

LAC/TI anticipates an office retreat and TI conference in FY 93 at a cost of approximately \$15,000.

E. ISSUES

1. Budget

A. Program Funds: How can the Bureau accommodate the anticipated increases in FY 93 and FY 94? What are the implications to the program if the proposed funding levels are not available?

B. OE: Severe shortages in travel funds have prevented LAC/DR from performing essential project monitoring and management responsibilities. LAC/TI has been limited in its ability to carry out project monitoring and expand its outreach program. What, if anything can be done to assure the Bureau gets the OE funds needed to carry out these responsibilities?

2. 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?

Attachments:

- A. NPDS
- B. Summary Program Funding and Mortgage Table
- C. List of Buy-ins from LAC Regional Project

NEW PROJECT DESCRIPTION

LAC BUREAU OBJECTIVE/SUB-OBJECTIVES:

Objective I.	Support the achievement of broadly-based, sustainable economic growth.
Sub-objective I. A.	Encourage economic policies that promote investment, productive employment and outward-oriented diversification.
Sub-objective I. B.	Encourage a vigorous private sector response.
Sub-objective I.C.	Encourage increased economic opportunities for the disadvantaged.
Sub-objective I.D.	Encourage preservation and sustainable use of the natural resource base.
LAC Reg. Strategic Objective	Increased LAC Bureau and mission commitment and capacity in selected development policy and program areas.
Project Title	Agricultural and Natural Resources Management Technical Services Project (LAC TECH II)
Project Number	598-0807
Funding	\$15.25 million
Type of Funding	DA (\$10,250), Mission Buy-in (\$5,000)

A. Consistency of Project With Bureau Strategy: The project will provide technical leadership and increased transfer of information between countries of the LAC region. The technical services to be provided to LAC missions and AID/W under the project are divided into four functional groups which directly relate to the four sub-objectives of the LAC Bureau objective to support broadly-based, sustainable economic growth.

B. Relationship to A.I.D. and Other Donor Activities: The first phase of this project successfully demonstrated improved inter-mission coordination and cooperation with other donors including the World Bank, the Inter-American Development Bank and several bilateral donors. The second phase design builds upon that experience.

C. Relationship of Project to Overall A.I.D. Policy Objectives: Services provided under the project will assist the Bureau and missions in their development of programs, policies and strategic objectives that address three of A.I.D.'s highest priorities; promotion of broad-based economic growth, concern for individuals' economic and social well-being and prudent management of natural resources.

D. Project Description: The project activities consist of short-term and long-term technical assistance, studies, analyses, cross-cutting evaluations, workshops/conferences and other training activities, for strategy, program, and project design, delivered in support of missions' agriculture and natural resources management programs.

Targeted support will be provided, as it was during the first phase, to regional initiatives that make a significant contribution to LAC strategic priorities and can not be appropriately funded by bilateral missions. Buy-ins to centrally funded projects will be used to channel services to missions and to ensure that LAC region concerns are included in research agendas of R&D Bureau projects.

Long-term specialists will be provided to maintain continuity in program design and policy formulation. Based on experience with LAC TECH, the priority technical areas to be addressed under the project will be: agricultural policy analysis; natural resources management; resource tenure security; agribusiness and trade development; agricultural research, extension, and education; plant quarantine/treatment; food policy; and, land market/credit financial policy. The specific technical areas may change during the LOP in response to mission and Bureau needs.

E. Planned Implementation Arrangement: The Rural Development Division of the Office of Development Resources in LAC will manage the project. The primary contract for project implementation will be awarded on a competitive basis. RSSA, cooperative agreement or other instruments may also be used to procure required services.

F. Sustainability of Proposed Activities: The project activities will support the development of sustainable activities throughout the LAC region by providing specialized technical assistance and identifying cross-cutting themes and trends that contribute to sustainability of A.I.D. activities.

G. Bureau Management Role: The Bureau will play a role in management of the project as defined by existing agency policy and delegations of authority.

H. Potential Issues and/or Innovative Program Approaches: The implementation plan in the project paper should address what mixture of RSSA, competitively bid contracts, buy-ins and cooperative agreements should be used to secure the required project services.

Drafted:JSalvo:03/05/92:U:\DRPUB\RD\LAC_TECH.NPD

NEW PROJECT DESCRIPTION

Support for Trade and Investment Sustainability in
the Andean Region

LAC Bureau Objective I	Support the Achievement of Broadly-based, Sustainable Economic Growth
Sub-objective A	Encourage Economic Policies that Promote Investment, Productive Employment and Outward-Oriented Diversification
LAC Reg. Strategic Objective	Improved investment climates and liberalized trade in LAC countries
Project Title	Support for Trade and Investment Sustainability in the Andean Region
Project Number	598-xxxx
Funding	\$12 million for 6 years, plus mission buy-ins

A. Consistency of project with mission strategy

This project is consistent with the LAC Bureau objective and sub-objective of supporting broadly-based, sustainable economic growth by encouraging vigorous private sector responses to improved policy and trading environments.

B. Relationship to A.I.D. and other donor activities

The project supports and complements ongoing bilateral A.I.D. projects in Ecuador, Peru, and Bolivia. It is consistent with the objectives of A.I.D.'s program in Colombia.

C. Relationship of project to overall A.I.D. policy objectives

The project is congruent with directives set forth by the U.S. Counter-Narcotics Initiative and the Andean Trade Initiative, which call for supporting expansion of the non-traditional agricultural export industry in Andean countries. The project also supports trade and investment objectives under the Enterprise for the Americas Initiative by helping strengthen the export sectors of the Andean countries and increasing their ability to enter into free trade agreements with the U.S.

D. Project description

The goal of the project is to improve the economic and environmental well-being of inhabitants of the Andean countries by supporting sustainable development and expansion of the non-traditional agricultural export industry. The purpose of the project is to increase the volume and value of Non-Traditional Agricultural Exports (NTAEs) from the Andean countries to regional and overseas markets.

The project will assist entrepreneurs in Andean countries to identify market demand for products and varieties they can produce economically, identify and negotiate agreements with potential investors and buyers, employ modern production and post-harvest handling techniques, ensure that export shipments are free of unacceptable insect pests and chemical residues, and move their produce to markets efficiently. Particular attention will be given to developing sustainable plant quarantine, crop protection, pesticide management, and quality assurance mechanisms.

The project will complement existing USAID-funded NTAE projects by focusing on demand as well as environmental, health, and phytosanitary requirements in the U.S. and other markets countries. It will provide expert information through technical assistance, training, and information dissemination to host countries on trade and legal requirements in the target markets and on the quality assurance and pest/pesticide management actions needed to meet such requirements. The project will be implemented by a small team of specialists based in an Andean country. It will draw on the technical expertise in U.S. regulatory agencies.

The primary clients of this project will be agricultural producers and exporters, their associations, and export service firms. Public sector agencies that facilitate agricultural production and trade, and regulate phytosanitary standards and other functions affecting agricultural exports, will also receive services and information from the project.

The following are examples of project activities and outputs:

1. Technical assistance in crop and variety selection for specific target markets in Latin America and in the developed countries.
2. Limited funding for applied research on production and handling of selected crops and varieties in selected production areas.
3. Technical assistance, training, and information on production, post-harvest handling, and first-stage processing of selected products.
4. Technical assistance, training, and information to help meet trade and legal requirements of target markets with regard to produce condition, quality, and phytosanitary acceptability. This will include crop-specific quality assurance procedures focusing on compliance with regulations of importing countries, such as integrated pest management, pesticide management and regulations, pesticide residue analysis, and diagnostic and phytosanitary laboratory services.
5. Information and technical assistance on packing, shipping, and other procedural aspects of international trade in fresh agricultural produce.

E. Planned implementation arrangements

The project will be implemented through a private firm and possibly a U.S.G. agency with experience in relevant regulatory functions.

F. Sustainability of proposed activities

The project will bring numerous producers and exporters to the "take-off" stage beyond which their growth can continue without further assistance. Long-term technical assistance and marketing arrangements will be established between Andean producers/exporters and investors/buyers in the market countries. Also trade associations, export service firms, and Andean government regulatory agencies will be more sophisticated providers of technical and other information.

G. Mission management role

Project management responsibility will rest with a bilateral field Mission in one of the Andean countries.

H. Potential issues and/or innovative program approaches

This project will use the PROEXAAG/EXITOS approach of identifying market opportunities, helping arrange "deals" between Andean and foreign business managers, and helping the Andean producers/exporters to live up to their parts of agreements. It will be focussed on the participating countries in a regional trade group, the Andean Common Market. It will be concerned with both regional and overseas markets, not just with the United States market. Finally, it will be managed by one Andean mission but will serve up to 5 countries (if Venezuela is included as part of the Andean Free Trade Zone).

New Project Description

Health and Nutrition Technical Services Support Services Project

LAC Bureau Objective IC	Achieve broadly-based sustainable economic growth by encouraging economic opportunities for the disadvantaged.
LAC Bureau Objective IIIC	Respond to specific challenges of epidemics that threaten the region.
LAC Reg. Strategic Objective	Increased Mission capacity in selected health, population and nutrition program and policy areas, facilitating improved accessibility, effectiveness and sustainability of HPN programs. Increased Mission capacity to assist countries to prevent and control cholera.
Project Title	Health and Nutrition Technical Services Support Project
Project Number	598-0657
Funding	LOP Authorized: \$35,350,438 Proposed Amendment: \$17,500,000 LOP Proposed: \$52,850,438
Type of Funding	DA (HE, Pop, CS, ARDN, AIDS)
PACD (Current)	Sept. 1994
PACD (Proposed)	Sept. 1998

Project Funding and Financial Plan:

An additional \$17,500,000 in regional funds is proposed under this project amendment. The authorized LOP includes \$22,050,438 in regional funds plus \$13,300,000 in mission buy-in funds, for a total of \$35,350,438. The total amended budget is as follows:

	LAC Regional Funds	Mission B-I Funds	Total
Current Authorized	22,050,438	13,300,000	35,350,438
Proposed Addition	17,500,000	0	17,500,000
Proposed LOP	39,550,438	13,300,000	52,830,438
FUNCTIONAL ACCOUNTS:			
[for regional funds only]			
	Current	Proposed Addition	Total LOP
Health	8,941,000	6,250,000	15,191,000
Population	0	2,000,000	2,000,000
Child Survival	10,459,000	5,750,000	16,209,000
ARDN	2,100,000	2,000,000	4,100,000
AIDS	550,000	1,500,000	2,050,000
TOTAL	22,050,438	17,500,000	39,550,438

Use of Additional Regional Funds:

LAC HNS Contract:

HPN Financing, Management, Policy	\$5.8 million
Nutrition	\$0.7 million

Special Concerns:

Cholera	\$7.5 million		\$11.0 million
AIDS	\$1.0 million		
Vit. A	\$2.0 million		
other Nutrition (inc. Breastfeeding)	\$0.5 million		
		TOTAL	\$17.5 million

- A. **Consistency of Project with Bureau Strategy:** Project objectives are fully consistent with LAC Bureau goals/objectives. The project supports broadly-based economic growth by helping missions to develop and implement accessible, effective and sustainable HPN systems, and thereby to improve the quality of life and thus enable the productive economic participation of the disadvantaged in the LAC region.
- B. **Relationship to A.I.D. and other donor activities:** The project provides an LAC-oriented focus in supporting mission HPN program/project interests, with a particular emphasis on financing, management and nutrition. The project is able to take a broad yet cohesive view of HPN program and policy needs in LAC countries and support appropriate program and policy reforms where they are needed. This approach enables prompt provision of available technical experts with a cultural and strategic/experiential orientation to the needs of the region. The project complements centrally-funded Agency categorical activities in health, population and nutrition, which are not specifically targeted to LAC.

The project also promotes strong collaborative relationships and coordination with the World Bank and the IDB in health financing and sustainability and with the Pan American Health Organization in cholera control.

- C. **Relationships to overall A.I.D. Policy Objectives and the LAC Bureau policy dialogue agenda:** The project is in accord with the A.I.D. General Guidance on financial sustainability and the role of the private sector, and is consistent with the LAC Bureau's orientation to support compatible **public and private roles in the financing and delivery of HPN services**. Project activities supporting the prevention and control of cholera, improved nutrition and family planning programs, and other emergent HPN concerns, are also in line with the Agency's and LAC Bureaus strategies and policy interests.

D. PROJECT DESCRIPTION

Amended Project Goal: To develop, implement and support accessible, effective and sustainable LAC country health, population and nutrition programs and projects.

(the original goal read: "To improve the health and nutritional status of the population in the LAC region; in particular, contribute to the reduction of infant and child mortality.")

Amended Project Purpose:

To strengthen LAC Mission capacity to:

- a. improve HPN programming in financing and management systems, and related policy dialogue;
- b. assist countries to prevent and control cholera;
- c. improve programming in nutrition; and
- d. address other HPN issues of special concern.

(the original statement of purpose read:
"Improve the effectiveness of strategies, programs, and projects in the areas of child survival, health, finance, health management, and nutrition in the LAC region by facilitating the exchange and application of technology and information among LAC Missions and LAC country institutions with respect to activities in these areas". The "**Subsidiary Purpose**" read: "(a) Promote new, and an increased level of activities in the priority areas of health financing, health management, and nutrition; (b) Facilitate the LAC Bureau's ability to respond with timely programs and activities to new developments and problems affecting the health and nutrition sectors in the LAC region.

Major Development Problems:

- A. Country inability to develop and implement HPN services in an accessible, effective and sustainable manner.
- B. Inadequate country capacity to prevent and control cholera.

Proposed project components include:

1. HPN Management, Financing and Policy;
2. Nutrition; and
3. Special Concerns, including Cholera Control

(Current Components include 1. Management; 2. Financing; 3. Nutrition; and 4. Special Concerns)

Although population/family planning was included conceptually from project inception, the proposed amendment emphasizes that management and financing issues relating to population and family planning programs are part of the project.

Given that direct core R&D AIDS funding will not be available to non-emphasis AIDS countries in LAC, the project will provide modest resources for the non-emphasis

countries. In addition, limited resources will be available to address specific regional needs (cross-cutting issues, studies, special workshops and evaluations) of the AIDS prevention program.

Project Activities (TA, studies, analyses, workshops, commodities, and disseminated information) will support HPN policy reforms, improved financing and management systems, better nutrition programming, and host country ability to prevent and control cholera.

Impact on Women: HPN service improvements in availability (e.g., cholera and family planning), financial accessibility, effectiveness and efficiency will directly enhance women's health. Improvements in children's health will also contribute to increasing women's economic participation.

E. **PLANNED IMPLEMENTATION ARRANGEMENTS:**

1. **HPN Policy, Financing and Management:** An amendment of the existing "LAC Health and Nutrition Sustainability" (LAC HNS) contract with URC-ISTI. Some management training activities, previously implemented separately through a cooperative agreement with the Association of University Programs in Public Health Administration (AUPHA), will not continue past the current PACD of Sept. 30, 1994.

2. **Nutrition:** Continuation of services through an amended LAC HNS contract with URC-ISTI; and buy-ins into the R&D centrally funded VITAL and WIN (Wellstart breastfeeding) projects.

3. **Special Concerns and Cholera Prevention:** Will continue to be implemented through a variety of mechanisms, including LAC Bureau PASAs with PHS and CDC; buy-ins to R&D projects, and purchase orders, etc.

F. **SUSTAINABILITY:** Part of the purpose of the LAC HNS contract is to promote the sustainability of health care services. This will be pursued through assistance to missions in policy dialogue for reforms in financing and management of public and private HPN delivery systems.

G. **LAC/DR/HPN MANAGEMENT RESPONSIBILITIES:**

A direct-hire HPN development officer will manage the overall project, including core contract activities, and the special concern activities. Other designated HPN DH staff will manage the cholera and nutrition components. A TAACS

is expected to assist DH staff in project administration and development of project management systems.

H. **PRINCIPAL ISSUES TO BE RESOLVED DURING PROJECT RE-DESIGN**

1. Whether the core LAC HNS contract with URC-ISTI is to be amended, with additional funding, or re-competed.

2. What is the future of the cholera program ? Should FY 93 funds be obligated for activities in subsequent years? What level of resources, and what efforts? What implementing mechanisms?

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New Project Description

Human Resources Policy and Planning Services (HARPPS)

LAC Bureau Objective I	Support the achievement of broadly-based, sustainable economic growth.
Sub-Objective	LAC Bureau and Mission Support: Increased mission commitment to 1) analyze host country human resources constraints, and 2) take appropriate action to design and implement effective programs needed for economic, political, and social development.
Project Title	Human Resources Policy and Planning Services (new)
Project Number	598-xxxx
Funding	\$7.0 million, Total Authorized \$5.0 million Core Funding \$2.0 million Field Buy-Ins FY-94 Start with 7-year LOP
Type of Funding	DA (EHR)

A. Consistency of project with mission statement

The project is consistent with and directly supports the LAC Bureau strategic objectives of attaining the achievement of broad-based sustainable economic growth, as well as the sub-objective of supporting LAC field missions to analyze human resources constraints to achieve their strategic objectives and to assist them to design and implement appropriate responses. By its nature, HARPPS will help missions to design and implement more effective and targeted interventions to address human resources constraints to economic and social development that directly support A.I.D. mission strategic objectives. In addition, the project will complement and reinforce mission human resources activities by helping to mobilize private sector support and generating the local demand for policy reform.

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B. Relationship to A.I.D. and other donor activities

The HARPPS Project is designed to collaborate closely with the international donors, but principally the World Bank and the Inter-American Development Bank to produce a common education and human resources development agenda among the international donors which will better focus investments in human resources development in the LAC Region. Thus, the project is designed to mobilize and leverage the resources of the host country public sector, the private sectors of North and South America, and the international donors together with A.I.D. funds in a more effective manner to address human resource constraints to economic development.

C. Relationship of project to overall A.I.D. policy objectives

The purpose of the HARPPS Project is to increase private and public sector demand for education and human resources development and training policy reform oriented towards sustainable improvements in the quality and efficiency to in appropriate LAC countries to make them more competitive in economic markets. Improved human resources will be essential to increasing competitiveness in the world economy.

D. Project Description

The importance of education and skilled human resources as factors in socioeconomic development is well established. Increased levels of education are correlated positively with higher individual incomes, increased agricultural production, lower fertility, decreased morbidity and mortality, and greater empowerment that stimulates increased citizen participation in the framework of a democratic and free-market society.

In the recent decade, LAC countries have been successful in expanding access to basic education services to a majority of children. Many of the gains in education have been illusory due to disparities in the distribution of economic resources and the ongoing pressures of servicing debt that most LAC countries face. Most education systems must provide for a constantly increasing flow of new children with dwindling resources. The lack of learning materials and poorly trained teachers coupled with weak administrative and management oversight create the conditions of deprivation that result in children being denied the opportunities to learn the competencies required for grade promotion. The result is that a huge number of children fail,

especially those children entering the first grade. In some LAC countries nearly 50 per cent of children enrolled in the first grade fail. These children continue to stay in school and repeat grades for a number of years and eventually drop out. In large part, this deteriorating situation accounts for the most recent estimate of 43 million absolute illiterates in the LAC region plus a higher number of functional illiterates, who are unable to make minimal use of reading, writing, or arithmetic in their daily lives.

The challenge for A.I.D. in the 1990's is to focus and concentrate its resources for maximum effect, while at the same time leveraging additional resources of the host country private sector and international donors on human resources constraints to economic development. This can be accomplished in part through a rapid response mechanism providing technical assistance to field missions to assist in identifying and addressing the human resources constraints to achieving the mission's strategic objectives. In addition, the project will complement and reinforce mission human resources development interventions by facilitating the mobilization and focussing of host country private sector and donor resources towards resolving human resources constraints to economic development. The project is designed to indirectly benefit school-aged children throughout the region, especially those at risk of dropping out of the system due to illiteracy. It will also directly benefit those adults whose skills enhancement is appropriate for economic development.

Accordingly, the HARPPS Project will consist of three components. Components 1 and 2 will be regionally funded and be the core of the project. Component 3 will be mission funded through "buy-ins." The components are:

- 1) The Policy Analyses and Planning Component would assist missions in the identification and analysis of human resource constraints to the achievement of LAC Bureau and mission strategic objectives and recommend appropriate development interventions for A.I.D., including (but limited to education and human resources) sector assessments, sector programs and projects, evaluations, country training plans, and establishing consistent tracking of indicators of progress, including pilot impact evaluations.

- 2) The Host Country and International Donor Coordination and Outreach Component would mobilize and focus local organizations and opinion makers in the host country private and public sectors on human resources development issues constraining economic development and competitiveness. This will be accomplished principally through core-funded advocacy publications, seminars, and workshops with the objective of leveraging additional support

to generate demand for host country policy reform in the human resources/education sector.

A large part of this component would help focus on the crisis in human resources policy reform and educational finance and assist with targeted interventions in alternative financing mechanisms. This component would also help coordinate and develop common development agendas and policies among A.I.D. and the international donor community, including design of pilot joint activities and projects in appropriate LAC countries, especially those demonstrating commitment and willingness to execute education policy reform.

Moreover, these two core-funded components will complement, reinforce, and leverage field mission human resources projects and activities with emphasis on advocacy for human resources policy reform.

3) In the third component, LAC missions could "buy-in" for technical assistance for more detailed strategy setting, program/project/activity design, targeted implementation, and both process and impact evaluations in any facet of the human resource sector.

E. Planned implementation arrangements

It is expected that a competitive mechanism such as the Agency's new design and deliver mechanism after PID development and approval will be utilized to obtain the services of an institutional contractor and RSSA support to assist missions to:

- a) carry out analyses of human resources constraints to mission strategic objectives, conceptualize projects or activities to respond appropriately to those constraints, and establish consistent tracking of indicators of progress, and designs of impact evaluations, b) assist the LAC Bureau and field missions to mobilize and leverage host country private and public sector resources for more effective investment in human resources development, including those resources of the international donor community, and c) provide a rapid response mechanism for field mission "buy-ins" in any facet of design, short-term implementation, and evaluation of activities in the human resources sector. This policy planning and field technical support project will be managed in LAC/DR/EHR.

The project budget will be \$7.0 million total authorized LOP for seven years with initial obligation in FY-94. The breakdown is as follows:

<u>A.I.D. Financed Inputs:</u>	<u>Life of Project (000)</u>
a) Regional Core Funds:	
Technical assistance	
1. Institutional contractor	\$2,500
2. RSSA	750
Seminars & Workshops	1,000
Publications	<u>750</u>
Subtotal	\$5,000
b) Field Mission Funds:	
Buy-ins	<u>\$2,000</u>
Total	\$7,000

F. Sustainability of the proposed activities

HARPPS will finance primarily technical assistance, workshops and seminars, and publications to mobilize host country private and public sector collaboration for more effective utilization of limited financial resources. The conceptual framework of HARPPS will be to work towards an improved and sustainable policy reform environment that promotes the economic development and competitiveness of the host country. Thus, HARPPS will stimulate and reinforce sustainability issues in all facets of human resources development interventions in the LAC region.

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Drafted: LGarza, 5/22/92
Revised: 6/16/92
Cleared: J.Carney

NEW PROJECT DESCRIPTION

U.S./Japan Environment Centers

LAC Bureau Objective I	Support the Achievement of Broadly-based, Sustainable Economic Growth.
Sub-Objective D	Encourage preservation and sustainable use of the natural resource base.
LAC Reg. Strategic Objective	Improved practices for management and conservation of natural resources
Project Title	U.S./Japan Environment Centers (new)
Project Number	598-xxxx
Funding	\$40 million
Type of Funding	DA (ARDN/PSEE)

A. Consistency of project with mission statement.

This activity is fully supportive of the LAC Bureau objective and sub-objective of supporting broadly-based, sustainable economic growth by encouraging preservation of biological resources and helping develop sustainable methods and improved practices for the wise use of natural resources.

B. Relationship to A.I.D. and other donor activities

The primary purpose of this project is to engage Japan in a collaborative effort to develop two Environmental Centers in the LAC Region, beginning with the first in 1994. This activity is consistent with USAID bilateral and other donor activities, which have and continue to support institutional development and technology transfer in the areas of natural resources management.

C. Relationship of project to overall A.I.D. policy objectives.

This project is congruent with A.I.D. Environment and Natural Resources Policy Paper as well as the newly promulgated A.I.D. Environment Strategy that calls for actions that strengthen human/institutional capacity and build public awareness. It also advances a Presidential Initiative announced during President Bush's trip to Japan in November, 1991.

D. Project Description.

The primary purpose of the centers is to support environmentally sound development by generating the knowledge and enhancing the human capacity necessary to protect the environment and promote the rational and wise use of natural resources in developing countries. Design and establishment of the centers will further increase regional cooperation and collaboration, leading to enhanced regional stability.

Goals of the centers are to: a) protect the environment and conserve biological resources {including tropical forests}; b) study and catalogue resources; and c) develop sustainable methods and practices to use resources wisely.

In implementing the "Save, Study, and Use" approach to environmental protection and resource conservation, the centers will emphasize active community participation in defining issues and developing solutions. For example, emphasis could be given to the training, education, and employment of non-specialists in the methodologies and techniques of conservation {e.g., the training of parataxonomists in the collection and preservation of plant and animal species}. In addition to the community-based approach, the centers could also assist the training of government decision-makers and technical personnel, as well as the undertaking of environmental and economic government policy studies.

The centers will have a national emphasis, addressing problems that host countries have identified as priorities. However, lessons learned from the centers' activities will be actively disseminated throughout regions. Each center will be designed to ensure programmatic excellence, broad community participation, effective integration and dissemination of the save, study, and use approach, and a flexible agenda that can respond quickly to new discoveries and ideas. If designed wisely, each center will have the potential to provide regional guidance and influence as it becomes accepted as a center of excellence. Wherever possible, uniform programmatic design and computerization techniques will be used to facilitate data sharing across regions.

E. Planned implementation arrangement.

The success of each Center will depend to a large extent on an extensive in-country design phase done in close collaboration and extensive participation by the host country. Technical assistance with analysis and design of each center will be obtained from the R&D Biodiversity Support Program.

F. Sustainability of proposed activities.

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A major objective of this project is to design and structure support for each of the two Environment Centers in the LAC region so that there will be no recurrent costs to the U.S. or Japan, possibly through the establishment of a trust fund.

G. Mission management role.

The project will initially be managed by the LAC Bureau Environmental Officer, in close collaboration with the affected bilateral Mission. Once the site for each Center has been selected, responsibility for design and implementation of the Centers will transition from AID/W to the pertinent Field Mission (unless USAIDs choose to delegate design back to AID/W).

H. Potential issues and/or innovative program approaches.

Design of an appropriate mechanism to ensure adequate financial support of the Center's core program remains a principal issue. Other issues include: (1) respective U.S./Japan roles in design and funding for these Centers; and (2) Mission willingness and ability to assist in design phase.

TABLE V

SUMMARY PROGRAM FUNDING AND MORTGAGE TABLE
(\$000)

PROJECT NO.	PROJECT TITLE	AUTHORIZED LOP	PLANNED LOP	OBLIGATED THRU FY 91	FY 92 OYB	MORTGAGE AT END OF FY-92	FY 93 CP	FY 93 REVISED	MORTGAGE AT END OF FY-93	FY 94 REQUEST	MORTGAGE AT END OF FY-94
ARDN											
598-0000	Program Development and Support	C	C	8,984	250	0	275	275	0	275	0
598-0616/0660	Intercountry Technology Transfer/ADC Training	C	C	4,215	100	0	800	800	0	200	0
598-0654	Rural Development Technical Services	7,300	7,300	5,622	1,225	453	1,900	453	0	0	0
598-0657	Health Technical Services Support	2,100	4,100	975	400	725	0	400	2,325	400	1,825
598-0780	Environmental Support Project	6,375	6,375	2,190	1,250	2,935	1,755	1,585	1,350	1,350	0
598-0782*	Parks in Peril	5,000	19,000	4,979	3,000	10,021	2,000	5,000	5,021	5,000	21
598-0784*	Environmental/Global Climate Change	7,508	25,000	7,505	7,620	9,875	4,000	5,000	4,875	4,875	0
598-0785	Caribbean Basin Growers Association	0	3,000	0	300	2,700	1,000	1,000	1,700	1,000	700
598-0790**	American Inst. Free Labor Dev.	2,454	2,565	1,565	1,000	0	0	0	0	0	0
598-0797	Trade and Investment Development	1,840	1,840	0	0	1,840	0	1,150	690	690	0
598-0807	Ag. & Nat. Res. Mgmt. Technical Services	0	10,250	0	0	0	0	1,447	8,803	1,800	6,993
598-XXXX	Support for Trade & Investment Sustainability in the Andean Reg	0	8,000	0	0	0	0	1,500	4,500	1,500	3,000
	SUBTOTAL	32,577	64,430	36,035	15,145	28,549	11,730	18,610	29,284	17,190	12,548
POPULATION											
598-0000	Program Development and Support	C	C	2,838	0	0	25	25	0	0	0
598-0606	Intercountry Technology Transfer	C	C	9,267	287	0	245	245	0	0	0
598-0657	Health Technical Services Support	0	2,000	0	0	0	0	400	1,600	400	1,200
	SUBTOTAL	0	2,000	12,106	287	0	270	670	1,600	400	1,200
HEALTH											
598-0000	Program Development and Support	C	C	1,853	0	0	100	100	0	0	0
598-0616/0690	Intercountry Technology Transfer/ADC Training	C	C	6,256	450	0	700	700	0	500	0
598-0657	Health Technical Services Project	8,941	15,191	4,260	3,150	1,531	1,000	3,000	4,781	1,850	3,131
598-0780	Environmental Support Project	300	300	0	0	300	100	100	200	100	100
	SUBTOTAL	9,241	15,491	12,169	3,600	1,831	1,900	3,900	4,981	2,250	3,231
CHILD SURVIVAL											
598-0000	Program Development and Support	C	C	60	0	0	50	50	0	0	0
598-0616/0660	Intercountry Technology Transfer/ADC Training	C	C	2,833	550	0	400	400	0	150	0
598-0657	Health Technical Services Support	10,459	16,209	6,232	3,578	649	2,310	1,931	4,488	1,500	2,968
598-0786	Accelerated Immunization II	9,862	9,862	2,000	2,000	5,862	2,000	2,000	3,862	2,000	1,862
	SUBTOTAL	20,121	25,871	11,125	6,128	6,311	4,760	4,381	8,130	3,650	4,630

TABLE V

SUMMARY PROGRAM FUNDING AND MORTGAGE TABLE
(\$000)

PROJECT NO.	PROJECT TITLE	AUTHORIZED LOP	PLANNED LOP	OBLIGATED THRU FY 91	FY 92 OYB	MORTGAGE AT END OF FY-92	FY 93 CP	FY 93 REVISED	MORTGAGE AT END OF FY-93	FY 94 REQUEST	MORTGAGE AT END OF FY-94
AIDS											
598-0616/0660	Intercountry Technology Transfer/ADC Training	C	C	2,875	1,300	0	1,000	1,000	0	1,500	0
598-0657	Health Technical Services Support	550	2,050	228	0	322	100	500	1,322	500	822
	SUBTOTAL	550	2,050	3,103	1,300	322	1,100	1,500	1,322	2,000	822
EDUCATION											
598-0000	Program Development and Support	C	C	1,613	0	0	100	100	0	100	0
598-0591	Human Rights Initiatives	4,273	4,523	4,273	250	0	0	0	0	0	0
598-0616/0660	Intercountry Technology Transfer/ADC Training	C	C	7,361	3,130	0	1,500	1,500	0	3,500	0
598-0651	Mexico Narcotic Demand Reduction	1,738	2,388	1,733	250	0	400	400	0	0	0
598-0658	Financial Management	4,729	4,945	4,673	216	0	0	0	0	0	0
598-0659	EHR Tech Services	4,370	5,070	1,741	110	2,519	750	750	1,789	850	919
598-0661*	CLASP II	86,250	92,301	39,201	17,600	29,449	16,500	17,000	12,449	18,500	0
598-0774	Advanced Training in Economics	7,000	7,000	3,496	0	3,504	1,000	1,000	2,504	1,000	1,504
598-0799**	AIFLD Union-to-Union	2,620	2,715	1,668	952	0	0	0	0	0	0
598-0790**	AIFLD	15,194	19,083	11,598	7,487	0	0	0	0	0	0
598-0791	Regional Technical Services Aid Center II	22,000	22,000	12,154	0	9,846	2,000	2,000	7,846	2,000	5,846
598-0800	Accountability and Financial Management	0	10,000	0	531	9,469	2,500	2,000	7,469	2,000	5,469
598-0802	Central America Journalism Improvement	12,280	13,033	8,913	250	3,870	0	2,600	1,270	1,270	0
598-0805	AIFLD Union-to-Union II	0	4,250	0	0	0	950	950	3,300	900	2,400
598-0806	AIFLD Core Grant II	0	30,000	0	0	0	7,000	7,000	23,000	6,650	16,350
598-0808	Andean Journalism Project	0	5,000	0	0	0	0	1,200	3,800	1,200	2,600
598-XXXX	Human Resources Policy and Planning Services	0	5,000	0	0	0	0	0	0	1,000	4,000
	SUBTOTAL	160,452	227,306	96,425	30,776	58,657	32,700	36,500	63,407	38,970	38,086
PSEE											
598-0000	Program Development and Support	C	C	4,712	500	0	800	800	0	625	0
598-0591	Human Rights Initiatives		C	13,870	1,205	0	1,050	450	0	0	0
598-0616/0660	Intercountry Technology Transfer/ADC Training	C	C	8,598	2,472	0	2,800	2,800	0	5,000	0
598-0642	Regional Administration of Justice	1,145	1,290	1,145	145	0	0	0	0	0	0
598-0770	Legislative Management Training	3,000	5,000	1,773	1,168	59	1,500	1,500	569	500	59
598-0772	Private Sector Institution Reform	10,800	10,800	6,426	1,800	2,574	1,800	1,800	774	774	0
598-0777	Chile Legislative Assistance Center	2,000	3,500	1,300	500	200	300	800	800	600	300
598-0779	Caribbean Project Development Facility	1,400	850	850	0	0	0	0	0	0	0
598-0780	Environmental Support Project	5,625	5,625	579	250	4,796	750	820	3,876	1,155	2,721
598-0784*	Environmental/Global Climate Change	815	5,000	815	600	3,585	1,000	1,000	2,585	1,125	1,460

TABLE V

SUMMARY PROGRAM FUNDING AND MORTGAGE TABLE
(\$000)

PROJECT NO.	PROJECT TITLE	AUTHORIZED LOP	PLANNED LOP	OBLIGATED THRU FY 91	FY 92 OYB	MORTGAGE AT END OF FY-92	FY 93 CP	FY 93 REVISED	MORTGAGE AT END OF FY-93	FY 94 REQUEST	MORTGAGE AT END OF FY-94
598-0790**	AIFLD	1,000	21,148	0	0	1,000	0	0	1,000	0	1,000
598-0793	Partners in Development and Volunteerism	3,800	3,800	500	800	2,500	800	800	1,700	800	900
598-0795*	Migratory Birds	500	500	500	0	0	0	0	0	0	0
598-0796	Chile Civic Education Program	2,300	2,300	800	800	900	800	800	300	300	0
598-0797	Trade and Investment Support	2,760	2,760	734	1,000	1,026	0	1,026	0	0	0
598-0798	Democratic Initiatives Technical Support	0	7,500	0	400	7,100	1,000	2,106	5,000	1,500	3,500
598-0799	Local/Municipal Government	0	2,000	0	0	2,000	500	500	1,500	500	1,000
598-0803	Civil - Military Relations	0	2,500	0	0	0	550	0	0	0	0
598-XXXX	U.S./Japan Environment Centers	0	40,000	0	0	0	0	0	0	20,000	20,000
598-XXXX	Support for Trade & Investment Sustainability in the Andean Reg	0	6,000	0	0	0	0	1,500	4,500	1,500	3,000
	SUBTOTAL	35,145	120,573	42,400	11,640	25,740	13,290	16,198	22,894	34,379	33,940
Economic Support Fund											
598-0591	Human Rights Initiatives	C	C	4,273	2,119	0	3,100	3,825	0	3,815	0
598-0642	Regional Administration of Justice	C	C	10,928	4,181	0	6,900	4,575	0	3,750	0
598-0644	Int'l. Investigative Training Asst. Program	19,849	34,349	19,649	4,700	10,000	5,000	5,000	5,000	5,000	0
598-0669	Regional AOJ Support Project	2,200	2,200	450	700	1,050	1,050	1,050	0	0	0
598-0790**	AIFLD	2,500	500	500	0	0	0	0	0	0	0
598-0802	CA Journalism Assessment - Ven.	0	50	0	50	0	0	0	0	0	0
598-0803	Civil - Military Relations	0	5,000	0	0	0	950	1,500	3,500	1,500	2,000
	SUBTOTAL	24,349	42,099	35,796	11,750	11,050	17,000	16,950	8,500	15,865	2,000
	TOTAL PROGRAM	282,435	519,820	251,161	80,625	132,460	82,710	97,707	138,898	112,704	97,480

*Earmarked by Congress

**Bureau Target

U:DRPUB/PSS/APFUND93.WK1

Buy-ins to Centrally Managed Projects

LAC/DR/HPN - From the HNTSS Project

WASH III
PRITECH
ADDR
Healthcom
ORS Procurement
AIDSCAP

LAC/DR/RD - From the ARDTS Project

ACCESS II
DESFIL II

- From the CBGA Project
EXITOS (Managed by ROCAP)

LAC/DR/E - From E/GCC

GENESYS
Conservation of Biological Diversity
Parks-in-Peril
Advanced Developed Country Training
Energy Training Project
Energy Policy Development and Conservation

- From ESP
Science, Engineering and Diplomacy Fellows Program (AAAS)

LAC BUREAU STRATEGIC OBJECTIVE
BROAD-BASED, SUSTAINABLE ECONOMIC GROWTH

LAC/TI STRATEGIC OBJECTIVE #1
Improved investment climates and liberalized trade in LAC countries.

PROGRAM OUTPUT #1
Increased Diversification of Production in LAC countries, including increases in non-traditional exports as a percentage of total exports.

PROGRAM OUTPUT #2
Increased international trade as a percentage of GDP in LAC Countries

PROGRAM OUTPUT #3
Increased exports as a percentage of imports in LAC Countries

PROGRAM OUTPUT #4
Increased foreign and local private direct investment in LAC Countries

LAC/TI ACTIVITIES
The services of long and short-term advisors are used to provide:
Strategic Program Design
Technical Assistance in Legal, Regulatory and Judicial Improvements
Outreach to U.S. Businesses to Identify LAC Business Opportunities
Seminars For Host-Country Businesses on How to Do Business with the U.S.

LAC/DE/ID STRATEGIC OBJECTIVE #2
*Increased investment and trade in
agricultural products in the Caribbean*

PROGRAM OUTPUT #2
*Strengthened links between
grower's associations to
manage relevant applied
research, foster a better policy
environment and expand
markets*

CBGA ACTIVITIES
*Strengthen CBGA through
commissioned research and
policy analysis/education*

**MIAMI MARKET NEWS
ACTIVITIES**
*Assist Miami Market News in
providing market intelligence
for Caribbean growers*

Table 1A: Monitoring the Achievement of Strategic Objectives

Country: LAC Regional

LAC Bureau Objective and Sub-Objective: (1) Achievement of broadly-based, sustainable economic growth:

Mission Strategic Objective: Increased investment and trade in horticultural products in the Caribbean Basin

Performance Indicator	Unit	Baseline		Target (LOP)		Revised	Current Year 1992		1992 target		Data Source
		value	date	value	date		value	date	value	date	
1. Increase in the value of trade of horticultural commodities by participating associations and their members	U.S. Dollars										- CBGA data - Economic indicators for the Caribbean Basin
2. Increased private sector investment in horticultural production and marketing as represented by new initiatives undertaken by participating associations and their members	U.S. Dollars										
3. Expansion of the range of available technologies for environmentally sound, yet market-oriented production through grower-directed research											

Table 1B: Monitoring the Achievement of Program Outputs

Country: LAC Regional

LAC Bureau Objective: (1) Achievement of broadly-based, sustainable economic growth:
and Sub-Objective:

LAC Regional Strategic Objective: Increased investment and trade in horticultural products in the Caribbean

Program Outputs	Program Indicators	Unit	Baseline		Target (LOP)		Revised	Current Year 1992		1993 Target		Data Source
			value	date	value	date		value	date	value	date	
1. Applied research system established, functioning and producing deliverable results	1. 20 grower-identified problems with production, cultural practices, pest management or post-harvest handling are researched and results published											
2. Information management system capable of timely and accurate collection, analysis and distribution of market and regulatory information	1. 16 quarterly summaries of volumes of selected crops imported into the U.S. 2. 8 semiannual summaries of USDA/APHIS lists of admissible crops from each CBI country 3. 8 semiannual bulletins documenting EPA registration of pesticides applicable on major CBI crops 4. 4 year-end reports of major crops by producing countries 5. Periodic bulletins on major decisions by regulatory agencies, e.g. EPA, FDA, APHIS and CBI customs services											
3. Public affairs program involving public and private sector entities created to monitor growth and regulation of Caribbean horticulture trade	1. x number of member initiatives presented to regulatory and policy making bodies											
4. Markets stabilized through the collection, analysis and dissemination of price and volume information on horticultural products from the Caribbean entering U.S. markets through Florida ports	1. Continuing publication of Daily Dock Price, Origin and Shipping Point, and Wholesale Market Reports; twice weekly Ornamental Report											

Table 2
Strategic Objective / Activity Matrix

LAC Bureau Objective:

Support the achievement of broadly-based, sustainable economic growth

LAC Reg. Strategic Objective:

Increased investment and trade in horticultural products in the Caribbean Basin

Program Outputs	Source of Support	
	Title	No.
The CBGA will promote:	Caribbean Basin Growers' Association	598-0785
1) increased exports of horticultural products from the Caribbean Basin		
2) increased private sector investment in horticultural production and marketing		
3) the dissemination of environmentally sound production technologies and market information		
4) Market stabilized through market information dissemination	Agricultural and Rural Development Technical Services Project	598-0654

LAC/DR/EHR Objective Tree

LAC Bureau Objectives

- Support the achievement of broadly-based, sustainable economic growth
- Support the evolution of stable, participatory democracies

LAC Strategic Objective

Improved human resources skills & understanding of free enterprise economy in democratic societies

<i>Program Outputs</i>	Skilled and trained women and men in selected academic, professional and technical disciplines and in leadership	Increased use of university textbooks that promote current knowledge in selected academic disciplines and free market democratic principles	increased self-reliance of NAPA to strengthen LAC regional centers and provide TA and training focussed on LAC objectives	Strengthened EHR research & information, applied TA & improved policy reform and management of education finance systems
<i>Program Output Indicators</i>	<ul style="list-style-type: none"> - # of trained economists on MA and PHD level in CA, SA and CARIB. - # of long and short term CLASP/CASS/ADC trainees employed in LAC region 	<ul style="list-style-type: none"> - affordable texts widely distributed throughout CA, SA and DR, - private sector publishers universities, book stores, USAID establishing institutionalised RTAC 	<ul style="list-style-type: none"> - # of workshops and TA for planning, management, evaluation and self-financing programs, - # of small development grants, and effective M & E system 	<ul style="list-style-type: none"> - # of TA and TSO for education research and design, policy reform, and financial analysis - # of policy planning seminars, and publications
<i>Projects and Activities</i>	ATIE CLASP CASS ADCT LCA	RTAC - II	NAPA	EHRTS

ESP
E/GCC
LAC TECH

Abbrev.: ATIE, Advanced Training in Economics; CLASP, Caribbean Latin American Scholarship Program; CASS, Cooperative Association of States for Scholars; ADCT, Advanced Developing Country Training; LCA, Leadership Center for the Americas; RTAC-II, Regional Technical Assistance Center; NAPA, National Association of Partners of the Americas; EHRTS, Education and Human Resources Technical Services.

Table 2
LAC/DR/EHR Strategic Objective / Activity Matrix

LAC Bureau Objectives: (1) Support the achievement of broadly-based, sustainable economic growth
(2) Support the Evolution of Stable, Participatory Democracies

LAC Reg. Strategic Objective: Improved Human Resources Skills and Understanding of Free Enterprise Economy in Democratic Societies

Outputs	Source of Support	
	Title	No.
increased #s of women and men in academic & technical training & in leadership	Caribbean Latin American Scholarship Program	598-0661
	Cooperative Association of States for Scholars	598-0640
	Advanced Training in Economics	598-0774
	Advanced Development Country Training	598-0660
increased use of university textbooks that promote current knowledge in selected academic disciplines and free market democratic principles	Regional Technical Assistance Center II	597-0011
increased self-reliance of NAPA to strengthen LAC regional centers and provide TA and training focussed on the LAC objectives	National Association of Partners of the Americas	598-0436
Strengthened educ. research & information, applied TA, & improved policy reform and management of finances	Education and Human Resources Technical Services	598-0659

LAC BUREAU
PROGRAM GOAL

Achieve broadly-based sustainable economic growth by encouraging increased economic opportunities for the disadvantaged

LAC/DR Strategic
Objective #3:

Increased effectiveness and efficiency of immunization services

INDICATORS:

- Reduced missed opportunities to vaccinate in 8 priority countries
- Increased 'municipios' with 95% coverage of OPV1 or DPT1

PROGRAM
OUTPUTS

Improved norms, training, and supervision for neonatal tetanus and measles vaccine delivery, and for avoiding missed opportunities

- Countries have new field guides or manuals with improved norms on measles and neonatal tetanus immunization and for avoiding missed opportunities
- Country plans show use of new manuals for training and supervision
- ICCs monitor implementation of training and supervision with new manuals as planned

Improved geographic targeting of immunization program resources

- Proper and fair share of resources allocated to districts with lower than average coverage or higher than average disease incidence, not necessarily in proportion to population size, but proportional to the size of their problems

Decreased reliance on donor financing for immunization services

- Increased proportion of recurrent costs of immunization programs paid with national funds in all countries in 1995, compared with 1990

Improved institutionalization of immunization program planning and monitoring

- Increased number and variety of national organizations participating in ICCs
- Increased number of ICCs adopting and maintaining financial monitoring of Annual Plans
- Increased number of ICCs with:
 - published schedules
 - open agendas
 - consultation on new actions
 - published minutes

Table 1A: Monitoring the Achievement of Strategic Objectives

Country: LAC/DR

LAC Bureau Objective and Sub-Objective: Achieve broadly-based, sustainable economic growth by encouraging increased economic opportunities for the disadvantage

Mission Strategic Objective #3: Increased effectiveness and efficiency of immunization services

Performance Indicator	Unit	Baseline		Target		Revised	Current Year 1992		1993 Target		Data Source
		value	date	value	date		value	date	value	date	
1. Missed opportunities to vaccinate reduced by 50% in nine priority countries	% of opportunities missed	BO 32% PE 48%	1990	BO 16% PE 43%	1995		none pj. started July 1991		BO 29% PE 43%		PAHO Study Results
		EC 34% HS NA		EC 17% HA TBD					EC 31% HA NA		
		ES 45% DR NA		ES 23% DR TBD					ES 41% DR NA		
3. Municipios with 95% coverage with OPV1 or DPT1	% coverage of children under 1	GU 50%	June 1990	GU 25%	1995		none pj. started July 1991		GU 45%	Sept. 1993	PAHO EPI Data Sysyter
		HO 45%		HO 45%					HO 41%		
		NI 66%		NI 33%				NI 60%			

* 60% of municipios had 80% or higher coverage in 1990.

**Table 2
Strategic Objective / Activity Matrix**

LAC Bureau Objective: Achieve broadly-based sustainable economic growth by encouraging increased economic opportunities for the disadvantaged

LAC Reg. Strategic Objective #3: Increased effectiveness and efficiency of immunization services

Outputs	Source of Support	
	Title	No.
1. Improved norms, training, and supervision for neonatal tetanus and measles vaccine delivery and for avoiding missed opportunities	Accelerated Immunization II	598-0786
2. Improved geographic targeting of immunization program resources	Accelerated Immunization II	598-0786
3. Decreased reliance on donor financing for immunization services	Accelerated Immunization II	598-0786
4. Improved institutionalization of immunization program planning and monitoring	Accelerated Immunization II	598-0786

LAC/DR/E Objective Tree

LAC Bureau Obj. Support the achievement of broadly-based, sustainable economic growth

LAC Bureau Subobj. Encourage preservation and sustainable use of the natural resource base

Strategic Objective Improved practices for management and conservation of natural resources

Performance Indicators

- Hectareage of legally established protected areas increased by 20% by 1996
- Rates of deforestation decline
- Effective institutions in place for management and conservation of resources

<i>Program Outputs</i>	Parks and protected areas better managed for conservation of biodiversity	Forest resources increasingly managed for sustainable production and multiple uses and for reduction of greenhouse gas emissions	Trained cadre of skilled protected area managers and natural resource management professionals	Strengthened, sustainable, and effective environmental organizations	Improved exchange of information and appropriate technology for natural resource management	Policy and regulatory framework support improved management of natural resources
<i>Program Output Indicators</i>	- % of parks with on-site protection - Increased hectareage under protection	- Increase in area under sustainable management	- # of park directors trained - # of rangers and extension agents	- Diversified funding sources provide adequate level of financial security	- Monitoring programs standardized and coordinated - Cooperative networks actively sharing data among organizations and research institutions	- # of National Conservation Strategies and Environmental Action Plans developed - Host countries have adopted and are applying their own Environmental Impact Assessment procedures
<i>Projects and Activities</i>	PIP ESP E/GCC	E/GCC ESP LACTECH	PIP ESP E/GCC	PIP ESP E/GCC	NMBC U.S./JAPAN CENTERS PIP	ESP E/GCC LACTECH

Abbrev.: ESP, Environmental Support Project; PIP, Parks in Peril; E/GCC, Environment/Global Climate Change; NMBC, Neotropical Migratory Bird Conservation; ARDTS, Agriculture & Rural Development Technical Support; DESFSL, Development Strategies for Fragile Lands

**Table 2
Strategic Objective / Activity Matrix**

LAC Bureau Objective: Support the achievement of broadly-based, sustainable economic growth

LAC Reg. Strategic Objective: Improved practices for management and conservation of natural resources

Outputs	Source of Support	
	Title	No.
1. Parks & Protected Areas better managed for biodiversity conservation	Parks in Peril	598-0782
	Environmental Support Project	598-0780
	Environment/Global Climate Change	598-0784
2. Forest resources increasingly managed for sustainable production and multiple uses and for reduction of greenhouse gas emissions	Environment/Global Climate Change	598-0884
	Environmental Support Project	598-0780
	LAC Technical Services	598-0654
3. Trained cadre of skilled protected area managers and natural resource management professionals	Parks in Peril	598-0780
	Environmental Support Project	598-0782
	Environment/Global Climate Change	598-0784
4. Strengthened, sustainable, and effective environmental organizations	Parks in Peril	598-0782
	Environmental Support Project	598-0780
	Environment/Global Climate Change	598-0784
5. Improved exchange of information and appropriate technology for natural resource management	Neotropical Migratory Bird Conservation	598-0795
	U.S./Japan Centers	TBD
	Parks in Peril	598-0782
6. Policy and regulatory framework support improved management of natural resources	Environmental Support Project	598-0780
	LAC Technical Services	598-0654
	Environment/Global Climate Change	598-0784

LAC BUREAU STRATEGIC OBJECTIVE
BROAD-BASED, SUSTAINABLE ECONOMIC GROWTH

LAC/DR/ID STRATEGIC OBJECTIVE #1

Increased Bureau and Mission commitment to (1) analyze host country agricultural and natural resources, and (2) take appropriate action to design and implement effective programs needed for economic, social and political development.

PROGRAM OUTPUT #1

LAC missions, A.I.D. regional Bureaus and international donors have better addressed policy induced distortions affecting the agricultural and natural resource sectors

PROGRAM OUTPUT #2

LAC missions, A.I.D. regional Bureaus and international donors have better addressed constraints impeding growth in agricultural investment, production and trade

PROGRAM OUTPUT #3

LAC missions, A.I.D. regional Bureaus and international donors have better addressed efforts to increase small farmer incomes and employment opportunities

PROGRAM OUTPUT #4

LAC missions, A.I.D. regional Bureaus and international donors have better addressed sustainable production from forests and other renewable natural resources

LAC TECH ACTIVITIES

The services of long and short-term advisors are used to provide:
Concept papers
Program Design
Strategic Evaluations
Special Studies
Assistance with AID/W Reviews
Seminars/Workshops
Liaison/Networking

Drafted: J.Salvo: U: VDR/PUB/STRAT/08

LAC/DR/RD

Table 1A: Monitoring the Achievement of Strategic Objectives

Country: LAC Regional

LAC Bureau Objective and Sub-Objective:

(1) Achievement of broadly-based, sustainable economic growth:

Mission Strategic Objective:

Increased Bureau and Mission commitment to 1) analyze host country agricultural and natural resources, and 2) take appropriate action to design and implement effective programs needed for economic, social and political development.

Performance Indicator	Unit	Baseline		Target (LOP)		Revised	Current Year 1992		1993 Target		Data Source
		value	date	value	date		value	date	value	date	
Strategies and Programs in LAC Bureau and missions benefitted by LAC TECH services	Number of LAC Bureau programs and strategies benefitted			8	8/98				2	8/93	- Bureau documents
	Number of LAC missions benefitted			75%	8/98				50%	8/93	- POD/APs - Bureau documents

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Table 1B: Monitoring the Achievement of Program Outputs

Country: LAC Regional

LAC Bureau Objective: (1) Achievement of broadly-based, sustainable economic growth:
 and Sub-Objective:

LAC Regional Strategic Objective: Increased Bureau and Mission commitment to 1) analyze host country agricultural and natural resources, and
 2) take appropriate action to design and implement effective programs needed for economic, social and political development.

Program Outputs	Program Indicators	Unit	Baseline		Target (LOP)		Revised	Current Year 1992		1993 Target		Data Source	
			value	date	value	date		value	date	value	date		
1. LAC missions and other A.I.D. regional Bureaus have better addressed policy induced distortions affecting the agricultural and natural resource sectors	Number of LAC TECH Products	Reports, seminars, training workshops and other project outputs	0	8/88	80/yr	8/98				70/yr		LAC TECH Project data	
2. LAC missions and other A.I.D. regional Bureaus have better addressed constraints impeding growth in agricultural investment, production and trade													
3. LAC missions and other A.I.D. regional Bureaus have better addressed efforts to increase small farmer incomes and employment opportunities													
4. LAC missions and other A.I.D. regional Bureaus have better addressed sustainable production from forests and other renewable natural resources													

**Table 2
Strategic Objective / Activity Matrix**

LAC Bureau Objective:

Support the achievement of broadly-based, sustainable economic growth

LAC Reg. Strategic Objective:

Increased Bureau and Mission commitment to 1) analyze host country agricultural and natural resources, and 2) take appropriate action to design and implement effective programs needed for economic, social and political development

Program Outputs	Source of Support	
	Title	No.
LAC missions and bureaus have better addressed:	Agriculture and Rural Development Technical Services	598-0654
1) policy induced distortions affecting the agricultural and natural resource sectors		
2) constraints impeding growth in agricultural investment, production and trade		
3) efforts to increase small farmer incomes and employment opportunities		
4) sustainable production from forests and other renewable natural resources		
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LAC
Objective

Achieve broadly-based, sustainable economic growth by encouraging increased economic opportunities for the disadvantaged

LAC/DR Independent
Activity #3:

Increased Mission capacity in selected Health, Population, and Nutrition program and policy areas facilitating improved accessibility, effectiveness, and sustainability of HPN programs

INDICATORS:

Mission use of project products and services in programming, documentation, and actions:

- project planning
- project implementation
- project evaluation
- policy dialogue
- donor coordination
- selection of AID central support

**PROGRAM
OUTPUTS**

Products and services supporting HPN policy reform, improved financial and management systems, and better nutrition programming

- Studies
- Management Tools
- Workshops
- Information dissemination

**Table 2
Strategic Objective / Activity Matrix**

LAC Bureau Objective:

Achieve broadly-based economic growth by encouraging increased economic opportunities for the disadvantaged

LAC Reg. Strategic Objective:

Increased mission capacity in selected health, population, and nutrition program and policy areas facilitating improved accessibility, effectiveness, and sustainability of HPN programs

Outputs	Source of Support	
	Title	No.
1. Products and services: supporting HPN policy reform, improve financial and management systems, and nutrition programs	Health and Nutrition Technical Services Support Project	598-0657

LAC
BUREAU
PROGRAM
GOAL

Respond to specific challenges of epidemics that threaten the region

INDICATORS:

LAC/DR Independent
Activity #4:

Increased mission capacity to assist countries to prevent and control cholera

Mission use of project products and services to support country efforts to prevent and control cholera

PROGRAM
OUTPUTS

Full range of products and services available to prevent and control cholera

Products and services available in the following areas:

- 1) Response to cholera cases
 - identification of cases
 - disease surveillance
 - health communications regarding seeking treatment
 - clinical assessment and treatment of cases
- 2) Short-term prevention activities
 - latrine design and location
 - proper food preparation and storage
 - proper storage and decontamination of drinking water
 - appropriate personal hygiene
- 3) Long-term prevention activities
 - w/s sector realignment
 - w/s maintenance and operation
 - w/s design

Table 1B: Monitoring the Achievement of Program Outputs

Country: LAC/DR

LAC Bureau Objective: Respond to specific challenges of epidemics that threaten the region
 and Sub-Objective:

LAC Regional Mission and Bureau Support Activity: Increased mission capacity to assist countries to prevent and control cholera

Program Outputs	Program Indicators	Unit	Baseline		Target		Revised	Current Year 1992		1993 Target		Data Source
			value	date	value	date		value	date	value	date	
1 Products and services available in the following areas:	1 Respond to cholera cases:											
	a. Identification of cases	# sources of assistance	3 ADDR CDC PRITECH	Sept. 1991	2	continuous		2	Sept. 1991	2	Continuous	Project Records
	b. disease surveillance	# sources of assistance	1 CDC	Sept. 1991	1	continuous		1	Sept. 1991	1	Continuous	Project Records
	c. health communications re: seeking treatment	# sources of assistance	1 HECOM	Sept. 1991	1	continuous		1	Sept. 1991	1	Continuous	Project Records
	d. clinical assessment and treatment of cases	# sources of assistance	5 ORS PHS PRITECH ADDR CDC	Sept. 1991	5	continuous		5	Sept. 1991	5	Continuous	Project Records

Table 1B: Monitoring the Achievement of Program Outputs

Country: LAC/DR

LAC Bureau Objective: Respond to specific challenges of epidemics that threaten the region
 and Sub-Objective:

LAC Regional Mission and Bureau Support Activity: Increased mission capacity to assist countries to prevent and control cholera

Program Outputs	Program Indicators	Unit	Baseline		Target		Revised	Current Year 1992		1993 Target		Data Source
			value	date	value	date		value	date	value	date	
1. Products and services available in the following areas	2. Long-term prevention activities:											
	a. w/s sector realignment	# sources of assistance	2 PRITECH WASH	Sept. 1991	2 PRITECH WASH	continuous		2 PRITECH WASH	continuous	2 PRITECH WASH	continuous	Project Records
	b. w/s maintenance and operation	# sources of assistance	1 WASH	Sept. 1991	1 WASH	continuous		1 WASH	continuous	1 WASH	continuous	Project Records
	c. w/s design	# sources of assistance	1 WASH	Sept. 1991	1 WASH	continuous		1 WASH	continuous	1 WASH	continuous	Project Records

Table 1A: Monitoring the Achievement of Mission and Bureau Support Activities

Country: LAC/DR

LAC Bureau Objective and Sub-Objective: Respond to specific challenges of epidemics that threaten the region

Mission and Bureau Support Activity: Increased mission capacity to assist countries to prevent and control cholera

Performance Indicator	Unit	Baseline		Target		Revised	Current Year 1992		1993 Target		Data Source
		value	date	value	date		value	date	value	date	
1. Mission use of project products and services to support country efforts to prevent and control cholera	Mission request for assistance satisfied	0	July 1991	300	Sept. 1993		140	June 1992	160	Sept. 1993	Cholera Tracking System

**Table 2
Strategic Objective / Activity Matrix**

LAC Bureau Objective: Respond to specific challenges of epidemics that threaten the region

LAC Reg. Strategic Objective: Increased mission capacity to assist countries to prevent and control cholera

Outputs	Source of Support	
	Title	No.
1. Respond to cholera cases	Health and Nutrition Technical Services Support Project	598-0786
2. Short-term prevention activities	Health and Nutrition Technical Services Support Project	598-0786
3. Long-term prevention activities	Health and Nutrition Technical Services Support Project	598-0786

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LAC REGIONAL PROGRAM OBJECTIVES
DOCUMENT AND ACTION PLAN
OTHER WEST INDIES-EASTERN CARIBBEAN REG
COUNTRY DEV. STRATEGY STATEMENT (CDSS)

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