

PD-ABI-823
1-28-83

USAID/BELIZE SEMI-ANNUAL REPORT
as of March 31, 1993

MISSION DIRECTOR'S OVERVIEW

A. Portfolio Overview

The transition to a more narrowly focused program continued during the period as planned. Implementation of the relatively new projects supporting the strategic program gathered momentum. Three of thirteen projects in the Mission's portfolio demonstrated sufficiently strong performance to justify an "A" rating. None had problems so serious as to warrant a "C" rating. Start-up problems which gave the Rural Access Bridges project a "C" rating in the last SAR were largely resolved during the period.

Two projects (Commercialization of Alternative Crops and Special Development Activities) terminated during the period. A third project (Livestock Production) was essentially completed, but the PACD was extended for six months to complete one limited activity; all other activities under that project have been concluded. There were no new project starts.

As predicted in the last SAR, expenditures increased dramatically as implementation of the newer projects got more fully underway.

Significant Accomplishments

Implementation continued to accelerate under both projects supporting the Missions main strategic objective (use of natural resources improved):

A cooperative agreement was signed with World Wildlife Fund (WWF) in December to provide technical assistance and support implementation of the Natural Resources Management and Protection (NARMAP) project. Most of the start-up commodities arrived. Four long-term participants began training in U.S. universities and the remaining 12 long-term participants were selected.

Under the Tourism Management project the initial package of six short-term technical assistance assignments also started during the period, commodities were delivered and two long-term participants began training.

Several key indicators of progress (for the projects and the strategic objective) were recorded. The Ministries of Natural Resources and Tourism and Environment both added staff as called for in the agreements. An Environmental Protection Act was passed. The status of critical habitats was assessed; although 35 percent of the country is under some form of protected status, several important sites were identified as still needing protection.

Significant steps were taken to enhance effectiveness of the modest resources programmed to support the Mission's second strategic objective (Government's fiscal resources improved). Agreements were reached to reorient our Development Training Scholarship (DTS) project to increase its focus on this objective and better complement related efforts of the GOB itself and other donors.

Exports of papayas, a non-traditional crop introduced through our Commercialization of Alternative Crops project, continued to grow; shipments during the first three months of CY 1993 were nearly 66 percent of the total shipped in CY 1992.

Other bright spots in the Mission portfolio included Drug Awareness Education and the Central America Peace Scholarships projects, which continue to exceed expectations.

Problem Areas

The two problems highlighted in the last SAR have largely been resolved. The Ministry of Works has finally appointed the personnel needed to complete road and bridge designs and initial construction has been contracted. While still not totally problem free, the current situation and prospects are significantly better. The Chamber of Commerce has secured alternative revenue sources which should adequately support continuation of its trade and investment promotion activities. However, the timing is very tight and there remains a prospect of serious cash flow difficulties in the period immediately after A.I.D. funding terminates.

Although a great deal of progress was realized under the NARMAP project during the period, delays were encountered in mobilizing the technical assistance team to implement the sustainable agriculture component (under WWF subcontract to Winrock International). Advisors arrived in-country and began recruiting local staff in April (after the SAR period), so completion by the PACD is not currently threatened.

The Belize Institute of Management (BIM), which is supported under the private sector component of the Training for Employment and Productivity project, again changed key management personnel in an effort to improve performance and financial sustainability. Time is drawing short as the project completion date is September 30, 1993.

B. USAID's Portfolio Management

The process of staff reduction continued during the period with the elimination of one FSN project manager position in the Agriculture Development Office. Staff resources, although stretched thin, remain adequate to manage the portfolio.

A major management effort to update the Mission Orders was completed. This included codifying procedures for managing the Mission's projects and incorporated linkages to strategic objectives and the Program Performance Appraisal System.

Semiannual Review and Reporting System

The Mission follows the SAR format and procedures established by the LAC Bureau. Individual SAR reports and summary financial tables are prepared for each project as of the end of March and the end of September. These are reviewed in a meeting of USAID staff with the A.I.D. Representative structured according to the Mission's strategic objectives. The Mission Director's narrative is prepared based on this review.

The fall portfolio review is more extensive exercise, involving a series of preliminary meetings with counterparts and participation by an LAC Bureau representative in the Mission's review. The results of the fall review, including program level implications, are incorporated into the Mission's annual Action Plan.

USAID/Belize considers this system fully adequate for all purposes outlined in recent cables on establishing an Agency-wide portfolio review system. We strongly encourage resistance to the temptation to pack additional data into the project level reports, which already contain more than can be absorbed above the Mission level. We would also note that, with late obligations due to budget uncertainties, the end of the year pipeline is skewed upward. In addition, for older projects with little or no recent obligation activity, the matrix flags projects with even modest pipelines. See the footnote on our matrix.

C. Pipeline Analysis

As noted in the overview above and as predicted in the last SAR, expenditures increased significantly during the period. Deobligations from terminating projects and the fact that no new obligations were made during the period further increased the impact on the pipeline, which stood at just over \$8.3 million at the end of March compared to \$11.7 million as of the end of September 1992, and compared to project obligations of over \$6.0 million in FY 1992.

Only one project has a pipeline amount over three years old, and that is the residual of the CAPS I project--funds obligated for participant training now being completed. One additional project has funds more than two years old; that project will also be completed this fiscal year.

FILE:6AR93A

FINANCIAL SUMMARY OF USAID/BELIZE PORTFOLIO
OCTOBER 1, 1992 THROUGH MARCH 31, 1993 (\$000)

| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | (9) | (10) | (11) | (12) | (13) | (14) | (15) | (16) | (17) | (18) |
|---------------------------------------|-----------------------|----------|----------------------|-------------------|------------------|---------------------|------------------|------------------------|----------------------|----------|-----------------------|--------------------------|--------------------------|-------------------------|----------------------------|-----------------|------------------------|
| PROJECT NO. | PROGRAM/PROJECT TITLE | CATEGORY | DATE OF INIT. OBLIG. | LAST REVISED PACD | % OF LOP ELAPSED | % OF OBLIG. EXPEND. | AUTH. LOP AMOUNT | CURRENT OBLIG. TO DATE | CUMUL. AMOUNT OBLIG. | MORTGAGE | BEGINNING FY PIPELINE | PLANNED SEMESTER EXPEND. | ACCRUED SEMESTER EXPEND. | ACCRUED AS % OF PLANNED | CUMULATIVE ACCRUED EXPEND. | ENDING PIPELINE | PLANNED EXPEND. (NEXT) |
| ACTIVE PROJECTS | | | | | | | | | | | | | | | | | |
| STRATEGIC OBJECTIVE 1 | | | | | | | | | | | | | | | | | |
| 505-0043 | Natrl Rsrce Mgmt (G) | B | 24-Sep-91 | 30-Sep-96 | 30% | 17% | 8,500 | 0 | 3,100 | 5,400 | 2,908 | 600 | 320 | 53% | 512 | 2,588 | 600 |
| 505-0044 | Tourism Mgmt (G) | B | 24-Sep-91 | 30-Sep-96 | 30% | 39% | 3,000 | 0 | 1,408 | 1,592 | 1,239 | 290 | 379 | 131% | 548 | 860 | 230 |
| SUBTOTAL STRATEGIC OBJECTIVE 1 | | | | | | 24% | 11,500 | 0 | 4,508 | 6,992 | 4,147 | 890 | 699 | 79% | 1,060 | 3,448 | 830 |
| STRATEGIC OBJECTIVE 2 | | | | | | | | | | | | | | | | | |
| 505-0041 | Dev Trng Schol (G) | B | 01-Jul-91 | 30-Jun-99 | 22% | 31% | 1,400 | 0 | 510 | 890 | 483 | 50 | 129 | 258% | 156 | 354 | 25 |
| SUBTOTAL STRATEGIC OBJECTIVE 2 | | | | | | 31% | 1,400 | 0 | 510 | 890 | 483 | 50 | 129 | 268% | 156 | 354 | 25 |
| OTHERS | | | | | | | | | | | | | | | | | |
| 505-0006 | Livestock Prod (G) | B | 26-Aug-83 | 30-Jun-93 | 97% | 98% | 4,204* | (46) | 4,204 | 0 | 394 | 301 | 275 | 91% | 4,131 | 73 | 0 |
| | Livestock Prod (L) | B | 26-Aug-83 | 30-Jun-93 | 97% | 100% | 1,900* | 0 | 1,900 | 0 | 0 | 0 | 0 | | 1,900 | 0 | 0 |
| 505-0008 | Comm Alt Crops (G) | B | 25-Sep-85 | 31-Dec-92 | 100% | 100% | 7,562* | (538) | 7,562 | 0 | 831 | 393 | 275 | 70% | 7,544 | 18 | 0 |
| 505-0010 | Spec Dev Act (G) | B | 15-Jun-84 | 31-Dec-92 | 100% | 100% | 99* | (31) | 99 | 0 | 16 | 2 | (15) | | 99 | 0 | 0 |
| 505-0018 | Incr Prod/Health (G) | B | 26-Mar-85 | 30-Sep-93 | 94% | 90% | 7,285 | 0 | 7,285 | 0 | 935 | 250 | 239 | 96% | 6,589 | 696 | 650 |
| 505-0020 | Trng Empl & Prod (G) | B | 30-Sep-85 | 30-Sep-93 | 94% | 81% | 7,200* | 0 | 7,200 | 0 | 1,526 | 348 | 188 | 54% | 5,862 | 1,338 | 700 |
| 505-0027 | Exp & Invest Pro (G) | B | 24-Jul-86 | 23-Jul-93 | 96% | 97% | 4,755* | 0 | 4,755 | 0 | 676 | 410 | 539 | 131% | 4,618 | 137 | 137 |
| 505-0033 | Drug Awareness (G) | A | 23-Sep-85 | 30-Jun-93 | 97% | 91% | 1,876 | 0 | 1,876 | 0 | 262 | 261 | 89 | 34% | 1,703 | 173 | 75 |
| 505-0039 | CAPS I (G) | A | 24-Apr-87 | 30-Sep-93 | 92% | 95% | 2,000 | 0 | 2,000 | 0 | 188 | 65 | 84 | 129% | 1,896 | 104 | 104 |
| 505-0042 | Rur Access Brdgs (G) | B | 24-Sep-91 | 30-Sep-96 | 30% | 4% | 4,500* | 0 | 1,550 | 2,950 | 1,549 | 260 | 62 | 24% | 63 | 1,487 | 400 |
| 505-0047 | CAPS II (G) | A | 28-Jun-90 | 30-Sep-98 | 33% | 49% | 1,800 | 0 | 947 | 853 | 725 | 60 | 238 | 397% | 460 | 487 | 150 |
| SUBTOTAL OTHERS | | | | | | 89% | 43,181 | (615) | 39,378 | 3,803 | 7,102 | 2,350 | 1,974 | 84% | 34,865 | 4,513 | 2,216 |
| SUBTOTAL ACTIVE PROJECTS | | | | | | 81% | 56,081 | (615) | 44,396 | 11,685 | 11,732 | 3,290 | 2,802 | 85% | 36,081 | 8,315 | 3,071 |
| ACTIVE PROGRAM | | | | | | | | | | | | | | | | | |
| SUBTOTAL ACTIVE PROGRAM | | | | | | | | | | | | | | | | | |
| TERMINATED PROJECTS | | | | | | | | | | | | | | | | | |
| 505-0011 | Nat Dev Fdn (G) | | 27-May-83 | 30-Sep-92 | 100% | 100% | 1,722 | 0 | 1,722 | 0 | 0 | 0 | 0 | | 1,722 | 0 | |
| 505-0016 | Toledo Ag Mktg (G) | | 30-Jul-87 | 30-Jun-92 | 100% | 100% | 2,325* | (87) | 2,325 | 0 | 0 | 0 | (88) | | 2,324 | 1 | |
| SUBTOTAL TERMINATED PROJECTS | | | | | | | 4,047 | (87) | 4,047 | 0 | 0 | 0 | (88) | 0 | 4,046 | 1 | 0 |

*1 Authorized LOP amounts have been reduced to reflect actual/planned obligations.

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USAID/BELIZE

March 31, 1993

| PROJECT NO. (1) | PROGRAM/PROJECT TITLE (2) | CUMULATIVE OBLIGATION (3) | FY OBLIGATIONS (4) | | | | | | | | | PIPELINE (5) | PIPELINE BY FY (6) | | | | | | | | | | | | |
|--------------------------------|---------------------------|---------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|--------------|--------------------|-------|------|-------|------|------|------|------|-------|-------|-------|-------|---|
| | | | 1983-85 | 1986 | 1987 | 1988 | 1989 | 1990 | 1991 | 1992 | 1993 | | 1983-85 | 1986 | 1987 | 1988 | 1989 | 1990 | 1991 | 1992 | 1993 | | | | |
| ACTIVE PROJECTS | | | | | | | | | | | | | | | | | | | | | | | | | |
| STRATEGIC OBJECTIVE 1 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 505-0043 | Natrl Rsrce Mgmt (G) | 3,100 | | | | | | | | | | | 1,000 | 2,100 | | 2,588 | 0 | 0 | 0 | 0 | 0 | 0 | 488 | 2,100 | 0 |
| 505-0044 | Tourism Mgmt (G) | 1,408 | | | | | | | | | | | 508 | 900 | | 860 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 860 | 0 |
| SUBTOTAL STRATEGIC OBJECTIVE 1 | | 4,508 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,508 | 3,000 | 0 | 3,448 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 488 | 2,960 | 0 |
| STRATEGIC OBJECTIVE 2 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 505-0041 | Dev Trng Schol (G) | 510 | | | | | | | | | | | 270 | 240 | | 354 | 0 | 0 | 0 | 0 | 0 | 0 | 114 | 240 | 0 |
| SUBTOTAL STRATEGIC OBJECTIVE 2 | | 510 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 270 | 240 | 0 | 354 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 114 | 240 | 0 |
| OTHERS | | | | | | | | | | | | | | | | | | | | | | | | | |
| 505-0006 | Livestock Prod (G) | 4,204 | 1,350 | | 100 | 500 | 770 | 975 | 555 | | | | | | | 73 | 0 | 0 | 0 | 0 | 0 | 0 | 73 | 0 | 0 |
| | Livestock Prod (L) | 1,900 | 1,900 | | | | | | | | | | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 505-0018 | Incr Prod/Health (G) | 7,285 | 1,500 | 1,250 | 2,500 | 720 | 475 | 420 | 420 | | | | | | | 696 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 505-0020 | Trng Empl & Prod (G) | 7,200 | 1,987 | 500 | 973 | 100 | 1,206 | 688 | 836 | 1,000 | | | | | | 1,338 | 0 | 0 | 0 | 0 | 0 | 0 | 276 | 420 | 0 |
| 505-0027 | Exp & Invest Pro (G) | 4,755 | 0 | 1,500 | 1,500 | 300 | 770 | 50 | 135 | 500 | | | | | | 137 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 137 | 0 |
| 505-0033 | Drug Awareness (G) | 1,876 | 250 | 100 | 400 | | 287 | 250 | 324 | 265 | | | | | | 173 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 173 | 0 |
| 505-0039 | CAPS I (G) | 2,000 | 0 | | 800 | 600 | 600 | | | | | | | | | 104 | 0 | 0 | 0 | 0 | 104 | 0 | 0 | 0 | 0 |
| 505-0042 | Rur Access Progs (G) | 1,550 | 0 | | | | | | | | | 1,000 | 550 | | | 1,487 | 0 | 0 | 0 | 0 | 0 | 0 | 937 | 550 | 0 |
| 505-0047 | CAPS II (G) | 947 | 0 | | | | | 227 | 360 | 360 | | | | | | 487 | 0 | 0 | 0 | 0 | 0 | 0 | 127 | 360 | 0 |
| SUBTOTAL OTHERS | | 31,717 | 6,897 | 3,350 | 6,273 | 2,220 | 4,108 | 2,610 | 3,630 | 2,675 | (46) | 4,495 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 104 | 276 | 1,855 | 2,220 | 0 | |
| TOTAL ACTIVE PROJECTS | | 36,735 | 6,897 | 3,350 | 6,273 | 2,220 | 4,108 | 2,610 | 5,408 | 5,915 | (46) | 8,297 | 0 | 0 | 0 | 0 | 104 | 276 | 104 | 276 | 2,497 | 5,420 | 0 | | |

| COUNTRY: Belize | | | | | | | | | | | | | |
|------------------------------|----------------------|--------------|----------------|-------------------|------------------|----------------------|---------------------|--------|--------|---------|---------|--------------|--------------|
| DATA AS OF: March 31, 1993 | | | | | | | | | | | | | |
| DATE COMPLETED: May 10, 1993 | | | | | | | | | | | | | |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | (9) | (10) | (11) | (12) | (13) | (14) |
| PROJECT NAME & NUMBER | DATE OF INIT. OBLIG. | PROJ. DESIG. | STATUS OF CP'S | SIZE OF PIPE-LINE | AGE OF PIPE-LINE | ACCRUED EXPENDITURES | UNCOMMITTED BALANCE | EOPS A | EOPS B | AUDIT A | AUDIT B | EVALUATION A | EVALUATION B |
| ACTIVE PROJECTS | | | | | | | | | | | | | |
| Natrl Rsrce Mgmt 505-0043 | 24-Sep-91 | B | | | N.A. | X X | | | | N.A. | | N.A. | |
| Tourism Mgmt 505-0044 | 24-Sep-91 | B | | | N.A. | | | | | | | N.A. | |
| Dev Trng Schol 505-0041 | 01-Jul-91 | B | | | N.A. | | | | | N.A. | | N.A. | |
| Livestock Prod 505-0006 | 26-Aug-83 | B | | X X | | | | | | | | | |
| Comm Alt Crops 505-0008 | 25-Sep-85 | B | | X X | | | | | | | | | |
| Spec Dev Act 505-0010 | 15-Jun-84 | B | | X X | | X | | | | N.A. | | X X | |
| Incr Prod/Health 505-0018 | 26-Mar-85 | B | | X X | | | X X | X | | X | | X X | |
| Trng Empl & Prod 505-0020 | 30-Sep-85 | B | | X | | X X | | | | | | X X | |
| Exp & Invest Pro 505-0027 | 24-Jul-86 | B | | X X | | | | | | | | | |
| Drug Awareness 505-0033 | 23-Sep-85 | A | | | | X | | | | | | | |
| CAPS I 505-0039 | 24-Apr-87 | A | | X X | | | | | | N.A. | | X X | |
| Rur Access Bldgs 505-0042 | 24-Sep-91 | B | | | N.A. | X X | X | | | N.A. | | N.A. | |
| CAPS II 505-0047 | 28-Jun-90 | A | | X | N.A. | | | | | N.A. | | N.A. | |

NOTE: Col. (5), Size of Pipeline: Six of seven projects flagged are old projects terminating in FY 1993, for which only limited obligations took place in the FY 1991-93 base comparison period; the seventh project is a participant training project requiring commitment of funds for multi-year training programs.

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TABLE IV : PROJECT BUDGET DATA (U.S. \$000)

| PROJECT NUMBER | FUND SRC | MPA IND | OBLIG DATE | | --TOTAL COST-- | | OBLIG THRU FY 1991 | --FY 1992 EST-- | | -----FY 1993 PLANNED----- | | | --FY 1994 PROP-- | | FY 1995 OBLIG PROP |
|----------------|----------------|---------|--|------|----------------|--------------|--------------------|-----------------|--------------|---------------------------|-----------------|--------------|------------------|-----|--------------------|
| | | | INIT/FINAL | AUTH | PLAN | OBLIG ATIONS | | EXPEND ITURES | OBLIG ATIONS | EXPEND ITURES | YR END MORTGAGE | OBLIG ATIONS | EXPEND ITURES | | |
| 505-0000 | | | PROGRAM DEVELOPMENT AND SUPPORT | | | | | | | | | | | | |
| | FM | G | 83 | C | | | 832 | 74 | 80 | 22 | 84 | | 125 | 70 | 125 |
| | HE | G | 83 | C | | | 656 | 71 | 45 | 35 | 96 | | 50 | 35 | 100 |
| | CS | G | 83 | C | | | 83 | | | | | | | | |
| | EH | G | 83 | C | | | 346 | 35 | 30 | 35 | 30 | | 50 | 35 | 100 |
| | SD | G | 83 | C | | | 1,173 | 154 | 58 | 70 | 156 | | 250 | 195 | 275 |
| | PROJECT TOTAL: | | | | 0 | 0 | 3,090 | 334 | 213 | 162 | 366 | 0 | 475 | 335 | 600 |
| 505-0006 | | | LIVESTOCK PRODUCTION (PC) | | | | | | | | | | | | |
| | FM | G | 83 | 91 | 4,450 | 4,250 | 4,250 | | 284 | | 275 | | | | |
| | FM | L | 83 | 91 | 1,900 | 1,900 | 1,900 | | 65 | | | | | | |
| | PROJECT TOTAL: | | | | 6,350 | 6,150 | 6,150 | 0 | 349 | 0 | 275 | 0 | 0 | 0 | 0 |
| 505-0007 | | | RURAL ACCESS ROADS AND BRIDGES (PC) | | | | | | | | | | | | |
| | FM | G | 83 | 89 | 9,859 | 8,225 | 8,225 | | 95 | | | | | | |
| | ES | L | 83 | 89 | 2,141 | 2,141 | 2,141 | | | | | | | | |
| | PROJECT TOTAL: | | | | 12,000 | 10,366 | 10,366 | 0 | 95 | 0 | 0 | 0 | 0 | 0 | 0 |
| 505-0008 | | | COMMERCIALIZATION OF ALTERNATIVE CROPS | | | | | | | | | | | | |
| | FM | G | 85 | 91 | 8,100 | 8,100 | 8,100 | | 804 | | 275 | | | | |
| 505-0010 | | | SPECIAL DEVELOPMENT ACTIVITIES FUND | | | | | | | | | | | | |
| | SD | G | 84 | C | 130 | 130 | 130 | | 6 | | | | | | |
| 505-0011 | | | NATIONAL DEVELOPMENT FOUNDATION OPG | | | | | | | | | | | | |
| | SD | G | 83 | 92 | 1,722 | 1,722 | 1,597 | 125 | 137 | | | | | | |
| 505-0012 | | | COUNTERPART FUND II | | | | | | | | | | | | |
| | ES | G | 85 | 87 | 2,579 | 2,579 | 2,579 | | | | | | | | |
| | ES | L | 85 | 87 | 15,000 | 15,000 | 15,000 | | | | | | | | |
| | PROJECT TOTAL: | | | | 17,579 | 17,579 | 17,579 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 505-0016 | | | TOLEDO AGRICULTURAL MARKETING | | | | | | | | | | | | |
| | FM | G | 87 | 90 | 2,500 | 2,412 | 2,412 | | 141 | | | | | | |
| 505-0018 | | | INCREASED PRODUCTIVITY THRU BETTER HEALT | | | | | | | | | | | | |
| | HE | G | 85 | 91 | 5,832 | 5,832 | 5,832 | | 496 | | 718 | | | | |
| | CS | G | 85 | 91 | 953 | 953 | 953 | | 13 | | 167 | | | | |
| | ES | G | 85 | 91 | 500 | 500 | 500 | | 55 | | 4 | | | | |
| | PROJECT TOTAL: | | | | 7,285 | 7,285 | 7,285 | 0 | 564 | 0 | 889 | 0 | 0 | 0 | 0 |
| 505-0020 | | | TRAINING FOR EMPLOYMENT | | | | | | | | | | | | |
| | EH | G | 85 | 93 | 7,124 | 6,902 | 5,902 | 1,000 | 427 | | 888 | | | | |
| | SD | G | 85 | 93 | 298 | 298 | 298 | | 27 | | | | | | |
| | PROJECT TOTAL: | | | | 7,422 | 7,200 | 6,200 | 1,000 | 454 | 0 | 882 | 0 | 0 | 0 | 0 |

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TABLE IV : PROJECT BUDGET DATA (U.S. \$000)

| PROJECT NUMBER | FUND SRC | NPA IND | OBLIG DATE | | OBLIG THRU FY 1991 | --FY 1992 EST.-- | | -----FY 1993 PLANNED----- | | | --FY 1994 PROP.-- | | FY 1995 OBLIG PROP | |
|----------------|----------------|---------|--|-------|--------------------|------------------|--------------|---------------------------|--------------|---------------|-------------------|--------------|--------------------|---------------|
| | | | INIT/FINAL | AUTH | | PLAN | OBLIG ATIONS | EXPEND ITURES | OBLIG ATIONS | EXPEND ITURES | YR END MORTGAGE | OBLIG ATIONS | | EXPEND ITURES |
| 505-0024 | | | VILLAGE HEALTH SANITATION OPG | | | | | | | | | | | |
| | HE | G | 84 89 | 1,200 | 1,200 | 1,200 | | | | | | | | |
| 505-0026 | | | GUIDANCE, COUNSELING, & PLCMT - OPG | | | | | | | | | | | |
| | EH | G | 84 89 | 120 | 120 | 120 | | | | | | | | |
| | SD | G | 84 89 | 80 | 80 | 80 | | | | | | | | |
| | PROJECT TOTAL: | | | 200 | 200 | 200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 505-0027 | | | EXPORT & INVESTMENT PROMOTION | | | | | | | | | | | |
| | SD | G | 86 93 | 4,400 | 4,255 | 3,755 | 500 | 660 | | 675 | | | | |
| | ES | G | 86 93 | 500 | 500 | 500 | | | | | | | | |
| | PROJECT TOTAL: | | | 4,900 | 4,755 | 4,255 | 500 | 660 | 0 | 675 | 0 | 0 | 0 | |
| 505-0033 | | | DRUG AWARENESS OPG | | | | | | | | | | | |
| | HE | G | 85 93 | 725 | 725 | 460 | 265 | 186 | | 164 | | | | |
| | EH | G | 85 93 | 1,150 | 1,150 | 1,150 | | | | | | | | |
| | PROJECT TOTAL: | | | 1,875 | 1,875 | 1,610 | 265 | 186 | 0 | 164 | 0 | 0 | 0 | |
| 505-0036 | | | MACAL COOPERATIVE DAIRY DEVELOPMENT | | | | | | | | | | | |
| | FN | G | 86 86 | 600 | 300 | 300 | | | | | | | | |
| 505-0037 | | | CHILD SURVIVAL SUPPORT | | | | | | | | | | | |
| | PM | G | 88 91 | 40 | 40 | 40 | | | | | | | | |
| | CS | G | 88 91 | 2,020 | 1,984 | 1,984 | | 444 | | | | | | |
| | DG | G | 88 91 | 200 | 200 | 200 | | | | | | | | |
| | PROJECT TOTAL: | | | 2,260 | 2,224 | 2,224 | 0 | 444 | 0 | 0 | 0 | 0 | 0 | |
| 505-0039 | | | BELIZE PEACE SCHOLARSHIPS | | | | | | | | | | | |
| | FN | G | 87 89 | 600 | 213 | 213 | | | | 34 | | | | |
| | PN | G | 87 89 | 348 | 24 | 24 | | | | | | | | |
| | HE | G | 87 89 | 600 | 198 | 198 | | | | 35 | | | | |
| | EH | G | 87 89 | 1,722 | 861 | 861 | | 62 | | 64 | | | | |
| | SD | G | 87 89 | 450 | 450 | 450 | | | | 40 | | | | |
| | ES | G | 87 89 | 854 | 254 | 254 | | | | 14 | | | | |
| | PROJECT TOTAL: | | | 4,574 | 2,000 | 2,000 | 0 | 62 | 0 | 187 | 0 | 0 | 0 | |
| 505-0040 | | | PRIVATE SECTOR INVESTMENT (IESC) - OPG | | | | | | | | | | | |
| | SD | G | 87 89 | 400 | 400 | 400 | | | | | | | | |
| | ES | G | 87 89 | 250 | 250 | 250 | | | | | | | | |
| | PROJECT TOTAL: | | | 650 | 650 | 650 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 505-0041 | | | DEVELOPMENT TRAINING SCHOLARSHIPS | | | | | | | | | | | |
| | FN | G | 91 95 | 120 | 60 | 60 | | | | | | 30 | | |
| | EH | G | 91 95 | 1,240 | 1,300 | 170 | 240 | 6 | 240 | 154 | 650 | 300 | 260 | |
| | SD | G | 91 95 | 40 | 40 | 40 | | 21 | | | | | 290 | |
| | PROJECT TOTAL: | | | 1,400 | 1,400 | 270 | 240 | 27 | 240 | 154 | 650 | 300 | 290 | |

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TABLE IV : PROJECT BUDGET DATA (U.S. \$000)

| PROJECT NUMBER | FUND SRC | NPA IND | OBLIG DATE | | --TOTAL COST-- AUTH PLAN | OBLIG THRU FY 1991 | --FY 1992 EST.-- | | -----FY 1993 PLANNED----- | | | --FY 1994 PROP.-- | | FY 1995 OBLIG PROP | |
|----------------|----------|---------|---------------------------------------|-------|-----------------------------|-----------------------|------------------|---------------|---------------------------|---------------|-----------------|-------------------|---------------|-----------------------|-------|
| | | | INIT/FINAL | | | | OBLIG ATIONS | EXPEND ITURES | OBLIG ATIONS | EXPEND ITURES | YR END MORTGAGE | OBLIG ATIONS | EXPEND ITURES | | |
| 505-0042 | | | RURAL ACCESS BRIDGE | | | | | | | | | | | | |
| | FM | G | 91 | 95 | 6,500 | 4,500 | 1,000 | 550 | 1 | 740 | 462 | 2,210 | 1,500 | 1,500 | 1,200 |
| 505-0043 | | | NATURAL RESOURCES MGMT AND PROTECTION | | | | | | | | | | | | |
| | FM | G | 91 | 95 | 8,500 | 8,500 | 1,000 | 2,100 | 192 | 2,423 | 920 | 2,977 | 1,800 | 2,300 | 1,177 |
| 505-0044 | | | TOURISM MANAGEMENT | | | | | | | | | | | | |
| | SD | G | 91 | 95 | 3,000 | 3,000 | 508 | 900 | 169 | 700 | 609 | 892 | 550 | 775 | 342 |
| 505-0045 | | | FISCAL POLICY PLANNING AND MANAGEMENT | | | | | | | | | | | | |
| | HE | G | 92 | 94 | | | | | | | | | | | |
| | SD | G | 92 | 94 | | | | | | | | | | | |
| PROJECT TOTAL: | | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 505-0047 | | | CAPS II | | | | | | | | | | | | |
| | FM | G | 90 | 95 | 227 | 227 | 167 | | | | 60 | 60 | | | |
| | HE | G | 90 | 95 | 83 | 83 | 83 | | | | 6 | | | | |
| | EH | G | 90 | 95 | 1,468 | 1,468 | 315 | 360 | 144 | 360 | 300 | 433 | 340 | 400 | 93 |
| | SD | G | 90 | 95 | 22 | 22 | 22 | | | | 22 | | | | |
| PROJECT TOTAL: | | | | | 1,800 | 1,800 | 587 | 360 | 144 | 360 | 388 | 493 | 340 | 400 | 93 |
| 505-0048 | | | CIVIC ACTION AGAINST DRUG ABUSE | | | | | | | | | | | | |
| | HE | G | PA | 93 96 | | 500 | | | | 150 | 50 | 350 | 175 | 175 | 175 |
| | EH | G | PA | 93 96 | | 250 | | | | 25 | | 225 | 75 | 50 | 75 |
| PROJECT TOTAL: | | | | | 0 | 750 | 0 | 0 | 0 | 175 | 50 | 575 | 250 | 225 | 250 |
| REPORT TOTAL: | | | | | 100,547 | 94,098 | 78,713 | 6,374 | 4,648 | 4,800 | 6,302 | 7,797 | 5,215 | 5,825 | 3,952 |

Obligations Thru FY 1991 marked with (*) include Deobligations of Prior Year Obligations

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INFO TREQ-01 /001 A7 07/1211Z

ANNUAL REPORT MATRIX. AN IMPORTANT PART OF THE NEW SYSTEM IS TO ENSURE STANDARDIZED DEFINITIONS FOR ALL PORTFOLIO REPORTING FROM YEAR TO YEAR AND MISSION TO MISSION AND THAT ALL DATA REPORTED BE CONSISTENT WITH OFFICIAL MISSION RECORDS SYSTEMS, SUCH AS MACS.

ORIGIN OFFICE FAAA-01
INFO AFEA-04 AFSA-03 AFSW-06 AFDP-06 ROPD-01 MIS-03 ASAA-01
AFFE-02 PRMS-01 AFMS-03 OL-01 LACE-01 LASA-02 LACA-03
AALA-01 IG-01 GC-01 FVPP-01 FVMS-01 ES-01 PRPC-02 FHAA-01

THIS CABLE IS A CONTINUATION OF THE INFORMATION DEVELOPED, APPROVED AND REPORTED ON IN REFS A, B AND C, AND IT SHOULD BE USEFUL FOR MISSIONS TO KEEP THESE TOGETHER AS A PACKAGE FOR EASY REFERENCE UNTIL THE REVISED SYSTEM IS INCORPORATED INTO THE AGENCY HANDBOOKS. IT IS IMPORTANT TO NOTE AGAIN THAT EXISTING DELEGATIONS OF AUTHORITY TO FIELD MISSIONS ARE NOT REPEAT NOT AFFECTED BY THIS REQUIREMENT.

IGFA-03 PRFM-01 IGLC-01 SEOP-01 IRMO-01 NEME-03 IGPP-02
IGRM-02 FM-01 FFP-09 SERP-01 SEC-01 AMAD-01 ASPD-02
NENA-03 ASSA-03 MEDP-03 OUT-01 ASEA-02 NEMS-02 LADP-04
NEAA-03 EUAA-02 EURN-01 EUDP-03 EUMS-02 IIPA-01 AFFW-02
WIDE-01 HERB-01 /11B AB 24/1515Z

INFO LOG-00 AF-00 AGRE-00 ARA-00 ANHR-01 EAP-00 EUR-00
10-19 NEA-00 OIG-04 SA-00 /031R

THE FIRST ANNUAL REPORT REQUIRED UNDER THE REVISED PORTFOLIO REVIEW AND REPORTING SYSTEM IS DUE NO LATER THAN JUNE 15, 1993. (LAC MISSIONS: PLEASE NOTE THAT IN STATE 185305, LAC REQUESTED THAT YOU SUBMIT YOUR ANNUAL REPORTS BY MAY 15.) THE APPROPRIATE GEOGRAPHIC AND CENTRAL BUREAUS WILL BE RESPONSIBLE FOR REVIEWING THESE SUMMARY REPORTS AND SUBMITTING A CONSOLIDATED BUREAU REPORT TO THE ADMINISTRATOR.

DRAFTED BY: AID/DAA/FA:RBURKE:RB
APPROVED BY: AID/AA/FA:RAAMES
AID/DAA/FA:BLANGMAID AID/ES:GJOE
AID/ASIA/DR/PD:JDEMPSEY (DRAFT) AID/EUR/PDP:PO'FARRELL (DRAFT)
AID/LAC/DPP:JSTEPANEK (DRAFT) AID/NE/DP:VMOLLDREM (DRAFT)
AID/R&D/PO:JBIERKE (DRAFT) AID/PRE/DP:RYAN RAALTE (DRAFT)
AID/AFR/DP:MBONNER (DRAFT)
AID/FNA/PPE:LTANNER (DRAFT)
AID/MIS/PAC:HJOHNSON (DRAFT)
AID/FA/IRM/IPA:DDICIURCIO (DRAFT)
AID/POL:GHILL (DRAFT)
AID/A/AID:LROGERS (DRAFT)

PLEASE NOTE THAT WHEREVER THIS CABLE SAYS QUOTE FIELD-LEVEL UNQUOTE, ITS REQUIREMENTS APPLY EQUALLY TO GEOGRAPHIC AND CENTRAL OFFICES/BUREAUS WITH PROGRAM-FUNDED PORTFOLIOS. FINALLY, WE WOULD LIKE TO AGAIN EXPRESS OUR THANKS AND APPRECIATION FOR THE MANY EXCELLENT AND COGENT CONTRIBUTIONS MADE BY FIELD MISSIONS AND WASHINGTON-BASED PERSONNEL TO THE SUCCESSFUL INITIATION OF THIS MANAGEMENT IMPROVEMENT. END OF SUMMARY.

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TO AID WORLDWIDE

2. PARAS ONE THROUGH FOUR OF REF A PROVIDED DETAILED INFORMATION ON THE BACKGROUND AND REASONS FOR THE EXERCISE TO IMPROVE PORTFOLIO REVIEW AND REPORTING PRACTICES IN THE

UNCLAS STATE 125805

AIDAC
E.O. 12356: N/A
TAGS:
SUBJECT: GUIDANCE FOR REVISED PORTFOLIO REVIEW SYSTEM

AGENCY. PARAS FIVE THROUGH TEN OF REF A DETAILED AID/W MANAGEMENT RESPONSIBILITIES FOR PORTFOLIO MATTERS, SPECIFYING THE RESPECTIVE RESPONSIBILITIES AT THE FOLLOWING LEVELS: GEOGRAPHIC BUREAU (PARAS 5 AND 6), THE ASSOCIATE ADMINISTRATOR FOR OPERATIONS (PARA 7), THE ASSOCIATE ADMINISTRATOR FOR FINANCE AND ADMINISTRATION (PARA 8), THE DIRECTOR FOR POLICY (PARA 9), AND THE OFFICES OF THE DEPUTY ADMINISTRATOR AND ADMINISTRATOR (PARA 10). THESE RESPONSIBILITIES WERE REAFFIRMED IN THE A/AID ACTION MEMORANDUM DECISIONS (SEE ALSO PARA 2, REF

REF: A) STATE 92-355133, B) STATE 055707, C) STATE 066657

1. SUMMARY. THIS IS AN ACTION MESSAGE. IT TRANSMITS GUIDANCE FOR THE IMPLEMENTATION OF THE REVISED AGENCY-WIDE PORTFOLIO REVIEW SYSTEM APPROVED BY ACTING A/AID JIM MICHEL ON FEBRUARY 3, 1993. THE REVISED SYSTEM REQUIRES THREE LEVELS OF REPORTING: (1) THE FIELD-LEVEL SEMIANNUAL PORTFOLIO REVIEWS, (2) THE NEW ANNUAL REPORT OUTLINED IN PARA 3, BELOW, AND FURTHER DETAILED IN PARA 5, AND (3) A SUMMARY OF THE ANNUAL REPORTS FROM THE GEOGRAPHIC BUREAUS (AND APPROPRIATE AID/W BUREAUS/OFFICES.)

C) .

3. THE NEWLY REQUIRED ANNUAL REPORT HAS THREE COMPONENTS: A MISSION DIRECTOR'S NARRATIVE (SEE PARA 5, SECTION (1), BELOW), A PIPELINE TABLE (THE ABS TABLE FOUR), AND A PROJECT CATEGORY AND OUTLIER MATRIX (SEE PARA 5, SECTION (3) BELOW). THIS REPORT WILL FULFILL THE RESPONSIBILITIES FOR ANNUAL REPORTING ASSIGNED TO FIELD MISSIONS IN THE ACTING ADMINISTRATOR'S DECISION MEMO SIGNED FEBRUARY 3, 1993.

FOR THE FIELD-LEVEL PORTFOLIO REVIEWS, THE CONTENTS AND FORMATTING REMAIN AT THE DISCRETION OF THE GEOGRAPHIC BUREAUS WORKING WITH THE RESPECTIVE MISSIONS, PROVIDED ONLY THAT THEY (1) BE CONDUCTED SEMIANNUALLY AND (2) AT A MINIMUM THEY BE ADEQUATE IN SCOPE TO PRODUCE THE CORE INFORMATION AND DATA REQUIRED IN THE NEW ANNUAL REPORT. FOR THEIR FIELD-LEVEL REVIEWS, MISSIONS AND THE GEOGRAPHIC BUREAUS ARE FREE TO INCLUDE ANY OTHER DATA AND INFORMATION THEY FIND MUTUALLY USEFUL.

4. STANDARD DEFINITIONS FOR FIELD-LEVEL PORTFOLIO REVIEW AND REPORTING. IN THE INTEREST OF CLEAR COMMUNICATIONS, THE FOLLOWING STANDARD DEFINITIONS SHOULD BE USED IN BOTH FIELD-LEVEL REVIEWS AND IN THE ANNUAL REPORTS.

PARA 4, BELOW, PROVIDES A LIST OF STANDARD DEFINITIONS COMMONLY USED IN THE SEMIANNUAL REVIEWS AND ELSEWHERE. PARA 5 PROVIDES GUIDANCE AND STANDARD DEFINITIONS AND MEASUREMENT PARAMETERS FOR DATA ELEMENTS TO BE USED IN THE

(1) PROJECT CATEGORY: INDICATES WHETHER THE ACTIVITY IS DESIGNATED AS A, B OR C. THESE RATINGS MUST BE CONSISTENT WITH THE FIELD-LEVEL REPORTS AND IN THE MATRIX PORTION OF

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THE NEW ANNUAL REPORT TO THE GEOGRAPHIC BUREAUS AS WELL AS
IN CENTRAL BUREAU/OFFICE PORTFOLIO REPORTS. THE
DEFINITIONS OF THESE CATEGORIES ARE AS FOLLOWS:

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(7) MORTGAGE: THE DIFFERENCE BETWEEN PLANNED LOP FUNDING
AND CUMULATIVE OBLIGATIONS, AS OF THE REPORTING DATE.

CATEGORY A: THESE ARE PROJECTS THE MISSION WISHES TO
CHARACTERIZE AND REPORT ON AS REAL SUCCESS STORIES. NOT
ONLY IS IMPLEMENTATION PROCEEDING WELL UNDER SUCH PROJECTS
WITH ONLY MINOR PROBLEMS, BUT THEY ARE HAVING A
SIGNIFICANT IMPACT ON THE PROBLEMS THEY WERE DESIGNED TO
SOLVE AS INDICATED BY SUCCESSFUL PROGRESS TOWARD THE MOST
IMPORTANT END-OF-PROJECT STATUS (EOPS) INDICATORS.

(8) PIPELINE: THE TOTAL OF THE PROJECT'S LOP OBLIGATED TO
DATE BUT AS-YET UNEXPENDED THROUGH THE SAME DATE.

(9) ACCRUED EXPENDITURES AS A PERCENTAGE OF PLANNED
CURRENT FY EXPENDITURES: THIS IS A RATIO EXPRESSED IN
PERCENTAGE TERMS OF PLANNED VERSUS ACTUAL EXPENDITURES FOR
THE CURRENT FISCAL YEAR AS PROJECTED IN THE CONGRESSIONAL
PRESENTATION TABLE TWO FOR THE SAME YEAR. FOR THE FIRST
ANNUAL REPORT THIS WILL BE ACCRUED EXPENDITURES FROM
OCTOBER 1, 1992, THROUGH MARCH 31, 1993.

CATEGORY B: THESE PROJECTS ARE PROCEEDING MORE OR LESS AS
PLANNED THOUGH THEY ARE EXPERIENCING TYPICAL
IMPLEMENTATION PROBLEMS AND MINOR DELAYS WHICH CAN BE
RESOLVED THROUGH NORMAL PROJECT MANAGEMENT. SHORT PACO
EXTENSIONS OF A YEAR OR LESS MAY BE NECESSARY. THE
PROJECT IS STILL EXPECTED TO HAVE A POSITIVE IMPACT ON THE
PROBLEM IT ADDRESSES BUT IMPACT IS STILL UNCERTAIN OR IS
NOT YET SIGNIFICANT TO DATE THAT THE PROJECT CAN BE SINGLED
OUT AS A SUCCESS STORY

(10) CUMULATIVE ACCRUED EXPENDITURES: ALL ACTUAL

DISBURSEMENTS PLUS ACCRUED AMOUNTS FROM THE BEGINNING OF
THE PROJECT THROUGH THE REPORTING DATE.

(11) UNCOMMITTED BALANCE: THE TOTAL AMOUNT IN DOLLAR TERMS
THAT HAS BEEN OBLIGATED BY PROJECT AGREEMENT BUT NOT YET
SUBOBLIGATED (COMMITTED) BY A CONTRACT, GRANT, PURCHASE

CATEGORY C: THESE ARE PROJECTS WITH SIGNIFICANT PROBLEMS
WHICH REQUIRE EXTRA ATTENTION FROM SENIOR MISSION
MANAGEMENT OR, ON AN EXCEPTIONAL BASIS, FROM SENIOR
WASHINGTON BUREAU MANAGEMENT. CATEGORY C PROJECTS MAY
HAVE ONE OR MORE OF THE FOLLOWING TYPES OF PROBLEMS: THE
PROJECT IS SIGNIFICANTLY BEHIND SCHEDULE; A PACO EXTENSION

ORDER, ETC. THIS ONLY APPLIES TO ACTIVITIES FOR WHICH THE
PRIMARY OBLIGATION IS A PROJECT AGREEMENT. IT DOES NOT
APPLY TO AID/W OR OTHER PROGRAMS WHICH OBLIGATE BY
CONTRACT OR GRANT.

OF MORE THAN ONE YEAR IS LIKELY; THE HOST COUNTRY OR NGO
NO LONGER APPEARS TO SUPPORT THE PROJECT; THE HOST
COUNTRY/NGO IS NOT PROVIDING PLANNED RESOURCES AND THE

5. FOR PREPARATION OF THE NEW ANNUAL REPORTING
REQUIREMENT, THE FOLLOWING GUIDANCE APPLIES. AS NOTED
EARLIER IN THIS CABLE AND IN PARA 2 OF REF C, THERE ARE
THREE COMPONENTS TO THE NEW ANNUAL PORTFOLIO REPORT, I.E.,
(1) A MISSION DIRECTOR'S NARRATIVE, (2) THE ABS TABLE
FOUR, WHICH IS A PROJECT AND PROGRAM SUMMARY TABLE, AND
(3) A MATRIX LISTING ALL MISSION ASSISTANCE ACTIVITIES,
INCLUDING ALL DOLLAR ASSISTANCE ACTIVITIES, ALL PL-480,
ALL LOCAL CURRENCY (LC) PROGRAMS MANAGED BY THE MISSION,
AND ALL GUARANTEE PROGRAMS. THE MATRIX MUST INCLUDE A
PROJECT DESIGNATION OF A, B OR C FOR EACH ACTIVITY AND
INFORMATION AS TO WHETHER KEY APPLICABLE PERFORMANCE
INDICATORS ARE OUTSIDE OF SPECIFIC NORMS. IN THE CASE OF
PL-480, LC AND GUARANTEE PROGRAMS, THE MISSION DIRECTOR'S
NARRATIVE RATHER THAN THE MATRIX SHOULD BE USED TO BRIEFLY
DESCRIBE THEIR STATUS USING INFORMATION MORE PERTINENT TO
THESE KINDS OF PROGRAMS. HOWEVER, ALL ACTIVITIES, THESE
INCLUDED, MUST BE LISTED ON THE MATRIX AND GRADED.

SHORTFALL SIGNIFICANTLY IMPEDES IMPLEMENTATION;
EXPENDITURE OF AID'S ASSISTANCE IS MOVING VERY SLOWLY,
I.E., THE PIPELINE EXCEEDS THAT PLANNED BY A LARGE MARGIN;
IT IS POSSIBLE THAT PROJECT IMPACT WILL BE MUCH LESS THAN
PLANNED; ACHIEVEMENT OF MACROECONOMIC OR OTHER POLICY-
BASED CHANGE IS SERIOUSLY LAGGING OR IS IN DOUBT; THE
IMPLEMENTATION AGENCY SEEMS INEFFECTIVE, UNABLE OR
UNWILLING TO IMPLEMENT THE PROJECT; OR THE PROJECT HAS
MAJOR AUDIT PROBLEMS.

(1) THE MISSION DIRECTOR NARRATIVE. MISSIONS IN
COOPERATION WITH THEIR RESPECTIVE GEOGRAPHIC BUREAUS ARE
FREE TO STRUCTURE THE FORMAT AND CONTENTS OF THIS
NARRATIVE PROVIDED ONLY THAT IT INCLUDES AT A MINIMUM
DISCUSSION OF THE FOLLOWING ELEMENTS. THE TOTAL NARRATIVE
LENGTH SHOULD NOT EXCEED THREE PAGES.

(2) PERCENTAGE OF LOP ELAPSED: THE NUMBER OF MONTHS SINCE
INITIAL OBLIGATION DIVIDED BY THE NUMBER OF MONTHS IN THE
AUTHORIZED LOP, INCLUDING MONTHS ADDED BY APPROVED PACO
EXTENSIONS.

(A) A BRIEF OVERVIEW STATEMENT ASSESSING THE STATUS OF THE
ENTIRE PORTFOLIO.

(3) PERCENTAGE OBLIGATED THAT IS EXPENDED: THE CUMULATIVE
ACCRUED EXPENDITURES FOR A GIVEN PERIOD DIVIDED BY THE
TOTAL AMOUNT OBLIGATED THROUGH THE SAME PERIOD.

(B) A SECTION ON ACTIVITY HIGHLIGHTS CENTERED ON POSITIVE
RESULTS.

(4) ACCRUED EXPENDITURES: COSTS FULLY DISBURSED AND
DOCUMENTED FOR A GIVEN PERIOD PLUS COSTS INCURRED TO DATE
FOR GOODS RECEIVED AND SERVICES RENDERED OVER THE SAME
PERIOD. FOR SUCH GOODS RECEIVED AND SERVICES RENDERED,
EXPENDITURES ACCRUE REGARDLESS OF WHEN CASH PAYMENTS ARE
MADE OR WHETHER INVOICES HAVE BEEN RECEIVED. THE ACCRUED
EXPENDITURES FOR A GIVEN PERIOD MUST BE THE SAME AS THOSE
REPORTED IN THE MISSION'S MACS SYSTEM.

(C) A SECTION ON SIGNIFICANT PROBLEMS AND DELAYS IN
SPECIFIC PROJECTS OR ACTIVITIES.

(5) CURRENT FY OBLIGATIONS TO DATE: THE AMOUNT OF FUNDS
OBLIGATED TO DATE DURING THE CURRENT FISCAL YEAR.

(D) A DISCUSSION OF THE PIPELINE STATUS AND PROSPECTS.

(6) CUMULATIVE AMOUNT OBLIGATED: THE TOTAL AMOUNT
OBLIGATED FOR THE PROJECT FROM THE DATE OF INITIAL
OBLIGATION TO THE DATE ON WHICH THE REPORT IS BASED.

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(E) FOR THE FIRST ANNUAL REPORT ONLY, A BRIEF DESCRIPTION OF THE MISSION'S SEMIANNUAL REVIEW AND REPORTING SYSTEM

ALONG WITH ANY RECOMMENDATIONS YOU WISH TO MAKE ON IMPROVING THIS REPORTING AND OVERSIGHT SYSTEM.

(2) THE ABS TABLE FOUR, CONTAINING PIPELINE AND MORTGAGE DATA. PLEASE INCLUDE A SEPARATE COPY OF THE ABS TABLE FOUR WITH THE ANNUAL PORTFOLIO REPORT.

(3) THE MATRIX. THE MATRIX FORMAT AND CONTENTS WILL BE INCLUDED IN A DISKETTE TO BE SENT TO THE MISSIONS SEPARATELY ON OR ABOUT MAY 1. INITIALLY, HOWEVER, YOU MAY

FIND IT USEFUL TO PRINT YOUR OWN MATRIX USING THE INFORMATION PROVIDED HEREIN. THIS MATRIX FORMAT SHOWS IN THE LEFT HAND VERTICAL COLUMN ALL, REPEAT ALL, MISSION-MANAGED ACTIVITIES AND THE ACTIVITY IDENTIFICATION NUMBER. THE HORIZONTAL LINE WILL INCLUDE A NUMBER OF BOXES, EACH REFERRING TO A SPECIFIC FINANCIAL OR PERFORMANCE INDICATOR. THE HEADINGS IN ORDER FROM LEFT TO RIGHT ARE: COLUMN 1 - PROJECT NAME AND NUMBER; COLUMN 2 - DATE OF INITIAL OBLIGATION; COLUMN 3 - PROJECT DESIGNATION; COLUMN 4 - STATUS OF CP'S; COLUMN 5 - SIZE OF PIPELINE; COLUMN 6 - AGE OF PIPELINE; COLUMN 7 - ACCRUED EXPENDITURES; COLUMN 8 - UNCOMMITTED BALANCE; COLUMN 9 - EOPS-A; COLUMN 10 - EOPS-B; COLUMN 11 - AUDIT-A; COLUMN 12 - AUDIT-B; COLUMN 13 - EVALUATION-A, COLUMN 14 - EVALUATION-B.

THESE BOXES ARE TO BE CHECKED (ACTUAL DATA NOT REQUIRED) ONLY IF THE MEASUREMENT PARAMETER FOR THAT INDICATOR EXCEEDS OR FALLS SHORT OF THE INDICATOR'S DEFINITION AND MEASUREMENT PARAMETER. IF THE SAME CONDITION EXISTED AT THE END OF THE PREVIOUS REPORTING PERIOD (FOR THIS FIRST REPORT THAT WOULD BE THE FISCAL YEAR ENDING SEPTEMBER 30, 1992), THE MATRIX BOX SHOULD CONTAIN TWO CHECKS. THE SOURCE OF ALL FINANCIAL OR PERFORMANCE INDICATORS SHOULD BE THE FIELD-LEVEL SEMIANNUAL REVIEW.

THE MATRIX CONTAINS PROGRAM AREAS INDICATIVE OF VARIOUS ASPECTS OF PORTFOLIO MANAGEMENT. INDICATORS OF THIS TYPE CAN OVER-EMPHASIZE POTENTIALLY NEGATIVE OUTCOMES. SPECIAL EFFORT WILL BE NEEDED TO ACHIEVE BALANCED REPORTING. WE EXPECT THE FIRST CYCLE OF THIS REPORTING TO BE A LEARNING

PROCESS AND PLAN TO EVALUATE THE MANAGEMENT UTILITY OF THESE INDICATORS, ALTERNATIVES TO THEM OR OTHERS AS WE GAIN EXPERIENCE. YOUR OWN COMMENTS ON THE UTILITY OF THESE INDICATORS OR SUGGESTIONS OF OTHERS WOULD BE APPRECIATED.

AS NOTED IN THE FIRST PARAGRAPH OF PARA 5, ABOVE, TO THE EXTENT ACTIVITY DATA (PRINCIPALLY FINANCIAL) IS NOT RELEVANT OR ATTAINABLE FOR ACTIVITIES SUCH AS LOAN GUARANTEES, PL-480, LC, ETC., THE PARTICULAR HORIZONTAL

BOXES SHOULD BE MARKED NA FOR NOT APPLICABLE. HOWEVER, ALL ACTIVITIES SHOULD BE GIVEN A PROJECT CATEGORY DESIGNATION CONSISTENT WITH THE A,B,C DEFINITIONS GIVEN IN PARA 4, SECTION (1), ABOVE. START-UP DATES AND THE STATUS OF EOPS, AUDIT AND EVALUATION OUTLIERS SHOULD, TO THE FULLEST EXTENT POSSIBLE, BE USED FOR ALL ACTIVITIES.

THE STANDARD DEFINITIONS FOR SPECIFIC MATRIX INDICATORS AND THE APPLICABLE MEASUREMENT PARAMETERS FOR THEM ARE AS

FOLLOWS. DATA FOR ALL INDICATORS EXCEPT FOR PIPELINE SIZE SHOULD BE AS OF MARCH 31, 1993, FOR THE FIRST ANNUAL REPORT. PIPELINE SIZE SHOULD BE AS OF THE END OF FY 1992. IF THE INDICATORS ARE WITHIN THE DEFINED PARAMETERS, LEAVE THE BOX BLANK.

COLUMN 3 - PROJECT DESIGNATION: A, B OR C AS DEFINED IN PARA 4, SECTION (1), ABOVE. TO REPEAT, EVERY ACTIVITY LISTED IN THE LEFT-HAND VERTICAL COLUMN MUST HAVE A

PROJECT DESIGNATION, I.E. A, B OR C.

COLUMN 4 - STATUS OF CONDITIONS PRECEDENT (CP): CITE ONLY IF THERE ARE AS-YET UNMET CP'S OLDER THAN 18 MONTHS.

COLUMN 5 - SIZE OF PIPELINE: CITE IF PIPELINE EXCEEDS TWO YEARS ESTIMATED EXPENDITURES USING AN AVERAGE OF THE LAST THREE YEARS OBLIGATIONS AS THE BASE, I.E., UNEXPENDED OBLIGATIONS AS OF SEPTEMBER 30, 1992 DIVIDED BY THE AVERAGE OF OBLIGATIONS IN FY 91, 92, AND CURRENT PLANNED FOR 93. FOR NEWER PROJECTS, THE BASE WOULD BE THE AVERAGE ANNUAL OBLIGATIONS SINCE INCEPTION.

COLUMN 6 - AGE OF PIPELINE: CITE IF ANY OBLIGATION REMAINS MORE THAN 50 PERCENT UNEXPENDED FOUR YEARS AFTER THE OBLIGATION WAS MADE.

COLUMN 7 - ACCRUED EXPENDITURES: CITE IF ACCRUED EXPENDITURES ARE LESS THAN 60 PERCENT OF PLANNED CURRENT FY AMOUNTS SHOWN IN THE MACS REPORT (OR SIMILAR ACCOUNTING SYSTEM).

COLUMN 8 - UNCOMMITTED BALANCE: CITE IF BALANCE EXCEEDS 50 PERCENT OF OBLIGATIONS 18 MO' AFTER MOST RECENT OBLIGATION.

COLUMN 9 - EOPS ONE: CITE IF MISSION BELIEVES THERE IS

LITTLE TO NO CHANCE OF ACHIEVING THE MOST IMPORTANT EOPS BEFORE CURRENT PACD.

COLUMN 10 - EOPS TWO: CITE IF EOPS ARE BEING ACHIEVED AT HIGHER LEVEL OR FASTER RATE THAN PLANNED.

COLUMN 11 - AUDIT ONE: CITE IF A FINANCIAL AUDIT HAS NOT BEEN DONE IN THE LAST 18 MONTHS.

COLUMN 12 - AUDIT TWO: CITE IF THERE ARE UNRESOLVED INSPECTOR GENERAL (IG) RECOMMENDATIONS OLDER THAN SIX MONTHS.

COLUMN 13 - EVALUATION ONE: CITE IF THE ACTIVITY HAS NOT BEEN EVALUATED IN THE LAST THREE YEARS.

COLUMN 14 - EVALUATION TWO: CITE IF ACTIVITY HAS PROJECT EVALUATION SYSTEM (PES) RECOMMENDATIONS STILL OPEN SIX OR MORE MONTHS AFTER PES TARGET DATE FOR CLOSURE.

6 THE DUE DATE FOR RETURNING THE DISKETTE WITH THE ANNUAL REPORT IS NO LATER THAN JUNE 15, 1993 (EXCEPT FOR

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LAC AS NOTED IN THE FIFTH PARAGRAPH OF THE SUMMARY
SECTION, ABOVE).

7. IN CLOSING, THE REVISED PORTFOLIO REVIEW AND REPORTING

PROCESS, PARTICULARLY THE ANNUAL REPORT, WILL BE SUSTAINABLE ONLY TO THE DEGREE THAT IT SERVES THE NEEDS OF FIELD MISSIONS AND WASHINGTON USERS. THOUGH THE CHANGES AND NEW REQUIREMENTS ARE RELATIVELY MODEST IN STAFF DEMAND TERMS, THEY ARE IMPORTANT MANAGEMENT AND OVERSIGHT IMPROVEMENTS AND ARE RESPONSIVE TO THE INTERNAL AND EXTERNAL DEMANDS FOR SUCH IMPROVEMENTS. THE VIEWS OF FIELD UNITS ARE IMPORTANT CONTRIBUTIONS TO THESE OVERALL GOALS AND AS THE PROCESS CONTINUES TO UNFOLD, COMMENTS AND SUGGESTIONS ARE WELCOME. EARLIER CONTRIBUTIONS WERE VITAL IN ADVANCING THE PROCESS THUS FAR. COMMENTS SHOULD BE ADDRESSED TO RICHARD BURKE BY E-MAIL, CABLE, MEMO, FAX OR PHONE. MR. BURKE CAN BE REACHED AT 202-647-4832 (FAX), 202-736-4297 (PHONE) OR AT AA/FA, ROOM 3665 NS. YOU MAY ALSO INCLUDE COMMENTS YOU THINK APPROPRIATE IN THE MISSION DIRECTOR'S NARRATIVE OR BY SEPARATE MEMO SUBMITTED WITH THE FIRST REPORT. PLEASE PROVIDE YOUR GEOGRAPHIC BUREAU WITH COPIES OF SUCH COMMENTS. FINALLY, THANK YOU AGAIN FOR YOUR EARLIER CONTRIBUTIONS TO THE DESIGN OF THE NEW PORTFOLIO REVIEW AND REPORTING SYSTEM.
CHRISTOPHER

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