



U.S. AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT

PDABK157  
TECH 92390

June 11, 1993

TO: See Distribution  
FROM: LAC/DR/PSS, Susan Bugg *SB*  
SUBJECT: Paraguay Semi-Annual Report (SAR)

Attached for your information and file is a copy of the Paraguay SAR for the period Oct. 1, 1992 - March 31, 1993 submitted in accordance with the Agency's Revised Portfolio Review System. State 125805, attached, explains the requirements of the Portfolio Review System.

In addition to the required documents, Paraguay also sent in the SAR reports for individual projects. Those addresses with an asterisk next to their name have been sent the summary documents only. If you would desire a copy of the complete SAR package, additional copies are available in LAC/DR/PSS, Room 2252 NS.

Attachment: Paraguay SAR

Distribution:

LAC/DR:PBloom\*, JHradsky\*, WNilsestuen\*  
LAC/DR Finance Division Chief,  
Finance Officer, Susan Alexander  
LAC/DR Technical Divisions (2 copies each)  
LAC Desk Director\*, Desk Officer  
LAC/DI:KSchofield (2 copies)  
LAC/TI:Rstryker (2 copies)  
LAC/DPP:JStepanek\*, EZallman\*  
LAC/DPP:ERupprecht (4 copies)  
LAC/DR/PSS:JNindel  
FA/B:BGreene

MDCSARDI.sb

**USAID/PARAGUAY**  
**ANNUAL PORTFOLIO REVIEW**  
**(APRIL 1993)**

I. OVERVIEW

II. SUMMARY LAC FINANCIAL TABLE

III. ACTIVITY NARRATIVE BY PROJECT

1. TITLE: INTERCOUNTRY TECHNOLOGY TRANSFER

Number: 598-0616.06

Activities:

- Access to Land, Water & Natural Resources 1/
- Conservation Institutional Development 1/
- Natural Resources Conservation Center 1/
- Private Enterprise (IESC) 1/
- Health Systems Management and Accountability 2/
- Demographic Data Initiatives 1/
- Information Resources Center for Development (IRCD)1/
- Drug Abuse Prevention 2/
- Small Project Assistance (Peace Corps) 2/
- Education Policy Reform 2/
- Development Training and Technical Services 2/
- Trade and Investment Promotion 2/

2. TITLE: HUMAN RIGHTS INITIATIVES

Number: 598-0591.06

Activities:

- Accountability in Government 2/
- Municipal Development 2/
- Legislative Strengthening 2/

3. TITLE: ENVIRONMENTAL SUPPORT PROJECT

Number: 598-0780.06

Activities:

- Environmental Education

4. TITLE: REGIONAL ADMINISTRATION OF JUSTICE PROJECT

Number: 598-0642.06

Activities:

- Training of Judges (USIS/A.I.D. activity) 1/
- Judicial Reform 2/

5. TITLE: LAC TRAINING ACTIVITIES

Number: 598-0640.06

Activities:

- LASPAU Training 1/

6. OTHER AID/W ACTIVITIES:

- IPPF/WH - (CEPEP)
- Association for Voluntary Surgical Contraception (AVSC)
- Population Council-"Investigacion Operativa para America Latina II" (INOPAL II)

1/ in process of project closeout

2/ active project

## I. OVERVIEW

This report covers the period May 1, 1992 to February 28, 1993. It describes implementation progress of project activities terminated or on-going. Currently, eleven projects are in process of closeout. In general, projects in Paraguay have met proposed objectives and are on schedule. Highlights include:

-- Under our Accountability in Government initiative, the Health Systems Management and Accountability project is making an important contribution to consolidate the reorganization of the Ministry of Health and to the establishment of a modern budget and accountability system. This activity is expected to be a model for other Ministries. Another modest, but very productive activity started in FY 1993 is the provision of technical assistance to the office of the Controller General to train staff and draft operating procedures.

-- The education sector assessment conducted jointly by the Harvard Institute for International Development (HIID) and the Paraguayan Ministry of Education has become the main tool for education sector policy planning in Paraguay. This activity was strongly endorsed by the IDB and World Bank, which are planning on making substantial loans in the education sector in 1994-1995.

-- The Paraguay-Kansas PARTNERS' Information Resources Center for Development is working as an extension of the USAID/Paraguay office in new projects such as: trade and investment promotion with PRO-PARAGUAY; USAID-funded participant training; and a legislative strengthening activity, with technical assistance from local NGOs and the Centro de Estudios y Asistencia Legislativa (CEAL) of the Catholic University of Valparaiso, Chile. The first two activities are in the initial stages; while the latter has already generated consultations by Chilean experts to the Paraguayan Congress, in-country seminars, and working visits to Chile by legislators, career staff, and media representatives. All have been extremely well-received.

-- Ongoing activities in Judicial Reform, under the sponsorship of the Paraguayan Supreme Court and the Attorney General, include the strengthening of the prosecutorial function, court administration, the public defense system, and training of judges.

-- Two new activities are expected to contribute positively to the democratization process: The Electoral Strengthening project will help to convince the Paraguayan citizenry to vote in the General Elections of May 1993, and an Economic Policy Project will provide advice to all presidential candidates and political parties, and to the new government in August 1993, on how to develop economic and social policies which feature free market principles, as well as a commitment to social justice and the environment.

II. SUMMARY LAC FINANCIAL TABLE

USAID/PARAGUAY  
PROJECT FINANCIAL ACTIVITY  
AS OF 02/28/93

Page 1 of 4

SCHEDULE A

Activity Title/Number and Category	Initial/Final Obligation	Estimated Completion Date	Total Activity Cost	Contributions Leveraged	Cumulative Obligations	Obligations This Report. Year	Beginning Year Pipeline	Cumulative Accrued Expenditures	Accr. Expend. This Report. Year	Ending Pipeline
<u>AGRICULTURE</u>										
1. <u>Agrarian Reform (A)</u> Wisconsin Land Tenure Center (CEPES) Res. Cont. DHR-5453-B-00-9078-00	1989/91	June/93	333,034	-	333,034	-	42,242	333,034	42,242	-
<u>SUB-TOTAL AGRICULTURE</u>			333,034	-	333,034	-	42,242	333,034	42,242	-
<u>ENVIRONMENTAL CONSERVATION</u>										
1. <u>Conservation Institutional Dev (A)</u> Nature Conservancy (Fund. Moises Bertoni) Agmt 526-0616-G-SS-9001-00	1989	June/93	396,563	277,668	396,563	-	134,751	375,563	43,752	21,000
2. <u>Natural Res. Conservation Center (B)</u> Salesian Mission (IAS Carlos Pfannl) Agmt 526-0616-G-SS-9002-00	1989	June/93	200,000	195,000	200,000	-	31,926	196,000	27,926	4,000
3. <u>Environmental Awareness</u> (Fundacion Moises Bertoni) Agmt 526-0616-G-SS-2018-00	1992	Sept/95	450,000	339,200	150,000	150,000	150,000	16,765	16,765	133,235
<u>SUB-TOTAL ENVIRONMENTAL CONSERVATION</u>			1,046,563	811,868	746,563	150,000	316,677	588,328	158,443	158,235
<u>PRIVATE SECTOR</u>										
1. <u>Technical Assistance for Private Enterprises (A)</u> International Executive Service Corps, Agmt LAC-0616-A-00-5069-00 \$ 300,000 (FY 85) \$ 100,000 (FY 90) \$ 200,000 (FY 91)	1985/91	April/93	600,000	233,628	600,000	-	127,811	533,684	61,495	66,316
<u>SUB-TOTAL PRIVATE SECTOR</u>			600,000	233,628	600,000	-	127,811	533,684	61,495	66,316
Mar. 93 FINACT93										

II. SUMMARY LAC FINANCIAL TABLE

USAID/PARAGUAY  
PROJECT FINANCIAL ACTIVITY  
AS OF 02/28/93

Activity Title/Number and Category	Initial/Final Obligation	Estimated Completion Date	Total Activity Cost	Contributions Leveraged	Cumulative Obligations	Obligations This Report. Year	Beginning Year Pipeline	Cumulative Accrued Expenditures	Accr.Expend. This Report. Year	Ending Pipeline
<u>DEMOCRATIC INITIATIVES</u>										
1. <u>Electoral Strengthening (A)</u> Grant No. 526-0591-G-SS-2022	1992	June/93	60,000	22,500	60,000	60,000	60,000	40,000	12,575	20,000
2. <u>Legislative Strengthening (A)</u> Grant No. 526-0616-A-00-2019	1992	Dec/90	493,900	30,000	93,620	93,620	93,620	30,000	30,000	63,620
3. <u>Assistance to Constituent Assembly</u> Grant No. 526-0591-G-SS-2001	1992	April/93	75,000	69,000	75,000	75,000	75,000	75,000	75,000	0
4. <u>Municipal Development (A)</u>	1992	Sept/93	92,000	-	92,000	92,000	92,000	30,000	30,000	62,000
5. <u>Accountability in Govn't (A)</u> Grant No. 526-0591-G-SS-2020	1992	Dec/93	100,000	34,000	100,000	100,000	100,000	9,429	9,429	90,571
<u>SUB-TOTAL DEMOCRATIC INITIATIVES</u>			820,900	155,500	420,620	420,620	420,620	184,429	157,004	236,191
<u>ADMINISTRATION OF JUSTICE</u>										
1. <u>Judicial School (A)</u> Grant No. 526-0642-G-SS-0004	1991	April/93	50,000	-	50,000	-	43,300	35,000	28,300	15,000
2. <u>AOJ/AID/USIS Agreement (A)</u> Agreement dated 5/31/91	1991	June/93	100,000	-	100,000	-	100,000	70,000	70,000	30,000
3. <u>Judicial Reform</u> Grant 526-0642-G-SS-2021	1992	Sept/95	500,000	47,000	142,000	142,000	142,000	15,000	15,000	127,000
<u>SUB-TOTAL ADMINISTRATION OF JUSTICE</u>			650,000	47,000	292,000	142,000	285,300	120,000	113,300	172,000

II. SUMMARY LAC FINANCIAL TABLES

USAID/PARAGUAY  
PROJECT FINANCIAL ACTIVITY  
AS OF 02/28/93

Page 3 of 4

SCHEDULE A

Activity Title/Number and Category	Initial/Final Obligation	Estimated Completion Date	Total Activity Cost	Contributions Leveraged	Cumulative Obligations	Obligations This Report. Year	Beginning Year Pipeline	Cumulative Accrued Expenditures	Accr. Expend. This Report. Year	Ending Pipeline
<u>EDUCATION AND TRAINING</u>										
1. <u>Information Resource Center</u> Agmt No. 526-0616-A-00-8004-00 \$135,000 (FY 88) \$115,000 (FY 89) \$100,000 (FY 90)	1988/90	April/93	450,000	53,900	450,000	100,000	111,825	450,000	111,825	-
2. <u>Information Resource Center 1/</u> Agmt No. 526-0616-G-SS-2019	1992	Dec/95	1,393,100	120,000	393,400	393,400	393,400	66,700	66,700	326,700
3. <u>LAC Training Initiatives</u> Contract 526-0640-A-00-5001 (LASPAU)	1985/89	Sept/94	1,344,953	-	1,344,953	-	104,330	1,284,953	44,331	60,000
4. <u>Education Policy Reform</u> DPE-5832-Z-00-9032 (AED)	1992	Dec/92	100,000	-	100,000	100,000	100,000	100,000	100,000	-
<u>SUB-TOTAL EDUCATION &amp; TRAINING</u>			3,288,053	173,900	2,288,353	593,400	709,555	1,901,653	322,856	386,700

- 1/ Includes:  
- Development Training & Technical Services  
- Trade and Investment Promotion

II. SUMMARY LAC FINANCIAL TABLES

USAID/PARAGUAY  
PROJECT FINANCIAL ACTIVITY  
AS OF 02/28/93

Activity Title/Number and Category	Initial/Final Obligation	Estimated Completion Date	Total Activity Cost	Contributions Leveraged	Cumulative Obligations	Obligations This Report. Year	Beginning Year Pipeline	Cumulative Accrued Expenditures	Accr. Expend. This Report. Year	Ending Pipeline
<b>HEALTH &amp; POPULATION</b>										
1. <u>Health Management (A)</u> Contract LAC-0657-C-07-0051-00 University Research Consortium (URC)	1992	Sept/95	1,300,000	-	600,000	600,000	600,000	80,000	80,000	520,000
2. <u>Drug Abuse Prevention (A)</u> Contract DPE-5834-Z-00-0008-00, Amend. No. 2, Development Associates, Inc.	1990/91	April/93	400,000	-	400,000	-	62,720	347,280	10,000	52,720
3. <u>Demographic Data Initiatives (A)</u> AGMT No. DPE-3046-P-CA-9005	1992	June/93	27,000	-	27,000	27,000	27,000	27,000	27,000	-
<b>SUB-TOTAL HEALTH</b>			1,727,000	-	1,027,000	627,000	689,720	454,280	117,000	572,720
<b>GRAND TOTAL</b>			8,465,550	1,421,896	5,707,570	1,933,020	2,591,925	4,115,408	972,340	1,592,162

### III. ACTIVITY NARRATIVE BY PROJECT

#### 1. INTERCOUNTRY TECHNOLOGY TRANSFER NUMBER: 598-0616.06

#### A. ACTIVITY TITLE: ACCESS TO LAND, WATER & OTHER NATURAL RESOURCES (ACCESS II)

Estimated Completion Date: July 30, 1993

Implementing Agencies: Wisconsin Land Tenure Center (WLTC) and Center for Sociological Studies (CPES)

#### B. ACTIVITY PURPOSE: Identify, analyze, and recommend strategy options for addressing land tenure and agrarian reform issues in Paraguay.

#### C. PROJECT STATUS:

##### Major Outputs Expected:

Research activities completed and corresponding reports submitted to USAID/Paraguay on:

- Improved models for agrarian reform and rural development based on local experience;
- An analysis and evaluation of past agrarian policies; and
- An analysis and evaluation of governmental and non-governmental institutions engaged in agrarian policy formulation and implementation.

##### Brief Assessment of Activity:

All research activities have been completed, as well as the analysis of past agrarian reform policies and models, and the evaluation of government and non-government organizations involved in policy formulation and implementation. The project has been able to influence some key decisions on land distribution and agrarian reform policies of the government, such as the creation of the \$20 million Peasant Development Fund financed through an IFAD loan to the GOP. USAID/Paraguay approved a no-cost extension through July 30, 1993 to enable the WLTC and its sub-contractor, CPES, to present the results of the project to USAID/Paraguay and various interested organizations in Paraguay.

Category of Activity: A

Corrective Actions Planned: None. Project is in process of closeout.

A. ACTIVITY TITLE: CONSERVATION INSTITUTIONAL DEVELOPMENT

Estimated Completion Date: March 31, 1993

Implementing Agencies: The Nature Conservancy (TNC) and Moises Bertoni Foundation

B. ACTIVITY PURPOSE: Support the institutional development of the Moises Bertoni Foundation to accomplish its mission of conserving the biodiversity of Paraguay.

C. PROJECT STATUS:

Major Outputs Expected:

- Strengthened operational capability of the Moises Bertoni Foundation.
- Conservation programs implemented.
- Major land management and protection actions: creation of two national parks or equivalent reserves; increased number of trained and equipped park guards and supervisors on public reserves; the registration of five private reserves; and development in the buffer zones of the protected areas.

Brief Assessment of Activity:

The Foundation continues making progress in achieving the project's objectives in terms of institutional development, management of the 60,000 hectares Mbaracayu Reserve, and support to the National Parks Directorate (NPD). The Foundation has also been successful in advocating sustainable development and the promotion of public awareness of environmental issues.

Category of Activity: A

Corrective Actions Planned: None, project is in process of closeout.

A. ACTIVITY TITLE/No.: NATURAL RESOURCES CONSERVATION CENTER

Estimated Completion Date: December 31, 1993

Implementing Agencies: Salesian Missions and the Carlos Pfannl Institute

B. ACTIVITY PURPOSE: Establish a Natural Resources Conservation Center at the "Carlos Pfannl" Salesian Agricultural Institute (IAS) in Coronel Oviedo for demonstration and training in agricultural practices with emphasis on environmentally sound irrigation techniques and agro-forestry production.

C. PROJECT STATUS:

Major Outputs Expected:

- Establishment of an Irrigation Demonstration Center and model agro-forestry unit.
- Experimental technology demonstration projects designed by the project technical team and advisors.
- Dissemination of technologies, including: incorporation of new technologies in IAS's curriculum, and training of professionals assigned to the project.

Brief Assessment of Activity:

Using the project-established irrigation system, IAS continues producing commercial crops. Also, completed experimental agro-forestry production modules and demonstration plots allow the use of new combinations of soils, forest and crops. Crops such as yerba mate (Paraguayan tea), coffee, fruit or forest trees, were tested under the project. IAS is compiling research results for publication/distribution.

New technologies have been incorporated into the school's curriculum. Their dissemination among producers has been limited, but the recently established joint IAS/Universidad del Norte university program in Agricultural Science and Technology is a good outlet for these technologies within the technical and farming community. In addition, IAS' future involvement in a training program for extension workers under the World Bank-funded "Consolidation of Rural Colonies" project will expand substantially IAS' ability to disseminate technologies.

Category of Activity: A

Corrective Actions Planned: None, project is in process of closeout.

A. ACTIVITY TITLE: TECHNICAL ASSISTANCE FOR PRIVATE ENTERPRISE (IESC)

Estimated Completion Date: March 31, 1993

Implementing Agency: International Executive Service Corps (IESC)

B. ACTIVITY PURPOSE: Promote enterprise development and expansion through technology transfer.

C. PROJECT STATUS:

Major Outputs Expected:

- Establishment of an IESC operation in Paraguay that can generate full-cost recovery contracts
- A total (revised) of 35 Technical Assistance cases and 18 ABLE investment studies provided to local private enterprises and private sector service organizations.

Brief Overall Assessment of Activity:

Based on A.I.D./Washington's decision during last year's Action Plan Review, IESC operations in Paraguay have been closed. A.I.D.'s decision was greatly influenced by budgetary realities, the need to focus Mission's objectives and activities, and the limited multiplier effect of local IESC operations.

Category of Activity: B. Despite the success of many individual T.A. consultancies, provided to both public and private organizations, IESC was unable to establish a full cost-reimbursable program in Paraguay.

Corrective Actions Planned: None, project has been terminated.

A. ACTIVITY TITLE: HEALTH SYSTEM MANAGEMENT AND ACCOUNTABILITY

Estimated Completion Date: September 30, 1994

Implementation Agencies: University Research Corporation (URC) and the Ministry of Health & Social Welfare.

B. ACTIVITY PURPOSE: To provide technical assistance to the Ministry of Health (MOH) in areas identified in a needs assessment of the MOH conducted in November 1991.

C. PROJECT STATUS:

Major Outputs Expected:

The areas of assistance selected jointly with the MOH are:

- Reorganization/restructuring of the MOH;
- Cost analysis and budgeting;
- Management training;
- Service delivery improvement.

Brief Overall Assessment of Activities:

During the reporting period, the Management Advisor of URC made several visits to Paraguay to: assist the local and international consultants in the organization and presentation of workshops on recurrent costs and public-private collaboration; review progress in the different areas of assistance; discuss key issues with USAID and the MOH; and carry out project administrative/financial tasks.

The USAID Representative and the USAID Project Manager met several times with key staff of the MOH to discuss the progress of the project. In general, the major outputs are being pursued on schedule and with no major problems.

Category of Activity: A

Corrective Actions Planned: None.

A. ACTIVITY TITLE/No.: DEMOGRAPHIC DATA INITIATIVES

Estimated Completion Date: March 30, 1993

Implementing Agencies: U.S. Bureau of Census (BUCEN) and the GOP Office of Statistic, Surveys and Census

B. ACTIVITY PURPOSE: Provide technical assistance in support of the 1992 Paraguay Census of Population and Housing.

C. PROJECT STATUS:

Major Outputs Expected:

17 weeks of technical assistance in questionnaire workflow, data entry, and computer processing.

Brief Overall Assessment of Activity:

The 1992 National Census of Population & Housing was held on schedule August 26, 1992. USAID/Paraguay's contribution of \$27,000 to the centrally-funded Demographic Data Initiatives, and the \$50,000 leveraged from BUCEN, assured timely consultancies on data

16

validation, control systems for the flow of questionnaires, data entry programs, edit specifications, and data processing system. BUCEN assistance was instrumental in implementing for the first time in Paraguay a population and housing census with good reliability, and it allowed the Dirección General de Estadística, Encuestas y Censos (DGEEC), to publish the preliminary census results as early as November, 1992.

Category of Activity: A

Corrective Actions Planned: None, project is in process of closeout.

A. ACTIVITY TITLE/No.: INFORMATION RESOURCES CENTER FOR DEVELOPMENT (IRCD)

Estimated Completion Date: April, 1993

Implementation Agency: "Partners of the Americas", Paraguay-Kansas Committee

B. ACTIVITY PURPOSE: Establish within the Paraguay-Kansas Committee (PKC) of the Partners of the Americas (NAPA) an Information and Resources Center for Development (IRCD) to increase the capability of the PKC to access development information, and to promote and improve the effectiveness of voluntary participation in local development efforts.

C. PROJECT STATUS:

Major outputs expected:

- An increase in the number of project proposals developed by the Partnership.
- An increased number of local and international institutions and organizations collaborating with the PKC in project development.
- A larger number of donor agencies involved in Partnership projects.
- Development of revenue-generating programs that contribute to financial sustainability.

Brief Overall Assessment of Activities:

During the five month extension period granted by A.I.D., the IRCD worked to re-align its organization to attain a satisfactory level of autonomy. It increased its information management capabilities, expanded and trained its staff.

As part of the pre-implementation activities for Legislative Strengthening, the IRCD worked to establish more efficient information sharing mechanisms with local NGOs, such as CIDSEP, Fundacion Paraguaya, Centro de Estudios Democraticos, CEPPEPRO, and The Masters in Business Administration Program of the Catholic University. A delegation from the Centro de Estudios y Asistencia Legislativa of the Catholic University of Valparaiso, visited Paraguay to establish a plan for collaboration with IRCD. Later, two experts from Chile completed an assessment of the Paraguayan Congress.

As part of the pre-implementation activities for trade and investment promotion, the IRCD established an information sharing mechanism with U.S.-based institutions, such as the Department of Commerce of the State of Kansas and the International Trade Institute of Manhattan, Kansas. Contacts were established with Pro-Chile, and the Corporacion de Cooperacion Tecnica Internacional of Chile, to arrange hiring of experts to assist local entrepreneurs.

In the area of Training and Technical Services, the IRCD established: applicant screening procedures, training program dissemination strategies, pre-departure orientation session formats, mechanisms for progress follow-up, and placement information management.

Category of Activity: A

Corrective Action Planned: None, project is being closed-out.

A. ACTIVITY TITLE/No.: DRUG ABUSE PREVENTION

Estimated Completion Date: March 31, 1993

Implementation Agency: "Partners of the Americas", Paraguay-Kansas Committee, Development Associates, Inc. (DAI) ("Project MARANDU")

B. ACTIVITY PURPOSE: Provide support and technical assistance services to Project MARANDU to move ahead in institutional strengthening and with programmatic activities.

C. PROJECT STATUS:

Major outputs expected:

- Mobilize public and private sector agencies through a coalition-building process aimed at the creation and strengthening of a National Prevention Network.

- Develop and conduct training in prevention program planning, management and evaluation for NGOs.
- Develop and implement a strategy for attaining financial sustainability through external and local funding sources.
- Disseminate the results of a national epidemiological study on the prevalence of drug abuse in Paraguay.

Brief Overall Assessment of Activities:

The recent studies of drug abuse in Paraguay reveal a serious problem among all socio-economic groups. A National Survey of Drug and Alcohol Abuse in Paraguay conducted in 1991, and a public opinion survey on drugs conducted in the municipality of Lambare, Asuncion in July, 1992, confirm that a strong predilection to illicit drug abuse exists, especially among youth. To institutionalize the National Drug Abuse Prevention Program, and to achieve long term sustainability, technical assistance was provided by DAI in:

- The development of a National Drug Prevention Plan under the auspices of the National Secretariat Against Drugs (SENAD), with the participation of the Ministry of Health as lead prevention agency for the public sector, other GOP agencies and NGOs. This initiative also included the creation of a national network of public and private sector organizations.
- The second strategic planning seminar which resulted in the formation of a formal NGO-GOP technical advisory council, which is working closely with SENAD to develop a National Prevention Plan. In addition, Project MARANDU organized a coordinating group of NGOs working in the area of drug abuse prevention and treatment. MARANDU acts as Secretariat of this group which holds regularly scheduled meetings. In 1992, Project MARANDU organized 33 events (workshops for health promoters, seminars for teachers, parents and students) with a total of 1,401 participants. It also disseminated the results of the epidemiological study in the media as well as drug prevention messages.

Category of Activity: B

Corrective Action Planned: Project MARANDU is still very far from financial independence from USAID/Paraguay but is trying hard to solicit new lines of financial assistance.

A. ACTIVITY TITLE/No.: SMALL PROJECT ASSISTANCE (SPA)

Estimated Completion Date: N/A

Implementing Agency: Peace Corps/Paraguay

B. ACTIVITY PURPOSE: Finance village-level activities developed by Peace Corps Volunteers to support self-help community projects.

C. PROJECT STATUS:

Brief Overall Assessment of Activity:

The SPA project continues to be well managed by Peace Corps and has achieved its objectives in health-related activities and other areas. Peace Corps and USAID/Paraguay have agreed to focus future joint activities on the environment.

Category of Activity: A

Corrective Actions Planned: None

A. ACTIVITY TITLE/NO.: EDUCATION AND POLICY REFORM

Estimated Completion Date: December 30, 1992

Implementing Agency: The Harvard Institute for International Development (HIID) and the Centro Paraguayo de Estudios Sociologicos (CPES).

B. ACTIVITY PURPOSE: To provide technical assistance to the Ministry of Education in areas related to Education Reform in Paraguay.

C. PROJECT STATUS

Major Outputs Expected: The technical assistance will:

- Develop a base-line sector description of the status and operation of the education system of Paraguay, that can be used to assess progress in the future. It is expected to:
  - \* Identify policy priorities for education reform.
  - \* Develop strategies to address those priorities.
  - \* Identify priority areas for further policy analysis and research.

- Provide policy recommendations for inclusion in the agenda of a National Education Congress in November 1992.

Brief Overall Assessment of Activities:

The purpose of the project was fully met on schedule. The Sector Assessment became the main tool used by the Ministry to plan the National Congress and is the seminal document available for education planners and donors. USAID/Paraguay is considering the possibility of a follow-on activity in FY 1993. USAID/Paraguay's work is strongly endorsed by the World Bank and the IDB, which are prepared to make substantial loans in the education sector in 1994-1995.

Category of Activity: A

Correction Actions Planned: None

- A. ACTIVITY TITLE: DEVELOPMENT TRAINING AND TECHNICAL SERVICES

Estimated Completion Date: December 31, 1995

Implementing Agency: Information Resources Center for Development of the Paraguay-Kansas Committee (IRCD).

- B. ACTIVITY PURPOSE: To create a cadre of Paraguayans well-trained in economic planning and business management, and in other selected fields.

- C. PROJECT STATUS

Major Outputs Expected

- Long-term academic training consisting of nine to twenty four months programs in Economics and Business Management in Chile, Costa Rica and the United States. Ph.D. level programs may be considered on a case by case basis.
- Short-term training courses in areas related to economics and business management.
- Professional exchanges and consultant services targeted at institutional strengthening of in-country capacity in economic planning and business management.
- A long-term output expected is the creation of a "Leadership Fund for Growth and Development" to which Paraguayan public and private entities and other donors will be encouraged to contribute.

Brief Overall Assessment of Activities:

The selection of long-term participants is in process. It is expected that with funds available for FY 1992, at least two participants will be sent to U.S. universities, two to INCAE/Costa Rica, and four to Chilean universities. About ten short-term candidates will be selected and sent to the same countries.

Category of Activity: A

Correction Actions Planned: None

A. ACTIVITY TITLE/NO.: TRADE AND INVESTMENT PROMOTION

Estimated Completion Date: December 31, 1995

Implementing Agency: Information Resources Center for Development of the Paraguay-Kansas Committee (IRCD) and PRO-PARAGUAY.

B. ACTIVITY PURPOSE: Strengthen private sector leadership in trade and investment promotion by increasing the number of private U.S. and Paraguayan firms doing business through PRO-PARAGUAY

C. PROJECT STATUS:

Major Outputs Expected:

- Coordination of six US-Paraguay trade missions, three visits of US businessmen to Asuncion, and three visits of Paraguayan businessmen to the US.
- Production of promotional materials, including printed catalogs and video films on Paraguay and on the firms to be promoted.
- At least five investment project profiles to inform U.S. businesses of investment possibilities in Paraguay, and to help local firms obtain financial resources from international or local institutions,
- Organization of an Export and Business Council to promote more diversified exports.
- Market research to be produced on demand and on a cost-sharing basis with interested businesses.

Brief Overall Assessment of Activities:

The first tranche of USAID-funded assistance has been used by PRO-PARAGUAY to contract experts from PRO-CHILE, the very successful Chilean Export Promotion Agency. Specifically, PRO-CHILE provided the following management consultants:

- |   |   |         |
|---|---|---------|
| 1. Organizational Structure                             | - | 1 week  |
| 2. Export Promotion Techniques                          | - | 2 weeks |
| 3. Organizing and managing a Commercial Attache network | - | 1 week  |
| 4. Promotion of garment exports                         | - | 2 weeks |
| 5. Promotion of tropical fruits and vegetable exports   | - | 2 weeks |

Two more experts are due in late March for six weeks to help put together export promotion marketing plans for PRO-PARAGUAY's Garment and Fruit and Vegetable Export Committees.

Category of Activity: A

Correction Actions Planned: None

2. HUMAN RIGHTS INITIATIVES  
NUMBER: 598-0591.06

A. ACTIVITY TITLE: ACCOUNTABILITY IN GOVERNMENT

Estimated Completion Date: December 31, 1993

Implementing Agency: USAID/Paraguay and the GOP Controller General (CGP)

B. ACTIVITY PURPOSE: To strengthening the Office of the Controller General of Paraguay.

C. PROJECT STATUS:

Major Outputs Expected:

Improve and extend the capacity of the CGP to oversee and account for GOP expenditures by providing consultant services in:

- Preparation of principles, policies and technical norms;

- Preparation of internal rules of the CGP and of public sector entities;
- Training and professional development of CGP staff, including modern governmental accounting and auditing; and
- Development of GOP auditing procedures.

Brief Overall Assessment of Activities:

A Limited Scope Grant Agreement was signed with the CGP on September 21, 1992 to continue the previous assistance provided by an Ecuadorian consultant, under two short-term assignments, to help analyze the steps necessary to improve and extend the capabilities of the office of the CGP to investigate, audit, analyze, monitor, and report on public expenditures.

The consultant began his extended assignment on January 4, 1993.

In general terms, the Controller General of Paraguay is very pleased with the services of the consultant, he has informed to USAID/Paraguay officials that the documents prepared and advice provided by the consultant have been very useful in his strategic planning and staff improvement.

Category of Activity: A

Corrective Actions Planned: None

A. ACTIVITY TITLE/No.: MUNICIPAL DEVELOPMENT

Estimated Completion Date: September 30, 1992

Implementing Agency: USAID Regional Housing and Urban Development Office (RHUDO)/Quito

B. ACTIVITY PURPOSE: Design and implement a series technical seminars on municipal development in support of Paraguay's democratic transition.

C. PROJECT STATUS:

Brief Overall Assessment of Activity:

RHUDO is analyzing Paraguay's municipal systems to design and implement a series of technical seminars on the role of municipal government in Paraguay. The first seminar was held in October, 1992. The second seminar is scheduled for April 1993. Technical experts in municipal government will participate with Paraguayan and NGO representatives

Category of Activity: B

Corrective Actions Planned: Project originally envisioned four seminars, but only three can be arranged given limited financial resources.

A. ACTIVITY TITLE/NO.: LEGISLATIVE STRENGTHENING

Estimated Completion Date: December 31, 1995

Implementing Agency: Information Resources Center for Development of the Paraguay-Kansas Committee (IRCD)

- B. ACTIVITY PURPOSE: To establish a cooperative mechanism, between the CENTRO DE ESTUDIOS Y ASISTENCIA LEGISLATIVA (CEAL), of the Catholic University in Valparaiso, Chile, IRCD, and local organizations to provide information, technical assistance and training to modernize the legislative process in Paraguay and to create constructive relationships among the legislature, the universities and NGOs.

C. PROJECT STATUS:

Major Outputs Expected:

- Approximately six training activities and twelve exchange programs, in-country and in Chile, for congressional staff and selected journalists,
- Organizational development activities, including a diagnosis of the functioning of the Paraguay Congress, and preparation of personnel policies,
- Information and publications services to assist the Paraguayan Congress establish a referral-information system, a constituency information service, appropriate software for use in selected tasks, and data collection activities.

Brief Overall Assessment of Activities:

The IRCD and CEAL signed an agreement for the joint implementation of the Legislative Strengthening project in Paraguay on October 1992. The project is known locally as "LEGISLACION 2000".

LEGISLACION 2000 initiated its activities with a study of the functioning of the Paraguayan Congress. The study was conducted by two experts from CEAL, in collaboration with congressional staff.

Two journalists and two high ranking congressional staffers visited the Chilean Congress at Valparaiso to exchange experiences with their counterparts and acquire important first-hand information on the organization of a modern legislative administration.

Following the visit of the Paraguayans to Chile, a seminar for congressional staff was held in Asuncion with the participation of the Secretary of the House of Representatives of Chile, CEAL experts, and representatives of Paraguayan NGOs involved in legislative assistance services.

Category of Activity: A

Corrective Actions Planned: None

3. ENVIRONMENTAL SUPPORT PROJECT  
NUMBER: 598-616.06

A. PROJECT TITLE/NO.: ENVIRONMENTAL EDUCATION

Estimated Completion Date: September 30, 1995

Implementing Agency: Moises Bertoni Foundation (FMB)

B. ACTIVITY PURPOSE:

To develop an awareness in Paraguayans of the environmental problems that exist in their country and assist them in taking action to solve these problems, at the local and national levels. Project purpose will be achieved primarily through training workshops for "change agents" at all levels, through the mass media, and conferences.

C. PROJECT STATUS:

Preliminary project activities began with development in greater detail of the Action Plan; hiring project staff; and determining baseline and target data for monitoring and evaluation of the project. The USAID/Paraguay Project Manager also conducted a meeting between the USAID/Paraguay Chief Accountant and FMB administrative staff to review the Standard Provisions of the Agreement and answer questions they had about reports, cash advances, and reimbursements.

The first workshop was carried out February 18-19, to present basic information on the "Environmental Situation in Paraguay" and "Environmental Education Strategies", plan future training workshops for "change agents", and develop materials to be presented through the mass media and conferences directed at the general public. Participants will include environmental education specialists, journalists, educators and representatives of governmental and non-governmental conservation organizations.

Category of Activity: A

Corrective Actions Planned: None

4. REGIONAL ADMINISTRATION OF JUSTICE  
NUMBER: 598-0642.06

A. ACTIVITY TITLE No: JUDICIAL REFORM

Estimated Completion Date: September 30, 1995

Implementing Agency: The Supreme Court and Attorney General of Paraguay.

B. ACTIVITY PURPOSE: The purpose of this project is to strengthen further the Paraguayan Judicial Sector.

The project will focus on the near-term improvement of court administration, the prosecutorial and defense functions and in forming a strategy for longer-term improvement of the Judicial Sector.

C. PROJECT STATUS:

Major Outputs Expected:

- Formation of a Permanent Working Group and production of an Action Plan.

- Design and installation of one integrated program for the systemization of legal information and operational aspects of the justice sector.
- Design of an apolitical merit-based system for choosing and promoting judges, prosecutors, and public defenders.
- Design and initiation of a program for strengthening the administration of the court system.
- Design of a program for the improvement of the prosecutorial and defense functions.
- Design of a judicial training program and its implementation.
- Establishment of a Human Rights Document Reference Center.

Brief Overall Assessment of Activities:

The first activity under this grant was a workshop on Judicial Reform held in November of last year, in which officials of the Paraguayan justice system reviewed the current situation of the sector to make recommendations, determine priorities, and establish the basis for an Action Plan for the first stage of the project.

The Judiciary and the Public Ministry formed a Permanent Working Group to prepare the seminar, based on the Checchi and Co. Consulting Inc. report and recommendations. Based on the seminar proceedings, an Action Plan for the period January-September, 1993 was prepared and is now being implemented.

The Supreme Court is procuring a central computer unit to link the various computers available within the Judiciary in a network that will permit the criminal courts access to the Supreme Court data bank. Some A.I.D. grant funds were budgeted for the purchase of software and additional equipment.

The new Constitution created the Judicial Council (Consejo de la Magistratura) and conferred appointment powers upon it, but leaves to executive action the regulation of the process. USAID/Paraguay is providing technical assistance to design a system for choosing the personnel of the Judiciary and the Public Ministry.

The system will be discussed in early March in a seminar of judges from all over the country. The recommendations of the seminar will then be presented to the Judicial Council for adoption as soon as that body is constituted next August. This could be the most important element in

promoting continued upgrading of the Judiciary in the next five years.

The second highest priority of the project is the follow-up of the Chile-Paraguay court administration and training connection. The Chilean Judiciary's Corporacion Administrativa del Poder Judicial has offered full cooperation and collaboration to the Supreme Court of Paraguay. USAID/Paraguay will send several key members of the Paraguay reform group for a one-week stay in Santiago, in April 1993, to review advances in administrative upgrading and decentralization, automated case tracking system, and training methodology used in Chile.

Category of Activity: A

Corrective Actions Planned: None

- A. ACTIVITY TITLE/No.: REGIONAL ADMINISTRATION OF JUSTICE PROJECT Training of Judges (USIS/AID Activity)

Estimated Completion Date: May 31, 1993

Implementing Agency: United States Information Service (USIS)

- B. ACTIVITY PURPOSE: To expose Paraguayans active in the judicial system to relevant U.S. institutions, expertise, and experience.

- C. PROJECT STATUS:

Major Outputs Expected:

- one group of international visitors to the United States
- two academic specialists to Paraguay
- four American participants

Brief Overall Assessment of Activities:

Two criminal judges and two prosecutors participated in the first observation tour to the United States under the Group International Visitors Project, in June 1992.

Building on the enthusiasm for modernization generated by this tour, the Supreme Court and the Public Ministry formed a Permanent Working Group of young judges and prosecutors to manage the judicial reform project. This group is working under the leadership of the four participants.

28

Dra. Maria Sol Zucolillo de Vouga, member of the Labor Appellate Court, participated in the Fourteenth Annual Conference of the National Association of Women Judges in San Diego, California from October 9-12, 1992. In connection with this trip, she was granted one working week under the voluntary visitor program. She visited State and U.S. District Courts, meeting with judges and practicing attorneys. She is also participating actively in the working group formed in the judiciary.

The activity permitted the exposure of young judges and prosecutors to the U.S. Judicial System and experience, generating enthusiasm for modernization of the courts, and a strong motivation to initiate reforms such as the use of oral argument, plea-bargaining, court administration. The experience in Puerto Rico made a special impression.

Category of Activity: A

Corrective Actions Planned: None

5. LAC TRAINING ACTIVITIES  
NUMBER: 598-0640.06

- A. ACTIVITY TITLE: PARTICIPANT TRAINING
- B. ACTIVITY PURPOSE: To train students at MBA level
- C. PROJECT STATUS:

Major outputs expected:

With the \$100,000 obligated in FY'89 for training programs, three candidates from the Catholic University of Asuncion will obtain MBA degrees in the United States.

Brief Overall Assessment of Activities:

At present, there are no A.I.D.-funded graduate students studying in the United States. Two of the students financed with the \$100,000 obligated in FY'89 are back in Paraguay teaching at the Catholic University of Asuncion, and holding important positions, one in the private sector, and the other one in the public sector. One is still in the United States doing on-the job training at a private bank in Miami. He is expected to return in 1993.

Worth mentioning is a lady graduate at the Ph.D. level in Public and International Affairs. She is now managing an important Executive Master in Business Administration program of the Catholic University since she graduated in August 1992.

Category of Activity: A

Corrective Action Planned: None, project is being closed-out.

6: OTHER AID/W ACTIVITIES

A. ACTIVITY TITLE/NO.: FAMILY PLANNING PROGRAM/IPPF  
Transition Project

Estimated Completion Date: January 31, 1995

Implementing Agency: Centro Paraguayo de Estudios de Poblacion (CEPEP) and International Planned Parenthood Federation/Western Hemisphere Region (IPPF/WHR).

B. ACTIVITY PURPOSE: To provide voluntary family planning services through CEPEP clinics in Asurcion and the interior.

C. PROJECT STATUS

Major Outputs Expected:

- Implementation of new and reorganization of existing service delivery sites.
- Improvement of quality and care.
- Development of a sustainability plan for the IPPF/CEPEP Transition Project by March 1993.

Brief Overall Assessment of Activities:

The Transition Project, a new five year AID/W funded project with International Planned Parenthood Federation, is working with CEPEP on significant re-organization of family planning services to improve quality; activities to decrease costs and increase efficiency; and effective cost-recovery schemes. These activities are crucial to the survival of CEPEP, as A.I.D. decreases population funding to the LAC Region.

Category of Activity: B

Correction Actions Planned: None.

A. ACTIVITY TITLE/NO.: VOLUNTARY SURGICAL CONTRACEPTION (AVSC).

Estimated Completion Date: July 31, 1993.

Implementing Agency: Association of Voluntary Surgical Contraception (AVSC), Ministry of Health (MOH), Centro Paraguayo de Estudios de Poblacion (CEPEP), and the Pan American Health Organization (PAHO).

B. ACTIVITY PURPOSE: AVSC's major emphasis in Paraguay is to make postpartum surgical contraception services available to high-risk women on a voluntary basis.

FY 1992 activities included the creation of a family planning model center and training demonstration site for family planning activities, under the auspices of the Ministry of Health.

C. PROJECT STATUS:

- a) AVSC SUB-AGREEMENT 9PAR-05-SV-1-A, PARAGUAY) Voluntary Surgical Contraception Service Program for High Reproductive Risk Clients in Paraguay.

Major Output Expected:

Implementation by CEPEP of low-cost, quality VSC services for high reproductive risk requestors in Paraguay through laparoscopy and minilaparotomy.

Brief Overall Assessment of Activities:

Even though the services provided under this project are satisfactory, the number of procedures decreased during early 1992, as a result of the change of site of the CEPEP clinic, and the average subsidized cost per procedure which produced a deficit for CEPEP. This project terminated in October 1992. CEPEP has continued the services with its own funds and hopes to receive new funds from A.I.D., through IPPF Transition Project funds. CEPEP reported that the number of procedures is increasing and it expects to reach the normal level of about procedures per month during 1993.

- b) AVSC SUB-AGREEMENT (PAR-06-SV-01-A, PARAGUAY). Creation of a Model Family Planning Center in the Ministry of Health.

Major Outputs Expected:

To create a family planning model center and training demonstration site at a Ministry of health hospital in Asuncion.

Brief Overall Assessment of Activities:

For the first time, AVSC is conducting a family planning project with the Ministry of Health. The project includes the provision, on a voluntary basis, of permanent methods for high obstetric risk requestors, an activity that can be considered as a true breakthrough, as for the first time, the Ministry has officially permitted VSC as a program, and accepted international cooperation for such purpose.

The surgical area of the model center equipped by AVSC is in operation. A number of physicians have been trained and have already performed minilaparotomies using the local anesthesia and sedation technique. The Family Planning Program was reorganized and an additional consultation room has been assigned to the program. Ministry's officials and the Director and hospital staff are enthusiastic and expressed their satisfaction with the program

Category of Activity: A

Corrective Actions Planned: None.

A. ACTIVITY TITLE/NO.: THE POPULATION COUNCIL - INOPAL II

Estimated Completion Date: April 30, 1993

Implementing Agency: The Population Council (PC) and Centro Paraguayo de Estudios de Poblacion (CEPEP).

B. ACTIVITY PURPOSE: To develop low-cost tools to improve the quality of care for rural, community-based delivery in Paraguay.

C. PROJECT STATUS:

Major Outputs Expected:

- Specific behavioral norms for the promoters and two low cost practical tools designed to improve the quality of care.
- A job aid guidebook containing the behavioral norms and technical indications.
- A feedback instrument consisting of role-playing episodes through which the supervisor can shape the promoter's service behavior.

Brief Overall Assessment of Activities:

The above outputs have been completed and have been tested during visits of PC consultants. The consultants have also been training promoters and making the necessary adjustments to the norms and instruments based on field tests.

It is expected that the project will be terminated satisfactorily by the PACD.

Category of Activity: A

Correction Actions Planned: None

PROJECT NO. AND NAME	DATE OF PROJECT		STATUS OF CP'S	SIZE OF PIPELINE	AGE OF PIPELINE	ACCRUE EXPEND.	UNCOM. BALANCE	EOPS		AUDIT		EVAL.	
	INITIAL	DESIG.						A	B	A	B	A	B
	OBLIG.	(A,B,C)											
<b>598-0616.06/ITT</b>													
- Access to Land, Water, & Other Natural Resources (Access II)	09/89	A											
- Conservation Institutional Development	09/89	A											
- Natural Resources Conservation Center	09/89	A											
- Technical Assistance for Private Enterprise (IESC)	08/85	B											
- Health System Management & Accountability	09/92	A											
- Demographic Data Initiatives	04/92	A											
- Information Resources Ctr. For Development	08/88	A											
- Drug Abuse Prevention	07/90	B											
- Education & Policy Reform	08/92	A											
- Development Training & Technical Services	09/92	A											
- Trade & Invest. Promotion	09/92	A											
<b>598-591.06/HUMAN RIGHTS INIT.</b>													
- Accountability In Govt.	09/92	A											
- Municipal Development	06/92	B											
- Legislative Strengthening	09/92	A											
- AOJ/USIS Agreement	05/91	A											
<b>598-616.06/ENVIRONMENTAL SUPPORT PROJECT</b>													
- Environmental Education	09/92	A											
<b>598-642.06/REGIONAL ADMIN. OF JUSTICE</b>													
- Judicial Reform	09/92	A											
<b>598-640.06/LAC TRAINING INITIATIVES</b>													
- Participant Training	08/85	A											

UNCLASSIFIED  
AGENCY FOR INT'L DEV.  
TELECOMMUNICATIONS CENTER

OUTGOING  
TELEGRAM

PAGE 01 OF 04 STATE 125805 241503Z 2862 026394 AID7410  
ORIGIN AID-00

STATE 125805 241503Z 2862 026394 AID7410

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 RDPO-01 NIS-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 AHAD-01 ASPD-02  
MENA-03 ASSA-03 NEDP-03 OUT-01 ASEA-02 NEMS-02 LADP-04  
NEAA-03 EUAA-02 EURM-01 EUDP-03 EUMS-02 IIPA-01 AFFW-02  
WIDE-01 HERB-01 /110 A0 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 105305, 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 MISSION TO THE ADMINISTRATOR.

DRAFTED BY: AID/DAA/FA:RBURKE:RB  
APPROVED BY: AID/A4/FA:RAAMES  
AID/DAA/FA:BLANGMAID AID/ES:GJOE  
AID/ASIA/OR/PD:JDEMPSEY (DRAFT) AID/EUR/PDP:PO FARRELL (DRAFT)  
AID/LAC/DPP:JSTEPANEK (DRAFT) AID/HE/DP:VMOLLDREM (DRAFT)  
AID/R&D/PO:JBIERKE (DRAFT) AID/PRE/DP:RVAN RAALTE (DRAFT)  
AID/AFR/DP:MBOONNER (DRAFT)  
AID/FHA/PPE:LTANNER (DRAFT)  
AID/NIS/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.

-----B76BCJ 241507Z /38

R 241507Z APR 93  
FM SECSTATE WASHDC  
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 (PARA 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

UNCLASSIFIED

35

UNCLASSIFIED  
AGENCY FOR INT'L DEV.  
TELECOMMUNICATIONS CENTER

OUTGOING  
TELEGRAM

PAGE 02 OF 04 STATE 125605 241503Z 2862 026394 A107410  
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:

STATE 125605 241503Z 2862 026394 A107410  
(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.

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 PACT  
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 SO SIGNIFICANT TO DATE THAT THE PROJECT CAN BE SINGLED  
OUT AS A SUCCESS STORY

(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 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 PACT EXTENSION

(10) CUMULATIVE ACCRUED EXPENDITURES: ALL ACTUAL  
DISBURSEMENTS PLUS ACCRUED AMOUNTS FROM THE BEGINNING OF  
THE PROJECT THROUGH THE REPORTING DATE.

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

(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

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.

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.

(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 PACT  
EXTENSIONS.

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-48B,  
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-48B, 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.

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

(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.

(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.

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

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

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

(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.

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

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

UNCLASSIFIED

36

UNCLASSIFIED  
AGENCY FOR INT'L DEV.  
TELECOMMUNICATIONS CENTER

OUTGOING  
TELEGRAM

PAGE 03 OF 04 STATE 125805 241503Z

2862 026394 AID7410

STATE 125805 241503Z

2862 026394 AID7410

(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 MONTHS 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

UNCLASSIFIED

31

UNCLASSIFIED  
AGENCY FOR INT'L DEV.  
TELECOMMUNICATIONS CENTER

OUTGOING  
TELEGRAM

PAGE 04 OF 04 STATE 125605 241503Z 2802 026394 AID741B  
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 202-647-4632 (FAX), 202-736-4297 (PHONE) OF 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

UNCLASSIFIED