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# **BELARUS**

**RESULTS REVIEW**

**AND**

**RESOURCE REQUEST**

**USAID/West NIS**

**May 19, 1997**

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## **Part I: Overview and Factors Affecting Program Performance**

**Belarus took a decided step back from democratic reform during 1996.** President Lukashenko consolidated his power through a November constitutional referendum that was widely criticized as illegitimate and a serious blow to democratic reforms and the rule of law. Although the President won the battle to increase his power at the expense of the judiciary and legislature, the positive effect of USAID programs designed to strengthen respect for rule of law and separation of powers was evident nonetheless. The former Constitutional Court and Supreme Soviet, both beneficiaries of USAID assistance, lobbied hard, albeit ultimately unsuccessfully, for democratic principles and existing legislation in the conduct of the referendum. Clearly, individuals who participated in USAID democracy-building programs became vocal and tireless advocates of democratic ideals.

**Reform in Belarus is virtually at a standstill.** Under the terms of the November referendum, President Lukashenko's term in office was extended for another five years, and he was enabled to consolidate power in the executive branch. The previously democratically elected parliament was dissolved and the Constitutional Court lost its independence. The new parliament consists of members appointed by Lukashenko who rubber-stamp his requests. In the wake of the referendum, most of the reform minded judges on the Belarusian Constitutional Court resigned in protest. There may remain some support for reform within the ranks of government, but this is hampered by a lack of political will for support at the ministerial level.

The November 1996 constitutional coup further weakened the opposition. About 70 members of the now defunct parliament continue to meet, and have formed a shadow cabinet. They remain shut out from state-controlled broadcast media and increasingly harassed by the regime. Opposition political party headquarters have been searched and members attacked, threatened, or arrested. The human rights situation has deteriorated markedly. Demonstrators have been arrested with increasing frequency and force has been used against protestors.

**The GOB has so far failed to introduce economic reforms, with the exception of small-scale privatization.** Although new Privatization Minister Novak supports small-scale privatization and has adjusted legislation to facilitate the process, only about 15-20% of small enterprises have been privatized. The GOB's stated goal of completing small-scale privatization in 1997 appears unrealistic. In the past six months, the GOB increasingly relied on administrative measures to manage the economy, and **the President has repeatedly stated his intention to return more economic control to the state.** The International Monetary Fund has suspended its programs in Belarus in response to the government's failure to permit privatization and other structural reforms that are needed to begin the move to a market-oriented economy. The World Bank and EBRD have also dramatically scaled back their activities to completing existing projects.

Although per capita income in Belarus before the dissolution of the Soviet Union was among the highest in the USSR, living standards continue to decline. But the majority of the populace has so far not been sufficiently disenchanted with the regime's policies to demand

change en masse. The GOB claims GDP rose 3 percent in 1996, and at the end of the first quarter of 1997 was GDP reported to be 9 percent above the first quarter of 1996. However, statistics may be deceiving. Much new production, ordered and financed by the state, remains unsold. Nevertheless, the 39 percent cumulative decline in Belarussian GDP during 1991-96 was the second smallest in the CIS, and compares with Russia's 42 percent drop and Ukraine's 60 percent drop. Its foreign debt is much smaller on a per capita basis than Russia's or Ukraine's. For whatever reason, Belarus may have managed to avoid the worst of the economic disasters that have been experienced by Russia and Ukraine.

Inflation, which had been kept at about 2-3% per month through 1996, began to rise sharply in early 1997 as the GOB raised the prices of utilities, rents, fuel, and most food products. The government continued to administratively control the exchange rate of the overvalued Belarussian ruble through 1996. The GOB is slowly beginning to realize the need for a devaluation, however, and in February the Cabinet of Ministers gave the National Bank sole control over exchange rate policy. Hard currency remains in critically short supply.

As a result of the negative political developments, as well as the lack of progress on economic reform, the USG reviewed and adjusted its policy toward Belarus. The overall US goals remain the same: promotion of stability, democracy, a market-oriented economy, and respect for international-accepted principles of human rights. Early in 1997 the USG moved to a policy of "selective engagement." Then, as relations between the US and Belarus further deteriorated in March/April 1997, the USG policy has been clarified to enhance contact with, and encourage, democratic elements in Belarussian society.. Whether Belarus remains an independent country, and whether the President can stifle opposition and reform are the most overarching questions affecting the USAID program.

Looking ahead, the key questions are: a) to what degree is the executive branch resistant to reform; b) will economic pressures, coupled with growing pressure from Russia, in the medium to long-run force Belarus to adopt market reforms; and c) will effective support for reform emerge from grassroots?

USAID's policy will be to direct technical assistance to non-governmental entities to support democratic reform and economic transition, as well as to provide humanitarian aid. The negative trends of the past six months highlight the extreme importance of USAID programs in Belarus aimed at sustaining the independent media, strengthening NGOs, developing respect for rule of law at the grassroots level, and assisting in the privatization process at whatever level is possible.

## **Part II: Progress Toward Objectives**

### **Economic Restructuring**

Since it began in 1993, the USAID-funded **small-scale privatization (SSP)** project, managed by the International Finance Corporation, has helped to transfer 225 objects (i.e. shops, restaurants) to private ownership in some 12 cities. Through SSP, the capacity built at the local level and the changes effected in regulations governing privatization are hopeful. In the showcase city of Brest, 54% of small scale enterprises are privatized. Three other cities are between 28% and 45% privatized. Despite the general lack of progress on economic reform in Belarus, there is a political consensus that small scale privatization must proceed. Leaders at all levels recognize its value, particularly the potential for job creation. The state privatization program calls for the completion of small scale privatization by the end of 1997. While this goal seems unattainable, as only 15 percent of small enterprises have been privatized (as of February 1997), real progress is being made. The small scale privatization project (SSP) is one of the USG's top assistance priorities and is one of the key tools we have to promote economic reform, and is one area where GOB and USG see eye to eye. Having confronted the need to move privatization forward, a significant impact of this project is that city governments have requested assistance in small-scale privatization, which has brought about a considerable expansion of the project.

Public opinion polls commissioned by IFC show that the majority of residents of SSP cities favor private stores with their diverse assortments of goods, better service, and affordable prices. The overwhelming majority of those surveyed (55-75 percent) registered support for the privatization of 50 percent of communal property. The emergence of a cadre of private owners is a significant step toward building future political consensus for larger moves to a free market economy in Belarus.

### **NGO Development**

Given the sensitive political situation in Belarus, the **humanitarian assistance program** is one of the most important types of assistance the USG can provide to Belarus. USAID has provided some \$6 million worth of U.S. Department of Defense (DOD) excess supplies and medicines since 1994 to vulnerable groups through NGOs and other social service organizations under a grant to The Counterpart Foundation. Actual shipping costs are generally paid for out of the State Department's Emergency Transport Fund and the Denton Program. The commodities themselves are generally procured by Counterpart. This combination of USG support (STATE, DOD and USAID) has greatly increased the amount of humanitarian aid that the USG has been able to bring into Belarus. In commemoration of the 10th anniversary of the Chernobyl disaster, the USG demonstrated significant support for victims of the disaster by bringing over \$3.7 million of high quality pharmaceuticals, medical supplies and humanitarian aid into Belarus.

The number of NGOs in Belarus has increased dramatically since independence and many of these newly formed NGOs address crucial needs of the social sector. Since 1993 Counterpart has trained over 125 NGO leaders. Local NGOs which at grassroots levels promote reforms

have also been assisted through Eurasia Foundation grants and its NGO resource center. The goal of a follow-on grant to Counterpart signed in March 1997 is to **strengthen the NGO sector's** capacity to provide needed social services to vulnerable groups, to express and protect citizens' interests in dialogue with the government, and to promote continued democratic and economic reform.

### **Democracy Building**

The American Bar Association/CEELI program in Belarus has placed resident American lawyers in Minsk since 1995. Activities strengthen local bar associations; support reform of legal education; and include workshops on **rule of law**, democratic procedures and institutions. For much of the reformist element of the Belarus legal community, CEELI is their only contact with the Western democratic world. This has had an important impact at the grassroots level. Individual lawyers, judges, law faculty and other legal professional groups continue to believe in and work for the establishment of a rule of law democracy in Belarus, despite recent setbacks.

It is noteworthy that many former Constitutional Court justices and members of parliament who were deposed by Lukashenko have, with CEELI support, created an NGO called the Center for Constitutionalism and the Study of Comparative Law. Aiming to speak for that segment of Belarus society which supports creation of a constitutional democracy in Belarus, the Center has thus far had the freedom to conduct seminars at a locations throughout the country. Founding members of the Center include the president of the Union of Advocates, the president of a Brest regional bar association, the dean of the law faculty at Belarus' European Humanities University, the former dean of the law faculty at Grodno State University, two former justices of the Constitutional Court, and lawyers and law professors from five Belarussian cities.

Therefore, even though the ABA CEELI program to foster an independent judiciary was undermined by the executive branch, the rule of law program remains active at lower levels. ABA continues to conduct seminars throughout Belarus on a range of legal issues for the benefit of lawyers, judges, and students. Of particular note is CEELI's role helping to create a nationwide law students' association, the aim of which is to instill democratic values and respect for civil society in the next generation.

The IREX/PROMEDIA grant is offering moral, technical, and legal support to what are among the last voices for democracy in Belarus, the **independent print media**. In the months prior to the November 1996 referendum, the GOB tightened control over an already highly controlled media. The program will help reduce isolation, and it is anticipated that struggling private papers, with training in business management, will become more creative if not financially viable. Access to Internet foreign news services provided by the IREX/PROMEDIA program broadens the scope of news available in Belarus.

**Eurasia Foundation seed grants** reach a wide range of diverse indigenous Belarussian groups quickly with targeted assistance. Targeted areas are economics education, grass roots democracy building initiatives, civic education, and initiatives raising public awareness about democratic principles and citizens' rights in Belarus and in free societies. Active in Belarus

since 1995, Eurasia Foundation grants complement USAID's other development programs in economic reform, government reform and the nonprofit sector, and independent media and communications. Giving voice to grassroots democratic forces and providing means of communication with the outside world, EF initiatives are raising public awareness of democratic principles and citizens' rights in Belarus as compared to free societies. Examples of recent grantees are the Independent Institute of Socio-Economic and Political Studies; BM Inform Radio Production Company, parent of the independent public station Radio FM 101.2 which was shut down prior to the November 1996 referendum; Belarus Association of Journalists; FIT TV production company; and electronic connectivity for educational institutions, especially those located outside of the capital.

## **Health**

Since 1993, USAID has provided assistance under a U.S.-Belarussian **hospital partnership** program which focusses on pediatrics (including pediatric oncology), radiology, poison control, hospital administration, nursing, and medical education. The partnership is continuing, with the addition of a new women's reproductive health initiative added later this year. The American partner is Magee Women's Hospital of Pittsburgh. The Belarussian partners are Children's Hospital No. 4, the Radiation Medicine Institute, Minsk Maternity Hospital No. 2, and the Minsk Medical Institute.

Through partnership activity, Belarussian physicians are helped in treating pediatric thyroid cancer, which has increased dramatically since the 1986 Chernobyl disaster. Also, major curriculum reforms based on Pittsburgh medical education models have been instituted. Beginning in 1997, incoming students at Minsk Medical Institute will start a completely revised program of problem oriented medical education, developed through the partnership. Course directors will work with their counterparts at Pittsburgh University Medical School to complete and publish new manuals, guidelines and a syllabus. The model is slated to be disseminated throughout Belarus.

Given our difficult political relationship with the GOB, it is significant to note that the new Minister of Health, Dr. Igor Zelenkevich, has been very supportive of AIHA in general and the women's health initiative in particular.

## **Training**

No 1997 funds were slated for participant training. However since 1994, some 100 participants travelled to the United States under NIS Exchanges & Training programs in legislative drafting group, NGO development, privatization, agriculture, economic reporting, and telecommunications. Given the political and cultural isolation of Belarus, it is significant that this cadre of generally high-level members of Belarussian society have had exposure to American market system, culture and approaches to problem solving, and have had the opportunity to make personal linkages with their American counterparts.

**BELARUS R4**

**PART III**

**RESOURCE REQUEST**

# RESOURCE REQUEST BELARUS

Budget Breakdown By Project -- FY 1997-1999  
(Thousands of Dollars)

Project No.	Strategic Objective	PROJECT COMPONENTS	FY 97 Budget	FY 98 Request	FY 99 Request
<b>110-0001</b>		<b><u>Special Initiatives</u></b>			
	4.1	1.1.0 EMERGENCY HUMANITARIAN ASSISTANCE		300	300
		1.4 Pharmaceuticals, Vaccines Supply			
		1.8 Humanitarian Transport (632a)			
	4.1	1.2.2 TECH SUPPORT / PROG DEV. SUPPORT			
		<b>Sub-Total</b>	<b>0</b>	<b>300</b>	<b>300</b>
<b>110-0002</b>		<b><u>Energy</u></b>			
		2.1 Pricing and National Policy			
		2.2 District Heating & Energy Efficiency			
		2.2 Energy Efficiency (OER)			
		2.2 Energy Efficiency (ODST)			
		2.3 Energy Subsector Restructuring			
		3.2 Privatization and Restructuring			
		2.4 Nuclear Safety (EBRD Part)			
		2.6 Program Design and Management			
		<b>Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>110-0003</b>		<b><u>Environment</u></b>			
		3.1 Environmental Policy & Institution Building			
		1.3 Credit Facility Environmental Activity			
		1.4 Tech Coop for Environmental Improvement			
		3.2 Health Risks			
		3.3 Public Awareness & Environmental Accountability			
		3.5 Natural Resource Management & Biodiversity			
		3.6 Program Design and Management			
		<b>Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>110-0004</b>		<b><u>Health Care</u></b>			
	4.1	4.1 Medical Partnerships	500	500	500
		4.2 Vaccines & Pharmaceutical Security			
		4.3 Health Monitoring			
		4.4 Finance and Service Delivery Alternatives			
		4.5 Women's Health/Family Planning			
		4.6 Program Design and Management			
		<b>Sub-Total</b>	<b>500</b>	<b>500</b>	<b>500</b>

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Project No.	Strategic Objective	PROJECT COMPONENTS	FY 97 Budget	FY 98 Request	FY 99 Request
<b>110-0005</b>		<b><u>Private Sector</u></b>			
	4.1	5.1. Privatization	1,200	500	500
		5.2. Land Markets			
		5.3. Capital Markets			
		5.4. Public Education for Free Market			
		5.5. Post-Privatization Assistance to Enterprises			
		5.6. Policy, Legal and Regulatory Reform			
		5.7. Small and New Business			
		5.9. Program Design and Management			
		<b>Sub-Total</b>	<b>1,200</b>	<b>500</b>	<b>500</b>
<b>110-0006</b>		<b><u>Food Systems</u></b>			
		6.1. Storage System			
		6.2. Marketing Efficiency			
		6.3. Agribusiness Partnerships			
		6.5. Program Design and Management			
		<b>Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>110-0007</b>		<b><u>Democratic Reform</u></b>			
	4.1	7.1. Political Process	150		
	4.1	7.2. Rule of Law			
		2.1. Rule of Law	175	400	400
		7.3. Public Administration / Local Government			
	4.1	7.4.1. Civil Society (PVO/NGO)		450	450
		7.4.2. NGO/PVO Network			
	4.1	7.5. Independent Media	525	200	200
		7.6. Program Design and Management			
		<b>Sub-Total</b>	<b>850</b>	<b>1,050</b>	<b>1,050</b>
<b>110-0008</b>		<b><u>Housing</u></b>			
		8.1. Market-based Housing Sector	0	0	0
		8.3. Program Design and Management			
		<b>Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>110-0009</b>		<b><u>Economic Restructuring</u></b>			
		9.1. Fiscal Reform:			
		1.1. Fiscal Activities			
		1.2. Treasury			
		9.2. Financial Sector Reform:			
		2.1. Financial Sector TA/Monetary			
		2.2. Financial Sector Training			
		2.3. Financial/Monetary System (FSVC)			
		9.3. Market Environment			
		3.1. Market Environment (SO 1.3)			
		3.1. Market Environment (SO 1.4)			
		3.1. Market Environment - Social Sector Restr.			
		9.4. Program Design and Management			
		9.4. Program Design and Management (SO 1.2)			
		9.4. Program Design and Management (SO 1.4)			
		9.4. Program Design and Management (SO 1.3)			
		9.4. Program Design and Management (SO 3.2)			
		<b>Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

Project No.	Strategic Objective	PROJECT COMPONENTS	FY 97 Budget	FY 98 Request	FY 99 Request
110-0010		<b>Eurasia Foundation</b>			
	4.1	10.0 Eurasia Foundation	500	500	500
		10 Eurasia- Housing Support			
		<b>Sub-Total</b>	<b>500</b>	<b>500</b>	<b>500</b>
110-0011		11.1 W/NIS Enterprise Fund			
		<b>Sub-Total</b>		<b>0</b>	<b>0</b>
110-0012		<b>Exchanges &amp; Training</b>			
	4.1	12.1 Participant Training			
		<b>Sub-Total</b>	<b>0</b>	<b>50</b>	<b>50</b>
<b>All Project Total</b>			<b>3,050</b>	<b>2,900</b>	<b>2,900</b>
<b>632(A) Transfers</b>					
	4.1	Nuclear Safety(NRC & studies)			
	4.1	Nuclear Safety (EBRD Part)			
	4.1	Humanitarian Transport	400		
	4.1	Law Enforcement	500		
	4.1	Direct Trade and Investment - Commerce			
	4.1	Training and Exchanges - USIA	1,760	2,000	2,000
	4.1	Volunteers - Peace Corps			
	4.1	Nuclear Safety - DOE			
		Science Centers			
	4.1	GATT - Commerce			
	4.1	Warsaw Initiative : State			
		Parking Fine Withholding	10		
		CRS			
		Justice			
		USDA Cochran Fellow			
		Envir. Activities - US EPA			
		Treasury			
	4.1	Defense Enterprise Fund	1,000		
		Chernobyl - DOE			
	4.1	Rule of Law - CRS			
		<b>Sub-Total</b>	<b>3,670</b>	<b>2,000</b>	<b>2,000</b>
<b>Transfers to Other: USAID Bureaus</b>					
		Health Surveillance - CDC			
		Vaccine Monitoring TA			
		Farmer to Farmer - BHR			
	4.1	WID - Winrock			
		Winter Wheat Research			
		Chernobyl- Industrial Efficiency, Lviv			
		Pesticides - Global Bureau			
		Training (TESS)- Global Bureau			
		<b>Sub-Total</b>			
<b>COUNTRY TOTAL</b>			<b>6,720</b>	<b>4,900</b>	<b>4,900</b>

**Belarus - FY 1997 - FY 1999 Budget Summary Sheet**  
**STRATEGIC ASSISTANCE AREAS**  
(Thousands of Dollars)

	FY 97 Budget	FY 98 Budget	FY 99 Budget
<b>ASSISTANCE AREA 4:</b>			
Special Initiatives/Crosscutting Programs	3,050	2,900	2,900
<b>SAA, GRAND TOTAL</b>	3,050	2,900	2,900
Transfers/Allocations	3,670	2,000	2,000
<b>Grand Total</b>	6,720	4,900	4,900

**Belarus - FY 1997 - FY 1999 Budget Summary Sheet**  
**STRATEGIC ASSISTANCE AREAS**  
(SAA in Percent)

	FY 97 Budget	FY98 Request	FY99 Request
<b>ASSISTANCE AREA 4:</b>			
Special Initiatives/Crosscutting Programs	100.0%	100.0%	100.0%
<b>SAA, GRAND TOTAL</b>	100.0%	100.0%	100.0%

**STRATEGIC ASSISTANCE AREA 4: CROSS-CUTTING PROGRAMS/SPECIAL INITIATIVES**

<b>STRATEGIC OBJECTIVE</b>	<b>FY 97 Budget</b>	<b>FY 98 Budget</b>	<b>FY 99 Budget</b>
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<b>4.1 Special Initiatives</b>			
1.1 Emergency Humanitarian Assistance	0	300	300
2.4 Nuclear Power Safety (EBRD)			
4.1 Medical Partnerships	500	500	500
4.5 Women's Health / Family Planning	0	0	0
5.1 Privatization	1,200	500	500
7.1 Political Process	150	0	0
7.2 Rule of Law	175	400	400
7.4.1 Civil Society	0	450	450
7.5 Independent Media	525	200	200
12.1 Participant Training	0	50	50
10.0 Eurasia Foundation	500	500	500
1.2.2 Tech. Support & PD&S	0	0	0
<b>Sub-total, 4.1 (USAID only)</b>	<b>3,050</b>	<b>2,900</b>	<b>2,900</b>

632 Transfer: Humanitarian Transport	400		
632 Transfer: Peace Corps			
632 Transfer: Commerce			
632 Transfer: USIA Training & Exchanges	1,760	2,000	2,000
632 Transfer: Law Enforcement	500		
Defense Enterprise Fund	1,000		
632 Transfer: Nuclear Safety (DOE)			
Science Centers			
GATT - Commerce			
632 Transfer: Nuclear Safety (NRC & studies)			
Justice			
USDA - Cochran Fellow			
Treasury			
Parking Fines	10		
<b>Transfers Total</b>	<b>3,670</b>	<b>2,000</b>	<b>2,000</b>

<b>ASSISTANCE AREA - 4: TOTAL</b>	<b>6,720</b>	<b>4,900</b>	<b>4,900</b>
<b>SAA 4 in Percent</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

OVERSEAS MISSION BUDGET REQUEST

OF-2XXXX.wk4

Org. Title: USAID BELARUS  
 Org. No: 113  
 OC

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	Dollars	TF	Total									
11.1 Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1 Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3 Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3 Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5 Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5 USDH			0.0			0.0			0.0			0.0
11.5 FNDH			0.0			0.0			0.0			0.0
Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8 Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8 USPSC Salaries			0.0			0.0			0.0			0.0
11.8 FN PSC Salaries			0.0			12.0			12.0			0.0
11.8 IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
Subtotal OC 11.8	0.0	0.0	0.0	0.0	0.0	12.0	0.0	0.0	12.0	0.0	0.0	0.0
12.1 Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Educational Allowances			0.0			0.0			0.0			0.0
12.1 Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1 Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1 Quarters Allowances			0.0			0.0			0.0			0.0
12.1 Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1 FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Payments to the FSN Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1 Other FNDH Benefits			0.0			0.0			0.0			0.0
12.1 US PSC Benefits			0.0			0.0			0.0			0.0
12.1 FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Payments to the FSN Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1 Other FN PSC Benefits			0.0			5.0			5.0			0.0
12.1 IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
Subtotal OC 12.1	0.0	0.0	0.0	0.0	0.0	5.0	0.0	0.0	5.0	0.0	0.0	0.0
13.0 Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0 Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0
13.0 FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0 Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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OVERSEAS MISSION BUDGET REQUEST

OE-2XXXX.wk4

Org. Title: USAID BELARUS  
 Org. No: 113  
 OC

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0 <b>Travel and transportation of persons</b>												
21.0 <b>Training Travel</b>			0.0			0.0			0.0			0.0
21.0 <b>Mandatory/Statutory Travel</b>												
21.0 Post Assignment Travel - to field			0.0			0.0			0.0			0.0
21.0 Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0 Home Leave Travel			0.0			0.0			0.0			0.0
21.0 R & R Travel			0.0			0.0			0.0			0.0
21.0 Education Travel			0.0			0.0			0.0			0.0
21.0 Evacuation Travel			0.0			0.0			0.0			0.0
21.0 Retirement Travel			0.0			0.0			0.0			0.0
21.0 Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0 Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0 <b>Operational Travel</b>												
21.0 Site Visits - Headquarters Personnel			0.0			5.0			5.0			0.0
21.0 Site Visits - Mission Personnel			0.0			10.0			10.0			0.0
21.0 Conferences/Seminars/Meetings/Retreats			0.0			0.0			0.0			0.0
21.0 Assessment Travel			0.0			0.0			0.0			0.0
21.0 Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0 Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0 Recruitment Travel			0.0			0.0			0.0			0.0
21.0 Other Operational Travel			0.0			0.0			0.0			0.0
<b>Subtotal OC 21.0</b>	0.0	0.0	0.0	0.0	0.0	15.0	0.0	0.0	15.0	0.0	0.0	0.0
22.0 <b>Transportation of things</b>												
22.0 Post assignment freight			0.0			0.0			0.0			0.0
22.0 Home Leave Freight			0.0			0.0			0.0			0.0
22.0 Retirement Freight			0.0			0.0			0.0			0.0
22.0 Transportation/Freight for Office Furniture/Equip.			0.0			0.0			0.0			0.0
22.0 Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0
<b>Subtotal OC 22.0</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2 <b>Rental payments to others</b>												
23.2 Rental Payments to Others - Office Space			0.0			0.0			0.0			0.0
23.2 Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0
23.2 Rental Payments to Others - Residences			0.0			0.0			0.0			0.0
<b>Subtotal OC 23.2</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3 <b>Communications, utilities, and miscellaneous charges</b>												
23.3 Office Utilities			0.0			0.0			0.0			0.0
23.3 Residential Utilities			0.0			0.0			0.0			0.0
23.3 Telephone Costs			0.0			0.0			0.0			0.0
23.3 ADP Software Leases			0.0			0.0			0.0			0.0
23.3 ADP Hardware Lease			0.0			0.0			0.0			0.0
23.3 Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3 Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3 Other Mail Service Costs			0.0			0.0			0.0			0.0
23.3 Courier Services			0.0			0.0			0.0			0.0
<b>Subtotal OC 23.3</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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OVERSEAS MISSION BUDGET REQUEST

OE-2XXXX.wk4

Org. Title: USAID BELARUS

Org. No: 113

OC

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	Dollars	TF	Total									
24.0 <b>Printing and Reproduction</b>			0.0			0.0			0.0			0.0
<b>Subtotal OC 24.0</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 <b>Advisory and assistance services</b>	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1    Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1    Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1    Engineering & Technical Services			0.0			0.0			0.0			0.0
<b>Subtotal OC 25.1</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 <b>Other services</b>	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2    Office Security Guards			0.0			0.0			0.0			0.0
25.2    Residential Security Guard Services			0.0			0.0			0.0			0.0
25.2    Official Residential Expenses			0.0			0.0			0.0			0.0
25.2    Representation Allowances			0.0			0.0			0.0			0.0
25.2    Non-Federal Audits			0.0			0.0			0.0			0.0
25.2    Grievances/Investigations			0.0			0.0			0.0			0.0
25.2    Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2    Vehicle Rental			0.0			0.0			0.0			0.0
25.2    Manpower Contracts			0.0			0.0			0.0			0.0
25.2    Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2    Recruiting activities			0.0			0.0			0.0			0.0
25.2    Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2    Other Miscellaneous Services			0.0			0.0			0.0			0.0
25.2    Staff training contracts			0.0			0.0			0.0			0.0
25.2    ADP related contracts			0.0			0.0			0.0			0.0
<b>Subtotal OC 25.2</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.3 <b>Purchase of goods and services from Government accounts</b>	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3    ICASS			0.0			15.0			15.0			0.0
25.3    All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
<b>Subtotal OC 25.3</b>	0.0	0.0	0.0	0.0	0.0	15.0	0.0	0.0	15.0	0.0	0.0	0.0
25.4 <b>Operation and maintenance of facilities</b>	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4    Office building Maintenance			0.0			0.0			0.0			0.0
25.4    Residential Building Maintenance			0.0			0.0			0.0			0.0
<b>Subtotal OC 25.4</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.6 <b>Medical Care</b>			0.0			0.0			0.0			0.0
<b>Subtotal OC 25.6</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7 <b>Operation/maintenance of equipment &amp; storage of goods</b>	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7    ADP and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7    Storage Services			0.0			0.0			0.0			0.0
25.7    Office Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
25.7    Vehicle Repair and Maintenance			0.0			0.0			0.0			0.0
25.7    Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
<b>Subtotal OC 25.7</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

OVERSEAS MISSION BUDGET REQUEST

OF-2XXXX wk4

Org. Title: USAID BELARUS  
 Org. No: 113  
 OC

	FY 97			FY 98			Requested FY 99			Targeted FY 99		
	Dollars	TF	Total									
25.8 Substantance and support of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
<b>Subtotal OC 25.8</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0 Supplies and materials			0.0			0.0			0.0			0.0
<b>Subtotal OC 26.0</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0 <b>Equipment</b>	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0 Purchase of Residential Furniture/Equip.			0.0			0.0			0.0			0.0
31.0 Purchase of Office Furniture/Equip.			0.0			5.0			0.0			0.0
31.0 Purchase of Vehicles			0.0			0.0			0.0			0.0
31.0 Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0 ADP Hardware purchases			0.0			8.0			0.0			0.0
31.0 ADP Software purchases			0.0			0.0			0.0			0.0
<b>Subtotal OC 31.0</b>	0.0	0.0	0.0	0.0	0.0	13.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0 <b>Lands and structures</b>	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0 Purchase of Land & Buildings (& construction of bldgs.)			0.0			0.0			0.0			0.0
32.0 Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
<b>Subtotal OC 32.0</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0 <b>Claims and indemnities</b>			0.0			0.0			0.0			0.0
<b>Subtotal OC 42.0</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL BUDGET</b>	0.0	0.0	0.0	0.0	0.0	60.0	0.0	0.0	47.0	0.0	0.0	0.0

The following line is to be used to show your estimate of FY 98 and FY 99 Program Funded ICASS costs.  
 Enter dollars in thousands - same format as above.

FY 98                      FY 99  
 Est.                      Est.

ICASS - Program Funded

**Workforce Resources  
FY 1997 Position Allocation of Staff Ceilings**

**Organization: USAID BELARUS**

Staff	Strategic Objective 1: (title)	Strategic Objective 2: (title)	Strategic Objective 3: (title)	Strategic Objective 4: (title)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Controller	EXO	Contracts	Legal	Program	Other		
USDH							0								0	0
USPSC (OE/TF) Internationally Recruited							0								0	0
USPSC (OE/TF) Locally Recruited							0								0	0
USPSC (Program Funded)							0								0	0
FSN/TCN Direct Hire (OE/TF) Internationally Recruited							0								0	0
FSN/TCN Direct Hire (OE/TF) Locally Recruited							0								0	0
FSN/TCN Non-Direct Hire (OE/TF) Internationally Recruited							0								0	0
FSN/TCN Non-Direct Hire (OE/TF) Locally Recruited							0								0	0
FSN/TCN Non-Direct Hire (Program Funded)							0								0	0
Other (RSSA, PASA, IPA) (OE/TF Funded)							0								0	0
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0
<b>Total Staff by Objective</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAACs*																
Fellows*																

## Totals by Staffing Category - FY 1997 Ceiling

Staff	Strategic Objective 1: (title)	Strategic Objective 2: (title)	Strategic Objective 3: (title)	Special Objective 1: (title)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con- troller	EXO	Con- tracts	Legal	Program	Other		
USDH	0	0	0		0	0	0				0	0		0	0	
USPSC (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
USPSC (Program Funded)					0	0	0	0	0	0	0	0	0	0	0	
Total USPSCs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
FSN/TCN Direct Hire (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
FSN/TCN Non Direct Hire (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
FSN/TCN Non Direct Hire (Program Funded)					0	0	0	0	0		0	0	0	0	0	
Total FSN/TCN Non Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total FSN/TCN (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total FSN/TCN (Program Funded)					0	0	0	0	0		0	0	0	0	0	
Total FSN/TCN Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Other (RSSA, PASA, IPA) (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Other (RSSA, PASA, IPA) (Program Funded)	0	0		0	0	0	0	0	0	0	0	0	0	0	0	
Total FSN/TCN Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total OE/TF Staff (includes USDH)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Program Funded Staff	0	0	0	0	0	0		0	0	0	0	0	0	0	0	
Grand Total All Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

**Notes:**

\*\* TAACs and Fellows count against G ceilings only and thus are "below the line" for field operating units. Service in the capacity of TAACs should be reported as TAACs regardless of the hiring mechanism. They should not be reported under PSCs, PASAs, RSSAs, etc.

The data in the table reflects positions, NOT, on-board strength or FTEs. You can divide the positions of people working on more than one SO, but do not subdivide in units of less than a half (0.5).

Provide separate tables for FY 97, 98, and 99.

**Workforce Resources  
FY 1998 Position Allocation of Staff Ceilings**

**Organization: USAID BELARUS**

Staff	Strategic Objective 1: (title)	Strategic Objective 2: (title)	Strategic Objective 3: (title)	Strategic Objective 4: (title)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con- troller	EXO	Con- tracts	Legal	Program	Other		
USDH							0								0	0
USPSC (OE/TF)							0								0	0
Internationally Recruited							0								0	0
USPSC (OE/TF)							0								0	0
Locally Recruited							0								0	0
USPSC (Program Funded)							0								0	0
FSN/TCN Direct Hire (OE/TF)							0								0	0
Internationally Recruited							0								0	0
FSN/TCN Direct Hire (OE/TF)							0								0	0
Locally Recruited							0								0	0
FSN/TCN Non-Direct Hire (OE/TF)							0								0	0
Internationally Recruited							0								0	0
FSN/TCN Non-Direct Hire (OE/TF)							0	1							1	1
Locally Recruited							0								0	0
FSN/TCN Non-Direct Hire (Program Funded)							0								0	0
Other (RSSA, PASA, IPA) (OE/TF Funded)							0								0	0
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0
<b>Total Staff by Objective</b>	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1
TAACs*																
Fellows*																

## Totals by Staffing Category - FY 1998 Ceiling

Staff	Strategic Objective 1: (title)	Strategic Objective 2: (title)	Strategic Objective 3: (title)	Special Objective 1: (title)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con-troller	EXO	Con-tracts	Legal	Program	Other		
USDH	0	0	0		0	0	0					0			0	0
USPSC (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
USPSC (Program Funded)					0	0	0	0	0	0	0	0	0	0	0	0
<b>Total USPSCs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
FSN/TCN Direct Hire (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Non Direct Hire (OE/TF)	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1
FSN/TCN Non Direct Hire (Program Funded)					0	0	0	0	0		0	0	0		0	0
<b>Total FSN/TCN Non Direct Hire</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Total FSN/TCN (OE/TF)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Total FSN/TCN (Program Funded)</b>					0	0	0	0	0	0	0	0	0		0	0
<b>Total FSN/TCN Staff</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
Total Other (RSSA, PASA, IPA) (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other (RSSA, PASA, IPA) (Program Funded)	0	0		0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total FSN/TCN Staff</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total OE/TF Staff (includes USDH)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Total Program Funded Staff</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total All Staff</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>

**Notes:**

- TAACs and Fellows count against G ceilings only and thus are "below the line" for field operating units. Service in the capacity of TAACs should be reported as TAACs regardless of the hiring mechanism. They should not be reported under PSCs, PASAs, RSSAs, etc.

The data in the table reflects positions, NOT, on-board strength or FTEs. You can divide the positions of people working on more than one SO, but do not subdivide in units of less than a half (0.5).

Provide separate tables for FY 97, 98, and 99.

## Workforce Resources

### FY 1999 Position Allocation of Staff Target Levels vs. Request Level

Organization: USAID BELARUS

Staff	Strategic Objective 1: (title)	Strategic Objective 2: (title)	Strategic Objective 3: (title)	Strategic Objective 4: (title)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con- troller	EXO	Con- tracts	Legal	Program	Other		
USDH							0								0	0
USPSC (OE/TF)							0								0	0
Internationally Recruited							0								0	0
USPSC (OE/TF)							0								0	0
Locally Recruited							0								0	0
USPSC (Program Funded)							0								0	0
FSN/TCN Direct Hire (OE/TF)							0								0	0
Internationally Recruited							0								0	0
FSN/TCN Direct Hire (OE/TF)							0								0	0
Locally Recruited							0								0	0
FSN/TCN Non-Direct Hire (OE/TF)							0								0	0
Internationally Recruited							0								0	0
FSN/TCN Non-Direct Hire (OE/TF)							0								0	0
Locally Recruited							0								0	0
FSN/TCN Non-Direct Hire (Program Funded)							0								0	0
Other (RSSA, PASA, IPA) (OE/TF Funded)							0								0	0
Other (RSSA, PASA, IPA) (Program Funded)							0								0	0
<b>Total Staff by Objective</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAACs*																
Fellows*																

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## Totals by Staffing Category - FY 1999 Request

Staff	Strategic Objective 1: (title)	Strategic Objective 2: (title)	Strategic Objective 3: (title)	Special Objective 1: (title)	Special Objective 2: (title)	Special Objective 3: (title)	Subtotal S.O. Staff	Support Offices							Subtotal Support Staff	Grand Total Staff
								Mission Mgt.	Con- troller	EXO	Con- tracts	Legal	Program	Other		
USDH	0	0	0		0	0	0				0	0		0	0	0
USPSC (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
USPSC (Program Funded)					0	0	0	0	0	0	0	0	0	0	0	0
Total USPSCs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Direct Hire (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Non Direct Hire (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Non Direct Hire (Program Funded)					0	0	0	0	0	0	0	0	0	0	0	0
Total FSN/TCN Non Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total FSN/TCN (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total FSN/TCN (Program Funded)					0	0	0	0	0	0	0	0	0	0	0	0
Total FSN/TCN Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other (RSSA, PASA, IPA) (OE/TF)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other (RSSA, PASA, IPA) (Program Funded)	0	0		0	0	0	0	0	0	0	0	0	0	0	0	0
Total FSN/TCN Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total OE/TF Staff (includes USDH)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Program Funded Staff	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0
Grand Total All Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**Notes:**

\* TAACs and Fellows count against G ceilings only and thus are "below the line" for field operating units. Service in the capacity of TAACs should be reported as TAACs regardless of the hiring mechanism. They should not be reported under PSCs, PASAs, RSSAs, etc.

The data in the table reflects positions, NOT, on-board strength or FTEs. You can divide the positions of people working on more than one SO, but do not subdivide in units of less than a half (0.5).

Provide separate tables for FY 97, 98, and 99.