

**AFR/SD**

**FY 1999**

**RESULTS REVIEW AND  
RESOURCE REQUEST**

April 1997

# Table of Contents

	<u>Page</u>
Section I: Overview	3
Section II: SO#1 Improved Policies, Programs and Strategies in the Area of Economic Growth in a Sustainable Way	4
Section III: SO#2 Improved Policies, Programs and Strategies in Population and Health in a Sustainable Way	31
Section IV: SO#3 Improved Policies, Programs and Strategies in Protecting the Environment in a Sustainable Way	57
Section V: SO#4 Improved Policies, Programs and Strategies in Building Democracy in a Sustainable Way	70

Tables

## Section I: Overview

AFR/SD is in the midst of preparing a strategic plan that will cover FYs 1998 - 2003. That plan will be reviewed by the Agency mid-May of this year, and will form the basis for the future allocation of program resources to the office beyond FY 1997. Consequently, this R4 focuses on the progress we have made during 1995/96 as measured against performance indicators included in last year's R2b and, where indicators were not available, as illustrated by example. It is expected that the conclusions from this year's SD R4 review will be considered during the strategic plan review process, and that decisions about future resource allocations will be made as part of the plan review process.

AFR/SD's current management contract is based on an interim arrangement that includes four strategic objectives, corresponding to the four goal areas in the Agency's strategic framework (excluding the one on humanitarian assistance). The results review that follows is organized by these four objectives, and within each of the four by subsectors where appropriate. These are:

SO#1 Improved Policies, Programs and Strategies in the Area of Economic Growth in a Sustainable Way

- a. *Economic growth*
- b. *Agriculture*
- c. *Education*
- d. *Information and communication*

SO#2 Improved Policies, Programs and Strategies in Population and Health in a Sustainable Way

- a. *Child survival*
- b. *Family planning and obstetrics*
- c. *HIV/AIDS*
- d. *Epidemic preparedness and response*
- e. *Health sector reform*
- f. *Polio eradication*

SO#3 Improved Policies, Programs and Strategies in Protecting the Environment in a Sustainable Way

- a. *Environmentally sound natural resource management systems and practices*
- b. *Reducing deforestation and biodiversity loss in the Congo Basin*

SO#4 Improved Policies, Programs and Strategies in Building Democracy in a Sustainable Way

**Section II. Strategic Objective #1: Improved policies, programs and strategies in the area of economic growth in a sustainable way**

In keeping with the Agency's strategic framework, this objective includes intended results in a variety of sectors. Performance is reported separately for economic growth, agriculture and education.

**A. Economic Growth**

**1. Overview**

The central issue facing African countries is moving to levels of growth that will reduce poverty. In 1995, the aggregate economic growth rate for the thirty-five countries of sub-Saharan Africa that have implemented major economic reforms topped 5 percent. The challenge is to build on that progress and to strengthen the impact of growth on the lives of the poor. AFR/SD/SA's role is to help deepen and strengthen the economic reforms needed to sustain growth and reduce poverty. We do this in three ways: (1) collaboratively increasing the stock of knowledge useful to better manage an open, market oriented economy; (2) strengthening African capacity to develop, design and implement improved economic policies; and (3) supporting and collaborating with USAID Missions and other development partners engaged in related activities. Performance during FY96 is reported below. While the indicator tables also are included, those indicators, defined a couple years ago, do not capture the overall impact being achieved through this objective. For that reason, the text below provides greater detail about that impact.

**2. Report on Performance**

**a. Research activities funded directly**

AFR/SD's current policy research and analytical agenda, initiated in 1995, includes two components; Public Strategies for Growth and Equity (PSGE) and Trade Regimes for Growth (TRG). The priority research themes identified under these two components have been thoroughly vetted with missions, and have influenced the policy research and analytical agenda of African institutions.

AFR/SD supports research both directly through major U.S. universities and firms, and indirectly through a variety of African capacity building institutions. Our directly funded research activities are implemented through a consortium headed by the Harvard Institute for International Development (HIID) that works collaboratively with senior African researchers, African governments, and USAID missions to ensure impact. (See final section on "Managing for results.") During FY96, 14 major new research activities were jointly approved in the key areas of trade openness, financial intermediation, tax reform, and increased labor demand and productivity. The 14 case studies approved during FY96 cover six of the bureau's sustainable development focus countries: Ghana, Senegal, South Africa, Tanzania, Mali, and Zambia. Twenty-one pre-proposals for the next round of research have also been reviewed for potential contributions to policy reform and poverty impact in the same key areas.

## **b. Capacity building**

The lack of a critical mass of African personnel with key technical and institutional capabilities who can effectively manage the development process is a critical constraint on long-term growth. Our support to establishing and strengthening policy research and training institutions is a fundamental component of a long-term sustainable growth strategy. We currently support directly and indirectly nearly thirty policy and training institutions throughout Africa that are committed to the development of a core of top-flight economic policy analysts and development managers, as well as the institutions necessary to sustain them.

Our capacity building activities are largely done through the support of a set of regional institutions and networks: the African Capacity Building Foundation (ACBF), the African Economic Research Consortium (AERC), the International Development Research Consortium (IDRC), the International Center for Economic Growth (ICEG), the African Business Roundtable, and the West African Enterprise Network.

- A recent independent outside evaluation of the ACBF summarized results as follows: "ACBF-funded projects, numbering 25 as of the end December 1996, clearly have strengthened the policy analysis and development management capacities of beneficiary institutions and individuals. This includes indirect support of more than 80 policy studies commissioned by African governments, 60 research projects aimed at sensitizing governments to policy options, training for more than 2,000 individuals from participating countries, and strengthening teaching and research capacities at 33 university Departments." In 1996, six new policy and training institutions were strengthened through funding and technical assistance provided through ACBF, including ones in Kenya, Mali, and Ethiopia. This brings to 23 the total number of such policy institutes established or strengthened through ACBF. Although the strength and effectiveness of these institutions varies widely, the research outputs of ACBF projects reflect "a significant improvement in the policy analysis capacities of beneficiary countries."
- A recent independent evaluation summarized the results of AERC's research program in the following terms: "... (O)n the whole, it has been an extraordinarily successful operation. It combines, within one institution and under one roof, some of the best characteristics of such eminent U.S. economic research agencies as the Economic Research Division of the National Science Foundation and the National Bureau of Economic Research. In a sense it is a hybrid of the above two models. AERC funds research but goes beyond it in actually contributing significant value added to the research output through biannual workshops and the research done within the Secretariat. AERC has achieved an amazing *esprit de corps* among researchers and other network participants. It is no exaggeration to claim that the Consortium provides the cement holding African economic researchers together." The evaluation also concludes that available indicators suggest an increasing cost effectiveness of research output throughout the life of AERC.
- A survey of policy involvement of AERC researchers conducted in 1995 indicated that 70% of them were involved in policy analysis support tasks, in training professionals in policy making institutions, or in actual decision making.
- According to another recent evaluation, the AERC training program has "strengthened the capacity and resources of participating universities while, at the same time, giving individual

African graduates the opportunity to study in a high quality program with ready access to qualified teachers and to the full range of academic, financial and other supports they require....In short, the AERC has had a very marked and overwhelmingly positive impact on the opportunities for research and post-graduate study facing African economists."

- In 1996/97, of the 87 students in AERC's Joint Facility for Electives in Economics located at the University of Nairobi 23% were women, up from 9% in 1995/96.
- The impact of training programs founded and funded by USAID in conjunction with other major donors, including ACBF, is enormous. In the past five years AERC and IDRC have supported 28 PH.D. fellows, over 500 masters degree holders in applied economics; 16 post graduate diploma holders; and more than 300 participants who undertook short courses locally and abroad. Over 500 participants have benefitted from macro-economic and econometric training courses; about 100 have attended specialized workshops; and over 500 have attended policy seminars. To date the AERC and IDRC programs have strengthened teaching and research capacities in some 33 university Departments of Economics in East, Southern and West Africa.

### **c. Strategic Support**

AFR/SD's support for implementation of macroeconomic reforms in priority areas has led to a number of successes.

- The placement of a long-term financial advisor to assist the Swazi Central Bank to define and implement policy reform has led to the creation of the Swazi Business Trust, a private equity/loan facility. This facility will allow small and medium size entrepreneurs to access capital, something that was previously non-existent.
- In East Africa, through the Private Enterprise Development Support (PEDS) project, support was provided for a East Africa Regional Stock Exchange Feasibility Study. This study made a number of recommendations regarding the utility and possible economic impact of a regional stock exchange. Much of the information collected and analyzed for the study related to Uganda and was used by the mission to assist in the development of the Kampala Stock Exchange.

In addition, SD has strengthened the ability of business associations and networks to conduct public-private policy dialogue on issues that will improve the business enabling environment.

- Support to the West African Enterprise Network (WAEN) has increased its capacity for policy reform advocacy, including the return of foreign exchange liberalization and liberal investment codes in Nigeria and changes in Mali's tax regime regulations that promote agribusiness development.
- Support to the African Business Roundtable (ABR) has strengthened this 90 member association to influence policy changes effecting enterprise development and market efficiency with respect to non-traditional agricultural exports, notably in Senegal, Ghana, and Cote D'Ivoire.

AFR/SD's technical assistance to missions has included sector assessments, strategic planning, program design and evaluations on economic policy reform.

- Promotion of stronger links between USAID/Uganda and Ugandan Ministry of Planning and Economic Development to carry out national household surveys tracking changes in rural household incomes. As a result, the mission has increased its capacity building support to the Ministry, and will have access to more timely and reliable information on changes in household incomes for designing its economic growth SO activities.
- Technical assistance to the Uganda mission for restructuring the National Forum, an activity supported by the Uganda mission to enhance public-private dialogue on key economic policies has helped to begin expanding this activity beyond Kampala to other regional parts of the country. In addition, the restructuring reflects the broadening of the private sector that has occurred in the last few years, and allows for greater participation in the Forum from a variety of sector-specific interest groups.
- Strategic support for Uganda's economic growth SO under its new CSP (1997-2001) has led to greater clarity in determining choice and scope of activities under this SO. The mission has also started to establish a more efficient performance monitoring system for tracking results of economic growth activities, and working with collaborators and project implementors to establish complementary monitoring systems.
- Technical support to Angola has helped design appropriate assistance to the GOA to introduce macro, sectoral, and project level activities required to contribute to stabilization and investment promotion.
- A study on trade and investment in the southern Africa region, prepared as background material for RCSA, shaped the program's strategy direction.
- In the area of microenterprise development, assistance to the Zambia mission helped craft the Zambian Management Assistance Program, an indigenous Zambian version of the International Executive Service Corp., to provide TA in the areas of "management, production and quality control to selected SME colleagues." As another spin-off of that activity, and in participation with the Bureau's microenterprise program, the Zambia mission has requested FY98 support for a new microfinance program.

## **2. Managing for results: Increasing participation in setting the research agenda**

Our experience in the past has shown that implementation of reform policies can be slow and difficult if key stakeholders do not participate in setting the research agenda from the onset. We have learned the importance of advocacy and coalition building, i.e., identifying those with influence and authority amongst policy-makers and broader civil society constituencies who will support and advocate the policy findings. Accordingly, a strong advocacy component has been built into our current policy research agenda. In 1996/97, at the beginning stages of our current research program, major workshops were held in Kampala, Accra, and Washington D.C., with participation by high-level policy makers, and other stakeholders. Approval of research proposals has only gone ahead with senior level participation of African researchers, collaboration with host country policy makers, and USAID Mission approval where appropriate.

USAID and other major donors have developed a unique participatory arrangement for determining research priorities under AERC. According to a recent evaluation, one of the keys to the success of the AERC has been the tripartite interaction among the donor Board of Directors, the AERC's Research Advisory Committee, and the AERC Executive Secretariat. Within this collaborative arrangement, the AERC has undertaken a major policy decision this year to begin a multi-year project on Poverty, Income Distribution, and Labor Market issues with substantial financial support from USAID. Background papers on these issues were commissioned in 1996/97, and a series of training and research workshops will take off this year. The implications for effective research on poverty in Africa, and for developing African capacity on this important topic, are enormous. In addition to AERC, this project will involve a wide range of collaborating institutions, including Cornell University, Laval University, the Universities of Copenhagen, Gothenberg, and Oxford, the World Bank, the UN Economic Commission for Africa, the University of Addis Ababa, and several other African poverty research networks.

Econ: Table 1

<p><b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies, and Programs for Economic Growth  <b>APPROVED:</b> Interim <b>COUNTRY/ORGANIZATION:</b> AFR/SD</p>			
<p><b>RESULT NAME:</b></p>			
<p><b>INDICATOR:</b> # of Improved structural policies, programs and strategies(SPPs) for broad-based Economic Growth that are Implemented by African Partners, donors, and USAID missions</p>			
<p><b>UNIT OF MEASURE:</b> cumulative number of strategies, policies and programs that have been implemented by relevant institution</p> <hr/> <p><b>SOURCE:</b> reports from collaborating host-country institutions, project reports</p> <hr/> <p><b>INDICATOR DESCRIPTION:</b> Structural policies are defined as polices that facilitate privatization of state enterprises, increase private sector investment in agriculture, and strengthen financial institution delivery of services to small and medium enterprises.</p> <hr/> <p><b>COMMENTS:</b> This indicator measures the number of strategies, policies, and programs (SPPs) that have been implemented as a <u>direct result</u> of support provided by AFR/SD.  Implementation of improved Strategies, Policies, and Programs for economic growth cover both broad policy changes or shifts as well as <u>narrower directional changes</u></p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995/96 (B)		12
	1996	12	16

Econ: Table 2

<p><b>OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth  <b>APPROVED:</b> interim <b>COUNTRY/ORGANIZATION:</b> AFR/SD</p>			
<p><b>RESULT NAME:</b> Develop Improved Strategies, Policies, and activities for accelerated, sustainable and equitable growth</p>			
<p><b>INDICATOR:</b>-# of strategic research agendas established in collaboration with host country policymakers                  # of major workshops with participation by senior African researchers and policymakers</p>			
<p><b>UNIT OF MEASURE:</b>                  -number of policy research studies designed and approved by AFR/SD                  -# of workshops with participation by senior African researchers and policymakers</p> <hr/> <p><b>SOURCE:</b>                  project documents, reports from collaborating institutions, USAID missions</p> <hr/> <p><b>INDICATOR DESCRIPTION:</b>                  This indicator has two components; research papers developed measures progress on advancement of knowledge for achieving trade openness, while effective participation and advocacy of research results is measured by workshops held during the research formulation process with participation from senior policymakers</p> <hr/> <p><b>COMMENTS:</b>                  Integration of the participation component into this IR is new, and thus there is no projected target for 1996.</p>		<b>PLANNED</b>	<b>ACTUAL</b>
	1995 (B)		6--policy research papers developed
		11-policy research papers developed	11-policy research papers developed  3-workshops with high-level participation held

Econ: Table 3

<p><b>OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth  <b>APPROVED:</b> Interim <b>COUNTRY/ORGANIZATION:</b> AFR/SD</p>			
<p><b>RESULT NAME:</b> Improved institutional capacity to manage economic growth programs</p>			
<p><b>INDICATOR:</b> # of African Economic Policy Research and Training Institutions Established or strengthened</p>			
<p><b>UNIT OF MEASURE:</b> Cumulative number of Government, semi-autonomous, and autonomous Policy Research and Training Institutions</p> <hr/> <p><b>SOURCE:</b> Reports from collaborating institutions, project reports,</p> <hr/> <p><b>INDICATOR DESCRIPTION:</b> Policy Research Institutions generate research relevant to policymakers. Training institutions conduct MA, PHD and mid-level professional training.</p> <hr/> <p><b>COMMENTS:</b> It is anticipated that there will be a levelling of in the establishment of new policy research and training institutions. At that time, the focus will change to strengthening existing institutions through such things as improved cost-efficiency.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993 (B)		9
	1996		23

## **B. Agriculture**

### **1. Improved Tools, Mechanisms and Capacity for Technology Development & Transfer**

An important focus of AFR/SD's agricultural SO is the development and application of tools, approaches, mechanisms and capacity to strengthen technology based programs, policies and strategies. Under this IR there are seven targets identified for FY 96. We are meeting those targets as planned. The results achieved during FY 96 are summarized below. These results contribute to Agency Goals for Economic Growth, Environment and Sustainable Democracies; specifically to Objectives 1.1 for strengthened markets, 1.2 for expanded access and opportunity for the poor, 4.5 for sustainable natural resource management, and 2.3 for increased development of politically active civil society.

*Development of Sub-regional Strategies for Technology Development and Transfer in Africa (Table 1):* The strategies support regional economic integration and food security concerns, build cross country cooperation, guide allocation of resources on priority development areas and important commodities for economic growth, and lead to a more efficient use of human resources. In the past year, separate research strategies have been formulated for agriculture and for natural resource management for the southern Africa region. Also, a strategy for human resource development has been prepared. These planning documents are now being integrated into a single strategy for southern Africa in cooperation with stakeholders. The development and formulation of these strategies and programs are African-led. Targets for this activity for FY 1996 have been met.

*TDT Strategic Framework Adopted by Missions (Table 2):* In FY 96, the Mozambique Mission formulated a program for revitalization of the cashew subsector, incorporating many of AFR/SD strategic framework elements for technology development and transfer as well as agribusiness and marketing. This work builds on lessons from other Field Missions, e.g., Mali, Uganda, and Kenya that have previously developed agricultural strategies and programs consistent with TDT Strategic Framework. Targets for this activity for FY 1996 has been met.

*Sustainable Financing Initiative (SFI) (Table 3):* In FY 96, AFR/SD and SPAAR organized a workshop to launch efforts to create SF mechanisms for agricultural and natural resource organizations in Africa. Following the workshop, 3 regional organizations and 4 national research systems formulated operational plans to develop new local financing sources and mechanisms. In addition, dissemination of SD's analyses and lessons learned on SFI has created interest and dialogue among a large number of African and donor partners. The growing interest in SFI is leading to the creation of new alliances between research and nonresearch agents; between public and private agents; and between policy makers and technical officers in many countries. Targets for this activity have been met.

*African Research Systems Strengthened (Table 4):* This has been accomplished through management tools that increase the effectiveness of managers to mobilize and program resources. These tools include: information exchange (e-mail), monitoring progress, impact assessment, and formulating and implementing strategies. Since last year, approximately 130 senior analysts have received training on impact assessment. Over 50 ex post and ex ante impact assessment case studies have been completed. In 8 National agricultural research systems significant progress has been made in institutionalizing impact assessment. Twenty

TDT organizations in 5 East Africa have been linked by E-Mail. These efforts have been implemented through subregionally focused activities and organizations, such as SACCAR in southern Africa, ASARECA in East Africa and INSAH in West Africa.

Regional Research Network Programs in East and West Africa (Table 5): The major focus of the networks has been on the major food staples. These crops account for a large portion of within and cross country trade. Results of a recent network evaluation (FY 96) indicate that they have played a key and catalytic role in strengthening member NARS, they have facilitated exchange and dissemination of improved germplasm and research results, and generated a series of technologies that are increasing productivity, and thereby, improving access to food and increasing incomes. For example, the potato network has diffused late-blight resistant varieties, improving yield by an average of 30-40% and its diffused technologies bring an additional \$10 million annually to East Africa's potato farmers. Targets for this activity have been met. SD, G, REDSO/ESA, REDSO/WA are negotiating to transfer the management of the networks to the two REDSOs.

New and Innovative Partnerships developed to improve the transfer of agricultural technologies (Table 6): In FY 95, a small grants program (28 agreements) was used to disseminate and increase access to profitable technologies. Examples include efforts to transfer NRM techniques in Uganda; cassava processing technology in Togo and Uganda; new maize varieties in Mali; seed multiplication and distribution in Guinea, Kenya, Rwanda. Partners included IARCs, NARS, NGOs, private firms and community-farmer groups. Results for this activity for FY 1996 exceeded the target/plan.

Donor Coordination (Table 7): AFR/SD continues to be an important partner in the Special Program for African Agricultural Research (SPAAR). SPAAR has evolved from a secretariat of donors to a more effective and vibrant organization helping both donors and Africans to create the partnership for a better and growing agriculture in africa. Because of SPAAR, donor resources for agricultural research are more effectively mobilized and allocated; African research leaders and institutions are more organized and linked; research institutions have been reformed and restructured; strategies and plans have been formulated; and relevant and cost effective research is being carried out. This year, a Forum for Agricultural Research for Africa (FARA) was established to have a concerted and cohesive African mechanism and voice in dealing with donor communities and international development organizations and partners.

## **2. Improved Policy and Program Options for Expanded and Efficient Private Sector Agricultural Marketing and Service Delivery.**

An important focus of AFR/SD's agricultural SO is the development and application of policy and program options for the expansion of private sector agricultural marketing and the delivery of inputs and services to producers. Under this IR, there are 9 targets identified for FY 96. We are meeting those targets as planned, and the results achieved in FY 96 are highlighted below. These results contribute to Agency Goals for Economic Growth, Sustainable Democracies, and the Environment; specifically to objective 1.1 for strengthened markets, objective 1.2 for expanded access and opportunity for the poor, objective 4.5 for sustainable natural resource management, and objective 2.4 for more transparent and accountable government institutions.

*Agribusiness Association Skills and Capacity Development (Table 8):* SD's support to the West African Enterprise Network (WAEN), the World Council of Credit Unions (WOCCU), the African Business Roundtable (ABR), the Southern African Federation of Essential Oils, Medicinal Plants, and Spices, and the Southern African Agribusiness Federation have increased capacity for policy reforms advocacy effecting enterprise development and marketing. Performance in the past year has exceeded planned target by 25% due to combined donor support through the Southern Africa Agribusiness Forum from which SAAF was created to target policy reform and regional trade enhancement.

*Programs Established to Strengthen Rural Finance (Table 9):* Rural financial institutions and economic policy reform and financial constraints studies (1) identified problems and opportunities for rural financial intermediation and investment in Zambia, (2) assisted in developing venture capital and micro-finance program in Tanzania, and (3) initiated the Southern Africa Enterprise Development Fund (SAEDF). Performance in the past year has met the target.

*Best Practices and Strategies to Facilitate Trade and Technology Linkages (Table 10):* Appropriate technology and sound practices were identified to use new plant materials and essential oil distillation in Zambia, Zimbabwe, Malawi, Madagascar and South Africa. Strategies to develop trade and technology linkages for indigenous farmers were identified in Namibia and Zimbabwe. Performance in the past year has met planned target.

*Program Options for Developing Private Sector Policy Dialogues and Strategies (Table 11):* Work on optimum structures and strategies for micro, small and medium size enterprises, carried out in Ghana, Malawi, Kenya, Tanzania, Mozambique and Zambia, provided strategy options for overcoming market constraints and for influencing policy changes, in order to increase enterprise development. Performance in the past year has met expectation.

*Strategic Planning to Marshal Financial and Marketing Analysis for Business Plan Improvement (Table 14):* SD's activities focused on developing strategic planning with concentration on financial and marketing analysis to improve regional agribusiness associations' ability to serve agricultural SMEs included WESGRO/South Africa, National Association of Small and Medium Enterprise in Malawi, Ciskei Agricultural Cooperative (South Africa), ZIPATSO in Malawi, Horticultural Promotion Council in Zimbabwe, and IMPI in Zambia. Policy and program options on marketing, use of information technology, administration and financial monitoring were developed. Performance in the past year has been met.

*Mechanisms to Demonstrate the Importance and Use of Information Technology (Table 15):* In collaboration with the World Bank, the Leland Initiative and G/HCD mechanisms including agribusiness listserv, inquiry response service, websites, and communication bulletin board have been developed and utilized in workshop fora to enhance joint trade opportunities. As a new activity, performance has exceeded set target.

*Improved Food Security through Marketing Policies (Table 16):* Field research and analysis conducted by researchers at Michigan State University in collaboration with African partners has received core support from SD since 1993 as part of a strategic partnership. This has allowed researchers to maintain a strategic portfolio of cross-country analysis which continues to yield a "win-win" situation for the Africa Bureau, USAID missions, and the Global Bureau which manages the Food Security cooperative agreement. Typically, mission-funded activities under this partnership have been limited to country-specific or commodity-specific focus, and sometimes of short-term duration. While conducting such work, however, researchers engage in primary data collection which is used again (under SD complementary support) to conduct strategic and regional analysis.

SD support facilitates such activities as cross-country study tours and policy dialogues, regional analytical workshops, widespread print and electronic dissemination, and cross-country exchanges of "lessons learned" on food security issues dealing with food availability and food access. Without core SD support, the critical mass of researchers focused on African food security would not be available for mission-specific analytical tasks, nor would they be able to engage in the outreach activities of carrying lessons learned across borders and regions.

Impacts on marketing policies and programs that increase food availability, access and utilization during the period which are attributable to this SD partnership have been numerous. For example, the Agricultural Transformation Workshop and Outreach activity led to a fundamental rethinking of the strategy of UNIDO (UN Industrial Development Organization) in Africa. Incorporating concepts from the conference, UNIDO has restructured its efforts in Africa under a new Alliance for African Industrialization that is built on strengthening agriculture-industry linkages with the aim of fostering agricultural transformation. This policy was endorsed by the African heads of state in October 1996.

### **3. Improved Program and Policy Options to Increase the Impact of Agriculture on Nutrition**

This includes a new research focus which will focus on the linkages between agriculture and nutrition within the three dimensions of food security: food availability, food access, and food utilization. The case of micronutrient deficiency and its impact on human development has been well established in Africa. Research will analyze program and policy options dealing with diverse approaches such as promoting greater production and consumption of fruits and vegetables; policy options which encourage (for example) cereal grain milling techniques that deliver a more nutritious product; policy options which encourage the addition of micronutrients to cereal grains, especially for products which can be targeted for child consumption; and policies to encourage the production of alternative varieties of basic food crops which have higher contents of selected micronutrient. This will contribute directly to both Agency Goal 1, Economic Growth, and Agency Goal 3, Population and Health; specifically to objective 1.1, strengthened markets, and objective 3.2, sustainable reduction in child mortality. Because this

is a new focus of analysis, there are no results to report for FY 96 (and no table is included).

#### **4. Managing for Results in Agriculture Activities**

Over the past year, significant restructuring of the agricultural and agribusiness portfolio has taken place to better manage for results in the face of a) differential performance and b) significantly reduced staff and financial resources. With the loss of three direct hire positions and 40% of the budget previously allocated to agribusiness and agriculture, and the realization that several private sector and agribusiness related activities were performing significantly better than others, the agriculture and agribusiness portfolio was restructured along the following lines:

- An organizational structure relying on a heavy USDH presence in agriculture was dropped, with all the agriculture activities instead now falling under one SO team with a single direct hire, plus the Division chief, in order to ensure better integration and complementarity among agriculture activities. .
- Within that SO, several activities were dropped due to severe resource constraints. Those which were dropped tended to be those with lack of a clear African institution or Mission client or focus, with a consequential small promise of long term sustainable results, or those which were less integrated with other agriculture and agribusiness activities.
- A new set of IRs, focused on policies related to agricultural services and marketing, were created to enhance complementarity and sustainability of previously separate work in the areas of agribusiness, food security, and policy, and to focus specifically on the needs of bilateral missions and other USAID operating units in these areas.
- A new IR was created in the area of nutrition and agriculture to ensure that nutrition impacts of agriculture activities are maximized for long term food security impact.

The combination of these changes and consolidation will be strong and sustainable results in the areas of improved policies, programs and strategies in agriculture which have downstream impacts on food security.

**Agric: Table 1**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
RESULT NAME: Improved Tools, Mechanisms and Capacity for Technology Development and Transfer			
INDICATOR: African sub-regional Technology development & transfer (TDT) Associations developed and strategies adopted to facilitate and guide regional collaboration, resource mobilization, program design and resource.			
UNIT OF MEASURE: # of associations, # of regional programs	YEAR	PLANNED	ACTUAL
SOURCE:	1995	0	0
INDICATOR DESCRIPTION:	1996	1	1
COMMENTS:	1997	2	

**Agric: Table 2**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
RESULT NAME: Improved Tools, Mechanisms and Capacity for Technology Development and Transfer			
INDICATOR: New and focused TDT strategies and programs developed by USAID Missions consistent with TDT Strategic Framework			
UNIT OF MEASURE: # of organizations	YEAR	PLANNED	ACTUAL
SOURCE:	1995	3	3
INDICATOR DESCRIPTION:	1996	4	4
COMMENTS:	1997	5	

**Agric: Table 3**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
RESULT NAME: Improved Tools, Mechanisms and Capacity for Technology Development and Transfer			
INDICATOR: Sustainable financing mechanisms and plans developed by national and regional organizations that include strategies to mobilize resources, and strengthen public and private collaboration.			
UNIT OF MEASURE: # of countries, # and type of technologies	YEAR	PLANNED	ACTUAL
SOURCE:	1995	3	3
INDICATOR DESCRIPTION:	1996	6	6
COMMENTS:	1997	7	

**Agric: Table 4**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
RESULT NAME: Improved Tools, Mechanisms and Capacity for Technology Development and Transfer			
INDICATOR: Programs established that strengthen capacity to: manage organizational reform; communicate electronically to share knowledge and facilitate cross-country collaboration; monitor progress and assess impact of agricultural programs; formulate and implement strategies.			
UNIT OF MEASURE: # of organizations	YEAR	PLANNED	ACTUAL
SOURCE:	1995	2	2
INDICATOR DESCRIPTION:	1996	4	3
COMMENTS:	1997	5	

**Agric: Table 5**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
RESULT NAME: Improved Tools, Mechanisms and Capacity for Technology Development and Transfer			
INDICATOR: Collaborative Regional Research Network programs established that build capacity and mechanisms to increase availability of and access to technology for high priority commodities and themes.			
UNIT OF MEASURE: # of organizations	YEAR	PLANNED	ACTUAL
SOURCE:	1995	8	8
INDICATOR DESCRIPTION:	1996	8	8
COMMENTS:	1997	8	

**Agric: Table 6**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
RESULT NAME: Improved Tools, Mechanisms and Capacity for Technology Development and Transfer			
INDICATOR: New partnerships established among research and non-research agents that lead to an increase in the transfer and use of technology.			
UNIT OF MEASURE: # of organizations	YEAR	PLANNED	ACTUAL
SOURCE:	1995	5	5
INDICATOR DESCRIPTION:	1996	20	28
COMMENTS:	1997	25	

**Agric: Table 7**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
RESULT NAME: Improved Tools, Mechanisms and Capacity for Technology Development and Transfer			
INDICATOR: Mechanisms supported to increase donor coordination in the design and support of integrated agricultural sector strategies and programs.			
UNIT OF MEASURE: # of organizations	YEAR	PLANNED	ACTUAL
SOURCE:	1995	1	1
INDICATOR DESCRIPTION:	1996	2	2
COMMENTS:	1997	3	

**Table 8**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
RESULT NAME: Improved Tools, Mechanisms and Capacity for Technology Development and Transfer			
INDICATOR: Public policies established and implemented to mobilize resources in support of agricultural sector development.			
UNIT OF MEASURE: # of organizations	YEAR	PLANNED	ACTUAL
SOURCE:	1995	1	1
INDICATOR DESCRIPTION:	1996	2	2
COMMENTS:	1997	4	

**Agric: Table 9**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
RESULT NAME: Improved Policy and Program Options for Expanded and Efficient Private Sector Agricultural Marketing and Service Delivery.			
INDICATOR: Agribusiness association skills and capacity increased to advocate policies conducive to private sector investment and to facilitate agribusiness planning and development.			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
SOURCE:	1995	3	3
INDICATOR DESCRIPTION:	1996	4	5
COMMENTS:	1997	5	

**Agric: Table 10**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
RESULT NAME: Improved Policy and Program Options for Expanded and Efficient Private Sector Agricultural Marketing and Service Delivery.			
INDICATOR: Programs established to strengthen rural financial market intermediation and services.			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
SOURCE:	1995	1	1
INDICATOR DESCRIPTION:	1996	3	3
COMMENTS:	1997	3	

**Agric: Table 11**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
RESULT NAME: Improved Policy and Program Options for Expanded and Efficient Private Sector Agricultural Marketing and Service Delivery.			
INDICATOR: Best practices and strategies developed to facilitate trade and technology linkages and alliances.			
UNIT OF MEASURE: # of assoc., NGO's, # of missions	YEAR	PLANNED	ACTUAL
SOURCE:	1995	0	0
INDICATOR DESCRIPTION:	1996	3	5
COMMENTS:	1997	5	

**Agric: Table 12**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
RESULT NAME: Improved Policy and Program Options for Expanded and Efficient Private Sector Agricultural Marketing and Service Delivery.			
INDICATOR: Program options for developing private sector policy dialogues and strategies for enterprise development and marketing efficiency.			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
SOURCE:	1995	0	0
INDICATOR DESCRIPTION:	1996	3	3
COMMENTS:	1997	3	

**Agric: Table 13**

<b>Strategic Objective:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		COUNTRY/ORGANIZATION: AFR/SD	
RESULT NAME: Improved Policy and Program Options for Expanded and Efficient Private Sector Agricultural Marketing and Service Delivery.			
INDICATOR: Countries and/or USAID missions adopt and/or implement national programs, policies or strategies to increase participation/remove constraints in commodity output markets			
UNIT OF MEASURE: # of countries, # of missions	YEAR	PLANNED	ACTUAL
SOURCE:	1995		
INDICATOR DESCRIPTION:	1996	3	6
COMMENTS:	1997	4	

**Agric: Table 14**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		COUNTRY/ORGANIZATION: AFR/SD	
RESULT NAME: Improved Policy and Program Options for Expanded and Efficient Private Sector Agricultural Marketing and Service Delivery.			
INDICATOR: Countries and/or USAID missions adopt and/or implement national programs, policies and strategies to increase participation and overcome constraints in input markets			
UNIT OF MEASURE: # of countries, # of missions	YEAR	PLANNED	ACTUAL
SOURCE:	1995		
INDICATOR DESCRIPTION:	1996	6	6
COMMENTS:	1997	8	

**Agric: Table 15**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		COUNTRY/ORGANIZATION: AFR/SD	
RESULT NAME: Improved Policy and Program Options for Expanded and Efficient Private Sector Agricultural Marketing and Service Delivery.			
INDICATOR: Strategic planning established and implemented to marshal financial and marketing analytical skills to improve business plan implementation among SMEs.			
UNIT OF MEASURE: # of assoc. and SMEs	YEAR	PLANNED	ACTUAL
SOURCE:	1995	0	0
INDICATOR DESCRIPTION:	1996	6	6
COMMENTS:	1997	6	

**Agric: Table 16**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
RESULT NAME: Improved Policy and Program Options for Expanded and Efficient Private Sector Agricultural Marketing and Service Delivery.			
INDICATOR: Mechanisms established to strengthen use of information technology subregionally focusing on accessing market information, appropriate technologies and joint venture trade opportunities.			
UNIT OF MEASURE: # of missions, # of assoc., # of NGOs	YEAR	PLANNED	ACTUAL
SOURCE:	1995	0	0
INDICATOR DESCRIPTION:	1996	0	5
COMMENTS:	1997	5	

**Agric: Table 17**

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
APPROVED: Interim		<b>COUNTRY/ORGANIZATION:</b> SD/PSGE	
RESULT NAME: Improved Policy and Program Options for Expanded and Efficient Private Sector Agricultural Marketing and Service Delivery.			
INDICATOR: Mechanisms and strategies developed to build regional capacity to identify networking tools (electronic, human) to address market inefficiencies and constraint to microenterprise development among agriculture enterprises.			
UNIT OF MEASURE: # of missions, # of associations	YEAR	PLANNED	ACTUAL
SOURCE:	1995	0	0
INDICATOR DESCRIPTION:	1996	0	0
COMMENTS:	1997	1	

## C. Education

### 1. Overview

AFR/SD's basic education team promotes an approach known as Education Sector Support (ESS). This approach encourages education stakeholders to work in the following key ways:

- *Take a systems approach to education reform* (and so link basic education to macroeconomic and social contexts, to other levels of education, and to other sectors).
- *Coordinate with sectoral partners* (including USAID missions, African institutions, and other funding agencies).
- *Focus on African capacity-building* (supporting African individuals and institutions in defining and achieving results).

The ESS provided the framework for the AFR/SD/education team to work towards two main strategic results: (1) State-of-the art knowledge and guidance (e.g., approaches, tools and methods) on education reform disseminated and promoted, and (2) enabling environment to promote education sector reform extended and strengthened.

### 2. Performance

Education tables 1-4 report on indicators defined as part of the R4 document prepared in 1996. What follows is a report of FY96 results which the indicators did not capture.

#### a. Within the Africa Bureau

AFR/SD's ESS guide ("Basic Education in Africa: USAID's Approach to Sustainable Reform in the 1990s", which captures the theory and implementation experience behind ESS), and strategic technical assistance to missions, have yielded the following results:

\* Ghana reconceptualized its basic education program, with an emphasis on decentralization, including support for community identification of education objectives, and indicators for monitoring progress towards these objectives (a process called Fundamental Quality Level indicators (FQL)). Key to this process was cooperation with the Government of Ghana and other funding agencies so that USAID's contribution fits into a long-term strategic plan for the entire education system.

\* Guinea, Benin and Ethiopia also adopted the FQL model as a strategy for involving communities, improving accountability, and increasing school effectiveness.

\* With SD cooperation, South Africa, Uganda, Namibia, and Mali repackaged their education strategic plans.

b. Agency-wide impact

- \* PPC used our ESS approach to mould Agency basic education policy.
- \* CDIE adopted our indicators for evaluating basic education program impact worldwide.
- \* Global Bureau offices ( Human Capacity Development, Health, Population) used our Africa education data base (see SPESSA below), which we designed with other sectoral partners, as a model for their own worldwide databases.
- \* The Global Bureau worldwide girls' education project's launching and early implementation drew heavily on our African expertise and experience.

c. Influence on other funding agencies and Africans:

- \* The World Bank's strategy of Sector Investment Programs (SIP) incorporates the principles of the ESS approach, reflecting ongoing consultations with USAID.
- \* The Association for the Development of Education in Africa (ADEA) members have been guided by AFR/SD-led and DEA-disseminated policy formulation case studies. The studies were designed and carried out in collaboration with African researchers. They were first presented to and discussed by more than 52 Ministers of Education, African practitioners, and 43 other funding partners at a the 11/95 DEA biennial conference. Now these studies constitute a guide, in English and in French, owned, used and lauded by Ministers and the international donor community.
- \* Work AFR/SD has led in the area of capacity-building for policy dialogue on education reform has returned from Africa to become, for the Education Commission for the States (ECS - led by U.S. governors) a model for U.S. education reform, promoting change "from the schoolhouse to the statehouse."

d. State-of-the art knowledge and guidance (e.g., approaches, tools and methods) on education reform disseminated and promoted:

FY96 saw AFR/SD-led collaboration on the design and dissemination of at least ten tools for enhancing basic education in Africa. This collaboration included workshops, virtual teamwork, research with Africans, and other kinds of cooperation. Examples follow:

- \* In response to the crying need for reliable data, AFR/SD pilot tested a user-friendly data base for collecting and utilizing sectoral information. The Statistical Profile for Education in Sub-Saharan Africa (SPESSA) incorporates the most up-to-date and comprehensive dataset on Education in Africa. This tool enhances understanding and analysis within Africa and throughout the world by assuring ready access to information.
- \* The AFR/SD-inspired tool, Fundamental Quality Level (FQL), helped five USAID missions to build host country ownership and partnership for basic education reform by enabling communities to quantify school-related improvements, and to develop strategies and benchmarks for attaining these targets.

\* AFR/SD designed a very user-friendly, interactive software application which captures the latest and most comprehensive data set on community participation in education. As it becomes clearer that government must work in partnership with communities to meet education demand, this tool's value rises.

e. Enabling environment to promote education sector reform extended and strengthened:

A central challenge to AFR/SD is contributing to a culture of learning among African stakeholders. Examples follow of how AFR/SD has promoted education sector reform concepts, research and techniques.

\* Through DEA working groups, USAID enhanced African capacity in the areas of education statistics, teacher management, sector assessment, and girls' education. For girls, AFR/SD supported a DEA-linked network of 34 African female leading professionals, representing 24 countries, as well as 30 national chapters, focused on improving educational opportunities for girls, in science and math, and in other areas where girls often fail to participate successfully.

\* AFR/SD supported, for Southern and West Africa, institution-building for African-led training for women in small enterprise management and community development.

\* AFR/SD built research capacity by facilitating the work of African researchers, and enabling them to break out of their isolation by exchanging with colleagues from round the world at events such as the Comparative and International Education Seminar (CIES).

### **3. Managing for results**

During FY96, it was found that in the area of education research, African researchers were failing to produce according to agreed upon timeframes. To address this problem, and in cooperation with another donor, AFR/SD commissioned a study of research network shortcomings, and learned that USAID was part of the problem; along with other donors, we have been providing only short-term funding for capacity building in this area. A decision was made to work with African researchers, policy-makers and practitioners to develop and fund a long term plan for research, one which will result in African capacity to produce quality, relevant research in a timely manner.

ED: Table 1

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth <b>APPROVED:</b> Interim <b>COUNTRY/ORGANIZATION:</b> AFR/SD			
<b>RESULT NAME:</b> Improved education sector reform policies, strategies, approaches and methods adopted.			
<b>INDICATOR:</b> Equity policies promoted			
<b>UNIT OF MEASURE:</b> Countries  <b>SOURCE:</b>  <b>INDICATOR DESCRIPTION:</b> <b>COMMENTS:</b>  AFR/SD supports the creation of an enabling environment and tools for equity policies to evolve and flourish, in USAID's bilateral programs and beyond. It also disseminates, via the internet and other means, the results of analytical work. In FY96, it worked in eight African countries to support the development of more equitable education policy by conducting new analysis, and widely disseminated completed analysis of USAID equity efforts in Malawi and Namibia.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	95	--	3
	96	5	8

ED: Table 2

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth <b>APPROVED:</b> Interim <b>COUNTRY/ORGANIZATION:</b> AFR/SD			
<b>RESULT NAME:</b> Improved education sector reform policies, strategies, approaches and methods adopted.			
<b>INDICATOR:</b> Increased percentage of education budget for primary education			
<b>UNIT OF MEASURE:</b> Countries  <b>SOURCE:</b>  <b>INDICATOR DESCRIPTION:</b> <b>COMMENTS:</b>  Government, as well as community, funding for primary education increased in five of the bureau's nine bilateral education programs. AFR/SD provided important support to the bilateral efforts responsible for the increases, by helping to design USAID budget-related conditionality, and by influencing community contributions.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	95	--	3
	96	5	5

ED: Table 3

<b>STRATEGIC OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
<b>APPROVED:</b> Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
<b>RESULT NAME:</b> Improved education sector reform policies, strategies, approaches and methods adopted.			
<b>INDICATOR:</b> Student assessment systems in place			
<b>UNIT OF MEASURE:</b> Countries	<b>YEAR</b>	<b>PLANED</b>	<b>ACTUAL</b>
<b>SOURCE:</b>	95	--	3
<b>INDICATOR DESCRIPTION:</b>	96	5	6
<b>COMMENTS:</b>			
Student assessment systems in South Africa, Ghana and Swaziland are progressing well. New ones in Uganda, Namibia, and Benin are in place and improving.			

ED: Table 4

<b>OBJECTIVE:</b> To Implement Improved Strategies, Policies and Programs for Economic Growth			
<b>APPROVED:</b> Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
<b>RESULT NAME:</b> Improved education sector reform policies, strategies, approaches and methods adopted.			
<b>INDICATOR:</b> Primary schools connected through low-cost, high quality internet services			
<b>UNIT OF MEASURE:</b> Countries	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b>	95	--	0
<b>INDICATOR DESCRIPTION:</b>	96	2	see comments
<b>COMMENTS:</b> While primary school connectivity has not been achieved through AFR/SD activities, African researchers in Senegal, Ivory Coast and Mali were connected, and a new activity began which is assisting missions in looking at new ways in which internet and other kinds of communication can strengthen basic education.			

## **D. Information and Communication**

### **1. Introduction and Background**

The Leland Initiative was authorized in September 1995 to bring the benefits of the global information revolution to twenty or more African countries, through connection to the Internet and other Global Information Infrastructure (GII) technologies. USAID began active implementation of the Leland Initiative in March 1996, promoting an Internet "friendly" policy environment, creating a sustainable supply of Internet services and growing a user base capable of applying the powerful tools of the Internet to the challenges of sustainable development. It has been a challenging and productive period for the Leland Initiative, with lots of lessons learned and, more important, some very tangible results to report. Given the newness of the Leland Initiative, performance tables are not presented (they will be as part of SD's strategic plan). Instead, performance is discussed in text below.

### **2. FY 96 Performance Results**

The Leland Initiative falls under the economic growth objective due to its high policy impact and the strong contribution that telecommunications makes to sustainable economic growth and equity. Indicators and targets were established both for policy improvements and for an increase in the supply of affordable Internet access.

#### **a. Policy Performance**

Against a FY95 baseline of zero, the Leland Initiative set a target of two countries with "liberalized policies allowing broad-based low-cost Internet access".

In most Leland target countries, state-owned telephone monopolies have prevented private sector entry into the telecommunications market, rationed access to telecommunication services and maintained extremely high prices for local and international calls.

During FY96 the Leland Initiative entered into detailed policy negotiations with twelve countries and executed bilateral agreements with three countries. These agreements record the host government's commitment to:

- o Abandon traditional International telephone pricing for cost-based affordable tariffs;
- o Allow free and open access to the information on the Internet; and,
- o Set aside long-standing monopoly practices in favor of private sector Internet Service Providers (ISPs).

As the three countries have begun implementing the policy changes noted above, some dramatic effects are being seen in the price structure for Internet connectivity. The telephone companies have announced tariffs for dedicated circuits for Internet retailers of \$2,000 per month, compared to an average of \$12,000 for similar circuits in non-Leland countries. For the retail Internet consumer, this means that a full month of Internet access will cost less than the current price of a three-minute International telephone call.

## **b. Internet Supply Performance**

A second indicator was established, "Affordable connectivity available for public and private sector development" as an indicator, with a target of three private sector Internet Service Providers in two countries, against a baseline of zero countries and no private sector ISPs.

Performance on this indicator has been less tangible although no less meaningful. The six-month time frame during which implementation took place during FY96 was not sufficient to complete the detailed technical design and equipment procurement necessary to provide Internet access. Thus, at the close of FY96, no Leland-assisted country had yet achieved meaningful Internet connectivity, and no private sector ISPs had yet taken root. However, Leland has assisted the three countries to begin identifying private sector candidates and at last count, in the three countries a total of fifteen ISPs had been formally approved.

## **c. Additional activities**

Increasing the "supply" of connectivity is but the first step in taking advantage of the information revolution. A dynamic, competent "demand" is necessary to apply this connectivity to the challenges of sustainable development. During FY96, the Leland Initiative developed the assessment tools and training approaches required to build a dynamic and growing user base.

- o *Internet "Readiness" Assessments* - Leland Initiative information specialists assessed the Internet "readiness" of USAID field missions and their host country development partners in Mali, Ghana, Benin, Zambia and Botswana. The objective of this assessment is to identify the "fast track" USAID partners in each country who are ready to begin applying the information and communication tools of the Internet to the challenges of sustainable development, and can serve as effective pilot projects.
- o *Internet "Applications" Training* - Leland experts developed the structure for an Internet "workshop" - training, brainstorming and action planning - with the Mission and its partners. This is designed to build upon the "Readiness" assessments and show the mission and its partners how to embed Internet tools throughout the portfolios.
- o *Internet Best Practices* - The Leland Initiative has begun to collect and disseminate "best practices" - information and lessons learned on the uses of the Internet to foster sustainable development to decision-makers throughout the donor and host country communities. The first of these "Best Practices" papers, "Internet Applications Issues", was made available on the Leland Web site under "Internet Project Applications".
- o *Demonstration Pilot Projects* - The Leland Initiative began preparing several pilot projects to demonstrate the application of Internet connectivity to specific development challenges. Pilot projects were readied in Ag-business Trade Information Centers, Environmental Trade Links, Environmental Education and Communication, Improved Local Governance, and Basic Education.

### **3. Managing for Results**

During FY96, the Leland Initiative exceeded its policy target by a substantial amount but it did not meet its Internet "supply" target. In the process a number of lessons were learned that will produce more accountable results, in most cases, faster than anticipated. First, in setting the FY96 targets, Leland failed to appreciate the sequential nature of its interventions. Policies need to be in place before one can commence work on establishing a "supply" of Internet, and a sustainable supply needs to be available or at least visible on the horizon before one can begin building a user base. This is being remedied and the new targets will reflect the sequential nature of the work. Second, Leland underestimated the time required to prepare an acceptable and efficient technical design for Internet access, and obtain the required tariffing, business planning and training technical assistance to establish it. This is being completed now and will permit more rapid deployment of equipment and establishment of Internet connectivity.

### Section III. Strategic Objective #2: Improved Policies, Programs and Strategies in Population and Health in a Sustainable Way

#### A. Child Survival

Child survival activities focus on improving the quality and sustainability of child survival programs through support to research and analysis, African capacity building and the development of African-based regional strategies, new approaches and tools. The substantive areas of emphasis have been on **malaria, vaccine-preventable diseases** and **malnutrition** because of their overall contribution to mortality in Africa and the inadequate attention these problems have received.

For each area, AFR/SD has provided information to the Agency about the importance of these problems to achieving child survival objectives in Africa, effectiveness and costs of interventions, worked with the Global Bureau to develop a vision and strategy for Agency support, worked in partnership with African organizations to develop African strategies to better address these problems, expanded cadres of African expertise, and supported the adaption of new approaches and the regional strategies in selected countries.

Program performance is reported below for the following: malaria, immunization, nutrition, integrated management of childhood illnesses, promotion of African and donor partnerships, and polio eradication.

##### 1. Malaria

In many countries 30% of childhood deaths are attributed to malaria. In 1993, only one USAID Mission in Africa was supporting a malaria program. Objectives of our program have been to increase the number of USAIDs with malaria programs and to strengthen WHO/AFRO's capacity to address the problem in the region.

During FY 1996:

- The Agency Strategy for Integrated Malaria Control in Sub-Saharan Africa was approved.
- The Africa Integrated Malaria Initiative, managed by the Global Bureau with technical and financial support from AFR/SD has been launched in three countries, Kenya, Zambia and Malawi. In Fy 1996, assessment visits and work plans were developed for each country with an emphasis on country ownership and integration of AIMI into district level programs. Missions in Mozambique and Ethiopia have also requested and received technical assistance.
- Of major importance to the region has been the changes in drug policies in Zambia and Kenya that were brought about by USAID technical assistance and SD support to WHO/AFRO.
- 18 countries have adopted indicators for evaluating and monitoring malaria control that were developed in partnerships with WHO/AFRO.

- 39 countries have established and/or revised malaria control plans based on WHO/AFRO's regional strategy.

One of the most significant results this year in terms of mobilizing and leveraging funds was WHO/AFRO receipt of an unprecedented \$9 million from WHO/Geneva, \$1.6 million from ODA and \$240K from GTZ for malaria. The AFR/SD grant to AFRO, which supported staff development, strategic planning and management, and training has been identified as a major element in AFRO's ability to attract this funding.

## **2. Immunization**

In the early 1990s immunization coverage was declining across Africa due in part to serious reductions in donor support and lack of attention to sustainable strategies. AFR/SD, between 1992-1996 gave a grant to UNICEF for increasing the effectiveness and sustainability of immunization coverage in 17 countries. We also supported a grant to WHO/AFRO to increase African capacity to plan, manage, monitor and evaluation program components including surveillance and cold chain. We also provide technical assistance through BASICS to support our USAIDs and work with UNICEF and WHO/AFRO. We are currently doing an evaluation of the UNICEF grant that will provide guidance for a possible follow-up grant. In 1993, only 1 USAID, Nigeria was supporting EPI.

During FY 1996:

- AFR/SD facilitated a "new way of doing business" to increase sustainability of EPI programs in West Africa with the EC and UNICEF. Using grant funds and our partnership with UNICEF, we assisted EC to complete arrangements in 8 countries in the SAHEL to have line items budgets for vaccines.
- With the EC investment, USAID has been able to move from support to vaccines and country operations to technical assistance and African capacity building.
- Preliminary data from the UNICEF evaluation show that coverage rates in a majority of the grant-assisted countries have increased since 1992. 12 out of 16 countries receiving assistance from our UNICEF grant are purchasing some of their own vaccines.
- A regional EPI Results Framework was developed jointly with WHO/AFRO, UNICEF and Global Bureau partners.
- USAID Missions in Kenya, Ghana, Mali, Madagascar and Niger have incorporated EPI as part of their bilateral programs.
- Both improved logistics and drug safety measures have been instituted in Senegal, Ghana, CAR and Ethiopia as a result of TA visits from WHO/AFRO.
- Indicators to measure sustainability of EPI have been developed with support of BASICS and are being presented to African EPI managers for their use.

## **3. Nutrition**

Malnutrition is a direct or associated cause of over 50% of child mortality in Africa. Unfortunately few national nutrition programs exist; nutrition program design and management capacity is limited and few donors are supporting these activities. In 1995, one Mission was supporting nutrition interventions.

In FY 96:

- Four Missions--Senegal, Madagascar, Zambia, Eritrea--are supporting nutrition as part of their bilateral program, following Global CA TA visits and seed funding from AFR/SD. Mali and Tanzania are planning nutrition activities in FY97.
- A new approach, MINPAK was developed by BASICS, with AFR/SD and Global support, which identifies nutrition interventions and an assessment tool to assist countries and Missions strengthen and support nutrition interventions as part of primary health care. The MOHs from Zambia and Madagascar embraced this approach.
- African institutions including ORANA, the University of the West Cape and an African network, SOMNAMET, developed and held new regional training courses to increase African capacity to analyze and advocate for nutrition problems.

#### **4. Integrated Management of Childhood Illness**

- AFR/SD's Guide for the Introduction of Integrated Management of Childhood Illness has been used in Madagascar, Niger and Zambia and by the World Bank, ODA, the Pan American Health Organization and AFRO for promoting interest in this new approach and to broadening it beyond training.
- AFR/SD has asked AFRO to take the leadership role in drafting a regional African strategy for IMCI which is being drafted in partnership with USAID and UNICEF.
- A new tool, Designing by Dialogue, has been developed and tested for the "Food Box" component of the IMCI training and adaptation. WHO and the World Bank have expressed interest in using this tool as a part of their regular program design protocols.

#### **5. Promoting African and Donor Partnerships**

Particularly during 1996, partnerships with both African and other donors were strengthened. AFR/SD sponsored a West Africa donors meeting with UNICEF that included leadership from WHO/AFRO, the World Bank, other bilaterals including the French, Belgians, EC, etc. An important outcome of the meeting was agreement between the EC, WHO/AFRO and USAID to support epidemic preparedness and response activities together in West Africa. This year USAID, the EC and UNICEF entered into a successful tripartite arrangement to help West African countries purchase their own vaccines.

WHO/AFRO clearly emerged as one of our strongest partners, taking the leadership role in defining and implementing regional strategies for polio, immunization, malaria, integrated management of childhood illness. Our capacity-building efforts over the past three years have been very important to AFRO's effectively taking on this role.

## **6. Eradication of Polio in Selected Countries**

Guided by the Agency's Polio Initiative and Results Framework, AFR/SD provided WHO/AFRO, as the chief African coordinator of the Kick Polio Out of Africa Initiative, with a grant to launch this effort in the region. As a result of our investment, in partnership with African countries, NGOs including Rotary, and other donors, the following results were achieved, which surpassed our expectations for this first year of the initiative:

- 21 of 31 countries implemented National Immunization Days (NIDS)
- Over 26 million children below five years of age were immunized by December 1996;
- On the first round of NIDs, 13 countries reached 80% coverage; during the second round 16 of 17 countries increased their coverage;

Important technical assistance by BASICS, funded by AFR/SD, assisted WHO/AFRO and selected countries to plan and manage NIDs. BASICS and grant funding helped AFRO quickly capture lessons learned during the first round of NIDs to plan better for the second rounds. Of particular significance has been the joint social mobilization effort, led by AFRO, which has resulted in multiple donors' contributing to the initiative, high level political commitment and community participation at the country levels. ROTARY International has praised AFRO's efforts during the recent Africa Regional Interagency Coordination meeting in Dakar in December 1996.

Since this is a new activity, indicators and performance targets were not included in last year's R4. Indicators and targets for 1997-2003 will be included with the AFR/SD Strategic Plan now being developed.

## **7. Managing for Results**

AFR/SD continued to use research and analysis, surveillance and monitoring and evaluation information to guide our investments and modify our activities. Based on our tracking and analysis of the 1996 epidemic outbreaks in West Africa with very high fatality rates, AFR/SD decided to use child survival funds to support a new epidemic preparedness and response initiative for West Africa. (See the Section on Epidemic Preparedness and Response.) AFR/SD had encouraged WHO/AFRO to quickly capture lessons learned from the first round of NIDs, using our technical assistance and grant support, and incorporate these into the second round. This has been done in many countries with improved results. Information from the IMCI early-use countries is being used by AFR/SD to shape the IMCI regional strategy and approach, now being developed by AFRO, USAID and other partners.

CS: Table 1

<b>Strategic Objective:</b> Quality and Sustainability of Child Survival Programs Improved.			
<b>APPROVED:</b> Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
<b>RESULT NAME:</b>			
<b>INDICATOR:</b> National Malaria Control Strategies Adopted and programs introduced			
<b>UNIT OF MEASURE:</b> Number of African Countries <b>SOURCE:</b> WHO/AFRO and AIMI Data base <b>INDICATOR DESCRIPTION:</b> Policies adopted and action plans developed <b>COMMENTS:</b> Performance target surpassed. The actual results achieved in 1996 are based on a three year cumulative reporting since the project was funded in 1993. The Baseline reported last year (O) referred to new programs only and has been adjusted to reflect programs existing in 1995. The target for 1996 in last year's R2 (3) has been adjusted to reflect cumulations to the adjusted baseline.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995(B)		24
	1996	27	39

CS: Table 2

<b>Strategic Objective:</b> Quality and Sustainability of Child Survival Programs Improved.			
<b>APPROVED:</b> Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
<b>RESULT NAME:</b>			
<b>INDICATOR:</b> # of countries with WHO/AFRO-provided strengthened malaria and immunization technical assistance			
<b>UNIT OF MEASURE:</b> Number of countries <b>SOURCE:</b> HHRAA project data /WHO/AFRO reporting <b>INDICATOR DESCRIPTION:</b> Consultant visits conducted which contributed to improved programs <b>COMMENTS:</b> Performance target exceeded.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995(B)		5
	1996	9	24

CS: Table 3

<b>Strategic Objective:</b> Quality and Sustainability of Child Survival Programs Improved.			
<b>APPROVED:</b> Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
<b>RESULT NAME:</b>			
<b>INDICATOR:</b> New and Expanded Child Survival Programs developed by USAID			
<b>UNIT OF MEASURE:</b> Number of USAID missions introducing CS programs <b>SOURCE:</b> HHRAA project data <b>INDICATOR DESCRIPTION:</b> <b>COMMENTS:</b> Performance target surpassed	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995(B)		4
	1996	5	7

CS: Table 4

<b>Strategic Objective:</b> Quality and Sustainability of Child Survival Programs Improved.			
<b>APPROVED:</b> Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
<b>RESULT NAME:</b>			
<b>INDICATOR:</b> # of countries introducing Integrated Management of Childhood Illness			
<b>UNIT OF MEASURE:</b> Number of countries introducing IMCI programs <b>SOURCE:</b> HHRAA project data /WHO/AFRO reports <b>INDICATOR DESCRIPTION:</b>  <b>COMMENTS:</b> Performance target surpassed	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995(B)		0
	1996	2	5

CS: Table 5

<b>Strategic Objective:</b> Quality and Sustainability of Child Survival Programs Improved.			
<b>APPROVED:</b> Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
<b>RESULT NAME:</b>			
<b>INDICATOR:</b> Effective nutrition interventions integrated into child survival programs			
<b>UNIT OF MEASURE:</b> Number of USAID programs including Nutrition in their Strategic Plans <b>SOURCE:</b> HHRAA project data /WHO/AFRO reports <b>INDICATOR DESCRIPTION:</b>  <b>COMMENTS:</b> Performance target surpassed	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995(B)		1
	1996	2	3

## **B. Family Planning and Care of Emergency Obstetric Complications Improved.**

The following are major achievements accomplished during FY96:

### **1. Increasing attention to and resources for improving urban family planning services.**

Based on the assumption that most urban family planning service delivery systems are overwhelmed and not equipped to satisfy the potential demand for contraceptive services, AFR/SD supported urban service studies in three cities: Bulawayo, Zimbabwe; Blantyre, Malawi; and Mombasa, Kenya. The studies examined the availability and quality of family planning service delivery and established mechanisms for municipalities to plan for their future needs. Although the results of the Urban Study have influenced service delivery in all these locations, Bulawayo has taken the lead in expanding services by increasing the use of private sector physicians and pharmacies.

Spread effects are being felt in other African cities as well. USAID/Zambia has allocated resources for a modified urban assessment, which is being conducted in Lusaka with assistance from the Bulawayo municipality, thus promoting south-to-south exchange. Based on the study findings, USAID/Zimbabwe allocated \$1 million for upgrading urban family planning services. REDSO/East has endorsed the urban initiative and plans to promote future urban activities in the region.

### **2. Adoption of approaches and materials for promoting adolescent reproductive health in South Africa and Botswana.**

AFR/SD-supported operations research by Population Services International (PSI) and its associated NGO, the Society for Family Health, is demonstrating that social marketing is an appropriate approach for promoting adolescent reproductive health. Even in advance of the results of the research, which will be available later this year, clinics in Soweto, South Africa which are not associated with the study have purchased and begun using materials developed by PSI/SFH to promote abstinence and safer sexual behavior among young people. Support for adolescent reproductive health programs is growing among leaders in South Africa as demonstrated by a video created by PSI/SFH and shown on nationwide television. Bishop Desmond Tutu, former Anglican bishop of SA, and a member of the Catholic clergy are shown in the video supporting the need for adolescent reproductive health programs.

Our operations research in Botswana, although not fully completed, has led to changes in attitudes of clinic provider staff so that they are more supportive of providing services to young adults who previously were deemed ineligible because of their age.

### **3. Regional research institution (CERPOD) adopts a new, proactive approach**

## **to reaching policymakers in the Sahel.**

Through working with AFR/SD to share findings of the AFR/SD funded study, *Tendencies and Determinants of Modern Contraception and Reproductive Health Behavior in Adolescents in the Sahel*, the Centre for Applied Research on Population and Development (CERPOD) in Mali put into practice new approaches for using study findings to promote policy change. CERPOD's new, proactive strategy focuses on advocacy and strategic planning as well as building local capacity. CERPOD is now taking responsibility for helping countries take the necessary steps to get ideas and policies adopted. This signals a significant shift from the center's traditional dissemination activities, which had been limited to simple materials distribution.

This new approach of active dissemination of study findings has already resulted in specific actions that will lead to improved programs for adolescent health. The results of an AFR/SD-supported multidisciplinary workshop attended by statisticians, sociologists, family planning directors, and journalists and facilitated by CERPOD include:

- Consensus reached on the study's policy and program implications,
- Country-specific advocacy plans developed
- Core working groups for adolescents established in each of four countries (Burkina Faso, Mauritania, Mali, and Senegal).
- 35 regional officials trained in advocacy skills
- CERPOD staff now positioned to provide training throughout the region

Activities to be reported on next year include CERPOD's work with countries to develop national workshops and organize groups to develop advocacy plans for improving adolescent reproductive health.

## **4. USAID increases attention to and resources for the serious consequences resulting from unsafe abortion.**

Taking advantage of the support voted earlier by 11 ministers of health in East and Southern Africa for the findings and recommendations of the AFR/SD-supported report, *Study of the Consequences of Unsafe Abortion in Africa*, AFR/SD initiated a joint program with the Global Bureau's POLICY Project and REDSO/ESA to promote improved post-abortion care (PAC). Both POLICY and REDSO have committed funds and staff to implement the new joint initiative in East and Southern Africa, the first step of which will be an assessment for USAID/Uganda to look at how PAC can be integrated into its ongoing PHN program.

The successful support for PAC is triggering a review of what missions can do more broadly in the area of care for emergency obstetric complications, which will culminate in a half-day session on PAC and obstetric complications at the next Africa-wide PHN officers meeting in June 1997.

## **5. New strategies for mobilizing the mass media introduced in francophone West Africa in collaboration with regional research institution.**

The media plays a vital role in creating the environment in which ideas are discussed and decisions made. No other channel can have as great an influence on political participation, as well as contribute to good governance and the democratic process. During 1996, AFR/SD in collaboration with CERPOD launched a reproductive health media project which has three unique elements new to the region: (1) a focus on working with senior-level “gatekeeper” print and radio editors; (2) the addition of local family planning and reproductive health program officials to journalist seminars; and (3) the promotion of south-to-south exchange between high-level journalists and a regional research institution.

Since the project was initiated, print and radio outlets in five countries have produced a series of high-quality articles and broadcasts reflecting data-based information and collaboration with local health officials. At a recent regional media conference sponsored by another donor, journalists from AFR/SD’s activity promoted the introduction of these new elements into other regional media initiatives.

## **6. Male responsibility for family planning and STD/HIV/AIDS prevention now on the agendas of regional conferences, and donor support increased**

As a result of a special presentation by AFR/SD project staff to members of the Francophone Reproductive Health Network (RHN) during their 1995 scientific meeting, meeting organizers decided to add a special one-day seminar to this year’s agenda focusing on male issues. One outcome was a regional, three-year action plan, which incorporated male responsibility for family planning and STD/HIV/AIDS prevention. AFR/SD also supported an anglophone conference in Harare uniquely devoted to examining male responsibility issues. The conference mobilized interest and funds from various donor agencies and partners (IPPF, Johns Hopkins, Population Council) and has led to increased donor support for replicating the conference in francophone West Africa.

FP: Table 1

<b>Strategic Objective:</b> Quality of programs for family planning and care of emergency obstetric complications (COC) improved.			
<b>APPROVED:</b> Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
<b>RESULT NAME:</b>			
<b>INDICATOR:</b> Expanded family planning services in urban areas			
<b>UNIT OF MEASURE:</b> Number of urban areas <b>SOURCE:</b> AFR/SD urban family planning studies data <b>INDICATOR DESCRIPTION:</b> Urban areas where family planning services have expanded/improved as a result of AFR/SD efforts <b>COMMENTS:</b> Performance target met. Program in Bulawayo, Zimbabwe. Strategic Plan now in development. Indicators and performance targets for 1997-2003 will be included in Performance Monitoring Plan submitted with AFR/SD Strategic Plan.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995(B)		0
	1996	1	1

FP: Table 2

<b>Strategic Objective:</b> Quality of programs for family planning and care of emergency obstetric complications improved.			
<b>APPROVED:</b> approval pending		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
<b>RESULT NAME:</b>			
<b>INDICATOR:</b> Information and/or counseling services for young adults established			
<b>UNIT OF MEASURE:</b> Number of programs <b>SOURCE:</b> HHRAA project data (PSI) <b>INDICATOR DESCRIPTION:</b> Information/counseling programs targeting male and female young adults <b>COMMENTS:</b> Performance target met. Programs in Botswana and South Africa. Strategic Plan now in development. Indicators and performance targets for 1997-2003 will be included in Performance Monitoring Plan submitted with AFR/SD Strategic Plan.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995(B)		0
	1996	2	2

## C. HIV/AIDS

The following are major accomplishments in developing strategies for the prevention and mitigation of HIV/AIDS.

### **1. Results of The National Academy of Sciences study, "Preventing and Mitigating AIDS in Sub-Saharan Africa: Research and Data Priorities for the Social and Behavioral Sciences" disseminated.**

As mentioned in last year's R2, AFR/SD funded the National Academy of Sciences (NAS) to review the state of the art knowledge and to make recommendations regarding priorities for social and behavioral strategies and interventions to prevent and mitigate the impact of HIV and AIDS in sub-Saharan Africa. The NAS report, *Preventing and Mitigating AIDS in Sub-Saharan Africa: Research and Data Priorities for the Social and Behavioral Sciences*, places special attention on building African capacity and has become one of the major, definitive resources being used to direct the evolving programs of the newly created Joint United Nations Program on HIV/AIDS (UNAIDS), as well as those of other multilateral programs (e.g., European Commission) in HIV/AIDS Prevention and Mitigation. AFR/SD has used the report's recommendations to guide the development of the AFR/SD Strategic Objective on HIV/AIDS.

The report's findings have shown that in Africa many interventions, thus far, have been experimental and small scale and are not sufficient to reverse the course of the epidemic. The report's recommendations will help guide African programs to consider the need for social and behavioral research that could help improve and extend existing successful programs and devise more effective strategies for preventing HIV transmission and mitigating the impact of the epidemic in Africa.

### **2. Private Sector AIDS Policy (PSAP) Presentation completed and disseminated.**

In 1996, the Private Sector AIDS Policy (PSAP) Presentation was completed. The development of the PSAP was supported by AFR/SD to respond to the African business community's demand for information, policy and program guidance. Last year's R2 reflected the PSAP's status as still undergoing development and field testing.

The PSAP, which is a "how-to" Manager's Guide manual that provides a step-by-step approach to planning and implementing HIV/AIDS prevention programs and policies for businesses, is now being disseminated to help engage the resources of African businesses and employers in the fight against AIDS and to promote HIV/AIDS prevention in the work place. The PSAP is a management "tool" with modules that can help employers calculate the impact of HIV/AIDS and the cost of prevention programs in their work places and is the most comprehensive resource available for this purpose.

The availability of PSAP was announced at the end of 1996 through several fora. Demand for the PSAP materials and related technical assistance has been high, with UNAIDS alone requesting 500 copies to distribute to their UN Agency partners and collaborating institutions. AFR/SD is working with the European Commission to translate the PSAP for use in francophone Africa.

### **3. Policy Guidelines and Training Manual for integrating MCH/FP and STI/HIV/AIDS services developed, disseminated, and adopted.**

As a result of a series of AFR/SD-funded case studies focusing on the integration of MCH/family planning and STIs/HIV/AIDS services, policy guidelines for service integration were produced this year. An instruction manual for training providers in integration was also produced. The manual covers examinations, IEC, counseling, treatment, and infection control procedures to be used by clinic staff.

Programs in three countries -- Botswana (national), Uganda (district with a network in 19 clinics), and Kenya (Mombasa municipality with 2 high volume clinics and satellites) - have made significant progress in integrating MCH/FP and STI/HIV/AIDS services using the guidelines and manuals. The manual has been integrated into regular in-service training programs and used to develop checklists for monitoring and supervision of the quality of MCH/FP, STI, and HIV/AIDS services provided to clients.

As an example of how information is being used to manage for results, program managers in five countries where case studies are underway meet periodically to share insights on how best to achieve integrated results.

### **4. Review of program performance information leads to reexamination of HIV/AIDS prevention efforts.**

After FY1995 country R4 reviews were completed in May 1996, the Africa Bureau concluded that USAID and partner collective efforts were failing to slow the spread of this epidemic. As a result, we decided to select one country program as a one case in-depth study. This past year, we have examined our support to the Tanzania AIDS Program to determine whether certain promising interventions should be intensified and expanded, whether some approaches should be changed or dropped, or whether new approaches merited rigorous trial. An element in this effort was the strengthening of monitoring and evaluation so that a better understanding could be achieved of what was not effective, what was effective, and at what cost.

After obtaining agreement from Tanzanian authorities, a major assessment of the Tanzanian AIDS Program was conducted in March 1997. The results of that assessment will form the basis for a redesign of interventions that we expect will show greater promise in slowing the spread of the HIV epidemic.

## **5. AFR/SD initiates evaluation of epidemiologic data to examine apparent "success"**

Recent reporting from some areas in sub-Saharan Africa, such as Uganda, indicates apparent progress in slowing the spread of HIV/AIDS. In an effort to verify these data and to determine contributing factors, AFR/SD initiated an epidemiologic approach to evaluation of available data in Uganda, Malawi, Zambia, and Kenya. In the study, existing data from a wide variety of sources such as routine monitoring and surveillance systems, cross-sectional epidemiologic studies (DHS, Prevention Indicator Surveys), and analytical cohort or clinical trial studies were reviewed and analyzed.

Although not yet completed, preliminary findings suggest that two types of behavioral changes have a strong, statistically significant, and consistent associations with apparent decreases in the prevalence of HIV infections, especially among younger adults aged 15-24. These two behavior changes, a focus of USAID HIV/AIDS prevention programs, are: 1) Decreased number of "non-regular" partners, and 2) Increased use of condoms with "non-regular" partners. Preliminary analysis suggests that these behavioral changes are having a greater influence on reducing HIV incidence than are any improvements in STD treatment.

Caution must be exercised in interpreting these preliminary findings because of the use of inference from available data rather than from specific evaluation studies. Nevertheless, the evidence of strong associations and consistent findings in several geographic areas is very promising. Future efforts will focus on completion of the study and verification of findings and then disseminating lessons learned and using findings to help define USAID program direction.

HIV: Table 1

<p><b>OBJECTIVE:</b> Cost-effective Strategies to Prevent and Mitigate HIV/AIDS in Africa Adopted  <b>APPROVED:</b> Interim <b>COUNTRY/ORGANIZATION:</b> AFR/SD</p>			
<p><b>RESULT NAME:</b></p>			
<p><b>INDICATOR:</b> Private Sector AIDS Policy Presentation materials used in the private business sector.</p>			
<p><b>UNIT OF MEASURE:</b> Number of countries in which the PSAP Presentation program is utilized.</p> <hr/> <p><b>SOURCE:</b> Global and Country program documents.</p> <hr/> <p><b>INDICATOR DESCRIPTION:</b> Private Sector AIDS Policy Presentation materials used in the private business sector.</p> <hr/> <p><b>COMMENTS:</b> Strategic Plan now in development. Indicators and performance targets for 1997-2003 will be included in Performance Monitoring Plan submitted with AFR/SD Strategic Plan. Note: Businesses in Kenya and Nigeria have begun implementing HIV/AIDS prevention programs as a result of PSAP presentations.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	FY95	Baseline	0
	FY96	1	2

HIV: Table 2

<p><b>OBJECTIVE:</b> Cost-effective Strategies to Prevent and Mitigate HIV/AIDS in Africa Adopted  <b>APPROVED:</b> Interim <b>COUNTRY/ORGANIZATION:</b> AFR/SD</p>			
<p><b>RESULT NAME:</b></p>			
<p><b>INDICATOR:</b> Improved strategies for sexually transmitted disease control utilized.</p>			
<p><b>UNIT OF MEASURE:</b> Number of counties with improved sexually transmitted disease control strategies.</p> <hr/> <p><b>SOURCE:</b> Global and Country program documents.</p> <hr/> <p><b>INDICATOR DESCRIPTION:</b> Improved strategies for sexually transmitted disease control utilized.</p> <hr/> <p><b>COMMENTS:</b> Strategic Plan now in development. Indicators and performance targets for 1997-2003 will be included in Performance Monitoring Plan submitted with AFR/SD Strategic Plan.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	FY95	Baseline	0
	FY96	0	0

HIV: Table 3

<p><b>OBJECTIVE:</b> Cost-effective Strategies to Prevent and Mitigate HIV/AIDS in Africa Adopted  <b>APPROVED:</b> Approval Pending <b>COUNTRY/ORGANIZATION:</b> AFR/SD</p>			
<p><b>RESULT NAME:</b></p>			
<p><b>INDICATOR:</b> Expanded high impact HIV/AIDS programs developed.</p>			
<p><b>UNIT OF MEASURE:</b> Number of Country programs.</p> <hr/> <p><b>SOURCE:</b> Global and Country program documents.</p> <hr/> <p><b>INDICATOR DESCRIPTION:</b> Expanded high impact HIV/AIDS programs developed.</p> <hr/> <p><b>COMMENTS:</b> Strategic Plan now in development. Indicators and performance targets for 1997-2003 will be included in Performance Monitoring Plan submitted with AFR/SD Strategic Plan.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	FY95	Baseline	0
	FY96	0	0

HIV: Table 4

<b>Strategic Objective:</b> Cost-effective strategies to prevent and mitigate HIV/AIDS adopted.			
<b>APPROVED:</b> Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD	
<b>RESULT NAME:</b>			
<b>INDICATOR:</b> STI/HIV/AIDS services integrated with MCH/FP programs			
<b>UNIT OF MEASURE:</b> Number of programs <b>SOURCE:</b> HHRAA project data (Pop Council) and REDSO/E reporting <b>INDICATOR DESCRIPTION:</b> MCH/FP programs offering STI diagnosis and treatment and counseling for HIV prevention <b>COMMENTS:</b> Performance target exceeded. Programs in Botswana, Uganda, and Kenya. Strategic Plan now in development. Indicators and performance targets for 1997-2003 will be included in Performance Monitoring Plan submitted with AFR/SD Strategic Plan.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995(B)		0
	1996	1	3

## D. Epidemic Preparedness and Response

### 1. Significant progress in the development of national capacity in Southern Africa to address outbreaks of cholera and dysentery.

In May, 1995, AFR/SD provided the financial support for the placement of a CDC medical officer for epidemic dysentery and cholera with the WHO Southern Africa Regional Office. This activity was developed based on AFR/SD's analysis of the effects of poor management and lack of effective treatment for the predominant strain of dysentery in the sub-region--due to drug resistance. USAID support complemented assistance provided by the Swiss, Austrians and WHO (both Geneva and AFRO).

In April 1997, an assessment team comprised of representatives from the joint sponsoring agencies, reviewed the project and concluded that it had been very successful. The evaluation team found that the project had measurable impact in several areas:

**Case Fatality rate:** Decrease in case fatality rates in the sub-region indicate a trend of better case management for cholera and dysentery.

**Preparedness and response:** The six countries involved in the project developed an improved capacity to respond to epidemics. This was particularly apparent in the response of Zambia to epidemic cholera.

**Laboratory Capacity:** At least one laboratory in each country is now able to accurately and reliably identify the organisms that cause both cholera and the Shigella dysentery. This capacity will improve the response to outbreaks and allow the monitoring of antimicrobial susceptibility patterns, leading to improved treatment for cholera and dysentery.

### 2. AFR/SD and WHO/AFRO epidemic disease control initiative in West Africa.

For several years, the response to epidemics of yellow fever, cholera, meningitis and measles in Africa (particularly West Africa) has been *ad hoc* and short-term, and the monitoring and reporting of epidemics has also been inadequate. This lack of systemic tracking, reporting, and response by USAID and partners contributed to high levels of fatalities in epidemics in 1995 and 1996.

To address this situation, AFR/SD supported a study that led to the development of a new conceptual framework for "*Public health crisis prevention, mitigation, and recovery: linking relief and development.*" The framework was endorsed and validated during an AFR/SD-hosted consultative group meeting in June 1996 which was attended by 40 U.S., African, and European experts representing 10 universities, 5 non-governmental

organizations, and 5 USG agencies and offices.

Based on both the system needs and this new approach, AFR/SD worked together with WHO/AFRO to develop an initiative for the control of epidemics, including vaccine preventable diseases. Building on and complementing the experience of the Southern Africa activities, a grant for \$1 million was signed in September 1996 with WHO/AFRO with the following objectives:

- Strengthening of country and regional surveillance networks for infectious diseases;
- Establishing national and regional infrastructures for early warning and rapid response to infectious disease threats through laboratory enhancement and multidisciplinary training programs;
- Reinforcing communications systems;
- Strengthening of institutional capacity of WHO/AFRO.

In only a few months, key results already have been achieved :

- In October 1996, AFR/SD participated in a meeting with ministers of health and ministers of interior from West Africa which was intended to focus solely on meningitis. However, our technical and financial support to WHO/AFRO enabled them to broaden the focus and address in an integrated way the major epidemic diseases affecting this region.

At the meeting, a protocol of agreement was presented and signed which focused on a collaborative and integrated way of addressing the epidemics currently affecting this sub-region. This integrated approach is an important change from the previous "disease of the day" approach.

- A regional strategy for response to and mitigation of epidemics of yellow fever, measles, meningitis and cholera epidemics has been developed based on the AFR/SD-supported framework. The strategy has been agreed to by WHO, donors, and country governments. Materials on cholera and dysentery developed in Southern Africa with AFR/SD support were used to develop integrated training materials and for workshops held in West Africa and in Ethiopia, Eritrea and Kenya.
- The AFR/SD grant to WHO/AFRO leveraged support from the EC, which has placed a staff person in the WHO West Africa office to complement AFR/SD-supported staff. In addition, the strategic framework and work plan developed in collaboration with WHO/AFRO is being used for planning and coordinating the inputs of the countries and other partners.
- Already, improved reporting is occurring from countries experiencing increased

meningitis and yellow fever. Better reporting is leading to more rapid and coordinated responses by countries and regional personnel.

- Containment of the meningitis epidemic in Togo was due to the AFR/SD-supported WHO/AFRO epidemiologists based in Abidjan. In Ghana, the recent meningitis epidemic triggered the reactivation of the national crisis committee and the mobilization of funds for purchasing millions of doses of vaccine by the Ministry of Health. Establishing operational crisis committees is one of the activities/principles of the AFR/SD grant to WHO/AFRO.

EP: Table 1

<p><b>Strategic Objective:</b> Country and Sub-Regional Programs for Epidemic Preparedness and Response Improved) improved.</p> <p><b>APPROVED:</b> Interim <span style="float: right;"><b>COUNTRY/ORGANIZATION:</b> AFR/SD</span></p>			
<p><b>RESULT NAME:</b></p>			
<p><b>INDICATOR:</b>Disease surveillance activities developed and implemented</p>			
<p><b>UNIT OF MEASURE:</b> Number of countries</p> <p><b>SOURCE:</b> WHO/AFRO DISEASE CONTROL UNIT</p> <p><b>INDICATOR DESCRIPTION:</b> NUMBER OF COUNTRIES CONDUCTING ACTIVITIES AT THE DISTRICT LEVEL</p> <p><b>COMMENTS:</b> Performance target met. Indicators and performance targets for 1997-2003 will be included in Performance Monitoring Plan submitted with AFR/SD Strategic Plan.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995(B)		0
	1996	4	4

## E. Health Sector Reform

### 1. Implementation Guidelines For Key Areas of Health Care Financing (HCF) Reform Developed and Disseminated.

Country case studies on (1) resource mobilization, (2) hospital autonomy, (3) means-testing, and (4) decentralization involving about 20 African and 25 non-African countries were completed in 1996. Based on these studies **implementation guidelines for improved policies and strategies** were developed for use by African decision makers and our other partners. Now available for distribution are (1) methodological guidelines for research and analysis in these areas, (2) individual country case studies and syntheses of results, and (3) implementation guidelines. These products were disseminated at a workshop in Dakar, Senegal (9/30-10/3) in which 57 decision makers from 12 francophone countries, and 26 representatives of partner agencies participated. The workshop also served as a forum for exchange of experiences in HCF reform, identifying other emerging priorities, and networking between country delegations as well as donors. A similar workshop for Anglophone countries will be held in Harare in May 1997. The same AFR/SD sponsored products will also be used in other workshops in the region.

#### Countries included in case studies of research activities supported by AFR/SD in 1996.

	Resource Mobilization	Hospital Autonomy	Means Testing	Decentralization
African countries included in case studies	Cote d'Ivoire Senegal Zimbabwe	Ghana Kenya Zimbabwe	Guinea Kenya Tanzania	Botswana, Burkina Faso, Ghana, Kenya, Mali, South Africa, Uganda, Zambia
Cooperating Agency or G Bureau Project	Data for Decision Making/Harvard	Data for Decision Making/Harvard	BASICS	WHO

### 2. Capacity Building and Collaboration With Regional Organizations

During 1996, AFR/SD-supported activities involved the active participation of 3 African universities, 2 MOHs, and 2 regional institutions. AFR/SD also worked with 3 G projects, both REDSOs and 3 multilateral organizations (WHO, UNICEF, and World Bank).

### **3. AFR/SD Developed and Shared With Its Partners A Strategic Framework for Sustainability of Child Survival and Reproductive Health Services in Sub-Saharan Africa**

The framework was developed in collaboration with G, the two REDSOs, and with inputs from relevant CAs, the World Bank, and UNICEF. The framework presents a comprehensive view of options available and their interrelations, and provides a list of illustrative activities that would contribute to achievement of the intermediate results identified. The central objective of the framework is to present options so that missions, host governments, and other donors can choose activities they prefer to support with full knowledge of the relationship of the part(s) chosen to the overall objective of financing sustainability.

### **4. AFR/SD-initiated activity in public/private health sector partnership in Zambia recently gained momentum and support from partners.**

AFR/SD supported a study of private sector issues in Zambia in 1994 and a series of follow-up activities in 1995 including a national conference on the subject. In 1996, with financial support from the Mission and ODA, Population Services International (PSI) completed a preliminary feasibility study of franchising of private provision -- one of the most popular topics at the national conference. AFR/SD provided comments and suggestions to PSI during the initial stages of planning of the studies. Results of this experiment are likely to produce information that would benefit a number of countries in the region. Franchising offers a number of options for significantly relaxing some of the major constraints to private sector development in Africa. The Mission also recently completed a draft results framework on public/private sector partnership.

### **5. A national task force appointed to study the prospective role of social health insurance in Zimbabwe.**

AFR/SD provided technical support to the MOH in developing terms of reference of feasibility studies of national health insurance in Zimbabwe. AFR/SD and G continued to provide technical support to the study team engaged by the USAID mission in Harare. Final report of the study was presented to the MOH in the fall of 1996 and is being reviewed by a national task force. This is an important element of Zimbabwe's move towards a comprehensive health financing plan.

### **6. The demand for "22 Policy Questions" continues to grow.**

In 1995, AFR/SD and G collaborated on the development of a set of policy briefs on health care financing and sustainability, entitled "22 Policy Questions About Health Care Financing in Africa." The briefs were used as basic text in policy workshops

organized by AFR/SD, REDSO/ESA, and the World Bank. The popularity of the briefs continues to grow in as well as out of the AFR region.

## **7. Managing for Results**

### Dissemination

(1) Based on lessons learned from recent workshops, the Harare workshop (May 1997) will focus on fewer topics and deal with them more intensively. The emphasis will be on development of skills (the how) as opposed to sensitization of policy makers (the what).

(2) To increase impact as we move from product development to dissemination and advocacy, AFR/SD is considering formation of a network of dissemination channels involving formation in each country of an informal group of participants of AFR/SD supported workshops. This network could be used for monitoring changes in policy and strategy as well as serve as an advocacy group.

(3) To increase sustainability of reforms initiated and give greater exposure to our products AFR/SD plans to involve regional organizations (such as CESAG in West Africa and ESAMI in East Africa) in dissemination and capacity building more often than in the past.

(4) Because of their potentials to influence host county policies and strategies, multilateral organizations such as the African Development Bank, WHO/AFRO, and the Economic Commission for Africa will be included in all our dissemination activities.

### Policy Briefs

Encouraged by the popularity of the "22-Questions", AFR/SD is developing similar material on financing of family planning and population services, and is thinking of doing the same on issues related to public/private sector partnerships.

HSR: Table 1

<p><b>OBJECTIVE:</b> Improved Health Sector Reform Policies and Strategies Adopted.</p> <p><b>APPROVED:</b> Interim <b>COUNTRY/ORGANIZATION:</b> AFR/SD</p>			
<p><b>RESULT NAME:</b></p>			
<p><b>INDICATOR:</b> Removing barriers (creating an enabling environment) for private sector participation, provision, and financing of health care delivery.</p>			
<p><b>UNIT OF MEASURE:</b> Number of countries</p> <hr/> <p><b>SOURCE:</b> Mission reports; key contacts; reports from other donors</p> <hr/> <p><b>INDICATOR DESCRIPTION:</b> Barriers include prohibitive taxes, restrictive regulations, unrealistically high certification requirements, lack of access to information, etc</p> <hr/> <p><b>COMMENTS:</b> Zambia has made public/private sector partnership an important element of its health sector financing reform. The Mission is lending support to this initiative. It recently developed a strategic framework addressing this subject. Benin recently assessed potentials of the private health sector. The objective is to develop initiatives to encourage private sector development.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	95	0	0
	96	1	1
	97	2	
	98	3	

HSR: Table 2

<b>OBJECTIVE:</b> Improved Health Sector Reform Policies and Strategies Adopted. <b>APPROVED:</b> Interim <b>COUNTRY/ORGANIZATION:</b> AFR/SD			
<b>RESULT NAME:</b>			
<b>INDICATOR:</b> Public sector financing of private provision of public health care services			
<b>UNIT OF MEASURE:</b> Number of countries  <hr/> <b>SOURCE:</b> Mission reports; key contacts; reports from other donors  <hr/> <b>INDICATOR DESCRIPTION:</b> Public sector financing includes use of budget of the MOH or other public sector agency. Private provision constitutes all services and goods offered in the non-government sector.  <hr/> <b>COMMENTS:</b> Zambia is again a good example. Through block grants to district health management teams, the MOH is trying to encourage the separation of purchaser from providers of care. In so doing it plans to encourage private provision of public health services. An equally significant development in Zambia is the intention to explore the potentials of franchising of health services. Zambia recently completed a preliminary feasibility study of this option.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	95	0	0
	96	1	1
	97	2	
	98	3	

HSR: Table 3

<b>OBJECTIVE:</b> Improved Health Sector Reform Policies and Strategies Adopted. <b>APPROVED:</b> Interim <b>COUNTRY/ORGANIZATION:</b> AFR/SD			
<b>RESULT NAME:</b>			
<b>INDICATOR:</b> Comprehensive health financing plans developed			
<b>UNIT OF MEASURE:</b> Number of countries  <hr/> <b>SOURCE:</b> Mission reports; key contacts; reports from other donors  <hr/> <b>INDICATOR DESCRIPTION:</b> a comprehensive financing plan would identify all services the system intends to provide on the one hand, and all potential sources of financing on the other hand. The plan would then match service with the appropriate mode of financing.  <hr/> <b>COMMENTS:</b> a number of countries are developing alternative and innovative plans for financing public health services. Zimbabwe is seriously considering the feasibility of introducing social health insurance. AFR/SD has been involved in this effort since 1995.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	95	0	0
	96	0	0
	97	1	
	98	3	

## **Section IV. Strategic Objective #3: Improved Policies, Programs and Strategies in Protecting the Environment in a Sustainable Way**

During FY96, this strategic objective included two sets of activities, one which involved working with various development partners to develop and put into place environmentally sound natural resource management systems and practices, and another which focused on reducing deforestation and biodiversity loss in the Congo Basin.

### **A. Environmentally sound natural resource management systems and practices**

#### **1. Overview**

In the Africa Bureau, it is no coincidence that in FY 96 a number of AFR SO teams addressed similar ENRM issues, that hypothesis-testing continued to be a key Agency reengineering principle, and that Africans across the continent received the same environmental impact training and gained new perspectives about the environment and natural resources base. These are among the several changes produced because the Bureau has an analytical unit that recorded changes over space and time, made sense of them, and passed them to others. As active partners with the SO teams and African organizations, ENRM personnel helped SO teams to incorporate lessons into strategies, programs, policies and evaluations which reduced the time lag between investments and results. As active members of the Agency's and Bureau's reengineering work, ENRM personnel informed the reengineering process with field-based experiences. And, as a key part of the Bureau's institutional memory, the ENRM unit assisted the Bureau to maintain a long-term development vision as well as to report and explain progress over time.

It would not be accurate to say that most of the ENRM results produced by the Bureau in FY 1996 in the ENRM sector is attributable to the ENRM Unit. Mission personnel and their implementation partners are the primary players in achieving results in policy and institutional changes, in changes in the way people manage their natural resources base, and the effect on that base. But, it would be accurate to say that, in the absence of ENRM input over the last five to eight years, the results would not have been as significant nor as widely spread nor would the prospects for future progress be as bright.

Most IR's for this reporting period have no targets. Since a new strategy is being developed, the decision was made not to put resources into developing targets that will most likely be changed within a short period of time.

One factor which affects both achieving and reporting on performance is the difficulty in tracking changes in how people manage the natural resources base. We will continue work with our partners on developing better tools. Another factor is the time lag between development activities and results. (*Many FY 96 results were outcomes of activities in previous years.*) This is particularly problematic in countries that are closing out. Last year, results from past AFR investments in these countries continued to be produced, but because of our limited ability to identify them, AFR failed to receive credit for them.

To support environmental quality in all AFR investments, the Bureau Environmental Office (BEO) has implemented a range of tools, methods and approaches to improve application of environmental procedures and strategies in Missions' and Africans' programs consistent with USAID's Environmental Procedures (esp. 22 CFR 216). A very active environmental review process involved over 70 Initial Environmental Examinations and Assessments reviewed, revised and approved by the BEO.

## **2. Performance**

The following are highlights of performance information. Details are presented in the tables.

### **(a) Support to the Field**

*Transfer of Lessons Increased:* Strategies and programs in twenty seven Missions or countries were affected by ENRM analyses and technical support. The ENRM value-added was the transfer of knowledge from one country to another or over time in the same country. PSGE staff, through TDYs and other means as SO Team members, were strategically engaged in strategic review exercises in ten countries and regions, helped modify the direction and scope of activities in host countries via Mission ENRM programs. (See examples in Table 1)

*Information Used More Effectively:* Last year fifteen Missions were helping host governments set up systems that would increase the capture and use of lessons. (See examples in Table 2)

*Enabling Conditions Strengthened:* Enabling policies were passed or amended in eleven countries. (See examples in Table 3)

*National Strategic Planning Strengthened:* Last year ENRM influenced the strengthening of national strategies in twelve countries. (See examples in Table 4)

*Analytical capacity of African institutions increased:* A number of initiatives have supported performance in this area. They include ENCAP (Environmental Management Capacity Building initiative, mainly for NGO partners) workshops in four countries in FY96, reaching 150 participants from 33 partner institutions. In addition, ENRM assisted in the overhaul and redirection of two major partner groups - NESDA (Network for Sustainable Development in Africa) and the EIS (Environmental Information Systems). Other components included, PARCS (Protected Area Conservation strategy), BIOME (Biodiversity Monitoring and Evaluation), and ENRM participation in the PSGE Africalink and African Fellows program and the Behaviors Network. (See Table 5)

### **b. Support to AFR/W**

*Increased Africa Bureau Capacity to assess and validate the effectiveness of its investments:* "Time lag to takeoff" and "trim-tab," two concepts strengthened by ENRM analysis, now define SD and AFR approaches to sustainable development. These concepts shaped Bureau approaches to developing the management contracts in and out of the sector.

*Decisions of stakeholders external to the Bureau influenced by ENRM analyses:* ENRM has strengthened or protected the enabling environment in which we work; Reg 16, the PPC approach to the analysis and use of common indicators, the Agency Biodiversity Strategy, support to a reengineered USAID, the Sustainable Financing Initiative (SFI) and the Environmental Economics Network are all FY96 examples of ENRM impact. We have directly affected World Bank programs on environmental planning, information systems and sustainable financing throughout Africa, particularly through our funding of the MDS and NESDA, and co-funding of the SFI work with SPAAR/MDS.

In addition, AFR/SD plays a major role in informing Congress and the public on AFR's environmental programs. In FY 1996, AFR/SD responded to enquiries including testimony to Congress on the Bureau's environmental/natural resources program in Africa, provided substantive shaping of the draft USAID Policy and Strategy for Biodiversity Conservation, and continued our interaction with outside partners on CITES, and the IUCN Sustainable Use Initiative.

### **c. Reengineering Support**

As a focal point for reengineering, including having the Agency SME for Results Frameworks, the SO Team continued to influence Agency thinking on the development and application of Results Framework. Last year II partners funded under our Analytic Agenda received uniform training on Results Frameworks and strategic planning. This training was then provided beyond our partners to include contractors and grantees involved with NRM programs in Africa. Most importantly, five Missions received this training. (*The demand for this training outstripped our financial resources to provide it.*) In addition, substantial impact was achieved beyond AFR, primarily due to the uniqueness of the support provided on reengineering. There was virtually no other part of the Agency with a substantial commitment to support the implementation of reengineering principles at the field level. The network on reengineering developed to support NRM programs - RFNET - became in 1996 perhaps the most widely used informal source of debate, discussion and analysis of reengineering issues Agency-wide. By the end of the year, there were 240 subscribers from over 40 field missions, as well as most of the E/NRM partners.

### **d. Contributions to Agency Goals**

ENRM involvement in the design of programs and strategies helped ensure the linkages between NRM and economic growth, good governance and local empowerment. Consequently, most ENRM SO's encompass other Agency goals. Specific examples include:

- People in a variety of countries are able to exercise choice over the management of their resources base. ENRM teams have helped missions in Guinea, Niger, Madagascar, Botswana, Senegal, and Uganda to work with governments to pass policies to increase authorities. As a result, people in each of these countries who used to illicitly cut trees or poach game, now openly provide stewardship. For example, in Botswana, ex-poachers have become wildlife protectors because they have been granted the authority--and responsibility to manage the wildlife.

- By managing their resource base people have been able to diversify incomes. As an example, ENRM design support to Senegal helped incorporate enterprise management into its CBNRM program. In this program, men and women received training in enterprise and organizational management as well as in NRM. Because of this people procured loans and managed enterprises. Judging by the nearly perfect repayment rate, these people--and the resources--are better off today than before.

ENR: Table 1

<p><b>STRATEGIC OBJECTIVE:</b> Improved Policies, Programs and Strategies in Protecting the Environment in a Sustainable Way</p> <p><b>APPROVED:</b> Interim      <b>COUNTRY/ORGANIZATION:</b> AFR/SD/PSGE/ENRM</p>			
<p><b>RESULT NAME:</b> (IR1/FY 96) Transfer of Lessons Increased</p>			
<p><b>INDICATOR:</b> Percentage of selected Missions' strategies, program assessments, etc. which contain lessons by AFR/SD/PSGE (Note "Mission" includes countries without in-country operating units, managed by regional or central programs).</p>			
<p><b>UNIT OF MEASURE:</b> Percentage</p>	<b>Yr</b>	<b>Planned</b>	<b>Actual</b>
	96	TBD	100% (27 Missions)
<p><b>SOURCE:</b> R4 reviews and other Mission reports</p>	97	-na-	-na-
	98	-na-	-na-
<p><b>INDICATOR DESCRIPTION:</b> To be counted, a Mission strategy, program, or assessment would have to include elements directly linked to involvement by AFR/SD/PSGE/ENRM personnel or through activities managed by ENRM.</p>			
<p><b>COMMENTS:</b> This Results Review reports on results achieved last year, not on activities. In many cases, results achieved in FY 96 were products of activities in previous years. For example, progress was achieved last year in Guinea on a new Forestry Code that would devolve more authority to communities to manage forest resources. However, AFR/SD/PSGE's contribution to this achievement occurred during the period from FY 90 to FY 94.</p> <p>The transfer of lessons has meant a reduction in time and money spent to achieve results as well as increased efficiency in achieving impacts. For example, experiences in Niger are reflected in the program designs in Madagascar, Guinea, Mali, and Senegal. In some cases, where it took five to ten years to produce a policy change in Niger, it is requiring fewer years in these other cases.</p> <p>Missions where lessons were transferred in FY96: The Gambia, Guinea, Guinea Bissau, Madagascar, Mali, Niger, Senegal, South Africa, Botswana, Malawi, Mozambique, Namibia, South Africa, Zimbabwe, Ethiopia, Eritrea, Kenya, Tanzania, Uganda, Ghana, Cameroun, CAR, Congo, Cote d'Ivoire, Gabon, Zambia, and Zaire.</p> <p>Under the proposed SD Strategic Plan, indicators for this and the next three IR's will be incorporated and improved into the SO's Monitoring Plan.</p>			

ENR: Table 2

<b>STRATEGIC OBJECTIVE:</b> Improved Policies, Programs and Strategies in Protecting the Environment in a Sustainable Way			
<b>APPROVED:</b> Interim		<b>COUNTRY/ORGANIZATION:</b> AFR/SD/PSGE/ENRM	
<b>RESULT NAME:</b> (IR2/FY96) Information Used More Effectively			
<b>INDICATOR:</b> Percentage of selected Missions which compare actual and expected outcomes, conduct analyses and incorporate lessons into programming			
<b>UNIT OF MEASURE:</b> Percentage	<b>Yr</b>	<b>Planned</b>	<b>Actual</b>
	96	TBD	55%
<b>SOURCE:</b> R4 reviews and other Mission reports	97	TBD	-na-
	98	TBD	-na-
<b>INDICATOR DESCRIPTION:</b> Missions which have an information management system aimed at identifying and using lessons learned			
<p><b>COMMENTS:</b> Last year, programs in at least 15 countries had systems aimed at identifying and using lessons learned. Since AFR/SD worked in 27 countries over the last several years, this represents 55% of all countries where AFR/SD is involved. However, many of these 27 countries have only minor investments in ENRM activities and have few resources to put into information management. If only countries which had substantial ENRM programs were counted, then the percentage would be near 100%.</p> <p>In most instances, information systems are developed and managed primarily by Missions, and are designed to meet mission needs. A role of AFR/SD/PSGE is to transfer lessons from one Mission to another and to provide assistance to Missions to address particular problems.</p> <p>AFR/SD's role in these results varied from training (Malawi and Senegal) to strategic (Madagascar, Niger, and Botswana). For example, ENRM's participation in the Botswana NRM program mid-term evaluation helped to reveal basic design flaws which, once corrected, assisted the program to turn it from a poor to high performing one. As another example, AFR/SD staff was responsible for incorporating "hypothesis testing" as an explicit part of Madagascar's program. Implicit in "hypothesis testing" is the notion of comparing actual to expected outcomes. This notion has subsequently shown up in other Missions as well as at the Agency level as a reengineering principle.</p> <p>Countries where NRM information management systems are being developed and/or used include: The Gambia, Madagascar, Mali, Niger, Senegal, Botswana, Malawi, Namibia, Uganda, and South Africa, as well as the five Congo Basin countries*. (*Note: ENRM involvement extends to some countries that do not have ENRM programs.)</p>			

ENR: Table 3

<b>STRATEGIC OBJECTIVE:</b> Improved Policies, Programs and Strategies in Protecting the Environment in a Sustainable Way			
<b>APPROVED:</b> Interim <b>COUNTRY/ORGANIZATION:</b> AFR/SD/PSGE/ENRM			
<b>RESULT NAME:</b> (IR3/FY96) Enabling Conditions Strengthened			
<b>INDICATOR:</b> Percentage of selected countries where "enabling" policies are passed or amended based on lessons from the field			
<b>UNIT OF MEASURE:</b> Percentage	<b>Yr</b>	<b>Planned</b>	<b>Actual</b>
	96	TBD	41% (11/27)
<b>SOURCE:</b> R4 reviews and other Mission reports	97	-na-	-na-
	98	-na-	-na-
<b>INDICATOR DESCRIPTION:</b> Policy or institutional changes within the fiscal year which can be traced to field-level lessons			
<p><b>COMMENTS:</b> In FY 1996 there were policy or institutional changes or modification in at least 9 countries. In some cases the changes were represented by new policies or institutions. For examples, changes in the forest policies in Madagascar and Guinea permits communities to co-manage national forests with the government. In other cases, policies were amended or clarified. In Niger the Rural Code was interpreted to provide more decision-making authority to rural communities with respect to how public funds were used. In each of the above cases, ENRM had provided strategic assistance at an earlier time. In the case of Niger, ENRM-supported personnel, as part of a program-design team, contributed the language that transferred authority to make budget decisions to communities. In the case of Guinea, ENRM-supported personnel brought relevant lessons from other countries which were incorporated into the NRM program. ENRM also provided support to LTC which conducted analyses critical to the policy change.</p> <p>Seven of the 27 countries in which ENRM worked over the last several years do not have substantial investments or investments focused on policy in ENRM activities and could not be expected to support NRM policy work. Another Seven (Mali, Senegal, Zimbabwe, Kenya, Tanzania, Malawi, and Ethiopia) have substantial investment but have not shown demonstrable policy impact last FY.</p> <p>Countries with substantial USAID involvement in policy change where policy or institutional changes within the fiscal year can be traced to field-level lessons include: The Gambia, Guinea, Madagascar, Niger, Botswana, Namibia, and Uganda. Four other countries (Zambia, Cote d'Ivoire, Eritrea and Ghana) did not have a substantial Mission program, however ENRM programs had a demonstrable policy impact.</p>			

ENR: Table 4

<b>STRATEGIC OBJECTIVE:</b> Improved Policies, Programs and Strategies in Protecting the Environment in a Sustainable Way			
<b>APPROVED:</b> Interim <b>COUNTRY/ORGANIZATION:</b> AFR/SD/PSGE/ENRM			
<b>RESULT NAME:</b> National Strategic Planning Developed			
<b>INDICATOR:</b> (IR4/FY96) Number of countries which have National Environmental Action Plans (or national strategies) developed involving multi donor support			
<b>UNIT OF MEASURE:</b> Number	<b>Yr</b>	<b>Planned</b>	<b>Actual</b>
	96	23	46
<b>SOURCE:</b> R4 reviews and other Mission reports	97	-na	-na
	98	-na	-na
<b>INDICATOR DESCRIPTION:</b> The number of countries with national-level plans regardless of whether approved in FY 96 or before			
<p><b>COMMENTS:</b> In FY 96, 46 countries had national-level environmental strategies. AFR/SD and its collaborating partners played a role in strengthening twelve of them. For example, under the Multi-donor Secretariat (MDS), funded by AFR/SD through the World Bank, Mr. Albert Greve played a key role in numerous countries, even some where the Mission's resources did not permit it to participate. AFR/SD also supported NESDA, an African institution which plays a coordinating role in the development of NEAPs.</p> <p>Through these two mechanisms, as well as direct support, AFR/SD has had broad influence in shaping national strategies. For example, in Uganda the development of a US-supported NEAP lead to a National Policy on the Environment, the creation of a National Environment Management Agency, the Uganda Wildlife Agency, the privatization of national hotels and the Uganda Wildlife Act. In Madagascar, the NEAP is a major mechanism for updating a multi-donor environmental program.</p>			

ENR: Table 5

<p><b>STRATEGIC OBJECTIVE:</b> Improved Policies, Programs and Strategies in Protecting the Environment in a Sustainable Way</p> <p><b>APPROVED:</b> Proposed      <b>COUNTRY/ORGANIZATION:</b> AFR/SD/PSGE/ENRM</p>			
<p><b>RESULT NAME:</b> IR1 Analytical capacity of African institutions increased. (This IR for the Strategic Plan now being drafted is still being developed; it is possible that it may be revised for FY 98).</p>			
<p><b>INDICATOR:</b> The tentative indicator is “implementation lessons incorporated into programs, policies, and strategies.” In this R4, progress will be measured by three lower Results: A) ENCAP workshops conducted and participants trained, B) number of African Fellows and other partners directly facilitated by ENRM, C) Numbers of African institutions supported</p>			
<p><b>UNIT OF MEASURE:</b> A) Number of NGOs/PVOs &amp; other host country agencies; participants B) Number of Partners C) Number of institutions</p>	<p><b>Yr</b></p>	<p><b>Planned</b></p>	<p><b>Actual</b></p>
	95	A. 3, 120 B. n.a C. n.a.	A. 5, 150 B. n.a C. n.a.
	96	A. 25,100 B. n.a. C. n.a.	A. 33, 150 B. n.a C. n.a.
<p><b>SOURCE:</b> A) Workshop reporting cables; evaluation reports; B) Trip reports/ e-mail traffic analysis; C) Newsletters, reports, e-mail traffic</p>	97	A. 25, 100 B. n.a. C. n.a.	A. B. C.
	98	A. TBD B. TBD C. TBD	
<p><b>INDICATOR DESCRIPTION:</b> A) Number of partner NGO/PVOs and other host country agencies reached at ENCAP workshops held in the field; and number of participants as initial proxies for changes in modus operandi and quality of implementation. B) Individuals directly influenced through ENRM-facilitation, such as through the African Fellows program of AfricaLink. C) Organizations receiving analytical capacity building support</p>			

**COMMENTS:**

A) ENCAP conducted four workshops in FY96 based on experience from an initial workshop in FY 95. An actual indicator of success (TBD) will be improved environmental decisions by participants. ENCAP is a partnership between the Bureau and Regional Environmental Offices to devolve more responsibility for environmental decision-making to our development partners while maintaining consistency with USAID's Environmental Procedures. All activities funded under PVO umbrella projects which have participated in the ENCAP program are now carried out with an environmental screening process which is viewed as practical and supportive of improved planning and implementation, while meeting the purposes of increased devolution of responsibility. It has led to new synergies. Demand for the ENCAP facilitation has outstripped our ability to respond, including from the Bureau for Humanitarian Response as USAID's Environmental Procedures are applied to Title II PVO activities.

B) Examples include African Fellowships by (1) the Director of the African Forest Action Network, who studied how to increase advocacy effectiveness for his institution and member institutions; this training has already impacted oil pipeline decisions in Cameroon. (2) two Fellowships by national Integrated Pest Management (IPM) coordinators from Ethiopia and Ghana; (3) an IITA research forester who was able to develop a workshop on nontraditional forest products, focusing IITA research agenda and securing funds for implementation from FAO. Fellows have also been active in PVO participation, GIS training and networking and EIA training in Malawi. While provided in previous years, PARTS Fellows continue to have major impact on analytic agenda and mission programs, for example linked to the PARCS wildlife training program.

Under AfricaLink's electronic connectivity facilitation efforts, at least two dozen ENRM partners received assistance from the regional "help desks" to become connected to e-mail and link to information and networking resources.

C) For example, NESDA (Network for Environment and Sustainable Development) underwent a major review and restructuring, supported through several PARTS-funded partners. This led to major staff and Board changes, revision of the mission statement for NESDA, development of a new focus on membership chapters, and the hiring of a new Coordinator.

## **B. Identify and help to establish selected conditions and practices required to reduce deforestation and biodiversity loss in the Congo Basin.**

### **1. Overview**

To maintain forest cover and biodiversity, CARPE fosters practices that conserve forest resources and protect relatively intact centers of biodiversity, and helps establish the conditions required to reduce unsustainable use of forest resources. Together these interventions will enable Central Africans to manage their environment for long-term sustainability, while helping to achieve the Agency's objectives of reducing threats of global climate change, conserving biodiversity, and promoting sustainable natural resource management.

CARPE works extensively with a wide range of donors, including the World Bank, CEC, FAO, UNDP, Belgium, France, GTZ and ODA, as well as NGO/PVO groups associated with these donors. Notable is the excellent rapport with IUCN, which serves as the secretariat for the "Brazzaville process," the creation of a consultation mechanism on tropical forest issues among the African countries in the region. CARPE has no direct formal contacts with the host governments in the region, but takes every opportunity to inform them of activities during field visits. As field activities gain momentum, CARPE will be collaborating with African NGO's in the field, some of which will become partners to US PVO's. CARPE has devoted a significant level of effort to nurturing these collaborative relationships as its strategy for achieving its objectives. CARPE was authorized at the end of FY95, and became operational mid to late FY96, when procurement actions were accomplished.

### **2. Performance**

Given the short life-to-date of CARPE, performance information is presented below in text form rather than in tables. The two indicators defined at the beginning of the program were: 1) major regional policies on management of the Congo Basin agreed upon by affected countries and donors, and 2) percentage of affected countries which regularly exchange information on management of the Basin.

Results to date include:

- C Central African scientists, meeting at the University of Maryland, are forming the region's first research network focusing on forest monitoring related to biodiversity conservation and climate change.
- C NGO participation in environmental advocacy has been put on the agenda in central Africa, using non-CARPE funding to support work by Transparency International in collaboration with the African Forest Action Network, a regional NGO consortium supported by CARPE.
- C A regional assessment of the environmental NGO sector has been completed, which has led to reformulation of CARPE's strategy for involving African institutions in collaborative

activities.

- C Poaching in the trinational park area (CAR - Congo - Cameroon) has been reduced through new approaches to trans-border cooperation in patrolling and information sharing; this has played a role in resurgence of elephant populations in the area; agreement has been negotiated with a logging concession near Ndoki to ban meat exports from the concession area, an example of innovative efforts to reduce poaching pressures.
- C A methodology has been developed and field-tested for rapid baseline data collection and monitoring of effects of logging and agriculture in ecologically sensitive zones using airborne videography.
- C A new genus of tree (previously unknown in Africa) has been discovered in the core area of Lope Reserve (Gabon), which will receive maximum conservation priority under the area's new legal status.
- C Vegetation types, protected areas, and population have been mapped at continental and regional scales to permit systematic analysis of gaps in the current Congo Basin protected area system.
- C A collaborative SO Team is in place and has developed multi-partner teams for implementation of CARPE activities; a regional field office has been opened in Libreville and is fully staffed; USAID has authorized the inclusion of Cameroon as a full partner within CARPE; a CARPE Web page has been placed on the Internet, making available information about the project with access to reports, maps, and links to related activities.
- C A framework for regional environmental planning and policy harmonization has been established through launching of the "Brazzaville Process," a ministerial-level initiative on forest sector policy linking the countries of the Congo Basin; CARPE is providing assistance to IUCN (the secretariat for the initiative) and leveraged non-CARPE funding for publication of proceedings of the inaugural conference.
- C Low-cost email servers have been installed in CARPE countries, using funds leveraged from UNDP and World Bank, to link NGO partners across the region; this provides unprecedented access to data sources and information about events, issues and opportunities.
- C Donor commitment to coordination has been strengthened in several high-profile projects (ECOFAC, REIMP, Congo Basin Initiative).

### 3. Managing for results

CARPE initially was authorized as a project rather than a strategic objective. With the emphasis now on results management, those involved with CARPE implementation put much effort into forming a strategic objective team and modifying the project to meet results management criteria. (See bullet above on the "collaborative SO team.") Consequently, the team has been able to adjust the application of resources as opportunities appeared. The SO team approach has been particularly effective in eliciting and supporting the commitment of the seven management partners directly involved in CARPE implementation, and in handling the changing resource and field conditions environment.

Two examples of how the team has managed for results are:

(1) As implementation progressed, the team realized that communications between country actors would be critical to making any real progress toward the strategic objective. Consequently, in March 1996, the team agreed to devote \$30,000, leveraging an equivalent sum from Canada, to install a rudimentary email system between the six capitals in the region. As soon as the UNDP and World Bank heard of our proposed initiative, they stated that they wished to "do it right" (which CARPE could not afford) and have invested \$350,000 in a system that is to come on line in April 1997. CARPE's sum was retained for reprogramming.

(2) The project originally proposed a small grants fund to support indigenous PVO's in undertaking environmental activities. However, it was found that most indigenous PVO's in the region were very weak and would require extensive assistance to accomplish anything of significance on their own. As a result, the team refined the small grants perspective to become a partnership process whereby U.S. PVO's and institutions would mentor selected indigenous partners in working on selected environmental issues directly pertaining to achieving the strategic objective.

## **Section V. *Strategic Objective #4: Improved Policies, Programs and Strategies in Building Democracy in a Sustainable Way***

### **A. Overview**

AFR/SD/DG, working closely with the Global Bureau's Center for Democracy and Governance, provides technical guidance to the Africa Bureau and its field missions regarding appropriate policies, programs and strategies for helping Africans to build sustainable democracies. The past five years have witnessed increasing levels of political freedom and development of democratic practices in Africa. The number of countries incorporating elements of democratic governance have increased substantially within the past few years. Democratic governance in Africa is critical because instable governments impair growth and development and threaten economies. Issues in democratization in Africa are still primarily those threats to the formation and maintenance of democratic political regimes. Such threats include succession issues, conflict mediation and resolution, economic reform and democratization, the role and function of civil society, corruption, the electoral process, and rule of law.

FY96 was a period of transition for AFR/SD/DG. The two projects transferred to G/DG in late FY 94, which were Africa-specific, were completed June - September 1996, having been replaced by broader, worldwide mechanisms implemented and monitored by the Democracy Center. And, the macro-governance assessment mechanism developed and nurtured by the Africa Bureau, is under the process of being incorporated in a new assessment mechanism being tested by the Democracy Center. Notwithstanding the above, SD/DG did heavily participate in Ghana's and Benin's governance assessments which are leading to broader inclusion of governance programming in the missions. Additionally, significant portions of time were consumed co-managing the Democracy and Human Rights Fund (DHRF) with State Department. Many activities were hampered by the deletion of one USDH D/G position October 30, 1996. As a result of an assessment of staffing and program performance and potential, the strategic objective for AFR/SD/DG is being revised. The changes are in the office's new strategic plan.

### **B. Progress Toward Objectives**

Despite problems encountered during FY96 (reductions in staff, shift to G of assistance mechanisms, and funding constraints), most of the target objectives were met. AFR/SD provided the methodology for, helped plan, and participated in a democracy and governance macro-assessment in Benin along with a team from the European Commission (EC) under the Transatlantic Initiative. As a result of this assessment and of the collaborative working relationship established between the EC and USAID, a co-funded governance program is being planned to support decentralization in Benin. This work also has led to the identification of important implementation requirements for collaborative efforts with the EC. These include ensuring greater lead time for contracting and developing a common understanding of methodological approaches for researchers coming from different perspectives.

With regard to the Ghana abbreviated assessment, the "Framework" was incorporated by a two-person team consisting of G/DG and SD/DG who helped focus the mission's new strategic

objective in governance. Subsequent consultations reflect the fact that some major governance problems can not be directly confronted but rather worked on indirectly over time. USAID Ghana's revised strategy reflects this lesson learned and future assessments should incorporate programming that considers how to deal with potentially politically sensitive development concerns.

There was minimal activity under the result, *Improved African capacity to develop and advocate constitutional and governance reforms for consolidating and deepening democratic institutions and culture*, that SD/DG had a direct impact on. SD/DG's work in this area was through mission contacts and collaboration with G/DG.

The result, *Strategic plans for supporting democratic local governance, covering civil society and local government partnerships*, target of one country was met. For example, USAID/Benin is incorporating and expanding local government partnerships with civil society organization within the education sector, among others.

Likewise, we see the result, *African capacity to conduct strategic democracy and governance self-evaluations developed*, was increased because of the incorporation of local experts in Benin in the assessment process thereby strengthening their ability and capability to address similar problems elsewhere.

We believe that the results involving *Improved African capacity to develop and advocate constitutional and governance reforms for consolidating and deepening democratic institutions and culture*, as well as *democracy and governance strategies developed that cut across other sectors including decentralization in education, health, agriculture and natural resources management sectors*, was accomplished in large measure through the interaction between G/DG and SD/DG and the realization that integration of governance into other development sectors is crucial to sustained development. These achievements were garnered through dialogues with G/DG and USAID missions. SD/DG sees its role as having been facilitative and encouraging rather than proactive as in the case of the assessments noted above.

A cross-sector activity which is funded through the Africa Bureau and co-managed by SD/DG and by State Department is the area funded under the Democracy and Human Rights Fund (Section 116 e of the FAA). The small grants to indigenous NGOs - which focuses entirely on increasing the capacity of local civil society organizations - helped support civic education activities for elections, management and project administration training; assisting women's groups on numerous gender-related issues; expanding the capacity of media groups to more effectively monitor and report on government practices; and, increase voter awareness, among others. The DHRF is used synergistically with other USAID democracy programming in presence countries or as the principal DG activity in several non-presence countries and has done an excellent job in increasing the ability of NGOs to foster and support human rights. Missions and Embassies report that this grant program is very successful and a sought-after vehicle for civil society and governance interventions. However, SD/DG plans to undertake an evaluation of this program in the Fall 1997 to determine what forms of activities are most successful and how the Bureau might better access impact in both presence and non-presence countries.

D/G: Table 1

<b>STRATEGIC OBJECTIVE:</b> Improved Policies, Programs and Strategies in Building Democracy in a Sustainable Way			
APPROVED: Interim		COUNTRY/ORGANIZATION: AFR/SD	
<b>RESULT NAME:</b> Formal macro D/G strategic assessment framework applied by Africa Bureau missions.			
<b>INDICATOR:</b> Number of assessments conducted			
<b>UNIT OF MEASURE:</b> Assessment conducted	<b>YR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Reports submitted to AFR/SD	95 (B)	--	5
<b>INDICATOR DESCRIPTION:</b>	96	2	2
<b>COMMENTS:</b> Program responsibility for assessments was transferred to G/DG during FY95.			

D/G: Table 2

<b>STRATEGIC OBJECTIVE:</b> Improved Policies, Programs and Strategies in Building Democracy in a Sustainable Way			
APPROVED: Interim		COUNTRY/ORGANIZATION: AFR/SD	
<b>RESULT NAME:</b> Improved African capacity to develop and advocate constitutional and governance reforms for consolidating and deepening democratic institutions and culture.			
<b>INDICATOR:</b> Number of assessments with Africans involved in conducting assessments			
<b>UNIT OF MEASURE:</b> Assessments	<b>YR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Mission reporting	95 (B)	--	0
<b>INDICATOR DESCRIPTION:</b>	96	1	1
<b>COMMENTS:</b> Using Africans as team members improved the capacity of Africans who advocate constitutional and governance reforms			

D/G: Table 3

<b>OBJECTIVE:</b> Improved Policies, Programs and Strategies in Building Democracy in a Sustainable Way			
<b>APPROVED:</b> Interim <b>COUNTRY/ORGANIZATION:</b> AFR/SD			
<b>RESULT NAME:</b> Strategic plans developed for supporting democratic local governance, covering civil society and local government partnerships			
<b>INDICATOR:</b> Number of country strategies reflecting local governance and civil society partnerships			
<b>UNIT OF MEASURE:</b> Countries	<b>YR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Mission reporting and documentation	95 (B)	--	0
<b>INDICATOR DESCRIPTION:</b>	96	1	1
<b>COMMENTS:</b>			

D/G: Table 4

<b>OBJECTIVE:</b> Improved Policies, Programs and Strategies in Building Democracy in a Sustainable Way			
<b>APPROVED:</b> Interim <b>COUNTRY/ORGANIZATION:</b> AFR/SD			
<b>RESULT NAME:</b> Democracy and governance strategies developed that cut across other sectors including, e.g., decentralization in education, health, agriculture and natural resources management sectors.			
<b>INDICATOR:</b> Number of countries containing DG cross-sectoral linkages			
<b>UNIT OF MEASURE:</b> Countries	<b>YR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b>	95 (B)	--	0
<b>INDICATOR DESCRIPTION:</b>	96	2	1
<b>COMMENTS:</b>			

D/G: Table 5

<b>OBJECTIVE:</b> Improved Policies, Programs and Strategies in Building Democracy in a Sustainable Way			
<b>APPROVED:</b> Interim <b>COUNTRY/ORGANIZATION:</b> AFR/SD			
<b>RESULT NAME:</b> African capacity to conduct strategic democracy and governance self-evaluations developed.			
<b>INDICATOR:</b> Number of countries where capacity has been developed			
<b>UNIT OF MEASURE:</b> Countries	<b>YR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b>	95 (B)	--	3
<b>INDICATOR DESCRIPTION:</b>	96	5	4
<b>COMMENTS:</b>			