

PD-ABN-963

AFR/EA ASSESSMENT OF PROGRAM IMPACT: FY 1994

**PROGRESS AGAINST AGENCY STRATEGIES,
AFR/EA STRATEGIC OBJECTIVES AND
KEY TARGETS OF OPPORTUNITY**

APRIL 20, 1995

AFR/EA ASSESSMENTS OF PROGRAM IMPACT: FY 1994

AGENDA

- I. **Subregional Overview** **Glenn Slocum**

- II. **Gender Issues** **Glenn Slocum**

- III. **Country Profiles**
 - A. Kenya **Carlton Terry**
 - B. Uganda **Peter Downs**
 - C. Tanzania **Steve Pulaski**

 - Questions/Comments**

 - D. Madagascar **Steve Pulaski**
 - E. Ethiopia **Jeanne Pryor**
 - F. Burundi **Malaika Stoll**

 - Questions/Comments**

- IV. **Conclusion** **Glenn Slocum**
 - A. **Issues for Discussion/Decision**
 - B. **Examples of Managing for Results**
 - C. **Comments on the API Process**

SUB-REGIONAL OVERVIEW

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SO/TO by Strategy	Program Impact			Comments
	High	Medium	Low	
Encourage Broad-Based Economic Growth				Impact within the region has generally been high but varied greatly depending on many, inter-related factors including: rainfall/drought, maturation and nature of the USAID program, and external factors. In general, there appears to be a strong correlation between efforts to improve the regulatory framework, and investments in NTEs and micro-enterprises in the region and broad-based economic growth. It should also be noted that the individual Missions are pursuing diverse strategies which reflect the needs of their respective countries and perceived comparative advantage.
Increase Rural Incomes	Uganda			Uganda is reporting a 4.3% increase in rural per capita consumption which is 1.5% more than population growth. Much of this growth is fueled by the increase in NTEs. Kenya was adversely affected by the drought on 1991-93, but rebounded in 1994. The increased availability of early maturing maize and sorghum seed, and foodgrain market liberalization which has increased availability and reduced price variation to the rural consumer has encouraged the shift in acreage from food to NTE production. Tanzania has shown steady growth in the agricultural sector. Ethiopia is also attempting to stabilize the food market, but has not reported on performance. Madagascar has been sluggish due to its policy framework and the relative newness of the program.
Agr. Productivity/Farm Incomes	Kenya Tanzania		Ethiopia	
Increased Availability of food grains	Kenya			
Increase Non-Traditional Exports	Kenya Uganda		Madagascar	

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**PROGRESS AGAINST AGENCY STRATEGIES, AND
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SO/TO by Strategy	Program Impact			Comments
	High	Medium	Low	
Encourage Broad-Based Economic Growth (continued)				
Private Enterprise Employment		Kenya	Madagascar Tanzania	Private Sector Employment Growth ranges from 2.3% in Madagascar to 6.5% in Kenya . Growth in Kenyan SMEs linked with the Non-traditional Export Sector were impressive -- exceeding USAID/K Targets.
Enabling Environment Reg Environment	Kenya	Ethiopia	Madagascar	Kenya reports the elimination of price controls and decontrol of interest rates. Madagascar is just defining interventions to improve the market environment. Ethiopia reports rapid liberalization of agricultural inputs markets and decontrol of transportation.
Infrastructure/Roads		Tanzania (M/H)		Tanzanian infrastructure investments have increased market access, increased volume and value of trade, and lowered per unit cost of marketing.
Competitive Markets	Kenya			Kenya reports both cost reduction for agr. inputs and outputs with farmers now receiving 82.4% of the retail prices for agr. outputs. Price stability has also been improved with the intra-annual variation falling from 40-45% in 1992 to 13-14 % in 1994.
Private Investment	Madagascar			Madagascar reports a phenomenal 31% increase in private investment in spite of an apparent less than attractive investment climate.
Private Sector Support		Kenya	Madagascar Tanzania	Kenya steady expansion; Madagascar and Tanzanian programs are just starting.

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SO/TO by Strategy	Program Impact			Comments
	High	Medium	Low	
Stabilize Population Growth & Protect Health				The East Africa Region reports significant improvements in the efforts to combat both population growth and HIV/AIDS. With the exception of Madagascar the programs within the region address Family Planning and HIV/AIDS in a systematic and complementary fashion, i.e. the programs address both the supply (increased availability of contraceptives and medical services) as well as the demand (availability of information/awareness) sides of the equation. While progress is being made in all countries, we expect a continued problem due to the difficulty of access in rural areas and increasing constraints upon the public health sector to provide necessary goods and services.
Decrease fertility rate/family size	Kenya Tanzania	Madagascar	Ethiopia Uganda	Total Fertility Rate within the Region ranges from 5.4 in Kenya to 6.9 in Uganda. However, even Uganda has shown a significant reduction in the last 5 years. Tanzania, is ranked relatively high due to the fact that the Contraceptive Prevalence Rate is 11.5%. This represents a nearly 100% increase in three years and well exceeds even the optimistic targets set.
Improve delivery of health services	Kenya		Ethiopia	Kenyan reforms have had an impact on reallocation of financial resources from curative to preventive/primary health services. 30% of potential revenue is now collected.

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**PROGRESS AGAINST AGENCY STRATEGIES, AND
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SO/TO by Strategy	Program Impact			Comments
	High	Medium	Low	
Stabilize Population Growth & Protect Health, cont. Increased HIV/AIDS preventive measures		Tanzania (L/M) Uganda	Ethiopia Kenya	High Risk populations are being identified and receiving preventive services. Knowledge is consistently in the 20-30% range and Behavioral Changes are believed to be increasing. The impact, however, is reported as relatively low due to the relative newness of the programs and the lack of data collection.
Improve the Quality and Efficiency of Basic Education			Ethiopia Uganda	Uganda reports good process in reforming the educational environment, i.e. staffing, salaries, books, etc. The program, however, is too young to achieve significant impact. Uganda does report a modest increase in the percent of pupils who pass grades 1-7 and a slight decrease in the number of years of school provided per primary school graduate. Ethiopia's program is only now getting underway.

**PROGRESS AGAINST AGENCY STRATEGIES, AND
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SO/TO by Strategy	Program Impact			Comments
	High	Medium	Low	
Protect the Environment Stabilize Bio-Diversity/Reduce Natural Resource Depletion in Target Areas	Uganda	Kenya Mad. (M/H)	Tanzania	<p>The Environmental/Bio-Diversity programs in the region focus their objectives/indicators relatively more upon the process of preservation than upon the impact of preservation. This is due in large part to the relative newness of both the HC and USAID interventions within the region. The evidence appears to support the hypothesis that programs are most effective when linked with strategies to increase rural incomes or well-being.</p> <ul style="list-style-type: none"> -- Improved planning at the National Level (Madagascar, Tanzania, Kenya, Uganda) -- Strengthen HC capacity at the national and local levels (Kenya, Tanzania) -- Increased decision-making authority, involvement and resource mobilization at local levels (Uganda, Kenya, Madagascar) -- Reduction in area burned by forest fires. (Madagascar) -- Focus upon parks, reserves, and surrounding areas (Kenya, Madagascar, Tanzania, Uganda).

PROGRESS AGAINST AGENCY STRATEGIES, AND
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SO/TO by Strategy	Program Impact			Comments
	High	Medium	Low	
Building Democracy, Governance, and a Civil Society		Uganda Ethiopia	Kenya Madagascar Tanzania	<p>Building Democracy or Civil Society is an area of increasing attention within East Africa. Many of our Missions possibly should have become more involved in this area at an earlier date, but were limited by the "newness of the area", existing staffing patterns, and available resources. Most of the Missions, are explicitly addressing good governance including policy frameworks and the respective roles of the public and private sectors, but are relatively weaker on democratic institutions.</p> <p>During the Review of the APIs, it was found that the Missions tended to focus on process-level results.</p> <p>Current Activities include:</p> <ul style="list-style-type: none"> -- Election preparation (voter registration, equal application of campaign laws, candidate forums, voter education, monitoring system and independent verification of results. (Uganda) -- production of Human Rights Reports (Kenya) -- human rights awareness programs (Kenya) -- workshops/seminars on Women's issue, multi-ethnic society, etc. (Kenya) -- journalism training and institutional development Madagascar

KENYA

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: KENYA		
I. Program Impact	Program Maturity (1-5) Impact (L/M/H)	Narrative (examples from the data)
Goal: Promote Sustainable Broad-based Economic Growth		<p>Major progress in stabilizing and liberalizing the economy was achieved. Inflation has been significantly reduced from 13 percent in September 1994 to less than 9 percent by the end of 1994; foreign exchange reserves have substantially improved; the exchange rate has stabilized; foreign exchange and price controls have all been removed; restrictive monetary policy has been vigorously pursued; and in 1994, per capita income slightly improved compared to previous years. A civil service action plan with the assistance of the World Bank has been developed and approved by the GOK. On the other hand, privatization of parastatals continues to move slowly. To date, only 52 parastatals have been privatized out of a targeted 207. Kenya has established a good economic foundation but much more remains to be done.</p>

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: KENYA	
Sub-Goal 1: Reduce Population Growth Rate and Improve Health Status.	<p>The Kenya population growth rate (PGR) is subsiding. The PGR decreased from 4.1 percent in 1984 to just under 3.0 percent in 1994. The dramatic decline in Kenya's total fertility rate (TFR) is attributed to the significant increase in the use of modern methods of contraception. Infant mortality rate (IMR) fell from 124/1000 in 1960 to 61/1000 in 1993; and the under-5 child mortality rate declined from 150/1000 in the early 1980s to 90/1000 in 1993. However, the IMR for children under-5 in rural areas remains high.</p>
Sub-Goal 2: Increase Production, Employment, Income and Foreign Exchange Earning	<p>An improved policy environment and long seasonal rains contributed to the agricultural recovery in 1994. Maize--Kenya's principal crop--is projected to increase 40 percent over the average levels achieved during the 1993-1994 drought years. Total employment outside small-scale farming (excluding the informal sector) increased by 1 million in 1993. The informal sector recorded a growth rate of 14 percent in 1992. The number of females in wage employment rose from 334,800 in 1992 to 340,900 in 1993.</p>

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: KENYA		
Strategic Objective 1: Decrease National Fertility and Reduce HIV/AIDS High Risk Behaviors.	PM-5 I-H	Last year's API, Mission reported an unprecedented drop in the total fertility rate (TFR) to 5.4 and a modern method contraceptive prevalence rate (CPR) of 20.9 percent (KDHS 1993). Prospects for sustaining trends are excellent. By the end of 1995, USAID/Kenya projects the TFR level will drop to 5.0 or the performance target set by the Mission. USAID/Kenya continues to be the largest and most dependable source of financial and technical assistance to the Kenya national family planning program, accounting for 60 percent of total program expenditures in 1993.
	PM-2 I-L	USAID/Kenya's aggressive contraceptive program is helping in HIV/AIDS prevention and control. Sales of USAID-supported "AIDS condom" increased from 2.1 million in 1993 to 4.8 million in 1994. Since 1990, the public sector has distributed 173.1 million USAID-supplied condoms. Under the health care financing project, the GOK initiated important health sector policy reforms that focuses reallocation of financial resources from curative care to preventive/primary health services. Analyses of recent cost-sharing data indicate an increase in resources for the overall Kenya health sector. To date, approximately 30 percent of total and untapped potential revenue has been collected.

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: KENYA		
Strategic Objective 2: Increase Agricultural Productivity and Farm Incomes.	PM-5 I-H	<p>All policy objectives under the Kenya Market Development Program (KMDP) were achieved in 1994--decontrol of minor grain markets, decontrol of the bean markets, and maize marketing liberalized. In response to consumer demand, grain is now moving freely around the country. Today farmers command a higher percentage of price from their produce. USAID/Kenya's long-term investments in maize research under the National Agricultural Research Project (NARP) have resulted in higher and better yielding varieties of maize and sorghum. Both small and large farmers have adopted improved varieties (roughly 70 percent now use improved varieties versus 2 percent in the 1960s). According to a recent USAID study, the rate of return to long-term maize research in Kenya could be as high 68 percent. Kenya's horticultural crop production and export today is booming; and crops, such as potatoes, are showing high returns as a result of USAID's support for research activities at the Kenya Agricultural Research Institute (KARI). Finally, the market-to-market roads component under KMDP (which has been only a small USAID investment under the project) has had a substantial impact with a 64 percent rate of return.</p>

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Country: KENYA		
Strategic Objective 3: Increase Private Enterprise Employment.	PM-4 I-M	USAID's effort on improving the policy environment has contributed to increased non-traditional export (NTE) revenues and employment. NTEs earned 49 percent of Kenya's export revenues in 1993, up from 46 percent in 1992. Employment in NTE enterprises have increased by 10 percent per year which is above the targeted 8 percent annual increase. USAID/Kenya has helped to strengthen the Kenya Association of Manufacturers (KAM), a private sector association, to undertake research and advocacy work on issues important to the business community. USAID's strategy has helped NGOs in cost-effective mechanisms for microenterprise service delivery.
Summary of gender impact reporting	M/H	Special attention to gender reporting was reflected in this year's Kenya API. Baseline data show an increase in life expectancy at birth with women living slightly longer than men (62 years compared to 58 years). Studies indicate: Modern contraceptive use has increased among women; and men are showing more interest in family planning. SO2 data show an increase in number of women fertilizer retailers and the benefits gained in retail margins and access to wholesale fertilizers. Women also play an important role in bean marketing, assembly and transportation from surplus areas to deficit areas. Baseline surveys on employment estimate that women constitute some 39 percent of workforce which is up from 23 percent.

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Country: KENYA		
Target of Opportunity	M	The Conservation of Biodiverse Areas (COBRA) Project represents a Mission target of opportunity. Good progress in transforming KWS from being "enforcement oriented" toward a "partnership-oriented" organization has been made. Communities surrounding these park areas share in the proceeds of park revenues. Communities perceptions and attitudes are now more positive. Various communities located around protected areas are now tapping indigenous NGOs in the development of land use and enterprise schemes to share further in tourist revenues.
	L	Another target of opportunity is strengthening democracy and governance. USAID/Kenya assists a wide range of activities in support of democratic culture, pluralistic politics, and governance and accountability. The Mission's democracy/governance project has quickened pace in the past few months. The first tranche of funding for the Institute of Policy Analysis and Research (IPAR) was released in September 1994; the second tranche will be released in August 1995. A Project Agreement with the GOK on the public sector components is currently under negotiation. An interim project manager will soon be on board to accelerate implementation of the civil society component. Activities conducted under 116(e) grants include: production of the 1993 Annual Human Rights Report; sponsorship of a human rights awareness program; and training of indigenous women on leadership and citizen participation.
Strengthening Democracy/Governance		

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: KENYA		
		Narrative Commentary on API
Narratives		Kenya continues to be a model for the Africa Bureau in impact reporting. The narrative was well written and was targeted this year on gender impact and results. The Mission this year used caption boxes to highlight achievement in key areas and is considered a well change from its usual narratives.
Indicators		The indicators for the three SOs are well focused and include excellent people level impact data.
Data		The Kenya API data is excellent and continues to add more insight into the overall accomplishments of the USAID program in Kenya. The review committee praised the Mission for its superb job in incorporating gender disaggregated information into this year's API.

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Strategic Objective 1. The new Mission data on new drop to 5.0 in the total fertility rate (TFR) is unrealistic. TFR is not something which can be easily measured on an annual basis. If Mission consider this data to still be valid, more justification should be provided. USAID is one of the lead donors in AIDS prevention and control. However, Mission does not provide any baseline data on reduced HIV/AIDS high risk behaviors. The project review committee suggests that Mission should not extrapolate TFR and CPR in years when data included are not available. Also, Mission is advised to be careful in mixing data sources on IMR (KDHS and UNICEF).

Strategic Objective 2. Since the current Mission CPSP (FY 90-95) is near an end and a new CPSP is underway, Mission should provide more "salient impact" on accomplishments under this SO. In the new CPSP, Mission should indicate current trends and indicate where these trends will take the new strategy. Mission should discuss more on "lessons learned" over the last five (5) years. In this regard, the Kenya Agricultural Research Institute (KARI), which is USAID supported, is highly successful in horticultural research. This was not captured in the current API. In addition, Mission may wish to consider an "end of strategy" paper for this SO as a separate document or as an annex to the new CPSP given the significant successes this strategy has had over the years.

Strategic Objective 3. Mission should get a quantitative and qualitative "fix" on whether new jobs being currently generated are productive in the long-term.

Strengthening Democracy and Governance. Comments in this section were considered weak. More information should be provided on current results. In the future, Mission will need to discuss more in terms of dollars and time invested into this effort. Moreover, given Kenya's poor record on human rights and the Africa Bureau's concern over this issue, Mission is advised to consider raising D/G to a Strategic Objective.

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Country: KENYA		
III. Status of Mgt. Contract	Date of contract	Narrative Commentary on Management Contract
CPSP or Concept Paper	March 1990	The consensus of the review committee is that USAID/Kenya has successfully fulfilled the management contract. A new CPSP will be submitted in Fall 1995. Given AID/W's concern about Kenya's continued lack of significant progress on democracy and governance, D/G might be elevated to a SO.

UGANDA

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: Uganda		
I. Program Impact	Program Maturity (1-5) Impact (L/M/H)	Narrative (examples from the data)
<p>Goal Establish the basis for sustained improvements in the standard of living.</p>		<p>4 indicators: (1) Food Budget - A significant 3.6% decrease (from 69.2% to 65.6%) in the percentage of household expenditures allocated for food among the bottom 50% of the population reflects greater food availability and access and implies improvements in the standard of living. (2) & (3) Child Mortality and Nutritional Status (Lack of Data). DHS survey to provide data is scheduled for July 1995. (4) Adult Literacy - In 1993 Adult literacy was reported as 48-53%. This represents a decline from the 55% baseline figure of 1985. Projected literacy rates to be 60% in 2000 and 70% in 2010. Next national census in 2000 will provide data.</p>

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Country: Uganda	
Sub-Goal Sustainable equitable economic growth promoted on a competitive, diversified basis.	3 indicators: (1) Percentage of population with per capita expenditures below \$55 fell from 19% in 1989 to 15% in 1993 and the percentage of population with per capita expenditures below \$110 fell from 55% in 1989 to 50% in 1993. These measures suggest that the poorest of Ugandan households have been able to increase disposable income. (2) Real per capita GDP increased significantly by 21.4% between 1987 and 1993 (an average annual growth rate of 3.3%) including a 4.3% increase in 1993. These figures are well above the expected performance level of 2.5% (3) Private sector share of gross domestic expenditures increased from 84% in 1989 to 86.5% in 1993, The targets are 89% by 2000 and 92% by 2010.

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Country: Uganda		
<p>Strategic Objective One Increase rural men and women's income.</p>	<p>4 H</p>	<p>o Consumption increased: In the current API, USAID/Uganda uses the proxy of per capita consumption for income which increased at the average annual rate of 4.3% between 1989 and 1993 or 1.5% more rapidly than population growth.</p> <p>o Returns to rural producers' labor from major non-traditional agricultural exports (NTAEs) increased. NTAEs continue to be a driving force within the Ugandan Economy. Gross margins associated with exports increased from US\$ 3.8 billion in 1990 to US\$ 23.6 billion in 1993. There was an 81% increase between 1992 and 1993, and the returns to NTAE labor have averaged 44% annually in real terms (6 times the growth rate for the total GDP).</p> <p>o Value of NTAE's increased by 36 percent. The value of NTAEs in 1992-1993 increased by 36% to \$68.4 million. Number of NTAEs exceeding \$2 million in exports remained at 9 in 1994. Diversity of the production base however continued to increase with an additional 8 firms which exporting between \$100,000 and \$1 million.</p>

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Country: Uganda		
Strategic Objective Two Stabilize biodiversity in target areas.	2.5 M	<p>Uganda is on the road to conservation of biodiversity and sustainable management of natural resources.</p> <ul style="list-style-type: none">o Ecotourism is on the increase. Revenue sharing policies and mechanisms in place for local participation.o Current levels of tree, mammal and bird species maintained. Cumulative index increased from 4.7 to 6.0 from 1993 with new inventory work in 8 of 10 parks and numbers of elephants and gorillas increasing.o Integrity of Park Boundaries. For 10 parks, a baseline of 60 in 1992, with an increase to 74 in 1993, but disturbing decline of 10 points to 64 in 1994 due to encroachment of parks by surrounding communities.

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Country: Uganda		
Strategic Objective Three Improve the quality and efficiency of basic education.	2 L	Exciting, positive steps being taken to reform the education sector. <ul style="list-style-type: none">o GOU allocated \$2.75 million directly to primary schools for books and executed contracts with eight publishers for over 700,000 core textbooks. Result is ratio of books to pupils will increase from 1 set of core books for every 6 pupils to 1 set of books for every 3 pupils in 1997.o Increased number of effective teachers. 2% increase in the percent of primary school teachers who hold a Grade III or Grade V qualification (49% in 1992 to 51% in 1993).o Teachers salaries increased by 17% in real terms, moving more than halfway towards the stated "living wage".

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Country: Uganda		
<p>Strategic Objective Four Stabilize the health status of Ugandans.</p>	<p>3 M</p>	<p>The health and population program focuses on high fertility and high incidence of HIV. Increasing contraceptive prevalence and reducing HIV transmission are twin objectives. For the first time, there is evidence of reduction in HIV transmission and increasing contraceptive prevalence.</p> <ul style="list-style-type: none"> o Total fertility reduced to 6.9 in intervention areas. The 1988/89 DHS survey listed TFR at 7.4 with a CPR of 2.5%. The next DHS is scheduled for August 1995 to confirm trends, but data from a 1994 U.S. Census Bureau lists TFR at 6.8. o Reduced HIV prevalence in intervention areas. Six sites used to report prevalence data, including 3 prenatal clinics and 3 testing/counseling centers. HIV prevalence decreases for 3 prenatal clinics for a third year in a row (1991-1993). Decreases range from 3.6% (Jinja) to 12.9% (Mbarara). Rates among the 3 testing/counseling centers remained about the same. o Increased use of modern FP in intervention communities. Good start made in training and equipping FP services providers. UNFPA estimates CPR at 8.7%, a vast improvement over the 1988/89 rate of 2.5%. <p style="text-align: right;">continued ...</p>

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REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: Uganda		
Strategic Objective Four Stabilize the health status of Ugandans (continued).		<ul style="list-style-type: none">o Increased condom use: Sales of condoms doubled under SOMARC to 4 million. USAID imported 13.5 million condoms for free distribution. o Reduction in casual sexual partners. Clients at AIC, TASO and Islamic Medical Association all report reduction in casual sexual partners.

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Country: Uganda		
<p>Summary of gender impact reporting:</p> <p>The API provides disaggregated reporting on gender for SO 1, including case studies on NTAEs such as mushrooms. API also addresses SO 3, girls' persistence. API, special section, also includes reference to gender in democracy/governance and in the Participation of Women in Economic Reform (POWER).</p>	<p>4</p> <p>Report: H</p> <p>Impact: M</p>	<p>The Mission has taken great effort to disaggregate indicators of impact by gender where possible through the API. Gender disaggregated indicators at the subprogram outcome level reflects the dynamics of gender at the production level. Under SO1, the baseline surveys show an increase in rural men and women's income.</p> <p>SO2 indicators are also disaggregated by gender. Under SO2 there is an increase in the percentage of local men and women benefitting from activities related to protected area management (based on individual perception and economic impact on the household). Socio-economic and impact surveys were carried out and there are plans to report findings in next year's API. Baseline surveys measured a strong increase in the number of men and women employed by parks and forest reserves.</p> <p>SO3 indicators report impact on improvement in girls's persistence in school and concludes that sensitizing parents and the community to the importance of education in general, and educating girls in particular, is critical.</p> <p>SO4 is very sensitive to gender impact in all indicators. There is an increase in condom use, increase in correct STD diagnosis and treatment in intervention communities, and in reducing fertility rates.</p>

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Country: Uganda		
II. Quality of API	API Quality (L/M/H)	Narrative Commentary on API
Narratives	H	<p>The Mission is commended for a thorough, comprehensive API narrative. We single out the SO1 case studies and the discussion of democracy and governance and the education sector for particular note. The Mission is complemented in its use of composite indicators which were reinforced by disaggregation in the narrative.</p> <p>The Mission has demonstrated excellent progress in achieving the elements of the Management Contract. The sense of the review was that the Mission was more actively involved in the constitution making and other civic activities than was reported.</p>

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Country: Uganda		
Indicators	M	<p>In general the indicators are quite good. The Mission is encouraged to utilize the upcoming CPSP Process to refine and sharpen the indicators selected. Specific Questions include:</p> <p>Indicator 3 for Sub Goal: Why did Mission select this indicator with targets to determine economic growth? The historical track record is mixed but a decrease in government consumption below a certain point may not increase economic growth.</p> <p>SO1 Indicator 1: The Missions notes the need to assure replicability in identifying baseline.</p> <p>SO2: Indicator 1: Conceptually the indicator is an appropriate proxy. However, the index measures the progress of the inventory process but not bio-diversity. There should be a better correlation between the S.O. and the indicator.</p> <p>SO2/PO2-3 The indicators are closely related. Analyses of this relationship and impact may feed into a refinement of the Program Output in future years.</p> <p>SO3:Indicator 2: Good Concept, difficult for reviewer to interpret</p> <p>SO 3 PO2 could be complemented by including competency tests.</p> <p>SO4: Indicator 2: Reduced HIV prevalence is generally beyond Mission's manageable interest and is difficult to measure. The testing at centers/clinics may introduce biased samples.</p> <p>SO4/PO2: Sale of condoms may not be accurate in that double-counting may occur if free social marketing condoms re-enter the market.</p>

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Country: Uganda		
Data	H	Good people-level indicators. Generally the data is linked directly to achieving strategic objectives. Efforts should be made to clarify when process, eg. environmental indicators, are being used.

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Country: Uganda		
III. Status of Mgt. Contract	Date of contract	Narrative Commentary on Management Contract
CPSP or Concept Paper	1992	<p>Uganda's contract is in its final year, and the Mission is preparing to update the 1992-96 CPSP. The elements of current CPSP appear valid and will probably remain, but the Mission is encouraged to utilize this process to refocus and sharpen their expectations.</p> <p>Noteworthy achievements this year include: (1) Demobilization of over half the standing army; (2) Successful constituent assembly election in March 1994 in which 86% of the eligible population participated; (3) Consolidation of economic gains with significant improvements in agricultural exports, control over inflation, and successful negotiation with the Paris Club on rescheduling the debt.</p>

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Country: Uganda

Suggestions for the Mission

1. Need to clarify the anomaly of the welfare indicator (household expenditure) for SO1.
2. Please explain why an increase in private sector share of the Gross Domestic Expenditure is seen as a positive indicator?
3. The Mission is encouraged to be more pro-active in small enterprise development training in support of SO2.
4. The Mission is requested to clarify whether the surface area maintained under SO2 is perimeter or park area.
5. As the Mission prepares the forthcoming CPSP, it is encouraged to examine the relationships between the Strategic Objective and Indicators in the Health Sector. Also the Mission is encouraged to develop intermediate indicators for the education sector. It will be especially important for the Mission and AID/W to determine whether reducing HIV prevalence is truly within the Mission's manageable interests or whether this is really a sub-goal. The Mission is encouraged to discuss this issue with the respective offices in G and AFR/SD and consider adopting WHO's indicators developed under the Global Program on AIDS.
6. We look forward to a more comprehensive examination of achievements with SO4 in 1995's API after the completion of the Demographic and Health Survey this summer.

TANZANIA

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: TANZANIA		
I. Program Impact	Program Maturity (1-5) Impact (L/M/H)	Narrative (examples from the data)
Goal Real Growth and Improved Welfare		Despite positive trends, the economic picture continues to be rather bleak. Positive GDP growth is not likely to continue during a year of hydro-electrical problems. Power rationing will reduce GDP by 3-8% causing substantial unemployment, reduction in manufacturing and industrial capacity. Unreliable rainfall has contributed to poor harvests. High rate of inflation at 40% per annum, excessive govt. borrowing and continued budget deficits have contributed to economic situation. Life expectancy has increased from 41 yrs in 1960 to 54 yrs at present; and it is unclear what impact the AIDS pandemic will likely have on life expectancy.

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: TANZANIA		
<p>Sub-Goal 1: Increased Formal Private Sector Production, Employment and Income</p>		<p>Indicator table illustrates change in formal sector employment with a baseline of 3.7%(90) to 4.3%(94) despite the power crises. Employment trends are difficult to track due to lack of national level data. Performance in agr. sector was affected by inadequate rainfall, shortages and poor distribution of agr inputs/fertilizers. Annual percentage increase in agr production exceed pop growth rate. Growth in agr production was 4.9%(93) and estimated 4.1%(94) in spite of poor rainfall. Agr production has exceeded pop growth by 1.5%.</p>
<p>Sub-Goal 2: Improved Health Status</p>		<p>Trends in health status indicators difficult to monitor due to lack of national-level data. Baseline is from 91/92 DHS which indicated infant mortality rate of 92/1000 and child mortality rate of 55/1000. Indicators to be updated in 1996 when full DHS to be carried out. DHS shows that there is continuing decline in the under-five mortality rate. Interventions such as birth spacing and comprehensive immunizations have directly contributed to this improvement in child survival. The economy is growing faster than the population; formal sector employment is growing more slowly than the rate at which pop is increasing; pop increases have outstripped the GOTs capacity to provide health/education services. 5% of total pop is HIV-positive.</p>

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: TANZANIA		
Strategic Objective One: More Effective Infrastructure Services Delivered	PM:5 I:M/H	Data not available to assess preliminary results. Detailed evaluation will begin next year on policy, privatization and community impact. ATAP has been a vehicle for encouraging critical policy reforms at Ministry level resulting in the creation of a new and sustainable systems for the management and financing of rural road rehabilitation and maintenance; changes in the structure of private sector road construction industry, amounting essentially to the creation of such an industry; positive changes in employment and income where roads have been improved. Daily traffic has increased by one third; vehicle operating costs declined by one third; passenger fares and freight charges declined 20%; travel times reduced; household cash income has risen by over 20% cultivated area has expanded; agr input use increased; use of bicycles for transp increased; access to health care services improved; soliciting bids and selecting private sector contractors streamlined; USAID rehabilitation of district and feeder roads have exceeded target of 588km by 127km; USAID roads are serving more people than had been expected from 51,000(92) to 280,000(94); GOT maintenance funding steadily increased with routine/periodic maintenance exceeding the target by 23%; GOT more than tripled its contribution to road rehabilitation and maintenance; the total number and value of contracts awarded to private sector in 1994 exceeded targets for 1994 and 1995.

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REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: TANZANIA		
Strategic Objective Two: Increased Formal Private Sector Participation in the Economy	PM:1 I:L	Implementation of project began late 1993. The financial sector (particularly the banking sector) has been restructured; private sector has better access to sources of finance for establishing/expanding enterprises; and is beginning to have demonstrable impact on employment, income and pace at which new firms are being established. Technical assistance and training being provided to BOT, Social Action Trust Fund in operation, Business Service Center operational to assist private business community. Data on role of private sector not available but Mission will begin studies this year to establish size of private sector and share of GDP. Mission will begin studies to provide gender-disaggregated figures on formal sector employment. Annual growth rate of private enterprises is expected to increase and will be tracked by BSC. The number of private financial institutions has increased from baseline of 0 in 1992 to 7 in 1994. Value of private sector loans is expected to increase from 1994 baseline and gender-disaggregated data will be provided next go around. A unified foreign exchange rate has been accomplished. Measurable results for baseline data for Private Sector Business Growth Increased are not yet available, will be incorporated by gender in subsequent years. The number of joint seminars of public/private sector participants has increased from baseline of 0 in 1992 to 3 in 1993 to 9 in 1994.

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REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: TANZANIA		
<p>Strategic Objective Three: Increased Use of Family Planning and HIV/AIDS Preventive Measures</p>	<p>FP PM:4 I:H</p> <p>HIVAIDS PM:2 I:L/M</p>	<p>DHS and KAPS conducted in 91/92 provided baseline data with next DHS in 96. FPSS made impressive strides increasing modern method CPR; contraceptive use almost doubled from 5.9% in 1992 to 11.5% in 1994 (all women, modern methods); for married women the modern method CPR increased from 6.6% in 1991 to 13.4% in 1994 which means that close to 700,000 women of reproductive age are currently using a modern method of contraception. New acceptors of FP increased by 40-50% over first three years of project, there was 46% increase in number of new attendees; total demand for FP services increased from 41% to 52% of which 28% is unmet. The CPR increase was broad based: pill, IUD, injectibles, and condoms. The pill remains the most popular method. IUD use has more than doubled due to increased number of trained providers; use of injectibles has skyrocketed due to the logistics systems insuring availability at clinic sites; condoms use increased due to increased availability and presumably due to concern for HIV and STDs. 98% of facilities offer oral contraceptives and condoms; logistics management/training and TA have been a success; permanent and long-term methods of contraceptives have been institutionalized; 86% of men and 78% of women can be identified with using one form of contraceptives; level of knowledge and access to HIV/AIDS prevention info is expected to increase to 90% of adults over the AIDS Project/LOP.</p>

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: TANZANIA		
Summary of gender impact reporting		Baseline socio-economic surveys and impact studies were carried out under SO1 measuring how farmers, both men and women, have benefitted from road rehab. Also, interviews with 75 men/women from 40 farming household and 10 business establishments carried out on how lives been improved. However, performance indicators under SO1 are not disaggregated by gender. Performance indicators under SO2 are slightly more sensitive to gender impact showing new jobs created for men/women and number of firms assisted by gender. Very little is indicated in reference to gender-disaggregation, but mission is planning to conduct several studies to give more reliable figures on formal sector employment. Performance indicators for SO2 show little in way of data available for addressing the percentage of male to female private sector employment. SO3 is very sensitive to gender impact in just about all of its indicators: i.e. condom use, sexual activity, knowledge of CPR.

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REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: TANZANIA		
II. Quality of API	API Quality (L/M/H)	Narrative Commentary on API
Narratives		A well written document that clearly demonstrates people level impact and policy reforms. The document shows serious effort by the Mission to assess and report impact.
Indicators		Good. We are in agreement with changes to indicators and revisions to the expected level of achievement being proposed by the Mission for SO1, SO2, and SO3.
Data		Data is excellent; the indicators this year do present more gender data as compared with last year.

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REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: TANZANIA		
III. Status of Mgt. Contract	Date of contract	Narrative Commentary on Management Contract
CPSP or Concept Paper	8/92	Management contract is valid.

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country:TANZANIA

Suggestions for the Mission:

Mission should report actual data available rather than straight-line the same data over several years. If data not available for specific reporting year than it should be indicated with a NA.

SO1: suggestion was made that Mission might want to change the SO 1 More Effective Infrastructure Services Delivered to More Effective Infrastructure; it was agreed at the review that changes Mission is proposing in Annex A of the API for SO 1 make logical sense and should be reflected in next years submission. However, there was concern as to why the Mission is proposing to change the performance indicators 1F.1, 2F.2 and 1G on volume/value of goods carried and freight costs with ones that are perhaps more difficult to measure. Mission should reevaluate proposed changes when it completes its revised monitoring/evaluation exercise.

SO2: data does not include sufficient impact on the private sector. It was agreed that there are many activities now going on which should show impact during next years reporting.

SO3: the narrative indicated that TAP will include activities that provide help to the victims and survivors of AIDS particularly to orphans. Does the Mission think that an indicator could/should be developed to assess the projects impact of the assistance provided to victims and survivors of AIDS?

The narrative discusses TAP's activities relayed to sexually-transmitted diseases. It is unclear if TAP has as one of its goals improved treatment of STDs.

Ref performance indicator 3B on condom use: Mission should indicate during next API exercise how they plan to assess the progress for 1995, 1997, and 1998. Also under 3B it is suggested that mission want to rephrase this to consistent condom use with w/non-regular partner over a certain number of months. For 3C it is suggested that the

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REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

the Mission might want to clarify this with adding over the last x amount of months.

MADAGASCAR

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: MADAGASCAR		
I. Program Impact	Program Maturity (1-5) Impact (L/M/H)	Narrative:
<p>Goal Broad-Based, Market-Led Sustainable Economic Development</p>		<p>Economy stagnant: major cyclone damage, political in-fighting, large devaluation, and inability to achieve an IMF agreement. Impediments: high fiscal deficits, weak revenue performance, and excessive Central Bank credits. GOM signed a Letter of Intent whose goal is an Enhanced Structural Adjustment Facility, a Paris Club rescheduling, and a CG. LOI has ambitious targets. GOM has raised prices of petroleum/wheat to market levels and is working with IMF/IBRD to maintain budgetary discipline and raise fiscal receipts. Malagasy franc devalued in May 1994, cumulative depreciation of 58% thru February 1995. Significant increase in income for export producers. Export receipts rose 22% and export volume increased 5%. GDP increase only 0.2%, a decrease from 2.1% in 1993, and 1.1% in 1992. Per capita GDP growth -2.4%, a further decrease from the -0.6% in 1993. Private consumption annual growth rate only 0.1%, compared to 2.0% in 1993. No industrial sub-sector is operating close to capacity; layoffs continue.</p>

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: MADAGASCAR		
<p>Sub-Goal One Increased Investment and Employment in the Private Sector</p>		<p>Indicators give conflicting signals. Formal sector employment growth slowed to 2.3% compared to 4.4% in 93 and 5.6% in 92. However, private investment increased 31% in real terms compared to 6.3% in 93 and a negative 16% in 92. Private investment as % of GDP rose 5.5% in 94 compared to 3.7% in both 1993-94. Private investment share of GDP moving in right direction but offset by decline in public investment. Overall progress on the private investment and employment sub-goal is, however, being made. Devaluation has boosted Madagascar's comparative advantage in labor intensive manufacturing. 30 foreign firms began operating under the free-trade regime in 1994.</p>
<p>Sub-Goal Two Balance Population Growth and Natural Resource Use</p>		<p>Madagascar's Environmental Action Plan being implemented. Use of modern contraceptive methods is increasing, and 1992 DHS suggests that population growth is decreasing. Malagasy natural resource management institutions have become operational. Forest areas now coming under management plans which encompass preservation of threatened natural resources and contribute to a decent standard of living for local populations.</p>

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REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: MADAGASCAR		
<p>Strategic Objective One Establish a Competitive Market Environment for Micro and Small Firms</p>	<p>M-1 I-L</p>	<p>Only 1 active bilateral Project [FMD]. OPEN, the Mission's flagship Micro-and Small Enterprise Project, will be authorized shortly as will the P&P Project. Both will improve the market environment of micro and small firms. [Indicators to be revised with 2 new projects]. Fiscal deficit, as % of GDP, 6.6% in 94 compared to 7.2% in 93. In 94, 17,290 new firms registered compared to 20,162 in 93 and 9,898 in 92. Foreign direct investment \$7 million in 94 compared to \$15 million in 93. USAID donor lead in private sector development. FMD is transforming the National Postal Savings Bank (CEM) into an institution serving the needs of those currently without access to formal financial services. CEM making excellent progress toward attaining targets: depositors increased from 254,770 to 292,346; interest rate paid increased from 6.65% to 10.17%; and moving toward independent status. Data shows an increase in the number of women with broader access to savings and credit, and small business associations that represent women-owned businesses. USAID-assisted Central Bank has had major internal problems due to the poor performance of the Central Bank Governor, who was recently removed.</p>

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REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: MADAGASCAR		
<p>Strategic Objective Two Increase Market Access for Neglected Regions</p>	<p>M-1 I-L</p>	<p>Efforts to establish targets/baseline hampered by breadowns in GOM data collection system, delayed opening of CAP regional offices, and delay in MIX design. Firm targets to be established later this year. Increase [2.2%] in non-traditional export sales [spices/essential oils]. 60 Malagasy companies benefitted from direct contacts with international buyers participating in USAID-sponsored workshops. 10% increase in black pepper exports due to USAID market promotion efforts. USAID identified export marketing opportunities for geranium oil resulting in orders worth more than \$2 million, and increasing local employment by 1,000.</p>
<p>Strategic Objective Three Reduced Natural Resource Depletion in Target Areas</p>	<p>M-4 I-M-H</p>	<p>Forest cover baseline to be established in 1995 due to delays in acquisition of satellite imagery, and TA. Major progress made in mapping/delimitating two proposed national parks, of which one will be Madagascar's largest [Masoala with 210,000 hectares]. Number of forest fires/areas burned reduced by 2/3 between 1991-94 in 1 national park. Area burned by forest fires throughout Madagascar reduced from 184,000 hectares in 1991 to 95,000 in 1994. Management plan developed for the Ankeniheny national forest involving local beneficiaries in forest management. Revised regulations now grant communities 50% of national park entrance fees for local projects. GOM capitalized the country's first private endowment fund [\$6 million] a full year ahead of schedule.</p>

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REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: MADAGASCAR		
<p>Strategic Objective Four Reduce Total Fertility</p>	<p>M-4 I-M</p>	<p>USAID support of family planning service delivery expansion contributed to decline in the TFR from 6.6 in 90 to 6.1 in 92. In 87 only 72 clinics were offering FP services compared to 297 at the end of 94. CYP of 108,000 in 94 against planned 85,000. CYP increased 37% (29,000) from last year. 24% of public medical sites providing FP services against planned 22%. Rising proportion of contraceptive methods now being used by men. 30% of children with diarrhea received ORT in 94 (planned 35%) an increase, however, from the 26% baseline in 92.</p>
<p>Summary of Gender Impact Reporting</p>	<p>H</p>	<p>SO 1 shows an increase in the number of women with broader access to savings and credit, and small business associations that represent women-owned businesses. SO 1 is very sensitive to gender impact. Although number of registered market participants is indicated, SO 2 indicators are not disaggregated by gender. Mission plans to have baseline data represented in next years' API. SO3 performance targets show formation of women's environmental education groups in Ranomafana. SO 4 is traditionally very sensitive to gender impact in all of its indicators: i.e. - availability of contraceptive devices; family planning services oriented to women; rising proportion of contraceptive methods used by men.</p>

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: MADAGASCAR		
Target of Opportunity Strengthen Civil Society		USAID support to the Madagascar Journalism Training Program resulted in formation of 2 professional associations with a rapidly rising membership. In addition, 60 judges/lawyers attended 2 USAID-sponsored seminars on legal reform in 1994. 2 new projects will also impact this target. OPEN component will reform and modernize the legal framework and judicial system in regard to MSEs, while a P&P component will increase capacity of civil society actors to broadly participate in public policy debates and advocacy.
Quality of API	(L/M/H)	Narrative Commentary on API API easy to read.
Narratives		Good description of the special factors affecting the USAID program. Targets and indicators are clear.
Indicators		Some indicators still require targets. The Mission expects to perfect these over the coming year.
Data		More data gathering effort required.

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: MADAGASCAR		
III. Status of Mgt. Contract	Date of contract	Narrative Commentary on Management Contract
CPSP or Concept Paper CPSP approved October 1992	October 1992	

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: MADAGASCAR
Suggestions for the Mission
<p>S.O. 1: Data on Micro-and Small Enterprises should be included. Data should indicate how MSEs benefit. Indicators may need to be modified. In this regard, USAID/W's MSE Director concerned about indicators.</p> <p>S.O. 2: Data needs to be tracked to indicate who is benefitting from increased market access in neglected regions. Excellent piece on design and perform lessons learned.</p> <p>S.O. 3: Differentiate between process impact and intermediate indicators. An indicator should be added that is a direct measure of biodiversity. Madagascar's National Park Service: does it really exist? Take out reference in text to Madagascar's EPA. It is not like the U.S. EPA and should be referred to as the Ministry of Environment.</p> <p>S.O. 4: Consider adjusting down the level of expected result with SO 4--current levels of prevalence will not achieve a decrease in TFR in reference period--more feasible SO might be: "Increased use of FP and other Child Survival services." May want to use the 1991 DHS for all baseline and should not estimate results in non-survey years. More info re services provided at FP sites needed. Indicators 3-5 are not measures of use under PO 4.1 Increase modern contraceptive use, indicator on ORT use is not a measure of nutritional status under PO 4.2 improve nutritional status. Nutritional status needs to be measured as well as immunizations. SO should be revised, baselines more consistent, and indicators more narrowly defined.</p>

ETHIOPIA

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: ETHIOPIA		
I. Program Impact	Program Maturity (# of years) Impact (L/M/H)	Narrative (examples from the data)
Background		This API fulfills two purposes: (1) to report on progress made on the transitional assistance program which lasted from FY 92 to FY 95 and (2) to layout the framework for monitoring its long term development program which started in FY 94. Prior to FY 92, there had not been any development assistance in Ethiopia for 20 years - only one of the Agency's largest humanitarian assistance programs. Because the structure of the API is set up to report on progress made on a country's strategy, the Mission has struggled with how to fit the results achieved, particularly under the P.L. 480 programs and the earmark projects, under the transitional assistance program in this structure. As a result, progress on Title III has ended up as a separate two page narrative and there is no discussion of the orphans, prosthetics and demobilization projects.
Goal: Peace, Prosperity and Physical Well-being for the Majority of Ethiopians	1	<p>Baselines for the indicators have been established. Mission is considering including a proxy for "peace" which would measure levels of civil unrest, conflict and threats to citizens and would welcome any suggestions from USAID/W.</p> <p>Result:s N/A</p> <p>Suggestions: G/DG has offered to assist the Mission in developing a proxy for "peace and stability."</p>

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REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: ETHIOPIA		
Sub-Goal One: Enhanced Food Security	1	<p>Baselines for the indicators have been established.</p> <p>Results: N/A</p> <p>Suggestions:</p>
Sub-Goal Two: Smaller, Healthier and Better Educated Families	1	<p>Baselines for the indicators have been established. Mission questioned whether Under 5 mortality was the most appropriate indicator. G/H concurs with this indicator because it reflects a broad picture of children's health, including younger and older, children.</p> <p>Results: N/A</p> <p>Suggestions: AFR and G recommend that infant mortality be added as an indicator, although there may be no change in this indicator during the strategy period, in order for both Bureaus to have a comparison point to other country programs.</p>
Sub-Goal Three: An Increasingly Stable and Democratic Ethiopia	1	<p>Mission has not proposed any indicators. It continues to struggle with what would be appropriate and viable indicators and would welcome any suggestions from USAID/W.</p> <p>Results: N/A</p> <p>Suggestions: G/DG has offered to assist the Mission in developing appropriate indicators.</p>

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: ETHIOPIA		
<p>Strategic Objective One: Increased Availability of Selected Domestically Produced Foodgrain Crops</p>	<p>2 for transitional assistance program (PO 1 + Title III), 1 for the rest of this SO</p>	<p>Indicators have been selected. However, for POs 1,3 and 4, no baselines have been established because these are new areas. The baselines for POs 1 and 3 will be set during the FSDS design process. The Mission has been working closely with the PVOs in improving MER to provide better reporting on PO 4.</p> <p>Results: While the Mission notes that the program is too new to expect PLI, there have been significant accomplishments from its transitional assistance program (both DFA and Title III) on the policy reform side including:</p> <ul style="list-style-type: none"> - liberalization of the fertilizer marketing sector and transport sectors and increased private sector participation in both; - liberalization of grain markets - farmers now get 77% of the retail grain price; - establishment of a safety net program for the most vulnerable benefiting 350,000 households in the first year; - 13 million person/days of employment were provided under Title II Regular. <p>Suggestions:</p> <ul style="list-style-type: none"> - Mission should incorporate impact from Title III under the narrative of SO 1. - Mission does have a wealth of anecdotal information on the Title II Regular programs, which have been in existence for a number of years, which can be included in narrative. - Mission should adjust some of its baselines to reflect the year our program started. For example: (1) 1.0.2: should point out the increase from 7 to 70 in 1994; (2) 1.2.1 does not note the year. - Mission should add a 1994 column under the fertilizer components to demonstrate what has been achieved to date. - Although the PO on transport has been dropped, because of our investment it would be useful in future APIs if there could be a short discussion on the status of this sector such as the capability to maintain roads.

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: ETHIOPIA		
<p>Strategic Objective Two: Increased Use of Primary and Preventive Health Care Services</p>	<p>1 for SO 2 for work in AIDS, L</p>	<p>Baselines as well as planned targets have been established. Baseline for 2.3.1 should be adjusted to reflect the start of the Mission's work in this area which is 1992 in order to truly capture the progress that has been made.</p> <p>Results: The Mission notes substantial progress in condom promotion and sales, a four-fold increase since 1992, through the social marketing program under its AIDS project. This success has led to the endorsement by the TGE of a contraceptive marketing program which USAID will support. While not PLI, the Mission reports positive progress on the policy dialogue, in the areas of family planning and health care advocacy, even though the program has yet to be obligated.</p> <p>Suggestions:</p> <ul style="list-style-type: none"> - Mission should adjust its baselines under PO 3 to 1992 in order to get full credit for the progress that has been made. - There was a question regarding 2.1.1 - is the TGE's national health budget, in part, made up of donor contributions?
<p>Strategic Objective Three: Quality and Equity of Primary Education Improved in an Expanded System</p>	<p>1, L</p>	<p>Indicators have been selected but baselines have yet to be established.</p> <p>Results: N/A</p> <p>Suggestions:</p> <ul style="list-style-type: none"> - Mission should take advantage of the narrative section to report on "process" successes such as the Mission's positive experiences working with the TGE on education policies.

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: ETHIOPIA		
<p>Strategic Objective Four: Increased Access to and Participation in a Democratic System</p>	<p>2, M</p>	<p>The Mission has struggled with how to formulate an impact monitoring framework for D/G. It has established indicators and has opted for a narrative approach to reporting.</p> <p>Results: There has been a great deal of progress made towards the establishment of the institutions necessary for good governance.</p> <ul style="list-style-type: none"> - The administration of the Constituent Assembly elections, while lacking in opposition participation, was significantly improved from the June, 1992 elections. - A Commission was established to develop a new constitution which was debated at the grassroots level and ratified in December. - Indigenous civic NGOs are just starting to emerge (from zero to 4 with adequate administrative capacity). - Charges against the Mengistu detainees were issued. - A judicial structure is being established. - A number of problems, however, do remain, including harrassment of the media and the opposition and human rights abuses. <p>Suggestions:</p> <ul style="list-style-type: none"> - It was unclear what USAID's role in these successes were. In future, USAID should note more clearly its contributions to there impacts. - G/DG has offered to assist the Mission in formulating indicators.

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: ETHIOPIA		
Target of Opportunity	5, H	<p>Prior to the establishment of a development program in 1992, Ethiopia had one of the Agency's largest food aid programs.</p> <p>Results: Timely deliveries of food assistance provided rations for over 2 of the 7 million vulnerable in Ethiopia. USAID assistance helped to avert major suffering, loss of life, displacement and decapitalization of rural producers. The food shortfall of 1994 was comparable in size to the famine of 1984/5. However, while there were a million deaths in 1984/5, deaths in 1994 did not exceed 5,000.</p> <p>Suggestions:</p>
Summary of gender impact reporting	1, L	<p>Because development programs are still at the beginning stages, people level impact is not shown to occur on a measurable scale. Gender-disaggregation is noted in SO1, but accurate data is not currently available. Data to be collected during design and analysis work over the next 6 months. Although SO2 is "traditionally" gender disaggregated, indicators do not reflect this. However, an increase in baseline indicators show that in urban multi-partner contacts using condoms. SO 3 indicators disaggregate female enrollment, persistence, and completion in the focus region only. SO 4 gender disaggregation is noted, but there is no substantial data given. Mission noted as one of its lessons learned from this process was that much more work needs to be done to ensure that gender impact is captured.</p>

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REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: ETHIOPIA		
II. Quality of API	API Quality (L/M/H)	Narrative Commentary on API
Narratives		Given the newness of the program, the Mission has little to offer in PLI. However, the Mission did use vignettes to highlight the progress on policy reform from the transitional assistance program. The Mission also did a nice job of summarizing the special factors affecting the program. USAID/W also appreciates the extensive "lessons learned" components of the API. Mission could, however, have taken greater advantage of the narrative to discuss some of its "process" successes with its newer programs as well as more anecdotal information on the existing programs, such as Title II Regular.
Indicators		USAID/W recognizes the challenges the Mission faces in establishing indicators and baseline given the paucity of data. Mission should provide in its Action Plan a timeline for establishing baselines. As the Mission noted in its "lessons learned," sustainable development can not happen until the systems are put back in place. Therefore, USAID/W encourages the Mission to develop "process" indicators as a proxy. USAID/W also wishes to note that as the Agency moves more towards managing for results, it is important to establish reasonable targets that you can be held accountable for.
Data	N/A	As a result of the policies of the Derg and the civil war, there is little reliable statistical data, creating additional MER challenges for the Mission.

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Country: ETHIOPIA		
III. Status of Mgt. Contract	Date of contract	Narrative Commentary on Management Contract
CPSP or Concept Paper	6/93 for SOs 1 and 4 and TO. 5/94 for SOs 2 and 3. SO 1 amplified 12/94	

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: ETHIOPIA

Suggestions for the Mission

In addition to the suggestions outlined above, the review committee had the following general recommendations:

- Mission can use "non-scientific" means to gather anecdotal information such as interviews with beneficiaries, "before and after" pictures, etc. Mission should consider contacting the Program Officer in Mozambique on how report on impact with a comparatively new program. Desk will pouch a copy of the Mozambique API.
- Ethiopia's strategy documents emphasize the synergy between the different strategic objectives. Given that three of the SOs will be concentrated in the same focus region, it would be useful to include a discussion on this synergy in the narrative. You may wish to review the Malawi API for ideas.

BURUNDI

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: Burundi		
<p>Strategic Objective One: Provide short-term humanitarian assistance and aid post crisis transition to normalcy.</p>	<p>H</p>	<ol style="list-style-type: none"> 1. The U.S. has provided 44% of all food distributed over the crisis period which began in October, 1993. About 500,000 benefited from this food aid. Nutritional status surveys show an ever improving nutritional situation with malnutrition rates among the displaced populations down to level registered in Burundi before the civil crisis. 2. Emergency health measures kept vaccination coverage high. Coverage is 60% today having fallen to a low of 20% in June, 1994. 3. About 15% of affected population was given emergency shelter. 4. Short term agricultural programs provide seeds for beans, maize and potatoes. 5. Non-food items provided to population in need include: hoes, cook pots, essential drugs, clean water. 6. NGOs supported include: ICRC; CRS; MSF; CDC. Several U.N Agencies working in Burundi are funded as well.

REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: Burundi		
Strategic Objective Two: Promote dialogue, reconciliation and stability within a framework of democratic institutions	L	<ol style="list-style-type: none">1. Freedom of Press: While only two newspapers existed in 1992, 15 exist today.2. USAID support for local NGOs illustrated by the existence of twelve human rights organizations in comparison to two prior to DG focus.3. As of January 1995, there were eight labor unions compared to one prior to DG focus.4. Several training sessions and tours to facilitate political leadership.

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REVIEW OF FY 1994 ASSESSMENT OF PROGRAM IMPACT

Country: Burundi		
I. Program Impact	Program Impact (L/M/H)	Narrative (examples from the data)
Goal: Improve the quality of life for all Burundian people	M	<ol style="list-style-type: none"> 1. Intensive humanitarian assistance has actually served to increase life expectancy: 51 years up from 48.5 in 1990. 2. Preventive diplomacy measures have staved off civil war.