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OFFICE OF SUSTAINABLE DEVELOPMENT

ACTION PLAN

FY 1997

A

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FY97 ACTION PLAN

OFFICE OF SUSTAINABLE DEVELOPMENT

I. PROGRAM SUMMARY

A. STRATEGY OVERVIEW

Wisdom is the principle thing; therefore get wisdom: and with all thy getting get understanding. Exalt her and she shall promote thee; she shall bring thee to honor when thou dost embrace her. She shall give to thy head an ornament of grace: a crown of glory shall she deliver to thee. Hear, O my son, and receive my saying; and the years of thy life may be many. I have taught thee in the way of wisdom; I have led thee in right paths. When thou goest, thy steps shall not be straitened, and when thou runnest thou shalt not stumble. Take fast hold of her instruction; let her not go; keep her; for she is thy life.

Proverbs 4:7-13

More bang is actually much more important for development than more bucks. Improving the efficiency with which resources are used will often make a greater difference than investing more heavily. Consider the following striking comparison: A two-tenths of one percent increase in total factor productivity in developing countries would do more for their standard of living than an additional \$100 billion of capital invested at historic rates of return.

Lawrence Summers
Undersecretary of Treasury for
International Finance

AFR/SD has not yet submitted a strategic plan to the Agency. However, we have developed such a plan and will be using that strategy as the basis of this Action Plan. The currency of AFR/SD is ideas. These ideas include, inter alia:

- * What is happening in African development?
- * What is the potential for, and the constraints limiting, further development?
- * How can development assistance be made more effective?
- * In any given area, what are the best practices?
- * How effective or ineffective are USAID programs?

However, production of better ideas is not enough. Our job is to improve the way in which USAID, other donors, and host governments manage development and development assistance. Therefore, the **Strategic Objective of the Office of Sustainable Development is**

STRATEGIC OBJECTIVE: IMPROVED POLICIES, PROGRAMS AND STRATEGIES IN AFRICA IN SELECTED AREAS

Thus we see our job as moving beyond better ideas to the active advocacy of these ideas, such that there will be behavioral change (in terms of policies, strategies and programs or PPSs) among our customers -- The Africa Bureau and its Missions, African Governments, private partners (both African and non-African), donor partners, and other parts of USAID and the U.S. Government.

There are four main paths to achieving these results, but all paths begin with our research and analysis agenda which develops answers (and sometimes questions) to some of the issues which are key to African development.

Once we have an understanding of the issues, constraints and opportunities in an area we might follow any of the following paths to achieve our strategic objective.

THE FOUR PATHS

1) Strategic Assistance to Missions

Relevant Studies Research and Evaluation Identified and Implemented in a Participatory Manner	Direct Assistance in Designing Mission Strategies, Policies, and Programs	Lessons Learned State of the ART Ideas Incorporated into AFR Mission Strategies Policies and Program Designs
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Our staff has been working directly with many missions in helping them to incorporate new thinking into their programs. For FY94-95, we have conducted at least 103 TDYs for this purpose. In addition, many of our contracts and cooperative agreements provide additional strategic help.

2) Strategic Assistance to Bureau and Agency

Relevant Studies Research and Evaluation Identified and Implemented in a Participatory Manner	Direct Assistance in Designing Bureau and Agency Strategy Policies, and Programs	Lessons Learned State of the ART Ideas Incorporated into AFR Bureau Agency Strategies, Policies, and Program Designs
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Naturally, we have provided the same type of assistance to the Bureau and Agency in reviews, briefings, and strategy and policy development. Of particular note has been SD's work in API reviews and in developing information and briefing materials on Africa and the DFA for informing Congress and our constituencies as to what is happening in African development.

3) Advocating policy Change to Donors, African Governments and Other Development Partners

Relevant Studies Research and Evaluation Identified and Implemented in a Participatory Manner	Dissemination and Advocacy through Publications, Media and Conferences	Lessons Learned State of the ART Ideas Incorporated into AFR Bureau Agency Strategies, Policies, and Program Designs
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We have used the dissemination of written materials, conferences, one-on-one conversations, seminars and a wide variety of methodologies to get our ideas into the thinking and programming of our partners. At times we have used grant funding to do this, but by and large it has been through a process of pushing these ideas at every opportunity. Sometimes change occurs as a result of an off-hand remark to an African colleague; more often, as a result of a well-orchestrated attempt to present these ideas at the right time in the right place to the right people.

4) **Strengthening African Analytic Capacity**

**Direct Support
to African and
International
Policy Analysis
Institutions**

**Analytic and
Operational
Capacity
Strengthened
in African
Organizations**

**Improved
Policies, Programs
and Strategies
Advocated
by African
Organizations and
Policy Analysts**

We have supported a large number of African organizations, both directly with institutional funding, and indirectly, through using these organizations as partial implementers of our analytic activities. We are thus, trying to build sustainability into the new idea process -- developing a generation of well-trained, experienced and self-confident African policy-makers, in both the public and private arenas.

As will become clearer in the discussion below, our program is not only consistent with the Agency's strategic objectives, but is, in many ways, a model program in terms of process. We work in a highly participative manner with African stakeholders in both designing our work and in implementing it. The same is true for partners covered under the New partnership Initiative (NPI). Moreover, our program integrates activities and thinking across all of the Agency's sustainable development goals, as well as into the area of humanitarian assistance.

We need to be realistic as to the future needs of Africa. AFR/SD expects its program will be required for as long as USAID has a program in Africa. We expect it would be foolhardy to think of an Africa independent of foreign assistance before the year 2025.

TABLE I : APPROPRIATION SUMMARY (\$000)

ACCOUNT	FY 1995 ESTIM.	FY 1996 ESTIM.	FY 1997 REQUEST	FY 1997 @ 32%
DEVELOPMENT ASSISTANCE FUND	1,523			
DEVELOPMENT FUND FOR AFRICA	91,864	87,642	87,642	61,349
<u>SUBTOTAL SUSTAINABLE DEVELOPMENT:</u>	93,387	87,642	87,642	61,349
SUSTAINABLE DEVELOPMENT THEMES:				
BROAD BASED ECON GRWTH	65,175	60,464	59,588	44,067
GLOBAL ENVIRONMENT	12,336	14,908	14,908	10,534
POPULATION GROWTH	5,603	2,629	3,506	1,841
DEMOCRATIC PARTICIPATION	10,273	9,641	9,641	4,908

II. STRATEGIC OBJECTIVE: IMPROVED POLICIES, STRATEGIES AND PROGRAMS IN SELECTED AREAS.

A. RELEVANCE TO AGENCY'S OBJECTIVES

As noted in Section I, AFR/SD has only one strategic objective -- IMPROVED POLICIES, STRATEGIES AND PROGRAMS (PPSs) IN SELECTED AREAS. These selected areas cut across the Agency Objectives. We expect that during this planning period, we will concentrate our activities in the following areas:

Broad-Based Economic Growth

- * Understanding Africa's growth response to adjustment and improving PPSs to accelerate broad-based growth
- * Improving the PPSs with regard to African trade, particularly with respect to regional approaches to African development and non-traditional export promotion
- * Supporting improved capacity to produce agricultural technologies
- * Developing more effective PPSs to promote private sector-led growth
- * Continuing support to improve PPSs for sector programs in basic education
- * Understanding and promoting the PPSs to increase food security.

Health and Population

- * Improving HIV/AIDS prevention PPSs
- * Improving the PPSs with respect to effectiveness and sustainability of PHN systems and institutions
- * Reducing the incidence and impact of malaria and other infectious diseases
- * Understanding the role of nutrition in health, and improving nutrition PPSs

Natural Resources and the Environment

- * Improving PPSs in natural resource management and biodiversity so as to scale up successful activities at the village level

Democratic Governance

- * Improving the Bureau's strategic framework for D/G to ensure its use in improving PPSs in the area.
- * Improving PPSs with respect to the development of civil society

Equally important, because of the relatively small size of the Office, we are now able to examine in some depth, issues that cut across sectors, thus using information developed in one area to be used to complement information gathered in other areas. The major issues that cut across sectoral lines are:

Cross-Cutting Themes

- * Improving PPSs with respect to decentralization, localization and empowerment
- * Improving legal, regulatory and judicial (LRJ) frameworks for political and economic reform
- * Increasing understanding of the links between human resource investments (particularly girls' education) and broad-based economic growth
- * Understanding and mitigating the impact of HIV/AIDS on economic growth
- * Improving information technology and use in Africa
- * Improving PPSs in the areas of emerging threats and crisis response and the integration of relief and development activities

B. PROGRESS TO DATE (AT PROGRAM OUTPUT LEVEL)

While we have not yet developed a results framework, we have developed a management information system to track what we are doing. Following are a few indicators which give some idea of the Office's work during fiscal years 1994 and 1995. We will examine each of the paths in turn:

1. Support to Mission PPS Development

As the following table shows, AFR/SD staff made at least 103 TDYs to African Missions in support of strategic processes -- CSPs, sector programs and assessments, and evaluation and monitoring.

2. Support to Mission and Agency PPSs

It is not necessary to list the direct support to all the varied activities going on in Washington to which AFS/SD made important contributions. We would like to highlight three areas in which our contribution has been particularly notable.

a) The Initiative for Southern Africa (ISA)

AFR/SD, in a very limited time, was asked to develop isa'S Strategic Objective 4 -- dealing with sustainable agriculture and natural resource management. Even given the limited time, we decided to make this activity a centerpiece of participation and organized two major participation fora in the Southern Africa region, to bring together USAID Missions and key stakeholders -- particularly NGOs and policy advocates within the region. The result has been the development of a strategy that has been substantially African-driven, and therefore has engendered a large degree of enthusiasm and ownership for this program in the region.

b) The Assessment of Program Impact (API)

AFR/SD analyzed the Mission APIs to help determine what was happening in the part of Africa in which we had Missions, what were the trends of USAID programming in the region, what were the impacts of those programs, and what were the implications for the future. This information has formed the basis of much of the Bureau's reporting to Congress, to the Agency, to the media and to other parts of the USG.

c) Re-engineering

AFR/SD staff have been very active in reengineering efforts, particularly in areas of planning, achieving, and judging. We have been able to distill the Bureau's experience in these areas, particularly as they have been applied within the various sectors in which we work. In this way, much of the Bureau's insights over the past seven years have been incorporated into the Agency's re-engineering concepts.

AFR/SD TDYS TO USAID MISSIONS IN AFRICA -- FY 1994/95

COUNTRY	STRATEGY	PROJECT/SECTOR	EVALUATION
BENIN		1	1
BOTSWANA		1	2
ETHIOPIA	2	7	
ERITREA		2	1
THE GAMBIA	1		1
GHANA	1	4	
GUINEA	1	4	
LESOTHO		1	2
KENYA	1	5	1
MADAGASCAR	1	2	2
MALAWI	1	5	
MALI		7	4
MOZAMBIQUE	1	2	
NAMIBIA		1	
NIGER	2	5	
NIGERIA		2	
REGIONAL CENTERS	1	3	1
SENEGAL		3	2
SOUTH AFRICA		3	
SUDAN		2	1
SWAZILAND		1	
UGANDA		4	1
ZAMBIA		1	
ZIMBABWE	1	5	
TOTAL	13	71	19

3. Advocating policy change

As we said earlier, AFR/SD is quite concerned that the basic result of what we do not be the publication of another study to sit on another shelf unread. Nevertheless, analysis and research are the first step in the policy change process.

Partial list of Publications (FY1994-95)

General Studies

African Pest Management Review
US/Africa Trade: Old Trade Routes Lead to New Markets
A Strategic Approach to Agricultural Research Planning
Review of USAID Strategies and Experience in Agricultural Research
Maize Research Impact in Africa
Targeting Assistance to the Poor: a Review of Literature
Overview of AID's Africa Basic Education Programs
Education Policy Formation in Africa
Immunization in Africa: Issues and Trends
Profiling of Electronic Networking in Africa
Adjusting to Policy Failures in African Economies
Economic Transitions in Guinea
Has Economic Reform Hurt the Poor in Africa?
Economic Reform in Africa: a Foundation for Poverty Alleviation
Policy and Rural Development: Two African Communities
Institutional Constraints to Non-traditional Exports
Asia and Africa: Legacies and Opportunities
Improving Exchange Rate Management in Sub-Saharan Africa

Technical Studies

USAID Activities in Support of Desertification Convention
Conserving Biodiversity -- a Review of USAID Programs in Africa
Methods Incorporating Human Dimensions in Protected Area Management
Effective Investment in South Africa
Herbs as Specialty Exports
Pesticides and the Agrochemical Industry
Agricultural Research Impact Study -- Mali
Economic Analysis of Research and Technology Transfer in Selected Crops in Niger
Developments in Potato Research in Central Africa
Rate of Return to Oilseeds and Maize Research -- Uganda
African Population Programs: Status Report

The Impact of HIV/AIDS on Population Growth in Africa
Food Aid in Mozambique -- Potential for Self-Targeting
Impact of Gender Discrimination in Job Search
Public Finance and Public Employment in Guinea
Emergence of Parallel Markets in Mozambique
Real Exchange Rate and Income Distribution in Niger
The Structure of Households in Tanzania -- 1991
Structural Change in Tanzanian Poverty Over the Last 15 Years
Macroeconomic Adjustment and the poor in Madagascar
A Social Accounting Matrix for Tanzania
Agriculture and Food Policy Issues in Mozambique
The Evolution of the Microenterprise Sector in Tanzania
Rice Prices and Farmer Welfare in Madagascar

Program Preparation Studies

Agribusiness in Madagascar
Pest Management in Guinea
*Agricultural Trade and Pest Management (4 Country Reports
and Synthesis)*
Tracking Black Economic Empowerment in South Africa
Ethiopia Education Sector Assessment
Growth Linkages in Madagascar

To move from publication to actual understanding, we have developed three strategies:

Participation in Developing Analytic Agenda. First, and perhaps most important, has been our focus on designing our analytic agenda in a participatory manner. Let us briefly discuss the process by which AFR/SD tries to include our customers in selecting and implementing our activities.

Office Vision of Customer Service

Customer service always has been a core value underlying all of the work of the SD Office. The overall office strategic objective is to improve policies, programs and strategies in selected areas. To achieve this objective, the SD Office provides significant levels of support for studies and special analyses that will enable us to better understand African development problems and issues pertinent to the design of approaches to resolving these problem. Customer participation in this process is essential. SD customers are integrally involved in all aspects of the work of this office starting from the issues identification process, the design and implementation of the analytical activity and the dissemination and advocacy stages of the process. SD staff have been particularly sensitive to including our customers in

the process because such involvement usually assures the relevance of the analytical activity, improves the end results and increases ownership of these results by our African customers. Another element of customer service included in our vision is that of developing the capacity of our African customers to undertake the analytical activity themselves, improve policy formulation, and improve program design and implementation.

Who are our Customers?

We agree that our ultimate customers are the African end beneficiaries of the improved programs, policies and strategies resulting from our work. On a working level, however, SD customers really cover a wide range of intermediate customers including African policy makers, ministers, leaders, researchers, PVO/NGOs, and other donors. Other SD intermediate customers include USAID Missions, U.S. Embassies, other AIDW and AFR offices, other U.S Agencies and the U.S. Congress. Any individual or organization that effectively uses the results our work to improve the development process could be considered our intermediate customer. While the work of our office is not routinely done at a "people level", we are very much aware of the need to demonstrate people level impact since it is at that level where we find our ultimate customer.

What are SD Services and Customer Linkages?

SD provides support to conduct a wide range of special studies and analyses designed to better understand key development issues or policy constraints in Africa and to generate new ideas and approaches to resolving these constraints. In addition SD provides technical assistance to improve the African capacity for strategic planning, policy formulation and policy advocacy in order to improve the development process and assure that our increasingly limited development resources are effectively utilized.

There are essential customer linkages in all stages of our work including issues identification, research design/implementation, and information dissemination. SD staff have aggressively sought to involve our customers in identifying key development issues for further study. For example, our HHRAA Project has developed a highly participatory process of bringing together key African decision maker "customers" with other international experts to identify and analyze critical constraints and emerging issues related to African health, population and education. In addition, SD agricultural staff have conducted extensive customer/stakeholder collaboration in the development of the environment/natural resources management component of the Initiative for Southern Africa. There are many other examples, but the essential point is that SD has adopted a highly activist policy of mandating that there be strong customer links in all that we do.

SD Customer Surveys and Feedback

Given the wide range of activities supported by this office and the diverse nature of our intermediate customers, it would seem to be impractical and not cost effective to conduct special customer surveys for all of our customers. That said, SD has taken advantage of numerous opportunities to solicit customer input and involve customers in our work. Much of this has been noted above, but in addition, SD routinely solicits input from USAID missions, other donors, and other offices inside and outside the agency, in reviewing planned special studies and analyses before making final decisions on any particular activity. SD actively organizes and participates in special workshops and conferences where office analytical activities are identified and discussed. In addition, there is an active information dissemination plan which is a part of every analytical activity supported by the office. In this way customers receive regular feedback on the results of our work including our efforts at involving customers in the process.

Participation in Implementation. The second mechanism to ensure use of our new ideas, has been to actively seek the participation of African institutions and researchers in the implementation of our activities. The intention here is to create a cadre of key technical people who are committed to these ideas, so that they will become the "champions" of better ways of doing business within their countries and their professional communities. We will discuss this in more detail when we examine our progress in program outcome 4, below.

Sharing Ideas. Finally, we have found it important and effective to bring key practitioners -- USAID technical staff, other donor technical staff, key collaborators (both American and African), and policy makers at various levels together to discuss and share these ideas. Over the 1994/95 period we have hosted major conferences on the themes presented in the table on the next page.

CONFERENCE	USAID	OTHER DONOR	COLABORATOR	AFRCN TECH	AFRCN POLICY
NRM/ENVIRON	X	X	X	X	
WCA AG RES	X			X	
ESA AGRIBUS			X	X	
HORTICULTURE			X	X	
AGRIC MKTG			X	X	
PARCS	X			X	
ISA STKHLERS	X			X	
TECH COLLABOR	X		X		
MADAG AGRIBUS	X				
FOOD SECURITY			X		
ANDRO CONFRNC	X				
CORNELL	X	X	X	X	X
EDUCATION	X	X		X	
UGNDA NUTRTN	X		X	X	
MED BARRIERS			X	X	X
SEN HTH FINC	X	X	X	X	
KEN HTH FINC	X	X	X	X	
PRV SEC HEALTH	X	X	X	X	
TEACH MGMT		X	X	X	
EDUCAT STAT		X	X	X	
GIRLS' EDUC	X	X	X	X	X

4. Strengthening African Policy-Making Capacity

AFR/SD has two separate mechanisms for working with African policy-making institutions. To some we provide direct grants to broaden and deepen their work; with others we work collaboratively in analytic activities to help in action learning, both in terms of new ideas and new methods. We will briefly examine each in turn:

a. AFR/SD funding of African organizations

Among the institutions which we fund are:

Network for the Environment and Sustainable Development in Africa
(NESDA)
The African Capacity Building Foundation
The African Economic Research Consortium
The International Center for Economic Growth
The African Businessman's Roundtable
The African Credit Union Movement
The West African Enterprise Network
African Regional Agricultural Research Networks
Institut de Sahel
SACCAR
East African Potato Network
East African Bean Network
East African Cassava Network
East African Agroforestry Network
West and Central Africa Maize Network
ASARECA
West Africa Rice Development Authority
The Winrock Social Science Network
The IDRC Industrial Economics Riseau

These organizations can be subdivided into a set of similar institutions -- agricultural research networks, capacity building institutions and networks, and advocacy networks.

i) Agricultural Research Networks

The principle in funding these networks is to complement the work we have been doing in technology development and transfer. Our objective is to improve the efficiency of investments in this area, particularly through increased regional specialization and coordination, getting countries to agree to work together to share research objectives and results. A second objective is to empower the NARS to make the networks, and ultimately the work of the IARCs, more demand driven and responsive to the needs and priorities of the African Institutions. As we'll discuss below, this whole process of building more effective agricultural research systems is off to an exciting start, and offers real prospects of major change in the sector.

ii) Capacity Building Institutions

It is clear that for the process of policy change to be sustained in Africa, it will require the development of policy analysis capacity, as a necessary, if not sufficient condition. Accordingly, AFR/SD has been supporting a variety of regional institutions to build capacity, particularly in the area of economic policy analysis. The largest of these efforts is the African Capacity Building Foundation (ACBF), which has been funded by a number of donors. While the ACBF has been suffering some growing pains, it has finally begun supporting a wide variety of African policy analysis organizations, including fourteen national institutions (about equally divided between public and private) and five regional institutions.

Most of the other capacity building efforts we support are networks which have as their purpose improving the quality of economic policy research through a process of peer review and external support. Of particular note is the African Economic Research Consortium (AERC), which has been especially successful in building links between academic researchers and policy-makers and has substantially improved the quality of African research in economics.

While we are not yet able to link particular policy changes to particular AERC activities, a number of indicators point to the increasing professionalization of economic researchers in the region:

- * A special issue of *World Development*, a World Bank publication, was devoted exclusively to AERC sponsored research:
- * AERC researchers were invited to participate in an OECD forum on a research agenda for Africa;
- * Some of the researchers have become significantly more engaged, than in the past, in policy advisory roles; and
- * Annual national policy workshops have taken root in a few countries and are internally financed.

iii) Advocacy Networks

Over the last two years our support in this area has been focussed on two entrepreneurial networks. The purpose of creating and supporting these organizations is to improve the sharing of information across national boundaries and, in particular, to increase the capacity of business interest groups to effectively support their own interest in the economic policy debate. There are a number of examples which indicate, particularly as African governments become more open, that these networks are having significant success.

b) AFR/SD's African collaborators

Increasingly, we have tried to include African organizations in the development, implementation, dissemination and advocacy, and evaluation of our analytic agenda. The number of organizations we support in this way is truly breathtaking. They include:

- * 24 universities or departments of universities;
- * 21 departments of national governments
- * 8 private think tanks
- * 6 quasi-government institutions
- * 20 private organizations (largely associations)
- * 8 Africa regional or sub-regional organizations

We will be discussing how this works when we go into the actual impact of our work to date.

C. ASSESSMENT OF S.O. PERFORMANCE

While we do not have a formally approved strategic plan, we have been operating under this same basic paradigm since 1992. Rather than present our accomplishments quantitatively, we would like to present a number of vignettes which help illustrate what we have accomplished in each of the Agency's strategic areas.

BROAD BASED ECONOMIC GROWTH

Poverty and Structural Adjustment.

This outstanding body of economic research, produced under a cooperative agreement with Cornell University, has helped change the basic paradigm with respect to the impact of adjustment on poverty. While this paradigm shift has not yet been broadly accepted by the more radical members of the PVO/NGO committee, it is now widely accepted in academia, the donor community, and the Ministers of Finance and Economic Planning in most African Governments.

IMPACT: The Cornell work formed the foundation for the World Bank's understanding of adjustment and poverty, as noted again and again in Bank publications (see *Continent in Transition*, and *Structural Adjustment in Africa*). It has also led to a new emphasis in Bank thinking -- the importance of not providing balance of payments support to non-reforming countries, which is now dubbed as "selectivity."

In addition to the World Bank, other donors have been substantially affected by the Cornell work -- in June, 1995 the Cornell team ran a special seminar for DANIDA, the Danish foreign assistance agency. Even long-time academic critics of structural adjustment, such as Professor Francis Stewart, have changed their stance with respect to adjustment's impact on poverty and moved on to other issues.

Private Sector Development

Financial Market Development.

Following are several examples of how AFR/SD, working jointly with the Global Bureau, USAID Missions and regional centers, and African organizations, particularly those in the private sector, have contributed to improved operation of financial markets.

Tanzania FED In early 1992, we conducted an assessment of Tanzania's private sector. The financial sector component of this study identified gaps in the World Bank/IDA's Financial Sector Adjustment Program in the area of banking supervision and prudential regulation.

IMPACT As a result of this finding, USAID arranged discussion with the World Bank, and upon agreement that it (USAID) would assume partial responsibility for this area, incorporated a bank supervision and prudential regulation component into its (USAID's) Finance and Enterprise Development (FED) Project.

Financial Sector Development Project-Swaziland. AFR/SD has been providing assistance to the Central Bank of Swaziland. Working closely with the Governor, the bank was instructed on how to modify its practices for holding its revenue and how to restructure its debt portfolio. In August, 1994 we advised the Central Bank to move 97% of their reserves from Rand accounts to hard currency accounts.

IMPACT This advice alone arrested a decline in value and increased earnings of the Central Bank by about \$25 million annually.

According to USAID/Swaziland, "Other assistance and advice has been provided on a flexible and timely basis and has allowed USAID/Swaziland to use a small amount of bilateral funds in a series of short but well coordinated policy initiatives which are beginning to bear fruit in focussing government attention and action on new policies and legislation which needs to be taken to increase both domestic and foreign private sector investment.

Without the ... assistance, the Mission could not have done this, short of launching a major, and much more costly, bilateral project."

West African Enterprise Network-Financial Restructuring of Enterprise: Policy reform initiatives in this area have varied to some degree between francophone and anglophone countries. Networks in francophone countries have undertaken advocacy efforts with government to encourage adoption of less restrictive capital requirements for local venture capital firms and smaller-scale savings and loans institutions and have organized meetings with Ministry of Finance officials to discuss regulatory changes which would allow the creation of new financial instruments to assist the private sector, modeled after innovations in the anglophone countries (leasing institutions, merchant banks, etc.). Specialized guarantee mechanisms for the private sector have also been advocated, particularly in Benin and Burkina Faso. Several Networks have made a strong appeal for venture capital windows (Gambia, Mali). The Ghanaian Network has made major inroads in reforming the investment code and in securing foreign investment on the Ghana Stock Exchange. The Ghana Network is also preparing a policy position paper on bankruptcy law.

A major initiative which all Networks intend to sponsor is the creation of a network investment fund in their countries. Network members feel strongly that they must take leadership in developing a financial instrument to promote local savings mobilization. Networks are in varying stages of creating the Investment Fund which will pool members' capital for local investment in private ventures. Models vary from country to country, but in general Network members contribute monthly to a fund which will be used, once sufficient capital is accumulated, to take equity positions in small to medium scale local enterprises.

IMPACT These activities have thus resulted in (1) an active dialogue between the networks and the West African governments resulting, in Ghana at least, in some legal reforms (which had also been sponsored by USAID/Accra), (2) a better understanding of the potential benefits of adopting some of the practices, laws and institutions from Anglophone countries to Francophone countries and vice versa, and (3) the actual funding (in part) of a new regional investment fund to promote local savings mobilization and to increase investment in SMEs.

Agribusiness.

By merging the AFR/ONI and AFR/ARTS office to create a new AFR/SD we were able to combine ARTS' work in agricultural marketing and agribusiness with ONI's private sector work. The result has been a more coherent more focused program.

Agribusiness Development Institution Building: At the request of USAID/Zambia Private Sector HRDA project, AFR/SD organized a Southern Africa Regional agricultural marketing strategic planning workshop centered around three commodity subsectors: dairy processing, processed staple crops and natural products (industrial crops, essential oils, medicinal plants and spices). Participating missions were Zambia, Zimbabwe, South Africa, REDSO/E and Malawi, nominating 35 small and medium size agribusinesses, and a number of collaborators: (1) the U.S. private sector (McCormick Spice, Land o' Lakes, Autumn Harvest) for market development guidance; and (2) USDA/ARS, Zambian NARS, University of Zimbabwe and the IARCs for accessing technologies.

Since the workshop the participants have created the Southern Africa Federation of Essential Oils, Medicinal Plants and Spice, developed and funded 100 percent by the private sector, with national chapters in Zambia, Zimbabwe and South Africa. Malawi already had a similar organization in place. In addition, the federation has organized training in processing essential oils at the University of Zimbabwe, small farmer exchanges in cultural practices, introduced garlic, ginger, castor beans and lemon grass in Zambia's Eastern Province and they submitted a proposal to USAID/Botswana to fund a survey of medicinal plants in Southern Africa.

IMPACT While the effort is a modest one, the creation of an active regional private agribusiness association around a small number of specific commodity groups, is an important beginning. The fact that they have already actively shared information and introduced new crops is an important start in what may be the most important growth sector in Africa -- non-traditional agricultural exports. In addition to the creation of the Federation, new regional trade (in mushrooms, castor beans, chilies and rice) has taken place between workshop participants.

Madagascar Agricultural Export Liberalization and Support Project (MAELSP): The USAID mission in Madagascar was at a crossroad as to whether to extend the MAELSP project, PACD August 1995, or let it terminate. The MAELSP project has two objectives. The first is to assist the Malagasy government to liberalize agricultural exports, principally, to curtail the taxation of exports, simplify export procedures and increase the number of exporters. The second is to strengthen the capacity of exporters to diversify and increase exports to extra-regional markets. To make its decision, the mission asked AFR/SD to lead an evaluation team, to get data and to make recommendations about the project's past performance and how, if at all, the project should be structured.

The evaluation recommended: (1) extending the MAELSP project, but refining the commodity subsector approach to target two commodities groups where the public and private sector had mutual and supporting interests; (2) to continue co-funding the Public Investment Program with the Government of Madagascar, therefore, strengthening the information dissemination and export certification process

capacity of the Export Development Office in the Ministry of Commerce; and (3) to make the market and production results of MAELP studies available more broadly.

IMPACT All of these recommendations are being implemented by the Mission and appropriate government agencies.

Agricultural Technology Development and Transfer

AFR/SD has had a long-term interest and program to improve the effectiveness of investments in agricultural research in Africa. This effort has centered around at least five basic themes:

(1) to measure impact of technology investments so as to develop more and more sustainable financing for the TDT subsector;

(2) to improve management and sustainable financing of the NARS systems within the framework of the Special Program for Assistance to African Agricultural Research (SPAAR);

(3) to broaden the range of TDT issues to include marketing, processing and storage on the one hand, and the proper partnership between public and private sector on the other;

(4) to build greater regionalism within the NARS system so as to economize on scarce resources by specialization and networking; and

(5) to strengthen African ownership of the priority-setting process, as well as to ensure that donor and International Agricultural Research Center (IARC) activities are demand driven.

Following is a partial listing of what we have accomplished in this arena.

Measuring Impact.

Beginning in 1992, AFR/SD has undertaken a significant effort to determine the rate of return to agricultural investments that USAID and others had made over the past fifteen years. The results were extremely significant -- a set of studies undertaken by Michigan State University demonstrated very high rates of return to most of these investments, averaging well above 40%, a much higher rate than is usually found in development investments in Africa.

Evidence from the impact assessments of SAFGRAD and the networks in East Africa showed that regional collaboration has resulted in significant spillover of knowledge and technology among collaborating countries, exchange and

availability of germplasm, and development of human resources. Because of these and other efforts, we are seeing high rates of return from research investments in the major crops of Africa: maize, bean, potato and cassava. It has been documented that rates of return on potato in Rwanda and Burundi ranged from 80-90 percent (pre-catastrophe). Improved varieties of beans, particularly climbing bean, had been adopted by more than 50 percent of farmers in Rwanda, Burundi and Uganda bringing an estimated extra income of \$30-50 million. These potato and bean technologies are spreading rapidly within the neighboring countries, including Kenya, Tanzania, Ethiopia and Madagascar.

AFR/SD's Maize Impact Study (MARIA) indicated a rate of return for maize averaging more than 40 percent across sub-Saharan Africa (more than 100% for some countries).

IMPACT These studies have changed both USAID's and our partners' understanding of the importance of agricultural research to Africa's development future. For example, in a recent keynote address to the first SPAAR meeting in which Africans played a major role, South Africa's Minister of Agriculture quoted extensively from AFR/SD's report on the state of African agricultural research. While this new understanding has not yet turned around the decline of donor funding in the sector, it, at least, contributed to the decision by AID's leadership to protect U.S. funding to the CGIAR system in the face of declining resources for the economic growth sector.

Institutionalizing Impact Assessment in National Agricultural Research Systems.

AFR/SD, working in close collaboration with SPAAR and other donors, recognized that African agricultural research institutions (NARS) were not systematically assessing the impact of their research efforts. This was contributing to the erosion of funding for agricultural research, since the institutions could not articulate their the impact of their activities and therefore government policy makers could not assess the value of agricultural research investments being undertaken with scarce public funds.

Using a variety of fora and analysis, extensive efforts were undertaken by AFR/SD to help change research policies, so that impact assessment was incorporated into the core activities of the NARS. This multi-year effort has met with considerable success, as more and more institutions have changed their policies to routinely build impact assessment into their programs.

Once the need to do impact assessment was widely accepted, training in how to do it became important. At a 1993 workshop in Bamako, heads of NARS and

representatives of Ministries of Finance from 17 African countries discussed this need and requested support to provide national scientists with training in impact assessment. PSGE then funded training for 75 senior African Scientists on how to carry out impact assessment.

IMPACT In West Africa alone, impact assessment has been institutionalized in INSAH and six NARS including Senegal, Mali, Niger.

Building Regionalism.

Until recently, agricultural research in Africa was poorly organized and managed, less focused, and inefficient with too much duplication. Quality agricultural research is expensive and frequently beyond the present capacity of national governments. AFR/SD, in collaboration with SPAAR and other donors, helped the national research systems (NARS) to change policies and programs to take a regional perspective in agricultural technology development and transfer. Just recently, the NARS directors of 10 Eastern and Central African countries established a regional coordination office, "Association for Strengthening Agricultural Research in East and Central Africa" (ASARECA) to build on the significant contributions of the collaborative research networks supported by AFR in the past decade: strengthened NARS; fostered and encouraged collaboration among NARS; cut duplication; facilitated exchange of new and improved germplasm and dissemination of research results; established linkages with universities, NGOs, development agencies; and increased efficiency resulting from economies of scale, comparative advantage and compatibility in addressing common high priority constraints to agricultural productivity.

IMPACT It is too early to measure real change, but a recent evaluation, conducted by the World Bank, found substantial progress in the implementation of SPAAR principles (strategic planning, assessing impact, moving toward regionalization).

African Ownership.

The creation of ASARECA has already changed NARS/IARC relations. IN AFR/SD's funding to East African research networks, we made certain that the funding went to those networks which ASARECA members thought were high priority, thus changing the emphasis from supply-driven to demand-driven. We supported the initiative of SPAAR to move from a donor organization to an North/South partnership. At the Pretoria meeting in March, there was increased acceptance by donors of the SPAAR framework and an agreement to coordinate more effectively. The best example of this has been the creation of multi-donor Research Fund to support the activities of the Kenya Agricultural Research Institute (KARI).

IMPACT The actual beginning of African ownership and responsibility in a major sub-sector of the economy. Moreover, a number of NARS have begun to implement major management and policy improvements:

Funding policies were changed, leading to increased financing in Mali and Kenya.

Policies governing the autonomy of the NARS were changed. In West Africa, five NARS were established as independent from the government and civil service system, creating new independent management, planning and budgeting systems (Mali, Senegal, Gambia, Niger, and Burkina Faso).

NARS were also established as independent systems in Uganda and Malawi.

Prioritized strategic plans for the national research systems were developed in Mali, Kenya and Uganda.

Food Security through Agricultural Policy Change

Food Policy in Zimbabwe. Over the past eight years, USAID (AFR/SD, G/EGC, and USAID/Harare) has funded policy research under the MSU/University of Zimbabwe Food Security Project in Zimbabwe. This research, which was conducted jointly by Michigan State University and the Department of Agriculture and Extension at the University of Zimbabwe, examined a number of issues surrounding food security, and eventually, with the support of USAID/Zimbabwe, resulted in major policy shifts, all of which have had major positive impacts on the people of Zimbabwe.

IMPACTS:

Policy Changes;

- (1) Removed of controls on movement of maize between smallholder areas in the country
- (2) Allowed maize to be sold to all buyers at collection points previously limited to the Grain Marketing Board and allowed private traders to sell maize directly to consumers.
- (3) Opened the Grain Marketing Board's stock to purchase by traders.
- (4) Promoted the development of small scale millers
- (5) Eliminated the subsidy on refined maize meal

(6) Abolished controls of maize movement into urban areas.

Economic Impacts

- (1) Increased the real disposable incomes of rural consumers by 25%
- (2) Increased cash incomes for at least 200,000 low-income rural consumers by 10% to 25%.
- (3) Allowed urban households to acquire maize meal at 60 to 70% the previous price.
- (4) Resulted in cost savings on staple maize meal equal to 7%-13% of household income for 100,000 low-income urban consumers;
- (5) Resulted in a reduction in government expenditures equal to 2% of the country's GDP, or about 100 million US dollars.

Linking Natural Resource Management Investments to Agricultural Productivity

Michigan State has been working with AFR/SD, G/EGC, and a number of bilateral missions to determine the sources of agricultural productivity growth, particularly with respect to soil and water management. The results of their work has been so striking that it has led a number of USAID Missions and other partners to change, or, at least, consider changing their strategies.

IMPACTS

In Rwanda, before the war, the mission used the productivity work to develop links between its productivity agenda and the work done in its private-sector program. Specifically, the productivity work helped to re-orient where USAID/Rwanda wanted the PVOs and private-sector groups to work so that their work would have a larger impact on improving agricultural productivity, particularly in the higher-potential zones. In addition, the productivity work was instrumental in getting the mission to link its productivity agenda with the environmental agenda.

More generally, the productivity work has been useful in USAID's re-engineering, in helping to change how missions link productivity and environmental agendas. This has been manifest in:

- a. Mali, where MSU researcher, Tom Reardon, has met twice with the mission strategic planning group on this issue.
- b. Madagascar, where the mission requested copies of all the key Rwanda work on this topic as part of its strategic planning exercise.

This environment/productivity link has also penetrated the strategic planning of key NGOs, such as CARE (Tim Frankenberger's work) and World Vision (Joe Siegle's work). Siegle has asked Reardon to come to Eritrea, where Siegle is to be new country director, to discuss how to make this link operational.

Recognition of the link between of the environmental and productivity agendas has become part of the strategic planning agendas of the NARS in the countries where we have worked, particularly Rwanda and Senegal. In Senegal, there is active debate now about how to improve access to improved peanut seed after the MSU work showed the environmentally degrading practice of farmers trying to maintain yields through increasing the seeding density with their own retained seed.

The productivity work has highlighted the importance of access to improved inputs, such as fertilizer, on increasing productivity and how access to these inputs has been affected by structural adjustment programs. The work has re-opened the question among donors about how to improve access to these inputs (improved marketing systems, etc.)--i.e., it has questioned the assumption that structural adjustment by itself will solve the problem. In particular, the Carter Center's Global 2000 will be issuing a policy brief on fertilizer, and taking an active role in promoting modern input use.

Gary Nelson has used the Rwanda productivity work as a model to promote work on both productivity/environmental links and farm/non-farm links within the Greater Horn of Africa Initiative.

Kevin Cleaver, the head of the Africa Regional Technical Office at the World Bank, cited the MSU work on income-diversification in his most recent World Bank report on Africa as demonstrating how non-farm income and employment are tightly linked, upstream and downstream, to agriculture. Therefore, he argued, the Bank's non-agricultural employment strategy for Africa has to be tightly linked to agriculture.

Following her talk on the productivity results at the AFR/SD sponsored Harare TDT workshop this January, Val Kelly (of MSU) met with a newly formed cross-regional working group of African scientists to discuss how to get the question of access to improved inputs higher on national and regional agendas.

The productivity findings have been clearly been inserted into the CFA franc

devaluation debate in West Africa, through collaboration between the AFR/SD add-on and the CFA franc devaluation add-on funded by AFR/WA. Central to the debate of national researchers and policy makers is now how devaluation is affecting farmer access to:

1. Fertilizer and other imported ag. inputs
2. Animal traction equipment
3. Farmers' incentives to invest in new agricultural technologies and environmental conservation methods, given the new structure of relative prices resulting from the devaluation.

Education

Building More Effective, More Equitable, More Sustainable Basic Education Systems.

AFR/SD and its predecessors have been central in developing the Africa Bureau's approach to primary education. This approach, which combines project and non-project assistance and which concentrates on system-wide reform, has been embedded in all of the twelve basic education programs now being implemented in Africa. Virtually all of these programs were developed with AFR/SD's active support and assistance. Over the past few years our approach has been shifting to re-examining the effectiveness of these programs, and dealing with the second generation issues implementation has raised.

USAID Programs. In Guinea, AFR/SD Resident Technical Advisors have provided support to the Mission in designing the second stage of its education sector strategic objective. This has included two amendments to the original education program (FY94 & FY93), production of the PID for a new project and guidance and support in the development of the PP for that project (FY95).

In Benin, AFR/SD has helped shape the Mission strategy and program through introduction and implementation of the fundamental quality levels approach -- a method for helping countries strategically manage, through a participatory process, expansion and quality improvements in the provision of basic education. AFR/SD has also supported several program amendments and the development of a new complementary project working through a US PVO to involve parents' associations in school management and regional decision-making and planning.

In Ethiopia, AFR/SD led the sector assessment which resulted in the Mission's adoption of a strategic objective in support of basic education. The formulation of the Mission Strategy, again led by AFR/SD, was greatly influenced by the analytical

work AFR/SD had been supporting on education policy reform. The design of the \$90 million Ethiopia education program took place following the AFR/SD sponsored, organized and led workshop for education officers on education reform support programs. Many of the lessons learned and recommendations made at that workshop were incorporated into the Ethiopia program design. For example: emphasis on clearly defined policy objectives and flexibility built into program conditionality; working simultaneously on policy and classroom level changes; using a fundamental quality level framework for sectoral strategic planning.

AFR/SD designed and implemented a study on the demand for primary education in rural Ethiopia, in order to inform Mission design of its education program and serve as an empirical base for policy dialogue with the government. In particular, the study provided the first official data and analysis on school-level finance. The study has been used by several donors, including the World Bank and UNICEF, as a reference in their own program development efforts. Also in Ethiopia, a study of factors that influence teacher working practices and attitudes was carried out by AFR/SD. Information gleaned from this work assisted the government in the development of policies concerning teachers' terms and conditions of service and accompanying career ladder and salary structure.

AFR/SD assisted USAID/Namibia in the design of their basic education project. This project targets schools throughout the country that had been previously underserved and works collaboratively with the Peace Corps to provide support to school and teacher clusters.

IMPACT In the past two years, AFR/SD has helped at least four missions design and reform their education programs. In order to illustrate the effectiveness of these programs, we would like to quote a recent e-mail message from the education officer in Uganda, Patrick Fine. We are not claiming sole, or even major responsibility for the successes listed below, but it was SD staff who developed the broad model, provided assistance in the design, and have periodically helped in the implementation. Mr. Fine reports:

Last week the GOU [Government of Uganda] submitted documentation confirming that they had satisfied the three conditions precedent to the release of the third tranche of SUPER [education sector program] NPA.... I should point out that these policies and positive outcomes would never have occurred without the SUPER program and the incentive of NPA. I have said before that when I came to Uganda I was an NPA sceptic but, at least here, NPA has given us a seat at the table and enabled us to promote far-reaching changes that are now producing results. While the program is truly participatory, and the GOU deserves credit for its resolve and creativity in making and following through on very hard decisions, USAID's role in formulating and championing reform policies and actions in the sector should

not be underestimated. Now for the meat:

The first area of policy conditionality concerned establishing controls on the teaching force, both to improve school management and to allow salary increases. In response to our CP the GOU carried out a national census of teachers, pupils and schools - to get reliable data on which to base subsequent actions; adopted an "establishment formula" for allocating teachers to schools (the formula gives 1 teacher for 40 pupils plus a Headmaster; or one teacher for each classroom); used the formula to set ceilings on the number of government-paid teachers in 8,443 schools; and retooled the teaching payroll so that it is now governed by the ceilings (i.e.: a school can't add a teacher unless it has a "vacancy"). For the first time in memory the teaching service is under control.

Unless you have seen this process unfold over the last 12 months it is difficult to imagine the amount of effort involved. Four ministries had to collaborate from the staff to ministerial levels; district administrations in 45 districts/municipalities had to be trained; dozens of circulars, instruction 'manuals and personnel forms had to be developed and distributed. A teacher competency test was developed and administered nation-wide to identify those unqualified teachers who are "trainable" and those who are not. Those who failed the test have been laid off...

The impact of this reform (as reported by 40 district/municipal education officers at a seminar last week and confirmed by other documentation) has been dramatic: The payroll has actually decreased since the ceilings were imposed as surplus, unqualified teachers have been removed from the system (note: Uganda's schools have generally been overstaffed by unqualified teachers). This has the immediate effect of saving public funds and enables increased salaries for those who remain. It also increases the proportion of qualified to unqualified teachers. Teacher allocation has been rationalized as thousands, repeat thousands, of teachers have been transferred from schools with excess teachers to schools with deficits (i.e.: vacancies). This has resulted in a shift of qualified teachers away from urban schools to rural schools since urban areas had the excess qualified teachers. The personnel changes required to accomplish this are mind-numbing, and naturally very politically sensitive. The MoE hasn't faltered.

District officials also reported that these policy changes have resulted in increases in enrollments as teachers, fearful of losing their positions, have aggressively recruited pupils. Payment of school fees has increased because of the the fortuitous (although mistaken) impression by teachers and headmasters that only fee-paying pupils count in applying the establishment

formula. School construction has surged and hundreds of new classrooms have been constructed since January (when the ceilings were imposed) since the formula states that in 1996 teachers will be assigned solely on the basis of number of classrooms. In some communities schools have combined resulting in better resource utilization. Teachers are reportedly "working harder" to avoid being layed off.

In November 1994 I attended a training session of District officials in which they bitter complained of the proposed reforms, said they could not be implemented and attacked me personally as a foreigner imposing impractical policies on them. I left that meeting pretty depressed. Last week the same officials grew riotous when it was suggested that the formula should perhaps be relaxed. They insisted that the MoE stick to the formula. (Note: This whole complex of policy and procedural changes is referred to here as "the formula implementation exercise.")

The second condition concerns making instructional materials available. I have described the incredible change in the MoE - going from requesting USAID to finance a printing press so it could print its own books when I first arrived in 1992 to completely liberalizing the procurement of instructional materials through private sector competition - in past cables. The first consignment of over 700,000 texts is now being distributed to all primary schools. For the first time, the schools themselves were given budgets and selected the books they wanted among competing private publishers. The book selection list has grown into an impressive catalog of instructional materials available on the Ugandan market and many new publishers, both foreign and domestic, have entered the market..."

African Government Policies. In Ghana, AFR/SD has provided technical support to the development and implementation of a policy simulation exercise for key government decision-makers. This exercise, the result of much of AFR/SD's analytical work on the policy process, helped Ghanaian decision-makers face up to the resource requirements of their education sector objectives. This was done through a simulation game making use of projections of budgetary requirements for obtaining sectoral enrollment targets. The initial "mock" simulation was so successful that the government of Ghana requested USAID assistance in implementing a formal exercise to re-evaluate their goals and priorities making use of the AFR/SD-modeled methodology.

IMPACT The Ghanians are more realistically setting their targets for growth in access to basic education. The World Bank has also agreed to support this AFR/SD initiated exercise and use it as a basis for developing its program of assistance in coordination with USAID.

Fundamental Quality Level (FQL) Approach.

AFR/SD's work in continuing to develop the fundamental quality levels (FQL) approach to sectoral strategic planning has paid off in the adoption of such an approach by the Guinean Ministry of Pre-University Education. AFR/SD prepared a presentation to introduce the FQL concept to a team of Guinea Ministry of Education officials who were on TDY in Washington. The positive response of the Guineans led to AFR/SD following up the initial presentation with materials, advice and guidance to the USAID/Guinea and the Guinean Ministry of Education on how to incorporate such an approach into the next phase of educational reform which would focus on improving quality while continuing to expand access and improve system administration.

IMPACT Guinean ministry officials have already begun to implement the FQL strategy and USAID/Guinea has designed its next project, with AFR/SD support, on the basis of that approach.

Girls' Education.

AFR/SD's support of the Donors to African Education (DAE) has provided an important avenue through which we are able to coordinate with other donors and with African Ministers of Education to promote specific policy and operational agendas. For example, through our support to the DAE working group on girls' education, AFR/SD has helped bring about the birth of an African NGO, the Forum for African Women Educationalists (FAWE). This NGO, composed of prominent African women involved in education -- Ministers of Education, University Chancellors, Researchers, etc., has dedicated itself to advocating the promotion of girls' access to and success in basic education.

AFR/SD is helping coordinate donor support for FAWE and is directly providing funding and support for FAWE activities. With unified donor support, FAWE has been able to pressure male Ministers of Education into working in association with them to promote the development and implementation of specific strategies in support of girls' schooling.

IMPACT As a result of the FAWE pressure, the Minister of Education from Zanzibar implemented a new policy to change girls' age of entry to primary school so that they could complete the cycle before adolescence, when many girls leave school to marry. In Guinea, the Minister undertook to promulgate a policy requiring that every district have at least one female primary school principal.

HEALTH AND POPULATION

Malaria

AFR/SD efforts resulted in a major malaria-related policy change in Tanzania in large measure due to early dialogue with the government on the importance of insecticide-impregnated bednets for malaria control by staff of the Africa Bureau-funded Malaria Bednet Project.

IMPACT The Government of Tanzania recently made the policy decision to waive duty taxes on the importation of malaria bednets. The cost of the nets was reduced from approximately \$25 to \$4, thus making bednets accessible to the general population.

AFR/SD support of research into antimalarial drug resistance patterns in Africa is leading to important national policy changes that will save lives and promote effective use of limited resources. In addition to previous CCCD support for the original research on drug use, AFR/SD supported the documentation of changes in drug policy adopted in Malawi as a guide for other countries considering similar policy changes.

IMPACT USAID/Lilongwe reports that very preliminary assessments of the impact of AFR/SD, G and USAID/Lilongwe initiatives to change the malaria treatment protocol in Malawi from chloroquine to fansidar suggest a 30-50% decline in under-five deaths from malaria in districts in which fansidar has been used. We will be following up with the Global Bureau and the Mission to more rigorously analyze the data, and, if preliminary results hold up to advocate in every way possible this major policy change.

Integrated Case Management of the Sick Child

Five major diseases account for about 80% of childhood illness and for the majority of deaths: diarrhea, respiratory infections, measles, malaria, and malnutrition. The majority of these childhood deaths can be effectively prevented with simple and inexpensive therapeutic interventions, but many front-line health workers are not providing this care. To remedy this situation, WHO and UNICEF have developed a treatment algorithm and training course for Integrated Case Management of the Sick Child (ICM) by front-line health workers. This initiative has been welcomed in the field and by donors, since it should rationalize case management and constitute a minimum package of services, identified as highly cost-effective by the 1993 World Development Report.

However, discussions with African colleagues surfaced considerable uncertainty and confusion about how to implement ICM. AFR/SD, (through support to the

BASICS Project), working with WHO, has just developed a planning guide, "Integrated Case Management: a preparatory guide", to assist Ministries of Health and their NGO partners to do some systematic planning to promote the successful implementation of this important initiative. The Guide raises for discussion and decision-making issues of coordination and management, program policies, drug availability, and training coverage.

IMPACT As a result of AFR/SD collaboration with missions, Integrated Management of the Sick Child has been incorporated into the health programs of several Missions (Eritrea, Guinea, and Zambia), and these countries plus Uganda, Ethiopia, and Mali have expressed interest in using the Guide. These countries have become interested in incorporating ICM into the country health programs specifically because the availability of the Guide provides a rational, systematic process for doing so.

Nutrition

Malnutrition is one of the most important causes of child mortality and morbidity in Africa. In response to this problem, AFR/SD has developed a strategy to improve the understanding of African country, USAID and other donor decision-makers about the impact of malnutrition on child morbidity and mortality. Our goal is to promote policies and programs to better address nutrition problems. This strategy is two-pronged: it emphasizes providing timely scientific information and training decision-makers in the use of this information for policy and program development. Examples of specific activities are given below.

Presentation of Data The Demographic and Health Survey (DHS) offers the first cross-country, comparative data base on nutritional status, child feeding practices, and child morbidity patterns in Africa, but the data have not been presented in a way that has been easy to access and use by decision-makers. To increase the use of DHS data in program planning, policy development and worldwide monitoring of nutrition trends, AFR/SD supported the Africa Regional DHS Nutrition and Family Health Analytic Initiative to prepare nutrition chartbooks, briefing packets and in-depth country reports on childhood malnutrition and its determinants. To date, materials have been produced for 18 African countries.

IMPACT Surprised by the extensive chronic undernutrition in their country, Ugandans participating in the Initiative engaged in high-level policy advocacy, initiating a series of policy discussions which resulted in a national food and nutrition policy. In addition, the government has responded by creating a new Nutrition Division within the Ministry of Health and President Museveni has identified the fight against malnutrition as one of the three top health priorities of his administration. Donors have responded by supporting rural appraisals of breastfeeding and infant feeding practices, micronutrient deficiency prevalence

surveys, and pilot projects for growth monitoring and surveillance.

A recent assessment of the distribution and use of the Initiative's nutrition chartbooks and in-depth reports found that African program managers and policymakers in at least 12 countries have used these materials for nutrition program development and child survival strategy designs.

Disseminating New Findings. Findings from the African DHS were recently combined with results from a new study by Cornell University linking mild and moderate malnutrition to increased risk of child death in a cable that was distributed to the field and at various international nutrition meetings.

IMPACT The cable generated great interest in the field and was found to be so useful that the Global Bureau decided to prepare similar cables and a research update for their missions in the LAC and Asia/Near East Regions. The research described in the cable coupled with information provided by AFR/SD on successful nutrition interventions, influenced the BASICS Project's decision to incorporate nutrition as an integral part of their child survival program. Through our work, several countries, including Senegal, Niger, and Nigeria have made nutrition improvement an important component of their child survival programs.

Health Financing

An AFR/SD supported study on health care financing provided the conceptual framework and experimental data that became the basis for developing a national policy on health care financing. AFR/SD provided funds for completion of data collection and analysis of an experiment that compared current GON health financing policy with two others -- (a) prepayment, and (b) fee-for-service. The study reviewed data on resource mobilization, quality of service, and utilization. The study demonstrated that imposing user fees, under certain situations, actually increased the demand for services (even among the poor), as well as increasing the supply of essential drugs.

IMPACT The study site was visited by the President of Niger in 1994. Following the Presidential visit it was announced that every district would have the option of choosing one of the two approaches -- prepayment or fee-for-service -- for financing health services as supplement to regular MOH budget.

Kenya Health Finance Networking. Background: USAID has supported system development and study of health care financing in Kenya since the early eighties. This effort has resulted in a number of policy developments including the institutionalization of cost-sharing in publicly owned facilities, and local autonomy in the programming of revenues so generated. USAID's emphasis in capacity building resulted in the appointment and strengthening of a national health

financing Secretariat headed by a senior official of the MOH.

The Kenyan story is serving as a demonstration area for neighboring countries. AFR/SD has supported REDSO/ESA with funds and expertise to develop a 'networking' activity which brings officials from neighboring states to Kenya on study tours to see cost-sharing in action. The same networking activity allows Kenyans to travel to neighboring countries and provide technical assistance in assisting countries both in the design and the implementation of cost-sharing programs.

IMPACT While there has been, as yet, no significant policy change in neighboring countries, there is new emphasis on sharing lessons learned among different regional governments. So far, Kenya's experiment has been visited by high ranking health officials from Malawi, Tanzania, Ethiopia, Eritria, and Uganda. The Kenyan team has provided TA to Ethiopia and Tanzania. The Kenyan team, which includes senior staff of the MOH, is developing consulting skills that would be useful nationally and regionally. The MOH is willing to release staff time for development of these skills. Documents on cost-sharing are developed with broader perspectives on options ranging from user-fees to insurance. This is done to address current as well as future financing needs of Kenya, but also to address needs of other countries in the region. The Kenyan team will soon visit Uganda to help the mission there implement decentralized health service delivery and financing. In Zimbabwe, the USAID mission and the Minister of Health have expressed similar interest.

Sustainability of Child Survival Projects

Since the inception of child survival initiatives in the mid-1980s, one of USAID's "twin engines" has been immunizations. With the technical and financial assistance provided by USAID, in collaboration with Ministries of Health, the World Health Organization (WHO), UNICEF, NGOs and bilateral donors, tremendous progress was made in EPI in Africa in the 1980s. Immunization coverage rates nearly doubled and declines in vaccine-preventable diseases and deaths were documented in some countries. Access to immunization services increased notably as delivery services were extended deep into rural areas.

However, in 1992, reports from USAID missions in Africa were showing that achievements made were not being sustained. These reports led to a more thorough analysis of the situation by AFR/SD. This analysis of immunization issues and trends in Africa, published as SD Office Technical Paper No.13, served as the basis for in-depth discussions on the sustainability of immunization activities with UNICEF New York health staff and with the Africa Regional office of the World Health Organization (WHO/AFRO) and led to closer programming and coordination.

IMPACT Specifically the discussions with UNICEF and WHO led to the development of grants by the Africa Bureau which have resulted in several important actions by both organizations and many countries in Africa to foster the financial and technical sustainability of the achievements in the Expanded Program on Immunization (EPI). AFR/SD's grant to UNICEF has led to the implementation by UNICEF Headquarters and country representatives of a revolving fund for the purchase of vaccines by host country governments. Since the signing of the grant with UNICEF in 1993, the governments of Burundi, Tanzania and Ghana have developed vaccine forecasts and have signed agreements with UNICEF to contribute--for the first time--government funds for the purchase of vaccines. Prior to this Grant, UNICEF was not encouraging most African countries either to develop forecasts of their vaccine needs or to pay for their own vaccines. In addition, our grant to UNICEF influenced their preparation of a document entitled Sustaining Immunization and Assuring Vaccines for the World's children. This document clearly reflects the principles of the 1993 USAID/Africa Bureau Grant to UNICEF which included the development of strategic plans for vaccine procurement and needs, and vaccine self-sufficiency.

Based on AFR/SD support and influence, WHO/AFRO developed a plan entitled EPI in the African Region in the 1990s. This plan provides a solid foundation and vision for the development of a common agenda among national governments, WHO/AFRO, UNICEF and other donors and NGOs to achieve sustainable EPI in Africa. The plan calls for joint detailed five-year and annual financial and action plans between host country governments and all donors.

FAMILY PLANNING

The Sub-Saharan Africa Urban Family Planning Study

From a relatively modest 83 million urban residents in 1970, Africa's urban population increased to a substantial 206 million by 1990. Projections for 2005 are for 400 million city dwellers and a possible doubling over the following 20 years.

With that kind of growth as perspective, assessments were completed in 1994 in four large African cities, i.e. Mombasa, Kenya; Blantyre, Malawi; Bulawayo, Zimbabwe and Dakar, Senegal to determine how family planning service delivery programs can be made more efficient and effective. The working hypothesis was that many or most urban family planning programs are overwhelmed by the recent rapid growth of urban populations and are not equipped to satisfy potential demand for contraceptive services.

The assessments were conducted exclusively by African institutions, i.e., the Center for African Family Studies, a family planning research and training center, and the staffs of each municipal department of health. Findings were then

presented to political and health leaders in each city during a two-day workshop and then in a combined presentation to national leaders and international donors at a conference in Blantyre, Malawi in March, 1995.

The findings of the studies suggest that:

- (1) Cities' capacities to maintain current contraceptive prevalence levels will be severely strained as urban populations grow.
- (2) The most promising avenues for increasing current capacity are through the large existing private sector (including pharmacies) and through community-based distribution, which has not been fully developed in urban areas.
- (3) Many women are already paying for family planning services and many of those who are not say that they would be willing to do so.

IMPACT Based on study findings from Bulawayo, Zimbabwe and interest by the Zimbabwe National Family Planning Council (ZNFPC), USAID/Zimbabwe has provided funds to explicitly work with the ZNFPC on strengthening urban service delivery programs. Lusaka, Zambia sent observers to the March, 1995 meeting in Blantyre. As a result, USAID/Zambia became interested and will support, with Ministry of Health and CARE participation, a similar assessment in the greater Lusaka area.

In response to interest expressed by municipal delegations at the March workshop, AFR/SD made \$80,000 available for "city-to-city" technical assistance and collaboration so that participating municipalities can work together to redesign and upgrade their programs.

ENVIRONMENT

USAID Biodiversity strategy for Africa by Africans

AFR/SD, working through the Biodiversity Support Program, conducted an assessment of the Bureau's experience in implementation of activities to promote conservation of biological Diversity and commissioned an advisory group of African experts (supported by technical assistance from the Biodiversity Support Program) to analyze that experience and that of other donors to develop "African biodiversity: Foundation for the future: A framework for integrating biodiversity conservation and sustainable development".

The publication was launched by the USAID administrator in a special gathering of the U.S. conservation community with separate parallel launchings in several sites in Africa including Ghana, Kenya, Tanzania, Nigeria and Zambia.

IMPACT The most immediate impact has been that the World Bank Global Environmental Facility (GEF) program has adopted the Africa Bureau analysis as an operating framework. Because the dissemination of the document has raised the profile of biodiversity conservation in many African countries and has served to redefine biodiversity conservation beyond management of parks and protected areas to actions necessary to promote human prosperity in Africa, we have reason to believe that its principles will become the centerpiece of African policies in this area.

Natural Resource Management

One of the primary roles of AFR/SD has been to assist in the review, transfer and evaluation of innovative approaches between countries and regions. Niger's NRM program was initiated in the 1970's, and over the years, has developed a complex understanding of the factors affecting sustainability in the agricultural sector. USAID has since become a leading proponent of the effort in the Sahel to revise the forest code and tenure policies in the region. AFR/SD staff played a key role in tracking the results of this program, and were influential in transferring the key lessons learned from Niger to other countries in the region.

For example, AFR/SD staff was instrumental in transferring the experience in Niger to Madagascar, where the Mission has developed the largest sector program in the environment in USAID, substantially modeled after the approach in Niger. AFR/SD helped to fund contractors and NGOs involved in Niger to assist USAID/Madagascar and the Malagasy government, particularly to tackle approaches to tenure reform and improvement in economic incentives and forest policies.

IMPACT In tracking the implementation of the Madagascar NRM Program, AFR/SD staff and collaborators identified innovations of use to other NRM policy programs, and helped to transfer new lessons learned back to other countries. One of these countries was Niger, where AFR/SD assisted the Mission in amending the approach for the program.

Environmental Monitoring, Evaluation and Mitigation

AFR/SD has promoted a major change in the programming approach of Missions to the mitigation of environmental impacts from USAID projects during implementation. This has been achieved using the concept of Environmental Monitoring, Evaluation and Mitigation Plan and Process (EMEMP) to identify problems and/or impacts which are discovered during the process of environmental monitoring. EMEMPs evaluate these problems and/or impacts, then they go one step beyond and propose mitigation steps to the responsible people. It is this last step that differentiates the EMEMP process from the ordinary M&E programs, common to all USAID projects and programs.

IMPACT AFR/SD, working in coordination with the Regional Office in Nairobi (REDSO/ESA), has been assisting USAID/Malawi in setting up an EMEMP for the Government of Malawi in the area of environment and natural resources that will serve as a model for other Missions with similar needs. The EMEMP was developed as part of the USAID Non-Project Assistance (NPA) effort in agriculture using the Agricultural Sector Assistance Program and is being further extended to ASAP II, a new program which will continue the liberalization of the agricultural sector in Malawi.

DEMOCRACY/GOVERNANCE

AFR/SD's Democracy Assessment Framework

During FY 94/95, AFR/SD further refined the analytic tool of its DG assessment framework. Eight macro-assessments have been conducted to date, with the last four being the most developed. The intent of the framework is to provide missions, and the Agency, with analytical tools to analyze what DG interventions are needed to impact on African governments in transition to democracy or consolidating democracies in their countries.

IMPACTS Of the last four assessments conducted, the ones undertaken in Mali, Tanzania and Niger have directly influenced mission strategies in the democratic governance sector. In the case of Mali, the assessment has led the mission to conclude that a strategic objective in DG is needed. The Tanzania assessment led to the use of the team leader to return and design a PID for the mission in democracy and, later, return to expand the document into a full project paper. The strategy for DG in Tanzania flowed from the assessment. And, in the case of Niger, the assessment concluded that the USAID mission should concentrate its efforts in civil society. Based on that conclusion, the mission identified DG as a cross-cutting target of opportunity. If successfully implemented, the mission in Niger and the country itself, stands to make significant inroads towards sustainable democratic governance.

In March/April 1995, the Africa Senior Governance Advisor conducted a 3-week TDY to several West African countries where DG assessments have been conducted. His visits resulted in requests from the missions for a proposal for AFR/SD's and G's contractor under the Democracy PD&S Project pursuing "next steps" for democracy since the conclusion of the assessments. AFR/SD and G/DG will be following up.

Election Support

Under the Africa Regional Electoral Assistance Fund Project (AREAF), the National Democracy Institute made a subgrant to an African organization called JEREDDES who hosted a conference for francophone African countries regarding electoral commissions. During that conference, agreement was reached that francophone countries would pursue having INDEPENDENT electoral commissions rather than the more traditional French (under the Interior Ministry control) mode of operation. Both Niger and Benin indicated a strong desire to establish independent electoral commissions in their respective country - a direct result of the USAID-funded AREAF project.

D. DONOR COORDINATION

AFR/SD has a very active program of donor coordination. In the first place, we are actively involved in a number of activities with several sectoral donor fora:

The Special Program of Assistance to Africa (SPA)

While this multi-donor forum on structural adjustment is an opportunity for the top managers of the Africa regions in the various donor agencies to improve the coordination of structural adjustment programs, AFR/SD has taken an important role in the working group on poverty. Several times we have addressed the plenary session on the impact of structural adjustment in the short run (the work of Cornell University), and we have represented the Bureau on meetings on Working Group meetings in several fora.

The Donors for African Education (DAE)

This has been an extremely useful donor coordination mechanism at the technical level. There are a number of working groups, each centered around a specific issue, and we have been important contributors to many of them. This organization is now in the process of changing itself into a new North/South mechanism, in which African technicians and policy makers will be asked to play a very important role.

The Special Program of Assistance of African Agricultural Research (SPAAR)

Like the DAE, the SPAAR is also becoming transformed into a North/South forum. The last meeting, held in South Africa in March, was the first time African participants were invited, and the changes expected will be substantial. While the World Bank leads this effort, Kim Jaycox, the Vice-President in charge of the African Region, has been effusive in his praise for the role of USAID in supporting and, in many ways, leading this major reform effort.

The Multi-Donor Secretariat for the Environment

AFR/SD has helped finance this Secretariat, which is located at the World Bank, and has as its purpose, catalyzing donor coordination in the environment in Africa. The major mechanism has been through the National Environmental Action Plan (NEAP) process, which has been supported by a number of donors, particularly USAID, in the countries in which we have programming interests in the environment. The NEAPs, which when done right, are done in a very participatory manner, help set each country's environmental agenda, and thus provide guidance for donors as they develop their environmental assistance programs.

We have also supported a number of African capacity building institutions which receive multi-donor funding -- ACBF, AERC and IDRC, which have been already described. Each of these institutions has a board of directors made up of the major funders, who jointly determine the policy directions of the institution.

Lastly, we have worked jointly with a number of UN organizations particularly in the area of health (UNICEF, WHO, WHO/AFRO), to jointly improve the programming of assistance in the health area. Much of this work has already been described.

III. PROGRAM AND BUDGET SCENARIOS

We will not be able to quantify the impact of budget cuts on our strategic objective, because we have not, as yet, defined or reached agreement on what our benchmarks should be. However, we will enunciate the principles through which we have come to the current 30% budget levels, and to describe certain implications of these and potential future cuts:

1. We have decided to protect our program-funded staff to the maximum possible degree.
2. We have committed ourselves to finishing up (and that means dissemination and advocacy as well) those analytic agenda items which have outstanding mortgages.
3. We have reduced our sectoral and special interest allocations more or less proportionately, as we have with respect to transfers to G and the allocation of resources to programs that have particularly high profile.
4. We intend to hold an intensive portfolio review in the late summer which will help us make even sharper budget decisions, as we make our program more strategically focused and carve out room for more attention to cross-cutting issues.
5. At this point, the budget reductions lead us to make fairly obvious, but not helpful, statements on impact: A thirty percent budget cut will, in the short run, have limited impact on our program (because of flexibility within our program), but will, in the long run, reduce the new information being generated for the next generation of policy issues. Cuts of a more substantial nature will not only threaten the long run, but would lead us to examine hard choices among activities which we feel are important to the work of this office, and activities which are important to other Agency Offices, but are not necessarily part of our mandate. All our decisions have been, and will continue, to be made on the basis of our feeling about what is the best allocation of resources to move forward the sustainable development of Africa.

TABLE III : STRATEGIC OBJECTIVES (\$000)

OBJECTIVE ACCOUNT	FY 1995 ESTIM.	FY 1996 ESTIM.	FY 1997 REQUEST	FY 1997 @ 32%
S.O. 01 IMPROVED POLICIES, STRATEGIES AND PROGRAMS IN SELECTED AREAS				
DEVELOPMENT ASSISTANCE FUND	1,523			
DEVELOPMENT FUND FOR AFRICA	91,864	87,642	87,642	61,349

TABLE IIIC : OBJECTIVES BY TARGET AREA
(U.S Dollars Thousands)

STRATEGIC OBJECTIVE	AREA	FY 1995 ESTIMATE	FY 1996 PLANNED	FY 1997 REQUEST	FY 1997 @ 32%
01 IMPROVED POLICIES, STRATEGIES AND PROGRAMS IN SELECTED AREAS	BASIC EDUCATION	6,537	4,382	4,382	3,067
	ENVIRONMENT	12,336	14,908	14,908	10,534
	POPULATION	5,603	2,629	3,506	1,840
	TOTAL HEALTH	27,082	28,045	27,169	18,405
	CHILD SURVIVAL	24,467	26,030	25,153	17,607
	NON-CHLD SURV	747	263	263	184
	AIDS	1,868	1,753	1,753	613
	REPORT TOTALS				
	BASIC EDUCATION	6,537	4,382	4,382	3,067
	ENVIRONMENT	12,336	14,908	14,908	10,534
	POPULATION	5,603	2,629	3,506	1,840
	TOTAL HEALTH	27,082	28,045	27,169	18,405
	CHILD SURVIVAL	24,467	26,030	25,153	17,607
	NON-CHLD SURV	747	263	263	184
	AIDS	1,868	1,753	1,753	613

TABLE IIIA : AC/SI AGGREGATE ANALYSIS
ACTIVITY CODES
(U. S. Dollars Thousands)

FY 1995 ESTIMAT FY 1996 PLANNED FY 1997 PROPOSE FY 1997 @ 32%

ACTIVITY	PCT OF		PCT OF		PCT OF		PCT OF	
	AMOUNT	TOTAL	AMOUNT	TOTAL	AMOUNT	TOTAL	AMOUNT	TOTAL
		PROGRAM		PROGRAM		PROGRAM		PROGRAM
AGAB AGRIBUSINESS	1,868	2.0%	876	1.0%	876	1.0%	1,227	2.0%
AGCP CROP PRODUCTION	3,735	4.0%	3,506	4.0%	3,506	4.0%	3,067	5.0%
AGCR AGRICULTURAL CREDIT	934	1.0%	876	1.0%	876	1.0%	1,227	2.0%
AGLP LIVESTOCK PRODUCTION	934	1.0%	876	1.0%	876	1.0%	613	1.0%
AGPM PEST MANAGEMENT	934	1.0%	876	1.0%	876	1.0%	613	1.0%
AGPP AGRICULTURAL POLICIES & PLANNING	2,802	3.0%	2,629	3.0%	2,629	3.0%	2,454	4.0%
AGRM RESOURCE MGMT FOR AGRIC. PRODUCTION & PRODUCT	1,868	2.0%	1,753	2.0%	1,753	2.0%	1,840	3.0%
AGTE AGRICULTURAL TRAINING AND EXTENSION	2,802	3.0%	2,629	3.0%	2,629	3.0%	1,840	3.0%
DICE CIVIC EDUCATION	4,669	5.0%	3,506	4.0%	3,506	4.0%	1,227	2.0%
DICS CIVIL SOCIETY	934	1.0%	876	1.0%	876	1.0%	613	1.0%
DIDE DECENTRALIZATION/LOCAL GOVERNANCE	934	1.0%	876	1.0%	876	1.0%	613	1.0%
DIEA ELECTORAL ASSISTANCE	1,868	2.0%	1,753	2.0%	1,753	2.0%	613	1.0%
DIHR HUMAN RIGHTS	934	1.0%	876	1.0%	876	1.0%	613	1.0%
DILJ LEGAL AND JUDICIAL DEVELOPMENT			876	1.0%	876	1.0%	613	1.0%
DIME FREE FLOW OF INFORMATION	934	1.0%	876	1.0%	876	1.0%	613	1.0%
EDEC BASIC EDUCATION FOR CHILDREN	6,537	7.0%	4,382	5.0%	4,382	5.0%	3,067	5.0%
EDID HUMAN RESOURCE DEVELOPMENT FOR INDIVIDUALS	5,603	6.0%	6,135	7.0%	6,135	7.0%	4,294	7.0%
EVCB CONSERVATION AND BIOLOGICAL DIVERSITY	934	1.0%	4,382	5.0%	4,382	5.0%	1,840	3.0%
EVCC GLOBAL CLIMATE CHANGE	934	1.0%	1,753	2.0%	1,753	2.0%	1,227	2.0%
EVFR FORESTRY	1,868	2.0%	1,753	2.0%	1,753	2.0%	1,227	2.0%
EVIN INDUSTRIAL POLLUTION MANAGEMENT	934	1.0%	876	1.0%	876	1.0%	613	1.0%
EVMP ENVIRONMENTAL MGMT, PLANNING AND POLICY	4,669	5.0%	3,506	4.0%	3,506	4.0%	3,067	5.0%
HEFI HEALTH CARE FINANCING	1,868	2.0%	876	1.0%	876	1.0%	613	1.0%
HEHA HIV/AIDS	1,868	2.0%	1,753	2.0%	1,753	2.0%	613	1.0%
HEIM IMMUNIZATION	13,074	14.0%	16,652	19.0%	16,652	19.0%	11,656	19.0%
HEMA MALARIA	2,802	3.0%	1,753	2.0%	876	1.0%	1,227	2.0%
HESD HEALTH SYSTEMS DEVELOPMENT	2,802	3.0%	2,629	3.0%	2,629	3.0%	1,227	2.0%
HEVC VECTOR CONTROL	3,735	4.0%	3,506	4.0%	3,506	4.0%	2,454	4.0%
NUGM GROWTH MONITORING AND WEANING FOODS			876	1.0%	876	1.0%	613	1.0%
NUMN MICRONUTRIENTS	1,868	2.0%						
NUMP NUTRITION MANAGEMENT, PLANNING AND POLICY	934	1.0%						
PEBD BUSINESS DEVELOPMENT PROMOTION	934	1.0%	876	1.0%	876	1.0%	613	1.0%

TABLE 111A : AC/SI AGGREGATE ANALYSIS
ACTIVITY CODES
(U. S. Dollars Thousands)

FY 1995 ESTIMAT FY 1996 PLANNED FY 1997 PROPOSE FY 1997 @ 32%

ACTIVITY		PCT OF AMOUNT TOTAL PROGRAM		PCT OF AMOUNT TOTAL PROGRAM		PCT OF AMOUNT TOTAL PROGRAM		PCT OF AMOUNT TOTAL PROGRAM	
PEFM	FINANCIAL MARKETS	2,802	3.0%	1,753	2.0%	1,753	2.0%	1,840	3.0%
PETI	TRADE AND INVESTMENT PROMOTION	934	1.0%	1,753	2.0%	1,753	2.0%	1,227	2.0%
PMPD	FAMILY PLANNING PROGRAM DEVELOPMENT	3,735	4.0%	876	1.0%	1,753	2.0%	1,227	2.0%
PNRH	POPULATION REPRODUCTIVE HEALTH	1,868	2.0%	1,753	2.0%	1,753	2.0%	613	1.0%
PRNS	POLICY REFORM, NONSECTORAL N.E.C	6,537	7.0%	6,135	7.0%	6,135	7.0%	4,294	7.0%
UNCODED ACTIVITIES		0	0.0%	0	0.0%	0	0.0%		
PROGRAM TOTAL		93,387	100.0%	87,642	100.0%	87,642	100.0%	61,349	100.0%

TABLE IIIA : AC/SI AGGREGATE ANALYSIS
SPECIAL INTEREST CODES
(U. S. Dollars Thousands)

FY 1995 ESTIMAT FY 1996 PLANNED FY 1997 PROPOSE FY 1997 @ 32%

SPECIAL INTEREST	PCT OF		PCT OF		PCT OF		PCT OF		
	AMOUNT	TOTAL PROGRAM	AMOUNT	TOTAL PROGRAM	AMOUNT	TOTAL PROGRAM	AMOUNT	TOTAL PROGRAM	
I. Substantive									
A. Special Targets									
FBN	FEMALE SHARE OF BENEFITS	28,380	30.4%	24,610	28.1%	24,610	28.1%	18,043	29.4%
MBN	MALE SHARE OF BENEFITS	29,520	31.6%	25,346	28.9%	25,346	28.9%	18,767	30.6%
CHS	CHILD SURVIVAL	24,467	26.2%	26,030	29.7%	25,153	28.7%	17,607	28.7%
ADO	ADOLESCENTS	560	0.6%	526	0.6%	526	0.6%	184	0.3%
STD	SEXUALLY TRANSMITTED DISEASES	934	1.0%	482	0.6%	613	0.7%	307	0.5%
REH	REPRODUCTIVE HEALTH	1,494	1.6%	1,402	1.6%	1,402	1.6%	491	0.8%
DEC	DECENTRALIZATION	1,681	1.8%	1,358	1.6%	1,358	1.6%	951	1.6%
PSD	PRIVATE SECTOR DEVELOPMENT	5,230	5.6%	4,032	4.6%	4,207	4.8%	4,172	6.8%
PVX	PVO INSTITUTIONAL DEVELOPMENT	2,008	2.2%	1,174	1.3%	1,113	1.3%	914	1.5%
INS	INSTITUTION BUILDING	5,575	6.0%	3,847	4.4%	3,847	4.4%	3,288	5.4%
SPR	SECTORAL POLICY REFORM	18,098	19.4%	14,996	17.1%	14,996	17.1%	12,178	19.9%
EDU	EDUCATION	560	0.6%	526	0.6%	526	0.6%	184	0.3%
B. Food, Agriculture & Rural Development									
APP	AGRICULTURAL POLICIES AND PLANNING	243	0.3%	105	0.1%	105	0.1%	147	0.2%
C. Energy/Environment									
ESA	ENVIRONMENTALLY SUSTAINABLE AGROECOSYSTEMS	2,998	3.2%	2,638	3.0%	2,638	3.0%	2,558	4.2%
EVP	ENVIRONMENTAL POLICY	187	0.2%	876	1.0%	876	1.0%	368	0.6%
REF	REFORESTATION	1,868	2.0%	1,753	2.0%	1,753	2.0%	1,227	2.0%
NFM	NATURAL FOREST MANAGEMENT	747	0.8%	3,506	4.0%	3,506	4.0%	1,472	2.4%
NRM	NATURAL RESOURCE MANAGEMENT	12,299	13.2%	14,084	16.1%	14,084	16.1%	9,988	16.3%
PPM	PARKS AND PROTECTED AREAS MANAGEMENT	374	0.4%	1,753	2.0%	1,753	2.0%	736	1.2%
CBS	SUSTAINABLE USE OF BIODIVERSITY	934	1.0%	4,382	5.0%	4,382	5.0%	1,840	3.0%
CBI	IN SITU CONSERVATION OF BIODIVERSITY	934	1.0%	4,382	5.0%	4,382	5.0%	1,840	3.0%
WTL	WETLANDS	2,335	2.5%	1,753	2.0%	1,753	2.0%	1,534	2.5%
EEF	ENERGY EFFICIENCY AND CONSERVATION	467	0.5%	438	0.5%	438	0.5%	307	0.5%
II. Institutional Mechanisms									
A. PVO/NGOs									
PVU	PVO/NGOs, U.S.	7,200	7.7%	9,027	10.3%	8,598	9.8%	5,785	9.4%
PVL	PVO/NGOs, LOCAL	2,017	2.2%	2,138	2.4%	2,138	2.4%	1,147	1.9%
PVO	PVO/NGOs, OTHER THAN U.S. OR LOCAL	6,117	6.6%	4,864	5.5%	4,864	5.5%	2,178	3.6%
COP	COOPERATIVES	2,129	2.3%	1,595	1.8%	1,840	2.1%	1,239	2.0%
B. Universities									
HBC	HISTORICALLY BLACK COLLEGES AND UNIVERSITIES	1,270	1.4%	964	1.1%	964	1.1%	1,012	1.7%
XII	TITLE XII UNIVERSITIES (OTHER THAN HBC'S)	1,270	1.4%	1,096	1.3%	1,096	1.3%	1,031	1.7%
UNV	UNIVERSITIES (OTHER THAN HBC AND TITLE XII)	4,053	4.3%	2,875	3.3%	3,558	4.1%	1,945	3.2%

TABLE IIIA : AC/SI AGGREGATE ANALYSIS
SPECIAL INTEREST CODES
(U. S. Dollars Thousands)

FY 1995 ESTIMAT FY 1996 PLANNED FY 1997 PROPOSE FY 1997 @ 32%

SPECIAL INTEREST		PCT OF AMOUNT TOTAL PROGRAM		PCT OF AMOUNT TOTAL PROGRAM		PCT OF AMOUNT TOTAL PROGRAM		PCT OF AMOUNT TOTAL PROGRAM	
III. Research and Development Activities									
A. Applied Research									
RAG	AGRICULTURAL RESEARCH	5,276	5.7%	5,022	5.7%	5,022	5.7%	3,552	5.8%
RBE	EDUCATION RESEARCH	2,615	2.8%	1,753	2.0%	1,753	2.0%	1,227	2.0%
RSS	SOCIAL SCIENCE RESEARCH	9,946	10.7%	7,011	8.0%	7,362	8.4%	4,785	7.8%
RDC	DEMOGRAPHIC DATA COLLECTION	1,821	2.0%	613	0.7%	876	1.0%	491	0.8%
ROR	OPERATIONAL RESEARCH	14,363	15.4%	11,569	13.2%	11,437	13.1%	9,448	15.4%
B. Basic Research									
RBS	BASIC RESEARCH (if not applied or development)	1,111	1.2%	1,043	1.2%	1,043	1.2%	1,074	1.8%
C. Development									
IV. Training									
TTH	TRAINING, THIRD COUNTRY-BASED	420	0.4%	447	0.5%	447	0.5%	276	0.5%
TIC	TRAINING, IN-COUNTRY	3,558	3.8%	2,743	3.1%	2,568	2.9%	1,816	3.0%
TPU	TRAINING, PUBLIC	1,737	1.9%	1,797	2.1%	1,797	2.1%	1,221	2.0%

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TABLE III B : AC/SI SUMMARY REPORT
(U. S. Dollars Thousands)

	% FY95	% FY96	% FY97 @100%	% FY97 @ 32%	% FY97 @ 0%	FY 1995 ESTIMATE	FY 1996 PLANNED	FY 1997 REQUEST	FY 1997 @ 32%
OBJECTIVE NUMBER: 01 TITLE: IMPROVED POLICIES, STRATEGIES AND PROGRAMS IN SELECTED AREAS									
AGAB AGRIBUSINESS									
SI CODE: APP	13 %	12 %	12 %	12 %	0 %	242	105	105	147
SI CODE: FBN	30 %	30 %	30 %	30 %	0 %	560	262	262	368
SI CODE: HBC	22 %	22 %	22 %	21 %	0 %	410	192	192	257
SI CODE: INS	8 %	8 %	8 %	7 %	0 %	149	70	70	85
SI CODE: MBN	70 %	70 %	70 %	70 %	0 %	1,307	613	613	858
SI CODE: PSD	100 %	100 %	100 %	100 %	0 %	1,867	876	876	1,226
SI CODE: ROR	67 %	70 %	70 %	70 %	0 %	1,251	613	613	858
SI CODE: SPR	54 %	56 %	56 %	56 %	0 %	1,008	490	490	687
SI CODE: XII	7 %	7 %	7 %	7 %	0 %	130	61	61	85
TOTAL AC CODE:	2 %	1 %	1 %	2 %	0 %	1,867	876	876	1,226
AGCP CROP PRODUCTION									
SI CODE: ESA	18 %	16 %	16 %	18 %	0 %	672	560	560	552
SI CODE: FBN	70 %	70 %	70 %	70 %	0 %	2,614	2,453	2,453	2,147
SI CODE: HBC	7 %	6 %	6 %	7 %	0 %	261	210	210	214
SI CODE: INS	32 %	34 %	34 %	32 %	0 %	1,195	1,191	1,191	981
SI CODE: MBN	30 %	30 %	30 %	30 %	0 %	1,120	1,051	1,051	920
SI CODE: NRM	31 %	30 %	30 %	27 %	0 %	1,157	1,051	1,051	828
SI CODE: RAG	82 %	84 %	84 %	64 %	0 %	3,063	2,944	2,944	1,963
SI CODE: ROR	18 %	16 %	16 %	18 %	0 %	672	560	560	552
SI CODE: SPR	18 %	16 %	16 %	18 %	0 %	672	560	560	552
SI CODE: TIC	13 %	14 %	14 %	13 %	0 %	485	490	490	398
SI CODE: TPU	13 %	14 %	14 %	13 %	0 %	485	490	490	398
SI CODE: UNV	4 %	3 %	3 %	4 %	0 %	149	105	105	122
SI CODE: XII	4 %	3 %	3 %	4 %	0 %	149	105	105	122
TOTAL AC CODE:	4 %	4 %	4 %	5 %	0 %	3,735	3,505	3,505	3,067
AGCR AGRICULTURAL CREDIT									
SI CODE: COP	7 %	8 %	8 %	10 %	0 %	65	70	70	122
SI CODE: FBN	31 %	31 %	31 %	31 %	0 %	289	271	271	380
SI CODE: HBC	16 %	16 %	16 %	15 %	0 %	149	140	140	184
SI CODE: INS	11 %	13 %	13 %	14 %	0 %	102	113	113	171
SI CODE: MBN	69 %	69 %	69 %	69 %	0 %	644	604	604	846
SI CODE: PSD	100 %	100 %	100 %	100 %	0 %	933	876	876	1,226
SI CODE: PVL	4 %	4 %	4 %	5 %	0 %	37	35	35	61
SI CODE: PVU	7 %	8 %	8 %	10 %	0 %	65	70	70	122
SI CODE: PVX	7 %	8 %	8 %	10 %	0 %	65	70	70	122
SI CODE: ROR	65 %	63 %	63 %	61 %	0 %	607	552	552	748
SI CODE: SPR	41 %	39 %	39 %	38 %	0 %	382	341	341	466

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TABLE IIIB : AC/SI SUMMARY REPORT
 (U. S. Dollars Thousands)

	% FY95	% FY96	% FY97 @100%	% FY97 @ 32%	% FY97 @ 0%	FY 1995 ESTIMATE	FY 1996 PLANNED	FY 1997 REQUEST	FY 1997 @ 32%
SI CODE: XII	8 %	8 %	8 %	8 %	0 %	74	70	70	98
TOTAL AC CODE:	1 %	1 %	1 %	2 %	0 %	933	876	876	1,226
AGLP LIVESTOCK PRODUCTION									
SI CODE: FBN	50 %	50 %	50 %	50 %	0 %	466	438	438	306
SI CODE: INS	50 %	50 %	50 %	50 %	0 %	466	438	438	306
SI CODE: MBN	50 %	50 %	50 %	50 %	0 %	466	438	438	306
SI CODE: RAG	100 %	100 %	100 %	100 %	0 %	933	876	876	613
SI CODE: TIC	20 %	20 %	20 %	20 %	0 %	186	175	175	122
SI CODE: TPU	20 %	20 %	20 %	20 %	0 %	186	175	175	122
TOTAL AC CODE:	1 %	1 %	1 %	1 %	0 %	933	876	876	613
AGPM PEST MANAGEMENT									
SI CODE: ROR	80 %	80 %	80 %	80 %	0 %	747	701	701	490
SI CODE: SPR	30 %	30 %	30 %	30 %	0 %	280	262	262	184
SI CODE: XII	20 %	20 %	20 %	20 %	0 %	186	175	175	122
TOTAL AC CODE:	1 %	1 %	1 %	1 %	0 %	933	876	876	613
AGPP AGRICULTURAL POLICIES & PLANNING									
SI CODE: HBC	10 %	10 %	10 %	10 %	0 %	280	262	262	245
SI CODE: RSS	80 %	80 %	80 %	80 %	0 %	2,241	2,103	2,103	1,963
SI CODE: SPR	100 %	100 %	100 %	100 %	0 %	2,801	2,629	2,629	2,453
SI CODE: XII	20 %	20 %	20 %	20 %	0 %	560	525	525	490
TOTAL AC CODE:	3 %	3 %	3 %	4 %	0 %	2,801	2,629	2,629	2,453
AGRM RESOURCE MGMT FOR AGRIC. PRODUCTION & PRODUCTIVITY									
SI CODE: ESA	78 %	75 %	75 %	78 %	0 %	1,456	1,314	1,314	1,435
SI CODE: FBN	65 %	65 %	65 %	66 %	0 %	1,214	1,139	1,139	1,214
SI CODE: INS	11 %	13 %	13 %	11 %	0 %	205	227	227	202
SI CODE: MBN	35 %	35 %	35 %	34 %	0 %	653	613	613	625
SI CODE: NRM	100 %	100 %	100 %	100 %	0 %	1,867	1,752	1,752	1,840
SI CODE: PVU	55 %	53 %	53 %	55 %	0 %	1,027	929	929	1,012
SI CODE: RAG	22 %	25 %	25 %	22 %	0 %	410	438	438	404
SI CODE: ROR	62 %	60 %	60 %	63 %	0 %	1,157	1,051	1,051	1,159
SI CODE: SPR	62 %	60 %	60 %	63 %	0 %	1,157	1,051	1,051	1,159
TOTAL AC CODE:	2 %	2 %	2 %	3 %	0 %	1,867	1,752	1,752	1,840
AGTE AGRICULTURAL TRAINING AND EXTENSION									
SI CODE: ESA	31 %	29 %	29 %	31 %	0 %	868	762	762	570
SI CODE: FBN	45 %	45 %	45 %	45 %	0 %	1,260	1,183	1,183	828

TABLE III B : AC/SI SUMMARY REPORT
(U. S. Dollars Thousands)

	% FY95	% FY96	% FY97 @100%	% FY97 @ 32%	% FY97 @ 0%	FY 1995 ESTIMATE	FY 1996 PLANNED	FY 1997 REQUEST	FY 1997 @ 32%
SI CODE: HBC	6 %	6 %	6 %	6 %	0 %	168	157	157	110
SI CODE: MBN	55 %	55 %	55 %	55 %	0 %	1,540	1,446	1,446	1,012
SI CODE: NRM	31 %	29 %	29 %	31 %	0 %	868	762	762	570
SI CODE: RAG	31 %	29 %	29 %	31 %	0 %	868	762	762	570
SI CODE: ROR	31 %	29 %	29 %	31 %	0 %	868	762	762	570
SI CODE: SPR	31 %	29 %	29 %	31 %	0 %	868	762	762	570
SI CODE: TIC	23 %	26 %	26 %	23 %	0 %	644	683	683	423
SI CODE: TPU	38 %	43 %	43 %	38 %	0 %	1,064	1,130	1,130	699
SI CODE: TTH	15 %	17 %	17 %	15 %	0 %	420	446	446	276
SI CODE: UNV	6 %	6 %	6 %	6 %	0 %	168	157	157	110
SI CODE: XII	6 %	6 %	6 %	6 %	0 %	168	157	157	110
TOTAL AC CODE:	3 %	3 %	3 %	3 %	0 %	2,801	2,629	2,629	1,840
DICE CIVIC EDUCATION									
SI CODE: PVO	100 %	100 %	100 %	100 %	0 %	4,669	3,505	3,505	1,226
SI CODE: UNV	10 %	10 %	10 %	10 %	0 %	466	350	350	122
TOTAL AC CODE:	5 %	4 %	4 %	2 %	0 %	4,669	3,505	3,505	1,226
DICS CIVIL SOCIETY									
TOTAL AC CODE:	1 %	1 %	1 %	1 %	0 %	933	876	876	613
DIDE DECENTRALIZATION/LOCAL GOVERNANCE									
SI CODE: PVO	80 %	80 %	80 %	80 %	0 %	747	701	701	490
TOTAL AC CODE:	1 %	1 %	1 %	1 %	0 %	933	876	876	613
DIEA ELECTORAL ASSISTANCE									
SI CODE: EDU	30 %	30 %	30 %	30 %	0 %	560	525	525	184
SI CODE: SPR	85 %	85 %	85 %	85 %	0 %	1,587	1,489	1,489	521
TOTAL AC CODE:	2 %	2 %	2 %	1 %	0 %	1,867	1,752	1,752	613
DIHR HUMAN RIGHTS									
SI CODE: PVO	75 %	75 %	75 %	75 %	0 %	700	657	657	460
TOTAL AC CODE:	1 %	1 %	1 %	1 %	0 %	933	876	876	613
DILJ LEGAL AND JUDICIAL DEVELOPMENT									
SI CODE: DEC	15 %	15 %	15 %	15 %	0 %		131	131	92
SI CODE: SPR	45 %	45 %	45 %	45 %	0 %		394	394	276
TOTAL AC CODE:	0 %	1 %	1 %	1 %	0 %		876	876	613
DIME FREE FLOW OF INFORMATION									

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TABLE III B : AC/SI SUMMARY REPORT
(U. S. Dollars Thousands)

	% FY95	% FY96	% FY97 @100%	% FY97 @ 32%	% FY97 @ 0%	FY 1995 ESTIMATE	FY 1996 PLANNED	FY 1997 REQUEST	FY 1997 @ 32%
SI CODE: COP	40 %	40 %	40 %	40 %	0 %	373	350	350	245
TOTAL AC CODE:	1 %	1 %	1 %	1 %	0 %	933	876	876	613
EDEC BASIC EDUCATION FOR CHILDREN									
SI CODE: FBN	50 %	50 %	50 %	50 %	0 %	3,268	2,191	2,191	1,533
SI CODE: MBN	50 %	50 %	50 %	50 %	0 %	3,268	2,191	2,191	1,533
SI CODE: RBE	40 %	40 %	40 %	40 %	0 %	2,614	1,752	1,752	1,226
SI CODE: RSS	40 %	40 %	40 %	40 %	0 %	2,614	1,752	1,752	1,226
SI CODE: SPR	60 %	60 %	60 %	60 %	0 %	3,922	2,629	2,629	1,840
TOTAL AC CODE:	7 %	5 %	5 %	5 %	0 %	6,537	4,382	4,382	3,067
EDID HUMAN RESOURCE DEVELOPMENT FOR INDIVIDUALS									
TOTAL AC CODE:	6 %	7 %	7 %	7 %	0 %	5,603	6,134	6,134	4,294
EVCB CONSERVATION AND BIOLOGICAL DIVERSITY									
SI CODE: CBI	100 %	100 %	100 %	100 %	0 %	933	4,382	4,382	1,840
SI CODE: CBS	100 %	100 %	100 %	100 %	0 %	933	4,382	4,382	1,840
SI CODE: EVP	20 %	20 %	20 %	20 %	0 %	186	876	876	368
SI CODE: NFM	80 %	80 %	80 %	80 %	0 %	747	3,505	3,505	1,472
SI CODE: NRM	100 %	100 %	100 %	100 %	0 %	933	4,382	4,382	1,840
SI CODE: PPM	40 %	40 %	40 %	40 %	0 %	373	1,752	1,752	736
SI CODE: PVL	25 %	25 %	25 %	25 %	0 %	233	1,095	1,095	460
SI CODE: PVU	65 %	65 %	65 %	65 %	0 %	607	2,848	2,848	1,196
TOTAL AC CODE:	1 %	5 %	5 %	3 %	0 %	933	4,382	4,382	1,840
EVCC GLOBAL CLIMATE CHANGE									
TOTAL AC CODE:	1 %	2 %	2 %	2 %	0 %	933	1,752	1,752	1,226
EVFR FORESTRY									
SI CODE: DEC	50 %	50 %	50 %	50 %	0 %	933	876	876	613
SI CODE: NRM	100 %	100 %	100 %	100 %	0 %	1,867	1,752	1,752	1,226
SI CODE: PVU	50 %	50 %	50 %	50 %	0 %	933	876	876	613
SI CODE: REF	100 %	100 %	100 %	100 %	0 %	1,867	1,752	1,752	1,226
SI CODE: ROR	80 %	80 %	80 %	80 %	0 %	1,494	1,402	1,402	981
SI CODE: SPR	50 %	50 %	50 %	50 %	0 %	933	876	876	613
TOTAL AC CODE:	2 %	2 %	2 %	2 %	0 %	1,867	1,752	1,752	1,226
EVIN INDUSTRIAL POLLUTION MANAGEMENT									
SI CODE: EEF	50 %	50 %	50 %	50 %	0 %	466	438	438	306

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TABLE 1118 : AC/SI SUMMARY REPORT
(U. S. Dollars Thousands)

	% FY95	% FY96	% FY97 @100%	% FY97 @ 32%	% FY97 @ 0%	FY 1995 ESTIMATE	FY 1996 PLANNED	FY 1997 REQUEST	FY 1997 @ 32%
SI CODE: NRM	100 %	100 %	100 %	100 %	0 %	933	876	876	613
SI CODE: SPR	50 %	50 %	50 %	50 %	0 %	466	438	438	306
TOTAL AC CODE:	1 %	1 %	1 %	1 %	0 %	933	876	876	613
EVMP ENVIRONMENTAL MGMT, PLANNING AND POLICY									
SI CODE: NRM	100 %	100 %	100 %	100 %	0 %	4,669	3,505	3,505	3,067
SI CODE: PVU	70 %	70 %	70 %	70 %	0 %	3,268	2,453	2,453	2,147
SI CODE: ROR	80 %	80 %	80 %	80 %	0 %	3,735	2,804	2,804	2,453
SI CODE: SPR	80 %	80 %	80 %	80 %	0 %	3,735	2,804	2,804	2,453
SI CODE: WTL	50 %	50 %	50 %	50 %	0 %	2,334	1,752	1,752	1,533
TOTAL AC CODE:	5 %	4 %	4 %	5 %	0 %	4,669	3,505	3,505	3,067
HEFI HEALTH CARE FINANCING									
SI CODE: CHS	70 %	70 %	70 %	70 %	0 %	1,307	613	613	429
SI CODE: DEC	40 %	40 %	40 %	40 %	0 %	747	350	350	245
SI CODE: FBN	50 %	50 %	50 %	50 %	0 %	933	438	438	306
SI CODE: MBN	50 %	50 %	50 %	50 %	0 %	933	438	438	306
SI CODE: PSD	40 %	40 %	40 %	40 %	0 %	747	350	350	245
SI CODE: TIC	40 %	40 %	40 %	40 %	0 %	747	350	350	245
SI CODE: UNV	40 %	40 %	40 %	40 %	0 %	747	350	350	245
TOTAL AC CODE:	2 %	1 %	1 %	1 %	0 %	1,867	876	876	613
HEHA HIV/AIDS									
SI CODE: FBN	50 %	50 %	50 %	50 %	0 %	933	876	876	306
SI CODE: MBN	50 %	50 %	50 %	50 %	0 %	933	876	876	306
SI CODE: PVU	10 %	10 %	10 %	10 %	0 %	186	175	175	61
SI CODE: RDC	20 %	20 %	20 %	20 %	0 %	373	350	350	122
SI CODE: ROR	20 %	20 %	20 %	20 %	0 %	373	350	350	122
SI CODE: RSS	60 %	60 %	60 %	60 %	0 %	1,120	1,051	1,051	368
TOTAL AC CODE:	2 %	2 %	2 %	1 %	0 %	1,867	1,752	1,752	613
HEIM IMMUNIZATION									
SI CODE: CHS	100 %	100 %	100 %	100 %	0 %	13,074	16,651	16,651	11,656
SI CODE: FBN	50 %	50 %	50 %	50 %	0 %	6,537	8,325	8,325	5,828
SI CODE: MBN	50 %	50 %	50 %	50 %	0 %	6,537	8,325	8,325	5,828
TOTAL AC CODE:	14 %	19 %	19 %	19 %	0 %	13,074	16,651	16,651	11,656
HEMA MALARIA									
SI CODE: CHS	100 %	100 %	100 %	100 %	0 %	2,801	1,752	876	1,226
SI CODE: FBN	50 %	50 %	50 %	50 %	0 %	1,400	876	438	613

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TABLE III B : AC/SI SUMMARY REPORT
(U. S. Dollars Thousands)

	% FY95	% FY96	% FY97 @100%	% FY97 @ 32%	% FY97 @ 0%	FY 1995 ESTIMATE	FY 1996 PLANNED	FY 1997 REQUEST	FY 1997 @ 32%
SI CODE: MBN	50 %	50 %	50 %	50 %	0 %	1,400	876	438	613
SI CODE: ROR	30 %	30 %	30 %	30 %	0 %	840	525	262	368
SI CODE: TIC	20 %	20 %	20 %	20 %	0 %	560	350	175	245
TOTAL AC CODE:	3 %	2 %	1 %	2 %	0 %	2,801	1,752	876	1,226
HESD HEALTH SYSTEMS DEVELOPMENT									
SI CODE: CHS	100 %	100 %	100 %	100 %	0 %	2,801	2,629	2,629	1,226
SI CODE: COP	20 %	20 %	20 %	20 %	0 %	560	525	525	245
SI CODE: FBN	50 %	50 %	50 %	50 %	0 %	1,400	1,314	1,314	613
SI CODE: INS	10 %	10 %	10 %	10 %	0 %	280	262	262	122
SI CODE: MBN	50 %	50 %	50 %	50 %	0 %	1,400	1,314	1,314	613
SI CODE: ROR	15 %	15 %	15 %	15 %	0 %	420	394	394	184
SI CODE: RSS	40 %	40 %	40 %	40 %	0 %	1,120	1,051	1,051	490
SI CODE: TIC	10 %	10 %	10 %	10 %	0 %	280	262	262	122
TOTAL AC CODE:	3 %	3 %	3 %	2 %	0 %	2,801	2,629	2,629	1,226
HEVC VECTOR CONTROL									
SI CODE: CHS	100 %	100 %	100 %	100 %	0 %	3,735	3,505	3,505	2,453
SI CODE: FBN	50 %	50 %	50 %	50 %	0 %	1,867	1,752	1,752	1,226
SI CODE: MBN	50 %	50 %	50 %	50 %	0 %	1,867	1,752	1,752	1,226
TOTAL AC CODE:	4 %	4 %	4 %	4 %	0 %	3,735	3,505	3,505	2,453
NUGM GROWTH MONITORING AND WEANING FOODS									
SI CODE: CHS	100 %	100 %	100 %	100 %	0 %		876	876	613
SI CODE: FBN	50 %	50 %	50 %	50 %	0 %		438	438	306
SI CODE: MBN	50 %	50 %	50 %	50 %	0 %		438	438	306
TOTAL AC CODE:	0 %	1 %	1 %	1 %	0 %		876	876	613
NUMN MICRONUTRIENTS									
SI CODE: FBN	50 %	0 %	0 %	0 %	0 %	933			
SI CODE: INS	50 %	0 %	0 %	0 %	0 %	933			
SI CODE: MBN	50 %	0 %	0 %	0 %	0 %	933			
TOTAL AC CODE:	2 %	0 %	0 %	0 %	0 %	1,867			
NUMP NUTRITION MANAGEMENT, PLANNING AND POLICY									
SI CODE: CHS	80 %	80 %	80 %	80 %	0 %	747			
SI CODE: FBN	50 %	50 %	50 %	50 %	0 %	466			
SI CODE: MBN	50 %	50 %	50 %	50 %	0 %	466			
SI CODE: RDC	35 %	35 %	35 %	35 %	0 %	326			
SI CODE: RSS	65 %	65 %	65 %	65 %	0 %	607			
TOTAL AC CODE:	1 %	0 %	0 %	0 %	0 %	933			

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TABLE III B : AC/SI SUMMARY REPORT
(U. S. Dollars Thousands)

	% FY95	% FY96	% FY97 @100%	% FY97 @ 32%	% FY97 @ 0%	FY 1995 ESTIMATE	FY 1996 PLANNED	FY 1997 REQUEST	FY 1997 @ 32%
PEBD BUSINESS DEVELOPMENT PROMOTION									
SI CODE: COP	10 %	10 %	10 %	10 %	0 %	93	87	87	61
SI CODE: FBN	30 %	30 %	30 %	30 %	0 %	280	262	262	184
SI CODE: INS	30 %	30 %	30 %	30 %	0 %	280	262	262	184
SI CODE: MBN	70 %	70 %	70 %	70 %	0 %	653	613	613	429
TOTAL AC CODE:	1 %	1 %	1 %	1 %	0 %	933	876	876	613
PEFM FINANCIAL MARKETS									
SI CODE: COP	9 %	11 %	11 %	12 %	0 %	252	192	192	220
SI CODE: FBN	31 %	31 %	31 %	32 %	0 %	868	543	543	588
SI CODE: INS	70 %	73 %	73 %	67 %	0 %	1,961	1,279	1,279	1,233
SI CODE: MBN	69 %	69 %	69 %	68 %	0 %	1,933	1,209	1,209	1,251
SI CODE: PVL	4 %	5 %	5 %	6 %	0 %	112	87	87	110
SI CODE: PVU	9 %	11 %	11 %	12 %	0 %	252	192	192	220
SI CODE: PVX	11 %	14 %	14 %	15 %	0 %	308	245	245	276
TOTAL AC CODE:	3 %	2 %	2 %	3 %	0 %	2,801	1,752	1,752	1,840
PETI TRADE AND INVESTMENT PROMOTION									
SI CODE: FBN	30 %	30 %	30 %	30 %	0 %	280	525	525	368
SI CODE: MBN	70 %	70 %	70 %	70 %	0 %	653	1,226	1,226	858
SI CODE: PSD	100 %	100 %	100 %	100 %	0 %	933	1,752	1,752	1,226
TOTAL AC CODE:	1 %	2 %	2 %	2 %	0 %	933	1,752	1,752	1,226
PNPD FAMILY PLANNING PROGRAM DEVELOPMENT									
SI CODE: FBN	50 %	50 %	50 %	50 %	0 %	1,867	438	876	613
SI CODE: MBN	50 %	50 %	50 %	50 %	0 %	1,867	438	876	613
SI CODE: PSD	20 %	20 %	20 %	20 %	0 %	747	175	350	245
SI CODE: RDC	30 %	30 %	30 %	30 %	0 %	1,120	262	525	368
SI CODE: ROR	15 %	15 %	15 %	15 %	0 %	560	131	262	184
SI CODE: RSS	40 %	40 %	40 %	40 %	0 %	1,494	350	701	490
SI CODE: STD	15 %	15 %	15 %	15 %	0 %	560	131	262	184
SI CODE: UNV	22 %	22 %	22 %	22 %	0 %	821	192	385	269
TOTAL AC CODE:	4 %	1 %	2 %	2 %	0 %	3,735	876	1,752	1,226
PNRH POPULATION REPRODUCTIVE HEALTH									
SI CODE: ADO	30 %	30 %	30 %	30 %	0 %	560	525	525	184
SI CODE: FBN	50 %	50 %	50 %	50 %	0 %	933	876	876	306
SI CODE: MBN	50 %	50 %	50 %	50 %	0 %	933	876	876	306
SI CODE: PVU	25 %	25 %	25 %	25 %	0 %	466	438	438	153
SI CODE: REH	80 %	80 %	80 %	80 %	0 %	1,494	1,402	1,402	490

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TABLE III B : AC/SI SUMMARY REPORT
(U. S. Dollars Thousands)

	% FY95	% FY96	% FY97 @100%	% FY97 @ 32%	% FY97 @ 0%	FY 1995 ESTIMATE	FY 1996 PLANNED	FY 1997 REQUEST	FY 1997 @ 32%
SI CODE: RSS	40 %	40 %	40 %	40 %	0 %	747	701	701	245
SI CODE: SPR	15 %	15 %	15 %	15 %	0 %	280	262	262	92
SI CODE: STD	20 %	20 %	20 %	20 %	0 %	373	350	350	122
TOTAL AC CODE:	2 %	2 %	2 %	1 %	0 %	1,867	1,752	1,752	613
PRNS POLICY REFORM, NONSECTORAL N.E.C									
SI CODE: COP	12 %	6 %	10 %	8 %	0 %	784	368	613	343
SI CODE: PVL	25 %	15 %	15 %	12 %	0 %	1,634	920	920	515
SI CODE: PVU	6 %	17 %	10 %	6 %	0 %	392	1,042	613	257
SI CODE: PVX	25 %	14 %	13 %	12 %	0 %	1,634	858	797	515
SI CODE: RBS	17 %	17 %	17 %	25 %	0 %	1,111	1,042	1,042	1,073
SI CODE: ROR	25 %	28 %	28 %	18 %	0 %	1,634	1,717	1,717	772
SI CODE: TIC	10 %	7 %	7 %	6 %	0 %	653	429	429	257
SI CODE: UNV	26 %	28 %	36 %	25 %	0 %	1,699	1,717	2,208	1,073
TOTAL AC CODE:	7 %	7 %	7 %	7 %	0 %	6,537	6,134	6,134	4,294
OBJECTIVE TOTAL	100 %	100 %	100 %	100 %	0 %	93,387	87,642	87,642	61,349
REPORT TOTALS						93,387	87,642	87,642	61,349

AGGREGATION OF AC/SI CODES FOR SPECIAL ISSUES
(U. S. Dollars Thousands)

	FY 1995 ESTIMATE	FY 1996 PLANNED	FY 1997 REQUEST	FY 1997 @ 32%
(1) Child Survival Funding	24,464	26,026	25,150	17,603
(2) Other Health	747	263	263	184
(3) Environment	12,331	14,903	14,903	10,529
(4) Energy	--	--	--	--

Refer to AC/SI Coding Instructions for aggregation basis

The above summaries are aggregations of ACs and SIs. Other aggregations consist of ACs only and can be derived from AC section of the Aggregate Analysis Report

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FY 1997 BUDGET PLANNING DOCUMENT

TABLE X : MICROENTERPRISE PROGRAMS
(U.S Dollars Thousands)

FUNCTION	FY1994	FY1995	FY1996	FY1997
FUND & FUNCTION	ACTUAL	ESTIMATE	PLANNED	PROPOSED

01 IMPROVED POLICIES, STRATEGIES AND PROGRAMS IN SELECTED AREAS
OBJECTIVE TOTAL:

REPORT TOTAL:

156
157

TABLE X : MICROENTERPRISE PROGRAMS
 COUNTRY RECAP
 (U.S Dollars Thousands)

FUND SOURCE FUNCTION	FY1994 ACTUAL	FY1995 ESTIMATE	FY1996 PLANNED	FY1997 PROPOSED
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NON SUST. DEV. DOLLAR OBLIGATIONS

- Loans to Microenterprises
- Training and Technical Assistance
- Institutional Development & Support
- Policy/Regulatory Reform
- Other

NON SUST. DEV. DOLLAR OBLIGATIONS TOTAL:

SUST. DEV. DOLLAR OBLIGATIONS

- Loans to Microenterprises
- Training and Technical Assistance
- Institutional Development & Support
- Policy/Regulatory Reform
- Other

SUST. DEV. DOLLAR OBLIGATIONS TOTAL:

LOCAL CURRENCY EXPENDITURES

- Loans to Microenterprises
- Training and Technical Assistance
- Institutional Development & Support
- Policy/Regulatory Reform
- Other

LOCAL CURRENCY EXPENDITURES TOTAL:

GRAND TOTAL

59
59