

*all cleared  
w/ Atwood  
- new.*

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UNCLASSIFIED

AID/DA/USAID:MFELDSTEIN:VC  
03/08/95 78617  
AID/A:AID:JBATWOOD

DA/AID:CLANCASTER  
AA/PPC:CEPADFORD  
EPC/CDIE:JBALLANTYNE

AA/M:LBYRNE  
ES:AWILLIAMS

APPR: JBA ( )  
DRAFT: MF ( )  
CLEAR: CL (✓)  
CLEAR: LB (✓)  
CLEAR: CB (✓)  
CLEAR: AW (✓)  
CLEAR: JB (✓)

PRIORITY AWIDE

ADM AID FROM USAID ADMINISTRATOR, J. BRIAN ATWOOD

E.O. 12356: N/A

TAGS:

SUBJECT: REVITALIZATION OF THE CENTER FOR DEVELOPMENT INFORMATION AND EVALUATION (CDIE)

1. I DIRECTED CDIE TO STREAMLINE THE AGENCY'S ENTIRE EVALUATION SYSTEM AND TO BE RESPONSIBLE FOR PUTTING IN PLACE AN OVER-ARCHING SYSTEM TO MEASURE FOR RESULTS. WE HAVE TO BE ABLE TO DEFINE MORE COHERENTLY HOW WE INTEND TO MEASURE RESULTS. WHILE USAID'S INTERNAL EVALUATION SYSTEM IS LAUDED AS ONE OF THE BEST AMONG DEVELOPMENT AGENCIES, THERE IS A NEED TO PROVIDE MORE TIMELY FEEDBACK SO THAT I AND OTHER AGENCY MANAGERS CAN DEFEND OUR PROGRAMS MORE EFFECTIVELY. I CAN THINK OF FEW TASKS OF GREATER IMPORTANCE IN USAID TODAY, SINCE NOW, MORE THAN EVER, WE NEED TO BE ABLE TO RESPOND QUICKLY AND ACCURATELY TO CONGRESSIONAL AND PUBLIC INQUIRIES AS TO WHAT THE IMPACT IS OF OUR PROGRAMS AROUND THE WORLD.

2. BECAUSE OF THE HIGH IMPORTANCE I AM PUTTING ON CDIE'S ROLE AS THE FOCUS FOR MANAGING FOR RESULTS, I HAVE ASKED JANET BALLANTYNE, ONE OF THE AGENCY'S MOST SENIOR AND EXPERIENCED CAREER MANAGERS, TO HEAD UP CDIE. WHILE CDIE

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WILL CONTINUE TO BE PART OF PPC, I HAVE ASKED JANET TO REPORT FREQUENTLY TO THE DEPUTY ADMINISTRATOR AND ME ON THE PROGRESS BEING MADE BY THE AGENCY AS A WHOLE IN IMPLEMENTING THE MFR SYSTEM.

3. I AM ASKING JANET AND CDIE TO DO THREE THINGS: (A) TO PRODUCE, WITHIN THREE MONTHS, A COMPREHENSIBLE AND SIMPLE SYSTEM TO MEASURE FOR RESULTS; THE PRISM SYSTEM, ALREADY UNDERWAY IN ALL OF OUR SUSTAINABLE DEVELOPMENT COUNTRIES, IS A GOOD BEGINNING SINCE IT ALLOWS MISSIONS TO FOCUS AT THE LEVEL OF THE OPERATING UNIT. WE NOW NEED TO COMPLEMENT MISSION/OPERATING LEVEL MEASUREMENT AND REPORTING WITH A SYSTEM WHICH WILL MEASURE AGENCY-LEVEL RESULTS; (B) ONCE THIS SYSTEM IS DESIGNED, WE NEED TO GUIDE THE PROCESS OF ACTUALLY MEASURING PROGRESS TOWARDS MEETING EXPECTED RESULTS AS WELL AS DEVELOP A SYSTEM FOR DISSEMINATION OF RESULTS INFORMATION; AND, (C) TO STREAMLINE USAID'S INTERNAL EVALUATION SYSTEM WHICH PROVIDES IMPACT/RESULTS INFORMATION ON A TIMELY BASIS. IN THIS LIGHT, I AM ASKING CDIE TO GIVE PRIORITY ATTENTION TO REINSTATING THE QUOTE IMPACT EVALUATION UNQUOTE SERIES. THESE EVALUATIONS WILL BE CARRIED OUT BY USAID EMPLOYEES AND WILL LOOK AT PROGRAMS AND PROJECTS AND ANSWER THE QUESTION "WHAT HAPPENED?" THEY WILL LOOK NOT AT PROCESS BUT AT OUTCOME AND WILL PROVIDE CREDIBLE DESCRIPTIONS OF THE IMPACT OF OUR ASSISTANCE. I ALSO WANT CDIE TO TAKE A MORE ACTIVE ROLE IN GUIDING THE PROCESS OF EVALUATION AT THE MISSION LEVEL, TO ENSURE CONSISTENCY AND THAT "LESSONS LEARNED" -- BOTH WHAT WENT RIGHT AND WHAT WENT WRONG -- ARE WIDELY DISSEMINATED.

4. ALL OF THESE CDIE EFFORTS WILL COUNT ON MY FULL SUPPORT AND THAT OF SENIOR USAID MANAGEMENT. JANET BALLANTYNE WILL BE CONTACTING OVERSEAS MISSION MANAGERS SHORTLY ASKING FOR YOUR INPUT INTO THIS PROCESS. I REQUEST YOUR FULL COOPERATION IN THESE EFFORTS.