IMPROVING THE COLLECTION AND USE OF PROGRAM PERFORMANCE DATA

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Submitted to:

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IMPROVING THE COLLECTION AND USE OF

PROGRAM PERFORMANCE DATA: RDO/C

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IMPROVING THE COLLECTION AND USE OF PROGRAM PERFORMANCE DATA

I. INTRODUCTION

A. Objectives of the Consultancy

The Regional Development Office for the Caribbean (RDO/C) has recently undertaken a program to improve analysis and reporting of the impacts of its program. As part of this effort, RDO/C requested assistance from the A.I.D. Center for Development Information and Evaluation (CDIE) in developing a program performance monitoring system. CDIE is currently carrying out a pilot project to assist A.I.D. Missions in developing monitoring and reporting systems for program performance, called Program Performance Information Systems (PPIS). CDIE contracted Management Systems International (MSI) to assist in the development of an approach to designing systems and to help establish pilot Program Performance Information Systems in several A.I.D. Missions from October 1989 to April 1990. The team of Tony Schwarzwalder and Allen Eisendrath from MSI worked with RDO/C in Bridgetown, Barbados from March 6 to March 22, 1990.

The Scope of Work for this assignment called for the MSI team to: (1) develop a conceptual framework reflecting RDO/C's program objectives; (2) develop criteria for selecting program and project performance indicators; (3) suggest an initial set of program level indicators and reporting procedures; (4) provide guidance on the development of program and project information systems; (5) provide advice on the management requirements and implications of the program information system; and (6) indicate what additional outside assistance might be needed to implement successfully the proposed system.

Steps to Building a Program Performance Information System

Development of a PPIS under the CDIE pilot project generally involves four steps:

- Review of current program strategy statements.
- Development of a program objective tree. The objective tree maps out program objectives and related activities to present the hierarchical relationships among program components.
- Identification of cross-cutting issues and other important program considerations that are not fully reflected in the program objective tree.

- Identification of program indicators based on a review the objective tree. Indicators of program performance usually correspond to Strategic Objectives in the program objective tree.

- Identification of data sources for program indicators, and development of a plan that allocates responsibility for collecting data and reporting on indicators.

The objective tree <u>is the foundation</u> for the development of indicators and subsequent design of the PPIS. Therefore, the first phase of the consultancy concentrates on developing and reaching consensus within the Mission on an acceptable objective tree.

B. Products

This report uses the following convention for describing RDO/C's program-level objectives and their relationships to one another:

```
                                        _____
                                       :     : Country
              : Program Goals & Sub-Goals  : Performance
                                       :_____:


              _____
             :
             : Strategic Objectives
             :
Program      : Program Targets
Performance  :
             : Program Sub-Targets = Program Activities
             :_____
```

(The relationship between program and project objective trees is presented in Annex 1.)

In most cases, Strategic Objectives form the basis for assessing a Mission's programs, while Program Goals and Sub-Goals are the country (or regional) context for judging program performance.

Several RDO/C project activities are funded at a significant scale relative to the small economies of the region, and some activities also reflect special concerns of OECS host countries. Therefore, there are a number of objectives below the Strategic Objective level that RDO/C may track as a measure of long term program performance. Examples include:

- The number and genders of persons trained under RDO/C programs (a sum of project outputs);

- The total amount of credit and equity extended to micro, small, medium-scale and agribusiness enterprises (a sum of project outputs);

- The total recurrent government personnel cost associated with host government implementation of RDO/C-sponsored programs (a result of establishing institutions to implement development programs);

- Progress toward improving key policies and regulations affecting private enterprise, environmental management and health care.

A Description of RDO/C's Program

A tentative description of the RDO/C's program is presented in objective trees as Charts 6 - 8 accompanying each section on RDO/C's three program areas:

- **Export-led Economic Growth;**

- **Increased Private Sector Productivity and Output; and**

- **Increased Sharing of the Social and Economic Benefits of Growth.**

While this depiction of objectives is based primarily on RDO/C's Regional Development Strategy Statement and recent Action Plan, certain modifications have been introduced to reflect project activities and Mission strategies that cut across program areas. For example, the draft objective trees present training, law and infrastructure building and maintenance activities as inputs serving RDO/C's Program Sub-Goals.

Despite the team's efforts to consult with all offices involved, the objective trees should be regarded as preliminary and subjected to ongoing review by RDO/C management. Narrative summaries of program strategies and possible indicators for each major program area are provided in Chapter II of this report.

In identifying performance indicators the team tried to reflect accurately the information provided in documents and interviews, but it is certain that this draft contains omissions and errors. The final list of indicators should meet at least three criteria, namely:

- Either data are currently available, or some plan exists for obtaining key information;

- Indicators associated with Strategic Objectives and Program Outputs are acceptable as the basis on which RDO/C's professionals believe the effectiveness of their efforts can be fairly judged;

- The data produced are likely to be of interest to a range of audiences in the Eastern Caribbean and the United States and is likely to correspond to objectives which these audiences consider to be meaningful.

It is also important that once a set of program indicators is selected, it is modified only for relatively compelling reasons. Each change requires the development of new data sources and complicates the problem of judging progress over time.

Another product of the consultancy is a brief set of notes concerning cross cutting issues relevant to monitoring RDO/C's program performance. These are contained in Chapter III and include:

- Balancing Host Country Budgets: RDO/C's commitment to promoting balanced budgets for the countries in the region;

- Sustainability: The private sector sustainability of RDO/C activities;

- The Environment and its relationship with health and tourism;

- Women in Development: Gender implications of current RDO/C activities.

As with other RDO/C objectives, if the regional office chooses to monitor a given cross-cutting issue, it is important that someone be assigned responsibility for that task and decisions be made as to how the resulting information will be used.

C. Mission Situation

The RDO/C staff faced a number of heavy demands on its time immediately before and during this consultancy. In addition to the normal workload of a complex and diverse portfolio, they included:

- A retreat designed to implement recommendations from a recent Mission Management Assessment;
- Preparation for and participation in the 1991-92 Action Plan Reviews;
- Preparation for and participation in the visit of the U.S. Vice President, including hosting a luncheon for Mrs. Quayle on disaster preparedness and mitigation;
- Preparation and participation in hearings held in St. Lucia by the Chairman of the Subcommittee on Inter-American Affairs of the House Committee on Foreign Affairs.

The latter three events took place during the team's visit. Because of their importance they required extensive and immediate attention of the Mission personnel most concerned with program management: the Director, Deputy Director, Program Officer and Economist.

The usual approach to the development of an objective tree involves engaging the front office at the beginning of the visit in an in-depth discussion of how to express the Program Goal, Program Sub-Goals and the Strategic Objectives. Since the Mission had a recently approved RDSS and Action Plan, progress could be made toward development of an effective objective tree. However, the time demands mentioned above meant that some basic modifications suggested by the team (see II. below) could not be addressed during the time that the initial TDY.

II. PROGRAM STRATEGIES AND INDICATORS

A. Overview

This year's Action Plan (FY 91-92) was the first one developed under the RDSS approved the previous year. This provided a sound basis on which to proceed. However within the first two days of the visit, the team concluded that some modifications were required to present the concepts and relationships between various aspects of RDO/C's overall program. These included:

- Improving Educational Opportunities and Strengthening Democratic Institutions should be included at the Program Target or Sub-Target level rather than at the Program Sub-Goal or Strategic Objective level.

- "Access" is not the primary consideration for activities relating to the provision of social services and that objective should be restated at the Program Sub-Goal level.

- The concept of Improving Business Climate does not lend itself to quantification and should be viewed as a composite of a number of other outcomes at the Program Target level.

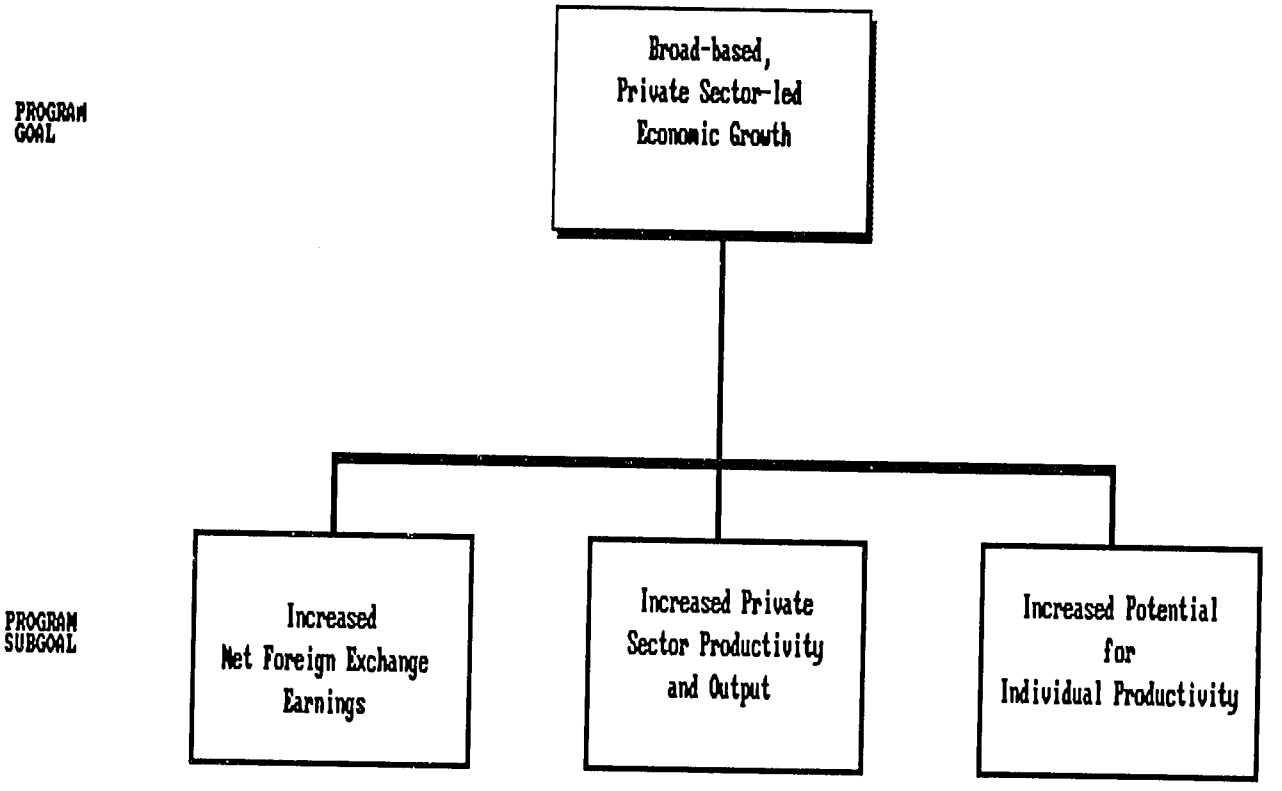
An initial objective tree was prepared along these lines and discussed with RDO/C staff. The discussions revealed some basic differences regarding the relative importance of social services-related objectives. Some felt that activities in that cluster were being undertaken solely to contribute to private sector objectives while others believed that they were co-equal with private sector objectives and should be described as an independent Program Sub-Goal as well. To help reach consensus on the option that both reflects RDO/C's program and serves as a solid foundation for development of the PPIS, five options for presenting Program Goals and Sub-Goals were prepared. These are shown as Charts 1 - 5, presented here on pages 7 - 11.

B. Current Draft Objective Trees

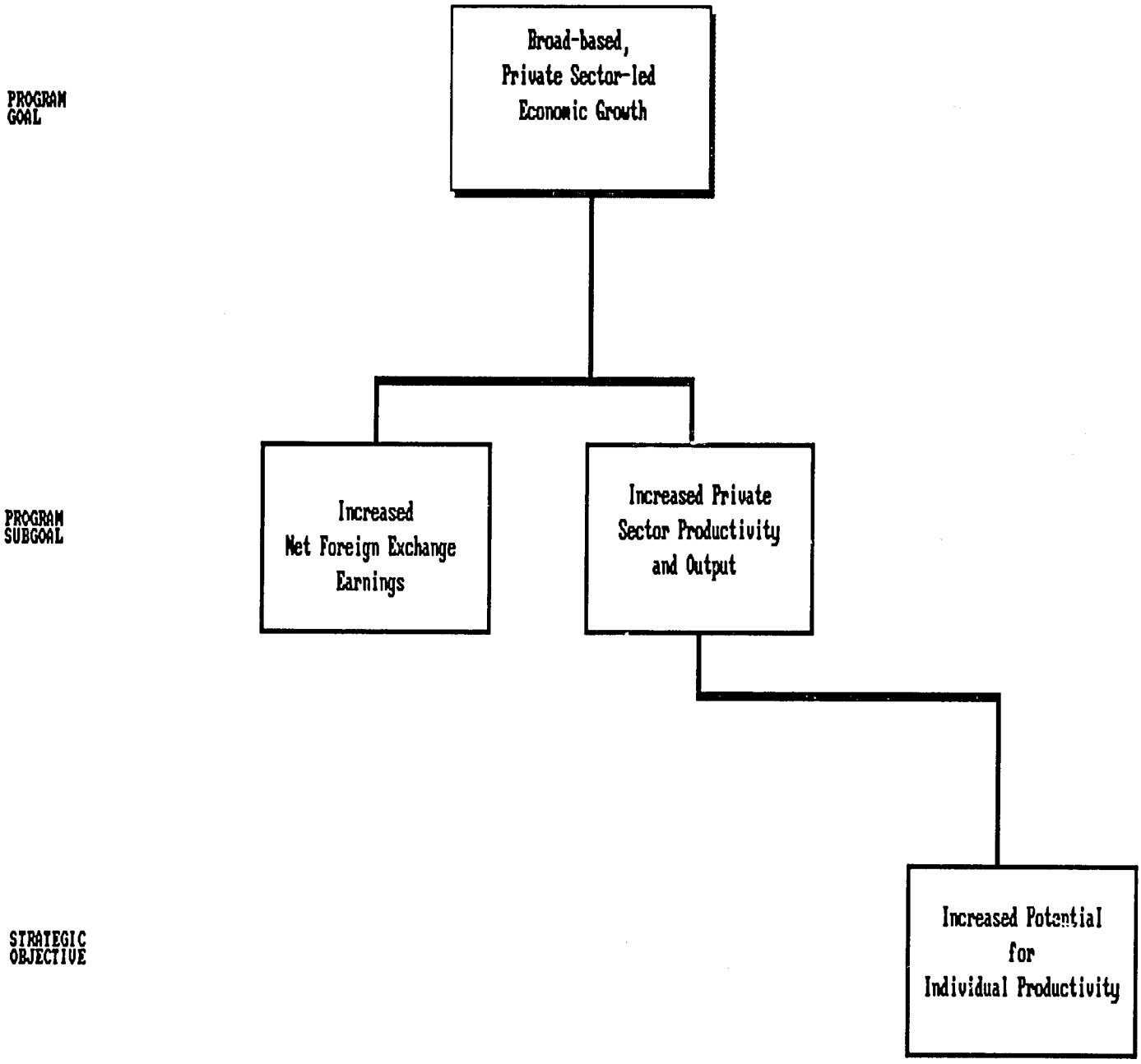
RDO/C's recent Regional Development Strategy Statement and Action Plan are characterized by a focus on a single Program Goal and three Program Sub-Goals. The Program Goal is:

- **Increased Participation in Private Sector-Led Economic Growth.**

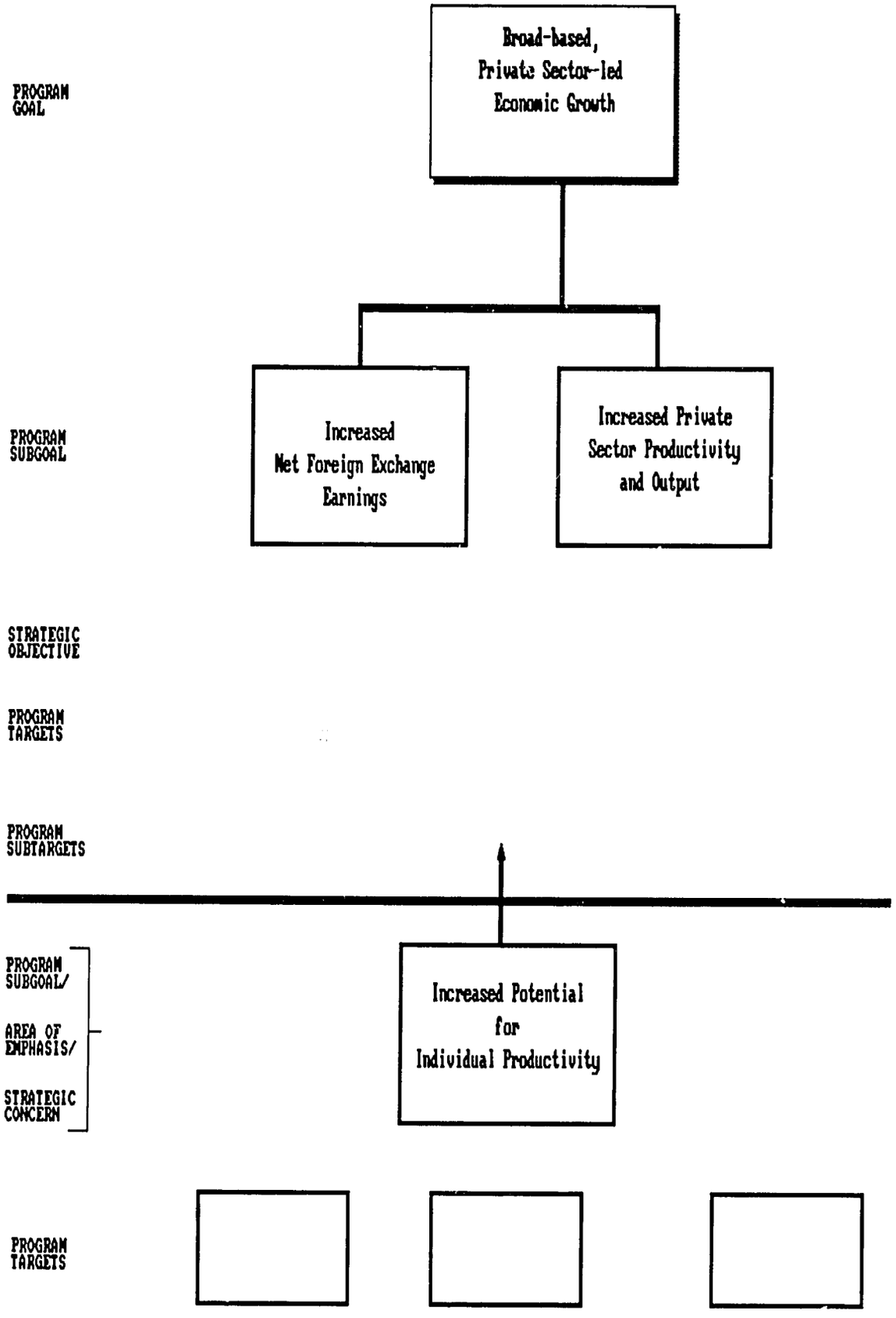
OPTION # 1


PROGRAM GOAL
Broad-based, Private Sector-led Economic Growth
PROGRAM SUBGOAL
Increased Net Foreign Exchange Earnings
Increased Private Sector Productivity and Output
Increased Potential for Individual Productivity

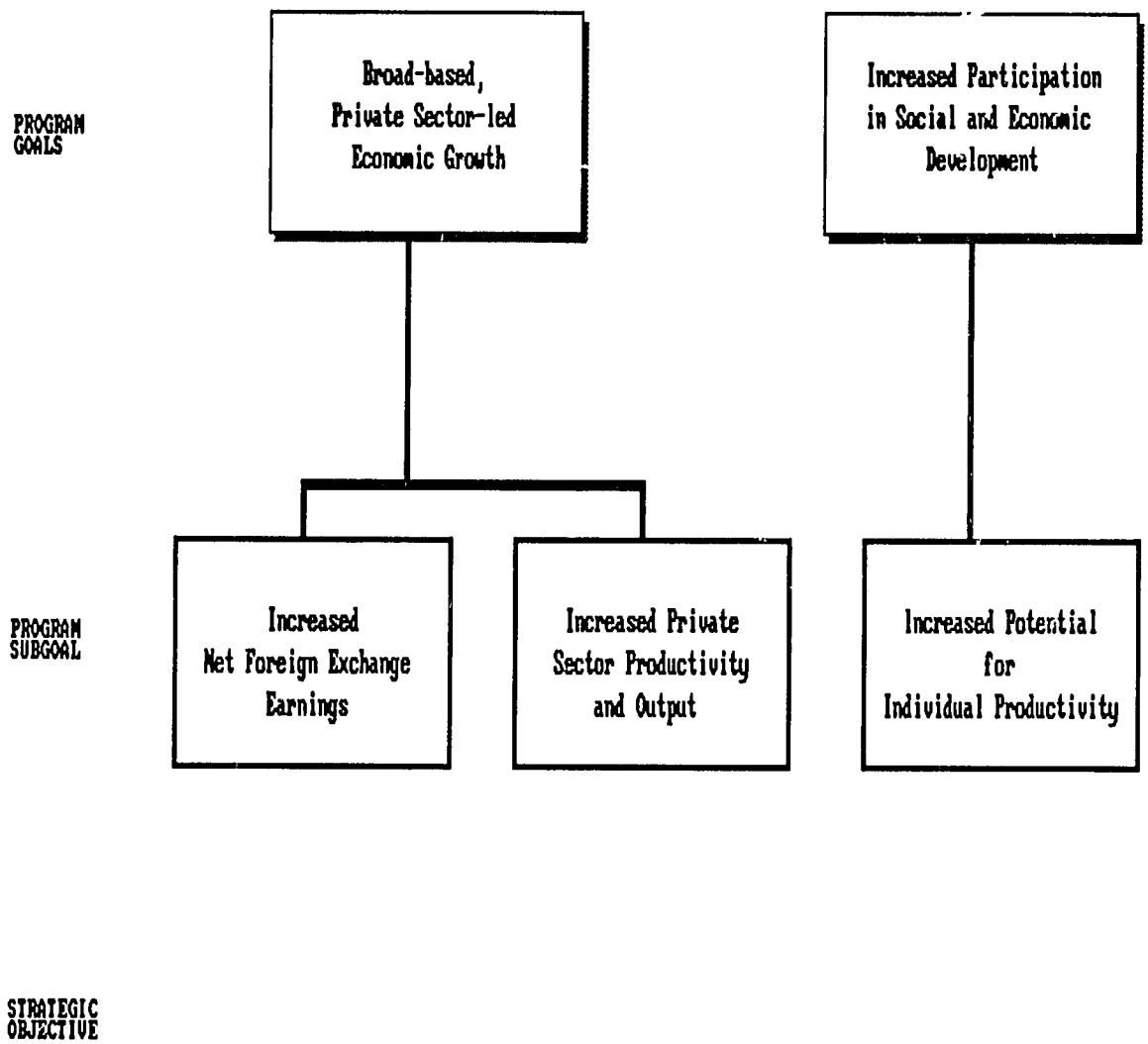
OPTION # 2


PROGRAM GOAL
Broad-based, Private Sector-led Economic Growth
PROGRAM SUBGOAL
Increased Net Foreign Exchange Earnings
Increased Private Sector Productivity and Output
STRATEGIC OBJECTIVE
Increased Potential for Individual Productivity

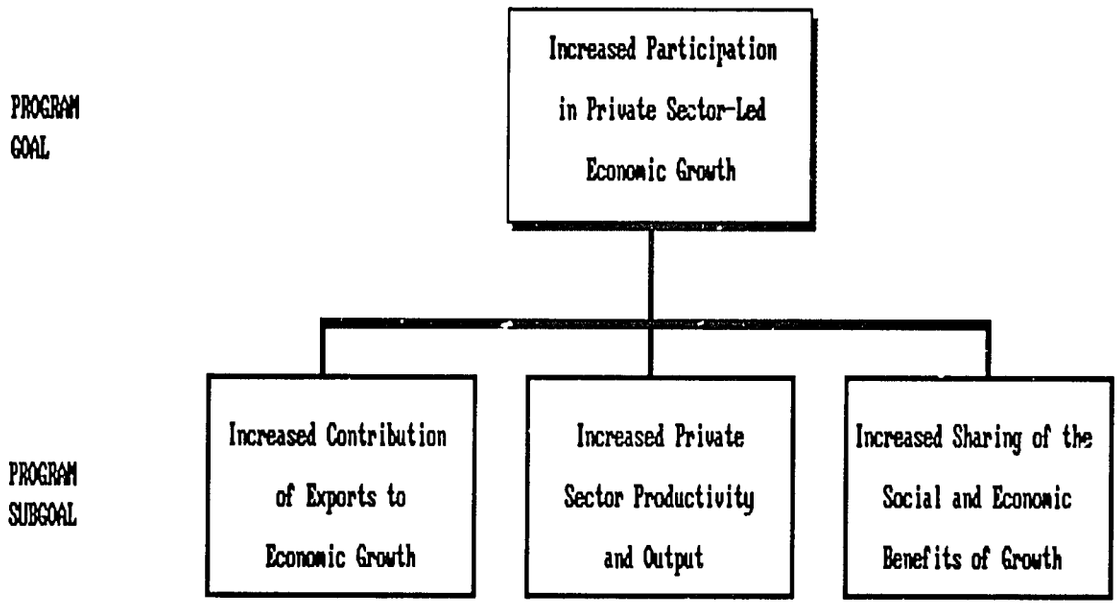
OPTION # 3


PROGRAM GOAL
Broad-based, Private Sector-led Economic Growth
PROGRAM SUBGOAL
Increased Net Foreign Exchange Earnings
Increased Private Sector Productivity and Output
STRATEGIC OBJECTIVE
PROGRAM TARGETS
PROGRAM SUBTARGETS
PROGRAM SUBGOAL/
AREA OF EMPHASIS/
STRATEGIC CONCERN
Increased Potential for Individual Productivity
PROGRAM TARGETS

OPTION # 4


PROGRAM GOALS
Broad-based, Private Sector-led Economic Growth
Increased Participation in Social and Economic Development
PROGRAM SUBGOAL
Increased Net Foreign Exchange Earnings
Increased Private Sector Productivity and Output
Increased Potential for Individual Productivity
STRATEGIC OBJECTIVE

OPTION # 5


PROGRAM GOAL
Increased Participation in Private Sector-Led Economic Growth
PROGRAM SUBGOAL
Increased Contribution of Exports to Economic Growth
Increased Private Sector Productivity and Output
Increased Sharing of the Social and Economic Benefits of Growth

RDO/C intends to achieve this Goal through three Program Sub-Goals:

- **Increased Contribution of Exports to Economic Growth;**
- **Increased Private Sector Productivity and Output;** and
- **Increased Sharing of the Social and Economic Benefits of Growth.**

These Sub-Goals form the basis for RDO/C's three principal program areas.

1. Increased Contribution of Exports to Economic Growth

RDO/C seeks to achieve its Sub-Goal, Increased Contribution of Exports to Economic Growth, by pursuing three Strategic Objectives:

- Increased foreign earnings from non-traditional agricultural products;

  [Indicator: The growth rate of non-traditional agricultural export earnings.]

- Increased foreign exchange earnings from traditional agricultural and manufactured products;

  [Indicator: The growth rate of foreign exchange earnings from sugar, cocoa, bananas and manufactured products from OECS countries.]

- Increased foreign exchange earnings from tourism.

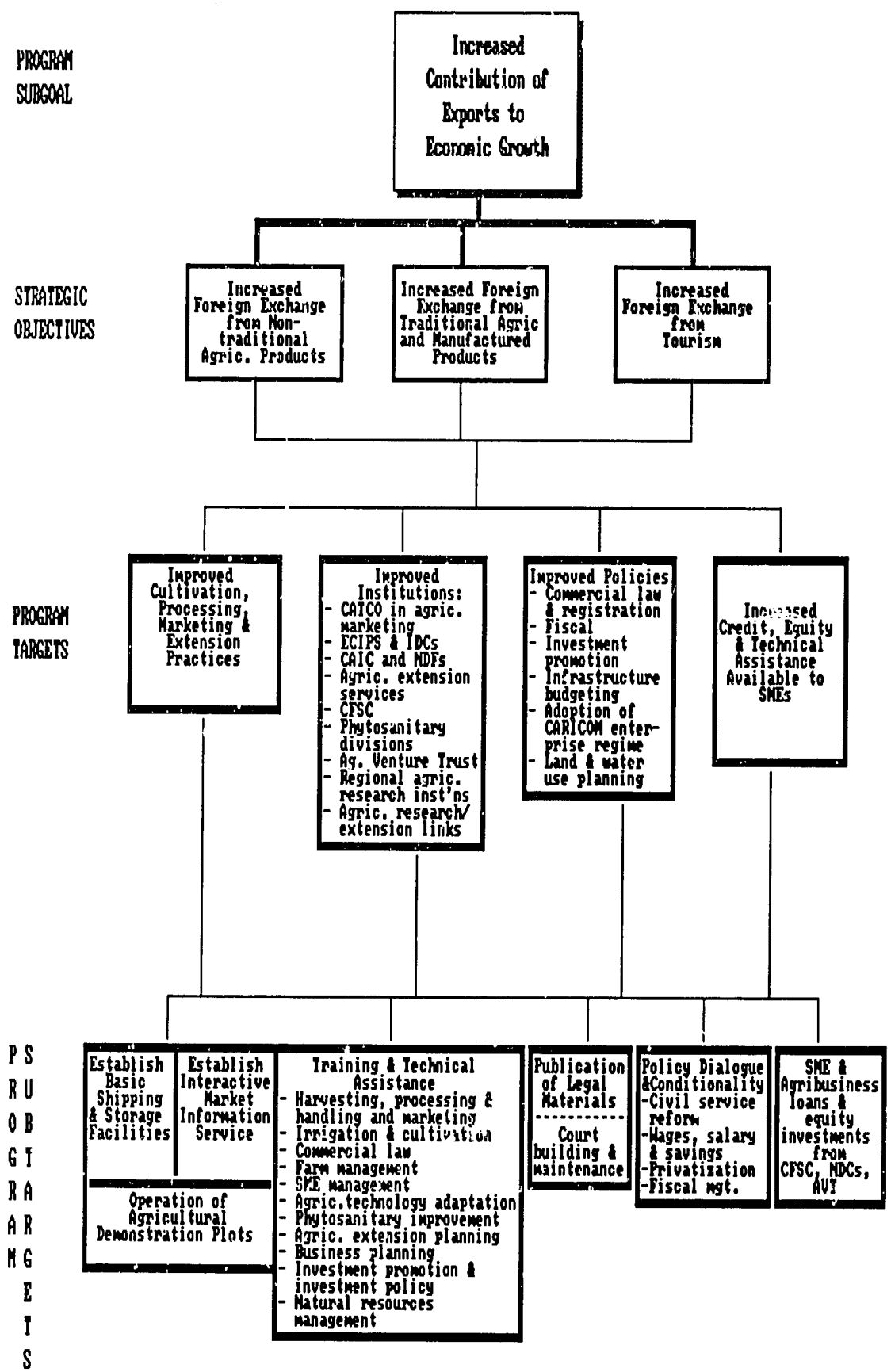
  [Indicator: Annual growth rate in regional gross receipts from tourism.]

RDO/C has four Program Targets directed at these strategic objectives. These are:

- Improving cultivation, processing, marketing and extension practices in agriculture;
- Establishing or improving key institutions such as CATCO, ECIPS, CAIC, National Development Funds, Caribbean Financial Services Corporation, Agricultural Venture Trust, and national agricultural extension services;

3/20/90 RDO/C DRAFT PROGRAM OBJECTIVE TREE
DRAFT # 4 FYRDOC

CHART 6



- Improving policies in selected areas related to trade, environmental management, and the private sector;

- Increasing the availability of credit, equity and technical assistance available to Small and Medium-scale Enterprises (SMSEs).

Program Sub-Targets (i.e., project activities) directed at the Program Targets include:

- Establishment of basic shipping and storage facilities and an interactive market information service;

- Operation of agricultural demonstration plots;

- Training, technical assistance and policy dialogue in a wide range of trade, agriculture, legal, macroeconomic and regulatory areas;

- The publication of legal materials, establishment of law libraries and improvement of courts; and

- Provision of SMSE and agribusiness credit and equity through CFSC, AVT and the NDCs.

Program Performance Indicators

The indicator for increased foreign exchange earnings from non-traditional agricultural products is:

- The growth rate of non-traditional agricultural export earnings.

NTAE would include total OECS exports of agricultural products excluding bananas, cocoa and sugar. Data on this is currently available from the OECS. In addition to the OECS data, it is worthwhile to report the U.S. Department of Commerce figures for U.S. imports of non-traditional products from the eastern caribbean as a point of comparison for the OECS data.

The indicator for increased foreign exchange earnings from traditional agricultural and manufactured products is:

- The growth rate of foreign exchange earnings from sugar, cocoa, bananas and manufactured products from OECS countries.

For traditional agricultural products, data is available from World Bank reports on total banana, sugar and cocoa exports by OECS country. U.S. Department of Commerce figures for U.S. imports of traditional agriculture imports could also be used as a point of comparison for World Bank figures.

For manufactured goods exports, the World Bank also regularly reports manufactured exports on a country-by-country basis.

The indicator for increased foreign exchange earnings from tourism is:

- Annual growth rate in regional gross receipts from tourism.

Data on tourism receipts is available from the OECS Economic Affairs Secretariat. The indicator for increased tourism revenues is:

- Increased annual growth rate in regional gross receipts from tourism.

This data is currently available from the Eastern Caribbean Central Bank balance of payments statistics, and possibly also from a continuing series of World Bank estimates of gross tourism revenues.

2. Increased Private Sector Productivity and Output

RDO/C's second Program Sub-Goal, increased private sector productivity and output, will be pursued through three Strategic Objectives:

- Improved sustainability of the natural resource base;

  [Indicator: Change in the water quality index.]

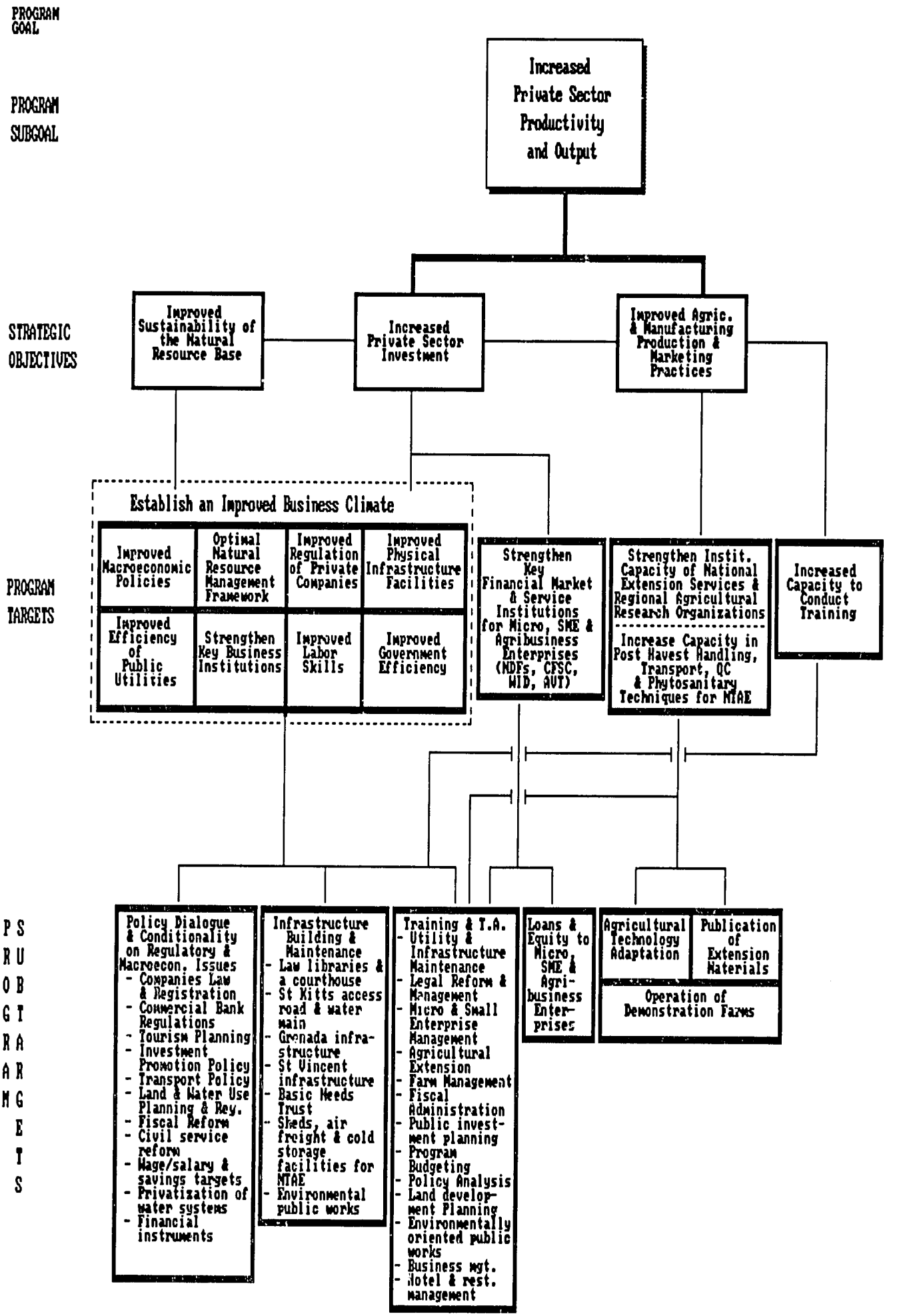
- Increased private sector investment;

  [Indicator has not been selected.]

- Improved agricultural and manufacturing production and marketing practices.

  [Indicator has not been selected.]

Improving the sustainability of the natural resource base will be pursued by improving planning, enforcement and regulation of water and land use, and by establishing adequate sewage and waste treatment facilities for industry.


PROGRAM GOAL
PROGRAM SUBGOAL
Increased Private Sector Productivity and Output
STRATEGIC OBJECTIVES
Improved Sustainability of the Natural Resource Base
Increased Private Sector Investment
Improved Agric. & Manufacturing Production & Marketing Practices
PROGRAM TARGETS
Establish an Improved Business Climate
Improved Macroeconomic Policies
Optimal Natural Resource Management Framework
Improved Regulation of Private Companies
Improved Physical Infrastructure Facilities
Improved Efficiency of Public Utilities
Strengthen Key Business Institutions
Improved Labor Skills
Improved Government Efficiency
Strengthen Key Financial Market & Service Institutions for Micro, SME & Agribusiness Enterprises (MDFs, CFSC, WID, AUT)
Strengthen Instit. Capacity of National Extension Services & Regional Agricultural Research Organizations
Increase Capacity in Post Havest Handling, Transport, QC & Phytosanitary Techniques for MIAE
Increased Capacity to Conduct Training
PROGRAM TARGETS
Policy Dialogue & Conditionality on Regulatory & Macroecon. Issues
- Companies Law & Registration
- Commercial Bank Regulations
- Tourism Planning
- Investment Promotion Policy
- Transport Policy
- Land & Water Use Planning & Reg.
- Fiscal Reform
- Civil service reform
- Wage/salary & savings targets
- Privatization of water systems
- Financial instruments
Infrastructure Building & Maintenance
- Law libraries & a courthouse
- St Kitts access road & water main
- Grenada infrastructure
- St Vincent infrastructure
- Basic Needs Trust
- Sheds, air freight & cold storage facilities for MIAE
- Environmental public works
Training & T.A.
- Utility & Infrastructure Maintenance
- Legal Reform & Management
- Micro & Small Enterprise Management
- Agricultural Extension
- Farm Management
- Fiscal Administration
- Public investment planning
- Program Budgeting
- Policy Analysis
- Land development Planning
- Environmentally oriented public works
- Business mgt.
- Hotel & rest. management
Loans & Equity to Micro, SME & Agribusiness Enterprises
Agricultural Technology Adaptation
Publication of Extension Materials
Operation of Demonstration Farms

Increased private sector investment will be achieved primarily by improving the business climate in OECS countries, and strengthening key financial market and business service institutions.

Improved agricultural and manufacturing production practices will be achieved by strengthening the capacities of national agricultural extension services and agricultural research organizations, increasing national capacities in handling, transport, quality control, improving phytosanitary conditions, and increasing the capacity of agricultural and small business assistance institutions to deliver training.

RDO/C has numerous Program Sub-Targets directed at its objectives. These include:

- Policy dialogue;
- Training and technical assistance in a wide range of areas;
- Infrastructure building and maintenance;
- Loans and equity investments for micro, small, medium and agribusiness enterprises;
- Adaptation of agricultural technologies;
- Publication of extension materials; and
- Operation of demonstration farms.

Program Performance Indicators

The program performance indicator for Improved Sustainability of the Natural Resource Base is:

- Change in the water quality index. This index will be an internationally accepted water quality measure applied to specific locations in which USAID has activities.

The index is currently being developed. Data for the indicator will come from periodic (probably yearly) water quality tests in selected OECS countries.

Increased Private Sector Investment can be measured in several ways. Because the scale of investment-related RDO/C activities is relatively large, the indicator could be:

- The private sector investment growth rate for each country in the region.

In addition, it is advisable that RDO/C monitor private sector investment in specific sectors, such as agribusiness, SMSEs and microenterprises.

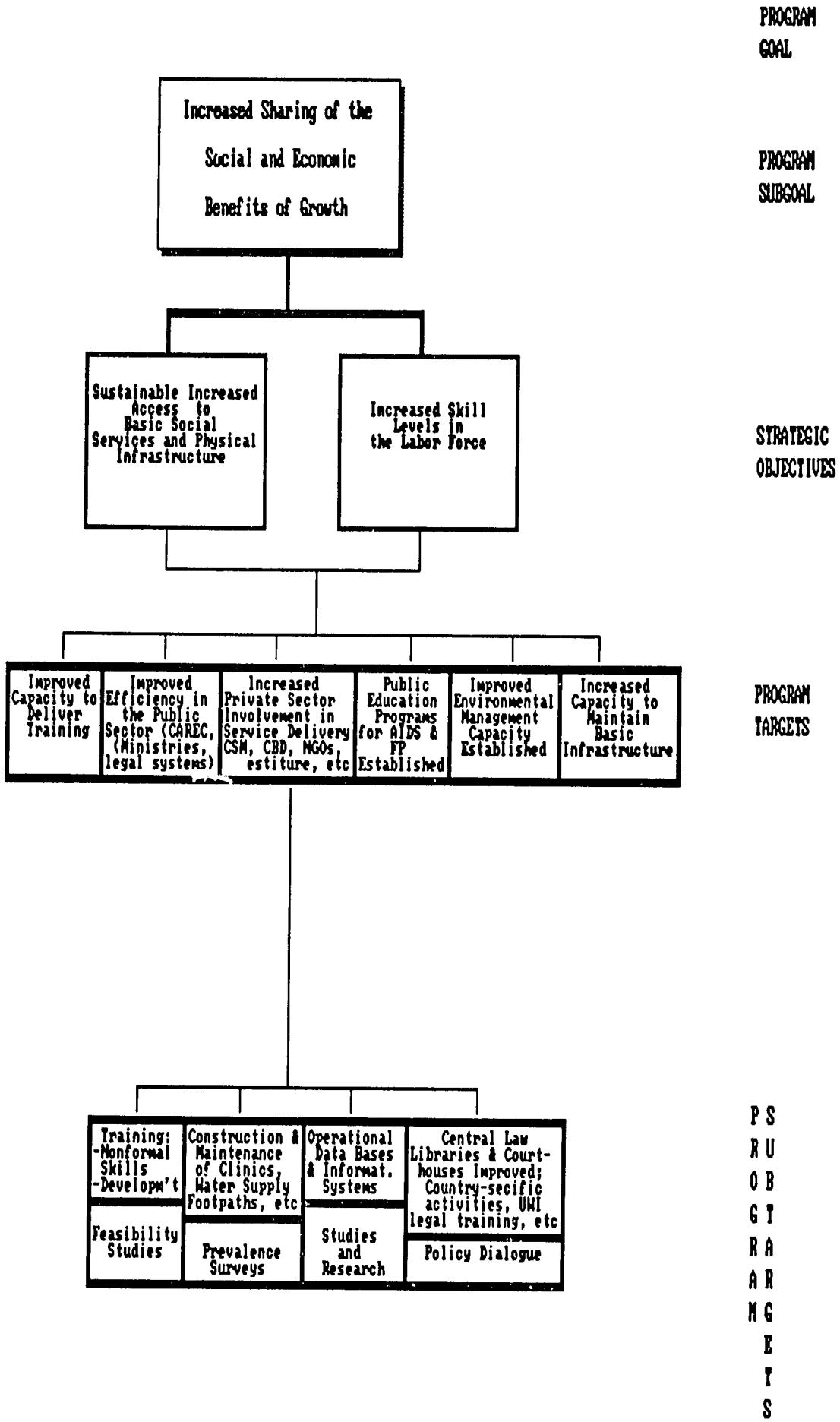
The World Bank regularly monitors gross investment (at market prices) as a percentage of GDP on a national basis. It would also be feasible to monitor on a yearly basis the proportion of commercial financial institution lending going to SMSEs and agribusiness, and total microenterprise loan assets of a few key microenterprise lending institutions.

Developing an indicator for Improved Agricultural and Manufacturing Production and Marketing Practices is more difficult than for most RDO/C Strategic Objectives. First, the Mission's activities contributing to the improvement of production and marketing practices are diverse. Second, most improvements are qualitative and thus it is difficult to find a single summative measure for their impacts.

One solution is to measure the change in output or efficiency resulting from specific improved practices. In theory the Mission could sum all increases in revenues or profits resulting from improved practices. In fact, it would be impossible to measure economy-wide increases in revenues or profits given the poor quality of sectoral production data in the Eastern Caribbean. It may, however, be possible to monitor yields per hectare for selected crops using existing data.

A feasible solution is to identify the <u>most important practice improvements</u> that RDO/C is introducing in the region, and then develop an indicator that tracks the <u>spread or adoption</u> of the innovations within a particular sector. For example, if adoption of the farm management method is an innovation that Agriculture Office projects are seeking to establish, a yearly report could be made on the percentage of farms that have adopted this method. This would require extension departments or other appropriate project implementing agency conducting a yearly survey of farmers.

Another example of a practice improvement is the use of on-line market information systems by agribusinesses and large farmers. A yearly survey of agribusinesses could be conducted to determine the proportion of businesses that have begun to use these information systems.


PROGRAM GOAL
Increased Sharing of the Social and Economic Benefits of Growth
PROGRAM SUBGOAL
Sustainable Increased Access to Basic Social Services and Physical Infrastructure
Increased Skill Levels in the Labor Force
STRATEGIC OBJECTIVES
Improved Capacity to Deliver Training
Improved Efficiency in the Public Sector (CAREC, (Ministries, legal systems)
Increased Private Sector Involvement in Service Delivery CSM, CBD, NGOs, estiture, etc
Public Education Programs for AIDS & FP Established
Improved Environmental Management Capacity Established
Increased Capacity to Maintain Basic Infrastructure
PROGRAM TARGETS
Training: -Nonformal Skills -Developm't
Feasibility Studies
Construction & Maintenance of Clinics, Water Supply Footpaths, etc
Prevalence Surveys
Operational Data Bases & Informat. Systems
Studies and Research
Central Law Libraries & Court-houses Improved; Country-secific activities, UWI legal training, etc
Policy Dialogue
PROGRAM SUBTARGETS

C. Increased Sharing of the Social and Economic Benefits of Growth

As mentioned above, RDO/C has not reached full consensus on how to characterize this cluster of activities in the Objective Tree. However, the draft shown in this report reflects discussions held just prior to the team's departure.

Currently, the Sub-Goal is expressed as:

- Increased Sharing of the Social and Economic Benefits of Growth.

This would be achieved by pursuing two Strategic Objectives:

- Sustainable Increased Access to Basic Social Services and Physical Infrastructure, and

  [Indicators:
  1. Change in the rate of Sexually Transmitted Disease (STD) infection, measured by change in the number of new cases reported per 1000 population.
  2. Decrease in average enrollment per school.
  3. Change in contraceptive prevalence rates among women ages 15 to 45.
  4. Change in rates of nosocomial infections.
  5. Change in average length of hospital stay.
  6. Change in the number of people using health clinics.

- Increased Skill Levels in the Labor Force.

  [Indicators:
  1. Decrease in the unemployment rate among 15 to 25 year olds.
  2. Decrease in the overall unemployment rate.]

Because of the diversity of activities contributing to the two Strategic Objectives, six Program Targets have been identified:

- Improved Capability to Deliver Training;

- Improved Efficiency in the Public Sector (e.g., CAREC, Ministries, legal systems, etc.);

- Increased Private Sector Involvement in Service Delivery (e.g., contraceptive social marketing, community based distribution, NGOs, divestiture of support systems);

- Public Education Programs for AIDS and Family Planning Established;

- Improved Environmental Management Capacity Established;
- Increased Capacity to Maintain Basic Infrastructure.

Program Sub-Targets (i.e., project activities or project outputs) directed at RDO/C Program Targets include:

- Training in non-formal and broadly applicable management skills;
- Construction and maintenance of clinics, water supply, footpaths, etc.
- Establishment of operational data bases and information systems;
- Building of central law libraries, improvement of court houses, training in legal management;
- Feasibility and prevalence studies;
- Policy dialogue.

Program Performance Indicators

The first Strategic Objective in this program area, Sustainable Increased Access to Basic Social Services and Physical Infrastructure, is a composite objective with several dimensions. Thus, it is recommended that RDO/C track several indicators for this objective. Dimensions of this objective and related indicators include the following:

Sub-Objective 1: Improved AIDS-related Knowledge and Practices

Indicator: Change in the rate of Sexually Transmitted Disease (STD) infection, measured by change in the number of new cases reported per 1000 population.

Sub-Objective 2: Sustainable Increased Access to Basic Infrastructure.

Indicator: Decrease in average enrollment per school.

Sub-Objective 3: Increased Contraceptive Prevalence.

Indicator: Change in contraceptive prevalence rates among women ages 15 to 45.

Sub-Objective 4: Increased Access to Quality Health Care Delivery within current Public Sector Budgets.

Indicators: Change in rates of nosocomial infections.
Change in average length of hospital stay.
Change in the number of people using health clinics.

For the second Strategic Objective, Increased Skill Levels Among New Labor Market Entrants, two indicators are suggested:

- Decrease in the unemployment rate among 15 to 25 year olds.
- Decrease in the overall unemployment rate.

III. CROSS-CUTTING THEMES

Several cross-cutting themes emerged during this first phase of the PPIS development effort. These include the following:

1. Balancing Host Country Budgets

The RDSS and current Action Plan repeatedly stress the importance of balancing host country budgets as a precondition to long-term sectoral structural adjustment, improving the business climate in the region and freeing the resources needed for key infrastructure investments.

Given the diversity and scope of RDO/C activities and the small size of OECS governments, implementing RDO/C programs imposes a significant recurrent personnel cost on host governments. Creating or improving institutions often requires that governments make long term budgetary commitments for new staff to carry out new programs. In may cases new programs also require increased skill levels of civil servants, with corresponding rises in average wage bills of these programs. Monitoring recurrent personnel costs associated with RDO/C programs is particularly important given the shortages of skilled personnel and financial resources in the small countries of the Eastern Caribbean.

It may be worthwhile for the Mission to monitor the host country government personnel required to implement programs initiated by RDO/C. Data for this indicator could be collected at the project level by summing the full time staff required to implement RDO/C programs. These could be summed at the technical office level and at the Mission level, forming the basis for assessing the "public sector burden" associated with RDO/C programs.

2. Sustainability

Both the RDSS and the FY 91-92 stress the importance of private sector-led economic growth. In many instances, this means in practice that private sector institutions must carry on RDO/C programs after the completion of RDO/C funding. Examples include: (1) CATCO, AVT, the NDFs and CFSC continuing operations on a profitable basis after project funds are expended, and
(2) commercial financial institutions copying or replicating loans to SMSEs and agribusinesses after project completion. Similar examples are also available for RDO/C projects that seek to improve infrastructure and utilities maintenance and enhance health care financing.

The possibility of a program continuing after termination of A.I.D. funding could be monitored as part of the PPIS.

3. Environment

The environment is a cross-cutting issue in RDO/C's program. Environmental degradation threatens private sector growth by harming both agriculture and tourism, and can have ill effects on health. Improving the sustainability of the natural resource base is one of RDO/C's Strategic Objectives leading to Increased Private Sector Productivity and Output.

It is suggested that program performance with respect to sustainability of the natural resource base be measured by a water quality index. If a finer measure of program performance is needed, then it may be worthwhile to monitor the quality of several different water sources, for example drinking water in major urban areas, sea water quality in important swimming areas, and sea water quality in important fishing areas.

4. Women in Development

Monitoring impacts of RDO/C's program on women could be carried out at two levels: Strategic Objectives and Program Outputs. Some of the Mission's Strategic Objectives have clearly defined impacts on women. Examples are increasing skill levels of women, or providing women increased access to family planning and health services. Other objectives do not have clearly differentiated effects on women. Because it is difficult to monitor the gender effects of the program on foreign exchange earnings from agricultural production or tourism, the Mission may choose to conduct periodic sample surveys of gender impacts at the project level.

At the output level, RDO/C's PPIS can monitor the proportion of women among business loan and training recipients.

IV. A PROGRAM PERFORMANCE INFORMATION STRATEGY FOR RDO/C

RDO/C's program consists of three Program Sub-Goals and eight Strategic Objectives. As mentioned above, program performance is usually monitored at the level of Strategic Objectives. RDO/C's information system would include one or two performance indicators per Strategic Objectives, depending on the availability of valid, high quality data and the complexity of the particular Strategic Objective.

Various offices of the Mission have expressed an interest in monitoring activities and impacts below the Strategic Objective level as part of the Program Performance Information System. There are several reasons for including lower level indicators.

First, intermediate indicators reflecting Project Outputs (such as persons trained or loans provided) and Program Targets (such as improvement of agricultural extension services, strengthening of financial institutions and improvement of policies concerning land and water use) may be worthwhile tracking because they are the precondition to achieving Program Strategic Objectives.

Second, some lower-level objectives are important in and of themselves. For example, training large numbers of people or establishing several medium-scale agribusinesses may have a significant impact on economic growth or income distribution by themselves. Similarly, the level of credit provided by RDO/C SMSE and agribusiness lending projects is worthwhile tracking because RDO/C-sponsored loans may in themselves form a significant portion of outstanding credit in selected financial markets.

Third, some lower-level indicators can be used to assess the effectiveness of the <u>means</u> by which RDO/C pursues its Strategic Objectives. For example, monitoring the ratio of funds provided for loans to funds provided for administration would measure the efficiency of RDO/C credit activities. Similarly, tracking the number of full-time long-term public sector personnel required to implement RDO/C programs indicates the long-term recurrent personnel cost associated with RDO/C's programs.

Finally, some lower level indicators are of special interest to outside audiences such as host governments or Congress. For example, OECS governments have periodically requested information on the total number of people trained under RDO/C programs.

It would therefore be appropriate for RDO/C to develop a PPIS that has three levels: Strategic Objectives; Key Program Targets; and Key Outputs. Strategic Objective indicators will monitor the larger "effects" or impacts of RDO/C activities. Key Program Targets measure institutional changes such as new policies, production and management practices, and institutional capabilities. Key Outputs measure the sums of project outputs. A sample reporting format is attached here as Table 1.

TABLE 1

RDO/C PROGRAM PERFORMANCE INDICATORS
SAMPLE FORMAT

	EXAMPLES OF INDICATORS MIGHT INCLUDE:	AVERAGE LAST FIVE YEARS	1990
STRATEGIC OBJECTIVES	1. Private Sector Investment Growth Rate		
	2. Non-Traditional Agricultural Exports Growth Rate		
	3. Growth Rate of Foreign Exchange Earnings from Tourism		
	4. Change in Water Quality Index		
	5. Growth Rate of Private Sector Employment		
	6. Growth Rate in New HIV Positive Cases Reported		
	7. Change in Fertility Rate		
	EXAMPLES OF INDICATORS MIGHT INCLUDE:	PROGRESS	NO PROGRESS
KEY PROGRAM TARGETS	1. Reduction of Effective Banana Subsidies		
	2. Change in Average Effective Tariff Rate		
	3. Change in Inter-Island Capital Transfer Barriers		
	4. Improvement of Companies Law		
	5. Improvement of Corporate Registries		
	6. Increase in Utility User Charge Rates		
	7. Number of Permanent Government Staff Required to Implement RDO/C Project Activities		
	EXAMPLES OF INDICATORS MIGHT INCLUDE:	Average Last 5 Years	1990
KEY OUTPUTS	1. Number of People Trained		
	2. Number of Women Trained		
	3. Total Outstanding RDO/C Loans to SMEs & Agribusiness		
	4. Ratio of New Business Loans to RDO/C Administrative Grants Under RDO/C Credit Projects		
	5. Number of Court Houses Restored		
	6. Number of Court Personnel Trained		

This three-tiered system provides RDO/C with the flexibility to track program impacts, important changes in the policy and institutional environment that are preconditions to program impacts, and outputs of critical interest.

The Relationship of Project and Program Indicators

For several Strategic Objectives it would be useful to track progress at both the program and project levels. The following are examples of objectives which might be monitored at both levels:

- Increased foreign exchange earnings resulting from HIAMP, Agricultural Venture Trust and CATCO activities, as well as increased foreign exchange at the national level in countries where HIAMP, AVT and CATCO operating. Comparing the direct effects of HIAMP, AVT and CATCO with national trends will indicate (a) the scale of RDO/C-funded firms relative to the surrounding economy, and (2) whether RDO/C activities are encouraging wider changes in investment and production.

- Increased microenterprise, SMSE and agribusiness credit availability, comparing loan funds provided by RDO/C (through AVT, CFSC, NDFs, etc.) with loans provided by private sector financial institutions. This comparison indicates (a) the scale of RDO/C activities relative to local financial markets, and (b) whether RDO/C activities are stimulating complementary changes in local financial markets.

- Increases in the availability of particular labor market skills (utility engineers, health clinic and health education workers, agricultural extension officers, land and water use planners) resulting from RDO/C activities compared to both demand for these skilled workers and availability of trainees from non-RDO/C programs.

- Improvements in the quality of water in locations where RDO/C environmental project activities are focused compared to wider national water quality indicators.

V. MANAGEMENT IMPLICATIONS

A. Data Collection Activities

The Program Performance Information System outlined above will require new data collection activities in several areas:

1. Strategic Objective Indicators

Information will need to be collected on Strategic Objective Indicators at the program level, and in some cases also at the RDO/C project level. At the program level, approximately ten indicators will need to be monitored and reported on regularly, perhaps once per year. At the project level, several projects should report achievement of project goals on a periodic basis. This involves collecting data on five to ten project goal indicators. Examples include:

- HIAMP reporting total increases in output of non-traditional agricultural products by firms assisted by the project.

- Impacts of SMSE and microenterprise lending projects on the general availability of credit for these target markets. Also, credit projects that work with specific financial institutions should report the total amount of credit that they extend to the target market.

- Where projects seek to demonstrate or establish particular improved production or management practices, project managers should monitor the spread or replication of the improved practices within the target area. For example, projects that are introducing the "farm management" method of farming should also monitor the spread of the method beyond pilot areas. Similarly, if a project is training utility managers in improved facilities maintenance practices, then it would be worthwhile to monitor the spread and application of these practices among managers who have not received the training.

The logic here is that if a project seeks to establish an improved practice, the practice will only have an impact on a significant national scale if it is replicated widely within the target area. If the innovation is not replicated, but remains restricted only to the RDO/C funded pilot area, then the project will have failed to achieve its intended goal.

2. Key Program Target Indicators

The Mission is committed to a program that has improving the business climate in the region as a principal focus. Improving the business climate has several important dimensions including the

improvement of: regulations and laws, macroeconomic management, infrastructure, government efficiency in program implementation, and institutional performance.

It may be worthwhile for the PPIS to monitor progress toward improvement of selected policies, institutions and public works facilities. Examples include:

- Agricultural subsidies;
- Corporate registries;
- Procedures for setting utility rates;
- Tariff rates and rate setting policies;
- Capital transfer barriers.

Institutional improvements that would be worthwhile to monitor include:

- The proportion of private financial institutions' assets that are lent to selected target markets, particularly SMSEs and agribusinesses.

- The adoption of land and water use planning and regulation.

- The role that selected private sector health services play in delivering health care and family planning services.

It is recommended that the Mission identify for continued monitoring a small number (5 to 10) of policies and institutional innovations that are considered particularly critical to the improvement of business climate.

3. Key Output Indicators

The Mission could monitor several key output indicators, including people trained, business loans provided, law facilities (court houses and libraries) improved. All of this information is already available at the project level, and would simply need to be aggregated. These indicators will add very little to the management burden of the Mission.

B. Data Collection & Reporting Responsibility

Introducing a Program Performance Information System has important implications for project information systems:

- Every effort should be made to find a single project in each program area able to collect and analyze the bulk of the information needed for that program area. Experience suggests that most sectors include at least one project that has a suitable mandate and adequate resources to perform this function.

- Project evaluation systems should be used wherever possible to compile available data on project impacts and the relationship between project impacts and program impacts.

- Key host country organizations should be given responsibility, wherever possible, for collecting and analyzing data on replication and impact of innovations. To do so not only encourages sustainability but encourages these organizations to build the kind of contact with the "marketplace" which is intrinsic to the Mission's overall private sector growth strategy.

Responsibility for collecting data on indicators would be assigned to either technical office directors or the Program Office. Following is a list of possible responsible offices:

AGRICULTURE OFFICE

Strategic Objectives
Foreign Exchange from Non-traditional Agricultural Exports
Foreign Exchange from Traditional Agricultural Exports
Water Quality

Key Program Targets & Key Outputs
Adoption of Key Farm Management Practices
Establishment of Key Export Facilities
Changes in Agricultural Subsidies
Changes in Agricultural Export and Import Tariffs

PRIVATE SECTOR OFFICE

Strategic Objectives
Private Financial Institution Lending to SMSEs
Private Financial Institution Lending to Agribusinesses
Public & Private Financial Institution Lending to Microenterprises

Key Program Targets & Key Outputs
Total Loans Provided by RDO/C-funded Projects
Changes in Loan Practices of Private Financial Institutions
Loan to Administrative Costs Ratio for RDO/C Credit Programs
Changes in Key Business Regulations

HEALTH, POPULATION AND EDUCATION OFFICE

Strategic Objectives
STD Infection Rates
Average Enrollment Per School
Contraceptive Prevalence Rates
Nosocomial Infection Rates
Average Length of Hospital Stay
Number of People Using Health Clinics

Key Program Targets & Key Outputs
Total People Trained Under RDO/C Programs
Number of Court Houses and Libraries Built or Improved

PROGRAM OFFICE

Strategic Objectives
Foreign Exchange from Tourism
Foreign Exchange from Manufactured Goods
Total Private Sector Investment as a Proportion of GDP
Unemployment Rate Among 15 to 25 Year Olds
Total Unemployment Rate

The Program Economist should play both a general and a specific role in the Mission's data collection activities. In addition to collecting the specific information indicated above, she should be available as a staff resource to review and assess the validity of all other data. This will require readjusting some of her current responsibilities, but her involvement will be an essential ingredient to a successful system.

C. Reporting Period

Although frequent reporting, i e., quarterly or semiannually, might be desirable, it is not essential for the sound functioning of the system nor is it practical given the frequency of reporting by host governments. Therefore it is recommended that all indicators be collected and reported annually.

D. Country and Program Performance

Within the objective tree framework used here, country performance indicators are defined at the Program Sub-Goal level. Country Performance Indicators for RDO/C's program would therefore include:

- Net Foreign Exchange Earnings;
- Private Sector Output;
- Private Sector Productivity;
- Selected Indicators for "Sharing of the Social & Economic Benefits of Growth".

Mission staff have suggested that the PPIS should also monitor public sector savings.

VI. NEXT STEPS

1. Finalizing the Program Objective Tree. The Mission needs to select a single version of the RDO/C Program Objective Tree. This objective tree will then serve as the basis for further work on program objectives and indicators. This step must be taken by senior Mission management.

   Senior management (i.e., the Director, Deputy Director, the Program Office and specific technical offices involved) should review the products of this consultancy, including descriptions of strategies and objectives, assessments of the relationship of program activities (project and non-project) to these strategies and objectives, and the preliminary list of indicators and data sources. Final versions of these products should be agreed upon within the next several weeks in conjunction with the assignment of responsibility for managing and monitoring each of the program objectives.

2. Assignment of Responsibilities: Except in special cases, specific individuals should be assigned responsibility for monitoring and/or managing the Mission's efforts with regard to each final Strategic Objectives. While this monitoring task may often be delegated to contractors, someone on the staff should be responsible for ensuring that it is done.

   "Managing" an objective may not entail responsibility or control over all contributing A.I.D. activities, but management responsibility does entail a substantial measure of accountability for program results. Therefore, individuals assigned responsibility will need to interact with managers of relevant A.I.D. activities. While management and monitoring responsibility need not necessarily be combined in the same person, it is essential that the individuals involved understand their responsibilities, believe in the objectives pursued, and agree that proposed indicators represent fair criteria for judging program success.

   Assignment of program management and evaluation responsibilities might be facilitated by preparation of a new Mission Order on evaluation. This Order would spell out roles and responsibilities with respect to program-level monitoring and clarify how program performance information would be integrated in Mission reporting, review, and project implementation systems.

   The implementation of a PPIS might also be furthered by incorporating program-level responsibilities into the EERs of relevant individuals. While this in not essential, it would emphasize the importance of program objectives and the need for information on program performance. It should be remembered, however, that poor program performance in a given year does not necessarily imply poor management, just as failure to achieve project purpose need not reflect poor management by the Project Officer involved. What is

important is that EERs acknowledge the successful collection and use of program information as a basis for program improvements.

3. Specifying Indicators. Each indicator needs to be fully specified. The general outline of most indicators is suggested in this report, but additional work is still required to define clearly what is to be measured and how measurements will be made. Full specification of indicators, including definition of the indicator, design of data collection instruments, and identification of data sources should be carried out by the offices responsible for monitoring each indicator, in conjunction with the Program Office.

4. Implementing Program Information Plans: Data on most indicators is interpretable only in relation to explicit or implicit targets or comparisons. While some suggested indicators include implicit comparisons (e.g., to the past, to other regions, etc.), none have explicit targets. Once objectives and indicators are finalized, it is important to begin the process of agreeing on comparisons and/or targets for each indicator. The simplest comparison is to measure change from the previous reporting period, but in some cases this is irrelevant or even misleading. The establishment of targets or comparisons typically requires collection (or identification) of baseline data, which is sometimes a demanding task.

   While available data is being compiled, offices should review the M&E systems of individual projects to ensure that such systems are useful for collecting, analyzing and packaging information on program-level indicators. This will provide a basis for plans to elaborate, modify, or simplify project M&E systems for program information needs. Similarly, future evaluations Scopes of Work should include the development of program information and review of existing program information, as appropriate.

   Operation of the proposed PPIS would benefit greatly from the presence of an individual in the Program Office specializing in information management. Ideally, the individual involved would be a social scientist with experience in the Caribbean, who is comfortable with data, knows something about indicators and data availability, and has talent for information packaging and simplification. He or she would work with individual Program Managers and Office Directors to clarify data sources, develop data collection and analysis activities, develop reporting forms and measurement instruments, and compile and present performance data on key indicators. This individual would assist the Program Office in preparing Mission-wide summaries and analyses of data and should assist individual offices in preparing M&E plans for new and existing projects. For example, the Mission Evaluation Officer might take on these responsibilities.

4. Future Technical Assistance: While it is not yet clear what additional outside assistance will be needed or when such help would be most useful, several possible roles can be identified:

- Helping with selection and definition of key objectives, indicators and targets both for the PPIS and LAC/W reporting (probably through desk reviews in Washington over the next several weeks);

- Helping with development and packaging of initial data sets on key indicators (probably through a TDY over the next 2-4 months);

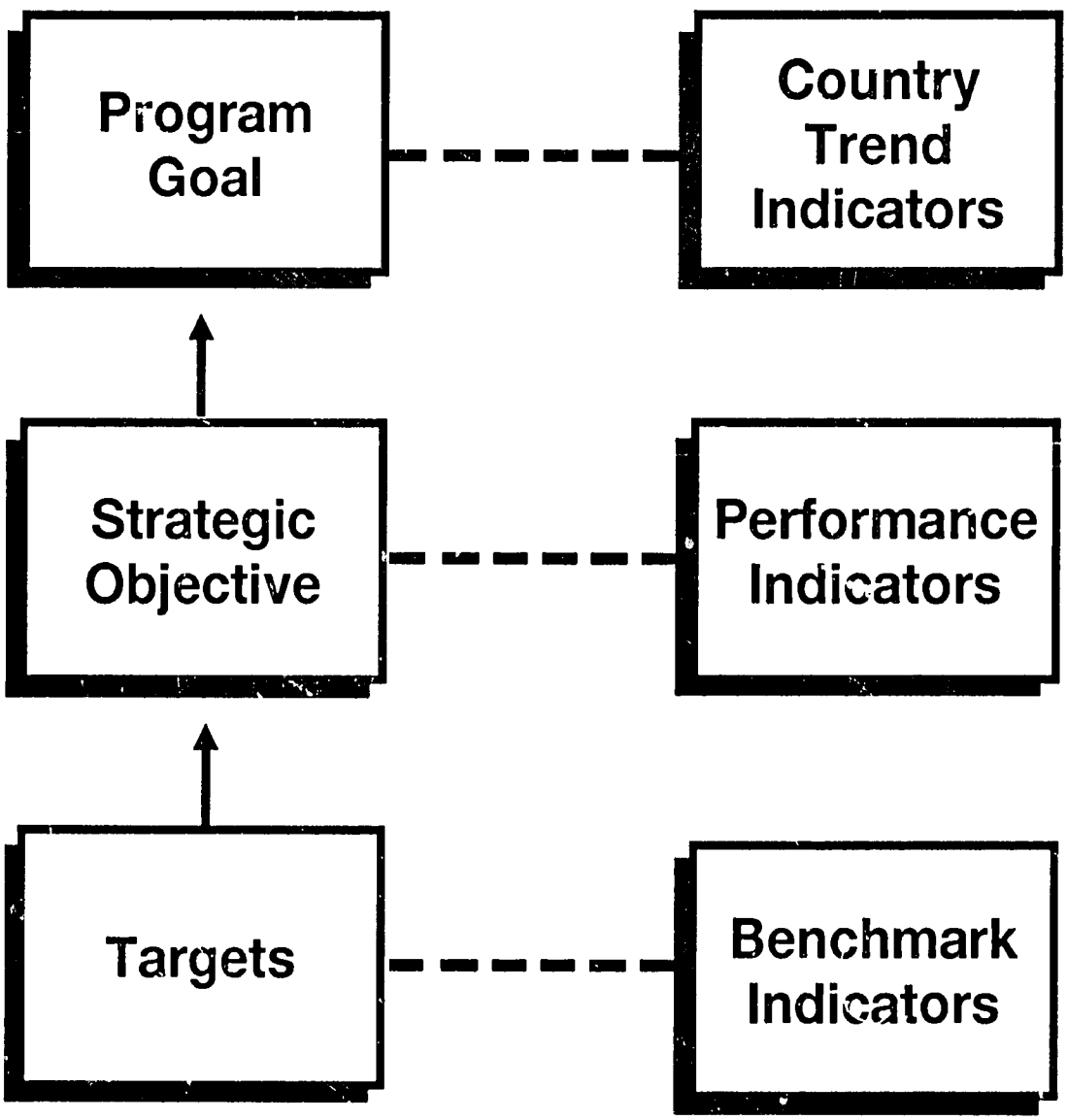
- Assisting one Technical Office, perhaps the Private Sector Office, in preparation of an operational information system for their program, including indicators, data sources and data collection instruments;

- Helping with the design and implementation of new or revised data collection and analysis activities (project M&E systems, etc.) and in orienting a new information specialist (probably through one or more TDY's over the next 4-12 months);

- Helping with the introduction of program management procedures in selected areas and adaptation of initial PPIS plans (probably through a TDY over the next 8-12 months).

While outside assistance is not essential for any of these tasks, it appears likely that two to three additional consultancies would be helpful over the next 12 months.

Program Logframe



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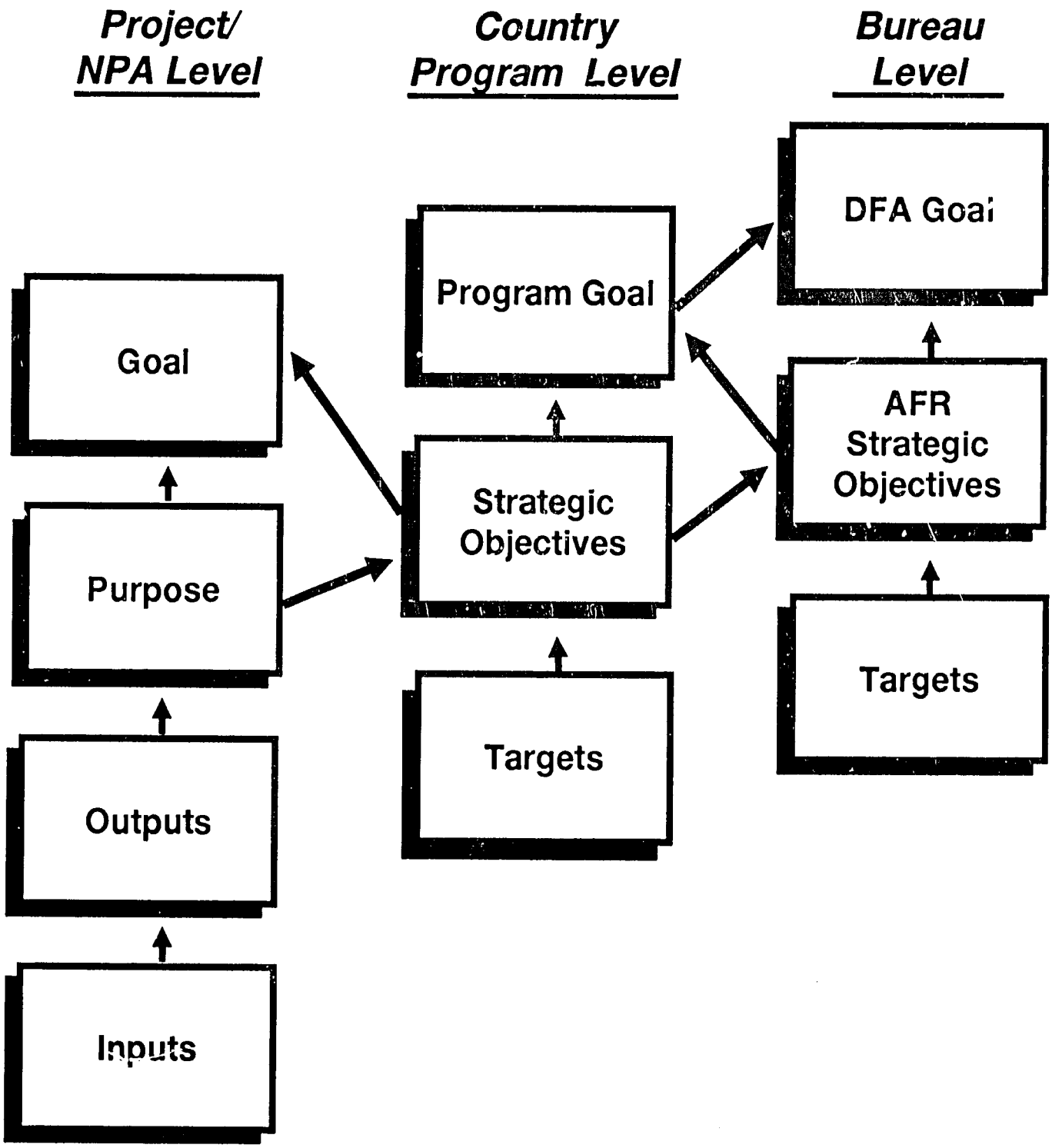
Project/
NPA Level
Country
Program Level
Bureau
Level
DFA Goal
Program Goal
Goal
AFR
Strategic
Objectives
Strategic
Objectives
Purpose
Targets
Targets
Outputs
Inputs

ANNEX 2: **RDO/C PROGRAM OBJECTIVES AND INDICATORS**

Objective 1: Increased Foreign Exchange Earnings from Non-Traditional Agricultural Products

Indicator: Annual growth rate of foreign exchange earnings of all crops other than sugar and bananas.

Data Sources: OECS Economic Affairs Secretariat
U.S. Department of Commerce

Monitoring responsibility: Agriculture Office under TROPRO, Mission Economist

Objective 2: Increased Foreign Exchange Earnings from Traditional Agricultural and Manufactured Products

Indicator: Annual growth rate of total gross foreign exchange earnings from:

Bananas
Sugar products
Cocoa
Combined manufacturing products

Data source: World Bank reports on total domestic manufactured goods exports by OECS country on a regular basis.

World Bank reports on total banana, sugar and cocoa exports by country.

US Dept. of Commerce quarterly import data.

Monitoring responsibility: Manufactured: Private Sector Office/Program Office
Agricultural: Agriculture Office/Program Office

Objective 3: Increased Foreign Exchange Earnings from Tourism

Indicator: Annual growth rate in regional gross receipts from tourism.

Data source: Eastern Caribbean Central Bank balance of payments statistics
World Bank staff estimates (assuming these are collected as a time series).

Monitoring responsibility: Private Sector Office/Program Office

Objective 4: Improved Sustainability of the Natural Resource Base

Indicator: Change in water quality (an internationally accepted index measure will be used to assess water quality in selected locations.

Data source: Consortium for International Crop Protection, FAO, other donors.

Monitoring responsibility: Agriculture Office

Objective 5: Increased Private Sector Investment

Indicator: Change in private sector investment as a proportion of total GDP.

Data source: The World Bank regularly monitors gross investment (at market prices) as a percentage of GDP on a country-by-country basis. Gross investment is broken into public and private, and is also broken down by investment source. (See Table 1).

The World Bank also reports average yearly (unweighted) gross investment as a percentage of GDP for the OECS region.

Another possiblity is the rate of growth of credit and equity provided by private sector financal institutions to agribusiness and SMEs. (This data would have to be collected by a census of private financial institutions).

Monitoring responsibility: Private Sector Office/Program Office

Objective 6: Improved Agricultural and Manufacturing Production and Marketing Practices

Indicator: Agriculture: yield per hectare for selected crops.
The agriculture sector overview reported yield per hectare for

selected crops. This data could be used as a base line, with subsequent measures of agricultural productivity being taken at RDO/C project sites.

Manufacturing: unknown.
One possible indicator for both agriculture and manufacturing is output per capita on a country by country basis. The World Bank reports this regularly.

Data Source:

Monitoring responsibility:

Objective 7: Increased Skill Levels Among New Labor Market Entrants

Indicators: Decrease in the unemployment rate among 15 to 25 year olds.
Decrease in the unemployment rate.

Data source: Unknown

Monitoring responsibility: Program Office/HPE

Objective 8: Improved AIDS-related Knowledge and Practices

Indicator: Change in the rate of STD infection (new reported cases per 1000 population).

Data source: Ministries of Health in each country; CAREC; AIDSTECH.

Monitoring responsibility: HPE

Objective 9: Sustainable Increased Access to Basic Infrastructure

Indicator: Decrease in average enrollment per school.

Data source: Ministries of Education in each country.

Monitoring responsibility: HPE

Objective 10: Increased Contraceptive Prevalence

Indicator: Change in contraceptive prevalence rate (percentage of women ages 15 to 45 practicing contraception).

Data source: Caribbean Family Planning Association calculation of prevalence rates every 2 years.

Monitoring responsibility: HPE

Objective 11: Increased Access to Quality Health Care Delivery within Public Sector Budgets

Indicator: Quality: Change in rates of nosocomial infections. Average length of hospital stay.

Access: Change in the number of people utilizing health clinics.

Data Source: Quality: Records from individual hospitals.
Access: Ministries of Health in each country.

Monitoring responsibility: HPE

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ANNEX 3

RDO/C **3/12/90 DRAFT**

Relationships of Projects to Program Subgoals and Strategic Objectives

C = Completed[1]
A = Active
P = Proposed

INCREASED PRIVATE SECTOR PRODUCTIVITY AND OUTPUT

Increased Private Sector Investment

- Infrastructure Expansion and Maintenance Systems Development (A)
- St. Kitts Southeast Peninsula Area Development (A)
- Grenada Infrastructure Revitalization III (A)
- St. Vincent Infrastructure (A)
- Caribbean Agriculture Extension II (A)
- Eastern Caribbean Environmental Profiles (A)
- Regional Non-Formal Skills Training (A)
- Regional Management Training Pilot (A)
- Caribbean Financial Services Corporation (A)
- Investment Promotion and Export Development (IPED) (A)
- Small Enterprise Assistance I (A)
- Small Enterprise Assistance II (P)
- High Impact Agriculture Marketing and Production (HIAMP) (A)
- Caribbean Justice Improvement (CJI) (A)
- Structural Adjustment Support I - Grenada (A)
- Structural Adjustment Support II - Dominica (A)
- Structural Adjustment Support III - Dominica (P)
- Public Management and Policy Planning (A)
- Dominica Road Rehabilitation (C)
- Cumberland Hydroelectric (C)
- Dominica Rural Electrification (C)
- St. Lucia Geothermal (C)
- Privatization and The Environment (P)
- Israeli Technical Assistance (A)
- Grenada Port Salines International Airport (C)

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Improved Agricultural and Manufacturing Production & Marketing Practices

- Caribbean Agriculture Extension II (C)
- Windward Island Phytosanitary Improvement (A)
- Caribbean Financial Services Corporation (A)
- Investment Promotion and Export Development (IPED) (A)
- High Impact Agriculture Marketing and Production (HIAMP) (A)
- St. Lucia Agriculture Structural Adjustment (C)
- Grenada Agriculture Sector Revitalization (C)
- St. Vincent Integrated Management, Production and Marketing (C)
- Dominica Road Rehabilitation (C)
- West Indies Tropical Produce Support (TROPRO) (A)
- Agricultural Research and Extension (A)

INCREASED CONTRIBUTION OF EXPORTS TO ECONOMIC GROWTH

Increased Foreign Exchange from Non-Traditional Agricultural Products

- St. Vincent Infrastructure (A)
- Windward Island Phytosanitary Improvement (A)
- West Indies Tropical Produce Support (TROPRO) (A)
- Partners of the Americas Training (C)
- Caribbean Financial Services Corporation (A)
- Investment Promotion and Export Development (IPED) (A)
- High Impact Agriculture Marketing and Production (HIAMP) (A)
- Structural Adjustment Support IV - Dominica (P)
- St. Lucia Agriculture Structural Adjustment (C)
- Grenada Agriculture Sector Revitalization (C)
- Agricultural Research and Extension (A)
- Investment Promotion and Export Development (A)
- Small Enterprise Assistance I (A)
- Small Enterprise Assistance II (P)

Increased Foreign Exchange from Tourism

- Environmental Management Support (P)
- Regional Tourism Management (P)
- Environment and Coastal Resources Project (ENCORE) (P)
- Grenada Tourism Sector Project (P)
- St. Kitts Southeast Peninsula Area Development (A)
- St. Lucia Systems Plans for Parks and Protected Areas Project (A)

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- Eastern Caribbean Environmental Profiles (A)
- West Indies Tropical Produce Support (TROPRO) (A)
- Partners of the Americas Training (C)
- Presidential Training Initiative for the Island Caribbean (PTIIC) (A)
- Caribbean Financial Services Corporation (A)
- Investment Promotion and Export Development (IPED) (A)
- Small Enterprise Assistance I (A)
- Small Enterprise Assistance II (P)
- Privatization and the Environment (P)
- Structural Adjustment Support II - Grenada (P)
- Regional Tourism Project (C)

Increased Foreign Exchange from Traditional Agricultural and Manufacturing Products

- Regional Cocoa Rehabilitation (A)
- St. Vincent Integrated Management, Production and Marketing (C)
- Agricultural Research and Extension (A)
- Tropical Bont Tick (A)
- Caribbean Financial Services Corporation (A)
- Investment Promotion and Export Development (IPED) (A)
- Small Enterprise Assistance I (A)
- Small Enterprise Assistance II (P)
- High Impact Agriculture Marketing and Production (HIAMP) (A)

Increase Sales of Import Substituting Goods

- Israeli Technical Assistance
- Caribbean Financial Services Corporation
- Small Enterprise Assistance I
- Small Enterprise Assistance II

INCREASED SHARING OF THE SOCIAL AND ECONOMIC BENEFITS OF GROWTH

Sustainable Increased Access to Basic Social Services and Physical Infrastructure

- Population and Development I (A)
- Population and Development II (P)
- AIDS Communication and Technical Services (A)
- Regional Pharmaceuticals Management (C)
- St. Lucia - Victoria Hospital (A)
- Health Resources Management (P)
- Grenada - Immediate Health Care Services and Development

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(C)
- Caribbean Law Institute (CLI) (A)
- Caribbean Justice Improvement (CJI) (A)
- Regional Management Training Pilot (A)
- Basic Needs Trust Fund/Maintenance (A)
- Infrastructure Expansion and Maintenance Systems Development (A)
- St. Kitts -Section 416 (A)
- Special Development Activities Fund (A)
- Hurricane Hugo Rehabilitation (A)
- Antigua Water (C)
- Cumberland Hydroelectric (C)
- Dominica Rural Electrification (C)
- St. Lucia Geothermal (C)

Increased Skills Levels in the Labor Force

- Regional Non-Formal Skills Training (A)
- Regional Management Training Pilot (A)
- Partners of Americas Training (C)
- Presidential Training Initiative for the Island Caribbean (PTIIC) (A)
- CAC Training Initiatives I (C)
- CAC Training Initiatives II (A)
- Public Management and Policy Planning (C)

SUSTAINABLE INCREASES IN THE PHYSICAL QUALITY OF LIFE INDEX (PQLI)

Increased Contraceptive Prevalence

- Population and Development I

Improved AIDS-Related Knowledge and Practice

- AIDS Communication and Technical Services

Improved Basic Infrastructure

- Basic Needs Trust Fund
- Infrastructure Expansion and Maintenance Systems Development
- St. Kitts Section 416
- Special Development Activities Fund
- Hurricane Hugo Rehabilitation

Increased Public Sector Resources for AIDS and PHC Programs

- Regional Pharmaceuticals Management
- St. Lucia Victoria Hospital
- Health Resources Management

MANDATED PROJECTS

[Indicator for PTIIC & CLASP]

[Indicator for Caribbean Law Institute]