

# IMPROVING THE COLLECTION AND USE OF PROGRAM PERFORMANCE INDICATORS

USAID REGIONAL DEVELOPMENT  
OFFICE/SOUTH PACIFIC

FINAL REPORT

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**IMPROVING THE COLLECTION AND THE USE OF PROGRAM PERFORMANCE DATA --  
USAID/REGIONAL DEVELOPMENT OFFICE/SOUTH PACIFIC**

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## I. INTRODUCTION

### A. BACKGROUND

The A.I.D. Administrator, Regional Bureaus, Congress and outside interest groups have all expressed increasing concern about the need to reorient A.I.D.'s program management and external reporting towards development results. This concern is reflected in ongoing efforts by the Asia, Near East, and European Affairs Bureau (ANE) to improve program and project evaluation guidance, to develop program performance indicators, to assist Missions in implementing program-level management and evaluation systems, and to better apply program performance information in management decision-making. It was in this context that Management Systems International (MSI) was selected by USAID/RDO/SP to assist this Mission in (1) developing a conceptual framework reflecting the inter-relationships between different levels of each Mission's development objectives; (2) developing criteria for selecting program and project performance indicators; (3) suggesting an initial set of program and project level indicators, analyses and reporting procedures; (4) providing guidance on the development of a program information system; and (5) providing advice on the management implications of the systems proposed.

In carrying out the Scope of Work, the team:

- Reviewed the Mission's major program documents (RDSS, Action Plan, sector strategy statements, etc.);
- Prepared and discussed ideas for possible objectives, indicators and data sources for current and anticipated Mission activities; and
- Explored with Mission management and other Mission personnel the substantive, organizational and operational implications of adopting a program perspective.

### B. CONSISTENT TERMINOLOGY

A.I.D. has little tradition of program level planning, management or reporting. As a result, the organization suffers from lack of a common vocabulary and set of concepts for discussing such matters. Fortunately, however, some of the agency's past systems and terminology, particularly those associated with the Logical Framework approach, lend themselves, with minor adaption, to this purpose (see Diagrams 1 and 2).

The concepts which proved most essential for this exercise were "program," "strategic objectives," "country trends," "program performance indicators," "performance monitoring," "targets," "sub-targets," and "benchmark indicators." Each of these concepts as applied by the MSI Team is defined below:

**"Program"**: A program is the sum of the project, non-project, and policy dialogue actions undertaken by a Mission in pursuit of a given strategic objective.

**"Strategic Objectives"**: The highest level objectives on which a Mission's activities can be expected to have a meaningful impact in the short to medium term.

**"Country Trends"**: Basic national, social, economic, financial, political, and environmental trends which provide the context for, and ultimate object of, USAID activities.

**"Program Performance Indicators, (PPIs)"**: Criteria for determining or calibrating progress in the attainment of strategic objectives.

**"Performance Monitoring"**: A institutionalized system for collecting and reporting program performance data on a periodic (usually annual) basis.

**"Targets"**: A project, output, and/or activity that contributes to achieving the strategic objective.

**"Sub-Target"**: A project, output, and/or activity lower in the causation chain than a target.

**"Benchmark Indicator"**: Criteria for determining or calibrating progress in the attainment of a target or sub-target.

### C. ROLE OF PLANNING TOOLS

The experience with USAID/RDO/SP suggested the importance and value of employing simple planning tools to facilitate understanding, decision-making, and communication of Mission strategies and performance criteria. The two planning tools used in this exercise were:

**Objective Tree**: Objective trees are visual displays of a Mission's basic programs presented in the form of hierarchical cause/effect relationships (see Charts 1-10). In this representation, linkages among components of the Mission's portfolio are established in a representation which facilitates discussion of overall strategy and portfolio consolidation. Successive levels of the tree correspond to Mission activities, program outputs, strategic objectives, and RDSS goals and sub-goals. This tool can be taught to a group in less than 10 minutes and greatly improves the precision of subsequent discussion about objectives, strategies, and indicators.

**Program Logframes**: Although developed as a project level tool, the logframe has proven to be equally applicable at the program level. Used in this way, each of a Mission's strategic objectives becomes the "purpose level objective" of a program logframe with the "output level" defining project, non-project, and policy dialogue outcomes intended to foster achievement of this objective. Project and non-project activities that make up a given program continue to

have their own logframes with the relevant strategic objective serving as the goal for each of these logframes. Most Mission's have several individuals well schooled in logframe methods and appear to find the use of program logframes to be helpful in articulating and integrating their program strategies.

#### **D. THE DEVELOPMENT SETTING**

A.I.D. had a relatively small assistance program in South Pacific region for the past several years that was initially administered from Washington and later with only an A.I.D. Representative posted in Suva. Limited funding and staff resources dictated a program which was necessarily responsive mainly to "targets of opportunity" which could be implemented either by Peace Corps Volunteers or by private voluntary organizations (PVOs).

In 1988 with the signing of the Tuna Treaty, A.I.D. assistance to the region began to shift its orientation. The treaty itself undoubtedly played an important role in influencing this change, but in addition the ten island governments that have been receiving assistance began to take a more active interest in programming development funds. These facts, combined with a heightened awareness of U.S. strategic interests in the Pacific, brought about an increase in funding levels for the area as well as a decision by A.I.D. to increase its direct hire staff in order to supervise implementation of its projects.

With these changes, the A.I.D. program began a shift as well. The first phase of this shift is represented by the 1988 Regional Development Strategy Statement (RDSS), as well as the Regional Management Plan drafted in the summer of 1989. These documents trace a significant change in program direction, from the humanitarian "targets of opportunity" largely implemented by Peace Corps and PVOs, to a much more focused, development-oriented program concentrating on the overall goal "To increase income opportunities for men and women within the islands through means which enhance the conservation and management of natural resources." The program began to concentrate more of its resources on fewer, more clearly development-oriented activities.

Since the drafting of the RDSS, A.I.D. and ANE have refined their overall strategy with the aim of promoting economic development through choice. This strategy is expressed through encouraging open markets and open societies as a means to attain sustainable economic growth. Open markets lead to the proliferation of trade, investment, and jobs and allow people to choose what they produce and consume where they work, what they invest in, and where they live. Open societies lead to the proliferation of groups formed to meet individual needs including trade unions, cooperatives, private and voluntary organizations (PVOs), and professional and business associations.

## **E. TEAM COMPOSITION AND COMMENTS**

Lawrence C. Heilman, MSI Senior Associate and Team Leader

Dwight Bunce, MSI Senior Associate

The MSI Team with assistance provided by Diane Ponisek, ANE/DP/E, came to Suva in January 1990 to assist the Mission in reviewing the A.I.D. goals for the South Pacific region and to assist the Mission in identifying strategic objectives that express the specific development problems being addressed by the Mission's program. The assignment was particularly challenging because the USAID's program is in a transition phase. Many of its earlier PVO-managed activities are reaching conclusion, but most of its new portfolio, targeted specifically at these new objectives, are in the design or "concept paper" stages of development.

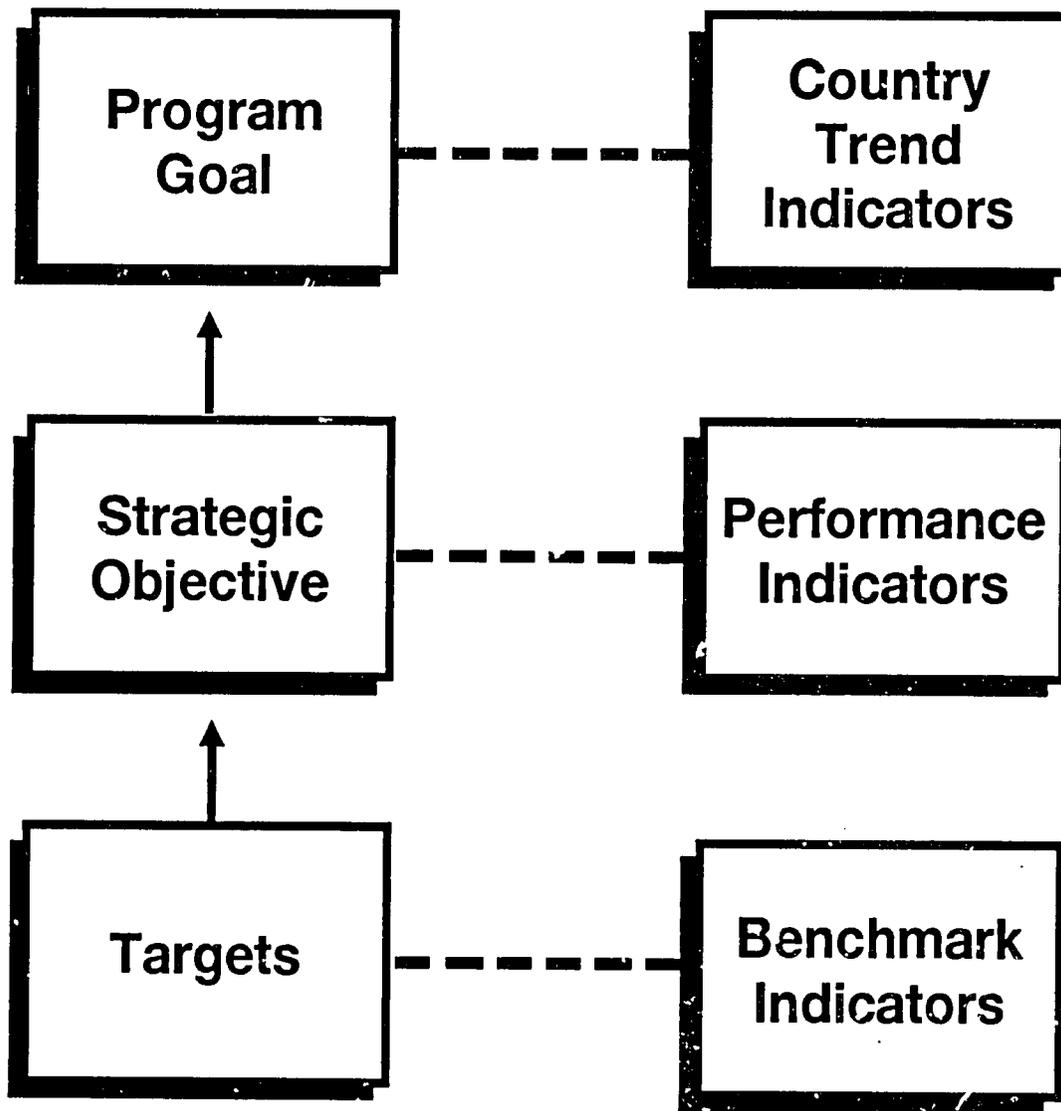
The Team worked intensively with Mission staff to reach agreement on a program goal statement, sub-goal statements, and strategic objectives which describe the Mission's program and are responsive to the "open markets," "open societies," and "sustainability" framework. This report attempts to capture where the MSI Team judged the Mission to be in late February in terms of its programmatic superstructure. Obviously the Mission has moved beyond this iteration as it further defines the project components that form the foundation of the South Pacific Regional program.

The indicators identified by the MSI Team for annual reporting to ANE are necessarily tentative. In some cases they have been left open to be developed when projects are fully designed. For the annual report to be submitted in March 1991, little information will be available for even those indicators that have been developed, given the newness of the program.

Finally, the MSI Team wishes to acknowledge the excellent administrative support provided by the USAID/RDO/SP during its stay in Suva.

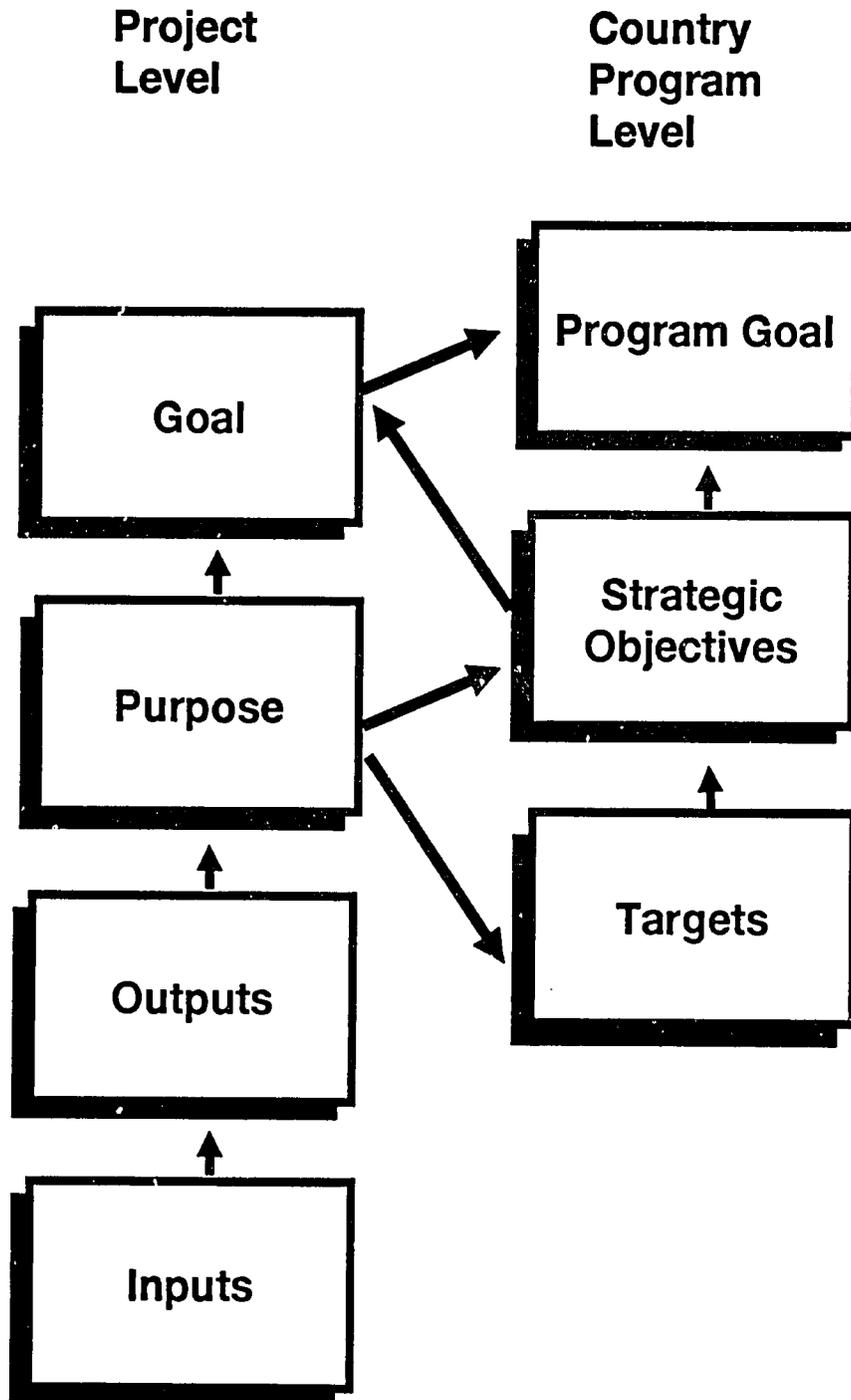
# DIAGRAM NO. 1

## PROGRAM LOGFRAME



## DIAGRAM NO. 2

# LINKS BETWEEN COUNTRY PROGRAM AND PROJECT LEVELS



## II. PROGRAM OBJECTIVES AND PERFORMANCE INDICATORS

The following paragraphs discuss the Program Goal, Sub-Goals, Strategic Objectives, and Performance Indicators developed by the MSI Team working with USAID/RDO/SP and ANE. This material is complemented by Matrix 1, "The South Pacific Regional Program - Program Objectives and Indicators" and Chart 1, "A.I.D. South Pacific Program, Objective Tree and Portfolio".

Because the USAID's portfolio is still largely in the design phase, there certainly will have to be continuing appraisal of the appropriateness of these Strategic Objectives and their Performance Indicators. It would be unreasonable to anticipate significant progress at the Strategic Objective level during FY 1991 and FY 1992 given the newness of the portfolio although baseline data should be collected for all Performance Indicators at time zero against which change can be measured.

### A. THE SOUTH PACIFIC REGIONAL PROGRAM

As shown in Chart 1, 71% of the portfolio's resources are to be directed to the Program Sub-Goal of increased national income from business; 29% to that of improved family health to result in lower costs to the economy. Chart 1 also indicates the contemplated allocation of the average annual \$ 8 million between the two Program Sub-Goals, and one level down, among the three Strategic Objectives.

The first Program Sub-Goal is to be accomplished through two Strategic Objectives: Sustainable increase in private income from selected agro-marine products, and Sustainable development of freer markets. The second Program Sub-Goal is achieved mostly through attaining the third Strategic Objective of Sustainable increased use of critical health services and products by selected communities, with a little help from the Strategic Objective for freer markets.

The bottom of Chart 1 indicates which projects contribute to the Strategic Objectives. Three projects are to contribute to the first Strategic Objective: Pacific Islands Marine Resources, Commercial Agricultural Development, and Pacific Environment Development. The Market Access and Regional Cooperation Project is to concentrate on the Strategic Objective for freer markets. Three projects are to attain the third Strategic Objective of Sustained increased use of critical health services and products by selected communities: Papua New Guinea Child Survival, Regional AIDS Prevention, and Regional Family Planning.

### B. PROGRAM GOAL: Sustained Economic Growth

For Fiscal Years 1991-95 the Mission is planning to implement seven projects:

1. Pacific Islands Marine Resources (PIMR) - PP approved
2. Commercial Agricultural Development - concept stage
3. Pacific Environmental Protection - concept stage

4. Market Access and Regional Cooperation - PID being drafted
5. Regional AIDS Prevention - PID stage
6. Regional Family Planning - PP stage
7. Papua New Guinea Child Survival - PP approved

The Mission is giving preliminary consideration to an eighth project for Agri-Business Training. All of these projects contribute, in one way or another, to the economic growth of the region. Since the projects' interventions are intended to continue after the end of the American assistance, the Mission's Program Goal is "Sustained Economic Growth." The Goal is to be achieved through accomplishment of the two Program Sub-goals:

- Increased national income from business, and
- Improved family health to result in lower costs to the economy.

We suggest the following is an indicator of the Program Goal:

Positive and continuing real growth rates of Gross Domestic Product (GDP) per Capita for each of the nations of the South Pacific Region.

The countries of the region want more economic growth and have the potential to attain it in spite of fragile environments, and limited human and natural resources. The indicator will increase in response to increases in income and declines in the rate of population growth. Total income will typically expand as income from business increases (the first Program Sub-goal). As the population growth rate slows in response to better family planning (reflected in the second Program Sub-goal), the indicator would increase.

Given the diversity of the national economies and the small impact that the USAID assistance will have on them, it would be difficult to set quantified goals for each nation-- X % per year for the Cook Islands, Y % for Tuvalu, etc. Progress toward the goal will be assessed by making judgments about the impacts which Sub-goal achievement have on the growth of GDP.

The estimated Mission contribution to the sustainability of the economic growth will be based on the Mission's judgment as to the likelihood that the activities, supported by the Mission, and their impacts will continue after USAID assistance ends. In many cases, this will be a qualitative assessment.

#### C. PROGRAM SUB-GOAL NO.1: Increased national income from business

The Program Sub-Goal of increased national income from business reflects the impact of number of interventions intended to increase business output and sales. National private income should increase as a result of the sector-specific increases in assisted commodities (e.g., bottomfish in Tuvalu) and the development of freer markets. Accomplishment of the Program Sub-goal is also assisted by attaining the information, policy, and private sector contribution targets set for the Market Access and Regional Cooperation Project.

This Sub-Goal reflects the program's emphasis on the private sector. Some of the projects that contribute to this Sub-goal have other facets to them, notably protecting the environment and utilizing regional organizations. These aspects are important but the emphasis of the projects is on attaining increased private income. For example, governments will need to implement policies which protect the environment, and in particular, assure that countries do not overexploit specific resources, but the Mission will concentrate on those products which can contribute the most to the growth of private income.

We suggest the following indicator:

For each country, increase in value-added generated in non-governmental organizations.

Consistent with the Open Markets approach, the Program Sub-goal seeks private production. The value-added generated by a privately owned fishing boat would be included; by a government boat, excluded. Private production is considered more sustainable than that of the public sector.

**D. STRATEGIC OBJECTIVE NO.1: Sustainable increase in private income from selected agro-marine products**

The Pacific Islands Marine Resources, Commercial Agricultural Development, and the Pacific Environmental Protection Projects will have interventions targeted to particular goods and services--tuna for Tonga, for example. This is reflected in the "selected agro-marine products" wording of this Strategic Objective. In a (presently) less defined manner, the information, policy, and private sector participation accomplishments of the Market Access and Regional Cooperation Project should also contribute to this objective.

The interventions are designed to assure, with reasonable assumptions about the behavior of others, that private producers will increase their production and sales of specific goods and services. Accordingly, increased income from selected agro-marine products is something for which the Mission may reasonably be held accountable; whereas, the increased national income from business was not. This judgment anchored the increased income from selected agro-marine products at the Strategic Objective level.

We suggest the following indicator:

Increased value-added (or net income) from particular, unprocessed and processed, agro-marine products in certain countries.

Examples of the particular products are:

- (1) Increase in net income from finfish and shellfish and from related processing due to replication or use of information from PIMR's national pilot components.

- (2) Increase in Tongan net income of small-scale tuna (bottomfish) fishermen from X per year to Y per year.
- (3) Increase in net income of Tongan tuna (bottomfish processors).
- (4) Increase in net income of small-scale bottomfish Tuvulan fishermen from X per year to Y per year.
- (5) Increase in net income of Tuvulan bottomfish processors.

The particular products for which value-added data are to be measured should be identified by the individual Mission-supported projects. The projects themselves should also generate the baseline and impact data for these products.

For the countries directly participating in PIMR, definition of terms should be straightforward and the collection of baseline and impact data manageable. It should not be difficult, for example, for the PIMR contractor to estimate bottomfish net income for Tuvalu. It will be harder for those countries which benefit through the intra-regional transfer of PIMR research and experience. As other countries make use of the developed technologies, PIMR should monitor such activity and generate baseline and impact data. For PIMR and some of the other projects the Mission should be sure to add appropriate baseline and monitoring data tasks to the scopes of work for its contractors.

The Regional Impact Component will require PIMR to follow the dissemination of its pilot component information to determine what activities are initiated in other countries in the region, and what impacts on income then result. The Project Paper indicates that PIMR will disseminate the country information and that private entrepreneurs or governments will "initiate" some activities as a result; it does not say that the Regional Impact Component will, within the life of the project, affect incomes. In other words, the impacts on income of the regional component are not within the Mission's manageable interest.

The Tongan and Tuvulan net incomes measured should reflect arms-length market sales, which would bode well for sustainability.

The Tongan and Tuvulan net incomes are those of the fishing businesses, not of the households of fishermen. The PIMR contractor(s) should be able to obtain sales and cost data from a sample of fishermen in order to estimate their net income and to establish an average relationship between sales and net income. This relationship could be applied to catch data for all PIMR affected fishermen to attain net income for unprocessed fish.

#### **E. STRATEGIC OBJECTIVE NO.2: Sustainable development of freer markets**

The Market Access and Regional Cooperation Project and some of the other projects will help develop freer markets by providing better information and reducing undue government interference. Efforts will also be made to encourage greater participation of the private sector in the formulation of government policy. The Strategic Objective of the "sustainable development

of freer markets," unlike the other two Strategic Objectives, is not limited to "selected" goods and services.

We suggest the following indicators:

- (1) For each country, the number of markets for goods or services for which (undue) government interference has been reduced or eliminated on the determination of prices and/or the ability to engage in trade.
- (2) For each country, the number of markets for goods or services for which current information is readily available on prices, intra-regional trade, extra-regional trade, and (where appropriate) imports of developed countries.

The indicators correspond to two dimensions of "free markets:" the freedom from (undue) government interference and the availability of information. The parenthetical qualifier "undue" for government interference limits the objective to the removal of government interference which impedes efficient resource allocation. The objective is not to eliminate certain, commonly accepted government roles such as the setting of health standards, the protection of the environment, the avoidance of overexploitation of natural resources, and the regulation of natural monopolies. Government interference can be reduced in a number of ways such as by eliminating commodity boards, by removing foreign exchange controls, and by reducing subsidies to state-owned enterprises or by privatizing them.

According to micro-economic theory, buyers and sellers need "perfect information" in order to make informed decisions and for markets to allocate resources efficiently. In the far-flung nations of the South Pacific current information on many important markets is not readily available.

The indicator includes price and regional trade data, for both trade among nations of the region and between these nations and the outside world. The imports of developed countries are included as well because they may indicate potential export demand for the South Pacific countries.

**F. PROGRAM SUB-GOAL NO. 2: Improved family health to result in lower costs to the national economy**

Suggested indicators for measuring Program Sub-Goal No. 2 are:

- (1) Infant mortality rate (0-1 years) and pre-school child mortality rate (1-5 years). (PNG-CS)
- (2) Reduction by 20% the institutional case fatality rates for acute respiratory infections, diarrhea and malaria. (PNG-CS)
- (3) x number of people in country y change behavior. (KAPB studies) (All countries - AIDS)

- (4) Reduction of STD rate from x % to y % for z country. (The illustrative logical framework of the PID has the increase being reduced by 25% as a goal level OVI) (All countries - AIDS)

Regarding indicator #1, in the Population/Nutrition Assessment (April 1988) the argument is made that the present infant mortality rate for PNG is 130 per 1,000 for children one and under. If this is a good estimate, a sharp drop from this level should be detected in areas where vaccination campaigns are undertaken. If a national approach to institution building is taken focusing on the development of Regional Support Units, the reductions will necessarily show up later in the life of the project than if resources are focused on specific geographic areas and on vaccination and appropriate ORT technology. If the project is focused on the pockets where there are extraordinarily high rates of infant mortality (some reports of 600 per 1,000), sharp reductions could be measured early in the life of the project.

There is a need to explore the relationship of contraceptive prevalence to birth rate reductions and incidence of AIDS/STD for each country in the region. The data to be developed in conjunction with the three AID funded interventions in this sector which includes country epidemiological data bases, country demographic studies, and the country KAPB data are basic.

**G. STRATEGIC OBJECTIVE NO. 3: Increase the use of critical (public and private) health services and products by selected communities**

Factors that should be considered when refining the rationale for Strategic Objective No. 3:

1. The dearth of institutional infrastructure in PNG to address the basic health needs of the population, requires the development of institutional capacity to deliver basic MCH services. The project is concerned with decentralization of basic services which addresses the "open societies" proposition. Finally, this project will emphasize the development of appropriate and least cost solutions to institutional development so as to design a mechanism that is sustainable in the context of GOPNG's ability to generate resources for basic needs.
2. If it can be established that there are pockets of infant mortality of 600 per 1,000 for children one and under in PNG, then this fact should be used to buttress the rationale for working in the health sector.
3. The investments in family planning are undertaken to minimize the negative impact of population growth in the region on health and income. While the population densities are relatively low in comparison to many developing countries, the natural and economic resource bases of the region is fragile and limited. High fertility in the region has resulted in unrest in the larger countries because of the lack of services and employment opportunities. In the rest of the region

population growth has been controlled mainly through out-migration to Pacific rim countries.

4. STD/HIV/AIDS is spreading, and the governments in the region are attempting to make a timely and appropriate effort to meet this problem head on before it develops into a serious problem that could have a devastating impact on the already fragile economy of the region. The AID investment would focus on developing a low cost information and education program to complement the efforts of the governments in the region.
5. Together the three projects make a nice fit complementing each other in PNG.
6. Both the Regional AIDS Prevention Project and the Regional Family Planning Project will be developing data bases (KAPB studies, demographic studies, epidemiological data bases) that will feed off of each other and which should result in a better understanding of the problems in the health, population, and nutrition sector.

Furthermore both projects are looking to private organizations as educational and information entities to carry the AIDS and family planning messages. Often times it will be the same private organizations in a country that will be carrying both messages thus providing incentive at the project implementation level for coordination between these two USAID funded interventions.

Performance Indicator candidates for this Strategic Objective are:

1. Increased coverage by 15% for the number of high risk pregnancies with a supervised delivery. (PNG - CS)
2. Increase immunization for measles by 25% (to 60%) and for third dose of diphtheria by 20% (to 60%) (PNG - CS)
3. Increase the availability and distribution of oral rehydration salts by 100% and increase the effective use of ORT. (PNG - CS)
4. Increase by 50% the number of children 0-5 under surveillance for diagnosis and treatment of malnutrition. (PNG - CS)
5. x number of people in country y using AIDS/HIV/STD clinics. (All countries - AIDS)
6. x number of people in country y using AIDS/HIV/STD services. (All countries - AIDS)
7. x number of males in country using condoms. (KAPB studies and commercial records will indicate number of males using condoms)(All countries - AIDS)

8. x number of people in country y received FP information. (Can the number of people that are impacted upon by information programs be quantified? Should the project be attempting to quantify the number of information materials produced as a performance indicator such as video-tapes produced and used, newsletters produced and circulated, etc.?) (All countries - FP)
9. x number of people in country y attended FP educational event. (People that attend educational sessions at health clinics, etc. Will also be quantifying the number of sessions.) (All countries - FP)
10. x number of persons in country y receiving contraceptives. (All countries - FP) By specific contraceptive type including condom, pills etc.

Regarding Performance Indicators No.1-5 for the PNG Child Survival Project, a Health Sector Assessment was completed which sketched out the baseline. This baseline was embellished during the writing of the PID and PP. However, the present data set should be reviewed as well as the data to be developed in conjunction with the three AID funded interventions in this sector which includes country epidemiological databases, country demographic studies, and the country KAPB data which can be used to further refine the baseline in PNG.

Another factor to consider is that a key task of the project is to improve and employ methods and materials for conducting and analyzing surveys of community health status. The data that is generated at the community level will be crucial for refining the community baseline and measuring progress at the community level. The MOH at the national level should maintain, publish, and distribute health statistical data; they are developing their capacity to do this via their automated provincial information system already in operation.

### III. TARGETS AND INDICATORS

The Targets and Benchmark Indicators are identified in Matrix 2, "The South Pacific Regional Program - Targets and Benchmark Indicators" and in Charts 2-10. These Targets, Sub-Targets, and Benchmark Indicators that form the foundation for the hierarchy of objectives that is presented in Chapter 1, "Program Objectives and Performance Indicators." These Benchmark Indicators could form the basis of a data collection program that could be the central feature in a USAID monitoring and evaluation system that is project based.

Compared with Benchmark Indicators for the other two Strategic Objectives, the ones for the Health, Population, and AIDS Strategic Objective are much further along in their definition. The PNG Child Survival Support Project is in the initial stage of implementation; the Regional Family Planning Project has been designed and is awaiting AID/W approval; and the PID for Regional AIDS Prevention has been approved. Of the five other projects projected for USAID's portfolio, only the Pacific Islands Marine Resources Project has reached the PP stage awaiting approval, and the PID is presently being drafted for the Market Access and Regional Cooperation Project. Commercial Agricultural Development, Pacific Environmental Protection and Agri-Business Training Projects are at the concept stage.

### IV. MONITORING AND EVALUATION RECOMMENDATIONS

**USAID Monitoring:** USAID/RDO/SP should consider developing for each project an implementation plan identifying anticipated inputs and outputs. The implementation plan could be for a 24 month period to be reviewed and revised every three months and updated annually. The status of input and output achievement could be reported to mission management every three months. The information base for indicating the status of output achievement could be drawn from Benchmark Indicator data.

**Evaluation of Health, Population and AIDS:** Because all three projects (Child Health PNG, Regional Population, and AIDs) are so closely related, the USAID should consider undertaking one mid-term project evaluation that would review all three projects operating on PNG at the same time.

Additionally, the AIDS and the Regional Population Projects for all the other countries in the South Pacific Region should be evaluated jointly. This approach should result in considerable savings, and force an approach to the evaluation that would result in determining if these interventions are working in a complementary manner. It is particularly important the AIDS and Regional Population Projects reflect a united approach in much of the work promoted by these two projects.

## V. NEXT STEPS IN DEVELOPING AND IMPLEMENTING A USAID/RDO/SP PROGRAM PERFORMANCE INFORMATION SYSTEM

This chapter suggests next steps for the Mission in developing and implementing a Program Performance Information System which should be viewed as the mechanism by which the Mission would report on its accomplishments at the Strategic Objective level and monitor its implementation performance at the target and sub-target levels. The Mission should continue to make the revisions, as it sees fit, to the program Goal, Sub-Goals, Strategic Objectives, and Targets. The Mission should similarly review and revise the suggested indicators for the Strategic Objectives, Targets, and Sub-Targets.

After the Mission decides on its Strategic Objectives, the following steps are suggested:

1. Establish one or more indicators for each Strategic Objective.
2. To the extent possible, establish quantified levels to be achieved annually during the RDSS period for each indicator of each Strategic Objective. Establish baseline levels for each indicator. Data should be disaggregated by gender where possible.

Data on most indicators is interpretable only in relation to some explicit or implicit target or comparison.

3. Identify data sources.  
  
In some cases, the individual Mission projects will generate the necessary data; in other cases, national trend data will be utilized.
4. Establish Targets and their Benchmark Indicators, quantify the level of achievement for each indicator, and identify data sources.

The Benchmark Indicators should function together in support of the accomplishment of the Strategic Objective.

5. Prepare reporting formats.  
  
The collection, analysis, and organization of the data needed for internal management and external reporting can be identified and reporting formats, including dummy tables, can be designed in advance to facilitate presentation of data for ongoing management review and preparation of reports for A.I.D./Washington.

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**ANNEX**

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**PERSONS CONTACTED**

**USAID/RDO/SP**

John Woods, Mission Director  
James Osborn, Assistant Director  
Ralph Singleton, Project Implementation Advisor  
Eric Witt, Agricultural Development Office  
Amy N. Osborn, Regional Development Office  
Kirk Dahlgren, Program Officer  
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Louie Kuhn, Project Officer, PNG  
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**A.I.D./W**

Diane Ponasik, Evaluation Office, ANE

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# MATRICES

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THE SOUTH PACIFIC REGIONAL PROGRAM

OBJECTIVES	INDICATORS	COMMENTS
<u>Program Goal</u>		
Sustained Economic Growth	Positive and continuing real growth rates of Gross Domestic Product (GDP) per Capita for each of the nations of the South Pacific Region	<p>The countries of the region want more economic growth and have the potential in spite of fragile environments, and limited human and natural resources. The indicator will increase in response to increases in income and declines in the rate of population growth. Total income will typically expand as income from business increases (the first Program Sub-goal). As the population growth rate slows in response to better family planning (reflected in the second Program Sub-goal), the indicator would increase.</p> <p>Given the diversity of the national economies and the small impact that the USAID assistance will have on them, it would be difficult to set quantified goals for each nation-- X % per year for the Cook Islands, Y % for Tuvalu, etc. Progress toward the goal will be assessed by making judgments about the impacts which Sub-goal achievement have on the growth of GDP.</p> <p>The estimated Mission contribution to the sustainability of the economic growth will be based on the Mission's judgment as to the likelihood that the activities, supported by the Mission, and their impacts will continue after USAID assistance ends. In many cases, this will be a qualitative assessment.</p>

THE SOUTH PACIFIC REGIONAL PROGRAM (Cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<u>Program Sub-Goal</u>		
Increased national income from business	For each country, increase in value-added generated in non-governmental organizations	Consistent with the Open Markets approach, the Program Sub-goal seeks private production. The value-added generated by a privately owned fishing boat would be included; by a government boat, excluded. Private production is considered more sustainable than that of the public sector.
<u>Strategic Objective No. 1</u>		
Sustainable increase in private income from selected agro-marine products.	Increased value-added (or net income) from particular, unprocessed and processed, agro-marine products in certain countries.  For example:  1. Increase in net income from finfish and shellfish and from related processing due to replication or use of information from PIMR's national pilot components.  2. Increase in Tongan net income of small-scale tuna (bottomfish) fishermen from X per year to Y per year.  3. Increase in net income of Tongan tuna (bottomfish processors).  4. Increase in net income of small-scale bottomfish Tuvulan fishermen from X per year to Y per year.  5. Increase in net income of Tuvulan bottomfish processors.	The particular products for which value-added data are to be measured should be identified by the individual Mission-supported projects. The projects themselves should also generate the baseline and impact data for these products.  For the countries directly participating in the Pacific Islands Marine Resources Project (PIMR), definition of terms should be straightforward and the collection of baseline and impact data manageable. It should not be difficult, for example, for the PIMR contractor to estimate bottomfish net income for Tuvalu. It will be harder for those countries which benefit through the intra-regional transfer of PIMR research and experience. As other countries make use of the developed technologies, PIMR should monitor such activity and generate baseline and impact data. For PIMR and some of the other projects the Mission should be sure to add appropriate baseline and monitoring data tasks to the scopes of work for its contractors.

THE SOUTH PACIFIC REGIONAL PROGRAM (Cont'd)

OBJECTIVES	INDICATORS	COMMENTS
		<p>The Regional Impact Component will require PIMR to follow the dissemination of its pilot component information to determine what activities are initiated in other countries in the region, and what impacts on income then result. The Project Paper indicates that PIMR will disseminate the country information and that private entrepreneurs or governments will "initiate" some activities as a result; it does not say that the Regional Impact Component will, within the life of the project, affect incomes. In other words, the impacts on income of the regional component are not within the Mission's manageable interest.</p>
		<p>The Tongan and Tuvulan net incomes measured should reflect arms-length market sales, which would bode well for sustainability.</p>
		<p>The Tongan and Tuvulan net incomes are those of the fishing businesses, not of the households of fishermen. The PIMR contractor(s) should be able to obtain sales and cost data from a sample of fishermen in order to estimate their net income and to establish an average relationship between sales and net income. This relationship could be applied to catch data for all PIMR affected fishermen to attain net income for unprocessed fish.</p>

THE SOUTH PACIFIC REGIONAL PROGRAM (Cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<u>Strategic Objective No. 2</u>		
Sustainable development of freer markets.	<ol style="list-style-type: none"> <li>1. For each country, the number of markets for goods or services for which (undue) government interference has been reduced or eliminated on the determination of prices and/or the ability to engage in trade.</li> <li>2. For each country, the number of markets for goods or services for which current information is readily available on prices, intra-regional trade, extra-regional trade, and (where appropriate) imports from developed countries.</li> </ol>	<p>The indicators correspond to two dimensions of "free markets:" the freedom from (undue) government interference and the availability of information. The parenthetical qualifier "undue" for government interference limits the objective to the removal of government interference which impedes efficient resource allocation. The objective is <u>not</u> to eliminate certain, commonly accepted government roles such as the setting of health standards, the protection of the environment and avoidance of overexploitation of natural resources, and the regulation of natural monopolies. Government interference can be reduced in a number of ways such as by eliminating commodity boards, by removing foreign exchange controls, and by reducing subsidies to state-owned enterprises or by privatizing them.</p>
		<p>According to micro-economic theory, buyers and sellers need "perfect information" in order to make informed decisions and for markets to allocate resources efficiently. In the far-flung nations of the South Pacific current information on many important markets is not readily available. The indicator includes price and regional trade data, both trade among nations of the region and between these nations and the outside world. The imports of developed countries are included as well because they may indicate potential export demand for the South Pacific countries.</p>

THE SOUTH PACIFIC REGIONAL PROGRAM (Cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<u>Program Sub-Goal No. 2</u>		
Improved family health to result in lower health care costs to the national economy.	<ol style="list-style-type: none"> <li>1. Infant mortality rate (0-1 years) and pre-school child mortality rate (1-5 years). (PNG-CS)</li> <li>2. Reduction by 20% the institutional case fatality rates for acute respiratory infections, diarrhea and malaria. (PNG-CS)</li> <li>3. x number of people in country y change behavior. (KAPB studies) (All countries - AIDS)</li> <li>4. Reduction of STD rate from x % to y % for z country. (The illustrative logical framework of the PID has the increase being reduced by 25% as a goal level OVI) (All countries - AIDS)</li> </ol>	<p>Regarding indicator #1, the Population/Nutrition Assessment (April 1988) makes the argument that present infant mortality rate for PNG is 130 per 1,000 for children one and under. If this is a good estimate, a sharp drop from this level should be detected in areas where vaccination campaigns are undertaken. If a national approach to institution building is taken focusing on the development of Regional Support Units, the reductions will necessarily show up later in the life of the project than if resources are focused on specific geographic areas and on vaccination and appropriate ORT technology. If the project is focused on the pockets where there are extraordinarily high rates of infant mortality (some reports of 600 per 1,000), sharp reductions could be measured early in the life of the project.</p> <p>If infant mortality for children 1 and under is 72 per 1,000 as reported in the body of the PP and again in Annex K to the PP which takes a more detailed look at several provinces, it will be more difficult to demonstrate improvement in the infant mortality of PNG particularly if a strategy is pursued that is concerned with the creation of nationwide capability. An appropriate ORT technology using locally available food ingredients such as sweet potatoes could play a significant role in getting reductions from the level of 72 per thousand.</p> <p>There is a need to explore the relationship of contraceptive prevalence to birth rate reductions and incidence of AIDS/STD for each country in the region. The data to be developed in conjunction with the three AID funded interventions in this sector including country epidemiological data bases, country demographic studies, and the country KAPB data are basic to establishing a baseline.</p>

THE SOUTH PACIFIC REGIONAL PROGRAM (Cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<p><u>Strategic Objective No. 3</u></p>		
<p>Increase of sustainable use of critical health services and products by selected communities.</p>	<ol style="list-style-type: none"> <li>1. Increased coverage by 15% for the number of high risk pregnancies with a supervised delivery. (PNG - CS)</li> <li>2. Increase immunization for measles by 25% (to 60%) and for third dose of diphtheria by 20% (to 60%) (PNG - CS)</li> <li>3. Increase the availability and distribution of oral rehydration salts by 100% and increase the effective use of ORT. (PNG - CS)</li> <li>4. Increase by 50% the number of children 0-5 under surveillance for diagnosis and treatment of malnutrition. (PNG - CS)</li> <li>5. x number of people in country y using AIDS/HIV/STD clinics. (All countries - AIDS)</li> <li>6. x number of people in country y using AIDS/HIV/STD services. (All countries - AIDS)</li> <li>7. x number of males in country using condoms. (KAPB studies and commercial records will indicate number of males using condoms)(All countries - AIDS)</li> <li>8. x number of people in country y received FP information. (Can the number of people that are impacted upon by information programs be quantified? Should the project be attempting to quantify the number of information materials produced as a performance indicator such as video-tapes produced and used, newsletters produced and circulated, etc.?) (All countries - FP)</li> </ol>	<p>Regarding Performance Indicators No.1-5 for the CH Project in PNG, a Health/Population/Nutrition Assessment was completed which sketched out a baseline for this project. This baseline was embellished during the writing of the PID and PP. However, the present data set should be reviewed as well as the data to be developed in conjunction with the other two, AID funded interventions in this sector which includes country epidemiological databases, country demographic studies, and the country KAPB data. These data sources can be used to further refine the baseline in PNG.</p> <p>Another factor to consider is that a key task of the CH Project is to improve and employ methods and materials for conducting and analyzing surveys of community health status. The data that is generated at the community level will be crucial for refining the community baseline and measuring progress at the community level. The MOH at the national level should maintain, publish, and distribute health statistical data; they are developing their capacity to do this via their automated provincial information system already in operation.</p>

THE SOUTH PACIFIC REGIONAL PROGRAM (Cont'd)

OBJECTIVES	INDICATORS	COMMENTS
	9. x number of people in country y attended FP educational event. (People that attend educational sessions at health clinics, etc. Will also be quantifying the number of sessions.) (All countries - FP)	
	10. x number of persons in country y receiving contraceptives. (All countries - FP) By specific contraceptive type including condom, pills etc.	

## THE SOUTH PACIFIC REGIONAL PROGRAM - TARGETS AND BENCHMARK INDICATORS

STRATEGIC OBJECTIVE NO. 1:  
SUSTAINABLE INCREASE IN PRIVATE INCOME FROM SELECTED AGRO-MARINE PRODUCTS

OBJECTIVES	INDICATORS	COMMENTS
<b>TARGET A:</b>		
Adopt and utilize marine technologies.	<ol style="list-style-type: none"> <li>1. Number of Tongan tuna boats of the recommended type being used as a percentage of all active tuna boats.</li> <li>2. Number of Tongan boats being used with the recommended line methods as a percentage of all active tuna boats.</li> <li>3. Types of vessels and fishing methods developed which are technically practical and of moderate cost for Tuvalu.</li> <li>4. Tuvalu prototype fishing vessel conducts trials.</li> </ol>	<p>These indicators correspond to 2 of the 5 national pilot components of the Pacific Islands Marine Resources Project (PIMR). The following assumptions for the attainment of Target A is so crucial that it is suggested that it also be monitored through an indicator.</p> <p>ASSUMPTION: The achievement of the above target assumes that Tongan fishermen will be able to purchase the \$ 84,000 medium size tuna boats PIMR is to develop and recommend.</p> <p>ASSUMPTION INDICATOR: Number of Tongan fishermen with financial capacity to finance the capital and operating costs of the PIMR-recommended tuna boats.</p> <p>DISCUSSION: The Project Paper (p. E-55) says that the 50 to 60-foot class boats costing from U.S. \$ 200,000 to 300,000 are beyond the "...economic reach of Tongan fishermen." On the other hand, the same document observes:</p> <p>The fishermen of Tonga have demonstrated a capacity to adapt to new technologies, to accept the risk of new ventures and an ability to accumulate capital in boats, bank accounts, and real property. (p. H-12)</p>

SUSTAINABLE INCREASE IN PRIVATE INCOME FROM SELECTED AGRO-MARINE PRODUCTS (cont'd)

OBJECTIVES	INDICATORS	COMMENTS
		<p>The Project Paper in effect is assuming that the Tongan fishermen could purchase the U.S. \$ 84,000 boats and finance operating costs as well (p. H-12), which is a big step up from their present \$ 30,000 bottomfish boats (p. E-54). On the other hand, it is suggested that they could not take the giant step to a boat costing between \$ 200,000 and 300,000. Because the adoption of the new technology requires significant financing capability, we suggest that baseline data be collected and that the situation be periodically monitored through an "Assumption Indicator."</p>
		<p>ASSUMPTION: Tuvaluan fishermen have the financial capacity to buy 10 of the recommended vessels and the Tuvaluan boatyard has the financial capacity to accept such an order(s).</p>
		<p>ASSUMPTION INDICATOR: Number of Tuvaluan fishermen with financial capacity to finance the capital and operating costs of the PIMR-recommended bottomfish boats.</p>
		<p>DISCUSSION: Although supporting the development of the prototype vessel, PIMR has no funding, including from A.I.D., to fund boatyard construction of 10 vessels. The Project Paper (p. G-4) says that the Government also lacks capacity to fund fisheries. The financial capacity of the boat buyers and the boat builder may require further investigation and perhaps should be monitored during the investigation phase of the project.</p>

SUSTAINABLE INCREASE IN PRIVATE INCOME FROM SELECTED AGRO-MARINE PRODUCTS (cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<b><u>SUB-TARGET A.1</u></b>		
Disseminate and provide training on tuna technologies.	<ol style="list-style-type: none"> <li>1. Percentage of Tongan small-scale fishermen informed of availability of PIMR-developed boat and line technologies.</li> <li>2. X percent of Tongan small-scale fishermen receive hands-on training in the recommended boat and line technologies.</li> </ol>	The Project Paper indicates that long-term training is to be provided (p. E-61) but not to all the fishermen. Recently Mission personnel have said that training on the new technologies is to be provided, presumably to overcome the technological barrier cited in the Project Paper (p. E-55, last paragraph).
<b><u>SUB-TARGET A.2:</u></b>		
Tuna boat and line technologies, appropriate to small-scale Tongan fishermen, are developed; Build a prototype fishing vessel in a Tuvalu boatyard.	<ol style="list-style-type: none"> <li>1. Number of boats of different sizes and their line technologies tested as percentage of the planned total of X to be tested by PIMR.</li> <li>2. Number of evaluations completed of the technical features and financial projections of boats of different sizes as a percentage of the planned total of X boats to be tested.</li> <li>3. Prototype vessel built for Tuvalu.</li> </ol>	The "evaluations" will include a technical description of the vessels, such as figures on fuel consumption, duration of fishing trips, and storage capacity for fish. This information will help generate projections of the capital and operating costs of the different boats. These figures, together with revenue figures based on catch and price assumptions, will permit projections of the cash flow, financing requirement, and the profitability of the alternative boats.
<b><u>TARGET B:</u></b>		
Improved marketing and processing.	<ol style="list-style-type: none"> <li>1. Increase in the value of the sales of Tongan unprocessed tuna (bottomfish) from X per year to Y.</li> <li>2. Increase in the value of Tongan sales of value-added tuna (bottomfish) products from X per year to Y.</li> <li>3. Increase in the value of the Tuvulan sales of unprocessed bottomfish from X per year to Y.</li> <li>4. Increase in the value of Tuvulan sales of value-added bottomfish products from X per year to Y.</li> </ol>	These are illustrative benchmark indicators taken from PIMR. It is anticipated that other components of PIMR will have similar indicators as will the Commercial Agricultural Development Project.

SUSTAINABLE INCREASE IN PRIVATE INCOME FROM SELECTED AGRO-MARINE PRODUCTS (cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<u>SUB-TARGET B.1:</u>		
Identify potential markets for unprocessed tuna (bottomfish) and value-added tuna (bottomfish) products.	<ol style="list-style-type: none"> <li>1. For unprocessed bottomfish in Tonga, the Number of Tongan potential buyers who are identified and for whom marketing procedures are established.</li> <li>2. For unprocessed tuna (bottomfish) in Tonga, the Number of foreign potential buyers who are identified and for whom marketing procedures are established.</li> <li>3. Number of value-added tuna (bottomfish) products for which PIMR market research suggests that a potential market exists for Tongan producers.</li> <li>4. For unprocessed bottomfish in Tuvalu, the Number of Tuvuluan potential buyers who are identified and for whom marketing procedures are established.</li> <li>5. For unprocessed bottomfish in Tuvalu, the Number of foreign potential buyers who are identified and for whom marketing procedures are established.</li> <li>6. Number of value-added bottomfish products for which PIMR market research suggests that a potential market exists for Tuvuluan producers.</li> </ol>	<p>For this Sub-Target, an indicator for the identification of <u>potential</u> markets is desired which does not duplicate the Target indicator of sales themselves. PIMR will help the fishermen find potential buyers in Tonga, Tuvalu, and abroad--that is, specific firms or individuals with a bona fide interest in buying fish, which typically would be supported by the trackrecord of the potential buyer. PIMR will go further and assist the fishermen in establishing "marketing procedures," which are the various legal, financial, administrative, and physical steps which the Tongan seller must follow to consummate the sale.</p> <p>For some Tongan and Tuvulan buyers, this may be simple. But a foreign buyer may require a contract, specifying ranges for the amounts and types of fish to be sold, where the fish are to be delivered, and the basis for setting the price. The fishermen may have to be concerned with the "cold chain"--making sure that the fish remain refrigerated until the buyer takes possession.</p> <p>The first two indicators for the Sub-target require that the two elements be met in order for the potential buyer to be counted: the buyer has a bona fide interest <u>and</u> the marketing procedures are established. Thus, upon producing sufficient fish, the fishermen should with confidence be able to complete their sales.</p>

SUSTAINABLE INCREASE IN PRIVATE INCOME FROM SELECTED AGRO-MARINE PRODUCTS (cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<u>SUB-TARGET B.2:</u>		
Develop low-technology processing methods.	<ol style="list-style-type: none"> <li>1. Number of trials of low-technology processing methods conducted by PIMR for Tongan value-added tuna (bottomfish) products.</li> <li>2. Number of trials of low-technology processing methods conducted by PIMR for Tuvulan value-added bottomfish products.</li> </ol>	
<u>SUB-TARGET B.3:</u>		
Test over-the-side sales of bottomfish from Tuvalu fishing vessels to a mothership.	<ol style="list-style-type: none"> <li>1. Feasibility evaluated of Tuvuluan operation of a mothership.</li> </ol>	<p>Early in the implementation of PIMR, a trial is to be conducted through rental of a mothership. Tuvuluan fishermen would supply it through over-the-side sales, although the mothership crew could be Fijian and the processed fish could be sold in Fiji.</p> <p>Apparently, there is the issue of the profitability of the mothership as well as of the fishing operation (Project Paper, pp. H-15 and 16) . It may be worthwhile to revise the Objective Tree to reflect this.</p>
<u>TARGET C:</u>		
Improve Country Plant Protection Systems.		<p>This target is an anticipated output of the planned Commercial Agricultural Development, and Market Access and Regional Cooperation Projects.</p>
<u>TARGET D:</u>		
Adopt Community level commercialized protection schemes.		<p>This target is an anticipated output of the planned Pacific Environmental Protection Project.</p>

SUSTAINABLE INCREASE IN PRIVATE INCOME FROM SELECTED AGRO-MARINE PRODUCTS (cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<u>TARGET E:</u>		
Country governments implement maximum sustainable yield policies for tropical forests.		This accomplishment of this target should be assisted by the Commercial Agricultural Development and Pacific Environmental Protection Projects.
<u>TARGET F:</u>		
Country governments implement maximum sustainable yield (MSY) policies for marine resources	<ol style="list-style-type: none"> <li>1. Tongan enabling legislation passed and/or policies adopted to permit fishing up to but not to exceed the MSY for tuna (bottomfish) Management Plan.</li> <li>2. The tuna (bottomfish) catch does not exceed the MSY in specified Tongan zones.</li> <li>3. Tuvalan enabling legislation passed and/or policies adopted to permit fishing up to but not to exceed the MSY for bottomfish.</li> <li>4. The Tuvalan bottomfish catch does not exceed the Maximum Sustainable Yield (MSY) in specified zones.</li> </ol>	
<u>SUB-TARGET F.1:</u>		
Policies and procedures developed to sustain tuna (bottomfish) catches.	<ol style="list-style-type: none"> <li>1. Tongan plans for Tuna (bottomfish) developed by PIMR.</li> <li>2. Tuvalan plans for bottomfish developed by PIMR.</li> </ol>	

SUSTAINABLE INCREASE IN PRIVATE INCOME FROM SELECTED AGRO-MARINE PRODUCTS (cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<u>SUB-TARGET F.2:</u>		
A.I.D. and PIMR personnel engage in policy dialogue through bilateral contacts with the Government of Tonga and through regional organizations, concerning the need for regulation by the Government of Tonga to avoid tuna (bottomfish) overfishing.	<ol style="list-style-type: none"> <li>1. Number of discussions between A.I.D. personnel and officials of regional organizations concerning regulation of the Tongan tuna (bottomfish) catch.</li> <li>2. Number of discussions between A.I.D. personnel and officials of the Government of Tonga concerning regulation of the tuna (bottomfish) catch.</li> <li>3. Number of discussions between A.I.D. personnel and officials of regional organizations concerning regulation of the Tuvalan bottomfish catch.</li> <li>4. Number of discussions between A.I.D. personnel and officials of the Government of Tuvalu concerning regulation of the bottomfish catch.</li> </ol>	
<u>SUB-TARGET F.3:</u>		
Research conducted to determine Maximum Sustainable Yields.	1. Tongan and Tuvalan bottomfish catch data for five years collected and analyzed.	It is difficult to specify an indicator for tuna without knowing to what extent Tonga will be able to base a tuna MSY estimate for Tongan waters on the regional tuna stock assessment. It may or may not be necessary for PIMR to engage in further data collection and analysis.

THE SOUTH PACIFIC REGIONAL PROGRAM - TARGETS AND BENCHMARK INDICATORS

STRATEGIC OBJECTIVE NO. 2:  
SUSTAINABLE DEVELOPMENT OF FREER MARKETS

OBJECTIVES	INDICATORS	COMMENTS
<u>TARGET G:</u>  Improve marketing information systems and other business services.		This target corresponds to the Market Access and Regional Cooperation Project, a project presently in the design stage.
<u>TARGET H:</u>  Develop and implement policies and procedures conducive to private sector growth.		This target corresponds to the Market Access and Regional Cooperation Project, a project presently in the design stage.
<u>TARGET I:</u>  Greater private sector contribution to national and regional economic development efforts.		This target corresponds to the Market Access and Regional Cooperation Project, a project presently in the design stage.

THE SOUTH PACIFIC REGIONAL PROGRAM - TARGETS AND BENCHMARK INDICATORS

STRATEGIC OBJECTIVE NO. 3:  
SUSTAINABLE INCREASED USE OF CRITICAL HEALTH SERVICES AND PRODUCTS BY SELECTED COMMUNITIES

OBJECTIVES	INDICATORS	COMMENTS
<u>SUPRA-TARGET L:</u>		
Strengthened community level health organizations in PNG delivering child survival and national care services.	<ol style="list-style-type: none"> <li>1. Increased coverage by 15% for the number of high risk pregnancies with a supervised delivery;</li> <li>2. Increase immunization for measles by 25% (to 60%) and for third dose of diphtheria by 20% (to 60%);</li> <li>3. Increase the availability and distribution of oral rehydration salts by 100% and increase the effective use of ORT; and</li> <li>4. Increase by 50% the number of children 0-5 under surveillance for diagnosis and treatment of malnutrition.</li> </ol>	<p>To measure effectiveness of community level health organization in delivering critical services and products the use of the Performance Indicators for CS is appropriate.</p> <p>This is a seven year project that could show progress in terms of these Performance Indicators as early as the third year depending on the implementation strategy. The GOPNG should supply periodic reports on the above indicators. One of the tasks of the project is to put a reliable reporting system into place. Phase II</p>
<u>TARGET L.1:</u>		
Regional Support Units (RSUs) supporting the 19 MOH provincial health organizations. (PNG-CS)	Strength of linkage between RSU and community level.	<p>Because the thrust of the project is to establish capability at the regional level as a means of reaching down to the community level through the provincial level, it will be necessary to measure how strong the linkage is between the regional and community levels. Reports from the RSUs to the national level, which should be on at least a semi-annual basis, should be assessed by the USAID Project Manager to determine if the institutional building objectives are being met as anticipated by the Project Agreement. Site visits by the USAID Project Officer. Phase II</p>

**SUSTAINABLE INCREASED USE OF CRITICAL HEALTH SERVICES AND PRODUCTS BY SELECTED COMMUNITIES (cont'd)**

OBJECTIVES	INDICATORS	COMMENTS
<b><u>SUB-TARGET L.1.a:</u></b>		
RSUs are established.	RSU established with budget and staff.	GOPNG order and site visits by Project Officer. Phase I
<b><u>SUB-TARGET L.1.b:</u></b>		
Regional RSU Task Forces comprised of provincial health managers established.	RSU Task Force comprised of provincial health managers.	GOPNG order and site visits by Project Officer. Phase I
<b><u>SUB-TARGET L.1.c:</u></b>		
Diploma course in community health nursing administration established.	GOPNG order establishing course in community health nursing.	GOPNG reports that the course is being implemented and site visits by Project Officer. Phase I and II
<b><u>SUB-TARGET L.1.d:</u></b>		
Physical infrastructure improvements.	Physical infrastructure improvements made.	Periodic GOPNG reports discussing status of infrastructure improvements and site visits by Project Officer. Phase I and II
<b><u>TARGETS L.2:</u></b>		
Improved technologies and approaches to planning, management, and delivery of child survival and maternal health services and products available to community health level organizations. (PNG - CS)	The actual presence and/or employment of the procedure and/or product at the community level.	The Performance Indicators of the Strategic Objective would indicate if new technologies and approaches have been incorporated into the administration of the community level health delivery organizations. Periodic reports from the community level consolidated at the provincial and RSU levels could be used to verify that the new services and products are being used at the community level. USAID Project Officer site visits. Phase II
<b><u>SUB-TARGET L.2.a:</u></b>		
Improved formulations of ORT developed, tested, and distributed.	ORT being employed at community level.	Periodic reports prepared by GOPNG/MOH, national level, discussing status of ORT activity and site visits by Project Officer to verify reports. Phase I and II

SUSTAINABLE INCREASED USE OF CRITICAL HEALTH SERVICES AND PRODUCTS BY SELECTED COMMUNITIES (cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<u>SUB-TARGET L.2.b:</u>		
Improved methods and materials for conducting and analyzing surveys of community health status are developed and being employed.	New methods for conducting and analyzing surveys being employed.	Periodic reports prepared by GOPNG/MOH, national level, discussing status of new methodology and site visits by Project Officer to verify reports. Phase I and II
<u>SUB-TARGET L.2.c:</u>		
Improved training and education models for reproductive health developed and being employed.	Improved training and education models being employed in training.	Periodic reports prepared by GOPNG/MOH, national level, discussing status of new methodology and site visits by Project Officer to verify reports. Phase I and II
<u>SUB-TARGET L.2.d:</u>		
Service modules demonstrating improvements in the delivery of mother child health care developed and being employed.	Improved service models in delivery of MCH care being employed at community level.	Periodic reports prepared by GOPNG/MOH, national level, discussing status of new methodology and site visits by Project Officer to verify reports. Phase I and II
<u>SUB-TARGET L.2.e:</u>		
Techniques to improve Aid Post management of common illnesses developed and being employed.	Improved management of common illnesses at Aid Post.	Periodic reports prepared by GOPNG/MOH, national level, discussing status of new methodology and site visits by Project Officer to verify reports. Phase II
<u>SUB-TARGET L.2.f:</u>		
Training modules for family health workers developed and being employed.	Training modules for family health workers being employed.	Periodic reports prepared by GOPNG/MOH, national level, discussing status of new methodology and site visits by Project Officer to verify reports. Phase I and II
<u>SUB-TARGET L.2.g:</u>		
In-service training modules for personnel throughout the health care system improved and being utilized.	Improved training modules being used throughout the system.	Periodic reports prepared by GOPNG/MOH, national level, discussing status of new methodology and site visits by Project Officer to verify reports. Phase I and II

SUSTAINABLE INCREASED USE OF CRITICAL HEALTH SERVICES AND PRODUCTS BY SELECTED COMMUNITIES (cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<u>SUB-TARGET L.2.h:</u>		
Improved approaches to mobilizing communities to support and participate in their health care developed and being utilized. (Health Communications. FY 1990)	In areas where no approaches are being employed an increase in community participation.	Periodic reports prepared by GOPNG/MOH discussing status of new methodology and looking at performance in specific communities. Site visits by Project Officer to verify reports. Phase I and II
<u>SUB-TARGET L.2.i:</u>		
Creation of manual for community health workers. (MEDEX, Central AID and USAID funding. FY 1990)	Existence of health manual.	Periodic reports prepared by GOPNG/MOH, national level, discussing new manual. Site visits by Project Officer to verify reports. Phase I
<u>TARGET L.3:</u>		
Health service personnel trained in delivering of services and products at all levels in the national health service.	Personnel in health service trained.	GOPNG/MOH reports, originating at the national level, discussing status of training (numbers and types of courses and numbers and types of participants). Site visits by Project Officer to verify reports and to comment on the quality of the training. Phase I and II
<u>TARGET L.4:</u>		
Increase in the number of village birth attendants. (Project Concern International. New request pending. Central AID funding.)	Village birth attendants at village level.	GOPNG/MOH reports, originating at the national level, discussing status of staffing at the community level. Site visits by Project Officer to verify reports. Periodic observations of trained personnel by inspection service in MOH to determine the effectiveness of village birth attendants. Phase I and II
<u>TARGET L.5:</u>		
Develop and implement management systems throughout the national health system that will increased efficiency in delivery of health products and services to community level. (PNG - CS)	Quantity and quality of services is increasing.	GOPNG/MOH personnel making periodic inspection visits to observe and report on the effectiveness and efficiency of the national health system. Site visits by Project Officer to verify reports. Phase II
<u>SUB-TARGET L.5.a:</u>		

SUSTAINABLE INCREASED USE OF CRITICAL HEALTH SERVICES AND PRODUCTS BY SELECTED COMMUNITIES (cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<p>Reduced levels of vaccine wastage due to over ordering, inefficient handling and interruption of the cold chain coverage.</p>	<p>Quantity of services are increasing.</p>	<p>GOPNG/MOH personnel making periodic inspection visits to observe and report on the effectiveness and efficiency of the national health system. Site visits by Project Officer to verify reports. Phase II</p>
<u>SUB-TARGET L.5.b:</u>		
<p>Improvements in the flow of commodities distributed to provincial and local facilities.</p>	<p>Quantity of commodities is increasing.</p>	<p>GOPNG/MOH personnel making periodic inspection visits to observe and report on the effectiveness and efficiency of the national health system. Site visits by Project Officer to verify reports. Phase II</p>
<u>SUB-TARGET L.5.c:</u>		
<p>Increase in the frequency of use of HIS data for monitoring and planning.</p>	<p>Quantity and quality of services are increasing.</p>	<p>GOPNG/MOH personnel making periodic inspection visits to observe and report on the effectiveness and efficiency of the national health system. Site visits by Project Officer to verify reports. Phase II</p>
<u>SUB-TARGET L.5.d:</u>		
<p>Increase in observed use of standard checklists for supervisory visits.</p>	<p>Quantity and quality of services are increasing.</p>	<p>GOPNG/MOH personnel making periodic inspection visits to observe and report on the effectiveness and efficiency of the standard supervisory routine. Site visits by Project Officer to verify reports. Phase II</p>
<u>SUB-TARGET L.5.e:</u>		
<p>Improved supervision and management support.</p>	<p>Quantity and quality of services are increasing.</p>	<p>GOPNG/MOH personnel making periodic inspection visits to observe and report on the effectiveness and efficiency of the national health system. Site visits by Project Officer to verify reports. Phase II</p>

**SUSTAINABLE INCREASED USE OF CRITICAL HEALTH SERVICES AND PRODUCTS BY SELECTED COMMUNITIES (cont'd)**

OBJECTIVES	INDICATORS	COMMENTS
<b><u>SUPRA-TARGET J:</u></b>		
Strengthened public and private institution delivering STD/HIV/AIDS services, conducting related education and information programs, and providing contraceptives. (all countries AIDS)	<ol style="list-style-type: none"> <li>1. x number of people in country y using AIDS/HIV/STD clinics. (All countries - AIDS)</li> <li>2. x number of people in country y using AIDS/HIV/STD services. (All countries - AIDS)</li> <li>3. x number of males in country using condoms. (KAPB studies and commercial records will indicate number of males using condoms)(All countries - AIDS)</li> </ol>	To measure effectiveness of public and private organizations in delivering critical STD/HIV/AIDS services and products the use of the Performance Indicators for the AIDS Project is appropriate.
<b><u>TARGET J.1 (REGIONAL):</u></b>		
SPC AIDS Educational Unit established and sustainable. (AIDS)	<ol style="list-style-type: none"> <li>1. AIDS information and educational activities taking place in each country and at the regional level that have been produced by the SPC AIDS Educational Unit.</li> <li>2. Number of requests from country organizations and individuals to SPC component.</li> <li>3. Number of public and private institutions undertaking education and information activities supported by the SPC AIDS Educational unit.</li> <li>4. The number of participants from country based public and private institutions that attend SPC training.</li> </ol>	SPC reports. SPC records. USAID Project Officer site visit. (1,2,3,4,5)
<b><u>SUB-TARGET J.1.a:</u></b>		
SPC Regional AIDS Education Unit is strengthened.	New personnel added to the unit. Personnel trained.	SPC AIDS Educational Unit order establishing new personnel positions and site visits by Project Officer to verify order. (1)

**SUSTAINABLE INCREASED USE OF CRITICAL HEALTH SERVICES AND PRODUCTS BY SELECTED COMMUNITIES (cont'd)**

OBJECTIVES	INDICATORS	COMMENTS
<b><u>SUB-TARGET J.1.b:</u></b>		
SPC Regional AIDS Unit annual work plan completed to include establishing of priorities, identification of training objectives as well as modes of implementation for each country, and identifying the public and private organizations in each country that will implement the country information and education activities.	SPC work plan completed.	Site visits by Project Officer to review work plan. (1,2,3,4,5)
<b><u>SUB-TARGET J.1.c:</u></b>		
Epidemiological data base established for target populations for each country by the SPC Regional AIDS Unit with help from WHO and CDC.	Data bases established.	Site visits by Project Officer to review data bases. (1,2,3,4,5)
<b><u>SUB-TARGET J.1.d:</u></b>		
Demographic studies of STD/HIV/AIDS being produced for the countries by the SPC Regional AIDS Unit.	Demographic studies being produced.	Site visits by Project Officer to review studies. (1,2,3,4,5)
<b><u>SUB-TARGET J.1.e:</u></b>		
SPC Regional AIDS Unit utilizes STD/HIV/AIDS KAPB studies.	KAPB studies being produced.	Site visits by Project Officer to review studies. (1,2,3,4,5)
<b><u>SUB-TARGET J.1.f:</u></b>		
The country epidemiological data bases, the country demographic studies, and the country KAPB data being used in the production of the newsletter by the SPC AIDS Educational Unit that is distributed to the countries in the region.	Newsletter published and distributed.	Site visits by Project Officer to review newsletter. (1,2,3,4,5)

SUSTAINABLE INCREASED USE OF CRITICAL HEALTH SERVICES AND PRODUCTS BY SELECTED COMMUNITIES (cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<u>SUB-TARGET J.1.g:</u>		
The country epidemiological data bases, the country demographic studies, and the country KAPB data being used in the design and evaluation of STD/HIV/AIDS country based and regional information and educational activities by the SPC AIDS Educational Unit.	Information and education activities being undertaken in the countries by public and private organizations.	Reports from the organizations, SPC reports and evaluation plan, and site visits by Project Officer to review country activities. (1,2,3,4,5)
<u>TARGET J.2:</u>		
Personnel to work for public and private organizations on STD/HIV/AIDS activities trained by SPC Regional AIDS Education Unit. (All countries - AIDS)	Country personnel attend training.	Training reports by the SPC Regional AIDS Unit and site visits by Project Officer to observe training used. (1,2,3,4,5)
<u>TARGET J.3:</u>		
Private and public organizations assisted by the SPC Regional AIDS Unit obtaining funding from other donors to implement STD/HIV/AIDS country based activities. (All countries - AIDS)	Country based information and educational activities by public and private organizations being implemented.	Funding agreements, reports from the country based public and private organizations conducting STD/HIV/AIDS activities, SPC reports, and site visits by Project Officer to review country activities. (1,2,3,4,5)
<u>TARGET J.4:</u>		
The country epidemiological data base, country demographic studies, and country KAPB data being used in the design, implementation, and evaluation of STD/HIV/AIDS information and educational activities by country based private and public organizations with the assistance of the SPC Regional AIDS Education Office. (All countries - AIDS)	The country epidemiological data base, the country demographic studies, and the country KAPB data being used in the design, implementation, and evaluation of STD/HIV/AIDS country based information and educational by public and private organizations.	Reports from the country based public and private organizations conducting STD/HIV/AIDS activities, SPC reports, and site visits by Project Officer to review country activities. (1,2,3,4,5)
<u>SUB-TARGET J.4.a:</u>		
A country epidemiological data base established for target populations. (All countries - AIDS)	Epidemiological data base established for target populations in each country.	Reports by the SPC Regional AIDS Unit and site visits by Project Officer to review data bases. (1,2,3,4,5)

SUSTAINABLE INCREASED USE OF CRITICAL HEALTH SERVICES AND PRODUCTS BY SELECTED COMMUNITIES (cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<u>SUB-TARGET J.4.b:</u>		
SPC Regional AIDS Education Unit using country STD/HIV/AIDS KAPB studies. (All countries - AIDS)	STD/HIV/AIDS studies being used in each country.	Reports by the SPC Regional AIDS Unit and site visits by Project Officer to review how studies are being used. (1,2,3,4,5)
<u>SUB-TARGET J.4.c:</u>		
Country demographic studies of STD/HIV/AIDS being produced. (All countries - AIDS)	Demographic studies of STD/HIV/AIDS being used in each country. (May be published as a regional study.)	Reports by the SPC Regional AIDS Unit and site visits by Project Officer to review how studies are being used. (1,2,3,4,5)
<u>TARGET J.5:</u>		
Condom promotion and distribution increasing. (All countries - AIDS)	Country based public and private organizations promoting and executing condom distribution.	Reports from the country based public and private organizations conducting condom distribution activities, SPC reports, and site visits by Project Officer to review country activities. (1,2,3,4,5)
<u>SUB-TARGET J.5.a:</u>		
Special marketing studies completed. (All countries - AIDS)	Studies completed.	Studies available and site visits by Project Officer to review country activities. (1,2)
<u>SUB-TARGET J.5.b:</u>		
Marketing and KAPB studies utilized to develop effective marketing campaign. (Including the marketing potential evaluated) (All countries - AIDS)	Studies completed.	Studies available and site visits by Project Officer to review country activities. (1,2)
<u>SUB-TARGET J.5.c:</u>		
Private sector suppliers identified. (All countries - AIDS)	List of suppliers.	Site visits by Project Officer to review country activities. (1,2)
<u>SUB-TARGET J.5.d:</u>		
Distribution network organized. (All countries - AIDS)		Study available and site visits by Project Officer to review country activities. (1,2)

SUSTAINABLE INCREASED USE OF CRITICAL HEALTH SERVICES AND PRODUCTS BY SELECTED COMMUNITIES (cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<b><u>SUPRA-TARGET K:</u></b>		
Strengthened public and private institutions delivering family planning services, conducting related educational and information program, and providing contraceptives.	<p>x number of people in country y received FP information. (Can the number of people that are impacted upon by information programs be quantified? Should the project be attempting to quantify the number of information materials produced as a performance indicator such as video-tapes produced and used, newsletters produced and circulated etc.?) (All countries - FP)</p> <p>x number of people in country y attended FP educational event. (People that attend educational sessions at health clinics, etc. Will also be quantifying the number of sessions.) (All countries - FP)</p> <p>x number of persons in country y receiving contraceptives. (All countries - FP) By specific contraceptive type including condom, pills etc.</p>	To measure the quantity of services to particular private and public institutions, use the Performance Indicators for FP on a selective basis depending on the role of the particular public or private institution in a country. (1,2,3,4,5)
<b><u>TARGET K.1 (REGIONAL):</u></b>		
SPAFH is an effective and responsive regional family planning organization and delivering family planning services to public and private institutions. (All countries - FP)	Number of grant agreements provided to public and private institutions. Number of participants from country based public and private institutions that attend SPAFH training. Number of requests from country organizations and individuals to SPAFH IEC component.	Grant agreements SPAFH training reports, records and USAID Project Officer site visit. (1,2,3,4,5)
<b><u>SUB-TARGET K.1.a:</u></b>		
Register SPAFH with AID as an indigenous PVO and receiving funds directly from AID.	SPAFH registered.	AID Report and USAID Project Officer site visit. (2)

**SUSTAINABLE INCREASED USE OF CRITICAL HEALTH SERVICES AND PRODUCTS BY SELECTED COMMUNITIES (cont'd)**

OBJECTIVES	INDICATORS	COMMENTS
<b><u>SUB-TARGET K.1.b:</u></b>		
SPAFH has effective financial controls installed. (PATHFINDER with funds provided by S&T.)	SPAFH personnel trained. SPAFH registered. Quality financial reports being produced by SPAFH.	SPAFH training reports, AID Report, SPAFH financial reports, and AID Project Officer site visit. (1,2)
<b><u>SUB-TARGET K.1.c:</u></b>		
SPAFH's management and administrative skills have been improved.	Quality of reports and correspondence from SPAFH.	SPAFH reports and correspondence and USAID Project Officer site visit. (1,2)
<b><u>SUB-TARGET K.1.d:</u></b>		
SPAFH has installed a program management and information system at regional and national levels.	Number of grants provided to public and private institutions. Number of participants from country based public and private institutions that attend SPAFH training. Number of requests from country organizations and individuals to SPAFH IEC component.	Funding agreements with public and private institutions, SPAFH training reports, SPAFH records, and USAID Project Officer site visit. (1,2,3,4,5)
<b><u>SUB-TARGET K.1.e:</u></b>		
SPAFH has established linkages with US and international family planning organizations.	Type and quantity of support (money, TA, training, commodities, printed materials, communications) SPAFH receives from US and international family planning organizations.	Documents indicating support. (1,2,3,4,5)
<b><u>SUB-TARGET K.1.f:</u></b>		
SPAFH has established and operates an IEC resource center to promote population and family planning organizations.	Number of requests from country organizations and individuals to SPAFH IEC component.	(SPAFH records) USAID Project Officer site visit. (1,2,3,4,5)
<b><u>SUB-TARGET K.1.g:</u></b>		
SPAFH is receiving funds from non-AID sources.	Type and quantity of support (money, TA, training, commodities) SPAFH receives from US and international family planning organizations and donors.	SPAFH documents and USAID Project Officer site visit. (1,2,3,4,5)

**SUSTAINABLE INCREASED USE OF CRITICAL HEALTH SERVICES AND PRODUCTS BY SELECTED COMMUNITIES (cont'd)**

OBJECTIVES	INDICATORS	COMMENTS
<b><u>TARGET K.2:</u></b>		
Four countries have national population policies. Four countries working to establish national population policies. (8 countries - FP)	Government policy statements in the case of the four countries with official population policies. In the case of the four countries moving in the direction of establishing a policy, official documents indicating positive movement in the direction of establishing a policy. PNG, Vanuatu, Fiji, and Kiribati to have national policies. Tonga, Western Samoa, Tuvalu, and Cook Islands moving in the direction of having a national policy.	USAID Project Officer site visit. (3,4,5)
<b><u>SUB-TARGET K.2.a:</u></b>		
Awareness created in each country of importance and for effective population policies. (All countries - FP)	Newspaper accounts and public events indicating awareness.	USAID Project Officer site visit. (1,2,3,4,5)
<b><u>SUBORDINATE SUB-TARGET to K.2.a:</u></b>		
Establishment of a demographic data base and the development of the analytical skills to utilize the data base. (8 countries - FP)	Material incorporated in information programs and presentations promoting policy articulation.	USAID Project Officer site visit. Presentations to high level decision makers. (1,2,3,4,5)
<b><u>TARGET C.3:</u></b>		
Health educators, community workers, and others involved in the dissemination of information and education to the public are providing accurate information on family planning services and population issues through comprehensive IEC programs in three countries and partial programs in all other countries. (All countries - FP)	<p>(1) x number of people in country y received FP information.</p> <p>(2) x number of people in country y attended FP educational event. People that attend educational sessions at health clinics etc. Will also be quantifying the number of sessions; and</p> <p>(3) x number of persons in country y receiving contraceptives. By specific contraceptive type including condom, pills etc.</p>	Will be using Performance Indicators to measure this including. Can the number of people that are impacted upon by information programs be quantified? Should the project be attempting to quantify the number of information materials produced as a performance indicator? (video-tapes produced and used, newsletters produced and circulated etc.). USAID Project Officer site visit. (1,2,3,4,5)

SUSTAINABLE INCREASED USE OF CRITICAL HEALTH SERVICES AND PRODUCTS BY SELECTED COMMUNITIES (cont'd)

OBJECTIVES	INDICATORS	COMMENTS
<u>SUB-TARGET C.3.a:</u>		
Establishment of a demographic data base and the development of the analytical skills to utilize the data base. (All countries - FP)	Material incorporated in information programs and presentations promoting policy articulation.	Presentations to high level decision makers. USAID Project Officer site visit. (1,2,3,4,5)
<u>TARGET K.4:</u>		
National guidelines and standards of practice for service delivery are established. (5 countries - FP)	Published regulations for public and private organizations.	Government regulations, published accounts, standard operational procedures codified for public and private organizations USAID Project Officer site visit. (3,4,5) PNG, Vanuatu, Fiji, Kiribati, Tonga, and Solomons.
<u>TARGET K.5:</u>		
The design and testing of innovative service delivery schemes to increase the accessibility of services to special groups. (All countries - FP)	x number of grants to NGOs to test innovative FP activities targeted on special groups.	(SPAFH Reports and grant agreements) USAID Project Officer site visit. (1,2,3,4,5)
<u>TARGET K.6:</u>		
Ministries of Health provide more training to their personnel in all aspects of family planning service delivery. (All countries - FP)	x number of MOH participants from a country taking y number of courses to expand their knowledge and skills relating to FP activities. Government costs for training.	(SPAFH Reports) Government MOH reports) USAID Project Officer site visit. (1,2,3,4,5)
<u>TARGET K.7:</u>		
National delivery systems for contraceptives are expanded. (All countries - FP)	Will be using Performance Indicators to measure this x number of persons in country y receiving contraceptives. By specific contraceptive type including condom, pills etc.	USAID Project Officer site visit. (1,2,3,4,5)
<u>SUB-TARGET K.7.a:</u>		
Promoters with increased knowledge of contraceptive technology. (All countries - FP)	x number of participants from a country taking y number of courses in to expand their knowledge of contraceptive technology.	(SPAFH Reports) USAID Project Officer site visit. (1,2,3,4,5)

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# CHARTS

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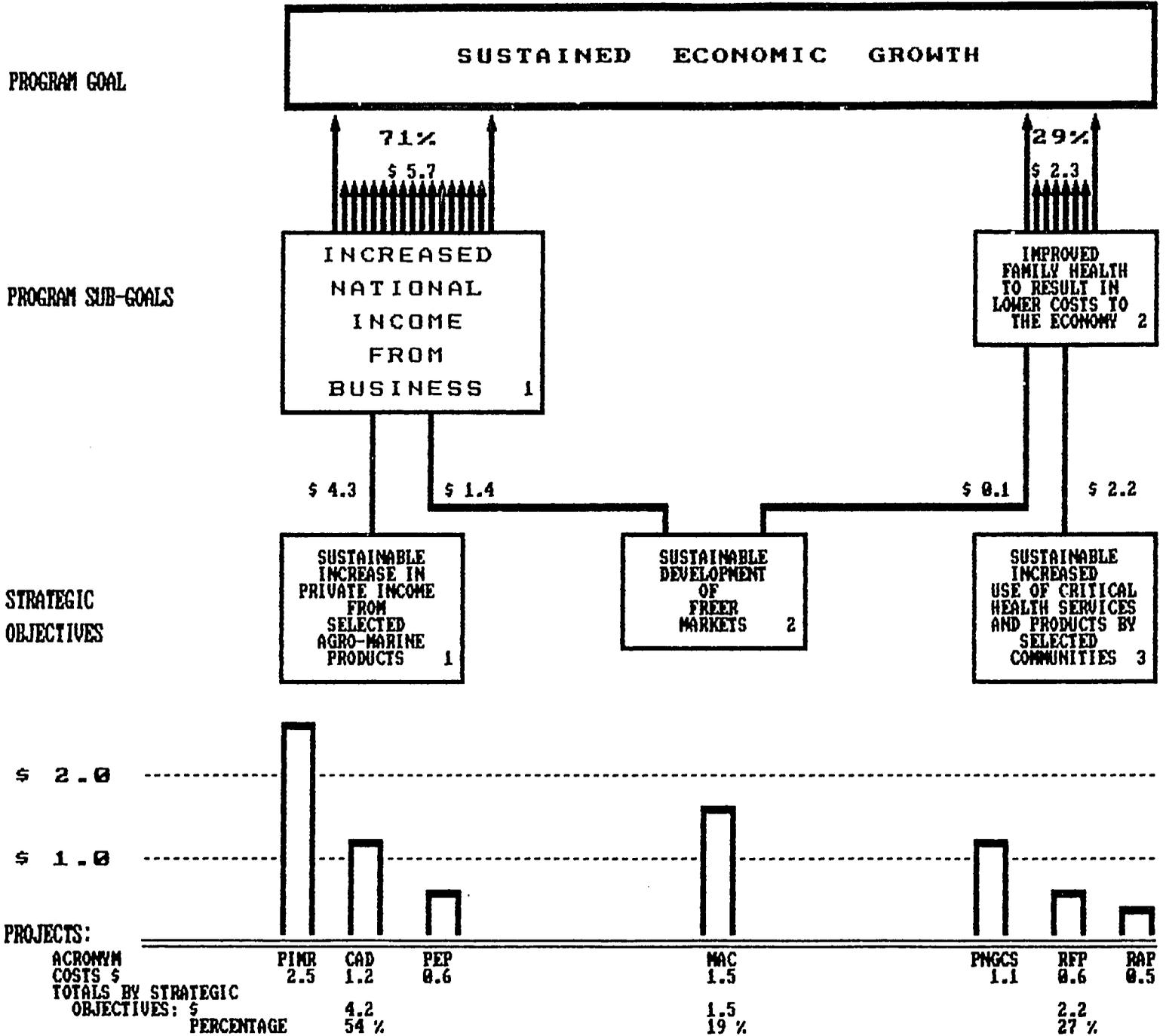
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Chart 1

A.I.D. SOUTH PACIFIC REGIONAL PROGRAM  
OBJECTIVE TREE AND PORTFOLIO

All dollar figures are in millions of U.S. dollars.

Total annual carrying cost of the mature portfolio, FY 1991-95, is U.S. 8 million dollars.



Draft, February 23, 1990

File: FJTREE4

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Chart 2

SOUTH PACIFIC REGIONAL PROGRAM  
 OBJECTIVE TREE FROM GOAL TO TARGET LEVEL  
 WITH LINKS TO PLANNED FY 1991-95 PROJECTS

Draft, February 28, 1990  
 File: FJT0P2

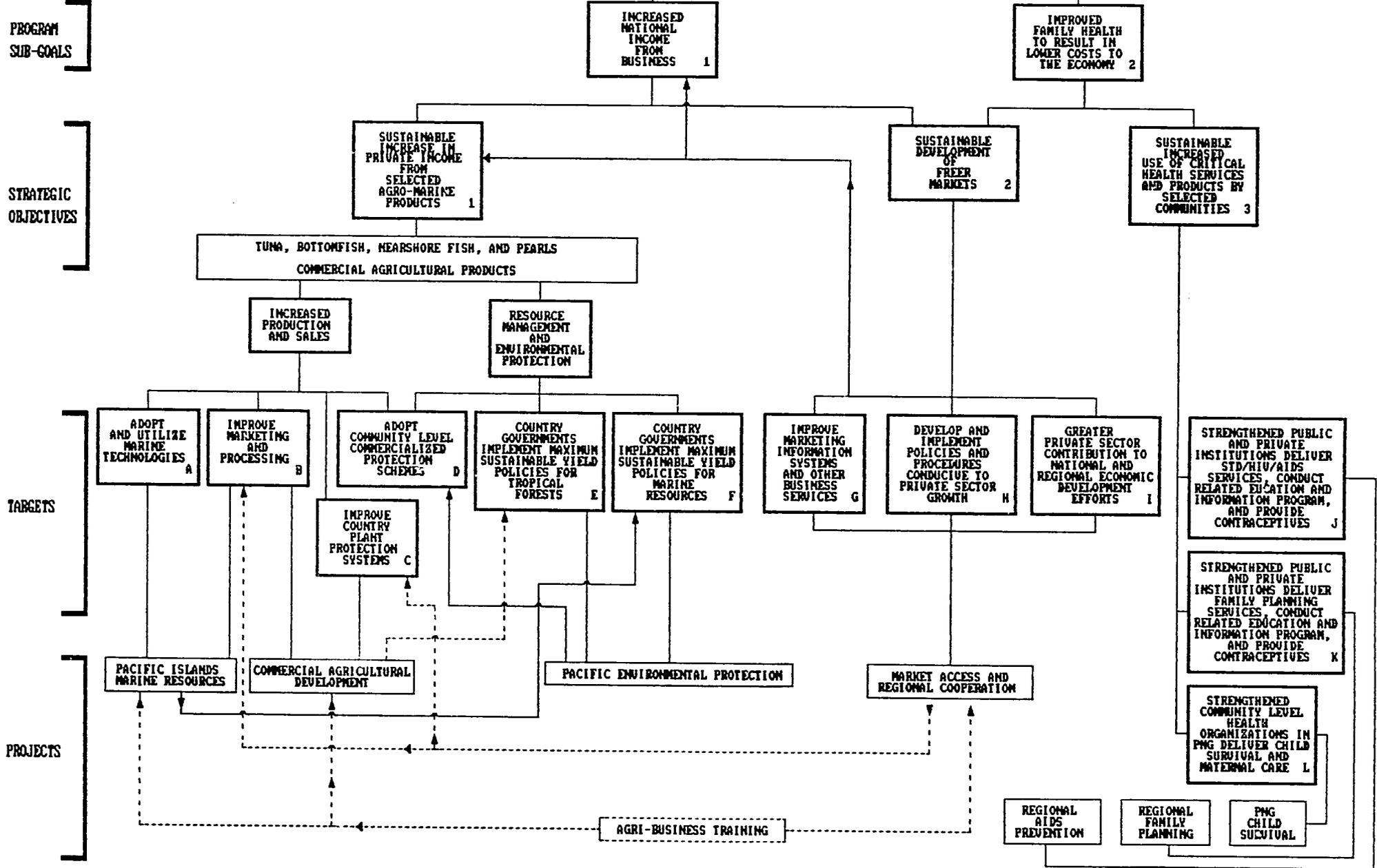
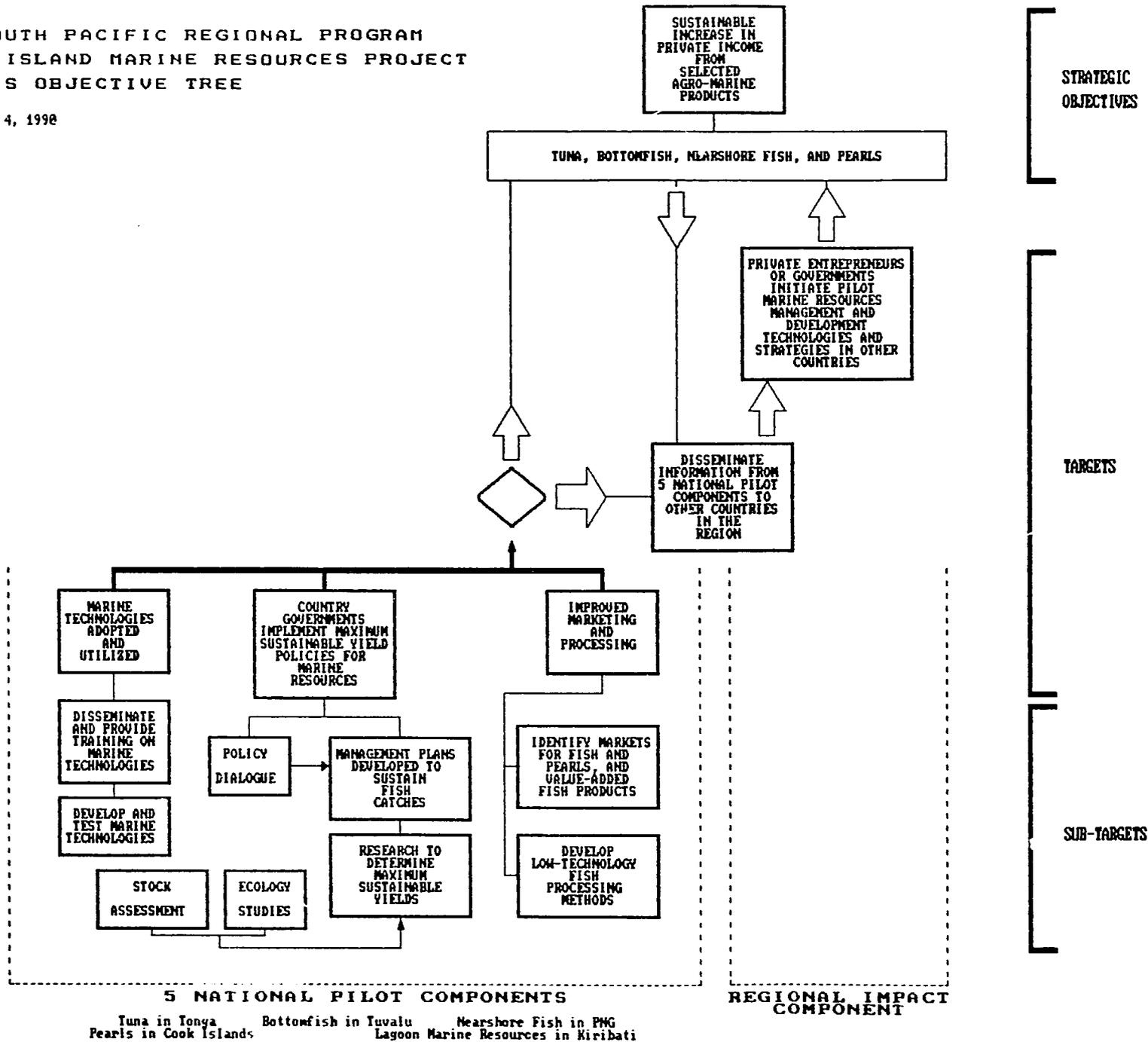


Chart 3

USAID SOUTH PACIFIC REGIONAL PROGRAM  
PACIFIC ISLAND MARINE RESOURCES PROJECT  
SYNTHESIS OBJECTIVE TREE

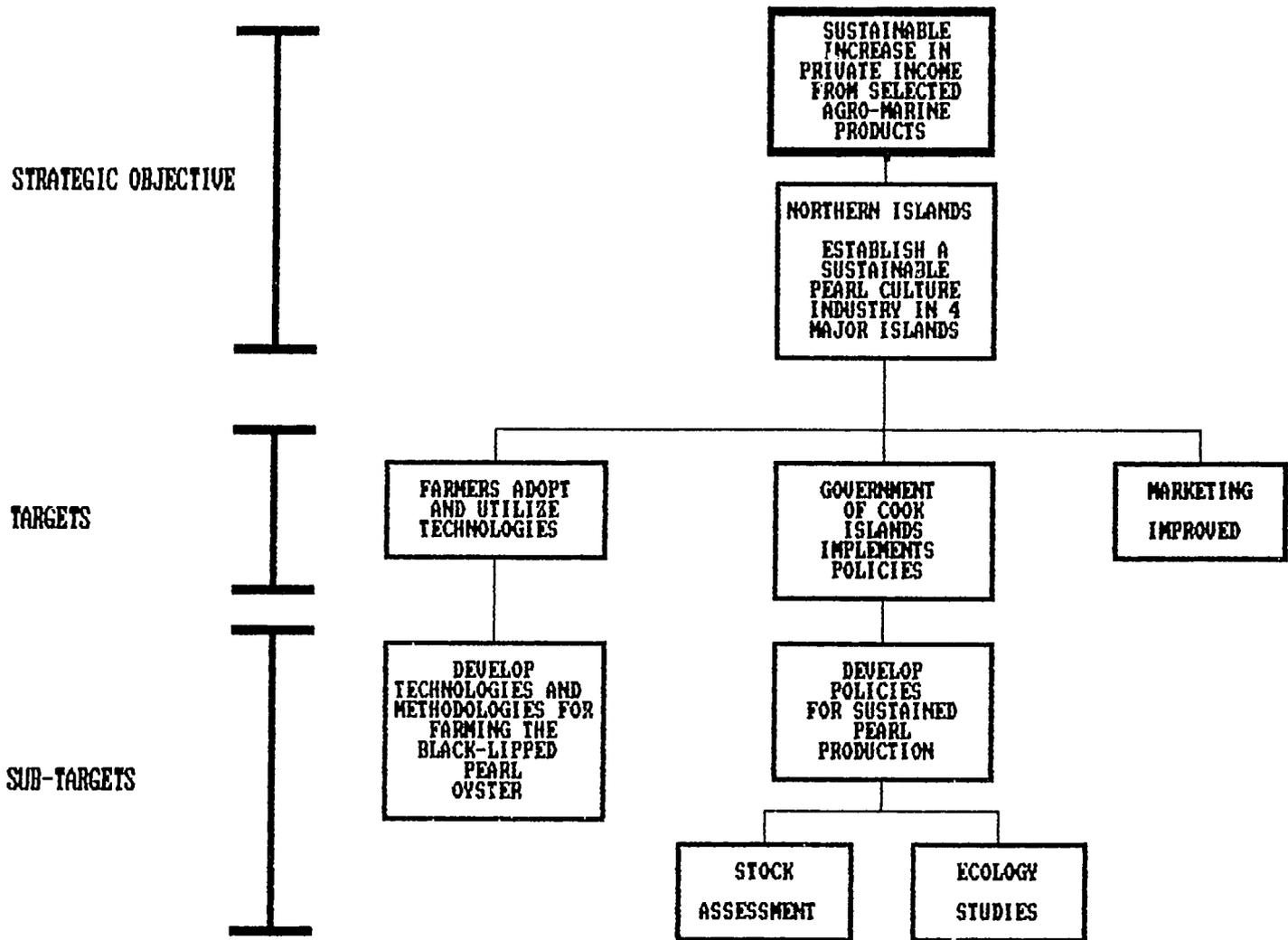
Draft, February 4, 1990  
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Chart 4

SOUTH PACIFIC REGIONAL PROGRAM  
PACIFIC ISLANDS MARINE RESOURCES PROJECT  
OBJECTIVE TREE FOR THE COOK ISLANDS



Draft, February 4, 1990

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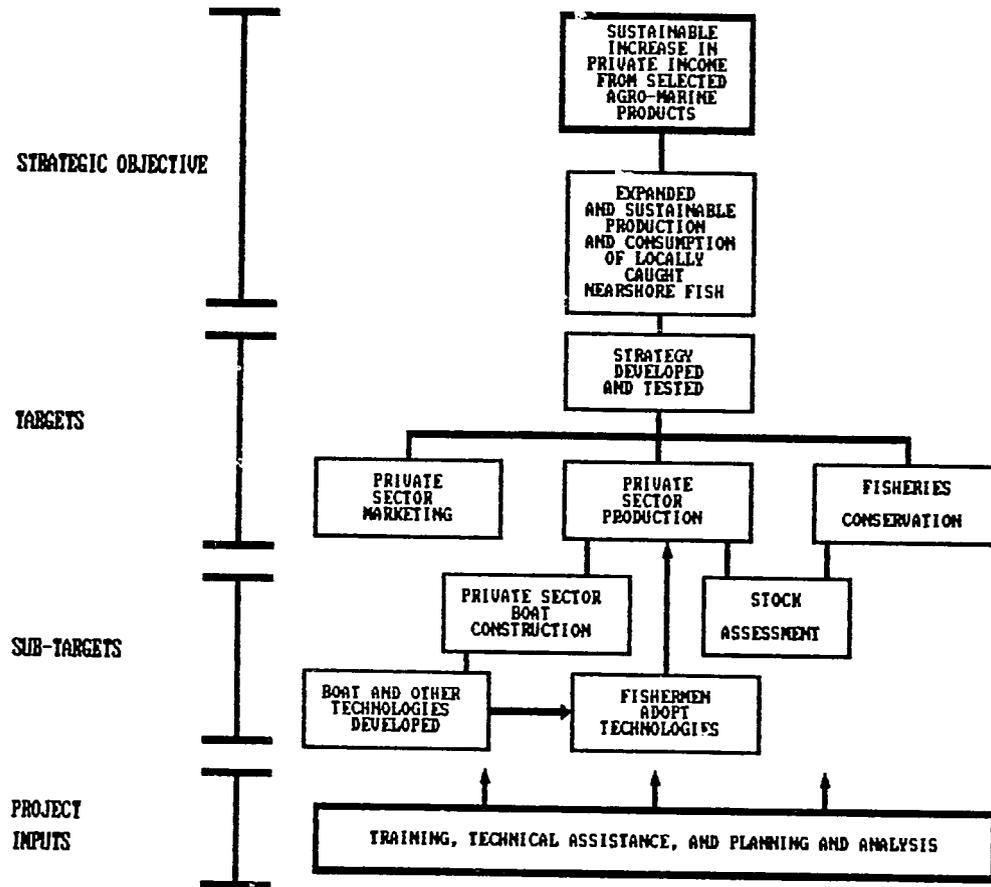
Chart 5

SOUTH PACIFIC REGIONAL PROGRAM  
PACIFIC ISLANDS MARINE RESOURCES PROJECT  
OBJECTIVE TREE FOR THE PAPUA NEW GUINEA COMPONENTS

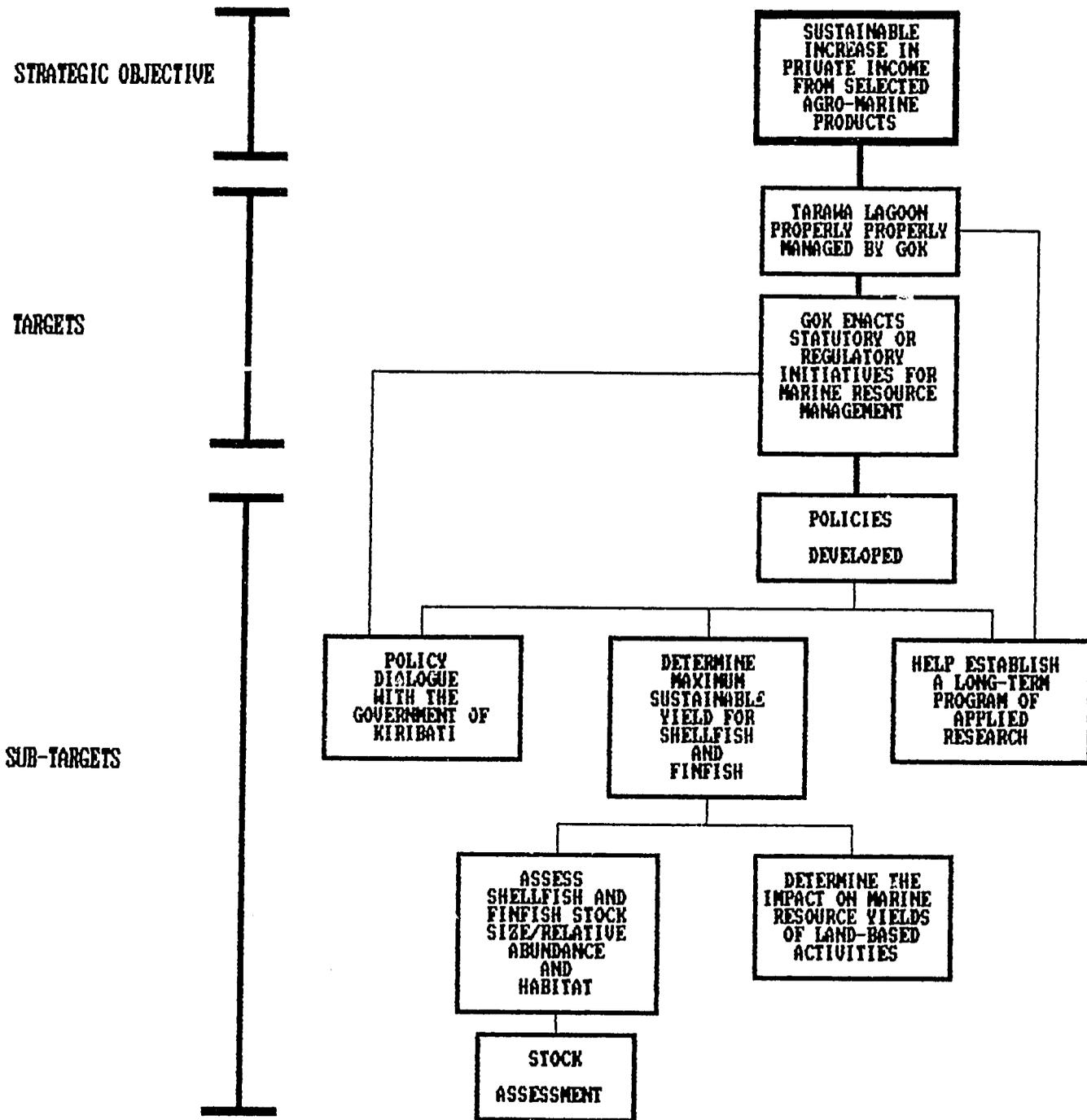
Draft, February 4, 1998

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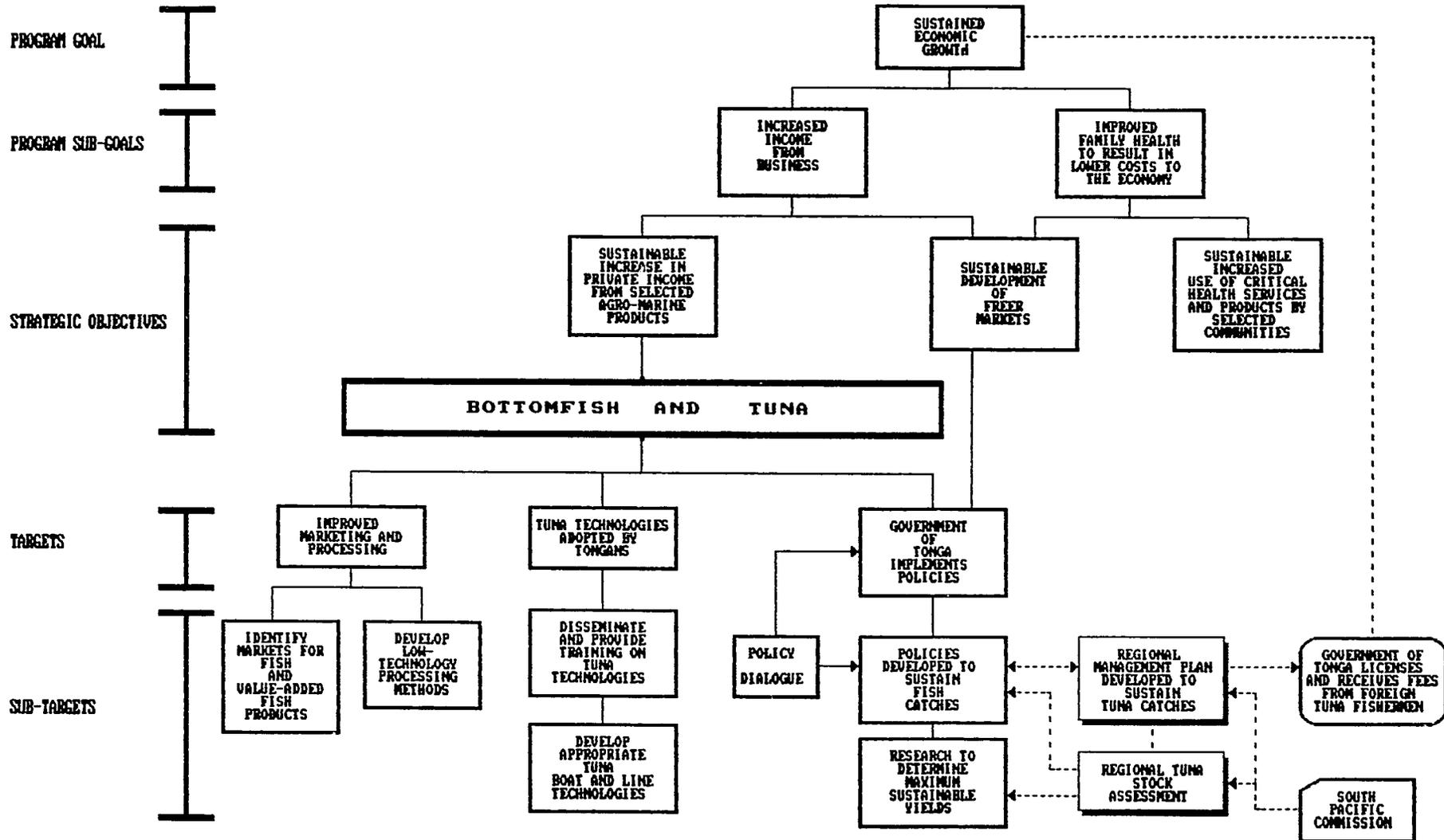


SOUTH PACIFIC REGIONAL PROGRAM  
PACIFIC ISLANDS MARINE RESOURCES PROJECT  
OBJECTIVE TREE FOR KIRIBATI



A.I.D. SOUTH PACIFIC REGIONAL PROGRAM  
 PACIFIC ISLANDS MARINE RESOURCES PROJECT  
 OBJECTIVE TREE FOR TONGA

94.



SOUTH PACIFIC REGIONAL PROGRAM  
PACIFIC ISLANDS MARINE RESOURCES PROJECT  
LEGEND FOR COUNTRY OBJECTIVE TREES

USAID-ASSISTED  
COUNTRY  
ACTIVITIES



COUNTRY  
ACTIVITIES  
NOT ASSISTED  
BY USAID



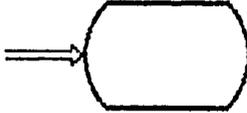
USAID-ASSISTED  
REGIONAL  
ACTIVITIES



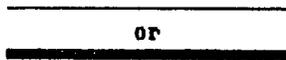
USAID-ASSISTED  
REGIONAL  
ORGANIZATIONS



DEMONSTRATION  
EFFECT IN THE  
REGION



LINKS CONNECTING  
ACTIVITIES AND IMPACTS  
AFFECTED BY USAID



LINKS CONNECTING  
ACTIVITIES AND IMPACTS  
NOT AFFECTED BY USAID  
COUNTRY ACTIVITIES



Draft, January 25, 1990

File: FJTONG2

Chart 8 SOUTH PACIFIC REGIONAL PROGRAM  
 PACIFIC ISLANDS MARINE RESOURCES PROJECT  
 OBJECTIVE TREE FOR TUVALU

Draft, February 23, 1998  
 File: FJT0M66

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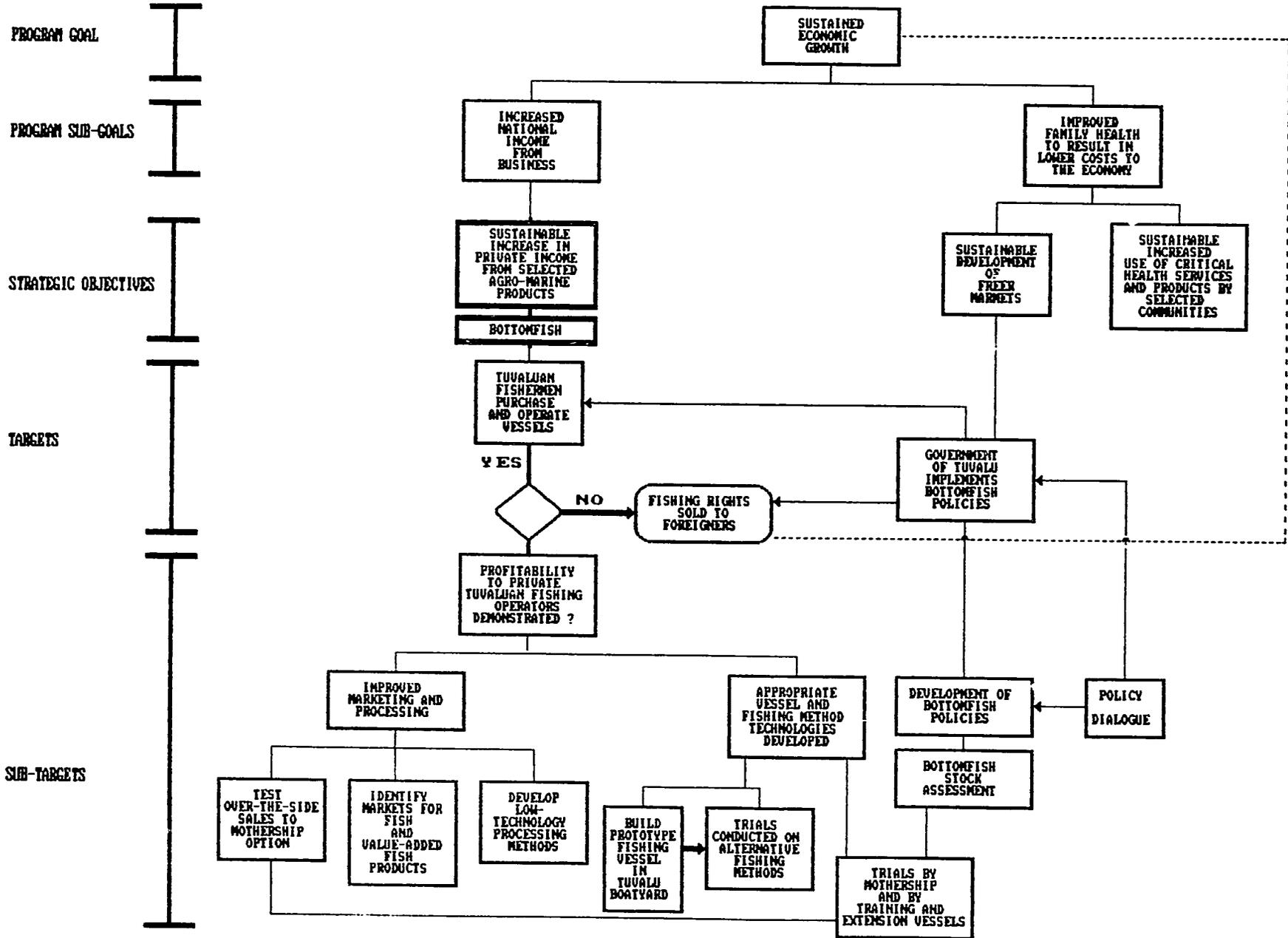


Chart 9  
 SOUTH PACIFIC REGIONAL PROGRAM, OBJECTIVE TREE  
 FOR PNG HEALTH, FAMILY PLANNING, AND AIDS PROJECTS

Draft, February 23, 1998  
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STRATEGIC  
 OBJECTIVE

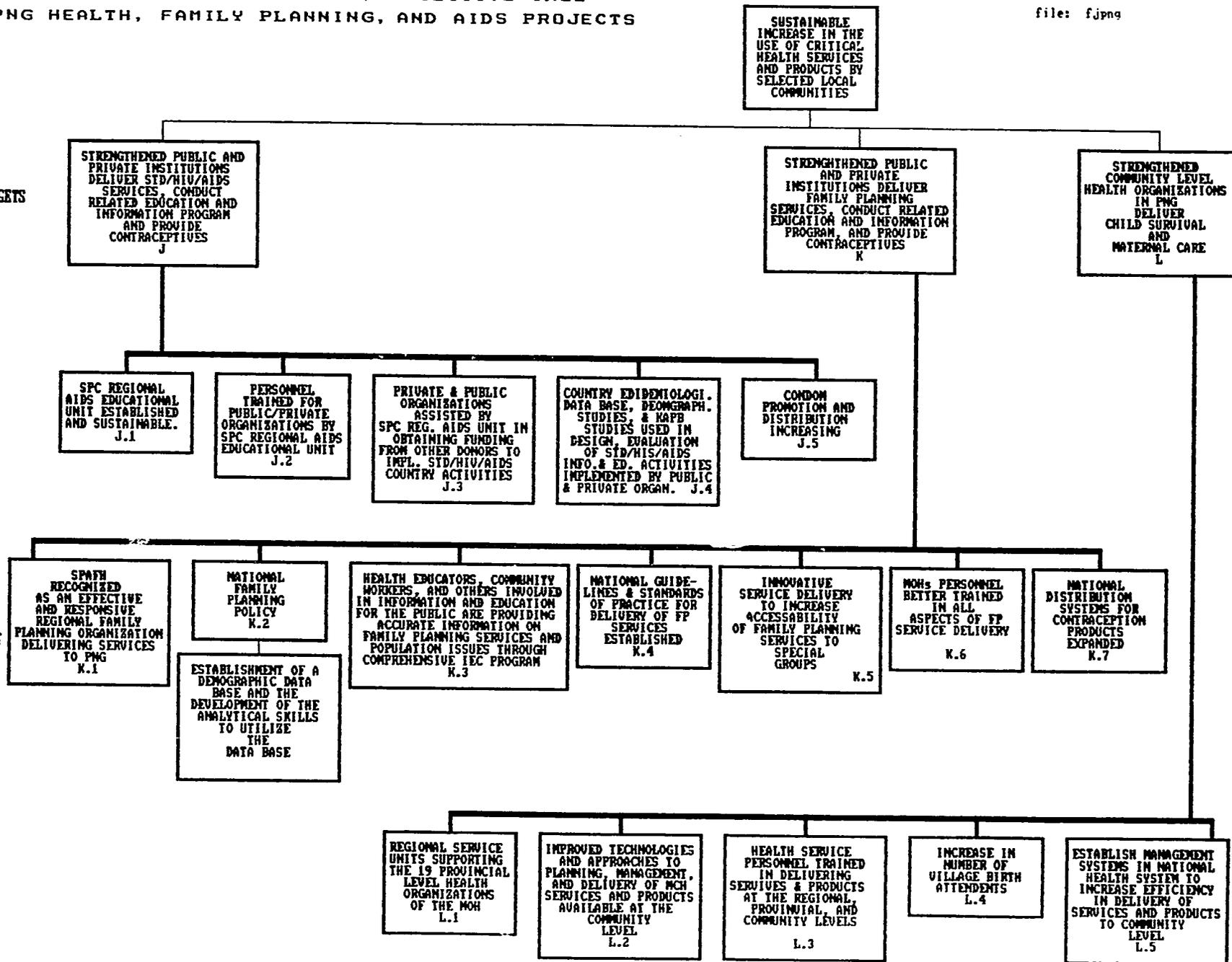
SUPRA-TARGETS

TARGETS

AIDS

FAMILY  
 PLANNING

CHILD  
 SURVIVAL



185

56

USAID SOUTH PACIFIC REGIONAL PROGRAM. OBJECTIVE TREE FOR FAMILY PLANNING AND AIDS PROJECTS

STRATEGIC OBJECTIVE

SUPRA-TARGETS

TARGETS

AIDS

FAMILY PLANNING

