

THE U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT  
COLOMBO, SRI LANKA

**PROGRAM PERFORMANCE INDICATORS  
(PPI)  
TO MONITOR  
THE USAID/SRI LANKA  
STRATEGIC FRAMEWORK  
1991- 199X**

(CONTRACT # 499-0000-0-00-1050-00)

**DR. KENNETH F. SMITH**  
Project Management Consultant

4517 TWINBROOK ROAD  
FAIRFAX, VIRGINIA 22032  
USA  
PHONE: 703-978-1876

AUGUST 1991

## EXECUTIVE SUMMARY

This report contains a new set of six (6) Program Performance Indicators (PPIs) recommended for monitoring implementation of the three (3) major Program Objectives outlined in USAID/Sri Lanka's recently approved "Strategic Framework".

In addition to presenting this latest set of indicators, the report traces the evolution of these indicators from their 1990 antecedents, for the record -- as well as to facilitate subsequent review and possible refinement.

A set of formats for collecting and reporting the required data, as well as several interactive Lotus 1-2-3 Macro Programs -- PPI.wk0 -- have also been developed. These will enable the Mission staff to maintain and update the data base for future reports with a minimum of effort.

While these indicators are the end product of my consultancy, I must hasten to point out that they are not solely my recommendations. Indeed, my primary role was to critique the existing indicators; formulate various options based on extensive documentary research; then expedite their review, and the process of reformulation. Thus these indicators were developed and finalized only after numerous discussions with USAID managers and their staff, and selective Sri Lankan Ministry personnel; as well as some of the contractors implementing USAID-assisted projects -- all of whom have far greater knowledge understanding and awareness of the substance of their programs (as well as the feasibility of obtaining pertinent data) than I as a short-term external consultant. Thank you all for your patience, cooperation and assistance in this endeavor.

If there is any further requirement for similar specialized assistance in program and/or project design, monitoring or evaluation, I would welcome the opportunity to return to Sri Lanka in the future.

## PREFACE

The purpose of the Scope of Work (SOW) under this contract was to assist USAID/Sri Lanka develop a systematic approach for analyzing and monitoring the Mission's overall Program Performance as well as its project portfolio.

This document outlines one component of the SOW -- Deliverable # 3 -- a report presenting a set of refined and objectively verifiable program performance indicators, based on the Mission's experience with the 1990-91 Program Performance Report, and the new program objectives outlined in the Mission's approved Strategic Framework.

Kenneth F. Smith  
Colombo, Sri Lanka  
6 August 1991

### Distribution:

#### USAID/Sri Lanka

- 1 - Richard Brown, Dir
- 1 - George Jones, DDir
- 4 - Randall Casey, PRM
- 2 - William Jeffers, PRJ
- 1 - Talbot Penner, PSD
- 2 - Glenn Anders, AGR
- 1 - Jack Pinney, ENG
- 1 - Wayne Butler, CTR
  
- 1 - Chris Hermann APRE/SPEE
- 1 - PPC/EVAL
- 1 - CDIE/Library

## PROGRAM PERFORMANCE INDICATORS AND ATTRIBUTION

When you can measure what you are speaking about, and express it in numbers, you know something about it. When you cannot measure it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind. It may be the beginning of knowledge, but you have scarcely in your thoughts advanced to the stage of science.

Lord Kelvin

Numerous U.S. domestic political sensitivities flow from expending public funds on foreign aid, and AID is particularly prone to pressure to show "results" from its endeavors. Consequently, efforts abound to improve "cause-effect" accountability. Despite Kelvin's disdain for subjectivity however, caution should be exercised in the quest for a deterministic calculus to reflect the extent of USAID's influence over the development environment.

AID is not the only influence in the Third World and generally does not deliver operating "turn-key" products or completely successful processes; but rather tends to function as a "pump-primer" or catalyst. Mission efforts are manifest in many forms -- policy-level initiatives, technical assistance, training, capital goods and consumable commodities, cash loans and grants. Even where USAID may be the prime mover and focusses its efforts on a particular objective, far too many uncontrollable, non-quantifiable (and often unknown or undefinable) variables exist in the broad social/political/economic/cultural spectrum to isolate measurable changes due to AID initiatives.

Attributing benefit streams to AID inputs based on changes in the levels of a few indicators used to monitor the sector in which the interventions occurred is generally neither feasible nor supportable with any degree of confidence. Self-serving claims which cannot be substantiated cause more harm than good by exposing AID to criticism for promulgating spurious statistics and cause-effect relationships. Relating a causal chain of linkages between inputs, outputs, effects and impacts, then drawing a plausible inference that AID assistance contributed in some degree (albeit non-quantifiable) to the impact observed is usually the best that can be expected. Nevertheless, monitoring programs beyond the project level is desirable if only to know when further effort is needed, or when to quit -- i.e. when "success" has been achieved, or assistance is no longer warranted; or because further attempts at remedial efforts appear futile. It is to meet these latter needs that USAID/Sri Lanka's Program-Level Performance indicators have been developed.

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT  
COLOMBO, SRI LANKA

30 JULY 1991

**PERFORMANCE INDICATORS**

**BACKGROUND**

In 1990, the Sri Lanka Mission tentatively established five (5) major Program Objectives, and ten (10) Indicators to monitor progress towards their attainment. In June 1990, these objectives and indicators were reported to AID/Washington with the following baseline information:

**PROGRAM OBJECTIVE 1: - INCREASE PRODUCTIVITY IN AGRICULTURE**

**1.1 Quantity and Value of non-traditional agricultural commodities produced in Mahaweli System B.**

Data Reported: Maha 1988/89 3.5 percent  
1989/90 5 percent

Yala 1989 5.7 percent  
1990 15 percent

**1.2 Area of Irrigated crops harvested in the dry zone major and medium irrigation systems.**

Data Reported: Maha 1988/89 67.7 percent  
1989/90 71 percent

Yala 1989 72.6 percent  
1990 76 percent

**PROGRAM OBJECTIVE 2: EXPAND EMPLOYMENT AND GENERATE INCOMES IN INDUSTRY**

**2.1 Estimated value of discounted (incremental) income streams attributable to USAID interventions**

Data Reported: Through 1989 \$1.5 million (Cum)  
1990 \$2.5 million (Cum)

**2.2 Value of shares transferred to (foreign and domestic) private investors.**

Data Reported: 1989 \$1.5 million  
1990 \$5 million

PROGRAM OBJECTIVE 3: RAISE EFFICIENCY OF NATURAL RESOURCE USE

3.1 Percent of secondary and tertiary irrigation systems turned over to farmer organizations

Data Reported:	1989	7 percent
	1990	10 percent

3.2 Progress in regularizing land ownership -- the number of land titles issued/processed

Data Reported:	1989	10,000 titles issued
	1990	15,000 titles issued

PROGRAM OBJECTIVE 4: ENHANCE COMPETITION IN SELECTED DOMESTIC MARKETS

4.1 Share of the private sector, in value terms, in the production and marketing of seeds

Data Reported:	1989	5 percent
	1990	10 percent

4.2 Percent of respondents in public opinion survey expressing confidence in selected financial institutions

Data Reported:	1989	20 percent
	1990	25 percent

PROGRAM OBJECTIVE 5: WIDEN AND DEEPEN ECONOMIC AND POLITICAL PARTICIPATION BY SELECTED POPULATION GROUPS AND INSTITUTIONS

5.1 Percent of respondents in public opinion survey expressing awareness of and sympathy for open-market policy positions

Data Reported:	1990	25 percent
----------------	------	------------

5.2 Qualitative (rank-order) measure of the relative importance of environmental NGOs in shaping the reality of environmental and natural resource policies.

Data Reported:	1989	3 / 10
	1990	3 / 10
Target:	[1995	8 / 10]

## ANALYSIS OF 1990 INDICATORS

In reviewing the foregoing indicators to prepare the 1991 Program Performance Report, a number of questions pertaining to definitions, validity, reliability, data sources and objectivity, were raised -- as enumerated in Appendix 1.

As a result of this review, the updated 1991 Program Performance Report was substantially modified. The three indicators identified below were discarded as inappropriate or impractical:

### Indicators from the 1990 Program Performance Report Discarded in the 1991 Report

- 2.1 Estimated value of discounted (incremental) income streams attributable to USAID interventions
- 4.2 Percent of respondents in public opinion survey expressing confidence in selected financial institutions
- 5.1 Percent of respondents in public opinion survey expressing awareness of and sympathy for open-market policy positions

while the remainder were either more narrowly defined, partially or completely reworded, and/or modified (including the addition of baseline data) to improve clarity.<sup>1</sup>

---

<sup>1</sup>This was Deliverable # 1 under this contract which was delivered to the Program Office on schedule; then subsequently cleared within the mission and transmitted to AID/W on 12 July 1991. [See Appendix 2 for a copy of the report.]

## 1991 STRATEGIC FRAMEWORK

In 1991, USAID/Sri Lanka prepared a revised "Strategic Framework".<sup>2</sup> In this document, USAID redefined the thrust of its development program, and narrowed its scope from five to four (4) major objectives:-

1. Sound Investment Climate, and Business Performance
2. Diversified and Commercialized Agricultural System
3. Conservation and Shared Control of Environment and Natural Resources, and
4. Citizen Participation in Democratic Systems

Each of these objectives was to be supported by a series of program interventions, as indicated below:-

### 1. SOUND INVESTMENT CLIMATE & BUSINESS PERFORMANCE

1. Privatization
2. Open Investment and Investor Services
3. Financial Market Reforms
4. Private Sector Market-based Technology & Skill
5. Modernized Economic Infrastructure Services

### 2. DIVERSIFIED AND COMMERCIALIZED AGRICULTURAL SYSTEM

1. Integrated Farm Production & Marketing Systems
2. Reduced Government Controls
3. New Production & Processing Technology
4. Increased Investments in Agricultural Enterprises & Infrastructure
5. Expanded Export-oriented Specialized Small Scale Farming Systems

---

<sup>2</sup>Strategic Framework, FY 1992-1996, USAID/Sri Lanka, April 1991

### 3. CONSERVATION AND SHARED CONTROL OF ENVIRONMENT AND NATURAL RESOURCES

1. Devolved Land and Water Control
2. Private Services and Technologies in Using Natural Resources
3. Environmental Protection Standard Compliance
4. Natural Resource Management Information Systems and Analysis
5. Increased Popular Awareness & Involvement in Conservation

### 4. CITIZEN PARTICIPATION IN DEMOCRATIC SYSTEMS

1. Assist Citizens Organizations & Associations
2. Increased Local & Regional Government
3. Support Human Rights & Peaceful Conflict Resolution
4. Public Access to Information and Expression of Opinion
5. Humanitarian Assistance in Disaster & Conflict

As a consequence of this reorientation in the Mission's Strategy, the 1990 Program Performance Indicators -- even as modified in mid-July 1991 -- no longer accorded with the nuances of the new thrusts. Indeed, the Strategic Framework outlined a plethora of different indicators to monitor the performance of its newly-defined Program Objectives:

### 1. SOUND INVESTMENT CLIMATE & BUSINESS PERFORMANCE

1. Numbers of State-Owned Enterprises (SOE) Privatized
2. Accomplishment in Policy Changes in serving and encouraging investments and industrialization
3. Adoption of new Financial market mechanisms that result in increased resources
4. Increased productivity from USAID-supported technology interventions

## 2. DIVERSIFIED AND COMMERCIALIZED AGRICULTURAL SYSTEM

1. Increased Farmer Incomes from Diversified Cropping in Mahaweli System B
2. Increased number of new/expanded agro-enterprises and outgrower schemes established (with USAID support)
3. Increased hectarage planted in subsidiary field crops
4. Reduced government involvement in agricultural systems (seeds, insurance, plant quarantine, etc.)
5. Increased value of exports of non-plantation crops
6. Preparation of new national agricultural strategy

## 3. CONSERVATION AND SHARED CONTROL OF ENVIRONMENT AND NATURAL RESOURCES

1. Increases in the number of newly formalized, cost-sharing water-use groups
2. Increased hectares of cultivated land registered and titled to the cultivators
3. Increased percentage of listed private investments meeting Environment Impact Assessment Criteria
4. Establishment and implementation of a National Water Policy
5. Number of Public Hearings on Environmental Issues

#### 4. CITIZEN PARTICIPATION IN DEMOCRATIC SYSTEMS

1. Number of USAID-supported citizen organizations achieving public recognition and/or contributing in demonstrable ways to legislative or policy change
2. Establishment or improvement of functioning mechanisms for informed public debate and expression of opinion
3. Progress toward peaceful resolution of conflict, such as (but not limited to) ethnic or regional violence

## REVIEW & ANALYSIS

This new set of Strategic Framework indicators gave rise to a similar series of questions pertaining to definitions, validity, reliability, data sources and objectivity<sup>3</sup> as had been raised for the earlier set of indicators during preparation of the 1991 Program Performance Report.

As a consequence of the intensive effort invested in updating the 1990 Program Performance Indicators, the Mission staff were much more sensitized to the criteria constituting a useful indicator than hitherto. Therefore -- to the extent possible -- attention was focussed on adapting the recently-revised (and submitted) 1991 Program Performance report to measure the newly conceived performance objectives, rather than prevailing with the Strategic Framework's latent set of indicators itemized above.

After extensive iterative review and discussion with Mission managers -- as well as research and followup with other Mission staff, Ministry and contractor personnel -- the six (6) Indicators for three (3) Program Objectives on the following page<sup>4</sup> were finally recommended as being the most appropriate, relatively easy to obtain, and objectively verifiable surrogates for monitoring USAID/Sri Lanka's performance in pursuit of its strategic objectives.

Although intrinsic to the Mission's strategy, the fourth Program Objective in the Strategic Framework, namely -- **CITIZEN PARTICIPATION IN DEMOCRATIC SYSTEMS** -- proved too complex and elusive to capture in succinct quantitative, objectively verifiable terms. Despite extensive cerebration, after close examination, all potential candidate measures were rejected as unsuitable -- usually for multiple reasons. For the most part, those aspects which could be measured were relatively trivial and failed to reflect the importance of and USAID's concern for the underlying issues. Some other measures even tended to present a distorted picture. Still others had no objectively verifiable data source. In the final analysis, all the "Democratic" indicators reviewed lacked validity in terms of cause/effect linkage with Mission project efforts. At the same time, democratic citizen participation permeates all of USAID/Sri Lanka's activities. Consequently, we finally relegated "Citizen Participation in Democratic Systems" to the status of a "cross cutting theme" for comment whenever pertinent.

---

<sup>3</sup>Details are enumerated in Appendix 3.

<sup>4</sup>Additional details for each indicator are outlined in Appendix 4 -- The Recommended Revised "Program Performance Report".

**RECOMMENDED PROGRAM  
PERFORMANCE INDICATORS**

**PROGRAM OBJECTIVES & INDICATORS**  
=====

1. SOUND INVESTMENT CLIMATE & BUSINESS PERFORMANCE
  - 1.1 Number of Shareholders of Publicly Quoted Companies.  
  
DESIRED TREND: Increase in Number
  - 1.2 Value of Shares of Publicly Owned Companies Transferred to Private Investors.  
  
DESIRED TREND: Increase in Value
  
2. DIVERSIFIED & COMMERCIALIZED AGRICULTURAL SYSTEM
  - 2.1 Value of Exports of Non-Paddy and Non-Plantation Crops.  
  
DESIRED TREND: Increase in Value  
[Current Prices]
  - 2.2 Area of Mahaweli System B producing non-traditional agricultural commodities.  
  
DESIRED TREND: Increase in Area
  
3. CONSERVATION AND SHARED CONTROL OF ENVIRONMENT & NATURAL RESOURCES
  - 3.1 Hectares of Secondary Irrigation Systems formally turned over to Organized and Trained Water User Groups.  
  
DESIRED TREND: Increase in Hectarage under farmers' control
  - 3.2 Land Titles Issued to Farmers/Settlers  
  
DESIRED TREND: Increase in Number of Farmers/Settlers having Land under their Control

## APPENDICES

APPENDIX 1

## ANALYSIS OF 1990 INDICATORS

PROGRAM OBJECTIVE 1: - INCREASE PRODUCTIVITY IN AGRICULTURE1.1 Quantity and Value of non-traditional agricultural commodities produced in Mahaweli System B.

1. How is "Non-Traditional Agricultural Commodities" defined? What are they?
2. Face Validity -- How does increased "quantity and value" of crops produced relate to increased productivity (i.e. increased yield per unit of land area)?
3. Reliability -- What is being measured? Is the productive agricultural area of Mahaweli System B a constant? Are prices for commodities sold stable?
4. Were the percentages reported quantities or values?
5. How are the quantities measured -- Metric Tons, Bushels, or what? What is the baseline data from which these percentages were calculated?
6. How are different products aggregated in terms of quantity?
7. Is value in Rupees or dollars?
8. What is the source of the data on a recurrent basis?
9. Why is Mahaweli System B targetted, rather than national production as a whole?
10. Is there an upper limit on "increase"?
11. Are there reasonable annual targets that can be established?
12. When will "success" be achieved -- i.e. when is enough enough?

1.2 Area of Irrigated crops harvested in the dry zone major and medium irrigation systems.

1. Definitions -- Where is the Dry Zone? What are the Major and Medium Irrigation Systems, and what is their command area?
2. Face Validity -- How does increased "area" of crops produced relate to increased productivity (i.e. increased yield per unit of land area)?
3. Were the percentages reported acres or hectares?
4. What is the baseline data?
5. What is the source of data on a recurrent basis?
6. Is there an upper limit on "increase"?
7. Are there reasonable annual targets that can be established?
8. When will "success" be achieved -- i.e. when is enough enough?

PROGRAM OBJECTIVE 2: EXPAND EMPLOYMENT AND GENERATE INCOMES IN INDUSTRY

2.1 Estimated value of discounted (incremental) income streams attributable to USAID interventions

1. Definition. Whose employment and whose incomes are measured? What USAID interventions are considered? How is the relationship between USAID intervention and income established? What differential ratios are attributed to "with & without" intervention? What discount rate was used?
2. Face Validity -- How does "value of income" relate to expanded employment?
3. What is the source of data on a recurrent basis?
4. Are there reasonable annual targets that can be established?
5. When will "success" be achieved -- i.e. when is enough enough?

## 2.2 Value of shares transferred to (foreign and domestic) private investors.

1. Definition -- What shares?
2. Face Validity -- How does "value of shares transferred to private investors" expand employment, and/or generate incomes in industry?
3. What is the source of data on a recurrent basis?
4. Are there reasonable annual targets that can be established?
5. When will "success" be achieved -- i.e. when is enough enough?

## PROGRAM OBJECTIVE 3: RAISE EFFICIENCY OF NATURAL RESOURCE USE

### 3.1 Percent of secondary and tertiary irrigation systems turned over to farmer organizations

1. Definitions -- What are Secondary and Tertiary irrigation systems? Farmer organizations? Natural Resource Use? Efficiency?
2. Face Validity -- How does "turning over" systems to farmer organizations raise efficiency of natural resource use?
3. What is the baseline data, and turnover numbers from which the percentages are derived?
4. Is the size of the system, and number of systems "stable" -- i.e. a fixed area and/or number, or can it/they grow/decline in area?
5. What is the source of the data on a recurrent basis?
6. Are there reasonable annual targets that can be established?
7. When will "success" be achieved -- i.e. when is enough enough?

### 3.2 Progress in regularizing land ownership -- the number of land titles issued/processed

1. Definitions -- Issued -- to whom? owners? Farmers? Any farmers, or particular groups in irrigation scheme/resettlement areas? Other real estate? Housing? Processed -- by whom, and to what stage of processing? From whom is the land ownership transferred and to whom is it transferred? [Is the presumption from the government and large landholders, to small/smaller farmers?]
2. Face Validity -- How does transfer and fragmentation of land ownership raise efficiency of natural resource use?
3. What is the baseline, and numbers of title transfers from which percentages are derived?
4. Is the size/area of individual lots of land transferred a factor? I.e. are small areas presumed to be more efficiently used than large areas?
5. Is the quality of the land transferred a factor -- i.e. farmland, irrigated, newly cleared jungle, hilly upland/wasteland, urban, suburban, shoreline, etc?
6. Is one-time title transfer the only indicator? How about resale after initial transfer?
7. What is the source of data on a recurrent basis?
8. Are there reasonable annual targets that can be established?
9. When will "success" be achieved -- i.e. when is enough enough?

14

PROGRAM OBJECTIVE 4: ENHANCE COMPETITION IN SELECTED DOMESTIC MARKETS

4.1 Share of the private sector, in value terms, in the production and marketing of seeds

1. Definitions -- Private Sector -- is this one entity? Any seeds, or particular types such as rice?
2. Is size of individual farms/companies, and or numbers of growers/marketers important?
3. Are production and marketing by the same entities, mutually exclusive, or mixed?
4. What is the baseline data, and turnover values from which the percentages are derived?
5. Are the values "stable" -- or will they vary inversely to volume of seeds on the market?
6. Will the government continue in the seed production and marketing business?
7. Will the government provide price floors/ceilings/controls/subsidies to private growers?
8. What is the source of data on a recurrent basis?
9. Are there reasonable annual targets that can be established?
10. When will "success" be achieved -- i.e. when is enough enough?

4.2 Percent of respondents in public opinion survey expressing confidence in selected financial institutions

1. Definitions -- What is population from which the survey sample is drawn and to which the percentages can be extrapolated? What is margin of error? What is sample size? Confidence Level? How is sample selected? Is it stratified? Who are respondents -- investors/borrowers, would-be investors/ borrowers, both -- or disinterested chance interviews with man-off-the-street"? Which selected domestic markets are targetted here?
2. Face validity -- How does general (or specific sectors of) public opinion perception of selected financial institutions enhance competition in selected domestic markets?
3. Which financial institutions? Are they fixed -- stable. Can new ones be added to survey?
4. How is the survey to be conducted -- or interview? Who does the interviewing, and data analysis? Is same questionnaire used each year?
5. How does public opinion perception accord with reality? How is reality measured? i.e. if financial institutions are in bad shape and public does not perceive it will this enhance competition?
6. What is the source of data on a recurrent basis?
7. Are there reasonable annual targets that can be established?
8. When will "success" be achieved -- i.e. when is enough enough?

PROGRAM OBJECTIVE 5: WIDEN AND DEEPEN ECONOMIC AND POLITICAL PARTICIPATION BY SELECTED POPULATION GROUPS AND INSTITUTIONS

5.1 Percent of respondents in public opinion survey expressing awareness of and sympathy for open-market policy positions

1. Definition -- "Economic Participation" "Political Participation"? Which selected population groups and institutions are targetted? "Open Market Policy" What is population from which survey sample is drawn and to which the percentages can be extrapolated? What is margin of error? What is sample size? Confidence Level? How is sample selected? Is it stratified? Who are respondents -- members of those groups/institutions of disinterested chance interviews with "man-off-the-street"?
2. Face validity -- How is economic and/or political participation widened and/or deepened by public awareness and/or sympathy for open market policy position?
3. Is economic/political differentiation important?
4. How is the survey conducted -- interview? Who does the interviewing? Is the same questionnaire used each year?
5. What is the source of data on a recurrent basis?
6. Are there reasonable annual targets that can be established?
7. When will "success" be achieved -- i.e. when is enough enough?

5.2 Qualitative (rank-order) measure of the relative importance of environmental NGOs in shaping the reality of environmental and natural resource policies.

1. Definitions -- Which NGOs are considered to be environmental? How many are there? Are they a finite group? Who are they -- are they reputable and respected by the international "Green" movements and the scientific community, universities; &/or the Sri Lankan Government? What is the 3 / 10 scale indicating? Acceptance by government? Acceptance by industry? Membership on policy boards, company directorates? (I don't follow the measurement definition technique?)
2. Is economic/political differentiation important?
3. Who does the "qualitative rank-order" measurement? The USAID environmental officer? A consultant? A GSL government official? An NGO consensus?
4. What is the source of data on a recurrent basis?
5. Are there reasonable intermediate annual targets that can be established?
6. Is the 1995 target of 8 / 10 (whatever it is) when "success" is achieved -- i.e. is this enough?

APPENDIX 2

USAID/SRI LANKA  
1991 PROGRAM PERFORMANCE  
REPORT  
(SUBMITTED JULY 1991)

APPENDIX 2  
-----

FAX to AID/W ATTN: APRE/FPM & SPEE

Page 1 of 6

SUBJECT: 1991 Program Performance Report

REF: (A) STATE 056855, (B) STATE 193347

- A. Ref (A) asked Missions to submit an updated Program Performance Report following on the Performance Indicators submitted June 1990. Ref (B) para 3 extended the deadline for submission to the week of 15 July.
- B. Ref (A) urged brevity and succinctness. To facilitate time-series reference, and clarity, the report has been prepared in tabular form with some previous data, plus new data (underlined) and notes, and submitted by FAX, attn: APRE/FPM & SPEE.
- C. As outlined below, three of the earlier indicators anticipated have been completely discarded as inappropriate or impractical and several others either completely reworded or modified to improve clarity. Baseline data has also been applied for order-of-magnitude reference.
- D. We are continuing to review these as well as other Program and Project performance indicators for continuing utility in view of the newly approved Mission Strategic Framework. A final revision of our PPI system including prospective (as well as this retrospective) measurement will be submitted at the same time as our First Annual PBB Report, by 1 September.

PROGRAM OBJECTIVES & INDICATORS =====	TIME PERIOD =====	TARGET =====	ACTUAL =====
INCREASE PRODUCTIVITY IN AGRICULTURE			
1.1 Area of Mahaweli System B producing non-traditional agricultural commodities.	Maha 88/89		3.5 % #
	Maha 89/90	5.0 %	#
	89/90 BASELINE #:		11,000 Has
	Maha 89/90	2.0%	0.7% #
	Maha 90/91	4.0%	* #
New Data (underlined)			
* Data not yet available from Ministry	Yala 1989		5.7 %
	1990 BASELINE #:		10,300 Has
** Yala Season still in progress (May - Oct)	Yala 1990	15.0 %	3.5 % #
	Yala 1991	20.0 %	**

COMMENT: THE INDICATOR WAS CHANGED FROM "QUANTITY & VALUE" to "PRODUCTION AREA" and BASELINE DATA WAS ADDED.  
 # The targets previously submitted were also therefore modified as the methodology for obtaining data was improved.  
 Note: The Baseline Hectarage fluctuates each season and year. Earlier Ministry data was based on extension agent "guesstimates" from farmer interviews, and impossible to reconcile. New data is based on field sampling measurements, and is now only for the irrigated areas.  
 The shortfall in Maha season was due to two factors;  
 1. Heavy rainfall encouraged farmers to grow Padi instead of the newer, non-traditional crops being introduced.  
 2. Many new crop trials were a "washout" because of the excessive rainfall in the area.  
 The program is generally going well in terms of farmer interest and participation, but the area of coverage is less than targetted as farmers only set aside a small area for trials. Thus targets are too ambitious, and for 1991 we now expect only about 2% for Maha, and 12% for Yala.

1.2 Area of irrigated crops harvested in the dry zone major and medium irrigation systems.	BASELINE #:		125,000 Has
	Maha 88/89		67.7 %
	Maha 89/90		71.0 %
	Maha 90/91	80.0 %	*
	Yala 1989		72.6 %
	Yala 1990	76.0 %	70.0 %
	Yala 1991	76.0 %	**

COMMENT: BASELINE DATA ADDED. These figures are tentative, since the data from the Northeast Province has not yet been received or included. Caution -- The major independent variable affecting "area harvested" is weather -- rather than the irrigated area expanded through USAID-assisted efforts. Another intervening variable disrupting harvesting is the intensity of the insurgency situation in the Northern and Eastern Provinces.

PROGRAM OBJECTIVES & INDICATORS =====	TIME PERIOD =====	TARGET =====	ACTUAL =====
2. EXPAND EMPLOYMENT AND GENERATE INCOMES IN INDUSTRY			
2.1 Estimated value of dis- counted (incremental) income streams attributable to USAID interventions.	Thru 1989 Thru 1990 Thru 1991	\$2.5 m.	\$1.5 m. cum cum ***

COMMENT: \*\*\* DISCONTINUED due to unreliability of measurement. Process was too esoteric. Many exogenous variables, plus subjective estimates dependent on one individual's perception and a computation process which cannot be easily replicated or confirmed by others. Results present an impression of accuracy which cannot be independently verified.

2.2 Value of shares transferred to (foreign and domestic) private investors.	1989 1990 1991		\$ 1.5 m \$ 5.0 m \$10.0 m
--	----------------------	--	----------------------------------

COMMENT: Program results significantly exceeded our earlier expectations and augers well for future development. The program is going very well, and we are cautiously optimistic for this year's efforts.

PROGRAM OBJECTIVES & INDICATORS =====	TIME PERIOD =====	TARGET =====	ACTUAL =====
---	-------------------------	-----------------	-----------------

3. RAISE EFFICIENCY OF NATURAL RESOURCE USE

	BASELINE #:	70,000 Has = 174 DCO's
3.1 Percent of secondary irrigation systems turned over to farmer organizations	1989	7.0 %
	1990	10.0 %
	1991	15.0 %

COMMENT: MORE ACCURATELY & NARROWLY DEFINED. "Tertiary systems" (previously reported) are a subset of Secondary systems. THE EXTENT OF THIS INDICATOR IS FURTHER LIMITED TO SYSTEMS IMPACTED BY THE ISM PROJECT. BASELINE DATA HAS ALSO BEEN ADDED. A cautionary note -- turnover is only one leading administrative indicator. Efficiency (in terms of water distribution, system maintenance and land usage) will lag as a function of each farmer organization's effectiveness.

3.2 Progress in regularizing land ownership - the number of permits and land grants issued.	1989	10,000	#
	1990	15,000	#
	NATIONALLY		
	1990	Highland	56,504
		Paddy	45,188
		Land Grants	2,231
	MAHAWELI SYSTEM B		
	1990	Highland	7,677
		Paddy	4,182

No "Targets" have been established for 1991.

COMMENT: \*\*\* REDEFINED FROM PREVIOUS SUBMISSION.  
 # The data previously submitted cannot be reconciled with any Ministry officials. While the objective is still of prime importance, the "titles issued/processed" procedure is more complex than the original indicator shows. Titles will not be issued until the land is paid for -- in ten annual installments -- if paid for promptly. Furthermore, land costs have not yet been established, so no payments have yet been made. In the meantime, "Permits" are being issued to settlers in the Mahaweli under the Land Development Ordinance for Highland, and Paddy cultivation, and "Land Grants" to all other established settlers (even from before 1966). Data for these categories is cumulative as of the end of 1990.

22

PROGRAM OBJECTIVES &  
 INDICATORS  
 =====

TIME PERIOD TARGET ACTUAL  
 =====

4. ENHANCE COMPETITION IN SELECTED DOMESTIC MARKETS

	BASELINE #:	100 m rupees
4.1 Share of the private sector in value terms, in the production and marketing of seeds.	1989	5.0 %
	1990	10.0 %
	1991	10.0 %

COMMENT: BASELINE DATA ADDED. This is a derived "guesstimate" (and excludes imported seeds) as no regular statistical analysis or report exists. Performance is not as much as had been anticipated, but is nevertheless a positive trend which we expect will continue.

4.2 Percent of respondents in public opinion survey expressing confidence in selected financial institutions.	1988		20.0 %
	1990	25.0 %	***
	1991		

COMMENT: \*\*\* DISCONTINUED. Validity questionable, and impractical to implement on sustaining basis.

24

PROGRAM OBJECTIVES & INDICATORS =====	TIME PERIOD =====	TARGET =====	ACTUAL =====
5. WIDEN AND DEEPEN ECONOMIC AND POLITICAL PARTICIPATION BY SELECTED POPULATION GROUPS AND INSTITUTIONS			
5.1 Percent of respondents in public opinion survey expressing awareness of and sympathy for open-market policy positions.	1990 1991	25.0 %	***
COMMENT: *** NEVER IMPLEMENTED. Validity and utility questioned, and also considered impractical to implement.			
5.2 Number of Environmental NGO's effectively involved at National Level in Environmental Policy formulation.	1989 1990 1991 1995	3 / 10 3 / 10 3 / 10 3 / 10	

COMMENT: \*\*\* REWORDED FROM PREVIOUS SUBMISSION. Earlier statement was not very clear, i.e. Only 3 of the 10 NGOs currently involved in environmental issues here, are currently considered as having a major effective involvement at the national policy level. The objective is to sustain these three, and help strengthen five others by 1995. [NOTE: This is a new AID initiative which will begin in September 1991.]

25

APPENDIX 3

ANALYSIS OF  
USAID/SRI LANKA  
INDICATORS IN THE 1991  
STRATEGIC FRAMEWORK

APPENDIX 3**ANALYSIS OF INDICATORS IN THE  
1991 STRATEGIC FRAMEWORK**1. SOUND INVESTMENT CLIMATE & BUSINESS PERFORMANCE

1. Numbers of State-Owned Enterprises (SOE) Privatized
  1. How many SOEs are there?
  2. How many SOEs are planned for Privatization, and Over what time-frame?
  3. Source of Data on a recurrent basis?
  
2. Accomplishment in Policy Changes in serving and encouraging investments and industrialization
  1. How to Define?
  2. How to Measure?
  3. Source of Data on a recurrent basis?
  
3. Adoption of new Financial market mechanisms that result in increased resources
  1. How to Define?
  2. How to Measure?
  3. Source of Data on a recurrent basis?
  
4. Increased productivity from USAID-supported technology interventions
  1. How to Define?
  2. How to Measure?
  3. Source of Data on a recurrent basis?

2. DIVERSIFIED AND COMMERCIALIZED AGRICULTURAL SYSTEM

1. Increased Farmer Incomes from Diversified Cropping in Mahaweli System B
  1. How to Define?
  2. How to Measure?
  3. Source of Data on a recurrent basis?
  
2. Increased number of new, expanded agro-enterprises and outgrower schemes established (with USAID support)
  1. How to Define?
  2. How to Measure?
  3. Source of Data on a recurrent basis?
  
3. Increased hectarage planted in subsidiary field crops
  1. How to Define?
  2. How to Measure?
  3. Source of Data on a recurrent basis?
  
4. Reduced government involvement in agricultural systems (seeds, insurance, plant quarantine, etc.)
  1. How to Define?
  2. How to Measure?
  3. Source of Data on a recurrent basis?
  
5. Increased value of exports of non-plantation crops
  1. How to Define?
  2. How to Measure?
  3. Source of Data on a recurrent basis?

6. Preparation of new national agricultural strategy
  1. How to Define?
  2. How to Measure?
  3. Source of Data on a recurrent basis?

3. CONSERVATION AND SHARED CONTROL OF ENVIRONMENT AND NATURAL RESOURCES

1. Increases in the number of newly formalized, cost-sharing water-use groups
  1. How to Define?
  2. How to Measure?
  3. Source of Data on a recurrent basis?
2. Increased hectares of cultivated land registered and titled to the cultivators
  1. How to Define?
  2. How to Measure?
  3. Source of Data on a recurrent basis?
3. Increased percentage of listed private investments meeting Environment Impact Assessment Criteria
  1. How to Define?
  2. How to Measure?
  3. Source of Data on a recurrent basis?
4. Establishment and implementation of a National Water Policy
  1. How to Define?
  2. How to Measure?
  3. Source of Data on a recurrent basis?

5. **Number of Public Hearings on Environmental Issues**

1. How to Define?
2. How to Measure?
3. Source of Data on a recurrent basis?

4. CITIZEN PARTICIPATION IN DEMOCRATIC SYSTEMS

1. **Number of USAID-supported citizen organizations achieving public recognition and/or contributing in demonstrable ways to legislative or policy change**

1. How to Define?
2. How to Measure?
3. Source of Data on a recurrent basis?

2. **Establishment or improvement of functioning mechanisms for informed public debate and expression of opinion**

1. How to Define?
2. How to Measure?
3. Source of Data on a recurrent basis?

3. **Progress toward peaceful resolution of conflict, such as (but not limited to) ethnic or regional violence**

1. How to Define?
2. How to Measure?
3. Source of Data on a recurrent basis?

APPENDIX 4

REVISED USAID/SRI LANKA  
PROGRAM PERFORMANCE INDICATORS  
(PPI)  
BASED ON THE  
STRATEGIC FRAMEWORK

FOR THE  
ANNUAL  
PROGRAM PERFORMANCE REPORT

(SHOULD BE SUBMITTED TO AID/W NLT 1 SEPTEMBER 1991)

DRAFT CABLE & FAX TO AID/W  
ATTN: APRE/FPM & SPEE

REVISED 1991 PROGRAM  
PERFORMANCE REPORT

Page 1 of 7

SUBJECT: REVISED 1991 PROGRAM PERFORMANCE REPORT (PPR)

REF: (A) SRI LANKA FAX SUBJ: 1991 PROGRAM PERFORMANCE  
REPORT (JULY 1991)

- A. REF (A) SUBMITTED AN UPDATED PROGRAM PERFORMANCE REPORT FOLLOWING ON THE PERFORMANCE INDICATORS SUBMITTED JUNE 1990, AND PROMISED A FINAL REVISION OF THAT REPORT IN VIEW OF THE NEWLY APPROVED MISSION STRATEGIC FRAMEWORK, BY 1 SEPTEMBER.
- B. THE REVISED REPORT HAS NOW BEEN COMPLETED AND SUBMITTED BY FAX, ATTN: APRE/FPM & SPEE.
- C. THE REPORT CONTAINS INDICATORS WHICH REFLECT ONGOING ACTIVITIES UNDER THE NEW STRATEGIC FRAMEWORK. FURTHER PERFORMANCE INDICATORS WILL BE IDENTIFIED IN FUTURE YEARS AS NEW ACTIVITIES UNDER THE FRAMEWORK ARE INITIATED.

PROGRAM OBJECTIVES &  
INDICATORS

=====

1. SOUND INVESTMENT CLIMATE & BUSINESS PERFORMANCE

1.1 Number of Shareholders of  
Publicly Quoted Companies.

	TIME PERIOD	[Cumulative] TARGET (000's)	ACTUAL (000's)
	=====	=====	=====
BASELINE:	1989		18 (Est)
DESIRED TREND:	1990	25	
Increase in Number	1991	40	
	1992	65	
	1993	100	

RATIONALE:

There is a direct correlation between the soundness of the investment climate and the readiness of individuals to participate in procuring shares of publicly-offered companies.

COMMENT:

Much of USAID/Colombo's portfolio is designed to stimulate increased investment, through policy reform, a public awareness campaign, broad based privatization, and capital market improvement. The number of shareholders in publicly quoted companies will not include the large number of employees who become shareholders in privatized companies not publicly quoted (over 10,000 during the last 12 months), but will provide an accurate indicator over time of the increase in participation by the citizens in Sri Lanka in the ownership of productive assets.

SOURCE:

Mr. Ravi Pieris, Manager, Colombo Stock Exchange  
Phone Number: 444464

A regular report has not yet been established, but actual data will soon be readily available with the recent USAID-financed Central Depositor Unit. Once established, the data should be available as of 31 December each year, with a lag time of one month.

PROGRAM OBJECTIVES &  
INDICATORS

=====

1. SOUND INVESTMENT CLIMATE & BUSINESS PERFORMANCE

1.2 Value of Shares of  
Publicly Owned Companies  
Transferred to Private Investors .

	TIME PERIOD	[Cumulative] TARGET (\$mill)	ACTUAL (\$mill)
	=====	=====	=====
BASELINE:	1988	-0-	-0-
DESIRED TREND:	1989	\$ 1.0 m	\$ 1.5 m
Increase in Value	1990	\$ 5.0 m	\$11.5 m
	1991	\$ 20.0 m	
	1992	\$ 55.0 m	
	1993	\$100.0 m	

RATIONALE:

Privatization of public sector companies is a major factor in stimulating and reflecting business performance.

COMMENT:

The GSL has embarked on a program of privatization. This program moved very slowly at first, due in part to their political difficulties and in part because they are looking at a number of innovative alternatives to single asset sales. The current formula, which involves both foreign and broad based local participation, has begun to show results. The measurement of assets transferred under this program -- which USAID/Colombo has actively supported since 1988 with the Private Sector Policy Support project -- while failing to capture the innovations, will accurately reflect progress.

SOURCE:

Mr. Tissa Jayasinghe, Director,  
Commercialization of Public Enterprise Division  
Ministry of Finance  
Phone Number: 24647

No regular report established, but actual data will soon be readily available and can be provided as of 31 December each year, with a lag time of one month.

PROGRAM OBJECTIVES &  
INDICATORS

=====

2. DIVERSIFIED & COMMERCIALIZED  
AGRICULTURAL SYSTEM

2.1 Value of Exports of Non-Paddy  
and Non-Plantation Crops.

	TIME PERIOD	[Annual ACTUAL (M Rups)]
	=====	=====
BASELINE:	1979	887.9
DESIRED TREND:	1980	878.4
Increase in Value	1981	1,397.5
[Current Prices]	1982	1,495.2
	1983	1,485.7
	1984	1,391.1
	1985	1,364.6
	1986	1,499.8
	1987	1,714.2
	1988	2,561.3
	1989	2,408.4
	1990	3,164.5
	1991	

RATIONALE:

The total value of non-paddy and non-plantation agricultural products is *prima facie* evidence of commercialization at the macro level.

COMMENT:

A generally increasing trend. Total value is an aggregate of several different crop categories which are tracked separately in the source document. As a secondary-level function, the Mission is closely monitoring the extent of crop diversity from trends in the disaggregated data. [NOTE: The GSL has not yet established any long long-range export targets for the various crops. However, the findings from our secondary level PPI analysis in this area will be provided to several GSL Ministries through the USAID (APAP) Agriculture Planning & Analysis Project.

SOURCE:

Table 41, Annual Report of the Monetary Board to the Hon. Minister of Finance, Central Bank of Sri Lanka.

An established report. Published data can be obtained as of 31 December each year, with a lag time of approximately six months. The data is also tracked monthly by the Central Bank -- thus unpublished data can also be obtained if urgently needed.

PROGRAM OBJECTIVES &  
INDICATORS

=====

2. DIVERSIFIED & COMMERCIALIZED  
AGRICULTURAL SYSTEM

2.2 Area of Mahaweli System B producing  
non-traditional agricultural commodities.

DESIRED TREND: Increase in Area

	TIME PERIOD	[Seasonal] MAHA (Oct-Mar)		[Seasonal] YALA (Apr-Sep)	
		TARGET (Has)	ACTUAL (Has)	TARGET (Has)	ACTUAL (Has)
BASELINE:	1990	220	77	1,545	361
	1991	220	*	1,100	**
	1992	440		2,200	
	1993	660		3,300	
	*	Data not yet available from Ministry			
	**	Season still in progress			

RATIONALE:

Diversification is one of the prime objectives of development in Mahaweli System B. Currently Mahaweli farmers primarily plant paddy. Area planted to crops other than paddy is therefore an excellent indicator of diversification. At present, Mahaweli farmers incomes are also primarily derived from paddy production, but the return is very low. Diversified crops will also be sold to supplement farm income. While it is extremely difficult to measure farm household income, again the area planted to these crops is thus also a good secondary indicator of commercialization.

COMMENT:

As indicated in the 1991 Program Performance Report submitted in July, although the above statistics do not reflect it, the crop diversification program is generally going well in terms of farmer interest and participation. However, the area planted to new crops is very small -- much less than originally anticipated, as farmers are only setting aside a very small area of their farm for test trials at this early stage. While the area should expand rapidly once suitable crops are grown successfully and the potential for marketing them is recognized, USAID considers these targets are still too ambitious, and we have suggested that they be

modified. However, the targets are GSL targets, and for the time being they are insistent on retaining them, and maintaining the drive to attain them. Despite the problems reflected above, hectarage is still the preferable indicator -- rather than farmers or incomes. Hectarage data is now being systematically monitored -- whereas data on farmers and their incomes are very not, and the information available is highly speculative. Although these statistics are based on one project's monitoring system, they serve as an important indication of the success of the entire Mission investment in the Mahaweli. The Mission's program is changing substantially, but the Mahaweli can continue to serve as a well-monitored pilot area for a wide range of program interventions (agronomic, entrepreneurial, investment etc.). Success should be reflected by changes in the crop systems.

SOURCE:

Contact: Dr. Max Goldensohn, Chief of Party,  
DAI. Phone Number: 027-2174

A comprehensive reporting system has been established by DAI and data can be provided with a six month lag time after the season.

PROGRAM OBJECTIVES &  
INDICATORS

=====

3. CONSERVATION AND SHARED CONTROL  
OF ENVIRONMENT & NATURAL RESOURCES

3.1 Hectares of Secondary Irrigation  
Systems formally turned over to  
Organized and Trained Water User  
Groups.

	TIME PERIOD	[Cumulative] TARGET ACTUAL (000s Has)
	=====	=====
BASELINE:	1991	9*
DESIRED TREND:	1992	12
Increase in Hectarage	1993	
under farmers' control	1994	
	1995	

RATIONALE:

The Government of Sri Lanka has a specific objective to devolve responsibility for water distribution, system operation and maintenance to the beneficiary farmers, organized into water users groups known as DCOs -- Distributary Canal Organizations. Hectarage formally turned over to these farmers is thus an effective indicator of shared control.

[\*NOTE: A DCO exercises organizational responsibility and control over approximately 300 hectares. These numbers are scaled-up based on the number and rate of DCO's targetted for training and turnover.]

COMMENT:

This is a brand new initiative and procedures are still being developed and targets established. ISM is a USAID-assisted pilot project in six Irrigation Schemes where criteria have been established for effective and sustainable DCO functioning. Initially the data will come from ISM areas. Ultimately, however, the turn-over criteria will be applied to other Irrigation Systems.

SOURCE:

W. Ellawala, Deputy Director (Monitoring) &  
S.T.M.I. Fernando, DO Assistant,  
Irrigation Management Department  
Phone: 589919

PROGRAM OBJECTIVES &  
INDICATORS

=====

3. CONSERVATION AND SHARED CONTROL  
OF ENVIRONMENT & NATURAL RESOURCES

3.2 Land Titles Issued to  
Farmers/Settlers under  
new legislation.

	TIME PERIOD	[Cumulative] TARGET (000's)	ACTUAL (000's)
	=====	=====	=====
BASELINE:	1991	0	
DESIRED TREND:	1992	100	
Increase in Number of	1993	200	
Farmers/Settlers having	1994	300	
Land under their Control	1995	400	

RATIONALE:

Land Titling is a pertinent indicator of shared control. Studies indicate that insecure tenure and property rights are prime causes of land degradation; thus the titles will also serve as a leading indicator for environmental and natural resource conservation.

COMMENT:

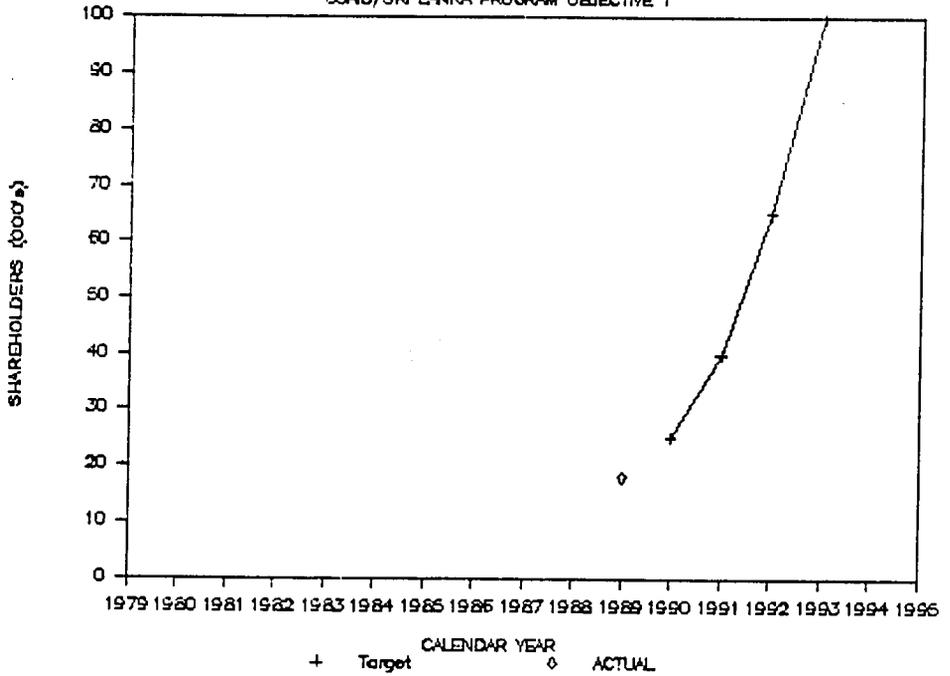
The Government of Sri Lanka is passing new legislation to expedite the distribution of land and to regularize land titles. USAID has supported land grants through PL 480 local currency programming and is now designing a new project to provide more specific budgetary and technical support to implement the new legislation.

SOURCE:

Land Commissioner

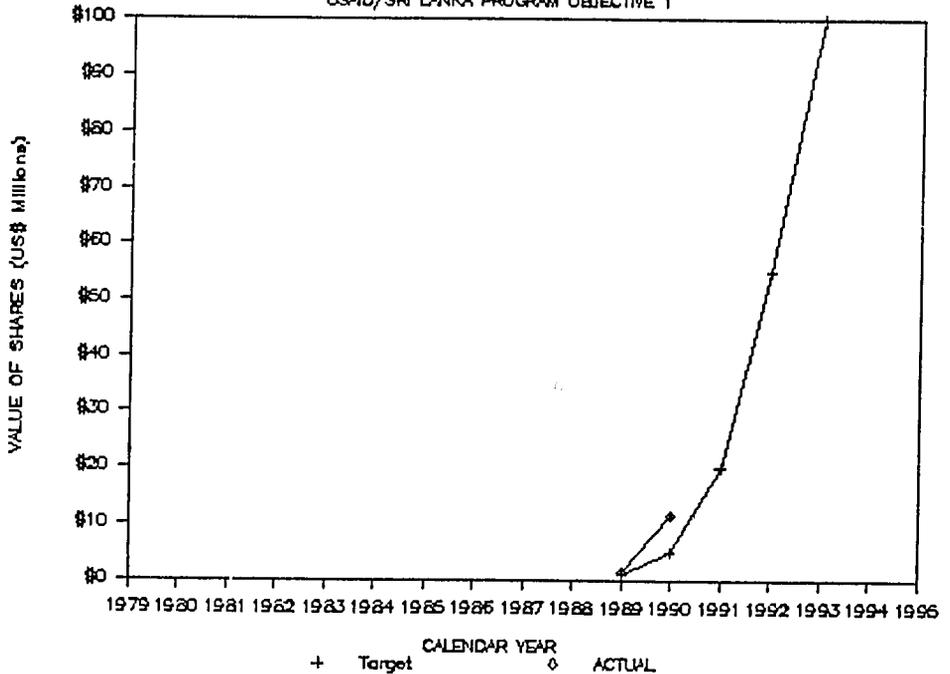
# 1.1 SHAREHOLDERS — PUBLICLY QUOTED COs

USAID/SRI LANKA PROGRAM OBJECTIVE 1



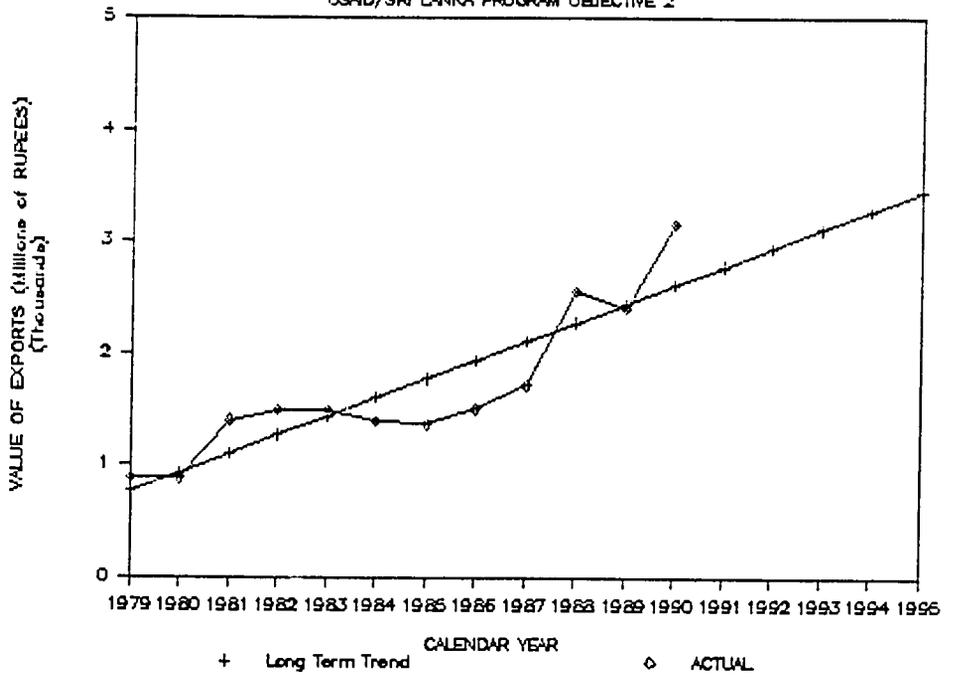
# 1.2 POC SHARES TRFD TO PVT INVESTORS

USAID/SRI LANKA PROGRAM OBJECTIVE 1



## 2.1 EXPORTS OF NON-PLANTATION CROPS

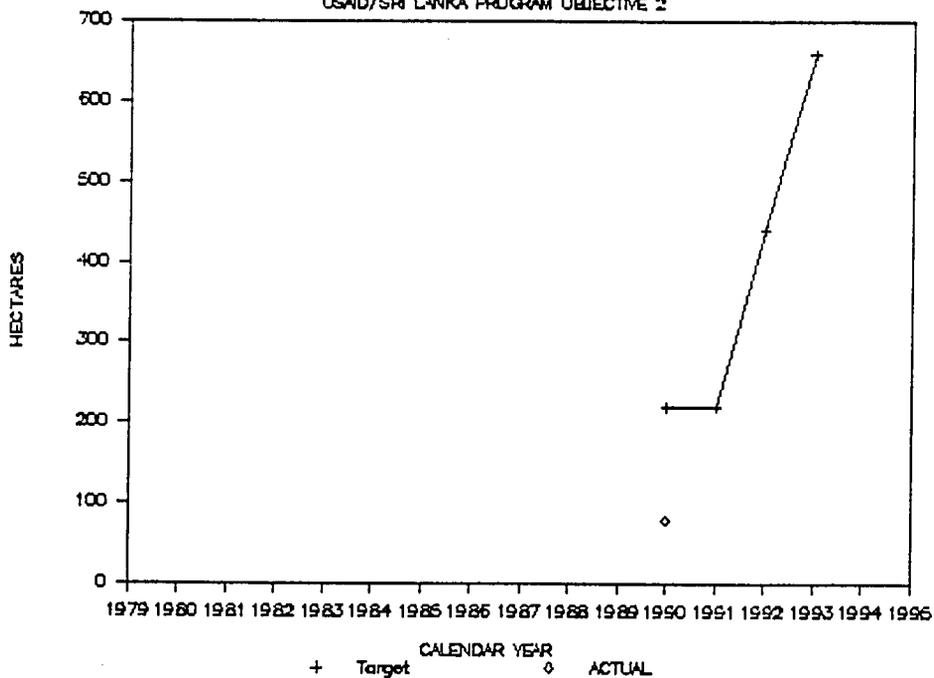
USAID/SRI LANKA PROGRAM OBJECTIVE 2



61

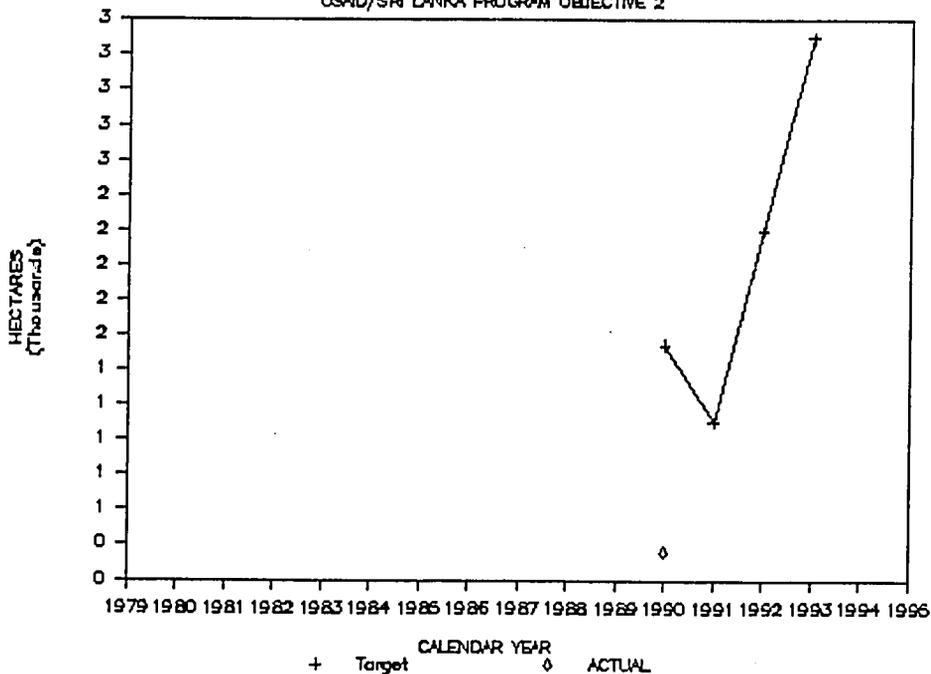
## 2.2 MAHA MAHAWELI SYS B Non-Trad CROPS

USAID/SRI LANKA PROGRAM OBJECTIVE 2



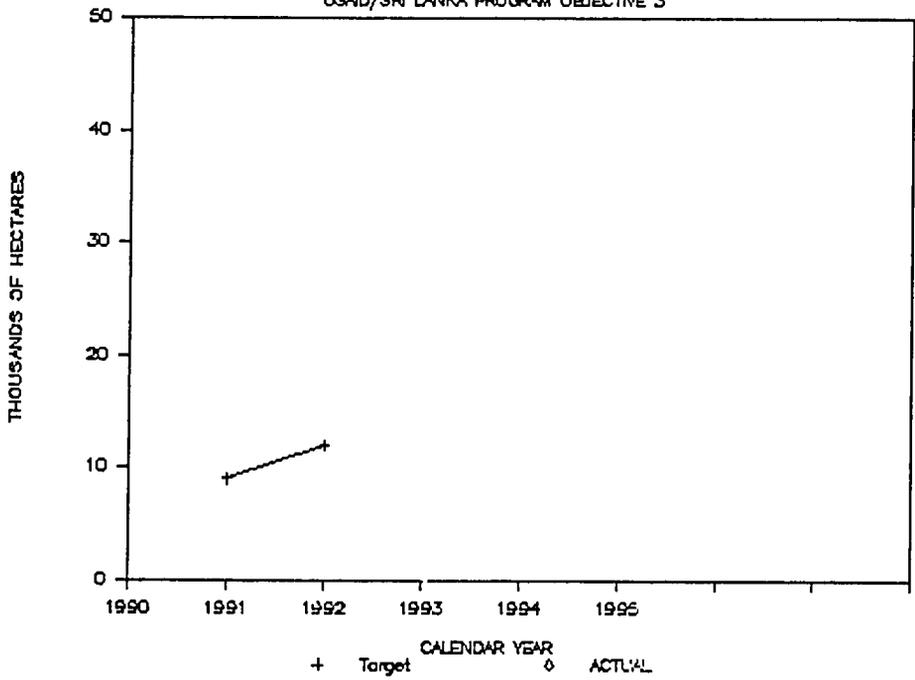
## 2.2 YALA MAHAWELI SYS B Non-Trad CROPS

USAID/SRI LANKA PROGRAM OBJECTIVE 2



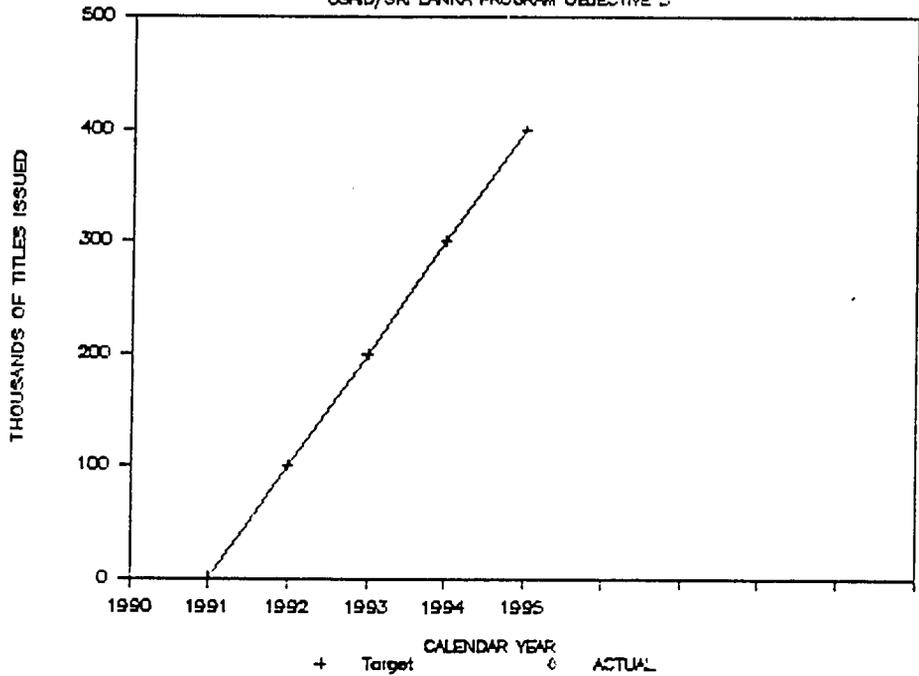
### 3.1 IRRIGATION SYSTEM TURN-OVER to DCOs

USAID/SRI LANKA PROGRAM OBJECTIVE 3



### 3.2 LAND TITLES ISSUED TO FARMERS

USAID/SRI LANKA PROGRAM OBJECTIVE 3



43

APPENDIX 5  
USAID SECTOR  
PPI ANNUAL REPORT FORMATS

USAID/SRI LANKA  
PROGRAM PERFORMANCE INDICATORS  
ANNUAL REPORT

ACTION: PSI -- Complete and Return to PRM

PROGRAM OBJECTIVE 1.

SOUND INVESTMENT CLIMATE & BUSINESS PERFORMANCE

INDICATOR 1.1

NUMBER OF SHAREHOLDERS OF PUBLICLY QUOTED COMPANIES

A. Statistics

TIME PERIOD	[Cumulative]	
	TARGET (000's)	ACTUAL (000's)
1988		
1989		18
1990	25	
1991	40	
1992	65	
1993	100	

B. Comment: Provide an analysis or interpretation of what the data show about progress toward the Program Objective. Elaborate upon any extenuating circumstances. Include additional comments on "Citizen Participation in Democratic Systems" with respect to this Indicator. (This is a "Cross-Cutting Issue under the Mission Strategic Framework.)

USAID/SRI LANKA  
PROGRAM PERFORMANCE INDICATORS  
ANNUAL REPORT

ACTION: PSI -- Complete and Return to PRM

PROGRAM OBJECTIVE 1.

SOUND INVESTMENT CLIMATE & BUSINESS PERFORMANCE

INDICATOR 1.2

VALUE OF SHARES OF PUBLICLY OWNED COMPANIES  
TRANSFERRED TO PRIVATE INVESTORS

<u>TIME PERIOD</u>	[Cumulative]	
	<u>TARGET</u> ( <u>\$mill</u> )	<u>ACTUAL</u> ( <u>\$mill</u> )
<u>1988</u>		<u>0</u>
<u>1989</u>	<u>1.0</u>	<u>1.5</u>
<u>1990</u>	<u>5.0</u>	<u>11.5</u>
<u>1991</u>	<u>20.0</u>	
<u>1992</u>	<u>55.0</u>	
<u>1993</u>	<u>100.0</u>	

B. Comment: Provide an analysis or interpretation of what the data show about progress toward the Program Objective. Elaborate upon any extenuating circumstances. Include additional comments on "Citizen Participation in Democratic Systems" with respect to this Indicator. (This is a "Cross-Cutting Issue under the Mission Strategic Framework.)

USAID/SRI LANKA  
**PROGRAM PERFORMANCE INDICATORS**  
 ANNUAL REPORT

ACTION: AGR -- Complete and Return to PRM

PROGRAM OBJECTIVE 2.

DIUERSIFIED & COMMERCIALIZED AGRICULTURAL SYSTEM

INDICATOR 2.1

VALUE OF EXPORTS OF NON-PADDY & NON-PLANTATION CROPS

A. <u>Statistics</u>	[Annual]
	ACTUAL
<u>TIME PERIOD</u>	<u>(M Rups)</u>
1979	887.9
1980	878.4
1981	1,397.5
1982	1,495.2
1983	1,485.7
1984	1,391.1
1985	1,364.6
1986	1,499.8
1987	1,714.2
1988	2,561.3
1989	2,408.4
1990	3,164.5
1991	
1992	
1993	
1994	
1995	

B. Comment: Provide an analysis or interpretation of what the data show about progress toward the Program Objective. Elaborate upon any extenuating circumstances. Include additional comments on "Citizen Participation in Democratic Systems" with respect to this Indicator. (This is a "Cross-Cutting Issue under the Mission Strategic Framework.)

USAID/SRI LANKA  
**PROGRAM PERFORMANCE INDICATORS**  
 ANNUAL REPORT

**ACTION:** AGR -- Complete and Return to PRM

**PROGRAM OBJECTIVE 2.**

**DIUERSIFIED & COMMERCIALIZED AGRICULTURAL SYSTEM**

**INDICATOR 2.2**

AREA OF MAHAWELI SYSTEM B PRODUCING NON-TRADITIONAL  
 A. Statistics [Seasonal] AGRICULTURAL COMMODITIES

<u>TIME PERIOD</u>	<u>TARGET</u> (Hectares)	<u>ACTUAL</u> (Hectares)
<b>&lt;Oct-Mar&gt;</b>		
1989/90 MAHA	220	77
1990/91 MAHA	220	
1991/92 MAHA	440	
1992/93 MAHA	660	
1993/94 MAHA		
1994/95 MAHA		
<b>&lt;Apr-Sep&gt;</b>		
1990 YALA	1,545	361
1991 YALA	1,100	
1992 YALA	2,200	
1993 YALA	3,300	
1994 YALA		
1995 YALA		

**B. Comment:** Provide an analysis or interpretation of what the data show about progress toward the Program Objective. Elaborate upon any extenuating circumstances. Include additional comments on "Citizen Participation in Democratic Systems" with respect to this Indicator. [This is a "Cross-Cutting Issue under the Mission Strategic Framework.]

USAID/SRI LANKA  
**PROGRAM PERFORMANCE INDICATORS**  
 ANNUAL REPORT

ACTION: ENG -- Complete and Return to PHM

**PROGRAM OBJECTIVE 3.**

CONSERVATION AND SHARED CONTROL OF ENVIRONMENT  
 & NATURAL RESOURCES

**INDICATOR 3.1**

HECTARES OF SECONDARY IRRIGATION SYSTEMS FORMALLY  
 TURNED OVER TO ORGANIZED & TRAINED WATER USER GROUPS

**A. Statistics**

<u>TIME PERIOD</u>	[Cumulative]	
	<u>TARGET</u>	<u>ACTUAL</u>
	(000's)	(000's)
1991	9	
1992	12	
1993		
1994		
1995		

**B. Comment:** Provide an analysis or interpretation of what the data show about progress toward the Program Objective. Elaborate upon any extenuating circumstances. Include additional comments on "Citizen Participation in Democratic Systems" with respect to this Indicator. [This is a "Cross-Cutting Issue" under the Mission Strategic Framework.]

USAID/SRI LANKA  
**PROGRAM PERFORMANCE INDICATORS**  
 ANNUAL REPORT

ACTION: AGR -- Complete and Return to PRM

**PROGRAM OBJECTIVE 3.**

CONSERVATION AND SHARED CONTROL OF ENVIRONMENT  
 & NATURAL RESOURCES

**INDICATOR 3.2**

LAND TITLES ISSUED TO FARMERS/SETTLERS HAVING LAND  
 UNDER THEIR CONTROL

**A. Statistics**

<u>TIME PERIOD</u>	[Cumulative]	
	<u>TARGET</u> (000's)	<u>ACTUAL</u> (000's)
1991	0	
1992	100	
1993	200	
1994	300	
1995	400	

**B. Comment:** Provide an analysis or interpretation of what the data show about progress toward the Program Objective. Elaborate upon any extenuating circumstances. Include additional comments on "Citizen Participation in Democratic Systems" with respect to this Indicator. (This is a "Cross-Cutting Issue" under the Mission Strategic Framework.)

APPENDIX 6  
INTERACTIVE MACRO  
PROGRAM (PPI)  
>PPI\PPI.WKO

A B C D E

=====  
PPI  
=====

An Interactive  
ANALYSIS OF USAID/SRI LANKA'S  
PROGRAM PERFORMANCE INDICATORS

under the Asia Bureau  
PERFORMANCE BASED BUDGETING SYSTEM

FOR USAID/COLOMBO, SRI LANKA  
CONTRACT # 499-0000-0-00-1050-00

Dr. Kenneth F. Smith, Project Management Consultant  
4517 Twinbrook Road, FAIRFAX, Virginia, USA, 22032  
Phone: 703-978-1876

AUGUST 1991

6-Aug-91 04:07 AM

5)

A65: [W8]

MENU

UPDATE REGRESSION GRAPHING PRINT SAVE QUIT

Enter Different Data

A B C D E

65

66

TO USE PPI

67

=====

68

Select one of the following Options from the Menu

69

TO ENTER NEW DATA

71

U - Update Information from Sector Reports

72

TO PERFORM VARIOUS COMPUTER FUNCTIONS

74

R - REGRESSION ANALYSIS & PROJECTION TRENDS [Where Applicable]

75

G - GRAPH the Last Analysis made

76

77

P - PRINT ALL the Data

78

S - SAVE the Updated Data

79

Q - QUIT - without saving anything

80

81

NOTE: AFTER REGRESSION, GRAPHING or SAVING,

82

THE "AUTOMATIC PILOT" IS DEACTIVATED.

83

TO REACTIVATE THIS MENU HIT: [Alt] C

84

06-Aug-91 04:10 AM

CMD

(3)

A	B	C	D	E
PROGRAM PERFORMANCE INDICATORS -- USAID/SRI LANKA				
LATEST DATA AS OF:			1990	
A	B	C	D	E
YEAR	1.1 SHAREHOLDERS OF PUBLICLY QUOTED COMPANIES	1.2 VALUE OF SHARES OF PUBLICLY OWNED CO"S TRSFRD TO PRIVATE		
	Target	Actual	Target	Actual
	[000's]	[000's]	[\$Mill]	[\$Mill]
=====	=====	=====	=====	=====
1979				
1980				
1981				
1982				
1983				
1984				
1985				
1986				
1987				
1988				
1989		18.0	\$1.0	\$1.5
1990	25.0		\$5.0	\$11.5

Aug-91 04:07 AM

MENU

```
\O      (GOTO)A41~(WAIT @NOW+@TIME(0,0,6))(continue)
\I

\M      (goto)j30~/wtc/wgpd

START   (windowsoff){home}(GOTO)D2~/WGPE(WINDOWSON){?}~(goto)b9~/
        /WTB/rib9.N25~{?}~/WTC{continue}

CONTINUE (goto)a65~/wgpd(menubranch a62)
\C

PRINT   (windowsoff)/ppra1.o25~ag(esc){esc}{esc}{continue}
```

65