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**DEMOCRATIC INITIATIVES PERFORMANCE MONITORING STUDY
FOR THE
LATIN AMERICA AND CARIBBEAN BUREAU**

VOLUME II

DI Staff Regional Portfolio

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BACKGROUND

Any analysis of financial patterns of obligated and expended funds by categories in the DI field is complicated because the categories of funding within the field have been significantly modified as the program has evolved over the past 15 or so years. For example, two major funding categories -- "Strengthening Democracy" and "Human Rights Initiatives"--have been used by DI staff to fund both bilateral and regional projects, each of which fund similar activities to support pluralism and the electoral process. USAID has often used the basket mechanism of "Strengthening Democratic Initiatives" to fund all types of DI activities. These have included civic education, promotion of private grassroots organizational development, legislative development, electoral reform, human rights, and even administration of justice activities.

To provide a basic understanding of funding to date, Charts 1 to 4, and supporting Financial Tables 1 to 4, have been developed. These illustrate the following funding obligations between fiscal years 1984-90:

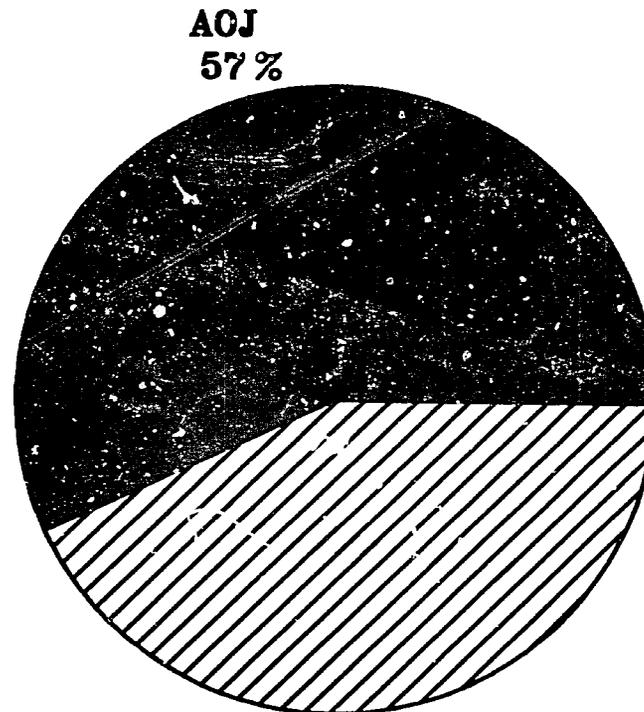
- Over \$144 million has been obligated on DI activities.
- Approximately 61% of all DI obligations have supported regional projects.
- Approximately 57% of all DI obligations have supported Administration of Justice projects.
- Of all non-Administration of Justice activities only three distinct strategic considerations could be distinguished. These included the following expenditures: \$1.9 million for financial management, \$3.9 million to support free media, and \$500,000 for legislative development.
- Eighty-one percent of all non-Administration of Justice obligations could not be clearly distinguished as supporting any single strategic objectives.
- Between fiscal years 1962-90, over \$172 million have been obligated to

Chart 1

LAC Democratic Initiatives Portfolio

FY 1984-90

(Actual Obligations as of 06-30-90)*



AOJ
57 %

Non-AOJ
43 %

Administration of Justice (AOJ) Projects	=	\$81,605,000
Non-AOJ Projects	=	\$62,827,000
Total	=	\$144,432,000

*Does not include \$172,469,000 obligated to AIFLD between FY 1962-90

See Table 1 for a breakdown of grants.

TABLE 1
LAC DEMOCRATIC INITIATIVES PORTFOLIO; AOJ/NON-AOJ

#	PROJECT	FUNDING SOURCE	AOJ/ DI	ACTUAL OBLIGATIONS AS OF 6-30-90	CUMULATIVE EXPENDITURES THRU 6-30-90
511-0609	Justice Sector Grants	Bilateral	AOJ	500,000	232,000
514-9000	Colombia Judicial Protection	Bilateral	AOJ	640,000	417,000
515-0244	Justice Sector Improvement	Bilateral	AOJ	2,900,000	437,000
519-0296	Judicial Reform	Bilateral	AOJ	13,734,000	7,458,000
520-0369	Improved Admin. of Justice	Bilateral	AOJ	3,400,000	702,000
520-0376	Guatemala Judicial Development	Bilateral	AOJ	2,283,000	2,001,000
525-0305	Improving Police Services	Bilateral	AOJ	3,487,000	0
527-0303	Administration of Justice	Bilateral	AOJ	2,850,000	1,418,000
528-0108	Administration of Justice/Economic Sup.	Bilateral	AOJ	955,000	503,000
532-0162	Caribbean Justice Improvement	Bilateral	AOJ	800,000	392,000
538-0165	Caribbean Law Institute	Regional	AOJ	3,000,000	1,984,000
538-0645	Caribbean Justice Improvement	Regional	AOJ	2,300,000	0
597-0002.01*	Regional Administration of Justice	Regional	AOJ	13,586,000	12,628,000
597-0002.95	Regional Administration of Justice	Regional	AOJ	2,042,000	1,449,000
597-0018	Intl Investigative Trng Program-ICITAP	Regional	AOJ	5,971,000	490,000
598-0642.01	Regional Administration of Justice	Regional	AOJ	2,755,000	1,404,000
598-0642.11	Regional Administration of Justice	Regional	AOJ	216,000	0
598-0642.14	Regional Administration of Justice	Regional	AOJ	1,659,000	1,448,000
598-0642.20	Regional Administration of Justice	Regional	AOJ	202,000	128,000
598-0642.21	Regional Administration of Justice	Regional	AOJ	200,000	52,000
598-0642.95	Regional Administration of Justice	Regional	AOJ	2,147,000	740,000
598-0644	Intl Investigative Trng Program-ICITAP	Regional	AOJ	7,978,000	1,875,000
598-0645.08	Caribbean Justice Improvement	Regional	AOJ	2,000,000	1,306,000
598-0645.17	Caribbean Justice Improvement	Regional	AOJ	6,000,000	4,095,000
				81,605,000	41,159,000
511-0610	Democratic Institutions	Bilateral	DI	450,000	84,000
519-0375	Strengthening Democratic Processes	Bilateral	DI	600,000	16,000
520-0371	Fiscal Administration Improvement	Bilateral	DI	4,800,000	1,282,000
520-0378	Electoral Sector Improvement	Bilateral	DI	1,400,000	730,000

TABLE 1
LAC DEMOCRATIC INITIATIVES PORTFOLIO; AOJ/NON-AOJ

#	PROJECT	FUNDING SOURCE	AOJ/ DI	ACTUAL OBLIGATIONS AS OF 6-30-90	CUMULATIVE EXPENDITURES THRU 6-30-90
520-0386	Strengthening Democracy	Bilateral	DI	1,200,000	720,000
520-0398	Democratic Initiatives	Bilateral	DI	1,000,000	0
522-0296	Strengthen Democratic Institutions	Bilateral	DI	16,000,000	8,729,000
524-9000.95	National Endowment for Democracy- NICA	Bilateral	DI	3,500,000	3,474,000
597-0003.01	Strengthening Democracy	Regional	DI	512,000	218,000
597-0003.10	Strengthening Democracy	Regional	DI	865,000	842,000
597-0003.13	Strengthening Democracy	Regional	DI	917,000	916,000
597-0003.95	Strengthening Democracy	Regional	DI	10,404,000	8,495,000
597-0031.95	Gen. America Journalism Improvement	Regional	DI	3,907,000	2,079,000
597-0037.95	Financial Management - AID/W	Regional	DI	901,000	900,000
598-0591.05	Human Rights Initiatives	Regional	DI	810,000	181,000
598-0591.15	Human Rights Initiatives	Regional	DI	100,000	0
598-0591.17	Human Rights Initiatives	Regional	DI	40,000	14,000
598-0591.95	Human Rights Initiatives	Regional	DI	13,846,000	11,646,000
598-0658.95	LAC Financial Management Improvement	Regional	DI	1,075,000	768,000
598-0777.95	Chile Legislative Assistance Center	Regional	DI	500,000	296,000
Sub-Total =				62,827,000	41,390,000
TOTAL =				144,432,000	82,549,000

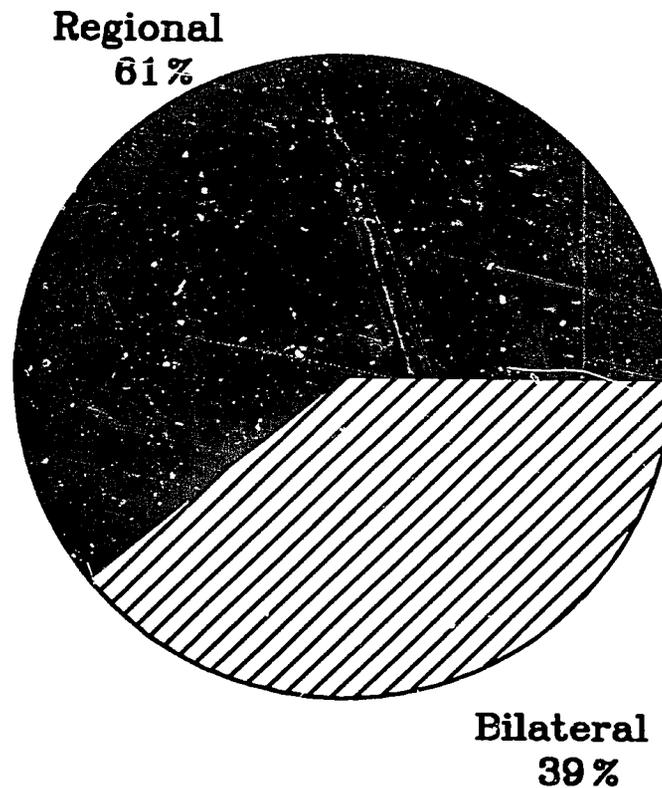
This information is based on the FY 1991 Congressional Presentation; the Program Status Report for the Bureau for Latin America and the Caribbean, July 31, 1990; and selected reports from the Project Accounting Information System Data Files as of June 30, 1990.

* Project # 598-0642 is a continuation of Project # 597-0002. Project # 597-0002.01 is managed by A.I.D.'s Democratic Initiatives Officer assigned to Costa Rica. (see project paper - ROAJ Amendment #2 of 12-1-88.

Chart 2

LAC Democratic Initiatives Portfolio

Administration of Justice Projects - FY 1984-90



Regional Projects = \$50,056,000
Bilateral Projects = \$31,549,000
Total = \$81,605,000

See Table 2 for a breakdown of grants.

TABLE 2
ADMINISTRATION OF JUSTICE PROJECTS; REGIONAL/BILATERAL

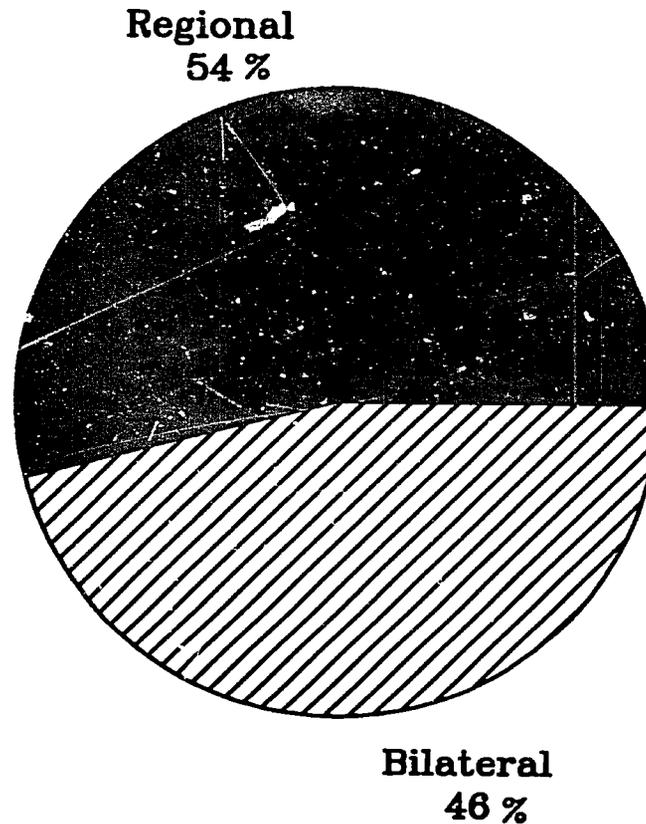
#	PROJECT	FUNDING SOURCE	AOJ/ DI	ACTUAL OBLIGATIONS AS OF 6-30-90	CUMULATIVE EXPENDITURES THRU 6-30-90
511-0609	Justice Sector Grants	Bilateral	AOJ	500,000	232,000
514-9000	Colombia Judicial Protection	Bilateral	AOJ	640,000	417,000
515-0244	Justice Sector Improvement	Bilateral	AOJ	2,900,000	437,000
519-0296	Judicial Reform	Bilateral	AOJ	13,734,000	7,458,000
520-0369	Improved Admin. of Justice	Bilateral	AOJ	3,400,000	702,000
520-0376	Guatemala Judicial Development	Bilateral	AOJ	2,283,000	2,001,000
525-0305	Improving Police Services	Bilateral	AOJ	3,487,000	0
527-0303	Administration of Justice	Bilateral	AOJ	2,850,000	1,418,000
528-0108	Administration of Justice/Economic Sup.	Bilateral	AOJ	955,000	503,000
532-0162	Caribbean Justice Improvement	Bilateral	AOJ	800,000	392,000
				31,549,000	13,560,000
538-0165	Caribbean Law Institute	Regional	AOJ	3,000,000	1,984,000
538-0645	Caribbean Justice Improvement	Regional	AOJ	2,300,000	0
597-0002.01	Regional Administration of Justice	Regional	AOJ	13,586,000	12,628,000
597-0002.95	Regional Administration of Justice	Regional	AOJ	2,042,000	1,449,000
597-0018	Intl Investigative Trng Program-ICITAP	Regional	AOJ	5,971,000	490,000
598-0642.01	Regional Administration of Justice	Regional	AOJ	2,755,000	1,404,000
598-0642.11	Regional Administration of Justice	Regional	AOJ	216,000	0
598-0642.14	Regional Administration of Justice	Regional	AOJ	1,659,000	1,448,000
598-0642.20	Regional Administration of Justice	Regional	AOJ	202,000	128,000
598-0642.21	Regional Administration of Justice	Regional	AOJ	200,000	52,000
598-0642.95	Regional Administration of Justice	Regional	AOJ	2,147,000	740,000
598-0644	Intl Investigative Trng Program-ICITAP	Regional	AOJ	7,978,000	1,875,000
598-0645.08	Caribbean Justice Improvement	Regional	AOJ	2,000,000	1,306,000
598-0645.17	Caribbean Justice Improvement	Regional	AOJ	6,000,000	4,095,000
Sub-Total =				50,056,000	27,599,000
TOTAL =				81,605,000	41,159,000

Source of information is the same as for Table 1.

LAC-DEMO; chart 2

Chart 3 LAC Democratic Initiatives Portfolio Non-Administration of Justice Projects - FY 1984-90

(Actual Obligations as of 06-30-90)



Regional Projects = \$33,877,000
Bilateral Projects = \$28,950,000
Total = \$62,827,000

See Table 3 for a breakdown of grants.

TABLE 3
NON-AOJ; REGIONAL/BILATERAL

#	PROJECT	MANAGEMENT RESPONSIBILITY	FUNDING SOURCE	AOJ/ DI	ACTUAL OBLIGATIONS AS OF 6-30-90	CUMULATIVE EXPENDITURES THRU 6-30-90	
511-0610	Democratic Institutions	Bolivia	Bilateral	DI	450,000	84,000	
519-0375	Strengthening Democratic Processes	El Salvador	Bilateral	DI	600,000	16,000	
520-0371	Fiscal Administration Improvement	Guatemala	Bilateral	DI	4,800,000	1,282,000	
520-0378	Electoral Sector Improvement	Guatemala	Bilateral	DI	1,400,000	730,000	
520-0386	Strengthening Democracy	Guatemala	Bilateral	DI	1,200,000	720,000	
520-0398	Democratic Initiatives	Guatemala	Bilateral	DI	1,000,000	0	
522-0296	Strengthen Democratic Institutions	Honduras	Bilateral	DI	16,000,000	8,729,000	
524-9000.95	National Endowment for Democracy- NICA	Nicaragua	Bilateral	DI	3,500,000	3,474,000	
					28,950,000	15,035,000	
597-0003.01	Strengthening Democracy	Costa Rica	Regional	DI	512,000	218,000	
597-0003.10	Strengthening Democracy	Guatemala	Regional	DI	865,000	842,000	
597-0003.13	Strengthening Democracy	Honduras	Regional	DI	917,000	916,000	
597-0003.95	Strengthening Democracy	AID/W	Regional	DI	10,404,000	8,495,000	
597-0031.95	Cen. America Journalism Improvement	AID/W - CA	Regional	DI	3,907,000	2,079,000	
597-0037.95	Financial Management - AID/W	AID/W - CA	Regional	DI	901,000	900,000	
598-0591.05	Human Rights Initiatives	Haiti	Regional	DI	810,000	181,000	
598-0591.15	Human Rights Initiatives	Bolivia	Regional	DI	100,000	0	
598-0591.17	Human Rights Initiatives	RDO/C	Regional	DI	40,000	14,000	
598-0591.95	Human Rights Initiatives	AID/W	Regional	DI	13,846,000	11,646,000	
598-0658.95	LAC Financial Management Improvement	AID/W	Regional	DI	1,075,000	768,000	
598-0777.95	Chile Legislative Assistance Center	Chile	Regional	DI	500,000	296,000	
TOTAL			Sub-Total =		33,877,000	26,355,000	
					TOTAL =	62,827,000	41,390,000

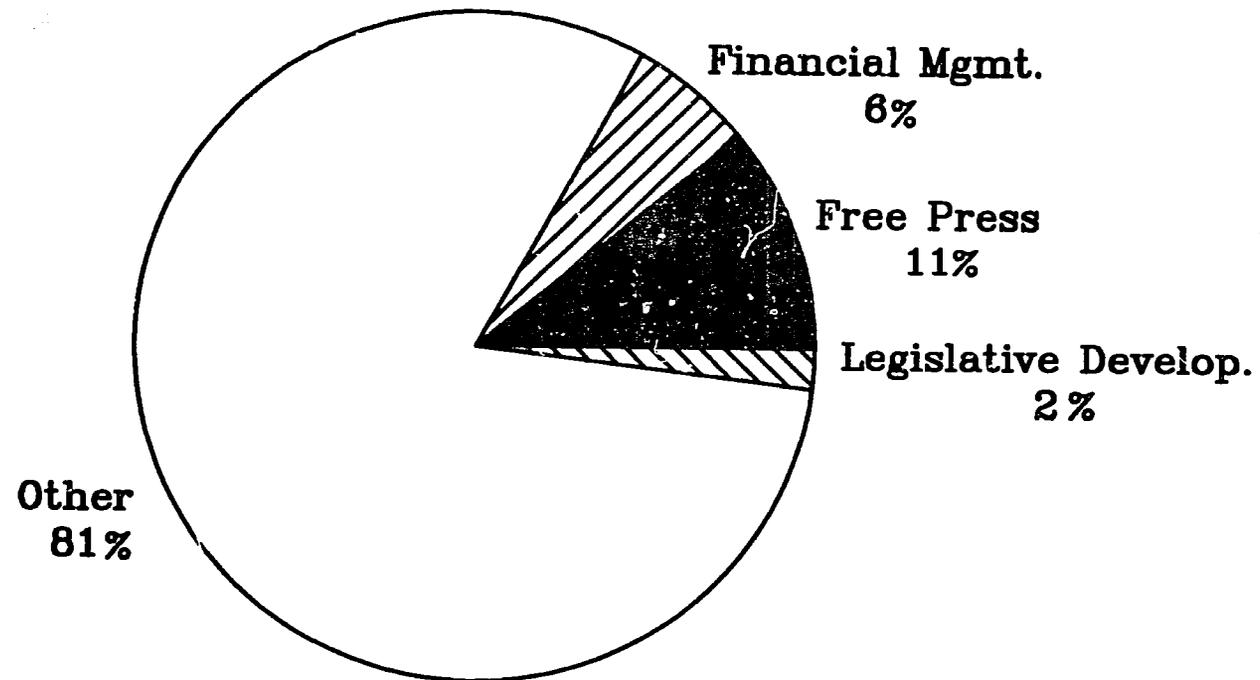
This information is based on the FY 1991 Congressional Presentation; the Program Status Report for the Bureau for Latin America and the Caribbean, July 31, 1990; and selected reports from the Project Accounting Information System Data Files as of June 30, 1990.

Chart 4

LAC Democratic Initiatives Regional Portfolio

Non-Administration of Justice Projects - FY 1984-90

(Actual Obligations as of 06-30-90)



Legislative Development	=	\$500,000
Financial Management	=	\$1,976,000
Free Press	=	\$3,907,000
Other	=	\$27,494,000
Total	=	\$33,877,000

See Table 4 for a breakdown of grants.

TABLE 4
NON-AOJ REGIONAL

#	PROJECT	MANAGEMENT RESPONSIBILITY	FUNDING SOURCE	AOJ/ DI	ACTUAL OBLIGATIONS AS OF 6-30-90	EXPENDITURES THRU 6-30-90
598-0658.95	LAC Financial Management Improvement	AID/W	Regional	DI	1,075,000	768,000
597-0037.95	Financial Management - AID/W	AID/W - CA	Regional	DI	901,000	900,000
597-0031.95	Gen. America Journalism Improvement	AID/W - CA	Regional	DI	3,907,000	2,079,000
598-0777.95	Chile Legislative Assistance Center	Chile	Regional	DI	500,000	295,000
597-0003	Strengthening Democracy	AID/W	Regional	DI		
597-0003.01	Strengthening Democracy	Costa Rica	Regional	DI	512,000	218,000
597-0003.10	Strengthening Democracy	Guatemala	Regional	DI	865,000	842,000
597-0003.13	Strengthening Democracy	Honduras	Regional	DI	917,000	916,000
597-0003.95	Strengthening Democracy	AID/W	Regional	DI	10,404,000	8,495,000
598-0591.05	Human Rights Initiatives	Haiti	Regional	DI	810,000	181,000
598-0591.15	Human Rights Initiatives	Bolivia	Regional	DI	100,000	0
598-0591.17	Human Rights Initiatives	RDO/C	Regional	DI	40,000	14,000
598-0591.95	Human Rights Initiatives	AID/W	Regional	DI	13,846,000	11,646,000
TOTAL					33,877,000	26,355,000
% FINANCIAL MGMT. =				5.8%		
% FREE PRESS =				11.5%		
% LEGISLA. DEV. =				1.5%		
% OTHER =				81.2%		

This information is based on the FY 1991 Congressional Presentation; the Program Status Report for the Bureau for Latin America and the Caribbean, July 31, 1990; and selected reports from the Project Accounting Information System Data Files as of June 30, 1990.

CHAPTER SIX: THE OFFICE OF DEMOCRATIC INITIATIVES STAFF REGIONAL PORTFOLIO

INTRODUCTION

The following is the list of projects for which the DI Staff currently has project management responsibilities with the exception of the ILANUD Project which is managed by a DI regional advisor located with USAID/Costa Rica and ICITAP which is managed by the Department of State.

DI STAFF'S REGIONAL PROJECTS

1. AOJ/ILANUD
2. AOJ/Florida International University
3. AOJ/Inter-American Bar Foundation
4. AOJ/American Bar Association
5. AOJ/Checchi-LOE
6. AOJ/ICITAP
7. Promoting Free and Fair Elections
8. Political Parties and Democracy in Central Democracy
9. National Democratic Institute Regional Electoral Assistance
10. AIFLD
11. Education for Participation
12. Strengthening Participation in Indigenous Groups
13. Promoting Human Rights in LAC
14. Regional Legislative Development
15. LAC Financial Management Improvement
16. Central American Journalism Strengthening
17. Civil-Military Relations

Each project will be reviewed in terms of the DI Staff monitoring requirements. Where appropriate, indicators will be recommended that can be utilized to measure performance of the project. In cases where the project has at least two years left in its implementation, a logical framework has been prepared as a first step in identifying indicators for measuring progress that the Project Manager may wish to consider.

DI STAFF REGIONAL PROJECTS

1. REGIONAL ADMINISTRATION OF JUSTICE - ILANUD (597-0002)

The Project Manager for ILANUD, a contract DI officer with USAID/Costa Rica, is leading a process concerned with redesigning this project. The course of action being pursued should result in defining:

- Requirements to support ILANUD to develop a self-sustaining institutional capability.
- Services ILANUD will be providing in the region for the life of the project.

Once outputs are established for each of these two courses of action, indicators can be established for each output and each of the two major objectives. As a part of this process, ILANUD has the responsibility to prepare an annual institutional development plan, and an annual operating plan. The former should describe the plans for developing self-sustaining institutional capability while the latter project should describe the services that ILANUD is going to provide to the region. Though this course of action suggests a two-track approach, the actions related to achieving the two objectives are continuously interfacing.

Illustrative of the outputs for obtaining self-sustaining institutional capability are:

- A clear statement of the mandate of ILANUD.
- A board of directors that provides policy direction consistent with ILANUD's mandate.
- An executive director of ILANUD that is following a course of action that is consistent with ILANUD's mandate.
- Clarification of the relationship of ILANUD to the United Nations.
- Clarification of the relationship ILANUD to the Government of Costa Rica.
- A financial plan that points the way to sustainability. These outputs should be expressed in ILANUD's annual institutional development plan.

Recommendation:

1. **ILANUD Implementation Plans:** The ILANUD Project Manager based in Costa Rica should prepare implementation plans for each of the two courses of action. For each major output identified in each implementation plan, an indicator should also be identified. These implementation plans should be shared with the DI Staff Project Manager for the ILANUD Project to be used by the DI Staff as it monitors the performance of ILANUD.

2. **AOJ/CENTER FOR THE ADMINISTRATION OF JUSTICE (CAFJ) OF THE FLORIDA INTERNATIONAL UNIVERSITY (FIU)/ COOPERATIVE AGREEMENT (LAC-0002-A-00-9018)**

There are two objectives for this cooperative grant:

- To provide technical assistance in the AOJ sector as agreed with the DI Staff to countries in the Latin American region.
- To strengthen the presence and reputation of the Center for Administration for Justice (CAFJ) of Florida International University (FIU) in Latin America.

In the case of the first objective, the technical assistance delivered by CAFJ may or may not be done in conjunction with ILANUD, for FIU no longer has a formal institutional relationship with ILANUD. CAFJ is constantly in communication with the DI Staff in order to determine which tasks CAFJ will undertake to fulfill the terms of the cooperative agreement. Requests for CAFJ assistance may be generated by a LAC field mission, the Regional DI officer stationed with USAID/Costa Rica, or the DI Staff. At this juncture the identification and programming of CAFJ services is performed in an ad hoc fashion. CAFJ provides services in the areas of supervising and updating AOJ sector assessments, providing support for national commissions concerned with promoting reform in the judicial sector, and undertaking training needs assessments. CAFJ submits quarterly reports covering their performance.

Regarding the objective to "strengthen the presence and reputation of the Center for Administration for Justice of FIU in Latin America," there is no workplan or institutional plan that describes the path that CAFJ is to follow to achieve this objective. There is a general understanding between the DI Staff and CAFJ that CAFJ is undertaking the following activities: (1) publication of monographs, (2) publication of national reports and bibliographies, and (3) participation in meetings of experts and in conferences. Furthermore, the CAFJ has yet to develop an institutional plan with the School of Public Affairs and Services that has as the

objective to "strengthen the presence and reputation of the Center for Administration for Justice of FIU in Latin America." The reaching of a formal agreement within FIU as to the institutional plan for CAFJ is a necessary step before coming to the DI Staff with an institutional plan.

Recommendations:

1. **A Formal System to Determine How to Utilize CAFJ/FIU:** Every three months the project manager of the CAFJ Project should request from all interested parties, certainly to include all LAC field missions, what services they need from CAFJ for the coming six months. This is absolutely critical if CAFJ is to do the planning necessary for executing the tasks assigned CAFJ.
2. **Review of CAFJ Performance in Delivering TA:** Every six months the project manager should review the performance of CAFJ in terms of the services provided by CAFJ. This review should include reviewing CAFJ quarterly reports, the products of CAFJ, and the reports from the A.I.D. receivers of the TA inputs provided by CAFJ.
3. **Institutional Plan for the CAFJ:** The DI Staff Project Manager should request that CAFJ prepare and submit an institutional plan for review by the DI Staff that has as its objective to "strengthen the presence and reputation of the Center for Administration for Justice of FIU in Latin America."
4. **Institutional Building at CAFJ:** The project manager for the CAFJ project should prepare a Logical Framework with the purpose to "strengthen the presence and reputation of the Center for Administration for Justice of FIU in Latin America" as a means of exploring the feasibility of attaining this project "purpose" to justify the expenditures related to the institutional building objective of FIU.
5. **Evaluation of CAFJ - the Need for a Baseline:** In terms of measuring progress for the objective "to strengthen the presence and reputation of the Center for Administration for Justice of FIU in Latin America," it will be necessary for the DI Staff to prepare a current qualitative and quantitative snapshot of CAFJ against which to measure future performance.
6. **Evaluation of CAFJ:** Progress in terms of achieving this institutional building objective should be formally evaluated in FY 1992.

3. AOJ/INTER-AMERICAN BAR FOUNDATION (598-0642)

One of the major problems associated with undertaking large-scale reform in the justice sector is identifying appropriate organizations that will actively promote changes in the judicial sector. It is assumed that the country bar associations and regional bar federations are appropriate organizations to promote reform, but this assumption needs to be demonstrated. This project could potentially test this assumption.

Logical Framework No. 1 has been prepared for this project and is located at the end of this chapter. The End-Of-Project-Status (EOPS) indicator is "Financially self-sufficient bar associations in each participating country carrying on a greater number of events and activities." This indicator is also stated in terms of the Federation of Central American Bar Associations and the Federation of Caribbean Bar Associations.

The bottom line in terms of measuring performance of this project is what happens with the bar associations in a particular country. For a particular country, two types of data need to be collected: (1) budgets of bar associations and federations being met by membership dues; and (2) increases in the annual operational budgets of individual country bar associations and federations. The DI Staff should determine the feasibility of having the Inter-American Bar Association gather such data.

In terms of evaluating project progress, it would have been appropriate if a baseline had been put in place describing the individual bar associations in both quantitative and qualitative terms. Against such a baseline, performance could have been measured. However, if the Inter-American Bar Association can commence gathering the data pinpointed in the logical framework, status of the associations and the two federations can be determined for key areas, and this assumption can be made that the project contributed to improved performance if an improved performance is indicated. Finally, if it is determined that it is not feasible for any number of reasons to collect the data pinpointed in the logical framework, the DI staff should explore other approaches to measuring the performance of this project.

In terms of measuring the impact that this modest intervention has on the project goal, it might be feasible to undertake research for particular countries that determines: (1) the attitudes of the bar association membership regarding the need for reform in the judicial sector, and (2) what members of bar associations are prepared to do to support reform in the judicial sector.

Recommendation:

- 1. Monitoring Performance of the Inter-American Bar Foundation:**
Project management should review the options discussed above and

agree to select appropriate indicators with which to monitor performance of this activity.

4. AOJ/AMERICAN BAR ASSOCIATION (598-0642)

Though the DI Staff has indicated that this project is about to terminate, approximately 25% of obligated project funds have yet to be reported as spent. Furthermore, it was reported at the July project review that there was likely to be an add-on to this project in FY 1991. Given the purpose of the project, which is "to increase Central American lawyers' knowledge of how commercial and labor arbitration is practiced and what its practical advantages are, to identify areas of law reform needed to facilitate the practice of arbitration in Central America, and to develop plans of action concerning how to promote the use of arbitration in each of the participating countries", it would seem appropriate for the DI Staff to determine if sufficient progress was made under the present project to warrant the obligation of new funds for the same purpose. There presently is no documentation available that would allow such an argument.

Recommendation:

- 1. New Funding for American Bar Association:** Before new funding is made available to this project, it should be determined if progress is being made against the present project purpose.

5. AOJ/CHECCHI - LOE

The general impression exists that Checchi is performing adequately with regards to providing services. It would be appropriate for the DI Staff to periodically evaluate the performance of Checchi to deliver services to determine whether the quality of services being provide by this mechanism is satisfactory. The key indicators are (1) the products that Checchi produces, and (2) end-user's (USAIDs) evaluation of the products.

Recommendation:

- 1. Monitoring Performance of Checchi:** On a semi-annual basis the DI Staff project manager for this project should review (1) the products that Checchi produces, and (2) end-user's (USAIDs) evaluation of the products.

6. AOJ/ICITAP

Though ICITAP is a field-based program supplemented with regional training activities that are monitored by the State Department, it is also important that the

DI Staff follow the operations of the ICITAP program for at least two reasons. In the first place, the funds for the ICITAP program are allocated to the Justice Department for implementation through the DI Office of the Department of State. Secondly, and perhaps more important, the activities that ICITAP undertakes relate intimately to the AOJ activities that A.I.D. is pursuing in LAC field missions. It is imperative that there be close cooperation and coordination between the field implementors of the ICITAP and AOJ programs -- both at the field level and in Washington. This should probably be seen as the responsibility of the AOJ project officer on the DI Staff.

There are at least three basic questions which A.I.D. should be asking when it comes to monitoring the ICITAP project in every country setting which are:

- What is the problem to which ICITAP is responding?
- How does that problem relate to the problem to which A.I.D. is responding with its AOJ project activity?
- What evidence has ICITAP regarding impact of its program?

In addition, the current level of coordination between ICITAP and USAID is not adequate. Each agency has its own view of the relationship. These views are at direct variance with each other. This leads to a tension in the relationship that should not be allowed to continue.

Recommendation:

1. **ICITAP Evaluation:** As discussed in the FY 1991/1992 Action Plan for the DI Staff's regional programs, the ICITAP program should be evaluated in FY 1991.
2. **Expand ICITAP/USAID coordination.** USAID, ICITAP and the Department of State need to improve joint planning and cooperation.

7. PROMOTING FREE AND FAIR ELECTIONS (698-0591)

This project is a key to the DI Staff's effort in election work supported by LAC. There are two interrelated objectives that A.I.D. supports:

- Providing electoral technical assistance.
- Institutional strengthening of CAPEL.

In the past, the DI Staff has been content with letting CAPEL take the lead in deciding where and what manner of technical assistance to deliver to strengthen the

democratic electoral processes in Latin America and the Caribbean. Workplans, performance reports, and financial reports were all submitted on a timely basis. CAPEL's performance has been judged successful, and there is nothing to suggest that the DI Staff's management approach is nothing less than completely successful.

It is critical that A.I.D. play an active role in promoting CAPEL's development of self-sustaining capability. Key in this effort is the preparation of an institutional development plan that has realistic objectives.

Recommendations:

1. **Preparation of an Institutional Development Plan:** CAPEL should prepare a long-range institutional development plan that proposes a path for CAPEL to follow that could lead to a self-sustaining capability.
2. **IIDH/CAPEL Evaluation:** An evaluation of this project was conducted in 1988 which proved to be useful in recommending a course of action concerning the institutionalization of the CAPEL capability. Another evaluation in FY 1992 would be appropriate to look at progress in developing a self-sustaining capability both in the human rights area and in promoting free, fair, and open elections.

**8. POLITICAL PARTIES AND DEMOCRACY IN CENTRAL AMERICA
(597-0003)**

This project, as reported by the DI Staff at the semi-annual review held in July 1991, is near completion. However, 33% of the funds were yet to be expended. The DI Staff should follow through on this project to insure that the manuscript "Political Parties and Democracy in Central America" is published and distributed to the appropriate target audience.

**9. NATIONAL DEMOCRATIC INSTITUTE REGIONAL ELECTORAL
ASSISTANCE (598-0591)**

The monitoring requirements as spelled out in the grant agreement with the National Democratic Institute for International Affairs are satisfactory.

10. AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT (AIFLD)

This project until recently has been managed by the Evaluation, Social Development, and Food Aid Division in the Office of Development Programs. With its transfer to the DI Staff, it is recommended that the DI Staff monitor the AIFLD project with greater intensity than has been the case in the past.

Under current circumstances, the AIFLD Country Program Director (CPD) prepares a Country Labor Program (CLP). The CLP is a multi-year statement of the country labor situation and of the objectives that AIFLD is going to pursue in response to the country situation in order to support the building of a free and viable trade union movement in the country. Presently, the Country Team and the LAC field mission play little or no role in the development or review of the CLP.

The AIFLD project has the potential of being one of the key DI projects in every country in which it operates. However, for this potential to be realized, it is critical that the AIFLD program be seen as part of the Country Team's DI portfolio and that appropriate elements of the Country Team support AIFLD. This is not to say that the Country Team or the LAC field mission should attempt to manage the CPD but that the Labor Reporting Officer and the USAID DI Officer would work with the CPD where it is in the USG interest to run a more efficient and productive in-country labor program.

The CPD, taking the lead in the preparation of the CLP, would work with the USAID DI Officer and the Embassy Labor Reporting Officer developing the information base necessary for fashioning a multi-year response to the country labor situation. This same information base, which should be used to describe the country labor problem in both quantitative and qualitative terms, should also be the baseline against which performance should be measured annually.

In support of this effort, the DI Staff AIFLD Project Manager should work closely with AIFLD/Washington. This officer must have more than a superficial knowledge of each AIFLD country program to be able to support the AIFLD process concerned with allocating the appropriate level of financing for each country program. A part of the decision making process that the DI AIFLD Project Manager must go through is the review of each Country Labor Program to determine whether objectives and indicators are reasonably articulated.

Recommendations:

1. **Baseline for Measuring AIFLD Country Performance:** In each country where there is an AIFLD labor program, the A.I.D. field mission and AIFLD working with the Embassy Labor Reporting Officer should prepare a quantitative and qualitative description of the labor problem. It is out of this description of the labor problem that the objectives of the AIFLD country strategy should emerge. The objectives that AIFLD decides to address should relate directly to the problem they have described.
2. **Review of the AIFLD CLP:** In the first instance the USAID, the Embassy Labor Reporting Officer, and the AIFLD CPD would review the

AIFLD CLP at the country level. It would then be sent to AIFLD/Washington for final review with the DI Staff playing a part in this review.

3. **Evaluations of AIFLD Programs:** Approximately every four years, an evaluation should be undertaken of the performance of AIFLD at the country level. Performance of AIFLD should be measured in the context of the objectives that are designed to address the problem that is stated in the CLP.
4. **AIFLD/Washington Semi-Annual Reporting:** AIFLD/Washington should prepare semi-annually a report on AIFLD performance for each country in which AIFLD is working. This report should discuss the activities undertaken during the preceding six-month period and significant problems that AIFLD is experiencing in the course of implementing its country program during the preceding six-month period.
5. **AIFLD Annual Performance Report:** AIFLD/Washington would be responsible for preparing a detailed analysis for the DI Staff of the annual performance for each country measured against the agreed-upon objectives stated in the CLP.
6. **LAC Field Mission Semi-Annual Reporting on AIFLD:** Each LAC field mission that has an AIFLD component would be responsible for preparing a Semi-Annual Report for the DI Staff on the AIFLD program in their country. This report should discuss the activities undertaken during the preceding six-month period and significant problems that AIFLD is experiencing in the course of implementing its country program during the preceding six-month period. The second of these Semi-Annual Reports should also provide a detailed analysis of the annual performance of AIFLD measured against the agreed-upon objectives stated in the CLP.

11. EDUCATION FOR PARTICIPATION (597-0003)

This project is winding down, and the only significant action of concern to the Project Manager is insuring that the appropriate recommendations of the evaluation are being implemented as the project goes through its last phase which include recommendations concerned with the institutionalization of Fundacion ANDAR in Costa Rica.

12. STRENGTHENING PARTICIPATION OF INDIGENOUS GROUPS (597-0003)

This project is approaching completion. The effort appears to have been so modest to date as to have had the potential for impact only in such places as Belize where because of its small indigenous population does sub-project activity have the potential for significant impact.

Except for reviewing reports to determine size and the impact of the projects funded from the \$50,000 small grants fund, there is little else to monitor in this project. It will be interesting to see if the small amounts of money for projects will produce comparable results with the projects funded by the Special Projects Fund administered by U.S. Embassies which have the potential for hitting the same target.

No follow-on activity is anticipated.

13. PROMOTING HUMAN RIGHTS IN LATIN AMERICA AND THE CARIBBEAN (598-0591)

Project management responsibilities rest for this project with the DI Staff, yet the implementing agency, the Inter-American Institute of Human Rights (IIDH), is located in San Jose, Costa Rica. It would seem that to lighten the project management burden of the DI Staff and at the same to strengthen monitoring capacity, the project management responsibilities for this project should pass to the Regional DI Officer located with in USAID/Costa Rica.

The present approach to monitoring this project is one of a very light touch with little apparent effort being made to influence the work agenda of the IIDH. This may be the appropriate way to relate to the IIDH. However strengthening the

dialogue between an A.I.D. project manager located in Costa Rica and IIDH would be a positive move.

Recommendation:

- 1. Preparation of an Institutional Development Plan:** A.I.D. must play an active role in promoting IIDH's development of self-sustaining capability. Key in this effort is IIDH preparing a long-range institutional development plan that proposes a path for IIDH to follow that could lead to a self-sustaining capability. The plan should have objectives placed on a time horizon that is realistic to which A.I.D. agrees.

14. STRENGTHENING LEGISLATIVE CAPACITY (598-0770)

Logical Framework No. 2 has been prepared for this project and is located at the end of this chapter. It has as its purpose to "enhance the ability of the leadership of legislatures to understand the restraints to their legislatures performing satisfactorily and what activities they should promote to overcome these restraints."

This project is in the initial stages of being implemented. The three institutions responsible for implementing the project have created a management committee composed of a principal investigator and a project manager from each institution that will meet quarterly. Additionally, every six months the DI Staff project manager is to meet with the management committee.

Recommendations:

- 1. Communication to LAC Field Mission Announcing this Project:** A special effort must be made to inform LAC field missions of this project.
- 2. Assessments for Counties that have Legislature Projects:** Any LAC countries where it is anticipated that there is going to be project activity to support the strengthening of the legislature, priority should be given for the needs assessment being undertaken in that country.
- 3. Needs Assessment Methodology:** It is important that the needs assessment study include a quantitative and qualitative description of the problems of the particular legislative body. Though it is certainly recognized that there are certain generic problems that exist in nearly every legislature in the LAC region, it is necessary that the particular problems in a specific legislature be identified so as to have a baseline against which to measure change.

15. LAC FINANCIAL IMPROVEMENT (598-0658.95)

The project "purpose" is to create a commitment among Latin American governments to improve financial management systems in order to prevent waste, corruption, and fraud. Once the particular Latin American government has the commitment, a series of projects is to follow, some supposedly funded by A.I.D. that will be concerned with the installation of budgeting, accounting, and auditing procedures to directly address the problems of waste, corruption, and fraud.

At the time of this review, the LAC Financial Management Improvement Project was managed by the office of the LAC Controller staff. However, it has since been transferred to the DI Staff. Logical Framework No. 3 has been prepared for this

project and is located at the end of this chapter. It may be used as a guide for monitoring project progress.

The LAC Controller Staff to date has done an excellent job monitoring this project. The Project Officer has frequent contact with Price Waterhouse, the project's main contractor. Price Waterhouse has done a satisfactory job preparing the required annual workplan and submitting quarterly project implementation and financial reports.

The project is scheduled to be evaluated in FY 1991. By that time there should have been sufficient progress toward accomplishing of the project purpose that countries can be identified for significant follow-on activities to be pursued by USAIDs in bilateral programs.

16. CENTRAL AMERICAN JOURNALISM STRENGTHENING (597-0031)

There appears to be two distinct purposes that this project supports:

- To strengthen the free media in Panama and Central American countries.
- To create a permanent and self-sufficient Central American Journalism Training Center.

Certainly the latter purpose enables the first purpose. Progress should be measured in terms of progress made in individual countries on one hand and the progress made in developing a self-sustaining Central American Journalism Training Center on the other hand. Logical Framework No. 4 has been prepared for this project and is located at the end of this chapter.

Certainly the problem varies from country to country as it does from newspaper to newspaper within each country. Therefore, to a great extent, the solution for a country will have to be both individually tailored and integrated with project activity that USIS may be undertaking to support the development of media that supports and strengthens democratic rule.

An evaluation is scheduled for the project in 1991. A question to be reviewed is the quality of the baseline that exists in each country against which to measure progress. If the "purpose" is accepted that the project is to produce changes in the quality of individual newspapers both in terms of the quality of the coverage and of the financial operation then it will be necessary to measure performance after the project's inputs against the status of the newspaper before the project's inputs. This should not only be done in terms of polling, but individual snapshots of the media will have to be developed.

17. CIVILIAN-MILITARY RELATIONS AND DEMOCRACY IN LATIN AMERICA (598-0591/597-0003)

Logical Framework No. 5 has been prepared for this project and is located at the end of this chapter. As stated in this logical framework, the purpose of the grant with the American University is "to support activities seeking to determine how civilian-military relations can become a force for strengthening democracy in Latin America." The essentials of the grant include expanding the research agenda for a better understanding of the civil/military problem, enlarging the network of scholars working on this problem, and to bring into this network the politicians and military leaders of Latin American. The EOPS should be a sharper understanding of the problem in at least ten Latin American countries and some suggested lines of action that could be undertaken to strengthen the democratic process in terms of the role the military will play in the future.

Because this is the first and currently only project that the LAC Bureau is supporting in the civilian/military realm and because this project is a first step in the promotion of country-specific activities in this area, it is important that the quality of the outputs, spelled out in general terms in the logical framework, be carefully monitored. Another reason that argues for the careful monitoring of this project is the extremely controversial nature of the subject matter and the fact that more than one component of the Country Team sees it as not being the business of A.I.D. to involve itself in this area.

Some of the indicators identified for goal level measurement in the logical framework prepared for this project suggest the type of activities that could emerge from the research supported by this project that could be undertaken by a USAID or by other components in the Country Team.

In sum, the innovative nature of this project and the civil/military objective demands this project be monitored with great care to insure that the findings of the project are translated into a series of country-based interventions conducted by the appropriate USG entities to address what in many Latin American countries is the major constraint to achieving democratic rule.

Recommendation:

- 1. End of Project Evaluation:** Though the expenditure for this activity is modest, an end-of-project evaluation should be undertaken to determine next steps for the LAC Bureau in this area. The evaluation team should include an A.I.D. Direct Hire.

2. **Communication to LAC field missions be increased.** A special effect should be made to inform LAC field missions of this project.

SUMMARY

Though there are areas where improvements can be made in the management of this portfolio as reflected in the recommendations found in this chapter and Chapters Seven and Eight, in the main, the portfolio is sound in the manner in which it has been administered by the DI Staff. The newer regional projects in journalism, legislative development, public finance, and civil/military relations are a good selection of interventions designed to promote appropriate bilateral project activity.

LOGICAL FRAMEWORK NO. 1: REGIONAL ADMINISTRATION OF JUSTICE

INTER-AMERICAN BAR FOUNDATION (598-0642)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Goal:</u></p> <p>Strengthen an independent justice system in Latin America and the Caribbean countries.</p>			
<p><u>Purpose:</u></p> <p>To increase the number of Latin American bar associations and federations that are self-sufficient and more active.</p>	<p><u>End of Project Status</u></p> <p>Financially self-sufficient bar associations in each participating country carrying on a greater number of activities.</p> <p>Financially self-sufficient Federation of Central American Bar Associations by 1992 carrying on a greater number of activities.</p> <p>Financially self-sufficient Federation of Caribbean Bar Associations by 1992 carrying on a greater number of activities.</p>	<p>- increasing percentage of bar associations and federations budgets being met by membership dues and other internal revenue-generating activities.</p> <p>- increased annual operations budgets for each association and both federations.</p> <p>- fewer bar federations and association members in arrears on payments to federation.</p>	

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Outputs:</u></p> <ul style="list-style-type: none"> - Two bar federation meetings held. - Seminars on "Alternatives to Adversary Dispute Resolution" held in each South American country and the D.R. - Lecture presented by an American Judicature Society representative in each one of the Andean countries on the experience and work of the society. - Central American bar association newsletters published and distributed. 	<ul style="list-style-type: none"> - meetings and attendance records. - schedule of completed seminars and attendance. - lecture schedule and attendance records. - increasing demand for new newsletter and documentation for increased demand over life of project. 	<ul style="list-style-type: none"> - subscription (membership) lists. 	

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<ul style="list-style-type: none"> - Andean pack countries bar associations' newsletter published and distributed. - Seminars delivered on family law and legal protection in Venezuela, Peru and Colombia in 1990. - Seminars delivered on law-related and continued legal education in all countries involved in the program. 	<ul style="list-style-type: none"> - newsletter and documentation for increased demand over life-of-project. - schedule of completed seminars and attendance records. - schedule of completed seminars and attendance records. 		

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Inputs:</u></p> <ul style="list-style-type: none"> - Hold meetings involving all of the five national South American Bar Federations. - Sponsor second general assembly of Central American and Caribbean Associations in D.R. in 1990. - Appoint coordinators in each participating country. - Technical assistance provided to Latin American countries and the Dominican Republic to strengthen bar associations and establish regional bar federations. 	<ul style="list-style-type: none"> - \$614,257 in A.I.D. funding over three-year life of project. 	<ul style="list-style-type: none"> - A.I.D. audits and expense records. 	

LOGICAL FRAMEWORK NO. 2: REGIONAL LEGISLATIVE DEVELOPMENT PROJECT

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Goal:</u></p> <p>Strengthen the legislative branch of LAC governments.</p>	<ol style="list-style-type: none"> 1. An electoral selection process that assures representation from the major cleavages of society. 2. Degree of responsiveness to the problems, preferences and proposals of their constituents. 3. Degree of legislative control over executive budgets. 4. Legislature's role--to approve or disapprove--major executive decisions. 		<ul style="list-style-type: none"> - Political will exists to agree to the concept of policy debate through legislative process. - Economic growth permits maintained levels of financial support by HC.

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>5. Ability of a legislature to enact laws for the society.</p> <p>6. The degree of legislative oversight of governmental operations.</p> <p>7. Improved institutional capabilities of the legislature:</p> <ul style="list-style-type: none"> ● policy and legal research ● support and investigative staff ● communication with constituents ● publication of documents, reports & proceedings. 		

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Purpose:</u></p> <p>Enhance the ability of the leadership of legislatures to understand what the restraints are to their legislatures performing satisfactorily and what activities they should promote to overcome these restraints.</p>	<p><u>End of Project Status</u></p> <p>Legislatures initiating projects in such areas as staffing analysis, staff and legislator training, management and information systems design and installation and policy analysis enhancement to address restraints.</p>	<p>Reports from USAIDs.</p>	
<p><u>Outputs:</u></p> <p>- Needs assessments completed and near-term recommendations implemented through provision of short-term technical assistance in countries requesting assistance.</p>	<p>- recommendations implemented by legislatures to upgrade support capabilities.</p>	<p>- all output-level accomplishments should be documented by contractor's project implementation reports.</p>	<p>- countries will request short-term technical assistance.</p>

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Outputs (continued):</u></p> <ul style="list-style-type: none"> - Legislative management information systems designed. - Attainment of Masters degrees by 5 individuals and 5 individuals having completed a six-month to one-year internship with the state legislature of either New York or Florida. - Creation of in-country internship programs. - 7 regional seminars for legislators. - 6 regional seminars conducted by ATELCA for legislative support personnel. 	<ul style="list-style-type: none"> - functioning system. - number of individuals enrolled in Masters programs and internship programs and numbers completing degrees and returning to their countries to continue work in their professions. 	<ul style="list-style-type: none"> - USAID reports. 	

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Inputs:</u></p> <ul style="list-style-type: none"> - Provide the following training: 1) technical training for 920 persons; 2) multilateral seminars for 120 persons; 3) regional dialogues for 550 persons; 4) national legislative seminars for 1,675 persons. - Provide 30 short-term technical assistance interventions, as requested, involving 350 consultant days to support in-country legislative development capabilities. 	<ul style="list-style-type: none"> - \$3,196,781 A.I.D. funding over three-year life-of-project. 	<ul style="list-style-type: none"> - A.I.D. auditing records. 	

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LOGICAL FRAMEWORK NO. 3: LAC FINANCIAL MANAGEMENT PROJECT

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Goal:</u></p> <p>Strengthen the financial accountability of LAC governments.</p>	<p>Increased number of countries using improved financial management systems.</p>	<p>Use of financial statements in public sector management.</p>	<p>Host country political will exists to support implementation of financial reforms.</p>
<p><u>Purpose:</u></p> <p>Create a commitment among LA governments to improve financial management systems in order to prevent waste, corruption, and fraud.</p>	<p><u>End of Project Status</u></p> <p>Number of requests received by AID/W and USAIDs to fund financial management reform projects.</p> <p>National financial management improvement strategies approved by LAC countries and being implemented.</p>		<p>Host countries will have the technical capacity to implement changes.</p>

of

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Outputs:</u></p> <ul style="list-style-type: none"> - Completion of an acceptable regional financial strategy for AID/LAC. - Financial management systems assessments completed for Colombia, Costa Rica and Panama. - Financial management baseline data collected for ten countries. - 2,000 participants will have attended regional conferences/seminars. - Financial management training received by 200 participants. 	<ul style="list-style-type: none"> - AID/W and USAIDs design project(s) to implement recommendations of strategy paper. - Completed assessment reports. - Comparable data collected and compiled. - Number of conferences and participants (reports should be desegregated by gender). - number of participants/training office's records in each Mission (information should be disaggregated by gender). 	<ul style="list-style-type: none"> - AID/W and USAIDs follow-on project papers. - Means of verification for all outputs should be quarterly project implementation reports submitted by contractors and special studies. 	<ul style="list-style-type: none"> - AID/W will commit the amount of money necessary to address follow-on activities.

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Outputs (continued):</u></p> <ul style="list-style-type: none"> - 10 potential financial management activities identified and four designed. - Financial management database for LAC region developed. - Attendance of key public sector financial management officials at conferences on combatting waste, fraud, and corruption. -2 activities/conferences held to assist HGs to combat fraud and corruption. 	<p><u>EOP Status (continued):</u></p> <ul style="list-style-type: none"> - 4 financial management improvement projects presented to USAIDs for funding and 10 concept papers completed. - pertinent reports generated by database to meet LAC information needs. - conference and attendance reports. 		

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Activities:</u></p> <ul style="list-style-type: none"> - Conduct financial management systems assessments. - Co-sponsoring of regional conferences/seminars. - On request, TA provided to HGs and USAIDs to design activities. 	<ul style="list-style-type: none"> - \$4,169,000 in A.I.D. funding 	<ul style="list-style-type: none"> - A.I.D. auditing records. 	

LOGICAL FRAMEWORK NO. 4: FIU JOURNALISM PROJECT

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Goal:</u></p> <p>To strengthen the free media in Central American countries and Panama.</p>	<ol style="list-style-type: none"> 1. Increased number of consumers of media products. 2. Increased public confidence in media information. 3. Increased journalistic, editorial and managerial skills in the media. 4. Increased autonomy of the media from government control. 		

of

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>5. Increase in media investigative reporting.</p> <p>6. Increases journalistic stature.</p> <p>7. Increased profitability of media outlets.</p>		
<p><u>Purpose:</u></p> <p>To improve journalism quality and increase the financial sustainability among private sector journalism businesses throughout Central American countries and Panama.</p>	<p><u>End of Project Status:</u></p> <p>1. Better trained, more professional, journalists working throughout the region.</p> <p>2. Increased financial viability of CA countries and Panama newspapers.</p>	<p>1a. A longitudinal sampling study to estimate the number of Central American Journalism Center graduates who secure jobs in their field of study.</p> <p>1b. A follow-up study to determine the number of participants who have earned Master's degrees working in their field of study following completion of their degrees.</p>	

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Outputs</u></p> <p>Improved university journalism curriculums and increased stature attained by journalism teachers.</p>	<p>Comparison of opinion polls of journalism faculty from beginning and end of project.</p> <p>Base salary levels of journalism teachers over time should increase.</p> <p>Changes in percentage of journalism faculty at selected key universities having advanced degrees over life-of-project should increase.</p>		

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>- A permanent and self-sufficient Central American journalism training center established.</p> <p>- Quarterly Central American Journalism Review published.</p> <p>- A research library established in Miami and then transferred to the Central American training center.</p>	<p>- a functioning training center which does not require additional A.I.D. (or other donor) contributions to support core activities.</p> <p>- number of periodicals published increases over LOP.</p> <p>- functioning library (number of visitors, number of documents requested, checked out?).</p>	<p>- the training Center's financial records indicating the percentage of the Journalism Center's budget which is supplied by a) non-USAID sources, and b) fee for service revenues.</p> <p>Project implementation reports and special studies.</p>	

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Outputs (continued)</u></p> <ul style="list-style-type: none"> - A Central American journalists directory developed. - An association of Central American journalists and an association of media owners formed. - 20 journalism textbooks (titles) produced and being used. - U.S. Master's degrees earned by 30 journalists (20 male and 10 female). - 2,200 journalism participants trained (1,760 males and 440 females). 	<ul style="list-style-type: none"> - directory published and updated every two years. - an active functioning association as evidenced by number of paying members and numbers attending meetings. - number of textbooks (titles) developed by the grantee sold to educational institutions in Latin America. - number of students enrolled in Master's degree programs and the number which earn degrees and return to work in their countries (desegregated by gender). - number of professional journalists attending seminars. 	<ul style="list-style-type: none"> Annual association membership roster. Publisher's sales records. Project monitoring system. Project monitoring system. 	

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Activities:</u></p> <ul style="list-style-type: none"> - 110 media training seminars. - Journalistic research conducted. - 2 roundtables held per country with educators, journalists and media owners. 	<ul style="list-style-type: none"> - total budget inputs of \$13,892,000; \$12,279,495 to be provided by A.I.D. 	<p>A.I.D. audits and financial statements.</p>	

**LOGICAL FRAMEWORK NO. 5: CIVIL MILITARY RELATIONS IN LATIN AMERICA
AMERICAN UNIVERSITY**

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Goal</u></p> <p>Strengthen the control of civilian elected leadership over the military and enhance the capacity of the military to play a proper role within the context of a pluralistic society.</p>	<ol style="list-style-type: none"> 1. Existence of governmental institutions controlled by the military that are unregulated by elected officials. 2. Number of military officers serving as cabinet officers. 3. Enactment of laws that prevent military officers from serving in key political positions to help avoid conflict of loyalty between military duty and political office. 4. The degree to which elected civilians control military budgets and expenditures. 		

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<p>5. The degree to which elected civilians control the size of the military forces.</p> <p>6. The degree of military control in areas other than international security.</p> <p>7. The ability of civilian authorities to access information on decisions of military officials.</p> <p>8. The ability of civilian authorities to investigate allegations of illegal or inappropriate behavior of military officers.</p> <p>9. A growth in public opinion that military power is increasingly under civilian control.</p>		

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Purpose</u></p> <p>To support activities seeking to determine how civilian-military relations can become a force for strengthening democracy in Latin America.</p>	<p><u>End of Project Status</u></p> <p>- A sharper understanding of the problems in at least ten of the countries and a series of projects being executed by the appropriate components of the Country Team directed to strengthen the democratic process in terms of the role the military will play in the future.</p>		

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Outputs</u></p> <ul style="list-style-type: none"> - Books and essays produced on aforementioned topics and being used in Latin America. - Produce and distribute periodic mailings of A.U. contract-related activities to network of conference participants. - Completed analyses of civil-military relations in ten Latin American countries. 	<ul style="list-style-type: none"> - books developed by the project and published in Spanish being used by educational institutions and military and civilian leadership in Latin America. - mailings and distribution lists. - Completed documents. 	<ul style="list-style-type: none"> - publisher's records of the institutions that have purchased the books and independent surveys of selected countries as needed. - Grantee PIRs. - Grantee PIRs and actual documents. 	

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>Activities</u></p> <ul style="list-style-type: none"> - Sponsor a series of conferences between scholars and key civilian and military personnel to identify and discuss issues central to improving civil-military relations. - Use a work group of 15 to 20 experts to identify and produce analysis of civil-military relationships in Latin America. 	<ul style="list-style-type: none"> - \$186,186 in A.I.D. funding over three-year life of project. 	<ul style="list-style-type: none"> - A.I.D. audits and financial statements. 	

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CHAPTER SEVEN: THE MANAGEMENT, MONITORING, AND EVALUATION ROLE OF THE DEMOCRATIC INITIATIVE STAFF

BACKGROUND

LAC concern for DI activities sharply increased in the mid-1980s with a focus on AOJ activities. Initially, the Democratic Initiatives Staff (DI Staff) consisted of a two of Direct Hire officers. The staff grew to five officers and two secretaries where it presently stands. In the past several years, the work load has increased dramatically. The quantity and complexity of the DI portfolio and the actions necessary to administer the DI program has significantly exceeded the modest DI Staff capability. Despite this situation, the DI Staff, over time, has played a critical role in leading the LAC Bureau in promoting and in some cases actually fashioning the first generation of interventions that have pointed the way to project activity concerned with promoting stable and democratic processes in the region.

THE DI STAFF'S MANDATE, FUNCTIONS, AND PERSONNEL

FINDINGS

The mandate of the DI Staff, soon to become the DI Office, is to take the lead responsibility to implement the Administration's initiatives in Latin America and the Caribbean to support the evolution of stable democratic societies. Its specific functions to support this mandate are:

- Formulating policy and coordinating its implementation.
- Providing technical support to LAC field missions.
- Providing the intellectual leadership in the DI field.
- Developing and managing DI Staff regional programs and projects.
- Developing and maintaining a network of technical expertise in the DI field.
- Assuring the integration of the DI component into regional and country strategies.
- Representing the LAC Bureau on a regular basis on DI issues with other public and private organizations both foreign and domestic.

The mix of DI activities being promoted by the LAC Bureau, as inferred by the strategic objectives spelled out in Chapter Three, "LAC Bureau Strategic Objectives," suggests a staffing pattern that has expertise in the following areas if the A.I.D. field mission backstopping and the project management functions are to be adequately performed: administration of justice, legislation, political parties, local government, press, labor unions, and financial management development in the selection process, and civil/military affairs.

The projected staffing for the DI Staff is seven officers and two secretaries. In terms of specialization on the DI Staff, presently a financial management specialist is on the DI Staff. It is anticipated that a lawyer will join the DI Staff.

CONCLUSIONS

The DI Staff that is presently being projected will be ill-equipped and insufficient to perform the technical backstopping for each of the technical areas for which the DI Staff has responsibility including:

- Identifying and promoting new project activity in each of the areas supported by the LAC's DI strategy.
- Reviewing assessments for each of the DI areas.
- Reviewing PIDs and PPs in each of the DI areas.

This lack of appropriate staffing could have a significantly adverse impact in terms of promoting appropriate interventions in the DI field. This problem is exacerbated by the fact that many LAC field missions lack Direct Hire or contract personnel with the technical skills to be able to identify, design, and/or review particular DI activities.

There is enormous potential for promoting local government/municipal development projects in practically every country where a LAC field mission is located. However, this is a complex field requiring detailed analysis of the problem before appropriate projects can be advocated at either the field or the AID/W levels. A constraint to identifying the appropriate projects is the lack of both field mission-based and AID/W personnel in LAC to advocate project activity in this area. Though RHUDO/Honduras and RHUJDO/Ecuador are beginning to promote activities in this area, their technical orientation is traditionally more focused on housing construction than promoting devolution of responsibilities to municipalities.

RECOMMENDATIONS

1. **Municipal Development/Local Government Specialist:** Because of the complexity involved in undertaking interventions in this area and the lack of specialists in this area in LAC field missions, the LAC Bureau should consider placing a full-time Municipal Development/Local Government Specialist on the DI Staff.
2. **AIFLD Project Manager:** If the recommendations are accepted as discussed in the section "DI Staff Regional Portfolio" regarding a new relationship with AIFLD, consideration should be given to providing a full-time position for a Direct Hire to monitor the AIFLD regional project.
3. **Elections Officer:** A DI Staff Officer should be assigned the responsibility as the Elections Officer. Performing the responsibilities associated with elections would not necessarily be a full-time job. This position would be charged with monitoring all LAC Bureau efforts to assist elections. This would include planning for all up-coming elections during the following two to five years. The importance of this position would be two fold. First, the sensitivity of election work requires a specialized emphasis on institutional building. The failure of electoral institutions can tempt the DI program to become directly involved in a specific election. This involvement could weaken the credibility and legitimacy of the DI effort. Second, the recent wave of democratic transitions may produce a tendency to allow attention to this area to slip from its current priority. This could allow past progress to be overtaken by forces opposed to democracy. In addition, as the electoral efforts of the DI program expand to the local government level, there will be more elections to be monitored.
4. **Filling Vacancies on the DI Staff:** As vacancies materialize on the DI Staff, every consideration should be given to filling these vacancies with Direct Hire officers that have training and experience appropriate to the DI field. If this requires a special recruiting effort, then such an effort should be undertaken given the importance and priority that LAC places on successful performance in the DI field.
5. **Scholar in Residence:** The DI office should establish a position of Scholar in Residence to serve an advisory role for the DI Staff. Such an advisor would have a background in political science, political anthropology, or sociology with extensive research experience in the general area of democratic government and public administration.
6. **Expanded In-service Training:** DI Staff should establish a series of in-service training programs and seminars developed in conjunction with the

Office of Training to assist in learning the lessons of past experiences in the DI area.

PROJECT MANAGEMENT

FINDINGS

The following is the list of projects for which the DI Staff has project management responsibility with the exception of ILANUD Project which is managed by a DI regional advisor located in USAID/Costa Rica.

DI REGIONAL PROJECTS AND CURRENT PROJECT MANAGERS

1. AOJ/ILANUD (legal advisor)
2. AOJ/Florida International University (legal advisor)
3. AOJ/Inter-American Bar Foundation (legal advisor)
4. AOJ/American Bar Association (legal advisor)
5. AOJ/Checchi-LOE (legal advisor)
6. AOJ/ICITAP (Schoux/coordination)
7. Promoting Free and Fair Elections (Knee)
8. Political Parties and Democracy in Central Democracy (Knee)
9. National Democratic Institute Regional Electoral Assistance (Mamlouk)
10. AIFLD (Sellar)
11. Education for Participation (Knee)
12. Strengthening Participation in Indigenous Groups (Knee)
13. Promoting Human Rights in LAC (Knee)
14. Regional Legislative Development (Knee)
15. LAC Financial Management Improvement (Wesberry)
16. Central American Journalism Strengthening (Knee)
17. Civil-Military Relations (Knee)

It is anticipated that there will be seven officers and two secretaries on the DI Staff who will form the team that will share the management responsibilities for the 17 projects listed immediately above. Presently with a staff of five officers, Ms. Knee is the project manager for eight projects; the legal advisor for five projects; and Mr. Wesberry, Mr. Sellar, Mr. Schoux, and Ms. Mamlouk one project each.

It appears that insufficient time is devoted to monitoring project performance. Workplans prepared by implementing agencies are not reviewed with sufficient care so as to be able to use the workplan as a management tool. Many project files are incomplete and lack basic documents, making it difficult to perform the project management function. Financial data is either unavailable or not being used to assess project performance. The project management responsibility is further complicated by a lack of uniformity and appropriateness in terms of workplan and project performance reporting requirements for regional projects.

CONCLUSIONS

Despite a work load that has obviously been excessive, the DI Staff has managed to move the bureaucratic machinery critical to getting DI activities throughout the region off and running, including a regional portfolio. However, there is room to improve how project managers actually perform their project monitoring responsibilities.

RECOMMENDATIONS

1. **Spread of Project Management Workload:** The project management workload should be spread more equitably among the DI Staff officers. Consideration should be given to having each officer of the DI Staff perform project management responsibilities regardless of his or her position on the DI Staff.
2. **Project Files:** A project file should be maintained by the project officer that includes the basic project documentation including the PP and authorization, workplan, periodic project reporting, special reports, audit reports, evaluation reports, and current operational traffic.
3. **Financial Data:** All project managers should maintain current financial data including obligations and expenditures for each of their projects.
4. **ILANUD Regional Project:** The ILANUD project is included in this list of DI regional projects because the performance of ILANUD is of such great importance to the DI Staff that it is imperative that the DI Staff, in addition to the DI regional advisor located in San Jose at the project site, monitor the performance of the ILANUD Project including reviewing this project at the Semi-Annual DI Regional Projects Review.
5. **Project Workplan and Reporting Requirements:** In the interests of installing a uniform project management system, it is recommended that each contractor, grantee, and cooperator have the same reporting and workplan requirements. All reports should be developed in the context of a management information system which is discussed in the following chapter.

SEMI-ANNUAL PROJECT REVIEWS

FINDINGS

There is in effect a LAC Bureau policy to hold semi-annual project portfolio reviews of the DI regional project portfolio. The meeting is chaired by the Office of

Development Resources (DR) which has the responsibility to prepare an Issues Paper that is to serve as the agenda for the actual review. It was reported that on past occasions the review has been poorly attended, the Semi-Annual Reports (SAR) have been inadequately prepared, and the actual meetings have not been scheduled on a timely basis.

CONCLUSIONS

The LAC Bureau policy regarding semi-annual reviews of the DI portfolio is not currently being implemented with sufficient uniformity, consistency, or discipline. For this forum to constitute a viable high level management/monitoring tool, the review must be structured with more concern for detail.

RECOMMENDATIONS

1. **A Semi-Annual Review:** As a minimum standard, there should be a formal semi-annual review of the DI project portfolio. This review should be chaired by DR. The periods to be covered are October through March and April through September. Project Managers must take the responsibility to prepare the SARs with greater care than is presently the case. Details concerning the SAR's content is discussed in the following chapter.
2. **Issues Paper for the Semi-Annual Review:** An Issues Paper should be prepared by DR in consultation with the Office Director of DI. The SARs prepared by DI Staff project managers must be available to DR prior to the actual meeting to allow DR to refer to them as DR prepares the Issues Paper. For this system to work, the project managers must be forthright in discussing the "Problems" section of the SAR.
3. **The Regional ILANUD Project:** Though the project management responsibility for the Regional ILANUD project rests with USAID/Costa Rica, the SAR prepared by the Project Manager resident in Costa Rica should be reviewed at the time of the review of the DI Staff's portfolio. The project manager resident in Costa Rica should be encouraged to attend this review.

CHAPTER EIGHT: DESCRIPTION OF A PROPOSED MANAGEMENT INFORMATION SYSTEM FOR THE DI STAFF

BACKGROUND

The proposed Management Information System (MIS) for the DI Staff embodies three basic concepts which are:

- Information must be useable at the level on which it is collected.
- Information is passed selectively up the system to higher-level users based on their need to answer specified questions.
- Feedback allows for further data or clarification as the need arises.

The information network for the DI Staff is composed of three levels: the Director of the DI Staff is level 1 (the highest level); the Project Managers on the DI Staff are level 2, and the grantees are level 3 (see Figure 15, following page).

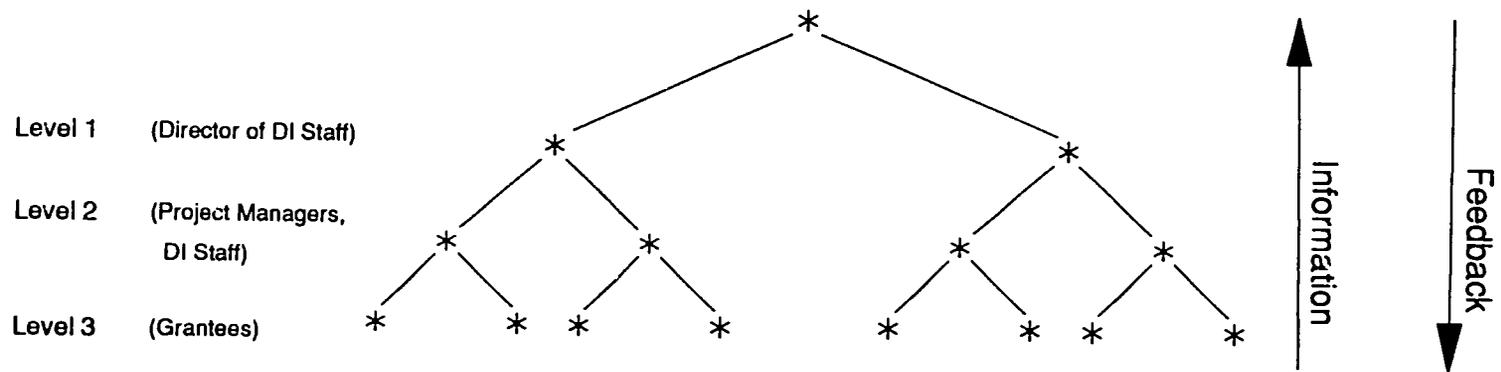
Information flows up the system and is aggregated at each level and filtered for the most important information that is required at the level above. Specificity is retained at each level and sent upward in response to pre-agreed needs. The highest levels retain the possibility of asking for more data as needed. Feedback flows downward on the quality of information, its appropriateness, timeliness, and opportunities to reduce the volume of data reported or to change its form and content. The three levels with the type of information flow and feedback are presented graphically in Figures 16 and 17 below to be found at the end of this chapter.

THE CHARACTERISTICS OF THE SYSTEM

The system should have the following characteristics:

- Projects with clearly stated project purposes, outputs, and indicators measuring progress at both the purpose and output level.
- Methods of collecting data at regularly agreed intervals to answer basic project information needs.
- Timely information regarding project implementation problems.
- A clearly defined project management and monitoring chain of responsibility.
- Standardized reporting procedures.

FIGURE 15: MIS INFORMATION NETWORK



What follows is a discussion of each of these characteristics.

PURPOSE, OUTPUTS, AND INDICATORS

To have information that assesses project progress, it is necessary to have a clear and agreed-upon understanding as to the project purpose and the anticipated outputs resulting from implementation. Logical frameworks are proposed for the newer DI Staff projects to be finalized by the DI Staff with the respective grantees. The logical framework is, however, only a brief description of the project, organized in such a fashion as to demonstrate the inter-relationship of the hierarchy of objectives with which the project is concerned. It also points the direction for obtaining the information that illustrates project progress. In contrast, the annual workplan should be seen as an elaboration of the project logical framework that is prepared by the grantee and agreed to by A.I.D.

DATA COLLECTION METHODS

For the DI Staff, there are a number of data collection methods possible, some of which are already being used. First, there is the data collection planned and implemented under each project, especially in the baseline data area. Second, there is the information gleaned by reading documentation provided by the grantees and by visiting grantee representatives, attending workshops and conferences, and through site visits.

TIMELY INFORMATION REGARDING IMPLEMENTATION PROBLEMS

Implementation problems may be of two types -- substantive and procedural or managerial. The latter, for example, is likely to include financial management problems, and problems of logistical support, and of personnel recruitment. Substantive or technical problems may be of a number of types, but in the case of DI Staff, projects are likely to involve inadequacy of technical solutions to defined problems; inappropriate solutions being developed due to poor problem identification; special circumstances that arise which make the plan inappropriate; and problems in linkages with other institutions.

CLEARLY-DEFINED PROJECT MANAGEMENT AND MONITORING CHAIN OF RESPONSIBILITY

This chain of responsibility is depicted in Figures 16 and 17 found at the end of this chapter.

STANDARDIZED REPORTING PROCEDURES

The components of the reporting system are presented graphically in Figures 18 and 19 and are found at the end of this chapter and are discussed in the following section.

REPORTS PREPARED THE DI STAFF

SEMI-ANNUAL REPORT (SAR)

This report would be largely managerial in scope and will be prepared by the Project Manager. It should include essentially the same information as the SAR currently does. Much of the information in this report should be drawn from the Semi-Annual Report prepared by the grantee. It will serve to identify current implementation problems that need resolution. Its focus will be on the status of input realization as contrasted with measuring output which will be the focus of the Summary Annual Progress Report to be discussed immediately below.

SUMMARY ANNUAL PROGRESS REPORT

This report, which is a suggested innovation, should be based on the more lengthy Annual Technical Progress Report and Annual Workplan for the coming year to be submitted by each grantee. The Summary Annual Progress Report would review the past year's accomplishments in terms of the agreed past Annual Workplan as well as comment critically on the proposed Annual Workplan for the coming year. This report should be prepared by the DI Staff Project Manager responsible for monitoring the particular project, and he/she would attach the Annual Technical Progress Report and the new Annual Workplan with his/her comments for review by the Director of the DI Staff.

EVALUATIONS

The DI Staff has a satisfactory history of performing evaluations in a timely fashion and utilizing the findings in a productive fashion. As is presently the case, the current Action Plan should be the document that identifies what evaluations are to be undertaken and when they are to be executed.

REPORTS PREPARED BY GRANTEE

SEMI-ANNUAL PROGRESS REPORT

It will serve to identify implementation problems, signal successes, and surface key issues that remain to be resolved at a higher level of management. It provides a

focussed opportunity for the grantee to have an input into the donor's understanding of project activities and progress.

ANNUAL WORKPLAN

An Annual Workplan should be prepared by the grantee and submitted for review by the designated Project Manager on the DI Staff, identifying the project purpose and the outputs that are to be pursued in the coming twelve months. Indicators and the means of verification for both the purpose and output levels should be identified in the Annual Workplan so that the feasibility for measuring progress over the period can be determined.

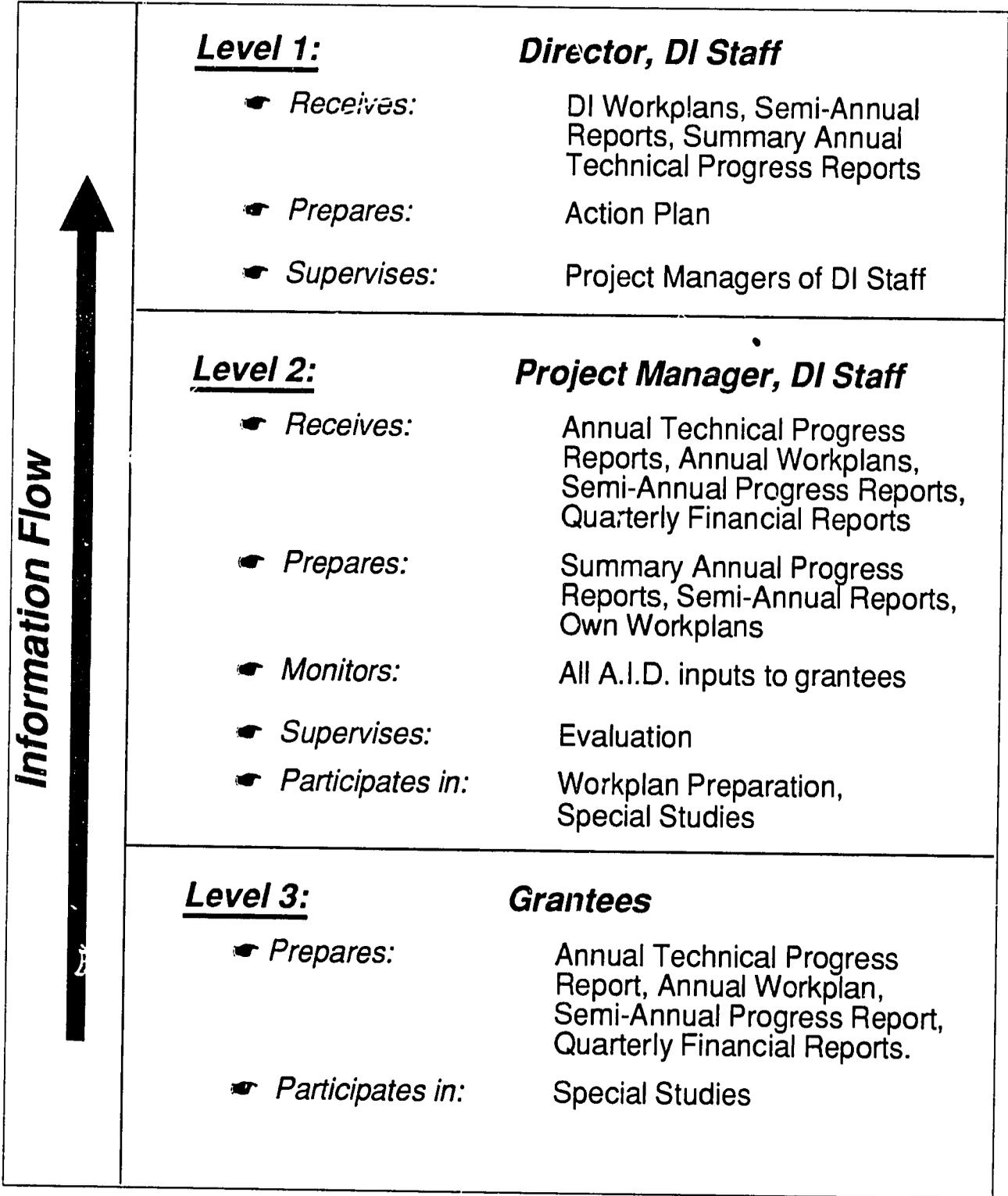
ANNUAL TECHNICAL PROGRESS REPORT

This report should be prepared by each grantee and submitted together with the next year's Annual Workplan. The report should discuss progress made over the past twelve months. It should discuss achievements in each country program along with each output included in the Annual Workplan agreed to in the previous year. It should also indicate progress at the purpose level, using appropriate impact indicators.

QUARTERLY FINANCIAL STATUS REPORT

The grantee should prepare quarterly financial status reports. These reports should be reviewed by the DI Project Manager.

FIGURE 16
DI STAFF MIS FLOW CHART



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FIGURE 18
DI STAFF MIS COMPONENTS — A.I.D. LEVEL

Type of Report or Instrument	Prepared by	Prepared For	Periodicity	Information Use	Data Sources
Workplan	DI Staff Project Manager	Director of DI Staff	Annual	Management	Discussion with Supervisor
Semi-Annual Report	DI Staff Project Manager	Director of DI Staff	6 months	Monitoring	Activity records, trip reports, task reports.
Mid-term Evaluation	Bureau or independent evaluation team	Director of DI Staff	End of 2nd year of project	Re-targeting of outputs, evaluation of input mix, accountability to Bureau	Grantees
Periodic Audits	RIG	IG	As called	Verify appropriate use of resources to conform to PP	Grantees, DI Staff Project Manager
Final Evaluation	Bureau or independent evaluation team		6 months before PACD	Decisions on continuation of project into second phase; measurement of impact	Reports, audits, subproject evaluations staff reports, semi-annual and annual reports.
Summary Annual Technical Progress Reports	DI Staff Project Managers	Director of DI Staff	Annual	Aggregation of results for assessment of impact	

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FIGURE 19
MIS COMPONENTS — GRANTEE LEVEL

Type of Report or Instrument	Prepared By	Prepared For	Periodicity	Information Use	Data Sources
Quarterly Financial Report	Grantee	A.I.D./Office of Financial Management DI Staff	Quarterly	Financial Management	Grantee Records
Workplan	Grantee	DI Staff	Annually	Monitoring	Grant Agreements
Semi-Annual Progress Reports	Grantee	DI Staff	Semi-Annual	Monitoring	Records, technical reports, financial reports
Annual Technical Progress Reports	Grantee	DI Staff	Annual	Monitoring	Studies, semi-annual progress reports, technical reports.

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