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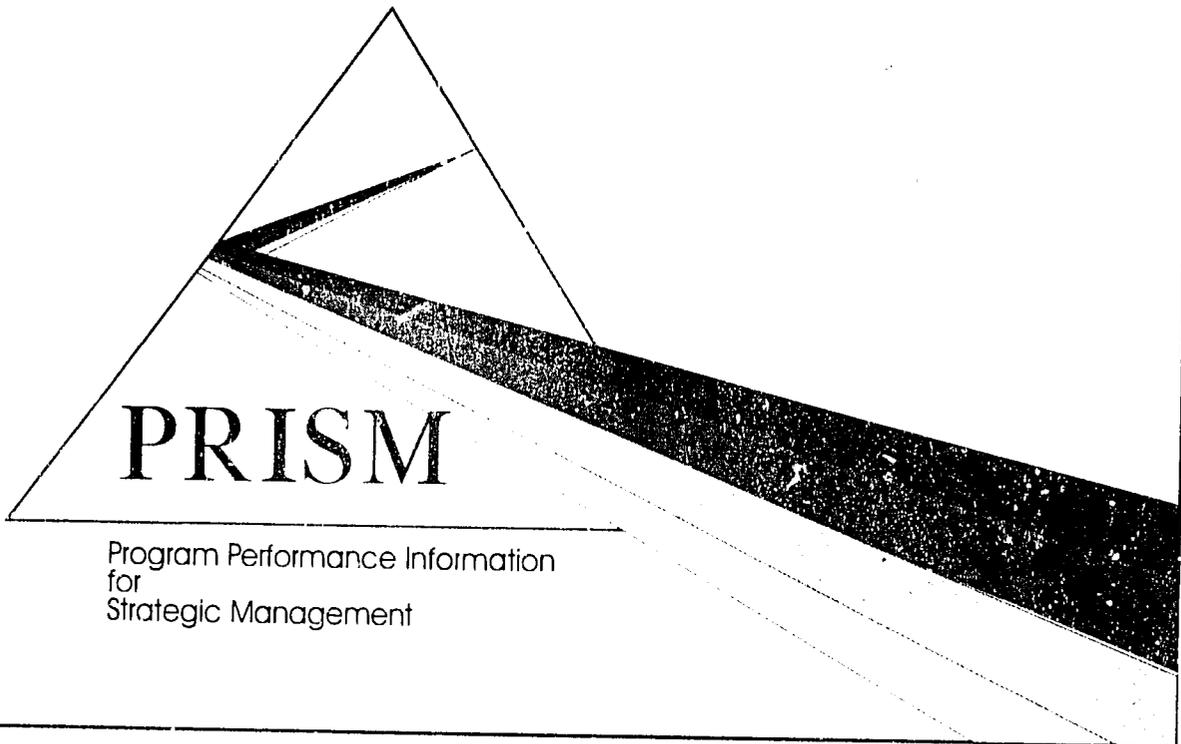


**AGENCY FOR INTERNATIONAL DEVELOPMENT**  
*Center for Development Information and Evaluation*  
*Bureau for Policy and Program Coordination*

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*April 1994*

# **Second Annual Report to the Administrator on Program Performance**



**PRISM**

Program Performance Information  
for  
Strategic Management

# **Second Annual Report to the Administrator on Program Performance**

**This report is based upon  
information from PRISM  
as of June 30, 1993**

**Center for Development Information and Evaluation  
Bureau for Policy and Program Coordination  
U.S. Agency for International Development**

**April 1994**

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# About This Report

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In the early 1990s, the U.S. Agency for International Development (USAID) instituted a new management philosophy and system following several external and internal reviews which were critical of its performance. "Managing for results" is central to the Agency's operations and building a performance-oriented information system is one of its highest priorities.

USAID's Program Performance Information for Strategic Management (PRISM) System was begun in 1991. PRISM enables Missions, bureaus, and offices to clarify their objectives, measure their performance, and make their decisions accordingly. In March 1993, the Agency issued its first annual report on performance, which included information (strategies and selected results) from more than 50 Missions.

This second report describes the present status of the Agency programs as recorded by the Missions in their strategic plans and annual reports, which have been entered into the PRISM system. The summary presents the major findings and conclusions. The first section of the report provides background on PRISM (Chapter 1) and describes the

Agency's four development themes (Chapter 2). Chapter 2 also presents the analytic frameworks developed and used to link Mission activities to the themes through a hierarchy of causal relationships.

The second section provides more detail on the objectives and strategies of our Missions in each of the *development themes: economic growth (Chapter 3), human development (Chapter 4), democracy (Chapter 5), and environment (Chapter 6)*. In each chapter we put the programs into perspective by looking at the location, magnitude of need, and dynamics of the development problems. Selected results from countries where performance has been measured for several years are also discussed. Each chapter concludes with a comparison of the Agency's programs in June 1993 with the new strategies published in January 1994.

The final chapter discusses the additional steps the Agency will take in 1994 to advance performance measurement and "managing for results."

# Summary

## Progress in Strategic Planning to June 1993

*Note: The programs discussed in this report were implemented prior to the publication of the new Agency strategy papers in January 1994. This report provides one baseline against which to measure change over the next 5 years.*

- As of June 1993, USAID was well on its way to having an Agencywide *strategic planning and performance measurement* system in place for linking management of its resources and programs more closely to the achievement of *development results*.
- Three of USAID's five (now four) regions were using the Agency's Program Performance Information System for Strategic Management (PRISM). Ninety-four programs (Missions, regional offices, and country offices) had strategic objectives and many were beginning to manage their programs strategically.<sup>1</sup> An increasing number were collecting data on indicators to examine their performance.
- The Center for Development Information and Evaluation (CDIE), with assistance from Regional and Global Bureau technical staff, developed analytical frameworks which link Mission objectives and strategies to Agencywide objectives in the areas of *economic growth, human development, democracy, and the environment*.<sup>2</sup> The

frameworks provide a uniform way to summarize and share development experiences from a number of Missions.

- Missions are modifying their strategic plans in response to changing budgets and priorities. During 1993, several Missions, whose budgets were cut, found that their strategic plans provided a meaningful framework for discussions within the Mission and with host country counterparts on where to reduce their activities.

## Agency Themes and Program Objectives

- Well over half of the Missions had objectives in economic growth (78 percent) and human development (63 percent). Fewer than half of the Missions had objectives addressing democracy (43 percent) and environment and natural resource management (36 percent) concerns.<sup>3</sup>
- In the Near East and Latin America, 9 out of 10 Missions had economic growth objectives as did two-thirds of the Missions in Asia and Africa.
- Almost two-thirds of Missions in each region had human development objectives.
- Emphasis on democracy varied by geographic region. In Latin America and the Caribbean almost 75 percent of the Missions had democracy objectives, in Asia

<sup>1</sup>The 94 programs include countries with full Missions, USAID representative offices, and regional offices, which were included in the Executive Information System database in June 1993. They are listed in Appendix C. Throughout this report we refer to them as Missions.

<sup>2</sup>The Agencywide objectives, as of June 30, 1993, do not correspond exactly with the four strategy papers, issued in January 1994. Next year's analysis will reflect the new guidance.

<sup>3</sup>Several Missions were implementing democratic and environmental activities as "targets of opportunity." These "targets of opportunity" were not included in the analysis because, by definition, they were outside the Missions' strategic objectives.

nearly 60 percent did, in Africa nearly 30 percent, and in the Near East 10 percent.

- The proportion of Missions with environment and natural resource objectives also varied by region. The range was from 70 percent of the Latin American and Caribbean Missions to 20 percent of the African Missions.

## Mission Objectives, Strategies, and Performance

### Economic Growth

- Many Missions had multiple economic growth objectives. In June 1993, by far the most common strategy among Missions (87 percent of those with economic growth objectives) aimed at improving domestic and international trade and competitiveness by increasing marketed production.
- Most Missions that promoted exports had set targets that were well above the average rate of export growth for developing countries. The majority of Missions reporting on trade performance were achieving at a pace above their interim targets.
- More than 40 Missions were addressing concerns about lagging agricultural productivity in some developing countries through strategies to increase host country trade and competitiveness.
- Missions working to promote outward-looking, market-oriented policies were succeeding in increasing the number and value of exports.
- The new Agency Economic Growth Strategy emphasizes broad-based and participatory economic development. During the coming year, we can expect Missions to link their programs more explicitly to, and develop indicators demonstrating, direct impact on people's lives.

### Human Development

- The human development theme includes health, population, and basic education objectives.

- More than 60 percent of the Missions had a strategic objective in human development reflecting the Agency's commitment to providing family planning, health, child survival, and education services.
- Forty-five percent of Missions had strategies to reduce fertility, 34 percent to improve child and maternal health, 25 percent to support education, and 12 percent to reduce HIV transmission.
- Most Missions tackling family planning problems were pursuing strategies to increase access to and demand for such services. Disease prevention and the financial stability of local health services were the foci of most Missions addressing maternal and child health issues.
- Missions with family planning programs expected to achieve significant reductions in fertility rates over the next few years. Available interim data indicate good progress.
- Missions identified institution building and financing as important strategies for achieving long-term gains in health, population, and educational services. Available performance data show progress.
- Mission programs in family planning and maternal and child health correspond closely to the new Agency Population and Health Strategy. Education is a crosscutting objective in the new strategies and is included in both the population/health and economic growth strategies.

### Democracy

- Of the four themes used to group Mission objectives for this report, democracy is least well understood, tested, and quantifiable.
- Forty percent of our Missions had democracy objectives, with 27 percent seeking to enhance representative processes for resolving conflicts, 25 percent to improve fundamental rights, and 10 percent to improve the enabling environment for democracy. Missions were seeking to improve the administration of justice, executive branch accountability, and legislative development and elections.

- The new Agency strategy views democracy as both an end in itself and an essential part of sustainable development. The strategy builds on current programs and calls for more active engagement of NGOs and PVOs in our programs and better coordination with other donors.

## Environment and Natural Resources

- More Missions in the Latin America and Caribbean region had environmental objectives than those in Africa, Asia, or the Near East.
- Missions were assisting countries to reduce the rate of loss in critical forest habitats and biodiversity and maintain a viable resource base for productive enterprises. The most common strategies included establishing national parks, discouraging forest encroachment, and limiting destructive commercial mining in forests.
- Most Missions with environmental objectives were concerned with changing management practices. Data provided by Missions indicated that more people were adopting environmentally sound production practices and that new areas were coming under sustainable management.
- We know little about what the Agency will achieve in the area of biodiversity conservation or what impact environmental programs will have on people's health because few countries (and Missions) were monitoring these impacts.
- The new environmental strategy has a "global" dimension which will challenge USAID to demonstrate how current programs contribute to global objectives.

## Next Steps in Managing for Results

- Missions are collecting data on an increasing number of their performance objectives which will enable them (and the Agency) to report more fully on the performance of our assistance programs and to allocate our resources accordingly.
- Strategic planning is beginning in central bureaus and the European and Newly Independent States Bureau is adapting its programming system to facilitate performance measurement.
- *New Agency Strategies* more clearly articulate USAID's strategic objectives. "*Strategy Implementation Guidelines*" will provide the framework for developing country assistance strategies. The strategies and the guidelines are being developed in close consultation with "stakeholders" throughout the development community.
- The Agency's voluminous handbooks concerning program planning and implementation are being simplified and consolidated into an "*Agency Directive*." The Directive provides a common set of procedures for strategic planning and program implementation by all operating units.
- Several bureaus are working together to design and field test an "*Automated Budgeting and Program Management System (ABPMS)*." The system will include the basic information required in the Agency Directive and PRISM and will make it available ("on-line") to all Missions, bureaus, and offices in the Agency.

# 1. Introduction

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**F**or the past 3 years, the U.S. Agency for International Development (USAID) has been reforming its management approach to make it more accountable and results oriented. Strategic planning has been instituted in three of the six regional bureaus (subsequently consolidated into four regions). Mission plans link development activities to Agency objectives and strategies. The system enables Agency managers to measure progress toward their objectives and to make decisions that improve results.

This second annual report describes and analyzes the strategic directions taken by 94 Missions and Regional Offices after adopting a strategic management approach to programming and implementing development activities. The Center for Development Information and Evaluation in the Policy Bureau (PPC/CDIE) has developed "analytical frameworks" that summarize Missions' objectives and strategies. The performance of selected programs in the four areas of economic growth, human development, democracy, and environment and natural resources is described.

This report presents a snapshot of the Agency's long-term and short-term objectives prior to the issuance of the new strategy papers in January 1994. USAID designed these objectives and started projects in accord with guidance issued in the late 1980s and early 1990s. Missions' annual plans submitted between October 1992 and June 1993 provided the information used in this report. The report thus provides a baseline against

which the Agency's progress toward implementing new strategies can be measured over the coming decade.

We first provide an overview of Mission objectives and then analyze selected strategies and performance within the four development areas. The new strategy papers, which have just been completed and address the four key threats to sustainable development, are compared with the "analytical frameworks" to indicate future strategic changes that may be required in our existing programs. Finally, we discuss the future of performance measurement and its use in "managing for results" by the Agency.

## A. Managing for Results in USAID: The Vision for Measuring Performance<sup>2</sup>

The Agency is committed to reinventing itself as a more efficient, effective, results-oriented organization. This will require greater attention to the measurement and reporting of performance. This approach will also require that

- Managers have authority and responsibility to plan programs to achieve results; and
- Missions and offices delineate ambitious, but achievable objectives; develop well-thought-out strategies; review and refine portfolios; identify performance measures to assess progress; and use information about results to refine activities and reallo-

<sup>1</sup>The 94 programs include countries with full Missions, USAID Representative Offices, and Regional Offices, which were included in the Executive Information System database in June 1993. They are listed in Appendix C. Throughout this report we refer to them as Missions.

<sup>2</sup>Taken from U.S. Agency for International Development, 1993. "Enhancing USAID's Ability to Manage for Results." Washington, D.C.: Center for Development Information and Evaluation, USAID.

cate resources within and across portfolios.

## B. Strategic Planning and Performance Measurement

The *Program Performance Information for Strategic Management (PRISM)* system is the strategic planning and management information approach used by most of USAID's Missions for designing new activities and reporting about the performance of existing programs. The system helps Mission managers (and project officers) set a limited number of key objectives and measure performance to assess progress toward short-term and long-term objectives. The selection of performance indicators is critical because they represent actual results. They capture the essence of performance; they do not capture the total impact of the activity. If activities and projects are not progressing as planned then this should show up when the performance indicator does not reach expected values. This will raise a red flag for Mission management who can conduct an inquiry in greater depth to determine the appropriate corrective actions to take. Missions will use performance indicators, as they implement their programs, to modify tactics in order to increase the probability of reaching objectives. Simultaneously, senior managers in Washington and USAID's stakeholders can assess the directions of the program and program success in achieving overall Agency goals.

PRISM facilitates and records the strategic management process of the Agency's Missions, regional bureaus, and central bureaus. (See Box 1.1 for definitions of PRISM concepts.) Managers review Agency guidance and consult with host governments and nongovernment organizations to establish common goals and objectives. Together, they establish strategic objectives that they hope to achieve in 5 to 8 years. They identify indicators that can be measured to assess progress toward the objectives. They then agree upon a set of shorter term objectives (program outcomes), which they expect to achieve in 3 to 5 years. These outcomes also

### Box 1.1: Key PRISM Concepts

A *Strategic Plan* is developed using objective tree logic. It consists of (a) one or more strategic objectives, (b) the program outcomes necessary to achieve each objective, and (c) indicators that will show whether or not the outcomes and objectives have been achieved. The indicators must be tangible and measurable. Therefore, a strategic plan must also specify (d) baseline data for each indicator, (e) expected results or targets for each indicator to be achieved in a given time, and (f) appropriate data sources for each indicator. This will permit the Mission and bureau to compare actual results with targets over time.

**Objective Tree:** logical framework linking different levels of results according to a causal theory, that is, one set of activities will result in program outcomes that will achieve a strategic objective.

**Strategic Objective:** a measurable, intended result that is developmentally significant, within the Mission's manageable interest to achieve in 5 to 8 years.

**Program Outcome:** a measurable, intended result that is directly attributable to USAID activities, can be achieved in 3 to 5 years and contributes to the achievement of a strategic objective.

**Indicator:** a variable which is measured to track progress toward achieving results, outcomes, and objectives.

**Analytical Framework:** an objective tree which presents the range of (actual and potential) strategies which could be pursued to achieve a program objective.

**Program Objective:** an objective which summarizes several Mission strategic objectives addressing a major development concern. These were identified by combining theoretically derived objective trees with the most common program emphases derived from an examination of Mission objectives and program outcomes in 1993.

**Theme:** group of program objectives which address a major development area.

have their own indicators. For each indicator, Missions must identify data sources, decide on data collection methods, and establish baselines and targets during the first year of the strategic plan. Next, managers and host country counterparts design (or redesign) and implement activities that will produce the desired program outcomes. Each of these activities have their own end-of-activity indicators that should be measured regularly during implementation and used to manage progress toward the activity objectives. Missions review their strategic plans and report on progress annually.

During the past 2 years, CDIE has abstracted data from the Missions' annual reports to summarize and analyze the strategic directions of Agency programs. The chapter on performance data in the first (1991/92) annual report was built around 15 clusters of similar strategic objectives which in turn were grouped into the four principal development themes of the Agency. This year we expanded the analysis by developing theoretically informed analytical frameworks based on the common strategies emerging from Mission plans and then coding Mission objectives and outcomes against these frameworks (see Box 1.2). There is an analytical framework for each theme used in the 1992/93 performance report. Next year the themes will more directly reflect the new Agency strategy papers, which define higher order goals and areas in which USAID will concentrate its programs. We also anticipate that new objectives and indicators will be developed, and existing ones modified, by Missions to more adequately reflect the direct improvements in peoples' lives associated with USAID activities.

The analytical frameworks consist of objective trees with four levels. At the top is USAID's overall mission (taken from the guidance of the early 1990s), next come four themes, then program objectives, and, finally, program strategies. (Box 1.2 describes the origin of the frameworks.) The four *themes* are: economic growth, human development, democracy, and environment and natural resources. In each thematic area we identified the key objectives (labelled *pro-*

*gram objectives*) that contribute to each theme. These objectives were derived from USAID and other donor experience and the literature on development. We then reviewed the *strategic objectives and program outcomes* of each Mission and grouped them into *strategies* that address each program objective. The objective trees for each program objective and the strategies linked to them are shown in Appendix A. In a few cases program outcomes that clearly contribute to more than one strategic objective were counted as many times as appropriate. For example, some sustainable agricultural programs contribute to both environmental and economic themes and were counted in both places. Activities not contributing directly to Mission strategic objectives, however, are not included in the analytical frameworks. In some regions these represent a significant allocation of USAID resources and are classified as "targets of opportunity" (TO). For example, in the African region, 15 Missions have TOs in the environment area.

## C. Missions Included in the PRISM Database: June 1993

The 94 Missions and offices (subsequently referred to as Missions) included in this report are those which had their strategic objectives included in the Executive Information System (EIS) in June 1993. They comprise 86 Missions and country offices in the Africa, Asia, Near East, Europe, and Latin American and Caribbean regions, seven regional Missions, and one regional office in Washington. They, and the documents from which information was taken, are listed in Appendix C. In more than 30 cases Missions have not developed comprehensive strategic plans and the information entered in the EIS, by the regional bureaus, was used in the analysis. These Missions' strategic objectives have been included in the analytical frameworks because they indicate the strategic direction of USAID's programs in the 30 countries.

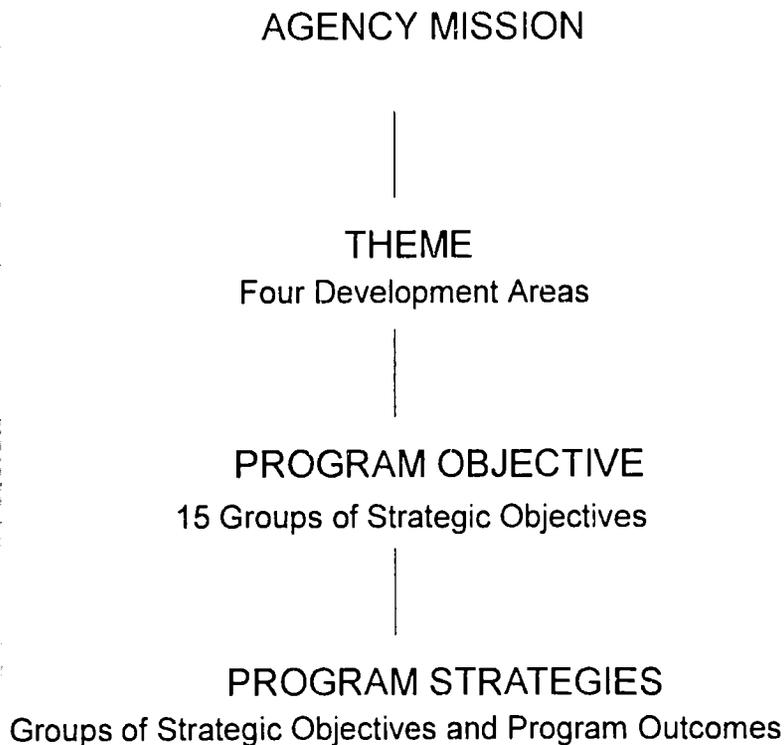
### **Box 1.2: The CDIE Analytical Frameworks: Origins and Use**

CDIE has developed four analytical frameworks to describe and analyze the strategic plans of 94 Missions and offices. These units have specified more than 180 strategic objectives and over 500 program outcomes using the objective tree methodology of the PRISM system. We used this methodology to develop the objective trees for each of the Agency's development themes. Using a combination of theory and field experience, we identified the principal program objectives in each theme and then developed the strategies that could be used to achieve those objectives. Then we used the strategic objectives and program outcomes of each Mission to determine which strategies it was using in its programs.

The frameworks link Mission outcomes and objectives to Agency objectives through a hierarchy of causal relationships. The objective tree methodology has its limitations, however. The framework is a two dimensional representation of a series of causal relationships abstracted from complex multidimensional systems. The framework cannot present easily the integrated nature of USAID's programs, particularly those that cross different sectors. The strategies in the frameworks address the most significant constraints that must be overcome if the objectives are to be achieved. The strategies are not all-encompassing but do represent the principal activities undertaken by host countries with USAID's assistance.

The strategic objectives and program outcomes included in the analysis were taken from Mission performance monitoring documents (i.e., action plans, assessments of program impact, program implementation reviews) submitted between July 1, 1992, and June 30, 1993. Each regional bureau had its own reporting deadline. In cases where Mission reports were not available we used other reports (such as the abstracts on the Executive Information System (EIS)) as deemed appropriate by the regional bureaus. Objectives and outcomes that contributed to more than one strategy were counted as many times as appropriate.

#### **Levels of the Analytical Framework**



## **D. The Structure of This Report**

The next chapter describes the distribution of the Missions' programs across the Agency's major development themes. It presents the analytical frameworks which link the programs to the Agency themes. Then four chapters follow with one devoted to each of the development themes. Each chapter begins, in Section A, by describing the number of Missions in each region with objectives in each major program area. As many Missions have multiple objectives within a development theme, we counted the total number of objectives under each program objective.

Section B reports on the strategies most commonly found in Mission strategic plans. This analysis is based upon counts of strategic objectives and program outcomes.

Examples of performance were selected for presentation in Section C. Examples were picked where performance data are available in Mission reports. They illustrate the kinds of analysis and reporting which we will be able to do more broadly as more performance data are provided in subsequent years by Missions and central offices with development programs. The final section of each chapter comments on the implications of the Agency's new strategies for Mission programs.

## 2. Development Themes and Program Objectives

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### A. Distribution of Missions Across Agency Development Themes

*Note: The programs discussed in this report were developed and implemented prior to the publication of the Agency's new strategic guidance in January 1994. The implications of the new guidance for the strategic directions of the Agency's programs are discussed briefly at the end of the chapters on each development theme.*

The programs that USAID's Missions were implementing or planning to implement in June 1993 were developed under guidance issued from Washington during the previous decade. CDIE developed analytical frameworks from the Agency's experiences and development theory. These thematic frameworks coincide with the principal foci of USAID's programs over the past 5 years. CDIE then categorized Mission strategic objectives and program outcomes into 15 Agencywide program objectives. The themes and program objectives are presented in Figure 2.1, page 7.

An analysis of Missions across these four themes shows that

- Seventy-eight percent of Missions have strategic objectives in economic growth;
- Sixty-three percent of Missions have strategic objectives in human development;
- Forty-three percent of Missions have strategic objectives in democracy; and
- Thirty-nine percent of Missions have strategic objectives in environment and natural resources.

The Agency has a long history of assisting host countries' economic and human development programs. Well over half of our Missions have strategic objectives in each of these areas. In contrast, fewer than half of the Missions have strategic objectives and program outcomes in the fields of democracy and environment and natural resources.

Missions may also have a limited number of projects and activities that are not linked to their strategic objectives and program outcomes. These activities may address country specific "targets of opportunity" (TOs) not related to a Mission's primary objectives. They may also be activities in which USAID has already made a substantial investment but which do not contribute to a Mission's strategic objectives and will probably not be extended beyond their planned completion.

### B. Distribution of Missions Within Each Development Theme

#### 1. Economic Growth

Of the 73 Missions working in this area, 60 were helping countries increase their trade and competitiveness. Nearly half of the Missions were trying to increase economic participation by, for example, increasing employment opportunities and/or strengthening microenterprises. One-quarter of the Missions supported improving the enabling macroeconomic policy environment.

#### 2. Human Development

Fifty-nine Missions had human development objectives. Forty-two of them had objectives focusing on fertility decrease and 32 on improved maternal and child health. Improved basic education was a strategic objec-

tive of 23 Missions. Only 11 Missions cited reduced HIV transmission as a strategic objective.

### 3. Democracy

Thirty-nine Missions were working in democracy. Improving processes to resolve conflicts and strengthening fundamental rights were the most frequent objectives, with 24 and 22 Missions, respectively. Nine Missions had established objectives to improve the enabling environment for democracy.

### 4. Environment

Thirty-six Missions had environmental objectives, though several Missions have "targets of opportunity" (TOs) in this area. Half of these Missions supported slowing biodiversity loss, and nearly half supported maintaining a viable natural resource base. Eight Missions were working to curb degra-

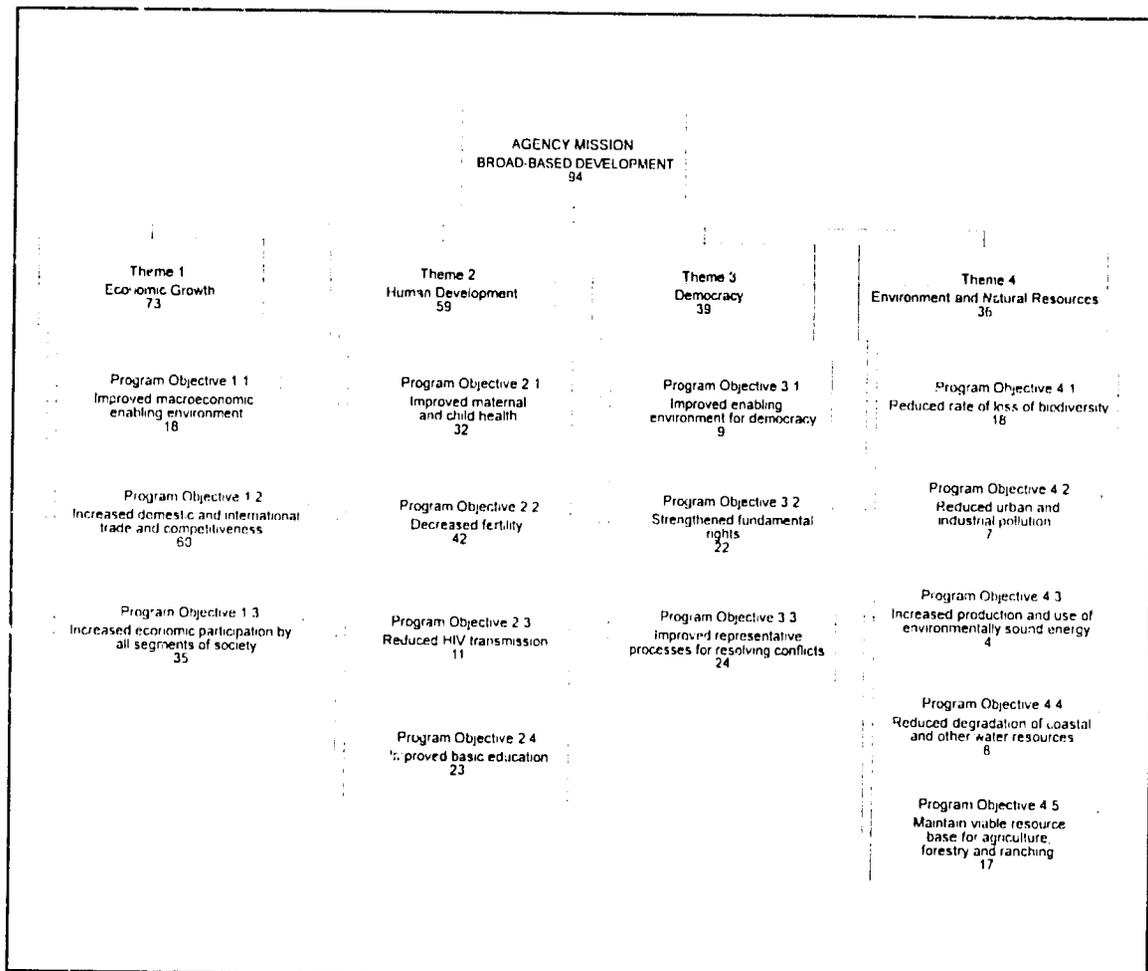
ation of coastal and water resources, seven planned to reduce urban and industrial pollution, and four planned to increase environmentally sound energy production.

## C. Regional Distributions of Missions by Theme

(Table 2.1, page 8)

The information in Table 2.1 should be interpreted carefully. The number of strategic objectives contained in a Mission's strategic plan reflected a variety of conditions. These conditions included the specific country situation, the financial and staff resources available, and guidance from USAID/Washington, which was not standard across all regional bureaus.

**Figure 2.1 Themes and Program Objectives**



**Table 2.1: Number and Proportion of Missions in Each Region by Development Theme**

Development Theme	Latin				Total (n=93*)
	Africa (n=46)	Asia (n=14)	America (n=23)	Near East (n=10)	
Economic Growth	32 (70%)	10 (71%)	21 (91%)	9 (90%)	72 (78%)
Human Development	30 (65%)	9 (64%)	14 (61%)	6 (60%)	59 (63%)
Democracy	13 (28%)	8 (57%)	17 (74%)	1 (10%)	39 (43%)
Environment	9 (20%)	8 (57%)	16 (70%)	3 (30%)	36 (39%)

NOTE: \* Poland is not included in this table.

In the Near East and Latin American regions, 9 out of 10 Missions had economic growth strategic objectives, while in Asia and Africa about two out of every three Missions had such an objective.

There was little variation across regions in the proportion of Missions with human development objectives.

The incidence of democracy objectives, however, varied considerably by region. In

the Latin America and the Caribbean region, almost three of every four Missions had a strategic objective in this area, compared with the Africa Bureau where only a little over a quarter of the Missions had explicit democracy objectives.

Twenty percent of the African Missions had an explicit environmental strategic objective in contrast to Latin America, where 70 percent of the Missions have one.

## 3. Economic Growth

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### A. Mission Programs in Economic Growth

USAID has traditionally been a leader among bilateral donors in promoting economic growth. Over the years, these efforts have focused on everything from international and national policy interventions to participatory projects at the district and village level. Policy-based programs were prominent in most of USAID's early programs and they became more so during the 1980s.

Economic growth objectives continued to dominate Mission programs as of June 1993. Among the 94 Missions with strategic objectives, 73 (78 percent) contributed directly to economic growth (see Table 3.1).

Many Missions had multiple economic growth objectives and outcomes. As shown in Table 3.2, page 10.

(1) Sixty Missions were focusing on *improved domestic and international trade and competitiveness*, with the greatest concentration in improving productivity and production levels.

(2) Thirty-five Missions had objectives aimed at *increased economic participation by all segments of society*, with the greatest concentration in promoting microenterprise development.

(3) Eighteen Missions had objectives aimed at an *improved macroeconomic enabling environment* with the greatest concentration in the area of promoting financial sector reforms.

For more information on these strategic objectives, see the analytical frameworks in Appendix A.

Across regions, Missions had similar strategic priorities. Trade and competitiveness objectives were the most common and macroeconomic objectives the least common.

USAID Missions tended to have trade and competitiveness programs in countries that have a significant need for them. Though it is difficult to define a specific level of need for trade-related assistance, two indicators are useful: (1) the rate of growth of exports, which is a measure of country performance in generating sustainable foreign exchange inflows and (2) the share of export earnings required to service external debt. The latter can be termed a foreign exchange constraint. The remaining share of export earnings can also be interpreted as what is left over from each dollar of current exports for a country to consume and invest in the domestic economy. Thus, increases in exports can relax the foreign exchange constraint, or alternatively, raise the amount of foreign exchange earnings available for domestic consumption and investment.

**Table 3.1: Missions With Economic Growth Program Objectives by Region**

	Africa	Asia	Latin America	Near East	Total
Number of Missions	46	14	23	10	94
Missions with Economic Growth Objectives	32 (70%)	10 (71%)	21 (91%)	9 (90%)	73* (78%)

\*Poland is not included in this figure.

Table 3.3, page 12, shows 36 countries where Missions had a trade focus arrayed against two variables: the average annual export growth rate and the debt service-to-export ratio. Following the presumption that countries with low export growth rates or with high debt service burdens relative to export earnings are, indeed, countries where trade promotion would be an essential element in the development process, the evidence shows that most USAID Missions were targeting trade and competitiveness in countries where export growth rates have lagged and/or where heavy debt service burdens are likely to impede future development efforts.

## B. Common Strategies for Achieving Economic Growth

This section describes common strategies for achieving each of the three economic growth program objectives. The complete analytical framework for the economic growth theme is provided in Appendix A, pages A-2-A-4.

### 1. Strategies to Increase Domestic and International Trade and Competitiveness (Program Objective 1.2, page A-3)

The trade and competitiveness portion of the economic growth analytical framework in Figure 3.1, page 11, shows the principal strategies and the frequency of Mission objectives. The most common strategies for

achieving increased trade and competitiveness were to increase marketed production. Strengthening public and private sector cooperation was the strategy used least often.

Many objectives focused on increasing production for export, but many others did not have a specific focus on external trade. They focused instead on increasing output available for domestic consumption and on increasing incomes.

In Africa, the objectives to increase production and productivity far outnumbered commercial policy oriented objectives. The same trend held true for every region except Latin America and the Caribbean (LAC). However, even in LAC, where the highest number of objectives addressed outward-looking, market-oriented policies, there were nearly as many objectives to increase production and productivity.

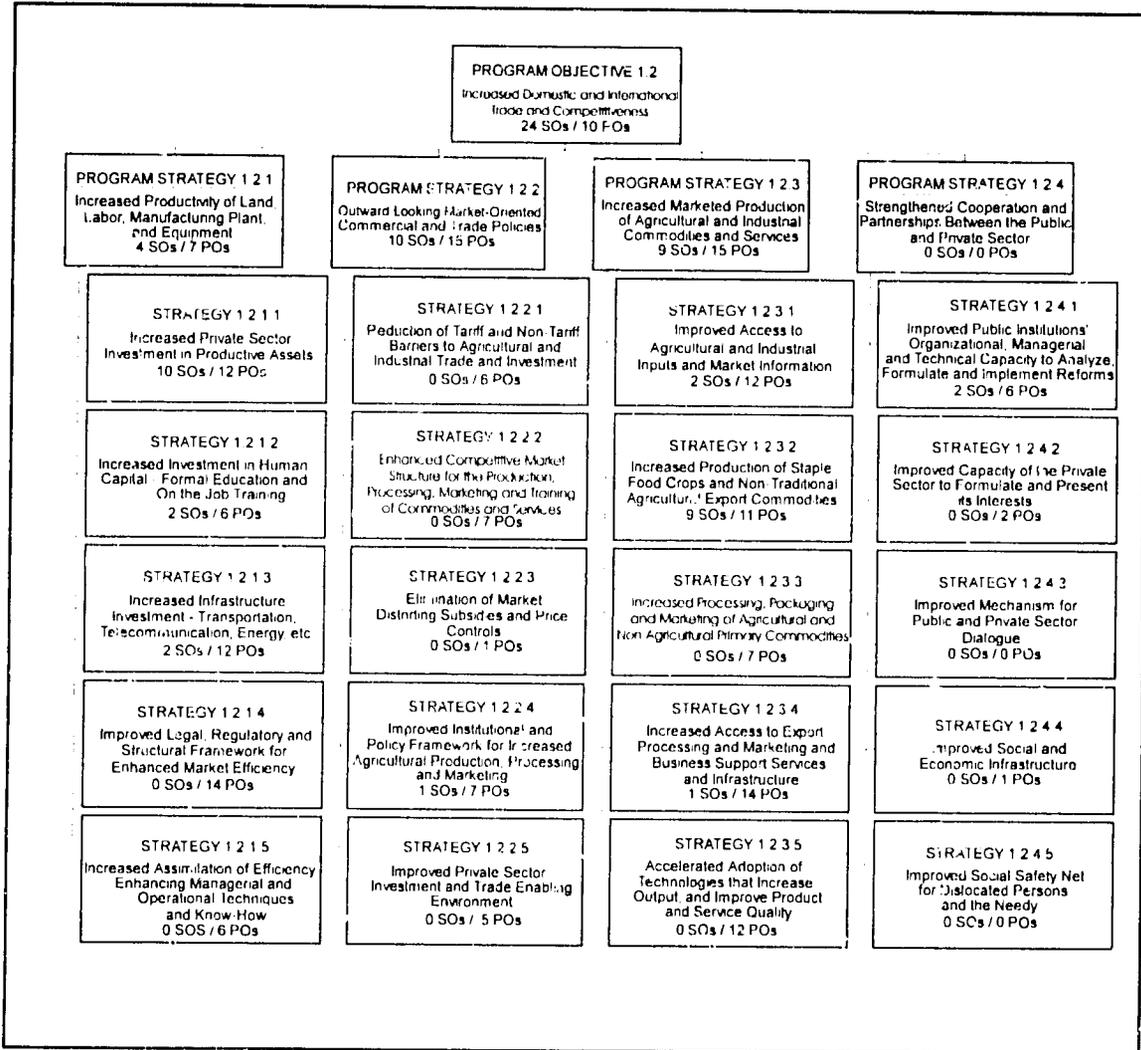
### 2. Strategies to Increase Economic Participation by All Segments of Society (Program Objective 1.3, page A-4)

Increasing access to productive assets by microentrepreneurs was the dominant strategy for USAID's programs to increase economic participation. This was the most important strategy in all four regions, and it accounted for over half of all activity in this area. The second most frequent strategy was to increase access to employment opportunities.

**Table 3.2: Missions With Economic Growth Strategic Objectives by Region and Program Objective**

Program Objectives	Africa	Asia	Latin America	Near East	Total
Increased Domestic and International Trade and Competitiveness	26	8	20	6	60
Increased Economic Participation by All Segments of Society	15	3	14	3	35
Improved Macroeconomic Enabling Environment	6	4	6	2	18

**Figure 3.1 Mission Strategies: Domestic and International Trade and Competitiveness**



### 3. Strategies to Improve the Macroeconomic Enabling Environment (Program Objective 1.1, page A-2)

Reforms in the banking and financial sectors dominate USAID's interventions in the macroeconomic policy area. Two-thirds of the macroeconomic policy objectives were concerned with reform in these sectors. Fewer than one-fourth of the objectives in this area targeted the government budget balance and fewer than 10 percent targeted money supply management.

The most common reforms in the financial sector were designed to increase the efficiency and competitiveness of banking systems and to broaden and deepen capital markets. Another important area of reform was the strengthening of financial market regulation and supervision.

Missions tried to improve the fiscal balance in several ways. In addition to decreasing fiscal expenditures, Missions had attempted to achieve increases in revenues, changes in the sources or composition of revenues, and administrative improvements in tax collection systems.

**Table 3.3: Missions Working on Trade and Competitiveness by Export Growth Rate and Debt Service/Export Earnings Ratio**

High Debt Service/Export Ratio (>20%)	Argentina	Bolivia	Bangladesh
	Cameroon	Costa Rica	Colombia
	Guyana	Ecuador	Jordan
	Honduras	Egypt	
	Jamaica	Gambia	
	Madagascar	Ghana	
	Nicaragua	Indonesia	
	Peru	Mexico	
	Zambia	Morocco	
		Philippines	
		Senegal	
		Tunisia	
	Moderate Debt Service/Export Ratio (10-20%)	Dominican Republic	Rwanda
El Salvador			Paraguay
Guatemala			Sri Lanka
Guinea-Bissau			
Panama			
Low Debt Service/Export Ratio (< 10%)		Mali	Mauritius
			Cape Verde
	<b>Low Export Growth</b> (<2.0% annual)	<b>Moderate Export Growth</b> (2.0-6.0 % annual)	<b>High Export Growth</b> (>6.0% annual)
Data provided for 36 countries where USAID has a trade and competitiveness focus and for which both export growth (avg. annual growth rate for 1980-91) and debt service/export ratio (avg. 1990-92) data available (Sources: World Bank Tables 1993).			

## C. Performance Analysis: Economic Growth

This section presents examples of program performance within the area of trade and competitiveness. This program objective is highlighted because it is the one which is being used by a large number of Missions and has more performance data reported than other program objectives and strategies. This is the kind of analysis we will be able to do in the future as more performance data is measured and recorded by Missions. Performance results for selected objectives and strategies in the trade and competitiveness area are provided in Appendix Tables B3.2-B3.6. Additional concerns, such as gender, will also be addressed more adequately as the information from Jamaica in Box 3.1 illustrates.

### 1. Increased Domestic and International Trade and Competitiveness (Program Objective 1.2, page A-3)

There is widespread agreement on the need for improvements in trade performance and overall competitiveness among developing countries. The benefits include not only the traditional "gains from trade," but also expanded access to productivity-enhancing technology and new sources of investment, expanded markets for goods and services, and expanded employment opportunities for growing domestic labor forces.

Missions were assisting host countries to increase the volume of trade in selected products, particularly nontraditional exports. Performance measures from eight countries which reported complete trade data are included in Appendix Table B3.2. Seven of the

eight countries made progress toward their targets, with five of them progressing at a pace above interim 1992 projections.

Because trade performance might increase even without USAID assistance, we should put the Mission targets into perspective. Based on data from 57 USAID countries from 1980-1991, the average annual growth rate of exports has been 3.8 percent.

By comparison, the rate at which export indicators would have to increase in order for the eight Missions to reach their targets is 11.0 percent per year (ranging from a low of 4.0 percent per year to a high of 19.9 percent per year reported in Appendix Table B3.2). Thus it appears that Missions do tend to set challenging projections well in excess of general growth trends.

Given this perspective, the progress with respect to projections in nearly every country was impressive. In fact, if the positive trends from the selected performance data were indicative of general performance across USAID Missions, the aggregate impact would be very large.

## **2. Increased Productivity of Land, Labor, Manufacturing Plant and Equipment (Program Strategy 1.2.1, page A-3)**

Missions were working to increase productivity, particularly in the agricultural sector. Selected indicators are shown in Appendix Table B3.3. The performance indicators for Ecuador show that income per hectare increased at a pace above 1992 interim projections while the indicators for Kenya and Malawi show productivity levels below 1992 interim projections. It is clear that, especially in the case of nationwide large-scale staple-crop production (such as maize in Kenya and Malawi), that productivity indicators can be affected by factors (such as drought) beyond the control of USAID programs (see Box 3.2 for more information on Malawi).

### **Box 3.1: Economic Growth and Gender in Jamaica**

USAID/Jamaica provides an example of a Mission that is addressing gender issues in its strategic plan. One of its economic growth strategic objectives is to increase employment along with increased foreign exchange earnings. Employment data on both males and females is being tracked because of the importance of gender to achievement of the strategy and people-level impact goals of the Mission. As measures of short-term objectives (program outcomes), sex-disaggregated process indicators, such as number of female and male owned small firms assisted, number of women and men graduating with MBAs and being trained for production jobs, are used as proxies to measure the distribution of program results between men and women.

Besides demonstrating a gender concern, the program also reflects attention to assisting the poor. In Jamaica approximately 45 percent of all households are headed by females and these tend to be poorer than others. While national statistics show that women comprise 45 percent of the enumerated labor force, their unemployment rate is more than double the rate for men. These statistics support the conclusion that gender affects access to employment opportunities. In the process of developing its strategic plan, the Jamaica Mission had a special workshop to discuss people-level and gender issues and formed a working group on social issues that is charged with identifying how the Mission should most effectively work on poverty and gender issues.

## **3. Outward-Looking, Market-Oriented Commercial and Trade Policies (Program Strategy 1.2.2, page A-3)**

Missions were assisting host countries replace inward-looking trade policies with more outward-looking and market-oriented economic policies. Performance measures

### **Box 3.2: Strategic Planning and the 1991/92 Drought in Malawi**

One of USAID/Malawi's strategic objectives is to increase foodcrop production and productivity and it has established four program outcomes which contribute to the achievement of this objective. The objectives and measures of their respective indicators are shown in Appendix Table B-3.6. In 1991/92, a drought adversely affected agriculture in Malawi.

Our analysis of the Mission's performance data indicates that there may be an encouraging turnaround in the present situation. A series of questions and answers illustrates this point.

1. Is the strategic objective on target? NO.

Both indicators, which had been rising in 1991, dropped significantly in 1992.

2. Did critical assumptions hold in 1991/92? NO.

Severe drought made it impossible to achieve expected results.

3. Are program outcomes on target? MOSTLY YES.

Many of the key indicators are above planned projections. Note particularly that purchases of high yielding maize seed and fertilizer, and use of credit, are ahead of projections for 1992.

4. Conclusion? Program is making progress towards strategic objective, (assuming causal relationships between outcomes and objective hold). If weather returns to normal we can expect the Mission to meet its long-term objective.

for six indicators from four countries for the strategy that promotes such policy shifts are included in Appendix Table B3.4. All four Missions reported progress in this area, with five of the six indicators at or ahead of schedule.

### **4. Increased Marketed Production of Agricultural and Industrial Commodities and Services (Program Strategy 1.2.3, page A-3)**

Missions were also working to increase production levels, particularly in the agricultural sector. Appendix Table B3.5 shows performance for five indicators from four countries for the program strategy that increases marketed production. Performance was positive in all five cases, with two at or above the 1992 interim target.

For an example of country level performance monitoring in USAID/Malawi see Box 3.2. The presentation in this box provides an example of how managers might analyze their objectives and strategies.

### **D. Mission Programs and the New Agency Strategy for Economic Growth**

CDIE's analysis of Mission objectives in the economic growth area yields several observations:

- Nearly four-fifths of USAID Missions were addressing economic growth issues, among which
  - Over four-fifths had a focus on *increased domestic and international trade and competitiveness*, which included many traditional USAID programs to increase productivity and production levels
  - Half had a focus on *increased economic participation*, with microenterprise development getting the most emphasis
  - One-fourth had a direct focus on an *improved macroeconomic enabling environment*, with the financial sector receiving the most emphasis
- Most Missions that promoted exports had set targets well in excess of the average rate of export growth for developing coun-

tries. Their host countries' trade growth rates had generally exceeded those targets.

The new Agency strategy to promote broad-based economic growth guides USAID Missions to concentrate their efforts in the following three areas:

- (1) strengthening markets
- (2) investing in people
- (3) expanding access and opportunity

Even though many Mission strategies are congruent with the Agency's new directions, a shift in emphasis will be necessary to

achieve a more broad-based and participatory focus. As of June 30, 1993, most Mission objectives in economic growth were directed at increasing domestic and international trade and competitiveness. The new strategic focus on strengthening markets is an extension of this approach. About one-third of Missions' objectives could be expected to impact directly upon the lives of ordinary people. During the coming year, Missions will probably seek to link their economic growth programs more explicitly to people and to develop indicators that allow them to measure and report the improvements in the people's lives.

## 4. Human Development

### A. Mission Programs in Human Development

USAID has played a leading role in providing education, health, child survival, and family planning services over the past 30 years. In addition to these activities, the Agency is addressing new problems that threaten the well-being of individuals and nations—the AIDS pandemic and the long-term sustainability of host country health care and educational institutions. As noted in Chapter 2, 59 of 94 Missions (63 percent) had at least one strategic objective in the human development area (see Table 4.1). These Missions were assisting their host countries to achieve one or more of four major program objectives: (1) improved maternal and child health; (2) decreased fertility; (3) reduced HIV/AIDS transmission; and (4) improved basic education.

Twenty-four Missions had one of these objectives; 21 Missions were working in two areas; and 14 were working in three or more of these areas. If we categorize all the Missions in each region by their human development objectives (see Table 4.2) we see that the most common objective was decreased fertility, followed by improved child and maternal health, improved basic education and, finally, reduced HIV transmission.

Several aspects of the regional distribution are worth noting. No Mission in the Near East region had an HIV/AIDS objective, perhaps reflecting the lower current incidence of HIV/AIDS in that region. Over a quarter of

all Missions in Africa and Asia were working in basic education. Half of the Missions in the Asia region were working to improve maternal and child health; over half in the Near East were working to reduce fertility.

If Missions are arrayed according to the total fertility and under five mortality rates of their host countries, we see that USAID is working in countries that have some of the highest fertility and under five mortality rates in the world (see Table 4.3). It is important to note that, while such analyses provide excellent insight into the rationale for programs, such data are national aggregates and may mask serious problems in regions of country or population subgroups, which are also a focus of USAID programs.

### B. Common Strategies for Achieving Human Development Objectives

The following section presents the most common strategies pursued by Missions for achieving human development program objectives.

#### 1. Strategies for Decreasing Fertility (Program Objective 2.2, page A-6)

Forty-two (71 percent) of the 59 Missions working in human development had a family planning objective. Figure 4.1, page 17, presents the analytical framework for

**Table 4.1: Missions With Human Development Objectives**

	Africa	Asia	Latin America	Near East	Total
Number of Missions	46	14	23	10	93
Number With Human Development Objectives	30 (65%)	9 (64%)	14 (61%)	6 (60%)	59 (63%)

**Table 4.2: Missions With Human Development Objectives by Program Objective and Region**

	Africa	Asia	Latin America	Near East	Total
Improved Maternal and Child Health	12	7	9	4	32
Decreased Fertility	19	6	11	6	42
Reduced HIV Transmission	6	2	3	0	11
Improved Basic Education	13	4	5	1	23

\* Poland, included in the PRISM database, is not included in this table.

family planning and identifies the number of Mission strategic objectives and program outcomes for each strategy. Nineteen of the 42 Missions focused their strategic objectives on a reduction in the total fertility rates in their countries; these Missions identified increased contraceptive use as their nearer term program outcome. Seventeen other Missions identified an increase in the use of contraceptives as their strategic objective.

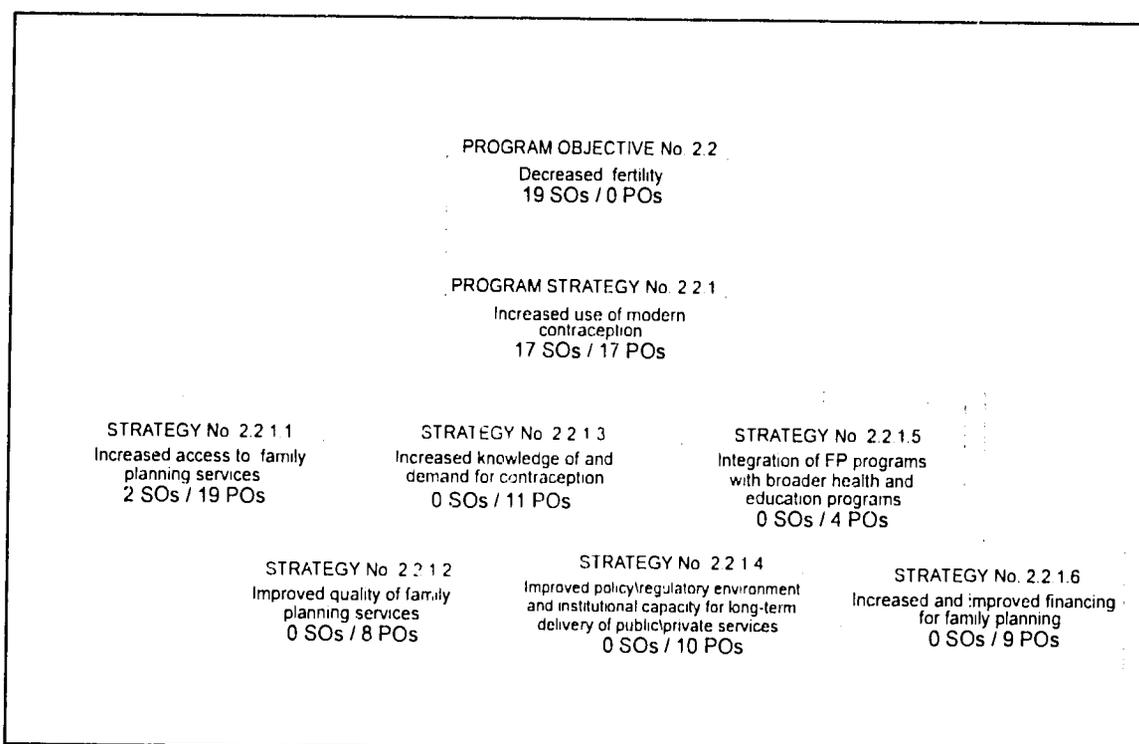
Figure 4.2, page 19, compares, across regions, the strategies used by these Missions to increase contraceptive use. Increasing access to family planning services was the most common strategy, followed by increasing the

demand for contraceptives. Many Missions were also working to create more favorable policy and regulatory environments for family planning programs and to improve the capacities of indigenous family planning institutions to deliver and finance services.

## 2. Strategies for Improving Maternal and Child Health (Program Objective 2.1, page A-5)

Just over half of the Missions with human development strategies were striving for improved maternal and child health. These programs addressed five common concerns:

**Figure 4.1 Analytical Framework for Family Planning**



**Table 4.3: Missions Working in Child Survival, Population, or Education by Total Fertility and Under Five Mortality Rates**

<b>Very High TFR (5.5)</b>	Jordan* Oman*	Burkina Faso+* Cameroon+ Cote d'Ivoire+ Guatemala +*^ Kenya* Senegal* Tanzania* Zimbabwe*	Afghanistan*+^ Angola+ Benin^ Burundi* Chad+ Ethiopia+* Ghana*^ Guinea*^ Lesotho^ Madagascar+* Malawi+**^ Mali+**^ Niger+* Nigeria* Rwanda* Uganda*^ Yemen+**^ Zambia*
<b>High TFR (3.5-5.5)</b>	Botswana**^ Ecuador+* Egypt+* Honduras**^ Philippines+* South Africa^	Bangladesh**^ Bolivia+* El Salvador**^ India+* Morocco+* Namibia**^ Nepal+* Nicaragua**^ Pakistan*^ Peru+* Swaziland*^	
<b>Low TFR (&lt;3.5)</b>	Brazil* Dom. Republic+**^ Jamaica+* Mauritius^ Mexico*	Indonesia+*^	
	<b>Low USMR (&lt;70)</b>	<b>High USMR (70-150)</b>	<b>Very High USMR (&gt;150)</b>

Data Source: Center for International Health Information, 1993.

Total fertility rate (TFR): estimate of the average number of children a woman would bear in her lifetime given current age-specific fertility rates.

Under five mortality rate (USMR): the estimated number of children born in a given year who will die before reaching age five per 1,000 live births in that same year.

\* Mission has population objective; + has child survival objective; ^ has basic education objective.

disease prevention and treatment, nutrition, maternal health services, institutional sustainability, and financial sustainability (see Appendix A). The regional comparison for these five areas is presented in Figure 4.3.

The most common strategies Missions pursued to improve maternal and child health were in the areas of disease prevention and treatment and in financial sustainability. In the area of disease prevention and treatment,

Figure 4.2 Family Planning Strategies in Each Region

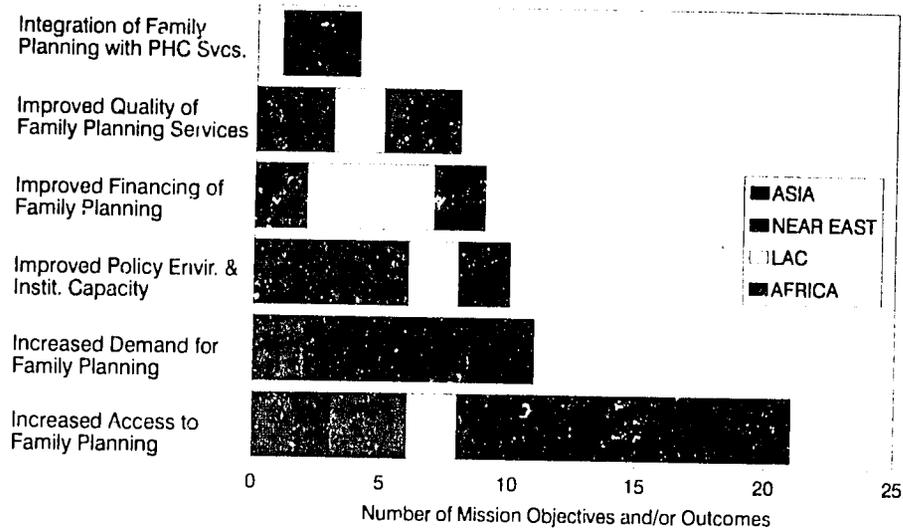
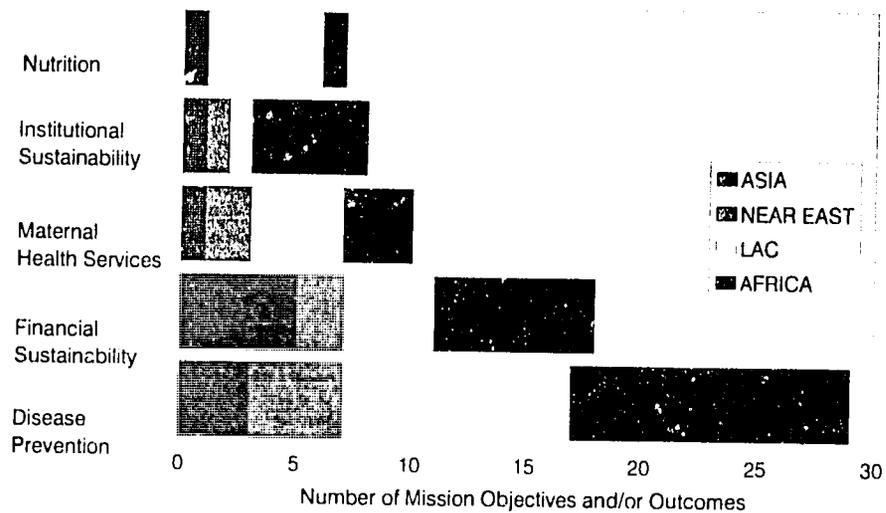


Figure 4.3 Maternal and Child Health Strategies in Each Region



most Missions were trying to increase vaccination coverage and control diarrheal disease. To improve the financial sustainability of health services in host countries, Missions were working to develop and expand health care financing mechanisms and were helping

host countries rationalize their national health resources. Missions were working to increase access to quality maternal health services such as prenatal care and delivery assistance. To further ensure sustainability of services, Missions were pursuing a strategy

of improving the institutional capacity of host country health providers and promoting integration of key MCH services with other health and family planning services. Finally, in the area of nutrition, increased breast feeding was the most common strategy pursued by Missions.

Aspects of sustainability appeared frequently as explicit strategies for Missions working in both child survival and family planning. The improvement of health care financing mechanisms was the most common strategy identified by the Missions in the Asia and Africa regions with maternal and child health objectives (although in Africa, immunization appeared as frequently). Over 20 percent of the Missions had identified strategies that addressed the financing of family planning programs or the establishment of policies and institutions to support family planning in their countries.

### 3. Strategies for Reducing HIV Transmission (Program Objective 2.3, page A-7)

Eleven Missions had an HIV/AIDS strategic objective and another four have identified their work in this area as an "other activity." The most common strategies for reducing HIV transmission—across all regions—were promoting condom use, decreasing sexual activity with nonregular partners, and improving diagnosis and treatment of sexually transmitted diseases (STDs).

### 4. Strategies for Improving Basic Education (Program Objective 2.4, page A-8)

Twenty-three Missions had strategic objectives that focused on basic education—the majority of these were in African countries. Basic education objectives focused on increasing access to and improving the quality of primary schooling, targeting particularly the participation of girls and disadvantaged groups. Missions sought to support sustainable, systematic reforms by supporting policies to allocate a greater share of resources to basic education and strengthening institutional capacity to deliver instructional serv-

ices and materials. This included interventions at the policy level, as well as support in such areas as staff and teacher training, and the provision of appropriate instructional materials.

## C. Performance Analysis: Population

Performance information provides USAID managers information both to make informed decisions about their own programs and to inform the decisions of others. Box 4.1 discusses USAID/Ghana's use of performance information in two sectors.

This section presents examples of program performance in the population sector. It illustrates the kind of analysis that we will be able to do more extensively in the future as Missions report more performance data.

### Box 4.1 Using Performance Information: USAID/Ghana

USAID/Ghana has used performance data to make programming decisions.

- When designing an activity in *primary education*, the Mission conducted an achievement test among sixth graders to establish baseline data for performance indicators. The results of the test were disappointing and less than expected. The Mission shared these data with Ghana's Ministry of Education which stimulated an analysis and shift in government primary school curriculum and language policy, which will improve the probability of success in the activity.
- In the *population area*, newly released data revealed a contraceptive prevalence rate of 14 percent, one of the highest in West Africa. This stirred the Government of Ghana to establish a National Population Council and invigorated political commitment. New investments are starting to show results, and the Mission may revise its existing targets.

High population growth rates are recognized as one of the most significant constraints to development. USAID Missions have been helping countries to meet their population goals since 1967.

Nineteen Missions supported programs expected to reduce fertility in their countries within the next 5 to 8 years. (They had fertility reduction as a strategic objective). Their most commonly reported indicator, the total fertility rate, was the estimated average number of children a woman would bear during her lifetime. Performance information on total fertility rates for five selected Missions is presented in Table B4.1 in Appendix B, page B-26. We will include all Missions working in this area during the coming years as more performance data becomes available.

Missions expected to make a substantial contribution to the reduction in total fertility in their countries (Table B4.1 in Appendix B). USAID/Honduras, for example, expected its program to contribute to a 16 percent decrease in the total fertility rate in the country from 1987 to the end of the Mission's strategy period in 1995. USAID/Senegal expected a 10 percent decrease in total fertility in the country over its strategy period (1986-97). Actual program performance data, where they were available, showed that Missions were contributing to a reduction in fertility rates. USAID/Honduras, for example, met its 1991 target.

Missions were reporting encouraging results from their work in increasing contraceptive prevalence rates (CPRs) and couple years of protection from pregnancy. The information in Appendix Table B4.2 indicates that all Missions were making progress, with Honduras and Peru on or ahead of schedule. In Peru, for example, the actual CPR for 1992 of 33 percent exceeded Mission expectations by 3 percentage points. On the other hand, some other countries will have to increase their rate of progress in order to achieve their ultimate targets.

A comparison of baselines and expected results with historical trends (for a select number of Missions for which such information was available) shows that Missions expected to have a significant positive impact

through their assistance to host country institutions (see Figure 4.4, page 22).

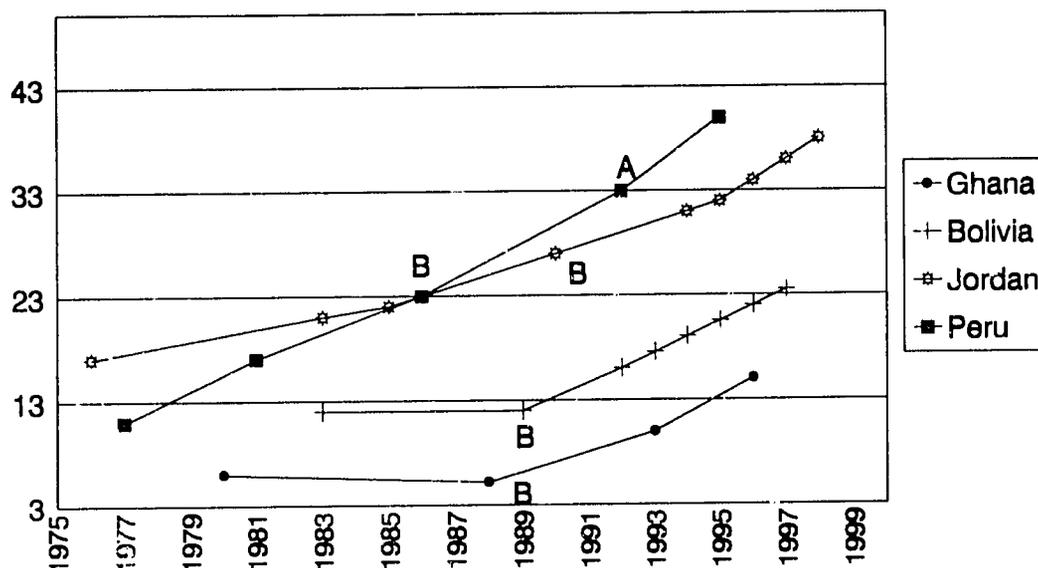
The long-term success of USAID's assistance programs depends upon the ability of host country institutions to sustain themselves after external aid ends. With long-term sustainability in mind, Missions were paying increased attention to local financing and cost recovery of family planning services. Indicators from three countries are reported in Appendix Table B4.3 and show that progress was, for the most part, being made and some Missions exceeded their expectations.

## D. Findings, Mission Programs, and the New Population/Health Strategies

The analysis of Mission strategic objectives and program outcomes in human development yields a number of observations.

- Nearly two-thirds of USAID's Missions were working to address human development issues.
- About 40 percent of the Missions were implementing strategies to reduce fertility and improve maternal and child health.
- Twenty and 10 percent of Missions were addressing basic education and HIV/AIDS transmission, respectively.
- Most Missions involved in family planning were pursuing strategies to increase access to and demand for family planning services.
- Most Missions that addressed maternal and child health issues were focusing on disease prevention and the financial sustainability of local health services.
- Planning for institution building and financing were important strategies identified by Missions for long-term gains in health, population, and education.
- Missions working in basic education were promoting educational efficiency and increasing access to educational opportunities, especially for girls.

Figure 4.4 Modern Contraceptive Prevalence Rates  
Trends, Baselines, Actual and Expected Results\*



\* Selected Countries

A = Actual Result, B = Baseline

Data points after B/A are expected results.

- Missions were trying to reduce HIV transmission by promoting condom use, decreasing sexual activity with nonregular partners, and improving the diagnosis and treatment of sexually transmitted diseases.

It is still too early to report comprehensively on changes in long range objectives, such as reductions in total fertility rates. However, we can see from selected performance information provided by a number of Missions that strategies are working, with increases in contraceptive prevalence in these countries exceeding or coming close to targets. The discussion of program performance in Kenya in Box 4.2, page 23, illustrates the causal linkages and demonstrates the use of monitoring nearer term impact in order to achieve higher order results. The relationship between Mission targets and "manageable interests" in both population and health is discussed in Box 4.3, page 24.

The Agency issued a new Population and Health Strategy in January 1994. It defines the Agency's goal as "stabilizing world population growth and protecting human health." To achieve this, the Agency has identified four primary programs: voluntary family planning services, reproductive health care, infant and child health, and girls' and women's education. In addition, as stated in the Economic Growth Strategy, increased educational opportunities and improved public health have been identified as important "investments in people," which contribute to the achievement of the Agency's economic goal—"encouraging broad-based economic growth."

Mission objectives in the health, population, and basic education areas largely correspond to the priorities identified in the two Agency strategy papers. An examination of the PRISM information reveals that 42 Mis-

### **Box 4.2 Population Strategy in Kenya: A Performance Example**

Kenya's population growth rate of 3.8 percent (1989) was one of the highest in the world. The Government of Kenya is committed to reducing this to 3.5 percent by 1995. USAID\Kenya has identified "the overwhelming constraint on rapid growth and development" in Kenya as the high rate of population growth (API 1992, p.11-2). Since the 1960s, USAID has had the largest and broadest donor-sponsored family planning program working in Kenya and the impact of its substantial work has recently appeared in national statistics. The 1993 Demographic and Health Survey estimates the total fertility rate in Kenya to be 5.4 children, a significant decline from a rate of 6.7 in 1989.

In its 1990-1995 Mission strategy, USAID identified one of its subgoals as "reduced fertility and population growth." The Mission's strategic objective in this area for 1995 is to increase the use of modern contraception to 23 percent of married couples of reproductive age (up from 9 percent in 1984) and provide over 700,000 (25 percent increase) couple years of protection (CYP) against pregnancy. The performance data presented in the 1992 performance report show that by 1992, the Mission had achieved 64 percent of its 1995 contraceptive use target; it achieved 52 percent of its CYP target for 1995 in 1 year.

To achieve its objective, USAID\Kenya is working, in the nearer term, to increase access to family planning facilities—public, private, and community-based—focusing especially on rural areas where more than 40 percent of the population is unserved. Increases in number of government, NGO, and community-based facilities are on or ahead of schedule. The Mission has also substantially increased an earlier target for the number of retail outlets selling contraceptives; this revision reflects the work it is undertaking with a new contraceptive supplier. USAID is working also to influence demand directly through the provision of information on contraceptive methods in order to increase demand. Performance indicators show that the Mission was very close to its 1992 targets for increasing women's knowledge of where to obtain contraceptives.

sions have strategies related to family planning services; 54 in reproductive health care (including family planning, AIDS and other STDs, maternal health services); 32 in infant and child health; and 23 in basic education.

The new strategy papers also stress the importance of local participation in the development and implementation of USAID's

programs and their integration with other development activities. PVOs and NGOs, both U.S. and host country, have traditionally been and continue to be involved in the provision of health and family planning services. Both they and the private sector are being increasingly relied upon to deliver services.

### **Box 4.3 Strategic Planning: Are Our Human Development Targets Realistic?**

An analysis of Mission strategic plans in human development yields interesting patterns about Mission expectations. In child survival, for example, most Missions have identified improvements in maternal and child health as their strategic objective. This implies that they believe that they can have an impact on the health status of mothers, infants, and children in 5-8 years (i.e., this is within their "manageable interest.") Mission plans in the other three areas, however, show a different pattern. In family planning, only half of the Missions believe that they can be held accountable for changes in their countries' total fertility rates over the next 5-8 years. Another 17 Missions have determined that, in their countries, expectations of reductions in fertility rates are outside their "manageable interest" given USAID's resources and country conditions. They have, therefore, identified increased use of contraception as their strategic objective. In such cases, reductions in fertility rates are often a longer term program goal or subgoal.

The HIV/AIDS programs yield a similar pattern. Several Missions believe they can materially impact the HIV transmission rates in their countries in the next 5-8 years. Five Missions have stated their strategic objectives at a lower level of ambition, focusing on reducing rates of sexually transmitted diseases (STDs) and encouraging behavioral changes over the next few years. As knowledge of the extent of the HIV/AIDS situation around the world increases, the possibility of achieving reductions in HIV transmission rates over the next 5-8 years appears slim.

Regarding basic education, while most Missions have focused their objectives on a better educated population, several have identified increased access to education and improved efficiency of the primary education system as the objective within their "manageable interest."

# 5. Democracy

## A. Mission Programs in Democracy

USAID has been involved in aspects of democracy-building activities for over 30 years. It has supported decentralization and local government development from the 1960s; in the 1970s, the Agency focused heavily on the participatory aspects of rural development. Improvements in the administration of justice became an important concern for USAID in the 1980s. In 1990, the Agency launched a major program initiative to provide increased support for democratic development. Thirty-nine of 94 Missions (41 percent) were working in the democracy area, as of June 30, 1993 (see Table 5.1).

Mission objectives (both strategic objectives and program outcomes) are classified under three program objectives:

- improved enabling environment for democracy
- strengthened fundamental rights (e.g., through legal systems development, administration of justice)
- improved representative processes for resolving conflicts (e.g., legislative development, election support, executive branch accountability).

The number of Missions in each region with objectives in each program objective area is shown in Table 5.2, page 26. Signifi-

cant proportions of Missions were working to strengthen fundamental rights and improve representative processes.

A much smaller proportion focused on an improved enabling environment for democracy. Viewed regionally, half of the Missions in Asia were working toward improved representative processes; in the LAC region, over half of the Missions were working in both this area and that of strengthened fundamental rights. Democracy programs in Latin America reflected USAID's longstanding involvement in the region.

## B. Common Strategies for Achieving Democracy Objectives

The following section presents a discussion of the most common strategies pursued by Missions in the achievement of the democracy program objectives. Some of the constraints to analyzing the democracy data are discussed in Box 5.1, page 28. Though we can speak with less confidence about the Agency's programs and strategies in democracy than in other areas, an analysis of Mission objectives does yield some interesting patterns. Missions generally concentrated their efforts in the administration of justice, executive branch accountability, and legislative development and elections. The program strategies under which these efforts fall are discussed below.

**Table 5.1: Missions With Democracy Objectives by Region**

	Africa	Asia	Latin America	Near East	Total
Number of Missions	46	14	23	10	93*
Number of Missions with Democracy Objectives	13 (28%)	8 (57%)	17 (74%)	1 (11%)	39 (41%)

\* Poland is not included in this table.

**Table 5.2: Missions With Democracy Objectives by Region and Program Objective**

Program Objectives	Africa	Asia	Latin		Total*
			America	Near East	
Improved enabling environment for democracy	4	1	4	0	9
Strengthening fundamental rights	3	4	15	1	23
Improved representative processes for resolving conflicts	5	5	14	1	25

\* Poland is not included in this table.

### 1. Strategies for Strengthening Fundamental Rights (Program Objective 3.2, page A-10.)

Twenty-three of 40 Missions with strategic objectives in democracy had objectives in the area of strengthened fundamental rights, with 19 Missions focusing their programs on one aspect of fundamental rights—improved administration of justice (see Figure 5.1).

Of the Missions working in this area, the majority were pursuing strategies to improve the quality of judicial services. This included activities such as training judges, establishing and refining judicial procedures, improving court administration, and establishing case tracking systems. A far smaller number of Missions were focusing on increasing access to the judiciary, increasing independence of the judiciary, and increasing use of alternative dispute resolution systems.

### 2. Strategies for Improving Representative Processes for Resolving Conflicts (Program Objective 3.3, page A-11.)

Twenty-five of the Missions with democracy strategic objectives were working in the area of improved representative processes. The two most common strategies for achieving this program objective were increased executive branch accountability and

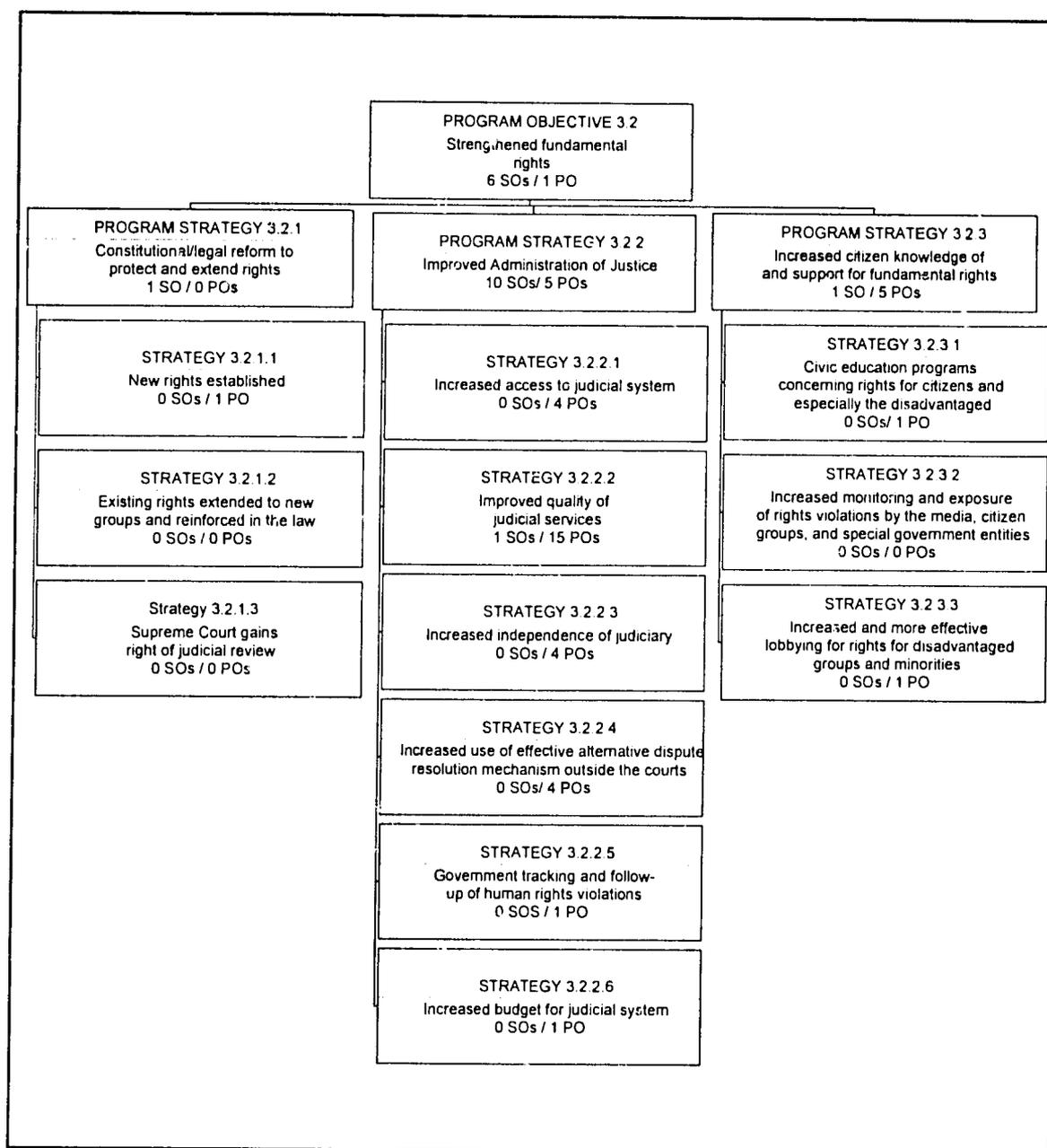
improved legislative effectiveness and elections. In the area of executive branch accountability, Missions were strengthening procedures to ensure accountability, increase transparency of decision-making, decentralize resources and authority, and improve efficiency and effectiveness of national and local public sector agencies.

In the area of legislative effectiveness Missions were trying to expand political competition by improving electoral systems, monitoring elections, and making legislative bodies more effective by improving research services and information systems.

### 3. Strategies for Improving the Enabling Environment for Democracy (Program Objective 3.1, page A-9.)

Only nine Missions reported objectives aimed at an improved enabling environment for democracy. Reestablishing political order and improving security were the major emphases in this area. The small number of Mission objectives in this area might be explained by the fact that many Missions did not believe they could materially affect or be held accountable for activities such as reestablishing security and order and reducing military involvement in society.

**Figure 5.1 Mission Strategies: Fundamental Rights**



### C. Performance Analysis: Administration of Justice

The following discussion presents selected performance information for Missions reporting performance data in the area of administration of justice. The greatest number of Mission objectives are found in this area.

Many Missions working in the administration of justice area were using public confidence in the judicial system (as measured by public opinion surveys) as a performance measure. Appendix Table B5.1 shows that for the Missions working on reform of the judiciary, public confidence in the judiciary was expected to increase by over 25 percentage points over 4 years in most cases.

### **Box 5.1. Understanding Democracy Objectives and Strategies**

While common theoretical understanding and experiential knowledge exists in other development areas, it is lacking for democracy. For example, we know little about the causal linkages between political and other societal variables, there is no one democracy "theory," and USAID's integrated work in this area is of such limited duration that appropriate measures of performance or impact have not been developed and tested. As a result, it has been difficult for Missions to develop a strategy that is coherent, founded upon a concrete set of activities, and amenable to results reporting. Some general observations about the democracy strategic objectives in the PRISM database this year illuminate the constraints on analyzing in this area:

- Missions tended to focus on several aspects of democratic institutions and processes; taken together, these do not reflect a complete or coherent set of activities or one distinct strategic objective.
- The language of strategic objectives and program outcomes tends to be abstract and subjective; this makes understanding of a wide range of strategies across Missions difficult.
- Objectives and outcomes often do not reflect a causal relationship; rather, objectives tend to be groupings of outcomes rather than a higher order result.
- Democracy strategic objectives were very ambitious; in many cases, their achievement in a 5-8 year timeframe is questionable.
- There are few common impact indicators in democracy. This makes reporting on performance across countries difficult.

Important strategies for improving the administration of justice include increasing the budget for the judicial sector and improving the quality of judicial services by recruiting and retaining qualified staff. Appendix Tables B5.2 and B5.3 provide examples of indicators being used by Missions for monitoring impact when they are employing these strategies. For an example of country level performance in this area see Box 5.2, page 29.

## **D. Mission Programs and the New Agency Democracy Strategy**

Of the four development themes used to categorize Mission programs in this report, the area of democracy is the least well understood, quantifiable, and tested. Mission strategic objectives and outcomes are thus often fragmented, diverse, and less easily measured than in other areas. Nevertheless, some patterns do appear. Many Missions were working in the area of administration of justice and several expected, in the medium term, to achieve changes in people's perceptions of their judiciaries. Missions were also trying to improve legislative processes and increase executive branch accountability.

- Despite the difficulties they face as they promote democracy, Missions show continuing progress in this area. The number of Missions with democracy objectives and performance indicators is growing.
- The new Agency Democracy Strategy embraces a substantial portion of ongoing efforts including the administration of justice, legislative development and elections, and executive branch accountability.
- USAID recognizes that there are many paths to democracy and many variations on governmental mechanisms. Under its new strategy, the Agency views democracy not only as an end in itself, but also an essential part of sustainable development.
- The Agency faces formidable challenges in its future efforts to support democracy. Limited resources and our incomplete knowledge argues for a careful and measured approach to promoting democracy.

### **Box 5.2 Improving the Administration of Justice in Honduras**

Honduras has been one of USAID's focal countries trying to improve the administration of justice. The Mission identified a strategic objective of "more responsive democratic institutions and processes, with greater citizen participation" to which six nearer term program outcomes contribute.

By the end of its strategy period in 1997, the Mission expects to see substantial changes in Hondurans' perceptions of national elections, the judicial system, and local governance. For example, the Mission expects public confidence in the judicial sector to increase from 33 percent in 1992 of the public to 70 percent in 1996. An examination of the performance data for program outcome indicators that are available reveals mixed results thus far:

- Community attendance at town meetings in 1992 far exceeded expectations for the year as did the cumulative number of Hondurans completing the "Experience America" program in 1992, (although the number of females completing this program fell short of expectations).
- The 1992 expectations for the percentage of staff in judicial institutions subject to hiring, firing, and grievance procedures were met. The Mission estimates that by 1993, approximately one half of the staff working in legal institutions will be subject to these personnel procedures.
- The Mission met 50 percent of its 1992 target for increases in the provision of public services by municipalities. The Mission believes, however, that the investment made in technical assistance efforts thus far will produce steadily increasing coverage in the coming years.

- Drawing on lessons learned from past and current efforts, USAID can continue to improve on its strategies to support democracy. Greater coordination with other donor countries, PVO, and NGO can leverage scarce resources for broad based democracy programs.
- To ensure that programs achieve their objectives, USAID will have to conduct evaluations of program designs, implementation, and performance. This will require better articulation of program goals and strategies as well as improvement in performance and impact measures.

## 6. Environment and Natural Resources

### A. Mission Programs in the Environment

The environment has long been a concern of USAID's, but only in the last decade has the Agency directed significant resources toward environmental problems. During the last decade, the focus of environmental programs has been on reducing the degradation of natural resources essential for economic development and human well-being. Because environmental programs are relatively new, we are still learning how to measure their impact. The early information coming from Missions suggests we are beginning to have an impact on local environmental concerns.

As of June 30, 1993, USAID has 36 Missions (38 percent of the 94 in PRISM) with objectives (both strategic objectives and program outcomes) addressing environmental degradation and the sustainable use of natural resources (see Table 6.1). Of these Missions, 18 had objectives aimed at a reduction in the rate of loss of biodiversity and critical forests habitats; 17 at the maintenance of viable resource base for agriculture, forestry, pastoral systems, and other produc-

tive enterprises; 8 at a reduction in the degradation of coastal and other water resources; 7 at a reduction in urban and industrial pollution; and 4 at the production of environmentally sound energy. Nearly half of the Missions with environmental programs were in Latin America and the Caribbean.

Some regional patterns emerge from the information. In Africa, where population growth and other changes have pushed people onto more and more marginal lands, six Missions had objectives focused on the sustainable use of soils, water, pastures, and other natural resources used for production.<sup>3</sup> Three African Missions had objectives linked to preserving forests and biological resources (see Table 6.2).

The environmental programs in Latin America and the Caribbean reflect concerns for the conservation of forest habitats and critical watersheds. In their performance reports, Missions link many of their objectives to the preservation of biological resources even though they are not explicitly monitoring changes in the loss of those resources (This is true for Missions in other regions as well.) Other environmental issues for Latin America and the Caribbean include the sus-

**Table 6.1: Missions With Environment Objectives by Region**

	Africa	Asia	Latin America	Near East	Total
Number of Missions	46	14	23	10	93
Missions with Environmental Programs	9 (20%)	8 (57%)	16 (71%)	3 (30%)	36 (38%)

It should be noted that in the Africa region, 15 Missions were undertaking environmental activities that did not contribute to their strategic objectives and were "targets of opportunity." These are not included in this chapter.

**Table 6.2: Missions by Program Objective and Region**

Program Objectives	Latin America				Total
	Africa	Asia	Near East	Latin America	
Reduced rate of loss of biodiversity and critical forest habitats	3	2	-	13	18
Reduced urban and industrial pollution	-	4	1	2	7
Increased production and use of environmentally sound energy	1	1	1	1	4
Reduced degradation of coastal and water resources	-	1	3	4	8
Maintain viable resource base for productive enterprises (agriculture, forestry, ranching, etc.)	6	4	-	7	17

tainable management of coastal resources and the reduction of the degradation of resources through air and water pollution.

In the Near East, where water is scarce, Missions support the careful management and use of this resource for urban dwellers, industry, and agriculture. Oman, Egypt, and Jordan are the three countries in the region with environmental or natural resource programs, and all are focused on water.

In Asia, where urban populations are growing rapidly, managing urban and industrial pollution was an objective for several Missions. Sustaining the natural resource base for production was also important in this region.

Mission programs aimed at a reduction in the loss of forests and biodiversity and maintaining a viable resource base were found in every region but the Near East. Table 6.3 shows that Missions mostly had these programs in the countries where the pressures on forests and agricultural lands are great. One common characteristic of countries with increasing pressure on forest resources is a decreasing ratio of cropland to people. Countries in the early stages of development with a high proportion of their domestic production coming from farming, with limited arable land available for farming, and with rapidly increasing populations, expect to see increasing pressure on marginal and uncultivated land. USAID had programs

to protect resources in several countries with very little cropland per capita, such as El Salvador, Jamaica, and Nepal. (The average area of cropland per capita can mask an uneven distribution of land, which often leads to the clearing of forests for farming and ranching.)

It is difficult to say where the threats to biological resources are the greatest. The numbers of rare and endemic flora and fauna and the seriousness of the threat to an area are all critical factors. USAID was assisting with programs in Ecuador, Indonesia, and Madagascar, which have been designated by the International Union for the Conservation of Nature as being among the countries with the highest numbers of threatened mammals, birds, reptiles, amphibians, and fishes. USAID was also working in Brazil and Bolivia, which Conservation International has labeled as "mega-diversity" countries, and in Costa Rica, Guatemala, and Panama, where scientists have identified over 300 rare and threatened plants (see Appendix D).

## B. Common Strategies for Achieving Environmental Objectives

Missions have several common strategies for achieving objectives aimed at preserving biodiversity and forests and

maintaining a viable resource base for agriculture, forestry, and ranching. It is worth noting that the strategies behind these programs can be mutually supportive. For example, supporting the dissemination of environmentally sustainable agricultural technologies can help prevent the further erosion of productive land and reduce the pressure to exploit more marginal lands or forests.

### 1. Strategies for Achieving Biodiversity Objectives (Program Objective 4.1, page A-12)

Missions had three main strategies to reduce the rate of deforestation in critical forest habitats. These were (1) establishing conservation areas, usually in the form of national parks, (2) discouraging agricultural encroachment into forests, and (3) discouraging the destructive commercial mining of resources from forests.

Figures 6.1, page 33 and 6.2, page 34, show the strategies used by Missions, as indicated by their strategic objectives and program outcomes.

To protect forests and biological resources, Missions often become involved with the creation and management of national parks. This is important given that "only 4 percent of the world's remaining tropical forests are legally protected and in many cases these areas have no management plans and no effective protection."<sup>4</sup>

Missions were also involved with increasing local community commitment and capacity to maintain protected areas.

Some strategies were focused on preventing encroachment into forests. These strategies included providing local populations with environmentally sustainable sources of income from forest products and others aimed at increasing income and sus-

**Table 6.3: Pressure on Resources: Missions Working on Critical Habitats and Viable Resource Programs**

Average Annual Deforestation Rate+ 1985 <sup>a</sup>	Hectares of Cropland Per Capita - 1991 <sup>b</sup>		
	>.4	.20-39	<.19
High 2.0	Niger+	Ecuador* Gambia+ Honduras Nicargua*	Costa Rica* El Salvador*+ Jamaica*+ Nepal+ Sri Lanka+
Medium .76-1.99		Guatemala*+ Mexico* Panama Madagascar*	
Low <.75	Bolivia* Brazil* Cameroon*+ Senegal+	Belize* Dominican Republic*	Indonesia*+

\* Forests/biodiversity programs  
+ Viable resource base programs

World Conservation Monitoring Center, "Global Biodiversity Status of the Earth's Living Resources." (Chapman and Hall, 1992) page 267.

Figure 6.1 Mission Strategies Biodiversity

PROGRAM OBJECTIVE 4.1  
Decreased rate of loss of biodiversity  
9 SOs / 1 PO

Decreased rate of destruction  
of flora and fauna in significant  
forest habitats

Decreased rate of destruction of  
other biological resources

PROGRAM STRATEGY 4.1.1  
Improved management of protected  
areas  
4 SOs / 5 POs

PROGRAM STRATEGY 4.1.2  
Decreased rate of movement into  
forest due to agricultural expansion  
2 SOs / 1 PO

PROGRAM STRATEGY 4.1.3  
Decreased rate of destruction of forest  
habitat due to commercial extractions  
(commercial agriculture, forestry, etc.)  
1 SO / 1 PO

STRATEGY 4.1.1.1  
Improved enforcement capabilities  
0 SOs / 3 PO

STRATEGY 4.1.1.2  
Policies implemented for creating and  
maintaining protected areas  
0 SOs / 3 POs

STRATEGY 4.1.2.1  
Increased land security for men and  
women on cultivated holdings in  
buffer zones  
0 SOs / 1 PO

STRATEGY 4.1.2.2  
Increased income from eco-tourism,  
secondary forest products, etc  
associated with protected areas  
1 SO / 7 POs

STRATEGY 4.1.3.1  
Policies discouraging degradation  
due to commercial extractions  
implemented  
0 SOs / 3 POs

STRATEGY 4.1.1.3  
Improved institutional capacity to  
manage reserved areas  
0 SOs / 7 POs

STRATEGY 4.1.1.4  
Increased local commitment and  
capacity to maintain  
protected areas  
0 SOs / 5 POs

STRATEGY 4.1.2.3  
Increased sustainable farm productivity  
on converted holdings in buffer zones  
0 SOs / 4 POs

STRATEGY 4.1.2.4  
Reduced migration into buffer zones  
0 SOs / 0 POs

STRATEGY 4.1.3.2  
Improved management of forest  
logged over areas  
1 SO / 3 POs

STRATEGY 4.1.1.5  
Biological monitoring systems in place  
0 SOs / 0 POs

STRATEGY 4.1.2.5  
Policies creating incentives for crop  
diversification implemented  
0 SOs / 1 POs

STRATEGY 4.1.2.6  
Land use planning implemented  
1 SO / 2 POs

STRATEGY 4.1.3.3  
Improved utilization of forest offtake  
0 SOs / 0 POs

taining production on existing agricultural holdings in order to discourage cutting more forests. Missions were also concerned with changing the way commercial foresters do business and changing the incentives that create an excessive demand for forest products.

Mission objectives designed to mitigate the depletion of biological resources in other types of critical habitats were less common. They exist in Jamaica, for example, where the Mission was concerned with the protection of coastal reefs, mangrove estuaries, and grass seabeds. Economic activities and pollution in coastal areas threaten these resources.

## 2. Strategies for Maintaining a Viable Natural Resource Base for Productive Enterprises (Program Objective 4.5, page A-16.)

Missions had almost as many objectives aimed at maintaining their countries' natural resources as for protecting critical forest habitats. The strategies for protecting the resource base were often very similar to those

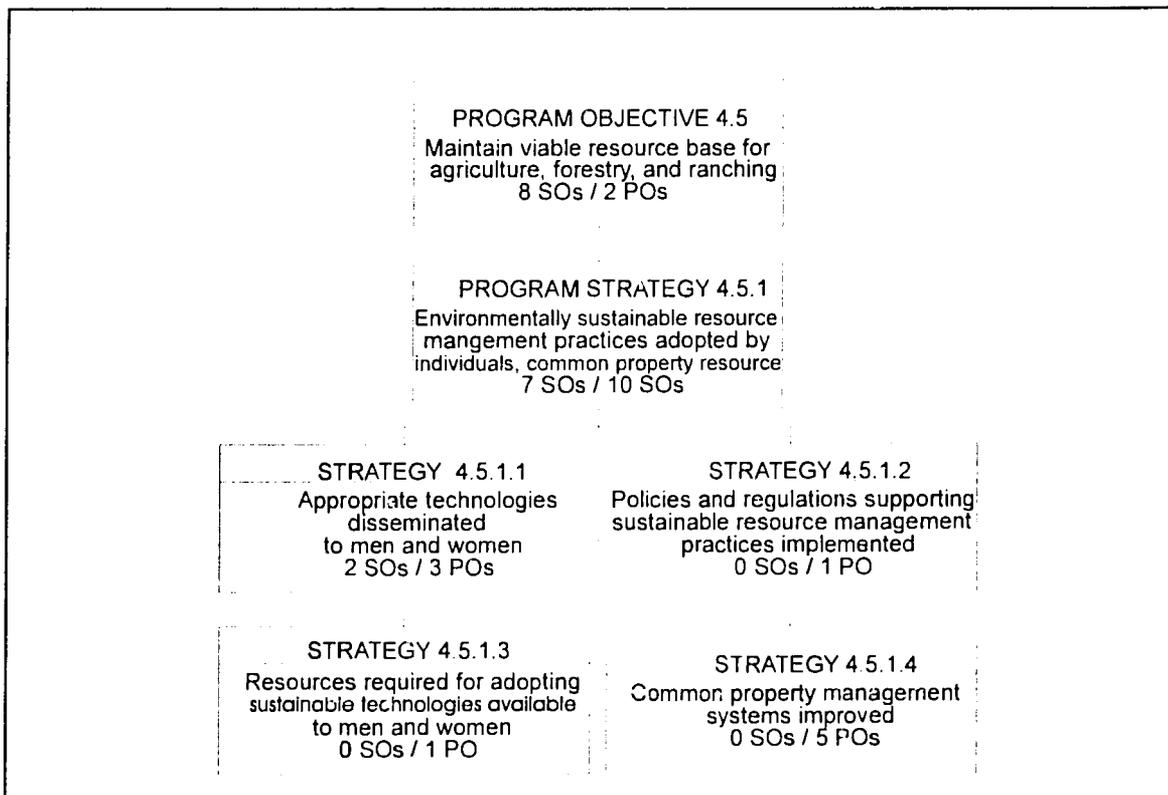
used to protect forests and biological resources.

Missions used at least one of four common strategies to protect the natural resource base (see Figure 6.2). Though USAID was most frequently involved in disseminating appropriate technologies to resource users, it was also working with groups to improve management of common property resources. Niger's sustainable resource objective was unique in that it included a strategy to increase the funding of cooperatives so that members could adopt new environmentally friendly technologies.

## 3. Strategies for Achieving Other Objectives (Program Objectives 4.2 and 4.4, pages A13 and A-15.)

USAID's other common environmental objectives were the reduced degradation of water and coastal resources and reduced urban and industrial pollution. The water programs tackled problems such as pollution scarcity, and the protection of critical watersheds such as the Panama Canal watershed.

**Figure 6.2 Mission Strategies Viable Resource Base**



In the Near East, Missions emphasized the careful management of scarce water resources. In other regions, objectives targeted water pollution from agriculture, urban areas, and other sources.

Mission strategic plans frequently included objectives that support the implementation of their host countries' national environmental action plans. These plans address many environmental issues and, therefore, cannot be counted against any single program objective. Across all regions, 15 (42 percent) of the Missions with environmental programs planned to make a significant contribution toward the adoption and implementation of national environmental plans.

### **C. Performance Analysis: Maintaining a Viable Resource Base**

This section looks at the available performance data for objectives aimed at maintaining a viable natural resource base for agriculture, forestry, and ranching. As of June 1993, only 16 of the 36 Missions with environment and natural resource objectives reported performance data for any of their environmental indicators, which is considerably less than for the economic growth and human development themes.

Many Missions with objectives in this area were concerned with changing management practices. Most Missions considered changing practices as something they hoped to achieve in a 5 to 8 year time period, rather than in the short term. In the short term, Missions expected to be able to disseminate appropriate technologies and influence policies and regulations. As can be seen from Appendix Table B6.1, several Missions contributed to an increase in the number of people adopting new practices or an increase in hectares of land under environmentally sound practices.

The performance data do not tell us much about the significance of these achievements. Spatial information on the location of programs relative to the location of areas with the highest deforestation rates and the

highest population growth rates, for example, would be more informative.

An example of performance measurement and reporting from the field is illustrated in Box 6.1, page 36. The Honduras Mission is assisting with improving the management of selected natural resources. It is tracking the number of households using sound cultivation practices as a measure of their performance.

### **D. Findings, Mission Programs, and the New Agency Environmental Strategies**

Several important points emerge from this analysis of Mission environmental programs:

- Forty percent of the Missions (in PRISM) were implementing environmental strategies.
- Nearly half of the Missions with environmental programs were found in Latin America and the Caribbean as were 72 percent of Missions with biodiversity programs.
- To protect critical forest habitats, Missions were supporting institutions that manage reserved areas and that increase local community capacity to maintain protected areas. In most cases, USAID is a long way from being able to claim a reduction in the rate of loss of biological resources as these activities are only the first step toward reducing deforestation rates.
- To assist countries in maintaining a viable natural resource base for productive enterprises, Missions designed projects to disseminate appropriate technologies to resource users or to improve management of common property resources.
- Forty-two percent of Missions with environmental programs were assisting countries with their National Environmental Action Plans.

- In the long term we can expect to see significant changes in land-use practices on both forested and farmed land.

The new Agency environmental strategy has a global objective—reducing long-term threats to the global environment, particularly loss of biological diversity and climate change—and a threefold country-level objective to ameliorate and prevent environmental threats to public health; to protect the integrity of critical ecosystems; and to safeguard the environmental underpinnings of the economy.

Mission objectives, as of June 1993, suggest that elements of existing programs do contribute to the Agency's new global objectives. Missions had forestry activities to protect watersheds and to promote sustainable forestry off-take practices, all of which contribute to climate change objectives and some of which may contribute to the biodiversity objectives. Mission strategic plans also often integrated global and local concerns. For example, a plan that emphasizes biodiversity conservation frequently included park preservation and sustainable development activities outside of the park. With regard to actually achieving global objectives, however, it is important to note that no Mission was monitoring the number of critical biological resources protected.

Mission strategic plans did suggest that the Agency is not yet involved in all areas deemed important to achieve the new strategic goals. There were very few strategic plans that include objectives related to safe energy production and conservation, in part because the PRISM database does not yet contain plans from Missions in Eastern Europe and the NIS where these activities are significant. The new Agency strategy also suggests that environmental programs should be chosen in part because of their potential impact on the health status of communities. No Mission was monitoring the impact of environmental programs on people's health.

### **Box 6.1 The Implications of Gender for Achieving Natural Resource Objectives in Honduras**

USAID is assisting Honduras to improve the management of selected natural resources. Their long-term goal is to sustain the natural resources upon which economic growth is based.

The Mission has identified "households practicing one or more environmentally sound cultivation practices" as one of the indicators of the impact of their activities. Information is collected from both male- and female-headed households. This is done to capture the differing roles and responsibilities of women and men regarding environmental practices, which may have implications for the success of the program.

Measurements of the results indicate that the rate of adoption of appropriate management techniques has been higher by households headed by women than by households headed by men (86 percent increase in female-headed households between 1989 and 1992, compared with 80 percent increase for male-headed households). The Mission's policy analysis and reform activities have also directed benefits to women, including the successful promotion of legal reforms which grant women title to agrarian reform lands and discourage discrimination against women in agriculture.

USAID/Honduras has incorporated gender concerns into its strategic plan. This is demonstrated by the routine presentation of data for each sex in its annual program status reports. The Mission also recently studied natural resources management in rural communities under ecological stress, with a focus on gender issues.

## 7. Performance Measurement

**D**uring the last 3 years, USAID has made significant progress toward “managing for results.” More than 80 Missions in 4 bureaus have strategic plans and are building the performance measurement “infrastructure” necessary to assess performance against their objectives. More recently, programs in Europe and the Newly Independent States (NIS) have been developing plans to enable them to track and report on the performance of their relatively new programs.

Strategic plans are living documents and should be subject to change. Several Missions whose budgets were recently cut significantly have recast their objectives to reflect new realities. In addition, Missions can expect to reorient and fine-tune their strategic objectives in response to the Agency’s new strategies. Over the next 2 years we will continue to build the unique database to track the performance of USAID’s programs.

For those Missions with established plans, the focus over the next year will be on filling gaps. Some Missions are making performance “targets” more realistic and establishing interim mileposts. Others are collecting primary data or carefully sifting through secondary sources for baseline and performance data. Now many Missions are using performance data in their programming and budgeting decisions—a significant improvement over the past 18 months. For examples of how Missions are using their strategic plans to help with budgeting decisions see Box 7.1.

A number of recent and pending developments in the Agency should further accelerate the pace of “managing for results,” such as

- New Agency Strategies, recently released, in economic growth, population and health, democracy, environment and natural resources, and humanitarian assistance articulate USAID’s strategic goals. This

### Box 7.1 Strategically Addressing Resource Constraints: The Asia Experience

Recently, several Missions have had to change or eliminate objectives and revise performance targets in response to significant funding cuts. Here are examples of how two Asia Missions have managed this budget reduction exercise strategically.

- USAID/Sri Lanka constructed two “what if” scenarios as part of its annual budget submission. The Mission used its strategic plan to frame the discussion of what programs it could and could not sustain with 50 percent and 75 percent funding levels.
- USAID/Philippines also revised its strategic plan substantially following a reduction of over 50 percent in its funding. When the Mission’s funding was reduced the Mission substantially revised its plan eliminating the strategic objectives and program outcomes which it believed it could no longer achieve.

should help Missions and bureaus to choose appropriate strategies more easily.

- Strategy Implementation Guidance, about to be issued, is being developed in close consultation with Missions and outside stakeholders. This guidance brings further precision to the new strategies by establishing threshold criteria for selecting countries to receive assistance, by setting priorities under different conditions, and by emphasizing an integrated approach to development assistance. The guidelines emphasize the need for country strategic plans with clear program objectives and benchmarks.

- Core Directives for the Programming and Delivery of USAID Assistance is a revised version of handbooks 1-4. When finalized, they will provide all Agency operating units with the same procedures for establishing strategic plans, setting performance targets, monitoring program performance, and collecting and reporting data.
- Strategic planning by central bureaus has become a priority, now that the Agency reorganization is complete and strategies are outlined. The Humanitarian Response Bureau has been working on their strategic plan with CDIE assistance. Some early work on an analytical framework for humanitarian assistance can be found in Box 7.2
- A new Automated Budget and Portfolio Management System (ABPMS) is being developed by the Latin America and Caribbean Bureau, the Office of Information resources Management, and CDIE. This unified program and performance reporting system will provide the Agency with a comprehensive database of all our assistance programs. It will include strategic objectives, program outcomes, and their indicators abstracted from strategic plans, together with basic details (purpose to expenditures) of all assistance activities. The system will be maintained on-line, in real time, and will be of use to the Missions in tracking their performance and for their portfolio reviews. ABPMS will also streamline the Missions' reporting requirements to USAID/W. The system designers have field tested earlier versions of the system with very positive reviews from a number of Missions.
- Agency best practices in performance measurement and managing for results are being documented and shared across the bureaus. CDIE, with regional bureau support, has visited a number of Missions where performance measurement has been successfully implemented and used for decision-making. Case-studies of these Mis-

### **Box 7.2 Humanitarian Assistance: Beginning a Strategic Framework**

The new Strategy Paper on Humanitarian Assistance recognizes that development is increasingly impeded by natural and man-made disasters. It is now an Agency imperative to enhance the ability of countries to reduce political and social instability due to disasters.

In Conducting the analysis for the key development themes in this report we noted that 15 Missions have humanitarian assistance objectives and outcomes. Of that 15, 7 Missions have objectives aimed at reducing instability as a result of natural disasters. Common strategies under this objective include (1) developing rapid response systems, (2) developing prevention and preparedness mechanisms, and (3) improving food security. Six Missions have objectives aimed at reducing instability due to civil strife. Common strategies under this objective include (1) building systems to prevent man-made disasters and (2) establishing systems for restoring basic civil needs.

sions have been developed and will be shared with other Missions (see Box 7.3).

The Agency has a strategic framework which sets out its goals. The operational guidance needed to implement those objectives is forthcoming. Soon, every Mission and office will be using a strategic plan to guide programs and budgets. An information "net" is being built to capture and report on performance.

As this work continues, USAID is building a culture that says that every manager is a professional responsible for planning, producing, and reporting the results of development assistance.

### **Box 7.3 Organizing to Manage For Results: Lessons From Two Missions**

Recent case studies of the management of USAID\Kenya and USAID\Guatemala, which have made substantial progress toward strategic management, yield several insights about a successful transition to managing for results:

- ***Clear commitment by top Mission managers is a critical ingredient of success.*** Results-oriented Mission directors create Missionwide consensus about the strategic plan and a program impact orientation; they support this approach by committing resources to strategic planning, monitoring, and evaluation and by recruiting senior and technical staff with experience and motivation to promote these activities.
- ***Reorganizing around the program strategy can make a difference:*** Both Missions have reorganized staff, financial resources, and responsibilities around Mission strategic objectives. In Kenya, each technical office has responsibility for resource allocation, performance monitoring, and impact reporting on a strategic objective. This has helped the Mission to focus operational goals and activities on the objectives and reinforces organizational incentives to work toward strategically defined results. In Guatemala, Mission staff formed interoffice Strategic Objective Teams (SOTs) and interdisciplinary Strategic Implementation Teams (SICs). The planning/monitoring/evaluation role of SOTs complements the implementation problem-solving function of the SICs to create an organizational environment with clear consensus on Mission strategies and a strong feeling of team effectiveness in approaching program tasks.
- ***Technical assistance, appropriately timed, can help develop organizational momentum for a stronger orientation to results.*** During the early 1990s, Missionwide training courses in evaluation and management skills development and team-building retreats were interspersed with strategic planning exercises with assistance from CDIE regional and central bureaus. Staff from each of the Missions cited one or more of these efforts as “critical events” in the development of a more team-based, impact approach to programs.

## **Appendix A**

# **CDIE Analytical Frameworks: Development Themes, Program Objectives and Mission Strategies**

Figure A-1 Missions by Theme and Program Objective

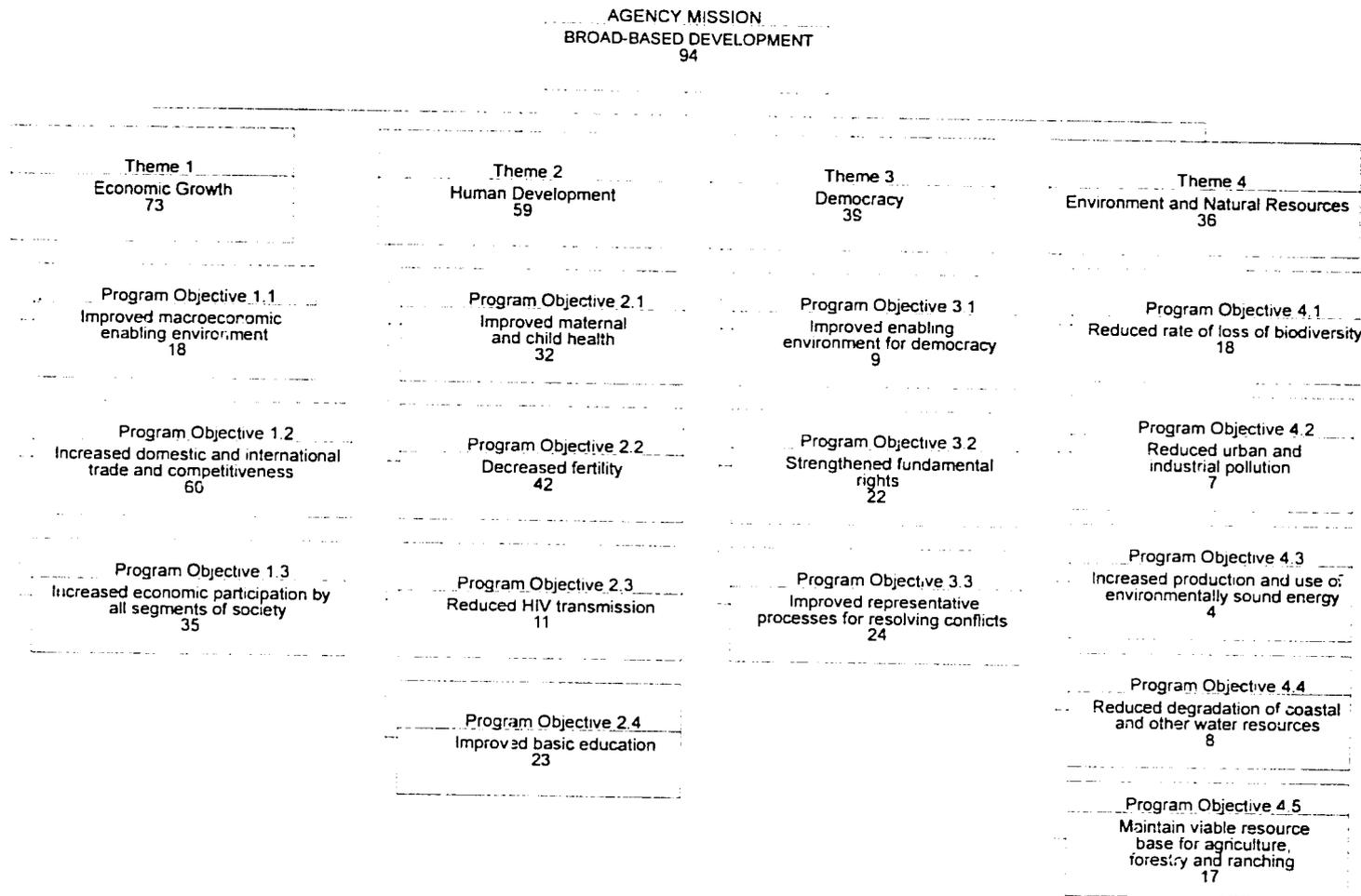
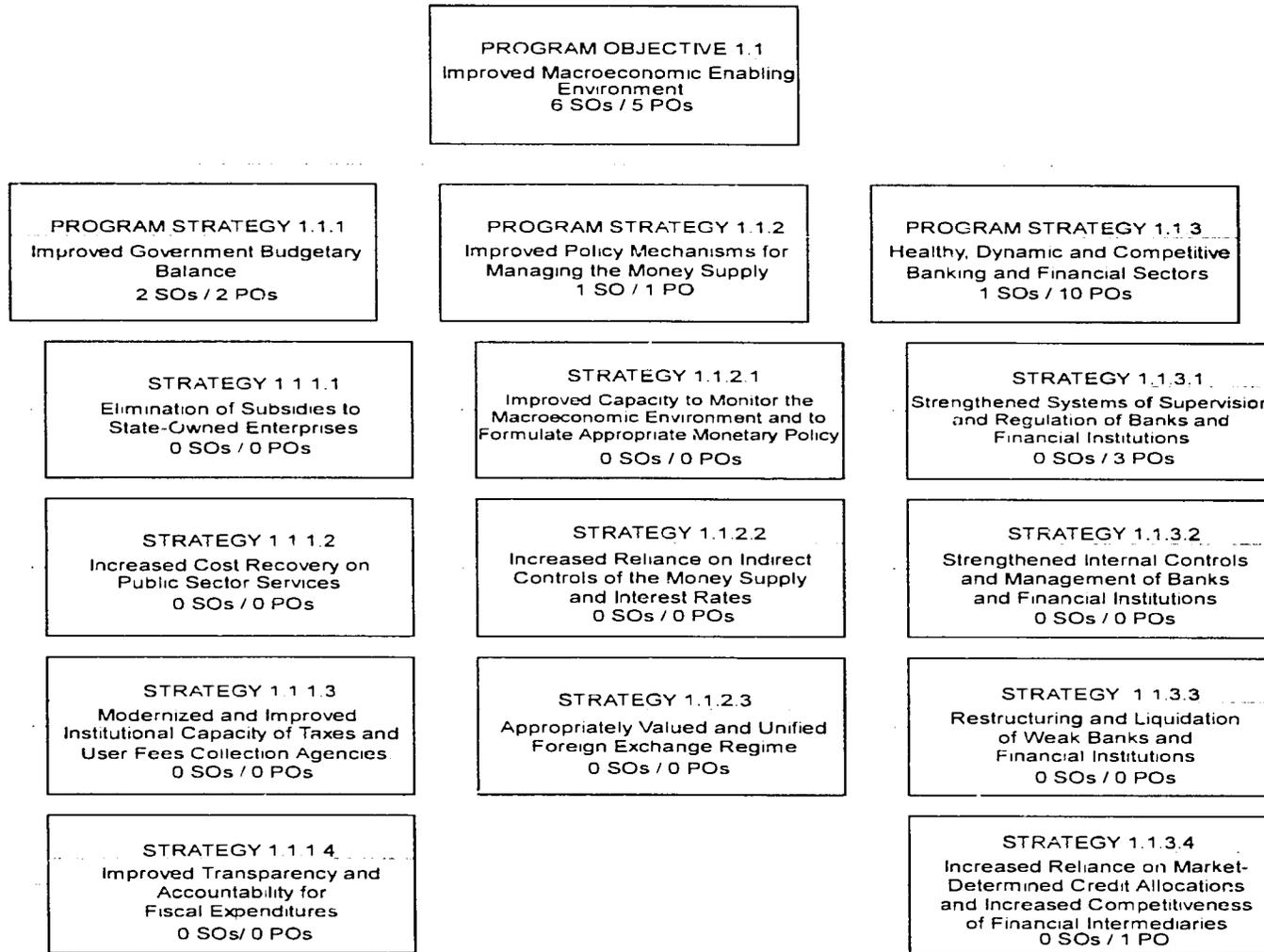


Figure A-2 Mission Strategies Macroeconomic Enabling Environment



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Figure A-3 Mission Strategies  
Domestic and International Trade and Competitiveness

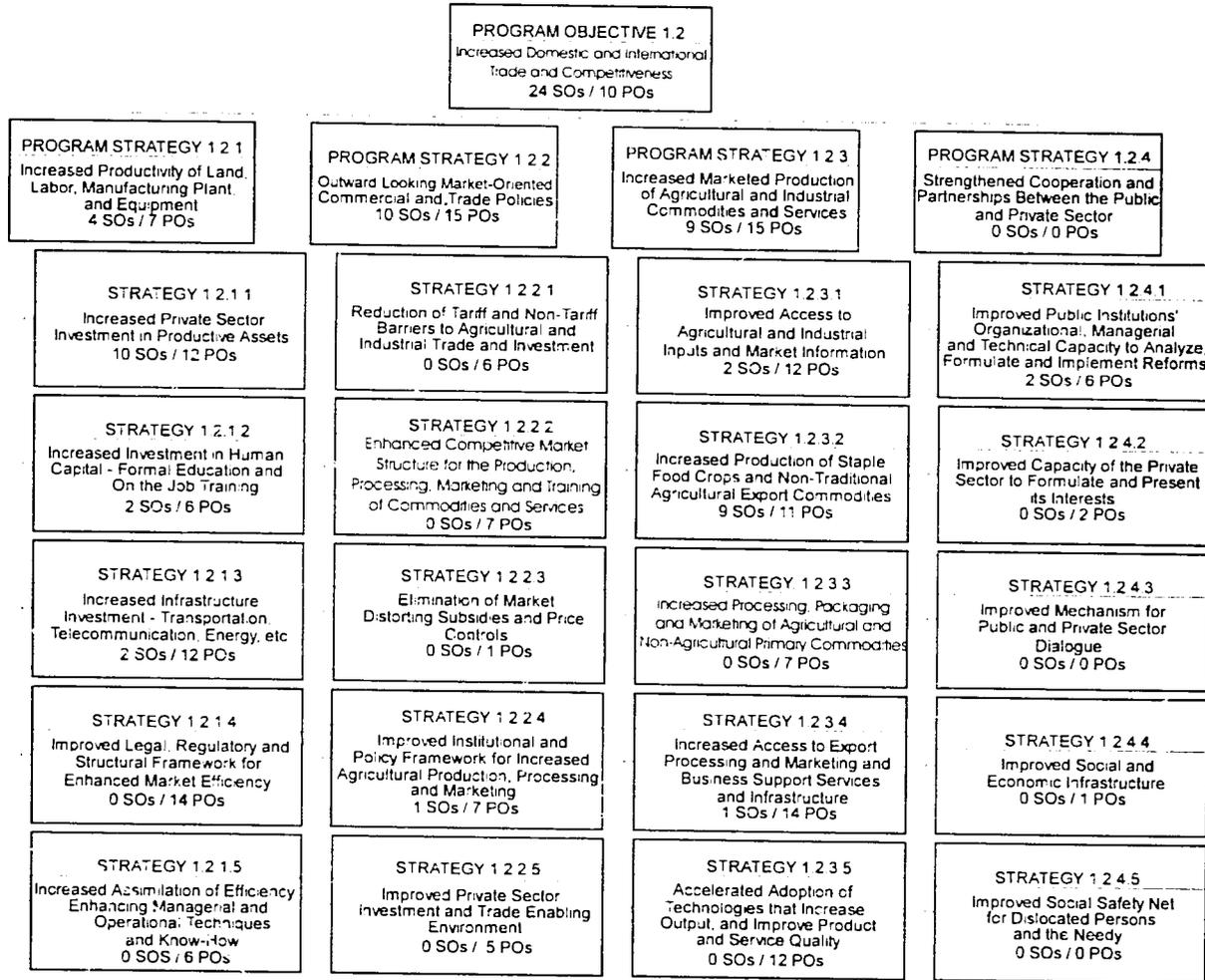


Figure A-4 Mission Strategies  
Economic Participation

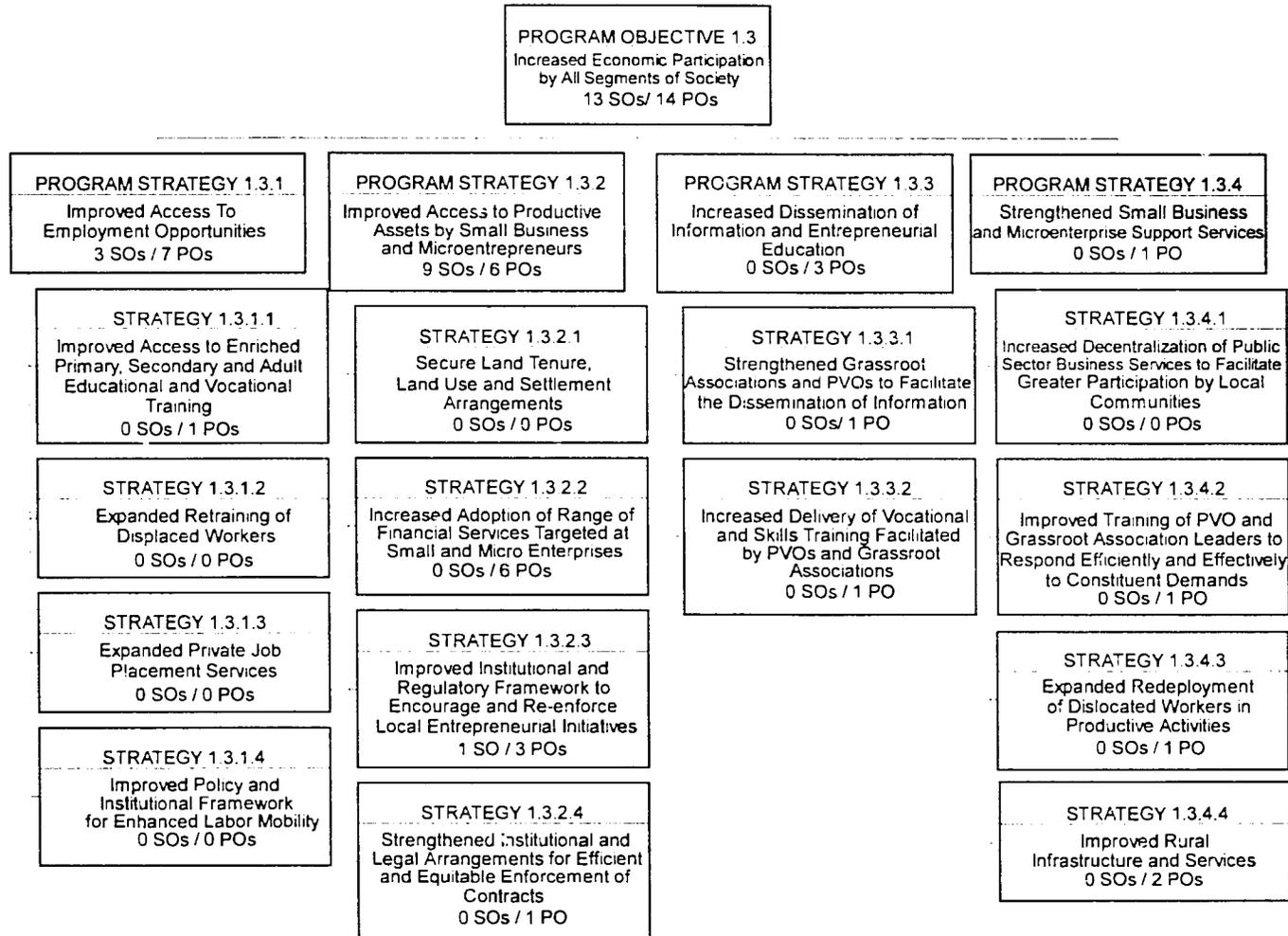
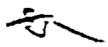
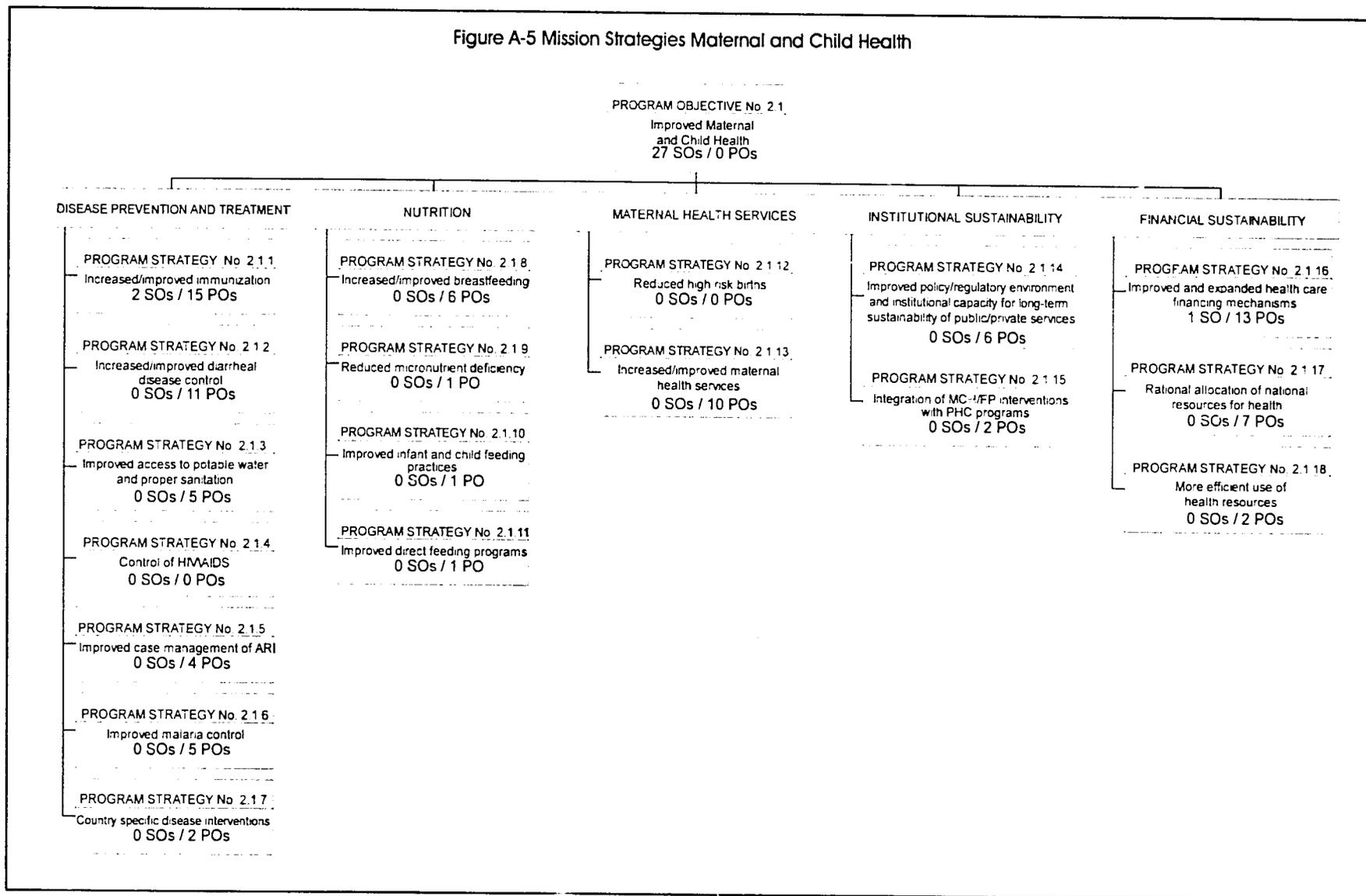


Figure A-5 Mission Strategies Maternal and Child Health



**Figure A-6 Mission Strategies Family Planning**

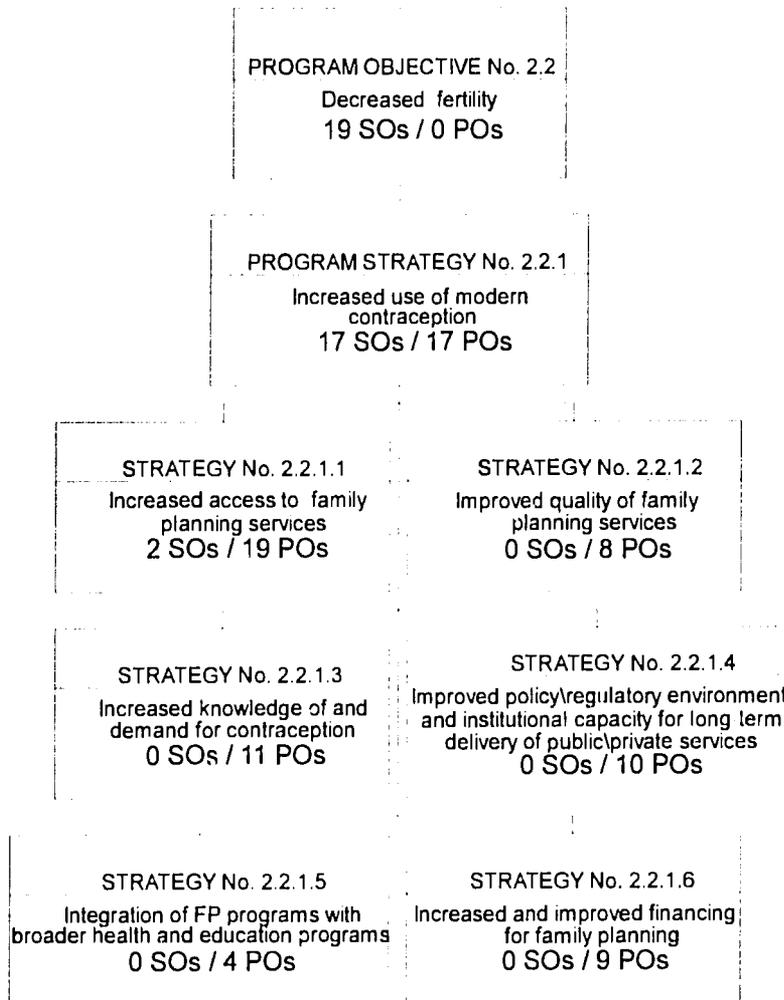
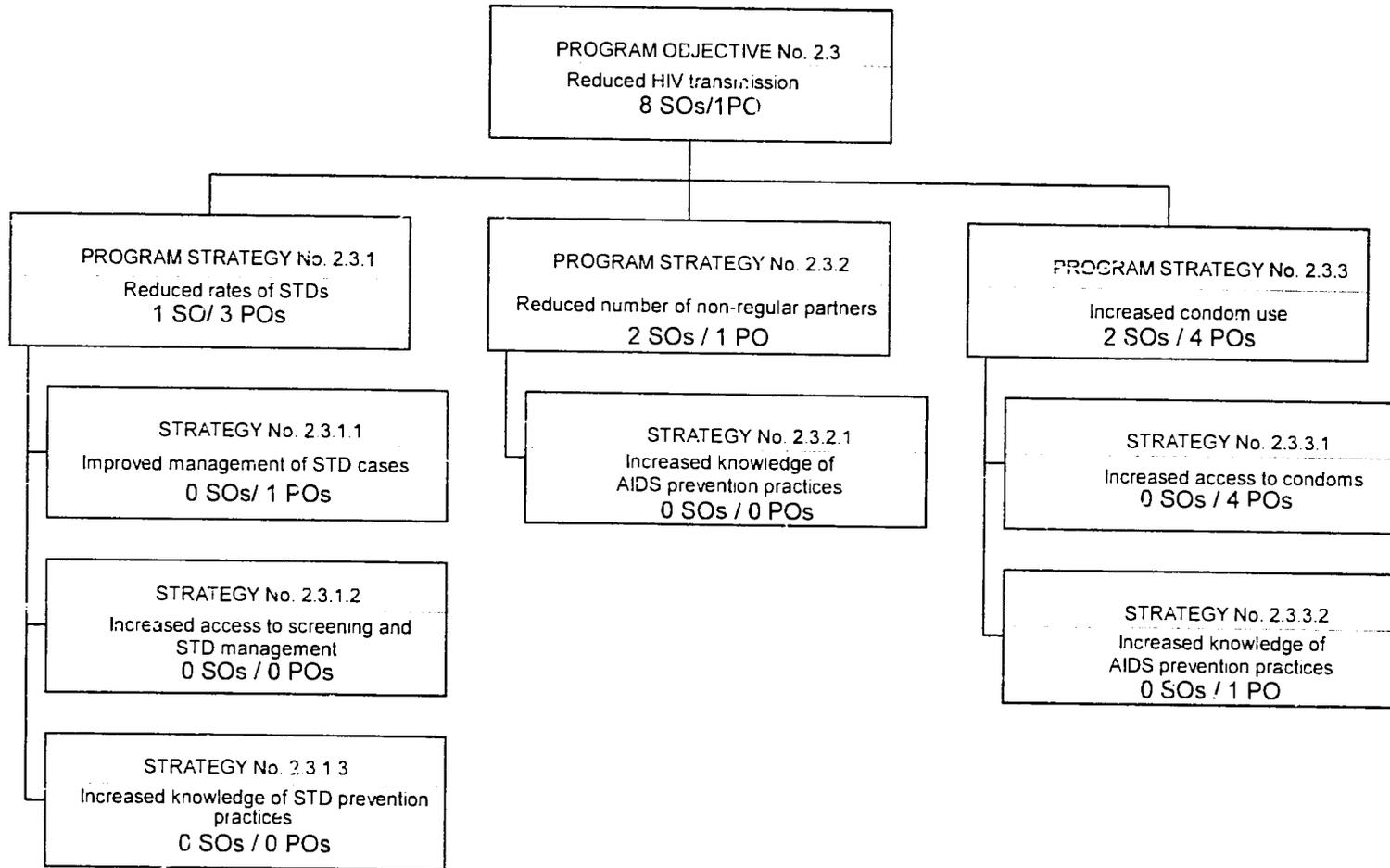


Figure A-7 Mission Strategies  
HIVAIDS



## Figure A-8 Mission Strategies Basic Education

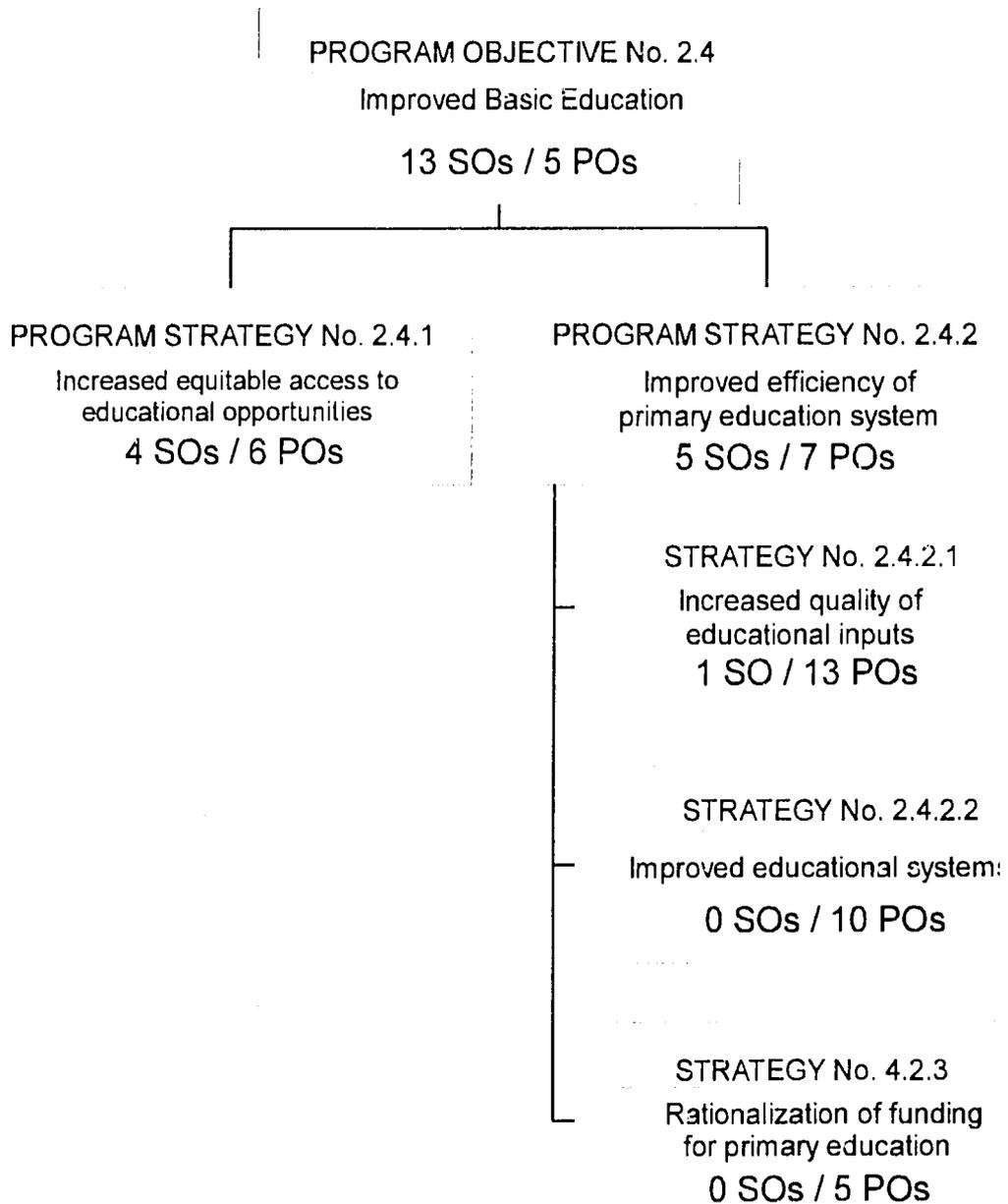
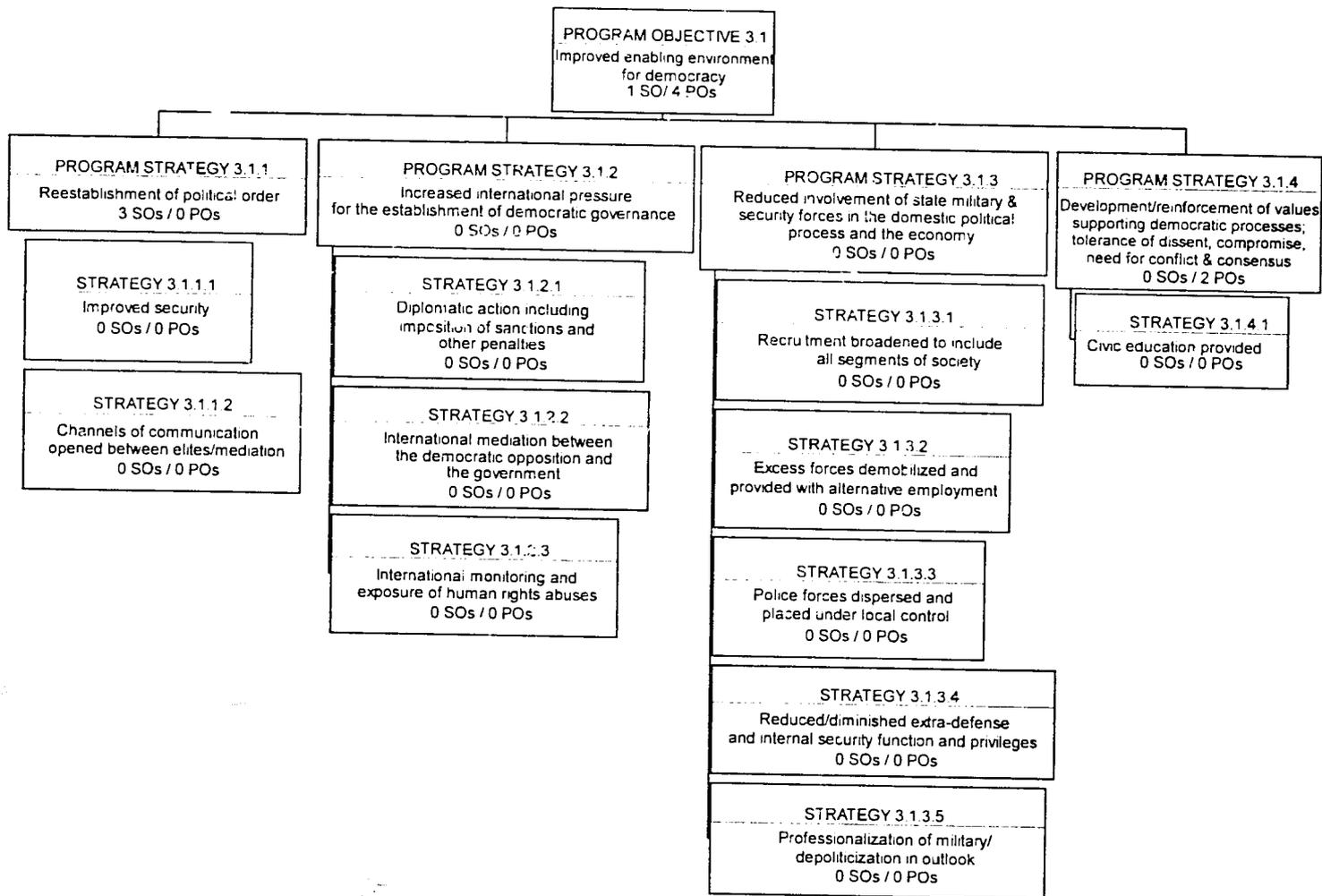


Figure A-9 Mission Strategies  
Improved Enabling Environment for Democracy



**Figure A-10 Mission Strategies  
Fundamental Rights**

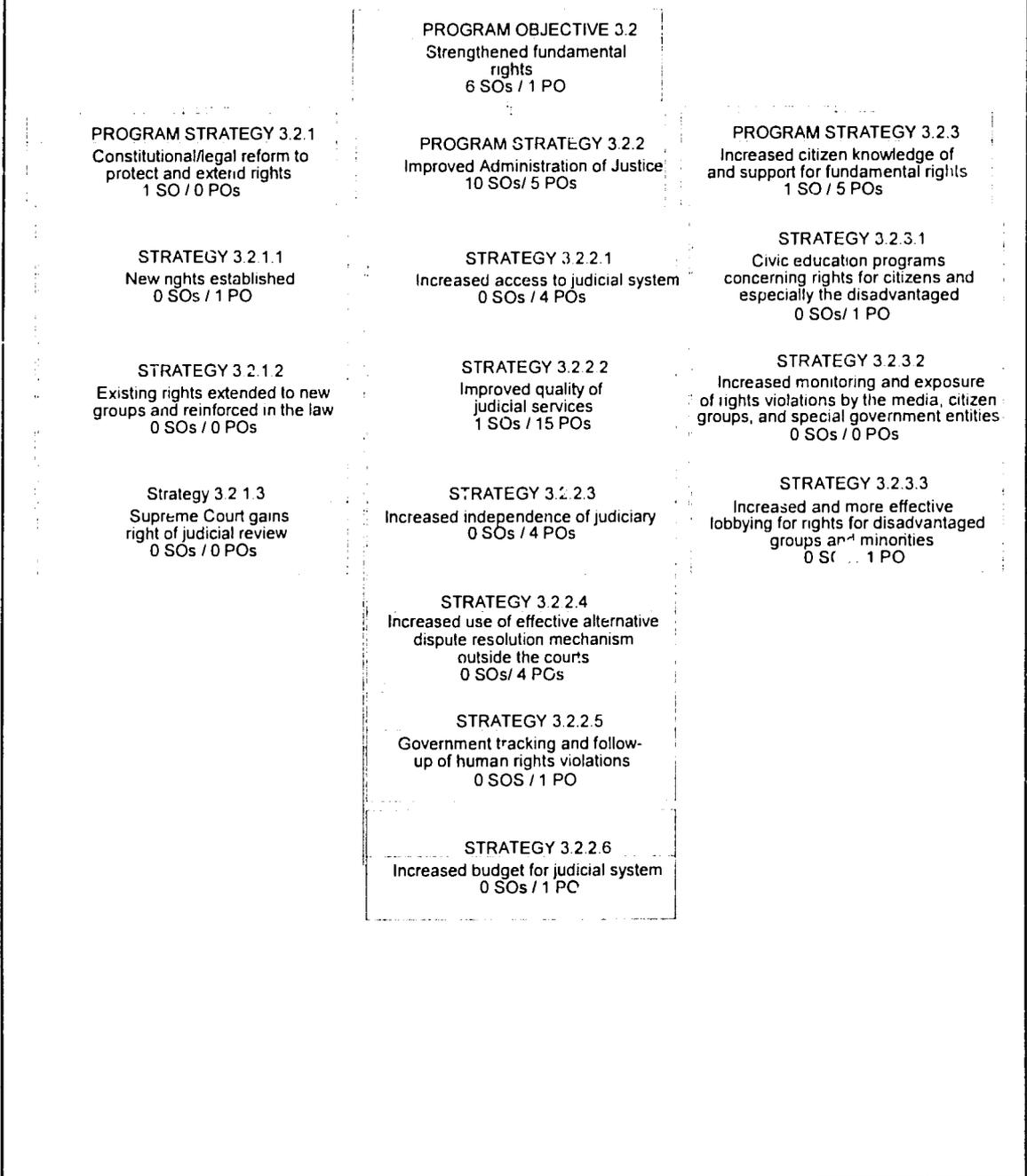
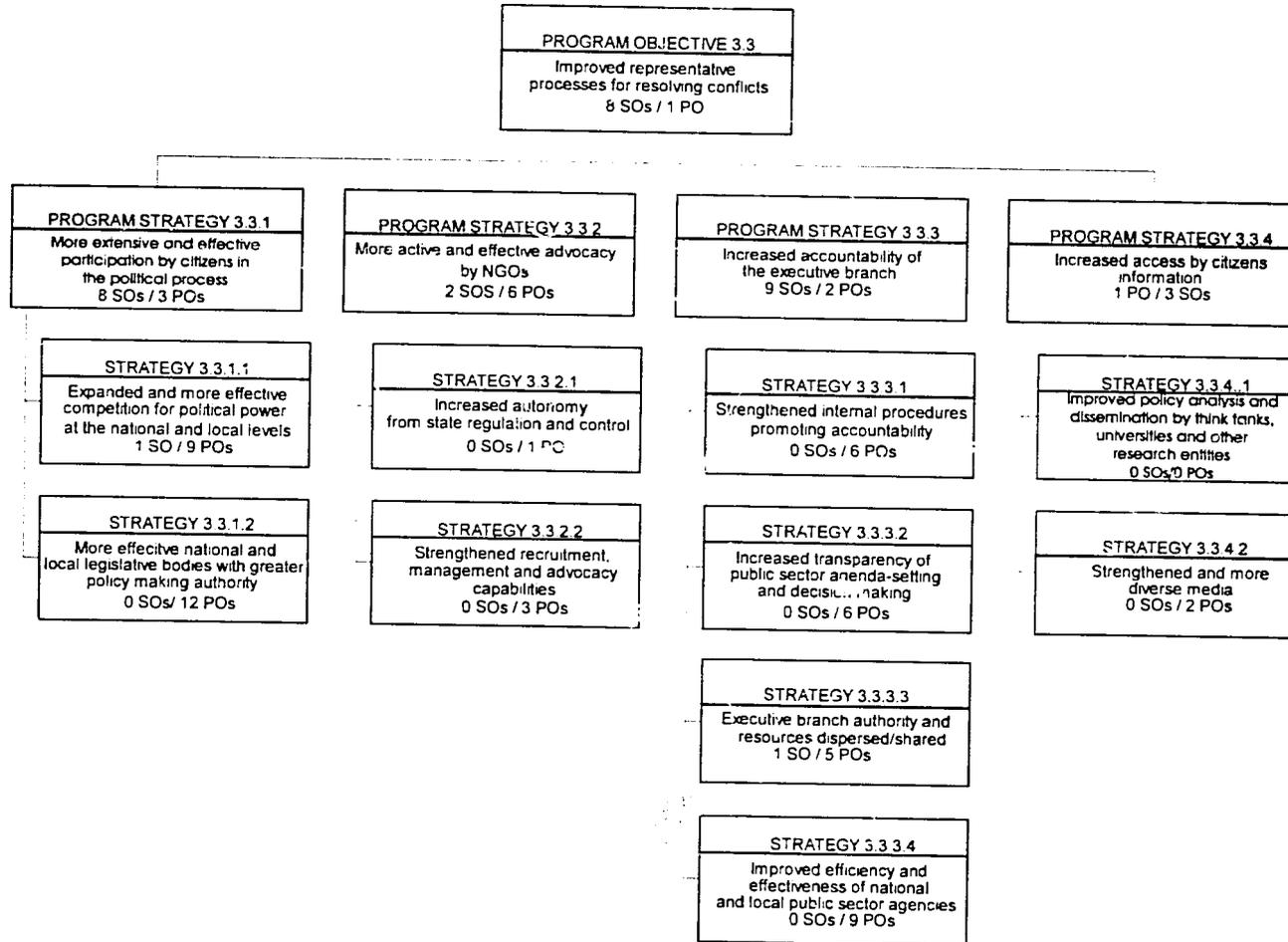
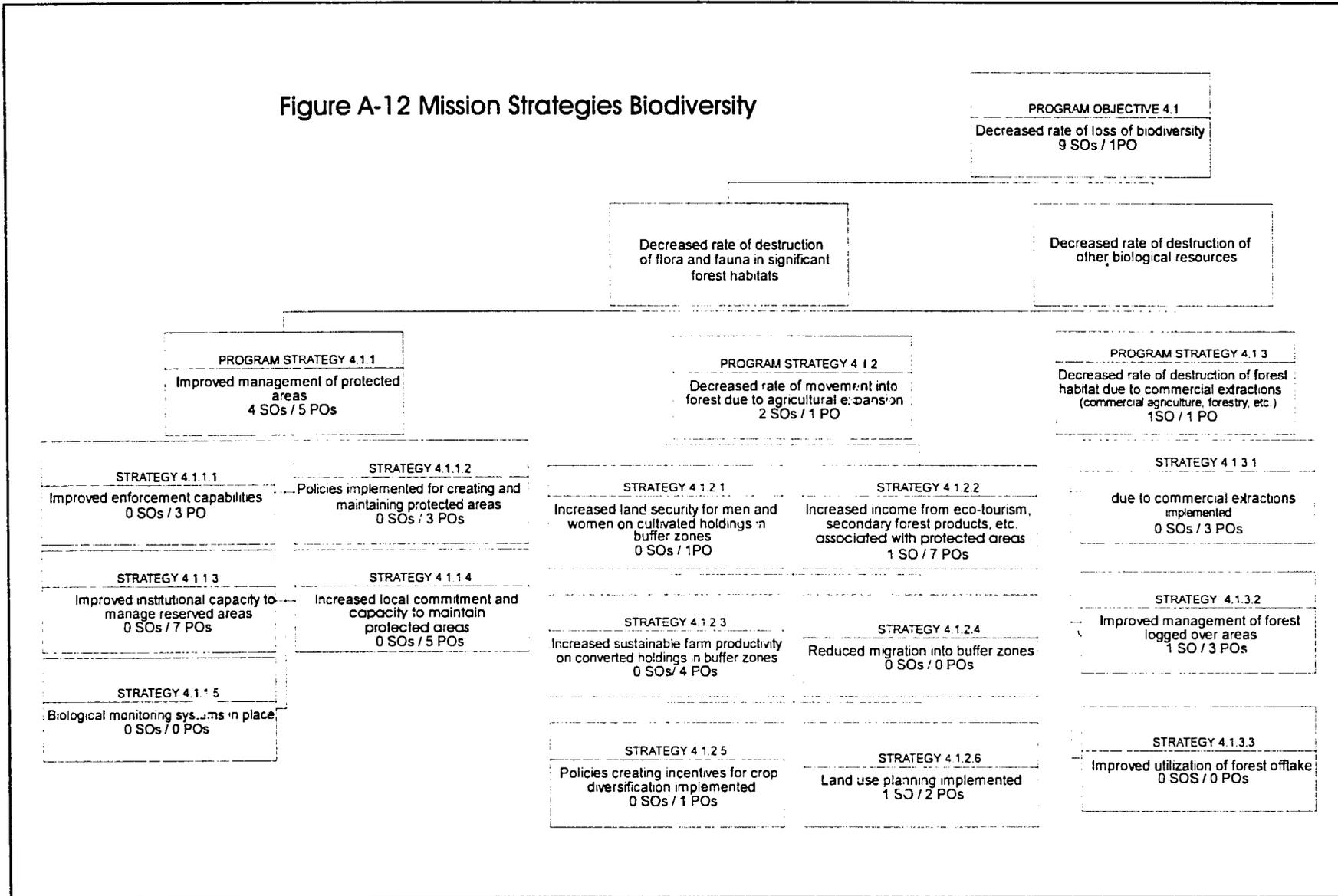


Figure A-11 Mission Strategies



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Figure A-12 Mission Strategies Biodiversity



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**Figure A-13 Mission Strategies  
Urban and Industrial Pollution**

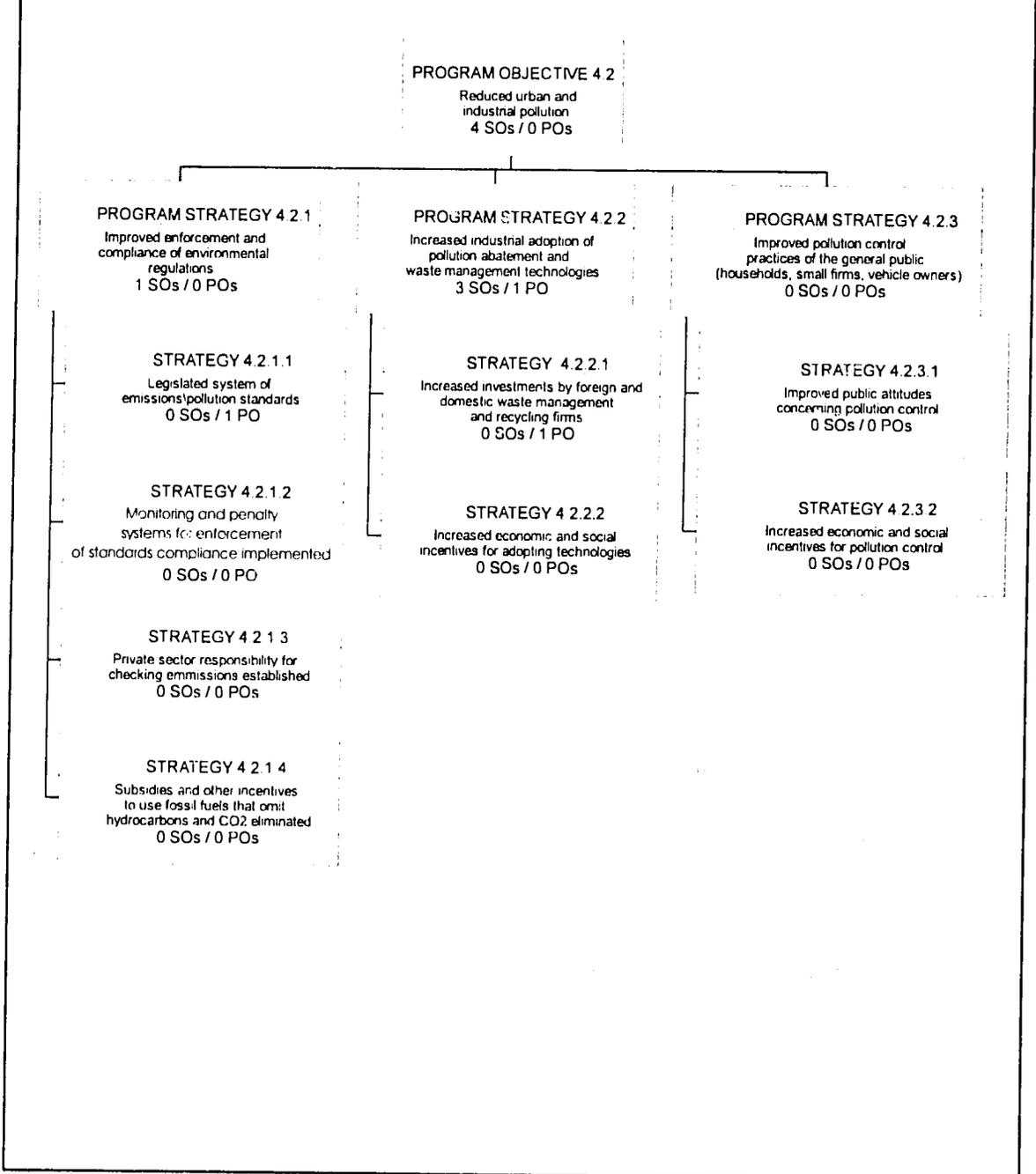
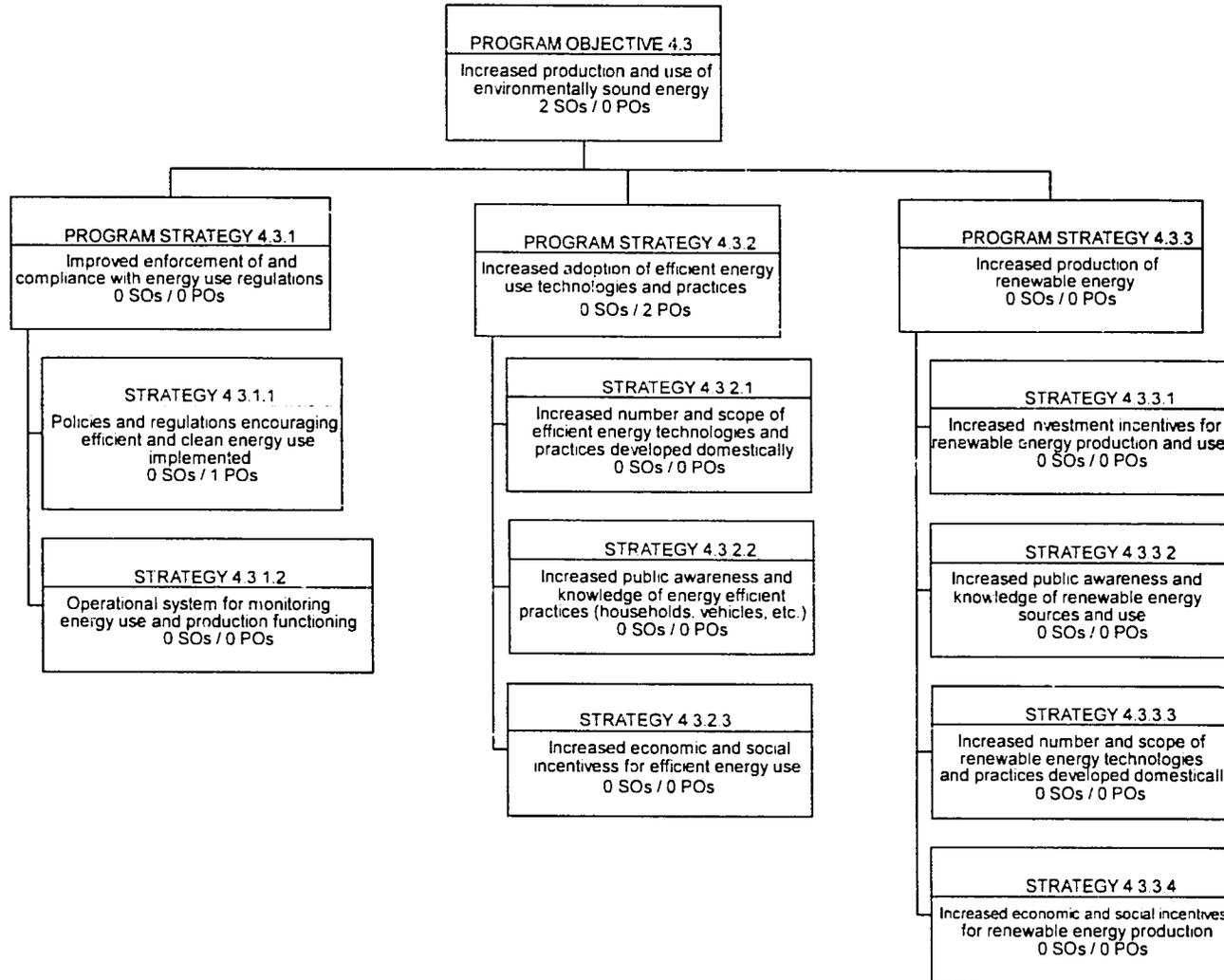
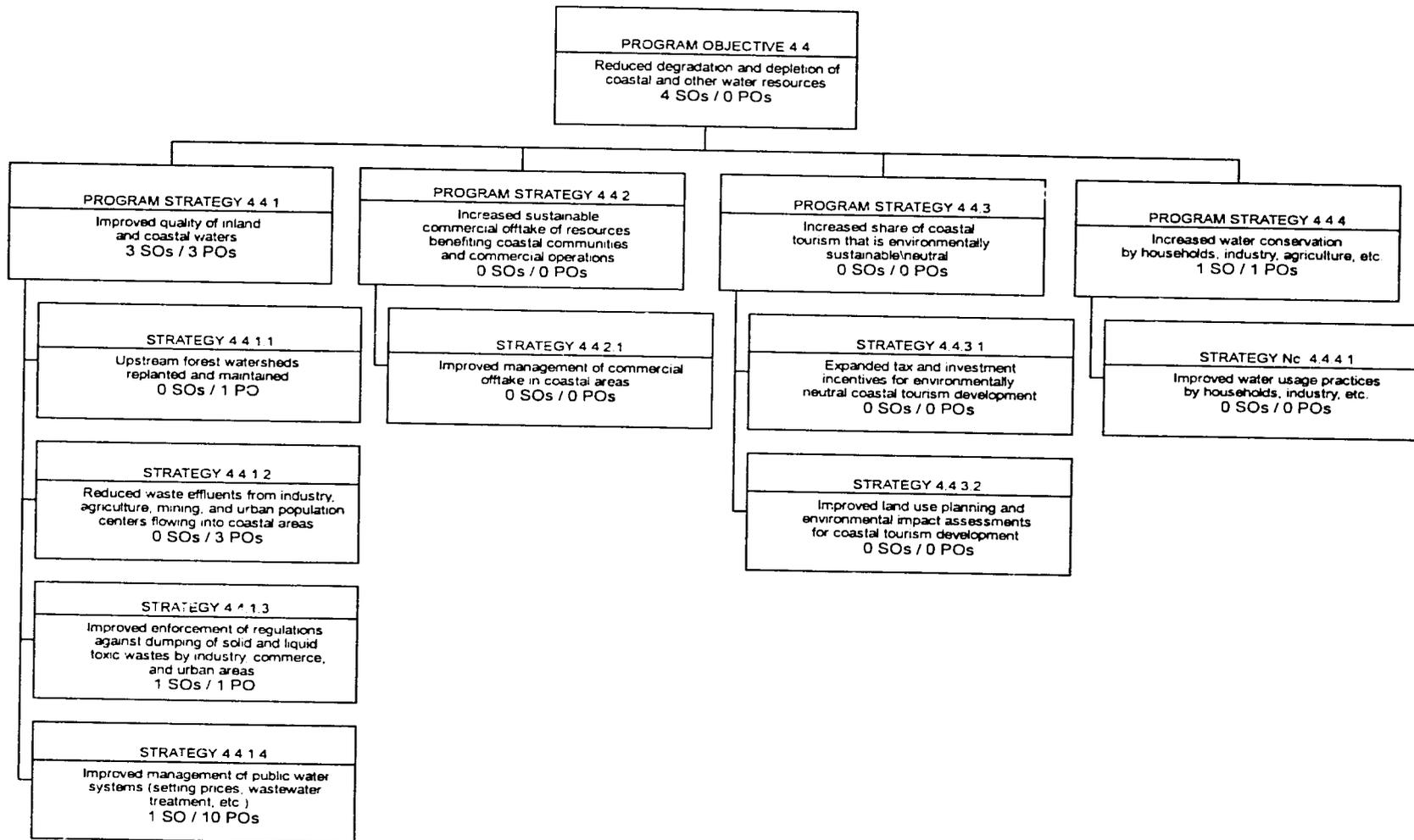


Figure A-14 Mission Strategies  
Energy Production and Use



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Figure A-15 Mission Strategies  
 Coastal and Other Water Resources



5 /

Figure A-16 Mission Strategies  
Viable Resource Base

**PROGRAM OBJECTIVE 4.5**  
Maintain viable resource base for  
agriculture, forestry, and ranching  
8 SOs / 2 POs

**PROGRAM STRATEGY 4.5.1**  
Environmentally sustainable resource  
management practices adopted by  
individuals, common property resource  
7 SOs / 10 SOs

**STRATEGY 4.5.1.1**  
Appropriate technologies  
disseminated  
to men and women  
2 SOs / 3 POs

**STRATEGY 4.5.1.2**  
Policies and regulations supporting  
sustainable resource management  
practices implemented  
0 SOs / 1 PO

**STRATEGY 4.5.1.3**  
Resources required for adopting  
to men and women  
0 SOs / 1 PO

**STRATEGY 4.5.1.4**  
Common property management  
systems improved  
0 SOs / 5 POs

# **Appendix B**

## **Tables of Information Referenced in the Text**

**Appendix Table B3.1 Economic Growth Strategies**

<b>Strategies to Increase Domestic and International Trade and Competitiveness</b>					
	Africa	Asia	LAC	Near East	Total
Increased Productivity of Land, Labor, Manufacturing Plant, and Equipment	27	15	24	10	76
Outward-Looking, Market-Oriented Commercial and Trade Policies	15	7	26	4	52
Strengthened Cooperation and Partnerships Between the Public and Private Sector	6	1	3	1	11
Increased Marketed Production of Agricultural and Industrial Commodities and Services	51	8	21	12	92
<b>Strategies to Increase Economic Participation by All Segments of Society</b>					
Improved Access to Employment Opportunities	5	1	5	0	11
Improved Access to Productive Assets by Small Business and Microentrepreneurs	13	2	8	3	26
Increased Dissemination of Information and Entrepreneurial Education	2	1	2	0	5
Strengthened Small Business and Microenterprise Support Services	4	0	2	0	6
<b>Strategies to Improve the Macroeconomic Enabling Environment</b>					
Improved Government Budgetary Balance	1	2	1	1	5
Improved Policy Mechanisms for Managing the Money Supply	0	1	0	1	2
Healthy, Dynamic and Competitive Banking and Financial Sector	3	6	3	2	14

## Appendix Table B3.2 -- Select Performance Indicators: Increased Domestic and International Trade and Competitiveness

Country	Performance Indicator	Baseline		1992		1993	Final Result	
		Date	Value	Expected Value	Actual	Expected Value	Date	Value
Ecuador (SO)	Gross annual FOB value of non-traditional exports (US\$ millions)	1990	309.8	380	397.3	420	1995	500
El Salvador (PO)	Value of non-traditional agricultural exports (US\$ millions)	1989	34.8	49.8*	50.7	54.8	1997	97.8
Honduras (SC)	Value of US - Honduran bilateral imports and exports (US\$ millions)	1991	1,170	1,765	1,576	1,977	1996	2,777
Nicaragua (SO)	Non-traditional exports (US\$)	1990	68.6	76.2*	68.5	80	1996	133
Uganda (SO)	Value of non-traditional agricultural exports (US\$ millions)	1990	36.1	48.75 (1991)	53.4 (1991)	70.6	1996	107.4
Jamaica (SO)	Banana exports (tons)	1990	61,066	65,400	76,723	67,000	1997	80,400
Costa Rica (SO)	Non-traditional exports as a share of total exports (%)	1991	53.3	57.2*	57.9	61	1996	68
Dominican Republic (SO)	Non-traditional exports as a share of merchandise exports (%)	1990	18.5	21.9	20.7	21.6	1997	25

\* Number is an estimate based on an interpolation between baseline and Mission Projection for 1993.

\*\*1991 Expected and Actual Values.

### Appendix Table B3.3 -- Select Performance Indicators: Increased Productivity of Land, Labor, Manufacturing Plant, and Equipment

Country	Performance Indicator	Baseline		1992		1993	Final Result	
		Date	Value	Expected Value	Actual	Expected Value	Date	Value
Ecuador(SO)	Gross real income per hectare -- selected products: Banana (sucres/ha.)	1989	1.98	2.13*	2.14	2.21	1997	2.32
Ecuador (SO)	Gross real income per hectare --selected products: Cassava (sucres/ha.)	1989	.41	.44*	.45	0.46	1997	0.48
Kenya (SO)	Maize yields (tons/ha.)	1985-89	2.2	3.1	2.0**	3.4	1995	4.0
Malawi (SO)	National average maize production per unit land (tons/ha.)	1985	1.2	1.2	.5	1.4	1995	1.5

- \* Number is an estimate based on an interpolation between baseline and Mission Projection for 1993.
- \*\* Mission estimate

### Appendix Table B3.4 -- Select Performance Indicators: Outward Looking Market-Oriented Commercial and Trade Policies

Country	Performance Indicator	Baseline		1992		1993	Final Result	
		Date	Value	Expected Value	Actual	Expected Value	Date	Value
Peru (PO)	Economic policy score (index 1-100)	1989	31.1	80	82.7	83	1997	90
Peru (PO)	Trade Policy score (index 1-19)	1989	4.8	16.1	15.6	17.0	1997	19.0
Ghana (PO)	Number of non-traditional exporters (number)	1990	1,729	-	2,822	-	1996	3,200
Ecuador (SO)	Number of export products (5 digit CUCI category) with annual FOB value over US\$ 500,000 (number)	1990	69	85	114	94	1995	110
Uganda (SO)	Non-coffee agricultural export products with a US\$ value exceeding 2 million (number)	1989	3	8	8 (1991)	9	1996	16
Uganda (PO)	Different products exported (number)	1989	35	40	38 (1991)	45	1996	90

**Appendix Table B3.5: -- Select Performance Indicators:  
Increased Marketed Production of Agricultural and Industrial Commodities and Services**

Country	Performance Indicator	Baseline		1992		1993	Final Result	
		Date	Value	Expected Value	Actual	Expected Value	Date	Value
Ecuador	Cassava processed (tons)	1988	1000	2000	1380	2,580	1995	3,000
Guinea (SO)	Agricultural production for selected commodities--coffee (tons)	1989	12,000	-	13,000 (1990)*	-	1997	25,000
Guinea (SO)	Agricultural production for selected commodities--peanuts (tons)	1989	44,000	-	100,000	-	1997	60,000
Honduras (SO)	Growth in Real Agriculture sector GDP (%)	1990	1.2	3.2	2.9	3.5	1996	4.5
**Mali (PO)	Annual staple grain production (millions of metric tons)	1989	1.5	2.06	2.23 (1991)*	2.41	1995	2.61

\* Last actual available

**Appendix Table B-3.6: USAID/MALAWI; PROGRAM OUTCOMES AND INDICATORS FOR THEIR STRATEGIC OBJECTIVE TO INCREASE FOODCROP PRODUCTION AND PRODUCTIVITY.**

<b>PROGRAM LOGFRAME: STRATEGIC OBJECTIVE NO. 1 - INCREASE FOODCROP PRODUCTION AND PRODUCTIVITY</b>						
	<b>Base line</b>	<b>---Actual---</b>			<b>Projected</b>	
	1985	1990	1991	1992	1992	1995
<b>Strategic Objective</b> Increase Foodcrop Production and productivity						
1. National average maize production per unit land increases (t/ha)	1.2	1	1.1	0.5	1.2	1.4
2. Gross foodcrop production increases (million MT)	1.6	1.6	1.9	0.8	2.3	2.6
<b>Program Outcome 1</b> Intensify Smallholder Production of Foodcrops						
1. Maize production per unit of land increases (t/ha)	1.2	1	1.1	0.5	1.2	1.4
2. Small holder purchases of HYV maize seed increases ('000 MT)	1.6	3.6	4.9	5.6	5.6	7.8
3. Smallholder purchase of fertilizer increases ('000 MT)	69	105	113	131	126	166
4. Smallholder use of farm credit increases (MK million)						
5. Smallholders adopting agroforestry increases	16	24.7	29.8	32	30	40
6. % smallholder HYV maize/total maize area increases				N/A	N/A	750
	8.4	11.9	14.2	16.8	16.4	23.6
<b>Program Outcome 2</b> Reduce discrepancies in Input and Putput prices faced by Estates and Smallholders						
1. Private sector/total sales of fertilizer increase (%)	42.1	33	35.4	27.7	38	47
2. Private sector/total sales of HYV maize seed increase (%)	11.8	17.5	10.8	10.1		
3. Direct smallholder sales of burley at Auction increase ('000 kg)	N/A	N/A	N/A	1,000	10	50
4. % ADMARC price of Auction Floor Burley price increases (%)			58	34*	62	65
<b>Program Outcome 3</b> Increase Crop Diversification						
1. % smallholder hectareage devoted to cash crop increases (10%/yr)	7.4	5.8	7	7.4	8	10
2. % smallholder cash crops sold through Non-parastatals increases				15.9		
3. %smallholder foodcrops sold through Non-parastatals increases						
<b>Program Outcome 4</b> Reform and Strengthen Agricultural Institutional Framework						
1. Agricultural budget/GOM budget is maintained-recurrent (%)	5	5.1	5.5	4.8	5.5	5.5
2. Agricultural Research budget increases, real terms- Recurrent (MK m)	4.3	5	5.1	4.6	5.6	6.8
3. Fuel expenditures for Extension Services expand in real terms (MK m)	1.4	1.4	1.2	0.7	1.3	1.5
4. Increasingly open discussion of agricultural policies						

\*for the 1990/91 marketing season ADMARC has agreed to pay the farmers in two installments. Last year we reported only the first payment, amounting to 14% of the auction floor price, because the second payment had not been made. Similarly, we show only the first payment for the 1991/92 season because the second payment has not yet been made.

**Appendix Table B4.1: -- Select Performance Indicators:  
Reduced Fertility Program Objective for Selected Missions**

Country	Performance Indicator	Baseline		1992		1993	Expected Result	
		Date	Value	Expected	Actual	Expected	Date	Value
Honduras (SO)	Total Fertility Rate	1987	5.6	5.0	5.1 (1991)*	4.9	1995	4.7
Jamaica (SO)	Total Fertility Rate	1989	2.9	2.7	-	2.7	1997	2.3
Malawi (SO)	Total fertility rate	1984	7.6	-	7.6	-	1998	6.9
Peru (SO)	Total Fertility Rate	1986	4.1	3.7	3.5	-	1995	3.3
Senegal (SO)	Total Fertility Rate	1986	6.6	-	-	6.3	1997	6.0

\* Last actual available

**Appendix Table B4.2: -- Select Performance Indicators:  
Increased Use of Contraception for Selected Missions**

Country	Performance Indicator	Baseline		1992		1993	Expected Result	
		Date	Value	Expected Value	Actual	Expected Value	Date	Value
Guinea (PO)**	Couple years of protection - private sector	1990	-	7,500	18,745	17,308	1994	34,615
Guinea (PO)**	Couple years of protection - public sector	1990	-	1,600	3,400	6,400	1994	12,800
Honduras (PO)	CFR - total	1987	41	48	47 (1991)*	49	1995	51
Malawi (PO)	CPR - modern	1984	1	-	5.5	-	1995	11.4
Niger (PO)**	Couple years of protection	1990	29,948	45,000	61,000 (est.)	78,000	1995	132,000
Peru (PO)	CPR - modern	1986	23	30	33	-	1995	40
Peru (PO)	Couple years of protection	1990	620,000	800,000	1,717,000	-	1995	1,000,000
Senegal (PO)	CPR - modern urban	1986	6.7	-	10.4 (1991)*	12.4	1997	18
Zimbabwe (PO)	CPR - total	1984	38	46*	43	-	1998	50

\* Last Actual data available

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**Appendix Table B4.3: -- Select Performance Indicators:  
Improved Family Planning**

Country	Performance Indicator	Baseline		1992		1993	Expected Result	
		Date	Value	Expected Value	Actual	Expected Value	Date	Value
Mexico (SO)	NGO budgets supplied by AID (%)	1990	90	84*	90	-	1996	60
Niger (SO)	Number of PHC facilities providing a full range of MCH services, including family planning services	1989	114	160	201	280	1995	380
Peru (SO)	Operating costs recovered in PVO family planning services (% of total budget)	1991	10	20 (1993)	26 (1993)	-	1997	70

\*CDIE has interpolated the expected value for 1992 using baseline and end year for expected result.

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**Appendix Table B. -- Select Performance Indicators:  
Improved Administration of Justice**

Country	Performance Indicator	Baseline		Expected Result	
		Date	Value	Date	Value
El Salvador (SO)	Public with increased confidence in the justice sector (%)	1993	27.6	1997	40
Honduras (SO)	Public confidence in the judicial system (%)	1992	33	1996	70
Panama (SO)	Resources for judicial branch (US \$, millions)	1991	25.8	1993	47.4
Peru (SO)	Public with confidence in the judiciary and legislature (%)	1992	25	1996	55

**Appendix Table B5.2 -- Select Performance Indicators:  
Increased Budget for the Judicial System**

Country	Performance Indicator	Baseline		1992		1993
		Date	Value	Expected Value	Actual	Expected Value
Honduras (PO)	Total budget available for courts in percent of current net revenues	1991	1.06	1.5	1.38	2.00

**Appendix Table B5.3 -- Select Performance Indicators:  
Improved Quality of Judicial Services**

Country	Performance Indicator	Baseline		1992	
		Date	Value	Expected Value	Actual
Panama (PO)	Court and Public Ministry offices using a caseload tracking system (#)	1992	0	4	
Panama (PO)	Judicial career positions competitively filled	1992	131		
Paraguay (PO)	Professionals evaluated by merit-based standards (#)	1992	0	0	
Honduras (PO)	Personnel hired, fired and grievances heard according to judicial career law (%)	1990	0	20	20
Honduras (PO)	Qualified, full-time public defenders, law school graduate justices of the peace, public prosecutors and liaison office staff	1987	0	274	130

**Appendix Table B6.1 -- Select Performance Indicators:  
Maintain Viable Resource Base for Agriculture, Forestry, and Ranching**

Country	Performance Indicator	Baseline		1992		1993	Final Result	
		Date	Value	Expected Value	Actual	Expected Value	Date	Value
Senegal (SO)	Income per compound from forestry products: per capita case revenue (francs)	1990	1300	-	1235	1500	1997	4000

**Appendix Table B6.2 -- Select Performance Indicators: Environmentally Sustainable Resource Management Practices Adopted by Individuals, Common Property Resource Managers, and Commercial Farmers**

Country	Performance Indicator	Baseline		1992		1993	Final Result	
		Date	Value	Expected Value	Actual	Expected Value	Date	Value
Guatemala (PO)	Targeted users groups applying improved natural resource management practices (percent)	1992	-	75	86.7	95	1993	95
Guatemala (SO)	Land under improved natural resource practices in highland areas (hectares)	1991	22,719	23000	24699	26500	1993	26500
Honduras (SO)	Area of pine forest harvested in accordance with acceptable forest management practices nationwide (hectares)	1988	0	77000	77000	110000	2000	500000
Honduras (SO)	Households practicing one or more environmentally sound cultivation practices (Total)	1989	11,000	20155	19876	22,876	1996	3800
Honduras (SO)	Households practicing one or more environmentally sound cultivation practices (Male headed)	1989	10,120	18,614	18,242	21,046	1996	34960
Honduras (SO)	Households practicing one or more environmentally sound cultivation practices (Female headed)	1989	880	1541	1634	1830	1996	3040
Lesotho (PO)	Rangeland under Range Management Association Management (percent)	1983	0	-	6	7	1995	8
Senegal (PO)	Land protected and managed to permit regeneration (hectares)	1990	4248	-	4400	5000	1997	20000

**Appendix Table B6.3 -- Select Performance Indicators: Appropriate technologies disseminated to men and women**

Country	Performance Indicator	Baseline		1991		1993	Final Result	
		Date	Value	Expected Value	Actual	Expected Value	Date	Value
Honduras (PO)	Lumber processed by band saws (total board feet)	1986	57	75	73	77	1994	78

**Annex Table B6.4 -- Select Performance Indicators:  
Resources Required for Adopting Sustainable Technologies Available to Men and Women**

Country	Performance Indicator	Baseline		1992		1993	Final Result	
		Date	Value	Expected Value	Actual	Expected Value	Date	Value
Niger (PO)	Number of loans by cooperatives	1990	30	-	70	80	1994	90

**Annex Table B6.5 -- Select Performance Indicators:  
Common Property Management Systems Improved**

Country	Performance Indicator	Baseline		1992		1993	Final Result	
		Date	Value	Expected Value	Actual	Expected Value	Date	Value
Lesotho (PO)	Number of range management associations	1983	0	-	4	6	1995	8
Nepal (PO)	Forest land turned over to community groups (hectares)	1991	70,000	102500*	86000	135000*	1995	200000

\* Number is an estimate based on an interpolation between baseline and Mission's projection for 1995

## **Appendix C**

### **List of Programs and Information Source for the PRISM Database on June 30, 1993**

Programs		Data Source	Programs		Data Source
<b>AFRICA</b>			<b>AFRICA</b>		
Angola		EIS 4/93	Madagascar		API 10/92
Benin		EIS 4/93	Malawi		API 10/92
Botswana		TDY Report 5/93	Mali		API 10/92
Burkina Faso		EIS 4/93	Mauritius		EIS 4/93
Burundi		CPSP 11/92	Mozambique		EIS 4/93
Cameroon		API 10/92	Namibia		API 10/92
Cape Verde		EIS 4/93	Niger		API 10/92
Central Afr. Rep.		EIS 4/93	Nigeria		CPSP 8/92
Chad		API 10/92	Rwanda		API 10/92
Comoros		EIS 4/93	Sao Tome		EIS 4/93
Congo		EIS 4/93	Seychelles		EIS 4/93
Cote d'Ivoire		EIS 4/93	Sierra Leone		EIS 4/93
Djibouti		EIS 4/93	Somalia		EIS 4/93
Eritrea		EIS 4/93	Senegal		API 10/92
Ethiopia		Concept Paper 5/93	South Africa		Concept Paper 3/93
Gambia		API 11/91	Sudan		EIS 4/93
Ghana		TDY Report 3/93	Swaziland		API 10/91
Guinea		API 10/92	Tanzania		API 10/92
Guinea-Bissau		Bureau Revisions 10/92	Uganda		API 10/92
Kenya		API 10/92	Zambia		CPSP 6/93
Lesotho		API 10/92	Zimbabwe		CPSP 4/93
Liberia		EIS 4/93	ARP		EIS 4/93
			AEPRP		EIS 4/93
			SARP		EIS 4/93

<b>Programs</b>	<b>Data Source</b>	<b>Programs</b>	<b>Data Source</b>
<b>ASIA</b>		<b>LATIN AMERICA AND CARIBBEAN</b>	
Afghanistan	EIS 4/93	Argentina	ACTION PLAN FY94-95
Bangladesh	TDY REPORT 4/93	Belize	ACTION PLAN FY94-95
Burma	EIS 4/93	Bolivia	ACTION PLAN FY94-95
India	EIS 4/93	Brazil	ACTION PLAN FY94-95
Indonesia	TDY REPORT 10/92	Chile	ACTION PLAN FY94-95
Mongolia	EIS 4/93	Colombia	ACTION PLAN FY94-95
Nepal	TDY REPORT 12/92	Costa Rica	ACTION PLAN FY94-95
Pakistan	EIS 4/93	Dominican Republic	ACTION PLAN FY94-95
Philippines	TDY REPORT 3/93	Ecuador	ACTION PLAN FY94-95
Sri Lanka	TDY REPORT 2/93	El Salvador	ACTION PLAN FY94-95
Thailand	EIS 4/93	Guatemala	ACTION PLAN FY94-95
USAEP	EIS 4/93	Guyana	EIS 4/93
Reg Support for East Asia	EIS 4/93	Haiti	ACTION PLAN FY94-95
South Pacific	EIS 4/93	Honduras	ACTION PLAN FY94-95
<b>EASTERN EUROPE</b>		Jamaica	ACTION PLAN FY94-95
Poland	US SEED ACT ASSISTANCE STRATEGY 1993-1995 DATED 6/93	Mexico	ACTION PLAN FY94-95
<b>NEAR EAST</b>		Nicaragua	ACTION PLAN FY94-95
Egypt	TDY REPORT UPDATE 6/93	Panama	ACTION PLAN FY94-95
Israel	EIS 12/92	Paraguay	ACTION PLAN FY94-95
Jordan	TDY REPORT UPDATE 6/93	Peru	ACTION PLAN FY94-95
Morocco	TDY REPORT UPDATE 6/93	Uruguay	ACTION PLAN FY94-95
Oman	TDY REPORT UPDATE 6/93	RDOIC	ACTION PLAN FY94-95
Tunisia	TDY REPORT UPDATE 6/93	ROCAP	ACTION PLAN FY94-95
West Bank/Gaza	REGIONAL BUREAU 3/93		
Yemen	TDY REPORT UPDATE 6/93		
Near East Regional	EIS 4/93		
MERC	EIS 4/93		

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Footnotes:

**EIS:** program's strategic objective information obtained through the Agency's Executive Information System.

**Concept Paper:** Concept paper often precedes a CPSP and sets forth the basic parameters of a country program (Africa Bureau);

**CPSP:** Country Program Strategic Plan sets forth a program's five to eight year strategy (Africa Bureau);

**API:** Annual Assessment of Program Impact is the annual report of program performance of the strategy articulated in the CPSP (Africa Bureau);

**Action Plan:** Action Plan is the annual report of program performance of the strategy articulated in the Program Objectives Document (LAC Bureau);

**TDY Report:** TDY report is completed during a strategic planning technical assistance trip and sets forth the program strategic plan and indicators;

**TDY Report Update:** TDY Report Update is a submission by a mission which updates the TDY report with indicators and data (NE Bureau);

**Appendix D**  
**Context Data Tables**

	CROPLAND				Growth Production - Average Annual Growth rate 1980 - 1991'							
	Hectors Per Capita 1990'	RANK	# of Rare & Threatened Plant Taxa 1991'	RANK	Agriculture	RANK	Services	RANK	Manufacturing	RANK	Industry	RANK
<b>AFRICA</b>	<b>6.29</b>											
<b>AEPRP</b>												
<b>AF 2</b>												
Angola	0.36	51	19	26	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Benin	0.40	55	3	7	4.9	53	5	8	4.8	33	3.6	35
Botswana	1.06	76	4	10	3	34	10.3	57	7.5	41	10.7	56
Burkina Faso	0.40	55	0	N/A	3.2	38	5.4	45	2.6	22	3.8	38
Burundi	0.24	36	0	N/A	3.1	35	5.4	45	5.8	36	4.6	43
Cameroon	0.59	69	74	47	1.1	11	1.1	12	N/A	N/A	2.2	26
Cape Verde	0.11	8	1	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Central African Republic	0.66	74	0	N/A	2.4	23	-2.0	4	N/A	N/A	3.2	32
Chad	0.56	67	14	23	3.4	46	7.3	55	N/A	N/A	7.1	50
Comoros	0.18	24	3	7	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Congo	0.07	3	4	10	3.3	43	2.4	22	6.3	38	4.7	44
Cote d'Ivoire	0.31	46	70	44	-1.2	3	.8	9	N/A	N/A	-1.6	6
Djibouti	0.00	N/A	3	7	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Egypt	0.05	2	93	49	2.4	23	6.2	50	N/A	N/A	4.2	42
Eritrea	0.65	73	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ethiopia	0.28	40	44	37	0.3	6	3.1	29	1.9	19	1.8	24

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	CROPLAND				Growth Production - Average Annual Growth rate 1980 - 1991 <sup>1</sup>							
	Hectors Per Capita 1990 <sup>2</sup>	RANK	# of Rare & Threatened Plant Taxa 1991 <sup>3</sup>	RANK	Agriculture	RANK	Services	RANK	Manufacturing	RANK	Industry	RANK
Gambia	0.21	33	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ghana	0.18	24	34	33	1.2	13	6.6	51	4.1	31	3.7	37
Guinea	0.13	13	36	34	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Guinea-Bissau	0.35	49	0	N/A	5	55	2.8	26	N/A	N/A	2.6	27
Kenya	0.10	6	144	53	3.2	38	4.9	43	4.9	34	4	40
Lesotho	0.18	24	7	13	1.8	17	5.3	44	12.8	46	8.2	52
Liberia	0.14	15	1	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Madagascar	0.26	39	193	57	2.4	23	0.2	7	N/A	N/A	0.9	17
Malawi	0.28	40	61	40	2.4	23	3.7	38	3.9	30	3	33
Mali	0.23	35	15	24	2.4	23	2.4	22	N/A	N/A		40
Mauritius	0.10	6	240	60	3.2	38	5.8	48	11.2	44	10.1	55
Morocco	0.37	53	194	58	6.8	56	4.2	40	4.2	32	3	31
Mozambique	0.20	29	84	48	1.6	16	1.7	18	N/A	N/A	-3.6	22
Nambia	0.40	55	18	25	0.3	6	3.1	29	1.7	16	-2	4
Niger	0.47	61	1	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Nigeria	0.29	43	9	16	3.5	47	3.1	29	N/A	N/A	-0.4	12
Rwanda	0.16	20	0	N/A	1.5	2	3.1	29	0.5	12	0.5	16
Sao Tome/Principe	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SARP												

	CROPLAND		# of Rare & Threatened Plant Taxa 1991 <sup>1</sup>	RANK	Growth Production - Average Annual Growth rate 1980 - 1991 <sup>1</sup>							
	Hectars Per Capita 1990 <sup>2</sup>	RANK			Agriculture	RANK	Services	RANK	Manufacturing	RANK	Industry	RANK
Senegal	0.71	75	32	32	2.7	30	3	28	5.1	35	3.8	38
Seychelles	N/A	N/A	73	46	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sierra Leone	0.43	60	12	20	2.7	30	0.9	10	-1.4	3	-0.8	9
Somalia	0.14	15	51	39	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
South Africa	0.37	53	1,145	68	2.6	28	2.5	24	-0.1	7	N/A	N/A
Sudan	0.50	64	9	16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Swaziland	0.21	33	25	29	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Tanzania	0.19	28	158	55	4.4	51	2	19	-0.8	4	-2.4	3
Tunisia	0.57	68	26	30	3.1	35	4.3	41	6.2	37	2.9	29
Uganda	0.36	51	11	18	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Zambia	0.62	70	1	1	3.3	43	N/A	N/A	3.7	28	0.9	17
Zimbabwe	0.29	43	96	50	2.2	20	4	39	3.1	24	2.1	25
<b>CENTRAL AMERICA</b>	<b>0.64</b>											
Belize	0.30	45	38	35	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CAR Regional	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Costa Rica	0.18	24	456	66	3.3	43	3.2	34	3.1	24	2.9	29
Dominican Republic	0.20	29	62	41	0.3	6	2.3	21	.6	13	1.6	21
El Salvador	0.14	15	24	28	-0.4	4	1.1	12	1.4	14	1.6	21
Guatemala	0.20	29	305	62	1.2	13	1	11	-.7	1	-0.2	13

	CROPLAND				Growth Production - Average Annual Growth rate 1980 - 1991 <sup>1</sup>							
	Hectors Per Capita 1990 <sup>2</sup>	RANK	# of Rare & Threatened Plant Taxa 1991 <sup>1</sup>	RANK	Agriculture	RANK	Services	RANK	Manufacturing	RANK	Industry	RANK
Haiti	0.14	15	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Honduras	0.35	49	48	38	2.9	33	2.5	24	3.7	28	3.3	33
Jamaica	0.11	8	8	14	1	10	1.1	1.2	2.5	21	2.6	27
Mexico	0.28	40	1,111	67	0.5	9	1.3	16	1.8	18	1.3	20
Nicaragua	0.33	47	72	45	-2.2	1	-1.7	2	-3.1	2	-1.7	5
Panama	0.24	36	344	64	2.1	19	1.6	17	-0.4	6	-5.7	1
ROCAP												
<b>SOUTH AMERICA</b>	<b>0.48</b>											
Argentina	1.11	77	157	54	1.5	15	0.1	6	N/A	N/A	-1.4	7
Bolivia	0.47	61	31	31	1.8	17	-0.1	5	-0.1	7	-0.8	9
Brazil	0.52	65	240	60	2.6	28	3.4	34	1.7	16	1.7	23
Chile	0.34	48	192	56	4.1	49	3.4	36	3.6	27	3.6	35
Colombia	0.16	20	316	63	3.2	38	3.1	29	3.4	26	4.8	46
Ecuador	0.25	38	121	52	4.4	51	2.1	20	-0.1	7	1.1	19
Guyana	0.62	70	68	43	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Paraguay	0.52	65	12	20	3.6	48	3.5	37	2.2	20	.2	13
Peru	0.17	22	353	65	2.2	20	-0.9	3	-0.7	5	-1.1	8
Uruguay	0.42	59	11	18	0.2	5	1.2	15	0.4	10	N/A	N/A
<b>ASIA</b>	<b>0.15</b>											

	CROPLAND				Growth Production - Average Annual Growth rate 1980 - 1991 <sup>1</sup>							
	Hectars Per Capita 1990 <sup>2</sup>	RANK	# of Rare & Threatened Plant Taxa 1991 <sup>1</sup>	RANK	Agriculture	RANK	Services	RANK	Manufacturing	RANK	Industry	RANK
Alghanistan	0.49	63	2	6	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bangladesh	0.08	4	6	12	2.7	30	5.6	47	2.9	23	4.9	47
Burma	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
India	0.20	29	1,349	69	3.2	38	6.7	53	6.7	40	6.3	49
Indonesia	0.12	12	N/A	N/A	3.1	35	6.8	54	12.3	45	5.9	48
Mongolia	0.63	72	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Nepal	0.14	15	21	27	4.9	53	N/A	N/A	N/A	N/A	N/A	N/A
Pakistan	0.17	22	8	14	4.2	50	6.6	51	7.8	42	7.5	51
Philippines	0.13	13	106	51	1.1	11	2.8	2.6	4	10	-0.5	11
Reg. Support for E. Asia												
Sri Lanka	0.11	8	209	59	2.3	22	4.6	4.2	6.3	38	4.7	44
Thailand	0.40	55	63	42	32.8	59	8	56	9.4	43	9.6	53
South Pacific												
USAEP												

	CROPLAND				Growth Production - Average Annual Growth rate 1980 - 1991 <sup>1</sup>							
	Hectors Per Capita 1990 <sup>2</sup>	RANK	# of Rare & Threatened Plant Taxa 1991 <sup>3</sup>	RANK	Agriculture	RANK	Services	RANK	Manufacturing	RANK	Industry	RANK
<b>NEAR EAST</b>												
Israel	0.09	5	39	36	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Jordan	0.11	8	13	22	8.1	58	-2.7	1	1.4	14	-0.2	13
<b>MERC</b>												
Near East Regional												
Oman	0.03	1	2	5	7.1	57	6	49	18.3	47	9.6	53
West Bank/Gaza Strip	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Yemen	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>EASTERN EUROPE</b>												
Poland	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

1. Average Annual Growth rate of Production (1980-91), a) Agriculture, b) Industry, c) Manufacturing, d) Services. Source: World Bank, World Tables 1993  
Debt Service As a Share of Exports (3-year average for 1990-92), Source: World Bank, Trends in Developing Economies, 1993
2. Cropland: Hectors Per Capita (1990), Source: World Resources, 1992-93. Oxford University Press: 1992. p. 274  
Average Annual Productivity Growth Rate (1981-97), a) Ag. Production/Ag. Worker, b) Crop Production/Hectare. Source: USDA, Economic Research Service, 1993
3. Rare and Threatened Plant Taxa (1991), World Resources, 1992-93. Oxford University Press: 1992. p. 306

	Infant Mortality Rate 1992 <sup>1</sup>	RANK	Under Five Mortality 1992 <sup>1</sup>	RANK	Total Population 1992 <sup>1</sup>	RANK	Population Growth Rate 1992 <sup>4</sup>	RANK	Growth of Merchandise Trade 1980-1991 <sup>3</sup>			
									Imports	RANK	Exports	RANK
<b>AFRICA</b>												
<b>AEPRP</b>												
<b>ARP</b>												
Angola	152	75	219	69	9945	44	3.63	74	N/A	N/A	N/A	N/A
Benin	101	51	166	56	4933	25	3.1	59	-0.2	23	11.3	53
Botswana	37.4	16	52.7	18	1316	9	2.92	49	N/A	N/A	N/A	N/A
Burkina Faso	104	55	154	49	9537	41	2.79	42	3.3	42	6.5	42
Burundi	108	57	179	59	5832	29	2.88	46	-0.01	24	8.6	50
Cameroon	65	33	126.3	41	12224	48	2.84	45	-1.5	17	11.5	54
Cape Verde	60	31	81	32	385	1	2.82	44	N/A	N/A	N/A	N/A
Central African Republic	135	70	195	66	3176	19	2.63	33	6.1	55	1.3	19
Chad	136	71	189	63	5876	30	2.64	35	N/A	N/A	N/A	N/A
Comoros	84	40	118	38	587	3	3.67	75	N/A	N/A	N/A	N/A
Congo	109	61	168	57	2373	14	3	50	-1.9	14	6.6	43
Cote d'Ivoire	94	47	134	44	12948	51	3.69	76	-2.3	10	4.5	30

	Infant Mortality Rate 1992 <sup>1</sup>	RANK	Under Five Mortality 1992 <sup>2</sup>	RANK	Total Population 1992 <sup>1</sup>	RANK	Population Growth Rate 1992 <sup>4</sup>	RANK	Growth of Merchandise Trade 1980-1991 <sup>3</sup>			
									Imports	RANK	Exports	RANK
Djibouti	113	63	186	61	468	2	3	50	N/A	N/A	N/A	N/A
Egypt	43.3	19	49.1	16	54863	69	2.2	23	-2.3	10	2.8	24
Eritrea	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Ethiopia	111	62	162	52	53114	68	3.04	57	3.3	42	1.9	21
Gambia	129	67	187	62	909	6	2.63	33	N/A	N/A	N/A	N/A
Ghana	103	54	170	58	15993	54	3.01	53	1.8	32	5.2	35
Guinea	144	73	228	72	6133	31	3.02	56	N/A	N/A	N/A	N/A
Guinea-Bissau	124	65	204	68	1008	7	2.13	22	3.6	47	-2.5	6
Kenya	74	37	105	35	25305	60	3.36	66	1	29	2.9	29
Lesotho	108	57	157	51	1839	12	2.48	30	N/A	N/A	N/A	N/A
Liberia	144	73	220	70	2761	17	3.3	63	N/A	N/A	N/A	N/A
Madagascar	93	45	163	54	12868	50	3.28	64	0.5	27	0.3	13
Malawi	142.7	72	241.4	73	10271	45	3.51	71	2.2	36	5.6	37
Mali	108	57	249	74	9847	43	3.16	61	3.5	46	6.7	44
Mauritius	21	9	25	9	1097	8	1.01	4	10.8	56	9.9	51
Morocco	57.4	30	76.2	29	26341	61	2.4	26	3.8	49	5.9	40
Mozambique	164	76	280	75	15064	53	2.64	35	N/A	N/A	N/A	N/A
Namibia	64	32	81	31	1539	10	3.17	62	N/A	N/A	N/A	N/A
Niger	123.1	64	318	77	8279	37	3.25	63	-3	9	1.8	20
Nigeria	87.2	41	192.4	65	115897	73	3.15	60	-14.3	1	1.2	18

	Infant Mortality Rate 1992 <sup>1</sup>	RANK	Under Five Mortality 1992 <sup>2</sup>	RANK	Total Population 1992 <sup>3</sup>	RANK	Population Growth Rate 1992 <sup>4</sup>	RANK	Growth of Merchandise Trade 1980-1991 <sup>5</sup>			
									Imports	RANK	Exports	RANK
Rwanda	131	68	222	71	7548	35	3.39	68	N/A	N/A	N/A	N/A
Sao Tome/Principe	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SARP												
Senegal	93	45	150	78	7751	36	2.71	41	3.4	44	5.6	37
Seychelles	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sierra Leone	203	77	359	78	4187	23	2.64	35	7.2	2	3	4
Somalia	126	66	164	55	9275	40	3.06	58	N/A	N/A	N/A	N/A
South Africa	48.3	23	62	23	39872	66	2.38	25	-4.4	5	0.9	16
Sudan	83	39	137	46	26706	62	2.79	42	-4	6	-1.2	9
Swaziland	98	49	136	45	792	4	5.67	38	N/A	N/A	N/A	N/A
Tanzania	99	50	162	52	27893	63	3.37	67	2.8	40	1.9	7
Tunisia	35	15	42	14	8407	38	2.1	17	1.5	31	5.6	37
Uganda	101.2	53	1804	60	18698	56	3.01	53	3.6	47	2.3	23
Zambia	108.3	60	151.9	64	8635	39	2.9	47	-1.8	15	3.2	3
Zimbabwe	52.7	26	75.1	28	10583	46	3.01	53	1	20	0.4	14
<b>CENTRAL AMERICA</b>												
Belize	N/A	N/A	N/A	N/A	0	0	0	N/A	N/A	N/A	N/A	N/A
Costa Rica	13	3	15	2	3191	20	2.4	26	3.4	44	4.6	31
Dominican Republic	43	18	59.5	19	7468	33	2	14	1.4	30	-1.5	8
El Salvador	55	27	75	27	5410	27	2.1	17	-3.7	7	-2.7	5

	Infant Mortality Rate 1992 <sup>1</sup>	RANK	Under Five Mortality 1992 <sup>2</sup>	RANK	Total Population 1992 <sup>1</sup>	RANK	Population Growth Rate 1992 <sup>4</sup>	RANK	Growth of Merchandise Trade 1980-1991 <sup>3</sup>			
									Imports	RANK	Exports	RANK
Guatemala	73.4	36	109.8	36	4767	42	2.9	47	-0.8	21	-0.7	10
Haiti	107	56	155	50	6764	32	2	14	-2.1	12	-4.7	1
Honduras	50	24	65	24	5470	28	3	50	-1.2	18	-0.7	10
Jamaica	12	2	15	2	2471	15	1	3	2	34	0.8	15
Mexico	30	12	36	12	881160	72	2.1	17	2.2	36	3.5	28
Nicaragua	74	37	104	34	3979	21	3.6	72	-1.2	18	-4.2	2
Panama	18	6	20	5	2514	16	1.9	12	-3.4	8	0	12
ROCAP												
SOUTH AMERICA												
Argentina	23	10	25	9	33099	64	1.2	5	-5.5	3	2.1	22
Bolivia	90	43	125	10	7532	34	2.4	26	0.2	25	4.5	30
Brazil	55	27	67	25	153978	76	1.6	8	0.8	28	4.3	29
Chile	18	6	20	5	13599	52	1.6	8	1.9	33	5.2	35
Colombia	16.7	5	23.1	8	33420	65	1.7	10	-1.7	16	12	55
Ecuador	44	20	60	20	11057	47	2.2	24	-2.1	12	4.8	32
Guyana	50	24	68	26	811	5	0.9	2	N/A	N/A	N/A	N/A
Paraguay	33.5	13	42.5	15	4523	24	2.7	39	5.8	54	12.2	56
Peru	55	27	78	30	22472	59	2	14	-4.7	4	1.1	17
Uruguay	20	8	22	7	3131	18	0.6	1	0.2	25	3.1	26
ASIA												

	Infant Mortality Rate 1992 <sup>1</sup>	RANK	Under Five Mortality 1992 <sup>1</sup>	RANK	Total Population 1992 <sup>1</sup>	RANK	Population Growth Rate 1992 <sup>4</sup>	RANK	Growth of Merchandise Trade 1980-1991 <sup>5</sup>			
									Imports	RANK	Exports	RANK
Afghanistan	206	78	307	76	19212	57	6.3	78	N/A	N/A	N/A	N/A
Bangladesh	101	51	133	43	119511	74	2.4	26	4.3	51	7.2	47
Burma	71	34	99	33	42714	67	2.1	17	N/A	N/A	N/A	N/A
East Asia-RSP												
India	89	42	124	39	880132	78	1.9	12	4.2	50	7.4	48
Indonesia	71	35	111	37	191161	77	1.8	11	2.6	38	4.5	30
Mongolia	46	21	61	21	2313	1332	2.6	32	N/A	N/A	N/A	N/A
Near East Regional												
Nepal	92	44	132	42	20592	58	2.5	31	4.9	52	8.1	49
Pakistan	96	48	138	47	124863	75	2.7	39	2.6	38	9.9	51
Philippines	47	22	61	21	65165	71	2.1	17	3	41	3.3	27
Reg. Support for E. Asia												
South Pacific												
Sri Lanka	16	4	19	4	17669	55	1.3	6	2.1	35	6.3	41
Thailand	29	11	35	11	56112	70	1.3	6	11.1	57	14.4	57
USAEP												
NEAR EAST												
Israel	9	1	10	1	5150	26	4.4	77	5.1	53	6.7	44
Jordan	32.8	13	38.8	13	4307	22	3.4	69	-0.8	21	6.9	46
MERC												

	Infant Mortality Rate 1992 <sup>1</sup>	RANK	Under Five Mortality 1992 <sup>2</sup>	RANK	Total Population 1992 <sup>3</sup>	RANK	Population Growth Rate 1992 <sup>4</sup>	RANK	Growth of Merchandise Trade 1980-1991 <sup>5</sup>			
									Imports	RANK	Exports	RANK
Near East Regional												
Oman	40	17	52	17	1643	11	3.6	72	N/A	N/A	N/A	N/A
West Bank/Gaza Strip												
Yemen	131	68	196	67	1256949	49	3.5	70	N/A	N/A	N/A	N/A
EASTERN EUROPE												
Poland	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

1. Infant Mortality Rate (1992), Source: Center For International Health Information, 1993
2. Under Five Mortality (1992), Source: Center for International Health Information, 1993
3. Total Population (1992), Source: United Nations World Population Prospects, 1993
4. Population Growth Rates (1992), Source: United Nations World Population Prospects, 1992
5. Average Annual Growth rate of Merchandise Trade (1980-91), a) Exports, b) Imports, Source: World Bank, World Tables, 1993