

ASSESSMENT OF USAID/CAMEROON PROGRAM MEASUREMENT SYSTEM

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Submitted to:

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I. INTRODUCTION AND BACKGROUND

MSI was asked to visit USAID/Cameroon from February 12-24, 1990, to assist the Mission on its program logical framework, strategic objectives, indicators, targets and benchmarks ("SOTBIs") as part of the 1990 Action Plan exercise and to offer guidance on data collection implications of the Action Plan.

The MSI consultant, Ms. Laura McPherson, had benefitted from discussions with other MSI staff who had participated in similar exercises in other Africa Bureau Missions, as well as from information provided by the staff of AFR/DP/PPE, conveyed during briefings in Washington, D.C.

The Scope of Work of the MSI consultancy required two products:

- A draft of Section II of the FY 90-92 Action Plan; and
- A short report on Data Implications of Section II, including identification of data sources for AP monitoring both within projects, and through special studies or other means.

The latter document was summarized in a brief section for Section III.B. of the Action Plan, which covers Tracking. An "Objective Tree" diagram was also prepared and left with the Mission (see page 4).

The Consultancy Process

The consultancy began with a meeting with the Program Officer, at which a draft outline of the Action Plan was discussed. Given a review of the AP guidance, it was decided to do a new AP outline. There were three meetings with senior Mission Staff. The first was to present handouts about the process and flip charts to set the stage. This meeting was held in the middle of week one. A second meeting was held to present the draft Objective Tree and Section I of the Action Plan draft, early in week two. A third meeting was held just before the consultant departed, to review the final draft of Section II. The Mission Director attended all three meetings and the Deputy Directors attended two. The PRO, ADO, PDO and several FSN's from Health, Training and Agriculture also participated extensively in all the meetings.

As little background preparation work had been completed by the Mission prior to this assignment, drafting of various sections of the Action Plan was undertaken during the consultancy. Therefore, the work on data sources to provide measures of progress on benchmarks and indicators--also done by the consultants--was of necessity somewhat abbreviated, given the short overall timeframe of the assignment. Various recommendations were made in the section on Data Implications for further Mission follow-up activities. The final determination of the values of objectively verifiable indicators of target achievement has, in several instances, been left for the mission to undertake. At least in agriculture, there is a commitment from the sectoral office to develop these specific measures to go with the agreed indicators, by designing adoption studies, for example.

Key Substantive and Methodological Issues

A major issue raised by Mission staff was the relevance of the SOTBI exercise to Non-Project Assistance, which represents more than half of the Mission's current portfolio. It was at least partially agreed through discussions with the consultants that project/NPA activities or "units" both required tracking and performance assessment against benchmarks.

A second issue raised had to do with whether or not the Mission itself should continue to hold semi-annual project/NPA implementation reviews, now that A.I.D./Washington has relaxed the requirement for semi-annual PIR reporting. In the view of the consultants, this kind of internal review is essential for the kind of cross-sectoral information sharing and recording that is appropriate for tracking performance at the project/NPA and also at the program level.

The matter of what is and is not genuinely within the "manageable interest" of the A.I.D. Mission was raised and discussed, in the context of anticipated difficulties likely to arise in implementation of the Structural Adjustment Program (SAP). It was concluded that achievement of the Strategic Objectives is contingent upon assumptions about the continuing efforts of the GRC and other donors.

A final issue revolves around the role of the Mission in monitoring implementation of regional projects both in Cameroon and in neighboring countries. To the extent that these serve to meet Bureau targets, the Mission is not in a position to establish reliable benchmark indicators, especially as these activities are likely to terminate in FY 90/91. Follow-on designs have not yet been determined. These are, therefore, listed as Targets of Opportunity at the Bureau level in Section II of the Action Plan.

II. STRATEGIC OBJECTIVES, TARGETS AND BENCHMARK INDICATORS

A. Cameroon Strategic Objectives, Targets and Benchmark Indicators

The Mission's Goal for the FY 1990-1994 period is to assist the GRC to return to a position of sustained, broad-based economic growth. As presented in the April 1989 CDSS, the key assumption is that the GRC will continue to expand the corrective actions begun in 1987, but that adjustments will be made slowly and unevenly. By 1993-94, assuming this "slow recovery" scenario, the majority of major economic indicators will be at similar levels to those during 1983-85.

Goal Impact, or Country Trend, Indicators to be monitored will include GDP, which should reach CFAF 3.9 trillion in 1985 equivalents by 1993-94, and the Balance of Payments, which should become positive in the same time period. In terms of social indicators, the Mission will monitor the Infant Mortality Rate (IMR), which should begin a downward trend back to 110 from its current estimated high of 115. Finally, the impact of liberalization and structural adjustment on the poor will be monitored with assistance from Cornell University; preliminary data suggest that a useful proxy indicator might be percent of total expenditures spent on food, which in 1983-84 ranged from 28

percent in Yaounde to 52 percent in rural areas. Given that the data also indicate that 20 percent of Cameroonian households are women-headed, all analyses will be gender-disaggregated.

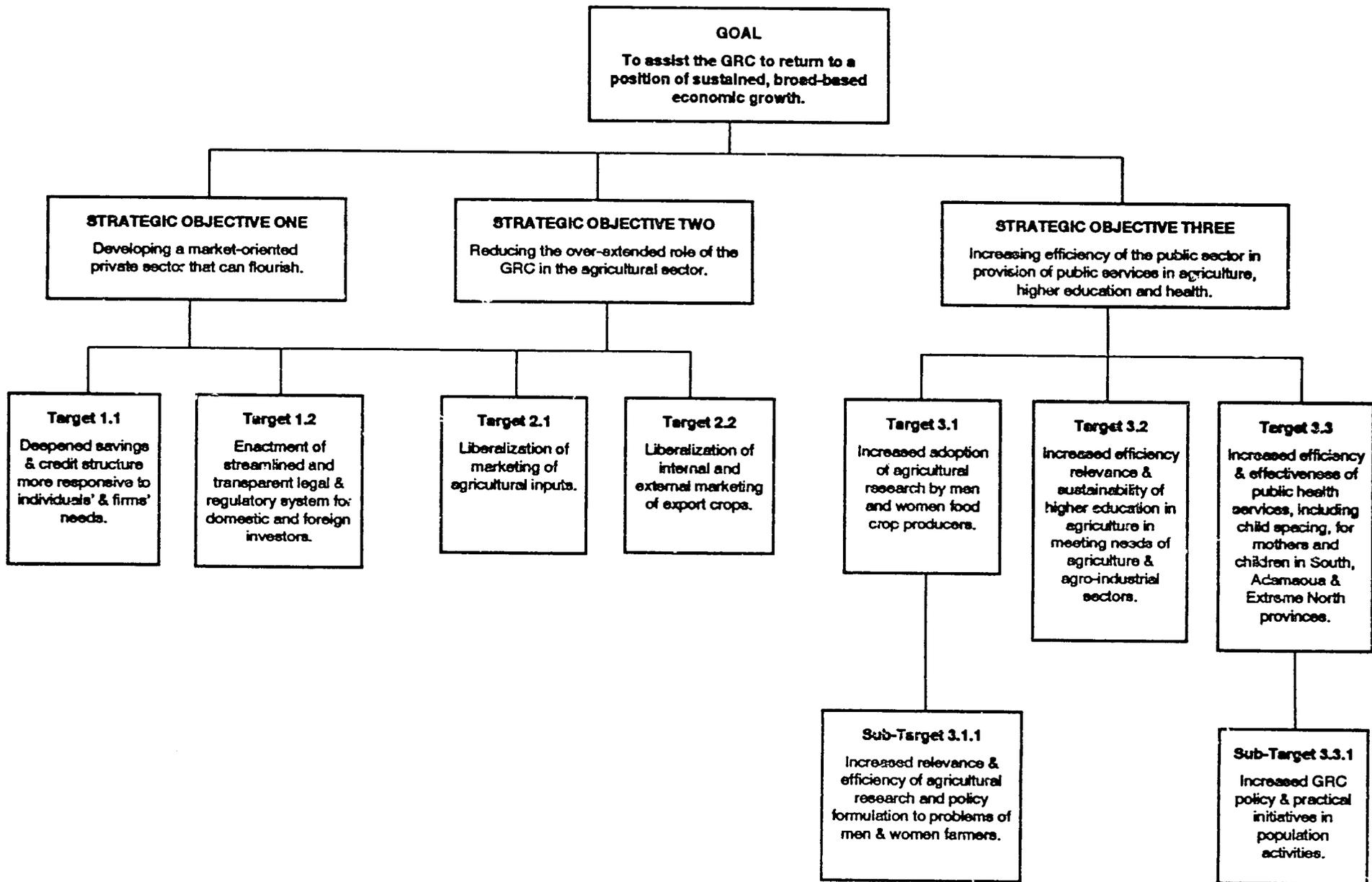
The program summarized in the following pages is carefully cast to respond to the assumed difficulties that will be encountered during the Structural Adjustment Program (SAP). While we have tried where possible to keep our Strategic Objectives and Targets within the A.I.D.'s "manageable interest," there are clearly numerous other actors--both Cameroonian and international--who will influence the direction the GRC will take. Achievement of Strategic Objectives is thus dependent on the assumed continued efforts of the GRC and other donors towards similar ends.

The Mission's Strategic Objectives for the FY 90-92 period are as follows:

1. Developing a market-oriented private sector that can flourish;
2. Reducing the over-extended role of the GRC in the agricultural section; and
3. Increasing efficiency of the public sector in provision of public services in agriculture, higher education and health.

Program Performance Indicators, Targets and Benchmark Indicators for each strategic objective are presented in the following pages. Targets of Opportunity follow. Annex 1 presents a listing of the source of information to be used to measure each of the indicators as well as the USAID/Cameroon office responsible for such measurement. The Program Measurement Objective Tree appears on the following page.

**USAID/CAMEROON
PROGRAM MEASUREMENT OBJECTIVE TREE**



Strategic Objective One

Developing a market-oriented sector that can flourish.

Program Performance Indicators

- Increased domestic and foreign investment in diversified export sector.
- Increased formal private sector employment and income.
- Procurement contracts for imported agriculture inputs are executed privately under competitive procedures: for fertilizer, throughout reporting period; for pesticides, beginning in 1993.
- Sales contracts for exported products executed privately under competitive procedures for arabica coffee in 1992 and for robusta coffee/cocoa in 1993.
- National Free Trade Zone Office self-supporting by 1995.

Key Mission efforts that will lead to achievement of this Strategic Objective are the Fertilizer Sub-Sector Reform Program (FSSRP, 631-0063), the Program for Reform of Agricultural Marketing (PRAMS), Credit Union Development II (CamCCUL, 631-0057) and its planned follow-up, and on-going policy dialogue and selected technical assistance for creation of the Free Trade Zone. The Agriculture Policy and Planning Project (CAPPS, 631-0059) will play an important role in provision of data and analyses to support Mission and GRC dialogue on inputs and marketing.

Target 1.1: Deepened savings and credit structure more responsive to individual's and firms' needs.

Benchmark Indicators

- Liberalized cooperative legislation enacted by 1992.
- Liberalized credit union legislation enacted by 1991.
- Payment of arrears results in recapitalization of coffee and cocoa cooperatives by 1992.
- Savings in CamCCUL and similar organizations is maintained at current levels in spite of banking crisis (i.e., does not drop below CFAF 10 billion).

- Number of women members of CamCCUL increases from estimated 10-15% in 1989 to documented 20-25% in 1991.

Target 1.2: Enactment of streamlined and transparent legal and regulatory system for domestic and foreign investors.

Benchmark Indicators

- Enactment of revised Investment Code by 1992.
 - Liberalization of legal/regulatory system based on analytic studies to be undertaken.
 - Cameroon Free Trade Zone (FTZ) regime established and maintained throughout reporting period.
 - FTZ developer(s) and initial investors identified by 1992.
-

Strategic Objective Two

Reducing the over-extended role of
the GRC in the agricultural sector.

Program Performance Indicators

- Percent of fertilizer imported by public sector remains at 0% throughout reporting period (excluding EEC CIP for SODECOTON and SEMRY).
- Percent of pesticides imported by public sector decreases to 0% by 1995.
- Public sector subsidy for imported fertilizer at zero in 1990 and maintained throughout reporting period, (down from 22% of total delivered cost in 1989).
- Public sector subsidy for imported fertilizer at zero in 1990 and maintained throughout reporting period, (down from 22% of total delivered cost in 1989).
- Public sector subsidy for pesticides at zero in 1995.
- Percent of world price received by coffee producers increases, from approximately 50% in 1980-87 period to not greater than world price in 1995.

Key Mission efforts to achieve this Strategic Objective are essentially the same as those for Objective One: FSSRP, PRAMS, CamCCUL and the FTZ, supported by data and policy analyses from CAPPS.

Note: The Benchmark Indicators that follow are considered qualitative and will be assessed in terms of the extent a liberalization mode is implemented. Liberalization mode is defined as the removal of economic constraints and the freeing up of rules and regulations that impinge upon marketing activities.

Target 2.1: Liberalization of marketing of agricultural inputs.

Benchmark Indicators

- Liberalization mode for fertilizer import and distribution maintained throughout reporting period.
- Feasibility/design studies and policy dialogue undertaken on liberalization of pesticide import and distribution.

Target 2.2: Liberalization of internal and external marketing and export crops.

Benchmark Indicators

- Liberalization mode for arabica coffee purchases and exports established by 1992 harvest and maintained throughout reporting period.
- Liberalization mode for robusta coffee and cocoa purchases and exports established by 1994 harvest.

Strategic Objective Three

Increasing efficiency of the public sector in provision of public services in agriculture, higher education and health.

Program Performance

- Annual value of farm production attributable to IRA research at least equal to annual recurrent cost of research, measured by commodity program, by 1995.
- 1995 UCD Student Profile, Graduate and Tracer Studies demonstrate greater public and private sector employer satisfaction with UCD graduates as measured against 1988/89 baseline, at no significant increase in cost.

- ____ % of population of Adamaoua, South and Extreme North provinces receiving full five services in primary health care from GRC centers on sustainable basis by 1995 (as compared to less than 10% in 1989).

Mission efforts to achieve Strategic Objective Three are centered in our "core" program. The two agricultural research projects--National Cereals Research & Extension II (NCRE, 631-0052) and Tropical Root & Tuber Research (ROTREP, 631-0058) form the main vehicle for support of policy dialogue and action on agricultural research. The Agricultural Education Project (UCD, 631-0031) forms the basis for policy dialogue and actin in higher education. The Maternal-Child Health/Child Survival (MCH/CS, 631-0056) active in Adamaoua and South Provinces, and a planned FY 90 start with the PVOs CARE International and Save the Children - U.S.A. in the Extreme north sub-province provides the entry and leverage for improvements in primary health care. The Family Health Initiatives Project (FHI, 631-) provides entry for dialogue and support to the GRC for population issues.

Target 3.1: Increased adoption of agricultural research results by men and women food producers.

Benchmark Indicator

- Increased farmer adoption of improved varieties in respective commodity program area of maize from estimated 46% in 1989 to ____% in 19__; cocayams from ____% in 19__ to ____% in 19__; cassava from ____% in 19__ to ____% in 19__; and cowpeas from ____% in 19__ to ____% in 19__; data on adoption rates to be gender disaggregated.

Sub-Target 3.1.1: Increased relevance and efficiency of agricultural research and policy formulation to problems of men and women farmers.

Benchmark Indicators

- IRA improved budgeting system coupled to management information system enables researchers to compare research costs to research outputs for major commodity programs by 1992.
- IRA research criteria that are responsive to men and women farmers' needs, as represented in TLU reports or other sources, are included in 1992 IRA Annual Plans.
- IRA commodity research programs have incorporated natural resource management criteria (e.g., soil and water management, agroforestry) among factors for selection and testing of new varieties/cultural practices in 1991/92 Annual Plans.
- Real time (annual) National Agricultural Survey preliminary results, based on revised methodology, for 1990/91 crop year available to potential users during first six months of 1992 crop year.

Target 3.2: Increased efficiency, relevance and sustainability of higher education in agriculture in meeting needs of agriculture and agro-industrial sectors.

Benchmark Indicators

- UCD faculty time allocation moves from primarily teaching in 1989 to approximately 25% Research (including policy research), 25% Contracts and Grant (including Professional Development Center outreach) and 50% teaching by 1992, as measured in full-time equivalents.
- 50% of Contracts and Grants funding, 25% of Research funding and 10% student fees are externally funded by 1992.
- GRC legislation permits at least 50% retention by research and education institutions of fees, grants, awards and contracts by 1992.
- UCD Students undertaking 50% more field and practical work under new curriculum in 1992 than in 1989.
- Research and Outreach programs maintain client group which includes more than 50% women participants throughout reporting period; ___% of income degree program students are women in 1992 as compared to ___% in 1989 (as compared to 18% of the general university population in 1986/87).
- Faculty policy analysis capability improved as demonstrated through increase in non-UCD demand for and UCD completion of same.

Target 3.3: Increased efficiency and effectiveness of public health services, including child spacing, for mothers and children in South, Adamaoua and Extreme North provinces.

Benchmark Indicators

- by 1992, 20% of GRC health centers in South and Adamaoua Provinces and 10% in Extreme North sub-province providing five essential services to at-risk-populations: immunization against vaccine preventable disease, ORT, growth monitoring, nutrition counseling, and child spacing (up from 0% in 1989).
- By 1992, immunization coverage rates in South and Adamaoua Provinces and Extreme North sub-province of at-risk mothers and children against vaccine preventable disease increases.
- By 1992, the following percentages of health centers/province will be providing basic pharmaceuticals on self-financing basis through community-operated pharmacies: 20% in Adamaoua and 10% each in South and Extreme North.

Sub-Target 3.3.1: Increased GRC policy and practical initiatives in population activities.

Benchmark Indicator

- GRC issues Population Policy Medium-Term Action Plan, as elaborated in Social Dimensions of Adjustment Program, by 1992, including establishment of base and targets for Contraceptive Prevalence Rate (CPR).

Targets of Opportunity

Target 4.1: Increase preventative education and protective behavior for population most at-risk to AIDS.

Benchmark Indicator

- Condom sales increase from 731,000 units in 1989 (initial 3 months of sales) to 8,772,000 units in 1992.

Target 4.2: The size and skills of the non-agricultural skilled labor force should increase on a sustainable basis through the efforts of Cameroon Opportunities Industrial Congress (COIC), a local NGO.

Benchmark Indicator

- 25% of COIN annual operating expenses are non-A.I.D., non-OICI, by 1992, as compared to 5% in 1989, with approximately the same level of enrollment.

Target 4.3: Management plan for utilization and protection of unique biodiversity of Korup National Park developed and adopted by GRC.

Benchmark Indicator

- Inventory of forest resources 60% complete by 1992.

B. AFR Targets of Opportunity

USAID/Cameroon is responsible for monitoring the following Bureau-level Targets of Opportunity through the AP period. Current funding modes for all of these activities are scheduled to terminate in FY 90/91, although it is likely that all will be extended in some form. Given the current fluid state of design of follow-ons, it has not been possible to establish reliable benchmark indicators beyond "design follow-on activity."

- **Sub-Sahara Regional:** Regional facility for mapping, monitoring, researching and controlling schistosomiasis throughout Sub-Saharan Africa be established in Cameroon and alternate funding sources become available to ensure sustainability of identified activities. (Health Constraints to Rural Production, formerly 698-0408.1, now 631-0067, implemented through Tulane University.)

- **Central African Republic:** Increased efficiency of food marketing and distribution in selected rural areas. (Rural Enterprise Development, 676-0017, implemented by Africare.)
- **Central African Republic:** Reduce childhood morbidity and mortality through control programs for diseases relevant to the expanded program for immunization (EPI), for malaria and diarrheal diseases. (Cooperative Development Phase II, 653-003, implemented by CLUSA.)

III. DATA IMPLICATIONS OF USAID/CAMEROON'S FY 90-92 ACTION PLAN

A. Information & Reporting Context

USAID/Cameroon has undergone a difficult and staff-intensive period in the last 12 months, from preparation of a new CDSS to preparation of a new Action Plan. The Strategic Objectives elaborated in the CDSS, and refined in the AP, represent a shift in program emphasis from a "classical" AFR program, heavy on agriculture but including higher education, primary health care, and population, to a "new look" DFA program, which retains elements of the former but puts approximately 50% of funding and staff resources into policy reform in support of Cameroon's SAP. Although several staff members have made much of the difference between "Projects" and "Non-Project Assistance" modes, in fact they both represent allocations of A.I.D. funds (all DFA), provision of technical assistance, and staff management time. Both types also require adequate information for project/NPA internal management decision-making and for external reporting, primarily to A.I.D./W.

Each project/NPA instrument has its own information system, with communication between implementing agencies (contractors and counterparts) and Mission Project Officers undertaken through formal, usually quarterly, substantive and financial reports, and informal means (meetings, site visits, social engagements). Through these channels, special problems or issues are identified which are resolved through special studies, higher-level meetings or exchanges of letters, project evaluations, etc.

This project/NPA-specific information system is periodically synthesized by individual Project Officers/Office Chiefs into what has become the standard A.I.D. reporting format, the SemiAnnual Project Implementation Review (PIR). PIR's are prepared each April and October for the preceding 6 months, are reviewed at the Mission level, assembled under a PIR Cover Memo, and forwarded to Washington. AFR/W then reviews the Mission submission, and provides cabled comments. The comments usually contain some useful and some extraneous information.

AFR also instituted its first Action Plan exercise 2-3 years ago, and USAID/Cameroon prepared its first AP in April 1988, for the FY 88-90 period. The AP was the first instrument through which AFR attempted to get program level, as opposed to project/NPA level, reporting. Since the first round of AP's, AFR/DP and others have substantially refined the AP process to respond to the emphasis in the DFA on performance reporting, i.e., results and people-

level impact. USAID/Cameroon's FY 1990-92 AP responds to the new requirements.

At the same time, AFR is also reassessing its requirements for information at the project/NPA and the program levels. A preliminary cable in January requested that Missions comment on the proposed new plan. The plan essentially says that PIR's or project/NPA reporting would be left to the discretion of the Mission, and that a new report, an annual Assessment of Program Impact, or API, would form the basis for the DFA performance requirements. The API would report on progress towards Strategic Objectives, Targets and Benchmark Indicators presented in a proposed new hybrid document, the Country Strategic Plan Statement (CSPS), which would replace both the CDSS and the AP and be produced every 5 years. This new system is tentative and has not yet been instituted. The following comments on data implications and reporting are based on the following assumptions:

1. Because of its cross-sectoral Strategic Objectives and interrelated Targets, the Mission must improve its inter-office communications. It is strongly recommended that this be done by building upon the existing PIR process, whether A.I.D./W continues to require it or not. The term "PIR process" is meant to include the process by which the Project/NPA Officer gathers necessary data, data are reviewed at the Office level, reviewed again at the Project Committee/Senior Staff level, and project/NPA future actions are influenced by this review. It is not meant to refer to a static document that is hastily filled out, not reviewed, and sent off to A.I.D./W because it's required.
2. There will be a continuing requirement for at least an annual review of progress on attaining Strategic Objectives, Targets, and Benchmark Indicators, whether through the PIR Cover Memo, which is the current venue, or through the proposed new API. The Mission thus needs to incorporate these data needs into a systematic collection and synthesis process. It is recommended that the reinvigorated PIR process be used as one step in this system.
3. Whether or not the CDSS and AP are combined is unlikely to affect USAID/Cameroon for 2-3 years at most, in that it has a recent (April 1989) CDSS and a new (April 1990) Action Plan.

In summary, AFR has indicated that it requires less information on the project/NPA level and more information on the program performance level. The Mission, however, needs roughly the same amount of information to manage its project/NPA portfolio, to improve its internal communication of that information, and to provide A.I.D./W with the "new" program level report. Section II proposes how this can be accomplished without adding an undue burden on staff.

B. Summary Proposed System for Meeting Information Requirements

The attachment to this short report provides a listing of all Indicators (Goal, Program Performance, Benchmark) in the February 23, 1990 draft of Section II of the FY 90-92 Action Plan. In the attachment, "result to monitor" refers to the Strategic Objective or Target, with relevant

indicators. "Source" refers to the most likely source of information, generally unspecified project/NPA reports. "Venue" refers to the first place that the information should be reported at the Mission level, generally the PIR for projects/NPA, and the API (or Cover Memo) for Goal indicators. "Action" refers to the office in USAID/Cameroon that is responsible for tracking indicator progress.

It is strongly recommended that this list be provided to each Office Chief, and that he reassign responsibility for indicators assigned to his division to specific staff. Each Office Chief should then work with the staff member to further define which types and at what periodicity information on the benchmark indicator will be available. Contractor/counterpart quarterly reports are a key means of gaining the information, but the Project Officer must inform the contractor/counterpart that it is to be tracked. In those cases noted "consultant study" or "special study," the Office Chief must work with Project Officers/Contractors/Counterparts to ensure that such a study or report is planned, executed, and read.

It is further recommended that each Project Officer or person who completes a PIR add those indicators which are related to his/her project/NPA mode (as listed in the attachment) to the reporting requirements under Section D. of the PIR (Progress towards meeting EOPS). The work that each Office has thus done in planning for monitoring the indicators will thus be formally captured and scrutinized each six months during the PIR review process. At this time, senior staff will be able to note similarities in problems and possibly identify common areas of investigation.

It is also recommended that for those activities that are mentioned in the AP but are currently "out of the loop" of PIR reporting--FTZ, FIAS, HIV-AIDS, etc.--the Mission institute use of a short (one page) "Small Project PIR" which summarizes achievements during the period, critical actions in next 180 days, and achievements towards program indicators (benchmarks, PPI '5). A lot of exciting things are happening through these efforts which deserve a little more PR.

It is recognized that the Director and Deputy Director are extremely busy, and it is thus recommended that they be prepared to delegate chairing PIR Reviews to selected Senior Staff (PRM, PDE, CON, RCO) when the need arises. The emphasis is on increasing inter-Mission communication on critical actions at the project/NPA and program level, and these Reviews are the formal venue for it to take place. The standard information system will thus consist of the following:

- Semi-Annual Project/NPA Implementation Reviews: The PIR process should be maintained and strengthened as an internal management tool. Selected activities which are non-projectized and currently "out of the loop," such as the Free Trade Zone and FIAS efforts, should be reported through Small Project Summaries (one page) as should centrally-funded activities which are considered Targets of Opportunity (e.g. HIV-AIDS, Korup National Park). For all major projects/NPA, Section E. of the current form, "Progress in Meeting End of Project Objectives," should be expanded to include a statement as to progress in meeting relevant Benchmark Indicators and/or

Targets. Senior Mission staff will review the PIRs with relevant staff to offer management and programmatic advice and discuss corrective actions as necessary. Program elements which need further investigation should be identified through these reviews.

- Assessment of Program Impact: The new proposed API or the old PIR Cover Memo will be used to codify information on achievement of Benchmark Indicators into a program-level reporting format each October. It is estimated that information provided in the March and September PIR's, as expanded to include Benchmark Indicators, will provide the basis for approximately 80 percent of information required for the API/Cover Memo report. The other 20 percent should be accessed through liaison with other donors, chiefly IBRD/IMF, and selected Special Studies. Until the API (or a similar new program-level report) is instituted, the Mission should use its Program Log Frame as the basis for the PIR Overview Memo submitted to AFR/W.
- Special Studies: As stated above, the periodic PIR preparation and review process is intended to identify specific areas (sector/target specific and/or crosscutting) which need further investigation. At this time, the Mission has identified one cross-cutting study, on the Legal and Regulatory Obstacles to and Requirements for Cost-Recovery by GRC Entities (i.e., UCD and Health Centers) which will be initiated in the coming months. Several sector-specific studies should be developed within on-going project/NPA management modes, i.e. farmer adoption rates, pesticide feasibility issues. 

Monitoring of critical assumptions, notably the GRC's adherence (or lack thereof) to the structural adjustment program, should be undertaken by Mission Economist and other senior staff, and discussed in the annual API. The project/NPA Evaluation Plan as presented in the FY 91 ABS remains valid and should be implemented. It is strongly recommended, however, that future evaluation Scopes of Work include emphasis on collecting data on achievement of Benchmark and Program Performance Indicators, and on assessing the contribution of the project to the overall Mission program as expressed in the CDSS and Action Plan. As demonstrated by the several gender-disaggregated Benchmark Indicators in Section II., the Mission needs to improve its reporting on participation by gender in the activities and benefits of its program. As discussed, there appear to be many areas where there is substantial and positive women's participation; Project Officers and Contractor/Counterpart staff simply need to be told (and told again) to count better. That is, "25 staff trained" should be reported as "25 staff (including 6 women) trained," etc. Project/NPA managers should be instructed to improve gender-disaggregated reporting through the enhanced PIR review process and in special studies commissioned within their sectors. These needs should be communicated formally to contract Chiefs of Party and/or counterparts. It is finally recommended that, as instructed by A.I.D./W, the Mission prepare a revised WID Action Plan (WAP) which details the types of reporting and efforts that will be made in this regard.

ANNEX 1

INFORMATION SOURCES LINKED WITH OBJECTIVE AND INDICATORS

ANNEX 1

<u>Result</u>	<u>Source</u>	<u>Venue</u>	<u>Action</u>
<u>Goal</u>			
To assist the GRC to return to a position of sustained, broad-based economic growth.			
<u>Goal Impact, or Country Trend, Indicators</u>			
- GDP at CFAF 3.9 trillion in 1985 equivalents	IMF/IBRD	API only	EAPR
- Balance of Payments positive	IMF/IBRD	API only	EAPR
- IMR 110	WHO	API only	EHRD
- % household expenditures on food does not exceed 55 %	Cornell	API only	PRM/PDE
<u>Strategic Objective One</u>			
Developing a market-oriented private sector that can flourish.			
<u>S.O. #1 Program Performance Indicators</u>			
o Increased domestic and foreign investment in diversified export sector.	IMF/IBRD	API only	EAPR
o Increased formal private sector employment and income.	IMF/IBRD & NPA monitoring	API only	EAPR
o Procurement contracts for imported agriculture inputs are executed privately under competitive procedures: for fertilizer, throughout reporting period; for pesticides, beginning in 1993.	FSSRP & PRAMS reports	FSSRP & PRAMS PIR	EAPR
o Sales contracts for exported products executed privately under competitive procedures for arabica coffee in 1992 and for robusta coffee/cocoa in 1993.	PRAMS reports	PRAMS PIR	EAPR
o National Free Trade Zone Office self-supporting by 1995.	FTZ annual reports	Small Proj. PIR	EAPR

<u>Results to Monitor</u>	<u>Source</u>	<u>Venue</u>	<u>Action</u>
Target 1.1: Deepened savings and credit structure more responsive to individuals' and firms' needs.			
<u>Benchmark Indicators</u>			
o Liberalized cooperative legislation enacted by 1992.	GRC law	PRAMS PIR	EAPR with ARD
o Liberalized credit union legislation enacted by 1991.	GRC law	CamCCUL PIR	ARD
o Payment of arrears results in recapitalization of coffee and cocoa cooperatives by 1992.	Coop. records	PRAMS PIR	EAPR
o Savings in CamCCUL and similar organizations is maintained at current levels in spite of banking crisis (i.e., does not drop below CFAF 10 billion).	CamCCUL records	CamCCUL PIR	ARD
o Number of women members of CamCCUL increases from estimated 10-15% in 1989 to documented 20-25% 1991.	CamCCUL records	CamCCUL PIR	ARD
Target 1.2: Enactment of streamlined and transparent legal and regulatory system for domestic and foreign investors.			
<u>Benchmark Indicators</u>			
o Enactment of revised Investment Code by 1992.	GRC Law	API	EAPR
o Liberalization of legal/regulatory system based on analytic studies to be undertaken.	GRC Law	API	EAPR
o Cameroon Free Trade Zone (FTZ) regime established and maintained throughout reporting period.	GRC Law & EAPR moni- toring	Small Proj. PIR	EAPR
o FTZ developer(s) and initial investors identified by 1992.	FTZ Office records	Small Proj. PIR	EAPR

<u>Results to Monitor</u>	<u>Source</u>	<u>Venue</u>	<u>Action</u>
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Strategic Object Two:

Reducing the over-extended role of the GRC in the agricultural sector.

S.O. #2 Program Performance Indicators

o Percent of fertilizer imported by public sector remains at 0 % throughout reporting period (excluding EEC CIP for SODECOTON and SEMRY).	FSSRP reports	FSSRP PIR	EAPR
o Percent of pesticides imported by public sector decreases to 0 % by 1995.	PRAMS reports	PRAMS PIR	EAPR
o Public sector subsidy for imported fertilizer at 0 in 1990 and maintained throughout reporting period, (down from 22% of total delivered cost in 1989).	FSSRP reports	FSSRP PIR	EAPR
o Public sector subsidy for pesticides at 0 in 1995.	PRAMS reports	PRAMS PIR	EAPR
o Reduction in marketing margin in fertilizer through competition.	EAPR analyses	API	EAPR
o Percent of world price received by coffee producers increases, from approximately 50 % in 1980-87 period to not greater than world price in 1995.	PRAMS reports	API	EAPR

Target 2.1: Liberalization of marketing of agricultural inputs.

Benchmark Indicators

o Liberalization mode for fertilizer import and distribution maintained throughout reporting period.	EAPR analysis	API	EAPR
o Feasibility/design studies and policy dialogue undertaken on liberalization of pesticide import and distribution.	TBD	PRAMS PIR	EAPR & ARD

Results to MonitorSourceVenueAction

Target 2.2: Liberalization of internal and external marketing of export crops.

Benchmark Indicators

o Liberalization mode for arabica coffee purchase and export established by 1992 harvest and maintained throughout reporting period.

PRAMS reports

PRAMS PIR

EAPR

o Liberalization mode for robusta coffee and cocoa purchase and export established by 1994 harvest.

PRAMS reports

PRAMS PIR

EAPR

<u>Results to Monitor</u>	<u>Source</u>	<u>Venue</u>	<u>Action</u>
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Strategic Objective Three:

Increasing efficiency of the public sector in provision of public services in agriculture, higher education and health.

S.O. #3 Program Performance Indicators:

o Annual value of farm production attributable to IRA research at least equal to annual recurrent cost of research, measured by commodity program, by 1995.	IRA records & consultant assistance	API	ARD
o 1995 UCD Student Profile, Graduate and Tracer Studies demonstrate greater level of public and private sector employer satisfaction with UCD graduates as measured against 1988/89 baseline, at no significant increase in cost.	UCD Faculty & TA repeat studies	UCD PIR	EHRD
o ___ % of population of Adamaoua, South and Extreme North provinces receiving full five services in primary health care from GRC centers on sustainable basis (as compared to less than 10% in 1989).	MCH Project reports & CARE/SCF reports	MCH PIR, CARE/SCF Small Proj. PIR	EHRD

Target 3.1: Increased adoption of agricultural research results by men and women food crop producers.

Benchmark Indicator

o Increased farmer adoption, by gender, of improved varieties in respective commodity program areas of maize (from estimated 46% in 1989 to ___ % in 19__); cocoyams (from ___% in 19__ to ___% in 19__); cassava (from (___% in 19__ to ___% in 19__); and cowpeas (from ___% in 19__ to ___% in 19__).	IRA studies sponsored and/or undertaken by TLU or by collaborators	NCRE, ROTREP, Cowpeas PIRs	ARD
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Results to Monitor
Action

Source

Venue

Sub-Target 3.1.1: Increased relevance and efficiency of agricultural research and policy formulation to problems of men and women farmers.

Benchmark Indicators

o IRA improved budgeting system coupled to management information system enables researchers to compare research costs to research outputs for major commodity programs by 1992.	IRA financial reports; NCRE/IITA quarterly reports	NCRE PIR, possible special reports	ARD
o IRA research criteria that are responsive to men and women farmers' needs, as represented in TLU reports or other sources, are included in 1992 IRA Annual Plans.	IRA Plans	NCRE PIR	ARD
o IRA commodity research programs have incorporated natural resource management criteria (e.g. soil and water management, agroforestry) among factors for selection and testing of new varieties/cultural practices in 1991/92 Annual Plans.	IRA Plans	NCRE PIR	ARD
o Real time (annual) National Agricultural Survey preliminary results, based on revised methodology, for 1990/91 crop year available to potential users during first six months of 1992 crop year.	Survey Results	CAPPS PIR	ARD

Target 3.2: Increased efficiency, relevance and sustainability of higher education in agriculture in meeting needs of agriculture and agro-industrial sectors.

Benchmark Indicators

o UCD faculty time allocation moves from primarily teaching in 1989 to approximately 25% Research (including policy research), 25% Contracts and Grants (including Professional Development Centers outreach) and 50% teaching by 1992, as measured in full-time equivalents.	UCD Annual Report (& possible special study)	UCD PIR	EHRD
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<u>Results to Monitor</u>	<u>Source</u>	<u>Venue</u>	<u>Action</u>
o 50% of Contracts and Grants funding, 25% of Research funding and 10% student fees are externally funded by 1992.	UCD Financial Reports	UCD PIR	EHRD
o GRC legislation permits at least 50 % retention by research and educational institutions of fees, grants, awards and contracts by 1992.	GRC Law	Consultant report; UCD PIR	EHRD
o UCD students undertaking 50% more field and practical work under new curriculum in 1992 than in 1989.	UCD reports	UCD PIR	EHRD
o Research and Outreach programs maintain client group which is 75 % women throughout reporting period; ___% of incoming degree program students are women in 1992 as compared to ___% in 1989 (as compared to 18 % of the general university population in 1987).	Specific program reporting at UCD	UCD PIR	EHRD
o Faculty policy analysis capability improved as demonstrated through increase in non-UCD demand for and UCD completion of same.	UCD reports	UCD PIR	EHRD

Target 3.3: Increased efficiency and effectiveness of public health services, including child spacing, for mothers and children in South, Adamaoua and Extreme North provinces.

Benchmark Indicators

o By 1992, 20 % of GRC health centers in South and Adamaoua Provinces and ___ % in Extreme North sub-province providing five essential services to at-risk populations: immunization against vaccine preventable disease, ORT, growth monitoring, nutrition counseling, and child spacing (up from 0 % in 1989).	Harvard/Drew & CARE/SCF reports	MCH/CS PIR & Extr. North Small Proj. PIR	EHRD
o By 1992, coverage rates in South and Adamaoua Provinces of at-risk mothers and children for immunization against vaccine preventable disease increase, use of ORT, and malaria presumptive and chemoprophylaxis increased.	Harvard/Drew & MOH reports	MCH/CS PIR	EHRD

<u>Results to Monitor</u>	<u>Source</u>	<u>Venue</u>	<u>Action</u>
o By 1992, at least ___% of GRC health centers in South and Adamaoua Provinces and ___% in Extreme North sub-province providing basic pharmaceuticals on self-financing basis through community-operated propharmacies.	Harvard/ Drew & CARE/SCF reports	MCH/CS PIR & Extr. North Small Proj. PIR	EHRD

Sub-Target 3.3.1: Increased GRC policy and practical initiatives in population activities.

Benchmark Indicator

o GRC issues Population Policy Medium-Term Action Plan, as elaborated in Social Dimensions of Adjustment Program, by 1992, including establishment of base and targets for Contraceptive Prevalence Rate (CPR).	GRC SDA Office	FHI PIR	EHRD
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Targets of Opportunity

Target 4.1 Increase preventive education and protective behaviors for population most at-risk to AIDS.

Benchmark Indicator

o Condom sales increase from _____ units in 1990 to _____ units in 1992.	CRS Program reports	FHI PIR	EHRD
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Target 4.2 Increased quantity and quality of non-agricultural skilled labor force on a sustainable basis through Cameroon Opportunities Industrial Congress (COIC), a local NGO.

Benchmark Indicators

o 25% of COIC annual operating expenses are non-A.I.D., non-OICI, by 1992, as compared to 5% in 1989, with approximately the same level of enrollment.	COIC quarterly reports	COIC PIR	EHRD
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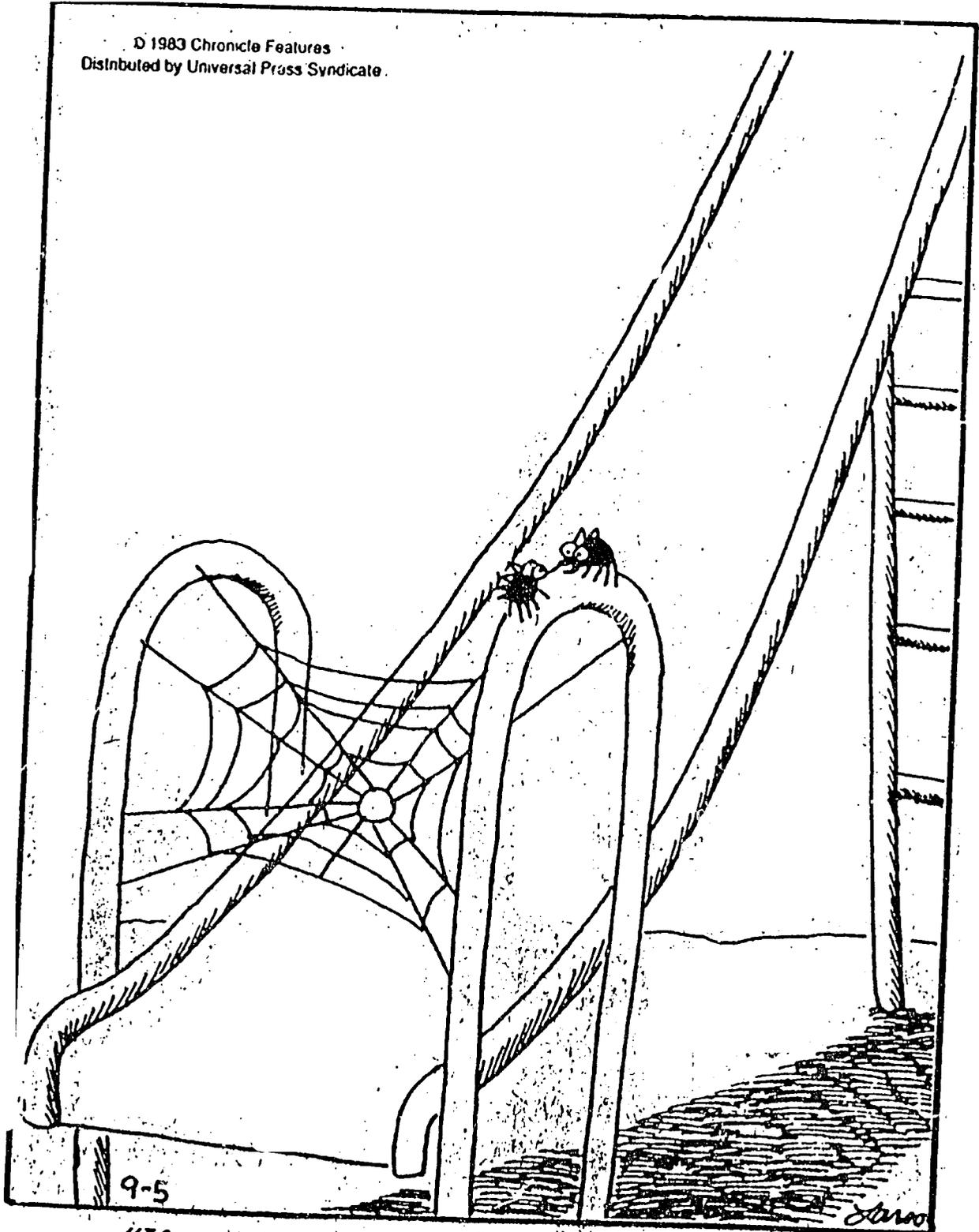
<u>Results to Monitor</u>	<u>Source</u>	<u>Venue</u>	<u>Action</u>
Target 4.3 Management plan for utilization yet protection of unique biodiversity of Korup National Park developed and adopted by GRC.			
<u>Benchmark Indicator</u>			
o Inventory of forest resources 60 percent complete by 1992.	Contractor Reports	Korup Small Proj. PIR	ARD
B. AFR Targets of Opportunity			
o <u>Sub-Sahara Regional</u> : Regional facility for mapping, monitoring, research and control of schistosomiasis throughout Sub-Saharan Africa established in Cameroon and alternate funding sources to ensure sustainable activities identified. (Health Constraints to Rural Production, formerly 698-0408.1, now 631-0067, implemented through Tulane University)	Tulane Reports	Health Constraints PIR	EHRD
o <u>Central African Republic</u> : Increased efficiency of food marketing and distribution in selected rural areas. (Rural Enterprise Development, 676-0017, implemented by Africare)	Africare reports	Rural Enterprise PIR	ARD
o <u>Central African Republic</u> : Reduce childhood morbidity and mortality through control programs for diseases relevant to the expanded program for immunization (EPI), to malaria and to diarrheal diseases. (Combatting Childhood Communicable Diseases, 698-0421.76, implemented by U.S. Centers for Disease Control)	CDC reports	CCCD PIR	EHRD
o <u>Equatorial Guinea</u> : Improve agricultural production and marketing through development of a structure for sustainable cooperative services. (Cooperative Development Phase II, 653-0003, implemented by CLUSA)	CLUSA reports	CLUSA PIR	ARD

**CONTEXT/BACKGROUND:
ASSESSMENT OF PROGRAM IMPACT**

- **Assesses [measures] the impact of the AID country program in relation to performance indicators agreed to in a CPSP or Action Plan**
- **Yearly Mission reporting requirement [due October 31]**
- **Replaces the PIR overview statement**
- **Consistent with other Bureau decentralization efforts [e.g., elimination of formal AID/W review of semi-annual implementation reports]**
- **Collaborative, consultative and iterative process between AID/W and field missions**
- **This is a test/pilot year and should be seen as self-critique for Missions, not AID/W**
- **Clear implication to strengthen Mission Monitoring, Evaluation and Reporting [MER] systems**
- **Initial variability with regard to quality not only accepted but expected**
- **No single API, especially in early years, will stand on its own**
- **Will highlight the tension between IMPACT, OBJECTIVES and MANAGEABLE INTEREST**
- **Looking ahead, the API becomes the annual process/tool to (1) assess program logframe achievement; (2) review continuing relevance of country strategy/program; and (3) modify, as appropriate, planned program, OE and staff levels**

AFRICA - BUREAU - DFA ANALOGY

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"If we pull this off, we'll eat like kings."

THE API BY SECTION

I. SPECIAL FACTORS EFFECTING THE USAID PROGRAM

Guidance: Discuss recent events or emerging trends which have had or are expected to have an effect [+/-] on the Mission's program or which create opportunities to strengthen the program

Notes:

- This section should be used sparingly; remember the entire API is should not exceed 15 pages;
- A general overview of development issues is not appropriate; comments should be focused on those items having impact on the attainment of the Mission's strategic objectives and targets.
- To be covered in more detail by Emmy Simmons on Thursday.

II. PROGRESS TOWARD OVERALL COUNTRY PROGRAM GOALS

Guidance: Missions will report on movement in the critical country trend indicators that relate to program goals and sub-goals contained in the CPSP, CDSS, or recent action plan.

Notes:

- People-level impact indicators [infant mortality; household income/consumption et al.] should supplement macro-economic indicators.
- Sports Trivia: Ouagadougou's Sahel's Angels won the 1987 Annual WAÏSI' Tournament in Dakar, one of the Angels' six consecutive regional tournament wins [sleep check].
- Also to be covered by Emmy Simmons on Thursday.

III. PROGRESS TOWARD STRATEGIC OBJECTIVES AND RELATED PROGRESS INDICATORS

Guidance: The major section of the API, the one in which progress will be most closely associated with program performance. Progress will be measured against indicators developed by the Mission and endorsed by AID/W to measure performance of each objective, target and sub-target.

Notes:

- Cindy has discussed strategic objectives and targets this morning; Cindy and Tom will have a session on indicators tomorrow [Tuesday] morning.
- Back to the Future, a.k.a Section III, in a moment.

ANNEX A: REVIEW OF BENCHMARK INDICATORS AND EXPECTED LEVELS OF ACHIEVEMENT

Guidance: This annex can be used to change an indicator [type] and the expected levels of achievement [quantification].

Notes:

- Missions are cautioned to use this adjustment provision **SPARINGLY** and only when they are confident that the underlying strategy [including objectives, targets and sub-targets] continues to be valid.
- While the API will help a Mission and AID/W decide whether a program strategy is still valid, actual changes in strategic objectives and targets will be done outside of the API process.

OK, WHAT DO I DO NOW?

A. SUGGESTIONS ON SECTION III

- 1. Focus on Program Logframe as starting point**
- 2. Use API Worksheet handout to organize effort**
- 3. Develop baseline, expected and actual levels of achievement**
- 4. Use bulletized format plus text**

B. APPROPRIATE [YOUR CHOICE] TECHNOLOGY

- 1. WordPerfect 5.1**
- 2. Lotus 2.2**
- 3. Quattro PRO**
- 4. WANG Word Processing**
- 5. IBM Selectric**
- 6. Ticonderoga/Dixon 2.0**
- 7. 3-M Post-Its**

C. ADDITIONAL THOUGHTS

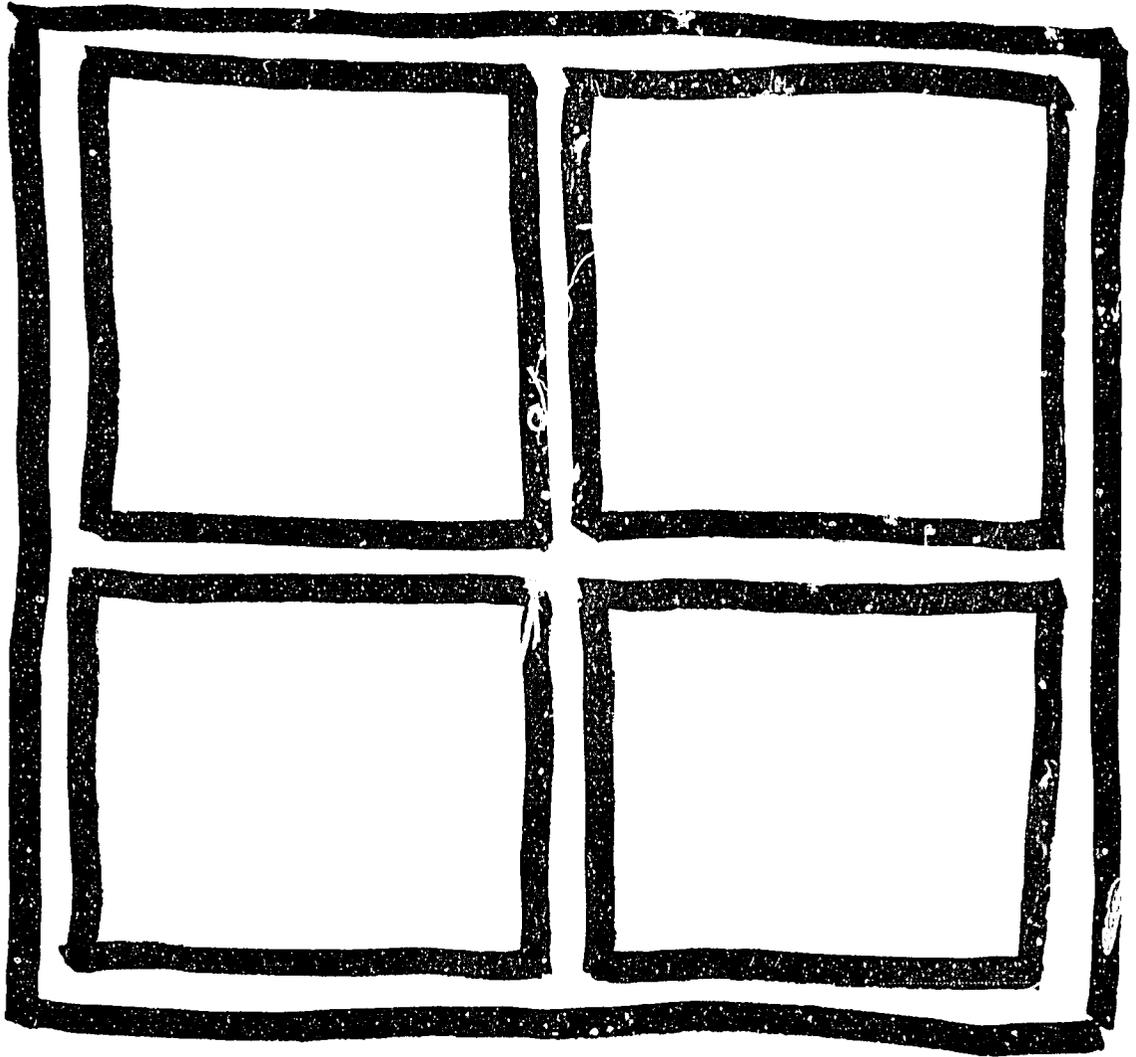
- 1. Variability in depth/quality/detail expected initially**
- 2. One intermediate indicator report at minimum; blanks are OK**
- 3. Emphasis on reporting impact for FY 90 whether under old or new program/strategy document**
- 4. Highlight a sector or component in a given year [family pianning, agricultural policy reform, basic education, private sector]**

D. SECRET PHRASE [DECODER RINGS AT READY?]

E. DEFINE THE TASK BY COUNTRY: Cindy Clapp-Wincek

F. 1515 WILSON LOGISTICS: Dagnija Kreslins

WINDOW OF OPPORTUNITY



COUNTRY PROGRAM LOGFRAME	SWAZILAND: ASSESSMENT OF PROGRAM IMPACT [API] October 1990					
STRATEGIC OBJECTIVE No. 1	Actual BASELINE	and FY 1990	[Expected] FY 1991	Levels of FY 1992	Achievement FY 1993	FY 1994
Increase contraceptive prevalence rate	17% contraceptive prevalence			X% [Y%] contraceptive prevalence		__% [25%] contraceptive prevalence
SOURCE:	DHS Survey [1989]			DHS Survey		DHS Survey
TARGET No. 1.1						
Widespread commercial availability of contraceptives over the counter	X potential retail outlets		X [Y] outlets selling contraceptives X% [Y%]	X [Y] outlets selling contraceptives X% [Y%]	X [Y] outlets selling contraceptives X% [Y%]	X outlets selling contraceptives X% [50%]
SOURCE:	Survey conducted by local distributor	Routine reports by local distributor	Routine reports by local distributor	Routine reports by local distributor	Routine reports by local distributor	Routine reports by local distributor
TARGET No. 1.2						
SOURCE:						
TARGET No. 1.3						
SOURCE:						

STRATEGIC OBJECTIVE No.	Baseline Indicators	Actual FY 1990	and FY 19	[Expected] FY 19	Levels of FY 19	of FY 19	Achievement FY 19
SOURCE:							
TARGET No.							
SOURCE:							
TARGET No.							
SOURCE:							
TARGET No.							
SOURCE:							

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