

**OFFICE OF SUSTAINABLE
DEVELOPMENT**



**RESULTS REVIEW AND
RESOURCE REQUEST
FY 2000**



April 1998

Note:

Non-text files (e.g., spreadsheets, charts, maps, etc.)
have been appended at the end of the document

Please note, Suzette Rosier in AFR/SD has both hard copies and the electronic version of each objective's results framework. These were deleted from the document due to the limited memory capacity of many computer/printers.

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ACRONYMS AND ABBREVIATIONS

AAU	Association of African Universities
ACCORD	African Center for the Constructive Resolution of Disputes
ADEA	Association for the Development of Education in Africa
AED	Academy for Educational Development
AELGA	USAID's African Emergency Locust/Grasshopper Assistance
AERC	African Economic Research Consortium
AFP	Acute Flaccid Paralysis
AFR	USAID Bureau for Africa
AFR/AA/DRC	Africa Bureau/Assistant Administrator/Disaster Response Coordination Unit
AFR/SD	Africa Bureau/Office of Sustainable Development
AFR/SD/CMR	Africa Bureau/Office of Sustainable Development/Crisis, Mitigation and Recovery Division
AFSI	Africa Food Security Initiative
AIDS	Acquired Immune Deficiency Syndrome
ARICC	Africa Regional Interagency Coordinating Committee
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
ATRIP	African Trade and Investment Policy
BAA	USAID Business Area Analysis
BASICS	Basic Support for Institutionalizing Child Survival, a G/PHN project
BUCEN	U.S. Bureau of the Census (Department of Commerce)
CA	Collaborating Agency
C.A.R.	Central African Republic
CAFS	Center for African Family Studies
CARE	Cooperative for Assistance and Relief Everywhere
CARPE	Central Africa Regional Program for the Environment
CDC	Centers for Disease Control and Prevention
CEDPA	Centre for Development and Population Activities
CERPOD	Center for Applied Research on Population and Development
CESAG	Center for Advanced Studies in Administration and Management
CILSS	Comité Permanent Inter-Etats De Lutte Contre La Secheresse Dans Le Sahel
CORAF	Conférence Des Responsables De Recherche Agronomique en Afrique le l'Ouest et du Centre
CSP	Country Strategic Plan
D/G	Democracy and Governance
DFID	Department for International Development, UK
DPPC	Ethiopia's Disaster Prevention and Preparedness Commission
DROC	Democratic Republic of the Congo (formerly Zaire)
EA	Environmental Assessment

ACRONYMS AND ABBREVIATIONS (continued)

ECAPAPA	East and Central African Programme for Agricultural Policy Analysis
EDAssist	Education Automated Statistical Information Tool Kit
EMPRES	FAO's Emergency Prevention System
ENRM	Environment and Natural Resources Management
EPI	Expanded Program on Immunization
ERNESA	Education Research Network for East and Southern Africa
ERNWACA	Education Research Network for West and Central Africa
ERS	Education Reform Support
ESS	Education Sector Support
EU	European Union
FAO	UN Food and Agriculture Organization
FAWE	Forum for African Women Educators
FEWS	Famine Early Warning System
FFA	Framework for Action
FOCUS	FOCUS on Young Adults Project
FP	Family Planning
FQEL	Fundamental Quality and Equity Levels
FY	Fiscal Year
G/ENV	Bureau for Global Affairs, Field Support and Research, Center for Environment
GAP	Gender-based Approach to Education Planning
GHAI	Greater Horn of Africa Initiative
GirlsPLACE	Girls' Participatory Learning Activities in the Classroom Environment
GOM	Government of Mali
GTZ	Gesellschaft fur Technische Zusammenarbeit (German Aid Agency)
HIV	Human Immunodeficiency Virus
ICC	Interagency Coordinating Committee
ICRAF	International Centre for Research in Agroforestry
IDRC	International Development Research Center
IEE	Initial Environmental Examination
IGAD	Inter-Governmental Authority on Development
IMF	International Monetary Fund
INSAH	Institut du Sahel
IPPF	International Planned Parenthood Federation
IR	Intermediate Results
IUCN	World Conservation Union
JHU/PCS	Johns Hopkins University/Population Communication Service
JSI	John Snow International
LINKAGES	a G/PHN project on breastfeeding, complementary feeding and dietary practices
LPA	USAID's Bureau for Legislative and Public Affairs

ACRONYMS AND ABBREVIATIONS (continued)

LWOB	Lessons Without Borders
M/IRM	USAID Bureau for Management/Office of Information Resources Management
MCH	Maternal and Child Health
MCI	Integrated Management of Childhood Illnesses
MDS	Multi donor Secretariat
MSU	Montana State University
NEAP	National Environmental Action Plan
NESDA	Network for Sustainable Development in Africa
NGO	Non-Governmental Organization
NIDS	National Immunization Days
NRM	Natural Resource Management
NRMP	Natural Resource Management Project
OE	Operating Expense
OMNI	Opportunities for Micronutrient Interventions, a G/PHN project
OPV	Oral Polio Vaccine
OYB	Operating Year Budget
PAC	Postabortion Care
PARCS	Protected Area Conservation Strategy
PCG	WRI Policy Consultative Group
PEI	Polio Eradication Initiative
PNRM	Plan for Supporting Natural Resources Management in Sub-saharan Africa
POLICY	a G/PHN project
PPC	USAID Bureau for Policy and Program Coordination
PRIME	Primary Providers' Education and Training in Reproductive Health
PSI	Population Services International
PVO	Private Voluntary Organization
R4	Results Review and Resource Request
RAISE	Raising Agricultural Incomes with a Sustainable Environment
RCSA	Regional Center for Southern Africa
REDSO/ESA	Regional Economic Development Service Office -- East and Southern Africa
REDSO/WCA	Regional Economic Development Service Office -- West and Central Africa
REIMP	Regional Environmental Information Management Project
RESON	Results-oriented Natural Resources Management Activity
RF	Results Framework
RP	Results Package
RSSA	Resources Support Services Agreement (with USDA)
SABC	South African Broadcast Corporation

ACRONYMS AND ABBREVIATIONS (continued)

SACCAR	South African Centre for Coordination of Agricultural Research and Training
SADC	Southern African Development Community
SANA	Sustainable Approaches to Nutrition in Africa Project
SANREM	Sustainable Natural Resource Management Collaborative Research Support Program
SARA	Support for Research and Analysis in Africa Project
SD	Office of Sustainable Development, USAID/AFR
SEA	Supplementary Environmental Assessments
SEATS	Family Planning Service Expansion and Technical Support
SISERA	Secretariat for Institutional Support to Economic Research in Africa
SO	Strategic Objective
SPA	Strategies, Policies, and Activities
SPAAR	Special Program for African Agricultural Research
STD	Sexually Transmitted Disease
STI	Sexually Transmitted Infection
TBD	To Be Determined
TDY	Temporary Duty
TFI	Task Force on Immunization
UN	United Nations
UNAIDS	United Nations Joint Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Social and Cultural Organization
UNFPA	United Nations Family Planning Association
UNICEF	United Nations Children Fund
USAID	United States Agency for International Development
USDH	United States Direct Hire (employee)
USIA	United States Information Agency
WB	World Bank
WFP	World Food Program
WHO	World Health Organization
WHO/AFRO	World Health Organization/Africa Regional Office
WHO/TDR	World Health Organization/Tropical Disease Research Office
WRI	World Resources Institute

PART I: OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

The Office of Sustainable Development in the Bureau for Africa (AFR/SD) serves two primary purposes: (1) to provide staff assistance to Africa Bureau senior management, advising on sectoral policy and programming issues, outreach to Congress and constituency groups, and technical leadership in Washington reviews of Africa Bureau programs; and (2) to develop, disseminate, advocate, and achieve the adoption of program approaches and policy changes important to resolving critical development issues in a variety of sectors and cross-sectoral areas throughout African countries where USAID has programs. In achieving both of these purposes, office staff work closely with a number of partners, including other USAID bureaus and offices, American and African NGOs and universities, international and African regional organizations, host country institutions, and other donors. Because AFR/SD is a Washington operating unit with regional responsibilities in a broad array of sectors, it is important to understand how the office functions, in particular in ways that may differ from what one encounters usually with a field operating unit.

AFR/SD's strategic plan focuses on its second purpose, the development and promotion of program approaches and policy changes. Stated generally, the office, along with its partners, accomplishes this purpose by using the following techniques:

- identifies selected issues critical to African development;
- conducts necessary analysis to better understand the issues and how to resolve them;
- converts that analysis into policy-relevant ideas;
- disseminates those ideas broadly, and with its partners advocates their adoption;
- uses strategic support to help get the ideas embedded into programs of USAID, host countries, regional and international organizations, and other donors; and
- evaluates and modifies program approaches in accordance with managing for results and changing conditions.

African partner participation in particular is important to how we do business, because fundamental to our work is the development of African capacity to perform each of the procedures identified above without donor assistance. In addition, our African partners often also are our customers, and understanding their needs and priorities is key to developing successful interventions.

Given that our focus is on approaches and policies and that responsibility for actual implementation of programs which we help to develop generally rests with field missions or other partners, we ordinarily do not have the kind of direct "people-level" results that one would expect to find in a USAID mission's program. Instead, we usually measure our performance in the first instance in terms of programs and policy changes developed and adopted. However, we are keenly aware that programs and policy reforms are not implemented for their own sake, but rather are important for the eventual impact they have on

people's lives, and so are interested in understanding that impact. In fact, merely understanding the impact is insufficient - information about impact is absolutely necessary to validate or help modify the approaches we are advocating. To meet this need, we are continuing to incorporate into our performance monitoring plan new ways to measure the eventual impact of the work we are doing, including separate evaluations and data collection from USAID missions and other sources. As part of this year's R4 process, we are reviewing our current indicators and performance monitoring system, to determine how we might better gather information about eventual impact, and then use that information both to guide our own work and to more accurately report on our program's overall effect. In accomplishing this, we are trying to put into place a system that helps the Agency judge AFR/SD's performance in its direct and specific responsibilities, as well as recognize the eventual impact our work has in the field. We believe that this dual approach to results reviews is both appropriate and necessary for central and regional programs.

AFR/SD's strategic plan was approved in May 1997 (with a FY 1998 start date) and transformed a program with four objectives into one with ten objectives plus a strategic support objective and a special objective. In developing the strategy we found that a clear presentation of what we intend to do required us to have narrow, focussed strategic objectives. We started out with much broader SOs, but found that lumping, for example, all health and population activities in one strategic objective tended to obscure the strategy, dropping important intermediate results to lower levels, and producing compound objectives. Although our new SOs have been in place only a few months, most of them involve at least some continuation of results we had identified under our previous program structure, and so from the R4 perspective are technically not new SOs. It is important to note, however, that we are not simply carrying over all aspects of our previous structure, and in particular have been engaged in modifying, deleting and adding performance indicators which are more appropriate to our current structure. One consequence of this is some complexity about results reporting for FY 1997, when the program technically was under the old structure but nonetheless had many of the characteristics of the new structure. As a result, the R4 reader sometimes will see indicator tables that end with 1997 reporting, and others that begin with 1998 reporting (planned or intended).

Finally, to facilitate individual strategic objective reviews, we have included in the R4 each strategic objective's results framework.

PART II: PROGRESS TOWARD OBJECTIVES

STRATEGIC OBJECTIVE 1: STRENGTHENED CROSS-SECTORAL SYNERGIES BETWEEN DEMOCRACY AND GOVERNANCE AND AFRICA BUREAU PROGRAMS IN KEY SECTORS

I. Background

African governments are increasingly realizing that centralized authorities can no longer provide all of the services demanded by their citizens. This is resulting in the formal redistribution of political and economic power through decentralization programs in over 30 African countries. Decentralization provides USAID with an opportunity to integrate principles of democratic governance throughout mission portfolios by developing interventions in non-DG sectors that promote partnerships between citizens and government entities, increase local participation, and support the development of civil society. These tactics contribute to the efficiency and sustainability of USAID's interventions in areas such as health, education or environment. However, even in those countries where decentralization has not been embraced, there are still opportunities to improve USAID's development results by integrating DG principles into non-DG sector programming. Sectoral programs bring people together around issues that directly impact their lives. Indeed, community members are more likely to be interested or participate in activities related to improving their own health or economic well-being rather than politics. Thus, programs in traditional development sectors present opportunities to mobilize typically non-political constituencies in support of reform. They also provide an opportunity to initiate new mechanisms for participation, empowerment and exchange, and to develop new partnerships.

In response to these opportunities, last year SD introduced a new Strategic Objective that treats DG as a cross-cutting theme. This new objective will strengthen cross-sectoral synergies between DG and the other sectors by developing tactics and tools for integrating DG principles into non-DG strategic objectives. Because this is a new objective, results for this year's R4 are limited and primarily process oriented.

II. Performance Analysis

Summary rating: *Not applicable -- NEW OBJECTIVE*

Strategic Objective 1 was approved as part of the Strategic Plan for the Africa Bureau's Office of Sustainable Development in May of 1997. Consequently, Africa Bureau senior management recognized the need to increase the capacity of SD's Democracy and Governance Unit (SD/DG) in order to carry out the strategy and, as a result, a decision was made to add a US direct hire position and establish two new program-funded positions. The

direct hire joined SD/DG in August, 1997, and a USDA RSSA with expertise in decentralization was brought on board in January, 1998. A second RSSA position, which calls for skills in civil society strengthening, has yet to be filled. With the arrival of the new staff, a solid SO1 core team has taken shape and a significant amount of additional work has been dedicated to refining the results framework and indicators. (*See modifications below, and in Changes to the Management Contract section.*) The "staffing up" of the SO team has been a necessary and significant step towards operationalizing the SO's results framework.

As this is a new objective and the division implementing it did not have a team in place in FY1997, the results achieved in the last fiscal year were strictly process oriented. In fact, before the new staff members were added, the small staff of the SD/DG unit was engaged primarily in other Africa Bureau priorities which are not directly related to this SO, such as the management of the Democracy and Human Rights Fund and the International Foundation for Education and Self-Help (IFESH) activity, working with the European Commission on civil society activities as part of the Transatlantic Initiative, and collaborating with the State Department on Economic Support Fund allocations.

However, with the advent of FY1998, the SO team began taking steps to bring the results framework to life. Since the nature of this objective is cross-cutting, the core SO team invested heavily in cultivating collaborative relationships with Global Bureau Centers, CDIE, AFR/DP and other AFR/SD strategic objective teams. Of particular note is the unusual teaming of SD/DG with CDIE/POA, G/EG and G/DG to design and implement a joint study on cross-sectoral best practices. This study will serve as the initial activity contributing to IR1.1, *State-of-the-art knowledge on participation and local governance developed and disseminated* (see section on Expected Progress in FY1998). While these new alliances are critical to the achievement of SO1, they should also result in a broad range of benefits to the Africa Bureau beyond their impact on this strategic objective.

III. Expected Progress Through FY 2000

The top priority for FY1998 is conducting a baseline study to establish to what extent USAID missions in Africa are already implementing cross-sectoral strategies. This information will be gathered primarily from this year's R4 reporting and through consultations with the other technical divisions of AFR/SD and the Global Bureau Centers to determine baselines and targets for the SO level indicators.

The SO1 Team also plans to develop a RFP or identify another appropriate method for implementing an SO activity so that we may conduct additional research in support of IR1.1; help missions to implement new approaches in support of IR1.2; and develop the assessment tools necessary for the achievement of IR1.3.

IR 1.1: State-of-the-art knowledge on participation and local governance developed and disseminated

As mentioned previously, the SO1 team has formed a partnership with CDIE and two Global Bureau Centers to identify and study specific strategic objectives which will serve as models for cross-sectoral programming -- particularly in terms of their use of approaches which integrate principles of democratic governance into non-DG objectives. The SO1 Team will work with its partners to develop criteria for choosing countries and objectives to be studied, design the scope of work, and collect the data. It is envisioned that the study will be carried out in late spring of 1998.

In early FY1999, a supplementary, independent study will also be carried out in order to fill in knowledge gaps not covered through the collective endeavor, review current literature, and survey the best practices of other donors and development organizations. Broad, systematic dissemination of the information gathered through these initial activities is not likely to occur before FY1999. In FYs 1999 and 2000, workshops will be held, a system for disseminating information will be put in place, and additional studies focusing on various aspects of participation and local governance will be carried out to allow SO1 to maintain its claim to be disseminating "state-of-the-art" knowledge.

Also contributing to this IR are activities being carried out through the Leland Initiative, an integral component of AFR/SD's SO4, Informatics. Under this initiative, a series of pilot projects are currently being implemented, including the establishment of "community learning centers" in Ghana, which will provide citizens and local government entities with access to internet, and the "West Africa Decentralization Network," which aims to improve transparency in local governance through Internet-based dialogue and training. These activities directly support the development and dissemination of knowledge on participation and local governance and will be studied as models for use in other countries and regions.

In addition, the SO1 team has been involved in the planning of the African Leadership Network, a USAID initiative to electronically link Africa's top decision-makers in an on-going and informal conference to share information on their continent's successes with democratization, good governance and economic policy management. While this SO4 activity does not focus on community level interventions, it clearly supports and contributes to the success of SO1.

IR 1.2: Knowledge of how to integrate DG principles into tactics and tools for non-DG sectoral activities enhanced

Under IR1.2, the SO1 team will offer technical assistance to strategic objective teams interested in introducing or more thoroughly integrating DG-principles into their non-DG sector activities. In addition, criteria will be developed to choose those missions with strategic objectives that are most appropriate for adoption of tactics and tools identified through the best practices studies. The SO1 team will then "market" these approaches to the chosen SO teams to enhance their understanding of the benefits of using integrated approaches and encourage them to adopt new tactics and tools as part of a pilot program. Since many of these SOs may already be well underway and may not have additional funds

for new activities, SO1 will either provide seed capital to mission SO Teams, or activities may be implemented through the SO1 mechanism. Pilot activities will be in progress by late FY1999.

IR 1.3: Capacity to assess results attributed to program synergies increased

Coinciding with the identification of pilot activities will be the development of tools to measure the successes of those activities. In FYs 1999 and 2000 a set of monitoring and evaluation tools will be designed and provided to missions so that they may qualitatively assess the benefits of adopting best practices.

SO01 Results Framework -- See AFR/SD Suzette Rosier for Hard Copy

IV. Performance Data Tables

STRATEGIC OBJECTIVE 1: Strengthened Cross-sectoral Synergies between Democracy and Governance and Africa Bureau Programs in Key Areas			
APPROVED: 5/15/97		COUNTRY/ORGANIZATION: AFR/SD	
RESULT NAME: Strengthened Cross-sectoral Synergies between Democracy and Governance and Africa Bureau Programs in Key Areas			
INDICATOR: Percentage of the total number of Africa Bureau non-DG strategic objectives using approaches that incorporate principles of democratic governance			
UNIT OF MEASURE: Percentage (cumulative)	YEAR	PLANNED	ACTUAL
SOURCE: AFR mission R4 documents; Country Strategic Plans; <u>Consultations with AFR missions</u>	1998(B)		20%*
INDICATOR DESCRIPTION: Principles of democratic governance include: promoting citizen participation in government decision making and priority setting; and building the capacity of civil society groups to advocate for needed services, monitor and provide feedback on the efficiency and effectiveness of service delivery, and help increase the demand for government transparency and accountability.	1999	30%	
	2000	40%	
	2001	50%	
	2002	60%	
COMMENTS: *Baseline data may be revised following a thorough review of FY2000 R4s (submitted March 1998). Targets may also be adjusted accordingly.	2003	70%	

STRATEGIC OBJECTIVE 1: Strengthened Cross-sectoral Synergies between Democracy and Governance and Africa Bureau Programs in Key Areas			
APPROVED: 5/15/97		COUNTRY/ORGANIZATION: AFR/SD	
RESULT NAME: R1.1 State-of-the-art knowledge on participation and local governance developed and disseminated			
INDICATOR: Number of studies completed on cross-sectoral synergies			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Number of studies (per year)	1997(B)		0
SOURCE:			
AFR/SD/DG	1998	1	
INDICATOR DESCRIPTION:	1999	2	
COMMENTS:	2000	0	
SO1 may conduct one or more studies focusing on a particular sector, depending on innovations in the field. Some of the studies will focus on collecting information on USAID best practices and lessons learned, others will concentrate on work being supported by other donor organizations, such as the World Bank or the European Union.	2001	2	
	2002	0	
	2003	1	

STRATEGIC OBJECTIVE 1: Strengthened Cross-sectoral Synergies between Democracy and Governance and Africa Bureau Programs in Key Areas

APPROVED: 5/15/97

COUNTRY/ORGANIZATION: AFR/SD

RESULT NAME: IR1.1 State-of-the-art knowledge on participation and local governance developed and disseminated

INDICATOR: Information dissemination

UNIT OF MEASURE:

Number of
a) workshops held (per year)
b) reports distributed to AFR missions (per year)

SOURCE:

AFR/SD/DG

INDICATOR DESCRIPTION:

COMMENTS:

While the principle audiences of SO1 reports will be AFR bureau missions and offices, information will also be shared with other donors and implementing organizations. The number of workshops held and reports disseminated is directly related to the number of studies carried out.

YEAR	PLANNED	ACTUAL
1997(B)		a) 0 b) 0
1998	a) 0 b) 0	
1999	a) 1 b) 2	
2000	a) 1 b) 1	
2001	a) 0 b) 1	
2002	a) 2 b) 1	
2003	a) 1 b) 1	

STRATEGIC OBJECTIVE 1: Strengthened Cross-sectoral Synergies between Democracy and Governance and Africa Bureau Programs in Key Areas			
APPROVED: 5/15/97		COUNTRY/ORGANIZATION: AFR/SD	
RESULT NAME: IR1.2 Knowledge of how to integrate DG principles into tactics and tools for non-DG sectoral activities enhanced			
INDICATOR: Percentage of total number of AFR mission, non-DG SO teams that receive technical assistance from the AFR/SD SO1 team			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Percentage (cumulative)	1997(B)		0
SOURCE:	1998	5%*	
AFR/SD/DG	1999	10%	
INDICATOR DESCRIPTION:	2000	20%	
	2001	25%	
	2002	30%	
	2003	35%	
COMMENTS:			
Technical assistance includes: visits to the field to help develop or plan implementation of integrated strategies, virtual SO team membership, and responses (electronic or otherwise) to requests for input on designing, implementing, or assessing the impact of integrated strategies.			
*Targets may be revised following a thorough review of FY2000 R4s (submitted March 1998) which should help us identify missions to be targeted for assistance.			

STRATEGIC OBJECTIVE 1: Strengthened Cross-sectoral Synergies between Democracy and Governance and Africa Bureau Programs in Key Areas

APPROVED: 5/15/97

COUNTRY/ORGANIZATION: AFR/SD

RESULT NAME: IR1.2 Knowledge of how to integrate DG principles into tactics and tools for non-DG sectoral activities enhanced

INDICATOR: Pilot activities designed and implemented

UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Number of pilot activities designed or underway (cumulative)			
SOURCE:	1998 (B)	0	
AFR/SD/DG	1999	2	
INDICATOR DESCRIPTION:	2000	5	
COMMENTS:	2001	8	
Pilot activities may implemented directly by the mission (with or without SO1 financial support) or through the SO1 activity.	2002	8 (no new pilots)	
SO1 anticipates launching a total of 8 pilot activities over the life of the strategy, though it is possible that not all mission SO teams will receive funding support from SO1. Pilot activities will be undertaken following initial research and dissemination activities to be carried out in FYs1998 and1999. Should SO1's funding levels increase, it is possible that additional activities could be supported.	2003	8 (no new pilots)	
It is likely that the pilot activities will be focused in 3 development sectors, including health and education.			

STRATEGIC OBJECTIVE 1: Strengthened Cross-sectoral Synergies between Democracy and Governance and Africa Bureau Programs in Key Areas			
APPROVED: 5/15/97		COUNTRY/ORGANIZATION: AFR/SD	
RESULT NAME: IR1.3 Capacity to assess results attributed to program synergies increased			
INDICATOR: Monitoring and evaluation tools for assessing integrated approaches developed and implemented			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Qualitative	1997(B)		--
SOURCE:	1998	--	
AFR/SD/DG	1999	tool designed	
INDICATOR DESCRIPTION:	2000	tool tested	
COMMENTS: It is possible that a single checklist will be developed to monitor and assess the impacts of integrating DG principles into non-DG sectoral activities. It may be determined that slight variations are necessary to capture variations among the different sectors, however, at this time SO1 envisions developing a single tool to be used across-the-board.	2001	tool implemented to assess pilot activities	
	2002	tool refined	
	2003	tool widely disseminated	

STRATEGIC OBJECTIVE 2: ADOPTION OF IMPROVED STRATEGIES, POLICIES, AND ACTIVITIES FOR ACCELERATED, SUSTAINABLE, AND EQUITABLE ECONOMIC GROWTH

I. Background

For many African countries, the 1980s might be characterized as a "lost decade", a period when growth rates stagnated or declined in much of the continent. In the 1990s, however, significant progress has been made on economic reforms in a growing number of countries: fiscal deficits and inflation rates are lower than in the previous decade; exchange rate reforms have been undertaken; and progress has occurred on trade liberalization and on improving the investment climate. These reform efforts have resulted in an upward trend in average growth rates for Africa as a whole since the early 1990s. The policy analysis and capacity building efforts of USAID and its development partners are benefitting from, and contributing to, an important change in the intellectual climate underlying accelerated policy reform and renewed growth in Africa.

II. Performance Analysis

At the strategic objective level, we seek to influence host country governments, USAID missions, and other development partners to adopt sound economic policies and programs that will lead to more rapid growth. The SO is based upon achievement of two intermediate results (IRs). IR2.1 supports analysis of significant economic policy issues in collaboration with key policy-makers and stakeholders. IR2.2 works to strengthen African capacity to formulate and undertake policy reforms.

Overall, the SO2 targets were met during FY 1997. At the goal level, accomplishments include two policy changes (the target was one) implemented by host country leaders that occurred as a result of significant input from the policy analysis that was supported under this SO. In Mali, an analysis of "Prospects for Developing Malian Livestock Exports" was a critical input into a heated national policy debate about whether to eliminate an export tax on raw hides and skins which would primarily benefit the owners of two local tanneries. The policy analysis undertaken was persuasive about the detrimental impacts of this tax on small-scale livestock producers, and the export tax was rescinded in FY 1997.

In Tanzania, an analysis of "Precious Minerals Marketing" was undertaken at a time when Tanzania's policies regarding the mining sector were being substantially revisited by the host government. The policy analysis showed the enormous gains to small-scale miners, and to Tanzania, in terms of increased income and employment in rural areas, if reforms were undertaken. It also showed the revenue losses that were being incurred as the government attempted to overly tax exports in this sector, thus encouraging smuggling to neighboring

countries. Partly as a result of this analysis, the tax on exports of precious minerals was eliminated in FY 1997.

Prospects. Policy changes recorded this fiscal year are only the leading edge of the results from the first six major policy analyses which are currently in final draft form, and from the two dozen or so major policy analyses expected to be completed through FY 2000. We expect results to accelerate as drafts are put into final form and dissemination of results is expanded.

IR2.1 Improved Strategies, Policies, and Activities to Accelerate Sustainable and Equitable Growth Developed

AFR/SD's economic policy research agenda is aimed at developing improved mission and host country strategies, programs, and activities. This research agenda is largely implemented through the Equity and Economic Growth through Economic Research (EAGER) activity. This is a five-year effort to undertake policy analysis in key areas of economic reform through an active collaboration among senior African and senior American researchers. The "international trade" component of EAGER is managed by the Associates for International Resources and Development based in Cambridge Massachusetts, and the non-trade component is managed by a consortium of U.S. universities and firms led by the Harvard Institute for International Development.

In FY 1997, six of eleven policy analyses approved last year were submitted as final drafts, and two of these contributed to policy changes reported at the SO level above. Twelve new policy analysis projects were also initiated in FY 1997, informed by priorities expressed by researchers, by field missions, and by African partners. The 12 new projects are concentrated in the areas of increased trade openness, tax reform, financial sector reform, and improvements to the legal, regulatory, and judicial environment.

In order to maximize policy impact in host countries, and throughout the region, all policy analysis activities were widely publicized through the EAGER Newsletter and EAGER/Trade E-Mail Flashes beginning in FY 1997. More recently, the EAGER web page came "on-line" at the end of CY

CUSTOMER COMMENTS ON EAGER

"Aside from doing excellent research that has successfully contributed to policy liberalization, EAGER has established a network of researchers sharing results, gotten many linked to the internet, done capacity building and encouraged collaborative cross-disciplinary research." [Neal Cohen, Economist, REDSO/ESA]

"USAID/S. Africa is happy to have been involved in the efforts to date of the Equity and Growth through Economic Research (EAGER) project and wishes to continue its involvement in the project. The key characteristics of these efforts have been (1) their relevance to and synergy with the rest of the USAID/S. Africa program; (2) their strong relationship with the key economic and social problems which are key focus areas for the S. African government, and (3) their identification of strong partners within S. Africa" [Ric Harber, Economist, USAID Pretoria]

1997, and has had 332 hits since its inception. All of the EAGER policy analysis papers will be placed on the new web page to facilitate access by the broader international community. Research results on all active projects were shared and discussed with policy makers and researchers at semi-annual workshops, one held in Accra in January 1997 and one held in Dar es Salaam in August 1997. Based on workshop results, close consultation with key African policymakers and stakeholders throughout the research process is enhancing the likelihood of EAGER's policy analyses will be adopted and implemented by African leaders.

For example, the "Restarting and Sustaining Growth" project, approved this year, has contributed to focussing the attention of African finance ministers in at least two countries--Tanzania and Zambia--on the issue of accelerated growth. Tanzania's finance minister opened EAGER's workshop in August 1997 by stating that his country should be targeting growth rates of 8 to 10 percent, rather than the current 4 percent. He exhorted workshop participants to recommend policies that would bring this goal within reach. For his part, the Zambian finance minister's 1998 budget speech included, for the first time, a call for his country to aspire to economic growth on the order of 7 to 8 percent. At the August workshop, the Zambian finance minister said "Government believes that Zambia is now poised for emulating South-East Asia, to double per capita income every fifteen years."

As another example of close collaboration with African research counterparts and policy makers, an EAGER project on enhancing transparency in tax administration has attracted active interest on the part of both the Board Chairman, and the Director, of the Tanzania Revenue Authority. They see better estimates of tax evasion, and publication of such estimates, as one means of encouraging politically connected tax evaders to increase the level of their tax compliance, and of encouraging tax officials to make collections that more closely approximate taxpayers' true liabilities.

A final example of the collaborative approach is the EAGER analysis of the critically important clothing and textile industry in Africa, an important employer of female workers. Analysis so far has concentrated on South Africa where recent trade liberalization has had a major impact on income and employment. Results to date have already demonstrated that opportunities are available to firms willing to compete through modernization and through diversification of their production activities. The EAGER analysis has elicited enormous interest on the part of the private sector within South Africa. The South African private sector sees the EAGER results as a means to engage the government of South Africa in a dialogue regarding improved labor relations that will create a more competitive South Africa.

In addition to the EAGER activity, the African Trade and Investment Policy (ATRIP) program is a major new USAID policy reform activity designed under IR2.1 this past year. The ATRIP program is an important pillar of the President's Partnership for Opportunity and Growth in Africa, which was announced at the Summit meeting of the Group of Seven (G-7) held in Denver in June 1997. The main purpose of the ATRIP program is to support African leaders who want to increase the "openness" of their countries to international trade and investment.

During the spring and summer of 1997, AFR/SD played a substantive role in broadly defining USAID's role in the President's Partnership to include openness to trade and investment, support for regional integration, and support for increased linkages between American and African business associations and networks. USAID played a critical role as one of the three core agencies giving substantive guidance on objective measures of the quality of economic policy performance in sub-Saharan African countries. This objective foundation is critical to the President's Partnership because the bulk of the benefits of the ATRIP and other "Partnership" programs are reserved for the strongest performing countries in Africa. Members of the SO2 team also provided field consultations to Mozambique, South Africa, Senegal, and Madagascar to help them develop their activity proposals for ATRIP.

Assessment of Prospects for Future Progress

Starting from a relatively low base, the funding levels for SO2 will increase in FY 1998 and beyond as a result of USAID's Africa Trade and Investment Policy (ATRIP) program. This has enlarged our portfolio and allowed us to move beyond diagnostic work to provide more support for policy adoption, acting for the most part through the bilateral and regional missions. If additional financial resources continue to be available in future years, and if it is possible to increase the number of field-based economists, as requested, the impacts, directly attributable to USAID, of on-going and planned policy analysis can be expected to increase.

IR2.2 Strengthen African Capacity to Design, Manage, Implement, and Evaluate Equitable Economic Growth Strategies, Policies, and Activities

Although the trends towards stabilization and structural reform in Africa have begun to show results in terms of improved growth rates, there still remains an important constraint to future progress -- the lack of trained Africa personnel working within their own countries in key technical and institutional positions. Activities under IR2.2 provide support to two key regional capacity-building institutions: the African Economic Research Consortium (AERC) in eastern and southern Africa, and the newly created Secretariat for Institutional Support to Economic Research in Africa (SISERA) in western and central Africa. SISERA was officially established in December 1997, with key USAID support, to consolidate networking activities in French-speaking Africa, and to put more emphasis on strengthening key underlying research and training institutions. The main purpose of AERC and SISERA, with support from USAID and a core group of other interested donors, is to develop a cadre of first-rate economists and development managers who can analyze, implement, and take ownership of economic reforms in their own countries.

As a result of AERC's Collaborative Masters Program and SISERA's Programme de Troisieme Cycle Interuniversitaire, 392 well-prepared master's level students have been graduated since USAID funding began in FY 1993. With encouragement from major donors, emphasis has been placed on recruiting qualified female applicants, and some 14 percent of graduates so far have been women. A total of 134 graduates were produced in FY 1997

alone, substantially meeting the target of 140 set forth in IR2.2. An additional 140 are scheduled to graduate in FY 1998. In addition, since 1993, AERC alone has speeded up the completion of 80 PhD degrees through thesis research grants, and three through PhD fellowships. As a result, a new cohort of highly trained economists are available to strengthen the policy-making and analytical capabilities of the institutions in which they work. Placement data for graduate's from AERC's Collaborative Master's program during the period 1993/4-1996/7 indicate that 43 percent of graduates work in the private sector and financial institutions, and another 39 percent in government ministries and parastatals. Universities and other teaching institutions employ 13 percent of graduates, while a smaller number also work for non-governmental organizations or research institutions.

IR2.1 also supports African capacity building through programs of sponsored research, peer review, and networking implemented both by AERC and SISERA. These intermediate level capacity-building programs bridge the gap between Masters-level training, and the generally more senior-level policy analyses carried out under IR2.1.

During its Phase II research program (CY 1994-96), SISERA's Reseau sur les Politiques Industrielles supported 62 research/capacity building projects involving 68 researchers and 12 countries, with a focus on competitiveness, economic modelling, comparative advantage, commercial policy, productivity, and privatization. During the first half of CY 1997, an additional 11 projects were selected for support. A January 1997 synthesis of internal and external evaluations of these projects suggested that the research carried out was in large part at the doctoral or post-doctoral level, with the quality of some 70 percent of the studies sampled judged "good" or "acceptable". However, few articles have been published in national or international reviews. On the one hand, the evaluations suggest that there has been success in developing and consolidating the capacity for research, and a culture of research, in the region. On the other hand, they also underline the need to further strengthen key underlying research and training institutions as USAID and other donors plan to do through SISERA.

The AERC network is a full phase ahead of SISERA, and is considerably more developed. During its Phase III research program (1993/4 - 1996/7), AERC supported 103 research projects involving more than 140 researchers and 21 countries, developing a better understanding of how markets function in the African context, how institutional structures affect economic behavior and performance, and the link between policy and growth. During FY 1997 alone, AERC supported 62 research/capacity building projects involving 122 researchers and 21 countries.

The most recent independent evaluation, conducted by Eric Thorbecke of Cornell University and dated January 1996, summarized the results of AERC's research and capacity building program in the following terms: "I am left with the impression that, on the whole, it has been an extraordinarily successful operation. It combines, within one institution and under one roof, some of the best characteristics of such eminent U.S. economic research agencies as the Economic Research Division of the National Science Foundation and the National Bureau

of Economic Research. In a sense it is a hybrid of the above two models. AERC funds research but goes beyond it in actually contributing significant value added to the research output through biannual workshops and the research done within the Secretariat. AERC has achieved an amazing *esprit de corps* among researchers and other network participants. It is no exaggeration to claim that the Consortium provides the cement holding African economic researchers together."

According to the 1996 Thorbecke evaluation of AERC, AERC 's research output appearing in respected journals in the last two years has increased markedly and is a testimony to a rise in research quality. "The ratio of total publications in journals and books (78) out of the total number of final reports (106) amounts to three-fourths. These figures reflect very high success ratios." The evaluation also concludes that available indicators suggest an increasing cost effectiveness of research output throughout the life of AERC.

AERC's contribution to the changing intellectual climate with regard to policy reform and growth in Africa is accelerating. In 1996/97, Macmillan, London published the first volume of AERC's Collaborative Research Project on "Regional Integration and Trade Liberalization in Africa". In November 1996 and February 1997, Oxford University published two special supplements of the *Journal of African Economies* containing the first volume of the Plenary Papers from AERC's Biannual workshops. These Plenary Papers give the AERC network, and researchers worldwide, the state-of-the-art in particular research areas, and assist to explore new themes and methodological approaches. The IMF Institute will soon publish the Proceedings of the AERC/IMF Seminar on Regional Integration and Trade Liberalization in sub-Saharan Africa that was held in December 1997. The output of AERC's joint research project with the International Center for Economic Growth on "Foreign Exchange Markets and Exchange Rate Policies in sub-Saharan Africa" was presented at the third AERC Senior Policy Workshop in Accra in October 1997, and will also be published.

In 1997, AERC committed significant resources to encourage research in newer areas including the operation of markets under the African environment, privatization, investment, policy impact assessment, and the roles of institutions and government. Use of National Policy Workshops and Senior Policy Seminars was expanded this year, and collaboration with regional and international organizations including the IMF, the World Bank, the UN Economic Commission for Africa has also substantially increased the policy relevance and outreach of AERC's work. The most recent survey of policy involvement of AERC researchers conducted in 1995 indicated that 70% of them were involved in policy analysis support tasks, in training professionals in policy making institutions, or in actual decision making.

III. Expected Progress Through FY 2000

Activities under IR2.2 previously included support for the African Capacity Building Foundation which directly supported 19 policy units and research institutions throughout

Africa. Due to funding constraints, this component of our program had to be eliminated in FY 1997, and will not figure in future reporting.

On the other hand, with new funding available through the ATRIP program, additional efforts can be made to strengthen linkages and partnerships between African and U.S. business associations and networks. These networks and associations can serve as venues for sharing information on investment opportunities, conducting business transactions, and strengthening the capacity of businesses to engage government in policy dialogue. Emphasis will be on building the capacity of African organizations to work with their U.S. counterparts.

SO02 Results Framework -- See AFR/SD Suzette Rosier for Hard Copy

IV. Performance Data Tables

Table 1

STRATEGIC OBJECTIVE: Adoption of Improved Strategies, Policies, and Activities for Accelerated, Sustainable, and Equitable Economic Growth			
APPROVED:		COUNTRY/ORGANIZATION: AFR/SD	
SO Indicator: # of Improved Strategies, Policies, and Activities for broad-based Economic Growth that are Implemented by African Partners, donors, and USAID mission			
UNIT OF MEASURE: cumulative number of strategies, policies and activities that have been implemented by relevant institution <hr/> SOURCE: reports from collaborating host-country institutions, project reports <hr/> INDICATOR DESCRIPTION: policies that promote: private sector "enabling environment" for trade and investment, domestic resource mobilization, private sector industry competitiveness, macroeconomic reforms. <hr/> COMMENTS: This indicator measures the number of SPAs that have been implemented with direct support provided by AFR/SD. Implementation of improved Strategies, Policies, and Activities for economic growth cover both broad policy changes or shifts as well as narrower directional changes. The projections for 19990 and beyond assume continued funding under ATRIP.	YEAR	PLANNED	ACTUAL
	1996 (B)		4
	1997	5	6
	1998	6	
	1999	9	
	2000	11	
	2001	13	
	2002	15	
2003	18		

Table 2

STRATEGIC OBJECTIVE: Adoption of Improved Strategies, Policies, and Activities (SPA) for Accelerated, Sustainable, and Equitable Economic Growth			
APPROVED:		COUNTRY/ORGANIZATION: AFR/SD	
IR 2.1: Improve Strategies, Policies, and Activities to Accelerate Sustainable And Equitable Growth			
Indicator: Strategic policy agendas established in collaboration with host country policymakers			
<p>UNIT OF MEASURE: -cumulative number of policy research analysis approved by AFR/SD on key areas of economic reform</p> <hr/> <p>SOURCE: project documents, reports from collaborating institutions, USAID missions</p> <hr/> <p>INDICATOR DESCRIPTION: policies that promote: private sector "enabling environment" for trade and investment, domestic resource mobilization, private sector industry competitiveness, macroeconomic reforms</p> <hr/> <p>COMMENTS: The 1998 projections include EAGER research studies as well as activities approved under the Africa Trade and Investment Program (ATRIP). The 1998 projections and beyond assume continued funding for ATRIP.</p>		PLANNED	ACTUAL
	1995 (B)		6--policy research studies developed
	1996	17-policy analysis papers developed	17-policy analysis papers developed
	1997	29- policy analysis papers developed	29-policy analysis papers developed
	1998	43-policy analysis papers developed	
	1999	53-policy analysis papers developed	
	2000	67-policy analysis papers developed	

Table 3

STRATEGIC OBJECTIVE: To Implement Improved Strategies, Policies, and Activities for Economic Growth			
APPROVED: Interim		COUNTRY/ORGANIZATION: AFR/SD	
IR2.2: Strengthen African Capacity to Design, Manage, Implement, and Evaluate Equitable Economic Growth Strategies, Policies, and Activities			
INDICATOR: Total number of graduates from AERC and IDRC M.A. economic training programs			
UNIT OF MEASURE: Cumulative number of graduates <hr/> SOURCE: AERC, IDRC program documents <hr/> INDICATOR DESCRIPTION: <hr/> COMMENTS: USAID's support to the AERC training program began in 1993 and the first group of graduates came "on line" in 1994. In 1994, support to IDRC was also provided, with the first group of students graduating in 1996. After the initial phases of growth in the graduate program, it has now reached a "steady" state of about 140 new graduates per year from both the AERC and IDRC programs combined.		Planned	ACTUAL
	1994 (B)		58
	1995		132
	1996		258
	1997	398	392
	2000	538	
	2001	678	
	2002	818	
	2003	958	

STRATEGIC OBJECTIVE 3: ADOPTION OF IMPROVED AGRICULTURAL PROGRAMS, POLICIES, AND STRATEGIES

I. Background

Almost all Africans rely on agriculture. Farmers need better seeds and farming methods, more reliable markets for their crops, and financing and farm supply arrangements they can count on. Urban consumers, who now spend more than half their income on food, need cheaper, more reliable, and more nutritious foods. AFR/SD's role is to help a range of African, USAID and other donor groups respond to these needs. **Making African, USAID, and other donor agricultural programs perform better is an essential element in eliminating poverty, ensuring food availability, reducing pressure on the environment and sustaining economic growth in Africa.**

AFR/SD focuses on three related areas in which improved programs, policies, and strategies can expand the impact of African, USAID, and other donor activities supporting African agriculture. These areas are technology, private sector services, and nutrition, each of which is an intermediate result (IR) under this SO.

II. Performance Analysis

Overall, SO targets were met. In technology, private sector services, and nutrition we have had widespread impact in improving the programs, policies, and strategies of a broad spectrum of partners. These range from USAID Missions, to agribusiness firms, to regional technology and policy groups, to the Senegalese Parliament, to the US President's Africa Food Security Initiative. (In those cases where indicators have changed or been modified, lack of FY97 targets makes it difficult to document that performance exceeded expectations.) The sections below discuss performance in each of the three SO areas (technology, private sector services, and nutrition) and are keyed to the performance tables.

Agricultural Technology

Technologies such as better seeds, improved processing techniques, and environmentally benign farming methods are essential for agricultural development. Technology expands food supply, raises farmers incomes, lowers consumer food prices, and creates jobs and new enterprises. AFR/SD's role is to help African technology organizations tailor and deliver more effective technologies faster to larger groups of farmers and entrepreneurs. **Substantial progress has been made in FY97 in adoption of improved programs, policies, and strategies in technology development and transfer.**

Progress was based in part on recommendations from an FY97 USAID evaluation of African technology networks and a multi-donor review of institutions supporting agricultural technology, which led existing AFR/SD partnerships with agricultural technology groups to

enter a new phase in FY97. In this new phase, policymakers from other donors, other USAID operating units, and African governments are adopting AFR/SD's technology agenda and efforts focus less on research institutions and more on the clients and markets that agricultural technology research can help. During this time of change, agricultural networks supported by AFR/SD continued to spread many farming and food processing technologies (such as high protein maize and bean varieties which resist pest attacks) across a number of countries, firms, and farmers, as demonstrated in Table 3.0-1

Strategic Planning for Better Technology in East Africa: AFR/SD has helped the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) to become an effective regional institution. The seven national government research directors of East Africa created ASARECA in 1994 to ensure efficient research coordination and resource allocation in East Africa. In FY97 AFR/SD supported ASARECA in developing a strategy for East African agricultural technology investment. The strategy will guide tens of millions of dollars of US university, international research center, other donor, and African research investments to high payoff opportunities for years to come (See Table 3.0-2). The strategy will also push research institutes towards a greater focus on the clients and markets where they can have an impact. This strategy was recently highlighted at the 1998 meeting of the Special Program for African Agricultural Research in front of its sixty member institutions from donors and African countries, and has already had substantial spinoff effects in West and Southern Africa (where the US and EU will jointly support similar strategies), as well as in other parts of the world (through the Global Forum on Agricultural Research housed at the World Bank and IFAD). The strategy has also increased the efficiency of other USAID investments in the region, for example, Global Bureau's livestock CRSP research.

All technology targets have been met or exceeded. Reform of agricultural research institutions and networks, especially those reforms pushing public sector technology institutes towards a greater focus on clients, markets, and products, continued to progress in FY97. The SPAAR Framework for Action (FFA), agreed on in 1992 by all major donors and African technology institutions, provides the basis for these reforms. Six research institutions have now adopted sustainable financing plans, while 8 institutes have implemented at least half of the FFA principles. (See Tables 3.1-1 and 3.1-2, with description of the FFA)

REDSO/ESA adopts AFR/SD agricultural technology programs. Adoption and funding by REDSO/ESA of the AFR/SD East African agricultural technology portfolio as a major element in both the REDSO/ESA and GHAI regional food security strategies has been a significant success in FY97. In turn, this has led REDSO/ESA and AFR/SD to successfully work for an effective division of labor between two young donor supported institutions that ran the risk of competing with each other in agricultural technology coordination in East Africa. As a result, ASARECA will work at technical level and the newly reformed Inter-Governmental Authority on Development (IGAD) at policy level to promote agricultural technologies in the region.

Partnerships initiated in FY96 (See Table 3.1-4) matured in FY97, such as the cooperation between bakers, the Tanzanian food research institute, and international crop researchers to use cassava and sweet potato flour in bakery products. African capacity to examine and demonstrate the impact of crop research continues, with two new studies completed and disseminated, as well as a synthesis review of all agricultural technology impact studies to date. (See Table 3.1-5)

Most of the above results will provide the basis for a new alliance among donors, Ministers of Finance and Ministers of Agriculture in West Africa. They will meet together in a policy forum in FY98 in West Africa to assess the policy implications of SPAAR and AFR/SD findings for the sustainability of agricultural technology in Africa. The technology results above also have helped inform AFR/SD's alliance with REDSO/ESA and G/EGAD/AFS on moving the eight commodity networks in Eastern and West/Central Africa towards a greater focus on markets and clients.

Finally, within the broad coalition of donors and African institutions comprised by SPAAR, AFR/SD has promoted a small and very effective alliance of G/EGAD/AFS, REDSO/ESA, IDRC, UNDP, the European Community, SACCAR, and ASARECA. This alliance succeeded in FY97 in convincing all SPAAR members that a focus on East, Southern, and West Africa as separate subregions (as opposed to unmanageable or fairly abstract continent wide arrangements advocated by some) was necessary to ensure adoption of the SPAAR and AFR/SD agricultural research reform and market agenda.

AfricaLink improves access to appropriate information technologies for

African agricultural and environment policy and research networks. During

the course of 1997 Africa link assisted 57 research networks and 908 network members in 44 countries with connectivity. In addition, the following results were accomplished: 11 training seminars conducted; 180 participants trained in basic Internet skills; 4 technical support "Help Desks" established; an information management working group established. Key indicators for progress in information management in 1998 will be the number of networks establishing and then implementing information management plans. These plans will identify the specific additional technologies and training that can best help networks reach their programmatic objectives. What difference does AfricaLink make? ASARECA reports a 70% cost savings in communications among agricultural researchers, with a \$5 fax now being replaced with a 15 cent email. An Ethiopian scientist seeking critical information to complete a crop production experiment could not afford the \$100 phone call overseas for this information a year ago. With AfricaLink's help, this year he got the answer to a similar question within 24 hours with a 15 cent email message.

Private sector agricultural services

Rural Africans need to be able to buy fertilizer and seeds, sell their crops, and have access to commercial, food processing, and job opportunities. These rural services cannot be effectively provided by the public sector, yet the private sector is not yet providing adequate services in many rural areas. AFR/SD's role is to help USAID missions, donors,

governments, and other African organizations create the incentives, policies and support systems needed for a healthy rural private sector to develop and provide these services to rural people. **Progress in FY97 has been characterized by continued success in ongoing policy dialogue and reform, business association development, and rural financial market activities affecting thousands of rural entrepreneurs serving farmers and rural**

Seven new fora were established during FY97 for ongoing public sector-private sector policy dialogue and consultation during FY97. (See Table 3.0-4) Worldwide, such fora have been one of the most effective means to ensure that public sector actions facilitate rather than impede private sector service delivery. Africa until recently has lagged behind the rest of the world in using such fora to this effect. AFR/SD support to the creation of public-private policy fora, for example the Senegalese Parliament National Policy Forum, and regional fora sponsored by the World Council of Credit Unions and its country affiliates, has deepened awareness by the public sector of policy and financial sector constraints to rural business development. (See Table 3.0-4)

people.

Five USAID Operating Units adopted new strategies or changed existing strategies or programs, using AFR/SD approaches in agricultural marketing, policy, and support services. (See Table 3.0-3) For example, RCSA's new strategic focus on market-oriented regional agricultural policy and technology programs is based on substantial AFR/SD support. (Such strategic and policy impact comes from 32 visits to Missions or regional field offices by AFR/SD staff providing support to Bureau operating unit strategies in agriculture in FY97.)

SO and IR targets have been met or exceeded. Nine policies, programs and strategies to improve agricultural marketing or support services were adopted as a result of AFR/SD regional inputs, including the CILSS "Sahel 21" development vision for the Sahel's focus on agricultural transformation, the Government of Ethiopia's fertilizer and grain trading reforms, and the Government of Senegal's soil fertility plan. (See Table 3.0-5)

In addition, the way was paved for further policy reforms by the implementation of twenty-

AFR/SD opens opportunities to new business participants in South Africa and Mali.

In Mali and South Africa, with AFR/SD facilitating US agribusiness links to Africa, farmers gained access to a simple hibiscus flower harvesting tool which made such a difference in quality control that they have begun exporting hibiscus flowers to a US beverage company. In FY97, these farmers earned twice the previous price for the flowers. In South Africa, AFR/SD-supported work among small enterprises, wine industry firms, and viticulture researchers has opened up a range of opportunities for farmers, transport firms, and marketing agents, permitting emerging historically disadvantaged businesses to enter a previously closed industry.

two policy workshops or dialogues in FY97. (See Table 3.2-1)

The Eastern and Central Africa Policy Analysis Program in Agriculture (ECAPAPA) was started, with strong AFR/SD, REDSO/ESA, ASARECA and SPAAR cooperation, under

AFR/SD funding, and has already put its two coordinators in place. Discussions with the World Bank, INSAH, SACCAR, and other donors on other regional policy networks, the need for consensus among donors in initiating them, and their relationship with World Bank Sector Investment Programs are underway. Also, three new financing mechanisms were created in FY97 (See Table 3.2-2)

Private sector agricultural input supply policy and the revamping of various crop and agribusiness networks to prove themselves on a sustainable basis are new parts of the portfolio. For this reason, as expected, FY97 was too early to see impacts in these new areas. During FY98 this portfolio will be shaped to meet USAID Missions' and African institutions' strategic needs in policy, program, and strategy advice and formulation.

Early exploratory discussions with G/EGAD, G/ENV, and AFR/SD's environment and natural resources strategic objectives team has pointed to several areas where alliances between these operating units in the context of AFR/SD SO 3 could lead to strong Mission and African oriented support programs in several new areas such as input policy, agricultural trade and biosafety policies and programs, and financial innovation for rural service delivery. A series of AFR/SD and G/EGAD/ME discussions on expanding microenterprise in Africa with a rural and agricultural focus may develop into new programs in the field in FY98.

Nutrition

Malnutrition is a cause of over one third of childhood deaths in Africa. Agriculture affects children's nutrition in ways that are both obvious and subtle. The price and availability of food -- which are the result of agricultural technologies and policies interacting with market forces -- affect families' ability to feed their children. Certain types of agricultural programs or approaches are likely to have a more immediate impact than others on improving the food habits and nutritional wellbeing of poor rural families. AFR/SD's role is to identify and communicate those agricultural approaches with the most beneficial nutritional impact.

Progress in this new area has exceeded expectations during FY97.

Because agriculture's impact on nutrition is the newest area in the AFR/SD agricultural portfolio, results were expected to materialize only beginning in FY98. However, SO 3

activities have already been instrumental in adding a nutrition-in-agriculture focus to several important USAID programs. These include the new Africa Food Security Initiative, technology and private sector programs in the AFR/SD portfolio, and the Greater Horn of Africa Initiative child survival portfolio.

Activities in FY97 which will have an impact in FY98 include hiring a nutrition in agriculture expert, early exploratory alliance building with G/PHN, G/EGAD, GHAI, AFR/SD/HRD, the Africa Food Security Initiative and the several Missions involved in it, and a range of NGOs interested in greater cross-sectoral attention to nutrition problems. The results of this exploratory work are the programming of approximately \$1 million in FY97 micronutrient funds for direct food production or processing activities with a micronutrient nutrition linkage, as well as pre-planning on micronutrient and nutrition impact monitoring of these funds and of the Africa Food Security Initiative.

III. Expected Progress Through FY 2000

In the area of technology development and transfer, we expect to facilitate development of market oriented strategies for regional networks. SD leadership is also expected to bring about a coherent and effective SPAAR focus on Subregional research organizations; Ministerial level support to agricultural research first in West Africa and then more broadly; and a strong REDSO-RCSA-EU-SPAAR-SD alliance that begins to move the remaining two subregional organizations (SACCAR and CORAF) towards a strategic market driven client oriented focus. We also expect to begin a process of stronger USAID mission links to the research networks as mission partners see themselves as clients for the products of these networks. Finally, we expect that even with some of these developments having multi-year gestation periods there will nevertheless be a continuing stream of new technologies coming from these regional efforts and being used by large numbers of farmers and agribusiness firms across member countries.

In the area of private sector agricultural marketing and rural services, we expect to solidify our alliance with G/EGAD/AFS, G/EGAD/ME, G/ENV, and the AFR/SD Environment and Natural Resources SO team in creating a series of "products" that meet Mission and African institutions' needs in the areas of private sector agricultural input supply; financial innovation; commodity markets, trade, information, biosafety, product quality and health standards;

AFR/SD Analysis Leads President to Announce Initiative to Reduce Hunger.

The Africa Food Security Initiative (AFSI) was planned during FY96 as a straightforward agriculture initiative for Africa. With AFR/SD support and analysis of nutrition and agriculture links, during FY97 the initiative was reshaped to explicitly target improved nutrition through agriculture as one key AFSI goal. The President's recent announcement of AFSI in Uganda as a means to reduce hunger in Africa was based on this AFR/SD input to AFSI.

regional agricultural policy; and business association development and dialogue. The process of USAID operating units' regional division of labor, and alliance building between SD and REDSO/ESA and RCSA, will lead to new understandings regarding regional services and involvement. We expect to see a joint SD-REDSO/ESA results package on agricultural policy, and SD involvement with the World Bank, the EU, RCSA, SACCAR, and INSAH on regional agricultural policy networks in West/Central and Southern Africa. Mission requirements will be matched with appropriate AFR/SD products and services. Finally, we expect to see a dialogue with the NGO community which supports the Africa Food Security Initiative, informed by AFR/SD monitoring, regarding the impact of agribusiness and agricultural trade promotion on the food security of poor rural people.

In the area of nutrition in agriculture, existing micronutrient agriculture activities will have monitoring plans in place, assisted by AFR/SD, the GHAI child survival portfolio will have a rigorous focus on food based nutrition approaches, the AFSI will have a nutrition and incomes monitoring plan in place, and the first set of research conclusions and policy options will have been shared with stakeholders. An alliance between AFR/SD/HRD, AFR/SD/PSGE, G/PHN, and outside nutrition experts will have established some common ground on general approaches in which agriculture has short term positive impacts on nutrition.

SO03 Results Framework -- See AFR/SD Suzette Rosier for Hard Copy

RESULT NAME: Adoption of Improved Agriculture Policies, Programs and Strategies (SO 3)			
INDICATOR: Sub-regional technology development and transfer strategies in place in East, Southern and West Africa.			
<p>UNIT OF MEASURE: Cumulative number of approved sub-regional strategies.</p> <hr/> <p>SOURCE: Regional strategic documents in AFR/SD files.</p> <hr/> <p>INDICATOR DESCRIPTION: Number of strategic plans that African sub-regional organizations have in place identifying goals, priorities, and objectives.</p> <hr/> <p>COMMENTS: In 1997, the governments of the Southern Africa region transferred the responsibility to coordinate agriculture research and extension in the region from SACCAR to the government of Botswana. The existing SACCAR strategic plan will, most likely, be reevaluated by the new coordinating entity and major changes may be forthcoming. In 1999, we envision that a revised Southern Africa strategic plan will be in place. In the East Africa region, ASARECA's strategic plan was approved at a stakeholders meeting in July 1997. By the year 2000, the West Africa (CORAF) strategic plan should be approved, following extensive AFR/SD , E.U., national government and other donor consultation and support.</p>	YEAR	PLANNED	ACTUAL
	1996	1	1
	1997	2	2
	1998	2	2
	1999	3	3
	2000	4	4

Table 3.0-3. OBJECTIVE: Adoption of Improved Agriculture Policies, Programs and Strategies APPROVED: May 15, 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Adoption of Improved Agriculture Policies, Programs and Strategies (SO 3)			
INDICATOR: Missions assisted by SD with bureau approved strategies for strengthening agricultural support, supply and services.			
UNIT OF MEASURE: Number of approved strategies.	YEAR	PLANNED	ACTUAL
SOURCE: Mission reports and mission R4s	1996	-	5
INDICATOR DESCRIPTION: Number of approved strategies in which AFR/SD provided significant input on agribusiness, agricultural marketing and input services, and/or client-focused technology. N.B. No targets were established for FY 96 and FY 97.	1997	-	5
COMMENTS: This indicator captures SD's value-added to mission CSPs in the process of being developed or upon request by missions, requiring change. Targets and actuals are variable subject to Africa Bureau scheduling of required Mission strategy revision. The following mission CSPs or revised SOs had SD-influenced program or policy focus as described above: 1996: Senegal, Zimbabwe, Tanzania, Kenya, Mali. 1997: Uganda, Ghana, RCSA,, REDSO/ESA, GHAI 1998: Zambia, Guinea, REDSO/WCA-Bamako Unit 1999: (Tentative) Malawi, Ethiopia, Mali, Senegal	1998	3	
	1999	4	
	2000	1	
	2001	3	
	2002	3	
	2003		

Table 3.0-4. OBJECTIVE: Adoption of Improved Agriculture Policies, Programs and Strategies			
APPROVED: May 15, 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Adoption of Improved Agriculture Policies, Programs and Strategies (SO 3)			
INDICATOR: Private and public sector capacity to identify, dialogue about, and promote improved policies, programs and strategies in agriculture market and rural activities.			
<p>UNIT OF MEASURE: Cumulative number of fora established for public-private policy dialogue and consultation.</p> <hr/> <p>SOURCE: Annual reports and quarterly progress reports submitted by convening organizations.</p> <hr/> <p>INDICATOR DESCRIPTION: Number of fora established and functioning for a period over 24 months, addressing subregional and national policy dialogue relevant to private sector investment and strategic planning (e.g. marketing channels, land ownership and the delivery of private on and off farm support services).</p> <hr/> <p>COMMENTS: Sponsoring organizations include: 1) WAEN/ EXPORTNET; 2) WOCCU; 3) Southern Africa Agribusiness Federation; 4) KWANALU/ South Africa; 5) Senegalese National Assembly</p>	YEAR	PLANNED	ACTUAL
	1997	3	7
	1998	9	
	1999	11	
	2000	14	
	2001	16	
	2002	18	
	2003	20	

<p>Table 3.0-5. OBJECTIVE: Adoption of Improved Agriculture Policies, Programs and Strategies APPROVED: May 15, 1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: Adoption of Improved Agriculture Policies, Programs, and Strategies (SO 3)</p>			
<p>INDICATOR: Improved Policies, Programs or Strategies established or changed in the area of private sector agricultural marketing and support services.</p>			
<p>UNIT OF MEASURE: Number of policies per year</p> <hr/> <p>SOURCE: Department of Agricultural Economics, Michigan State University, "FS II Fact Sheets"</p> <hr/> <p>INDICATOR DESCRIPTION: Number of policies changed. N.B. No targets were established for FY 1997.</p> <hr/> <p>COMMENTS: This indicator measures only policy changes in specific countries (or regional organizations) which are attributed to analysis conducted/presented with buy-in funding from SD. This analysis is synthetic and strategic, and involves disseminating lessons learned in the marketing policy change arena from country to country. This work is separate and apart from bilaterally funded analysis conducted by Michigan State University in specific countries.</p>	YEAR	PLANNED	ACTUAL
	1997	-	9
	1998	6	
	1999	6	
	2000	6	
	2001	6	
	2002	6	
	2003	6	

Table 3.0-6. OBJECTIVE 3: Adoption of Improved Agriculture Policies, Programs and Strategies			
APPROVED: May 15, 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Adoption of Improved Agriculture Policies, Programs and Strategies (SO 3)			
INDICATOR: Countries with active programs which rapidly expand access to modern agricultural inputs, especially fertilizer.			
UNIT OF MEASURE: Cumulative number of programs SOURCE: USAID missions, IFDC, ministries of agriculture, International Seed Federations, subregional and regional agribusiness associations. INDICATOR DESCRIPTION: Number of programs defined as: Countries adopting modern, ecologically sound use of inputs, and programs established to improve private input distribution channels. COMMENTS: Program initiated by field missions, PVOs, firms and associations. This is a new area, therefore first program level impact results are expected in FY99.	YEAR	PLANNED	ACTUAL
	1997	0	0
	1998	0	0
	1999	1	
	2000	2	
	2001	6	
	2002	8	
	2003		

Table 3.0-7. OBJECTIVE: Adoption of Improved Agriculture Programs, Policies and Strategies APPROVED: May 15, 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Adoption of Improved Agriculture Programs, Policies and Strategies Adopted (SO 3)			
INDICATOR: Agriculture programs, policies and strategies in place for increasing the impact of agriculture on nutrition.			
UNIT OF MEASURE: Cumulative number of Programs, Policies and Strategies SOURCE: AFR/SD documents, USAID strategies and R4s, and other organization documents INDICATOR DESCRIPTION: Cumulative number of agriculture programs, policies and strategies with a nutrition component or emphasis adopted by USAID missions, regional organizations, or host governments. COMMENTS: For 1998 results, it is expected that strategy options will not have been available for a sufficient period to result in adoption.	YEAR	PLANNED	ACTUAL
	1997	0	0
	1998	0	0
	1999	2	
	2000	2	
	2001	3	
	2002	4	
	2003	6	

<p>Table 3.1-1. OBJECTIVE: Adoption of Improved Agriculture Policies, Programs and Strategies APPROVED: May 15, 1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: Improved Policies, Programs and Strategies for Sustainable Technology Development and Transfer (IR 3.1)</p>			
<p>INDICATOR: National agricultural research institutions (NARs) and regional research networks implementing strategic reforms based on FFAs or approved strategic plans.</p>			
<p>UNIT OF MEASURE: Cumulative number of NARs</p>	YEAR	PLANNED	ACTUAL
<p>SOURCE: SPAAR annual reports, network strategic plans in AFR/SD's files., SPAAR External Program Management Review 1997.</p>	1996	5	5
	1997	8	8
<p>INDICATOR DESCRIPTION: Cumulative number of NARs implementing at least 50% of the SPAAR Framework for Action criteria.</p>	1998	12	
<p>COMMENTS: While the development of the Framework for Action (FFAs) has been on-going since the early 1990s, the development of strategic plans for the trade and product-oriented regional research networks has just started (Table 3.1-3). AFR/SD will continue to assist the NARs institutionalize a strategic planning process that will help them implement the SPAAR Framework for Action (FFA). The FFA has six criteria: 1) Research priority setting and impact assessment; 2) Sustainable financing mechanisms; 3) Institutional reform; 4) Building support coalitions; 5) Linkages with stakeholders and users; and 6) Regional and international cooperation. The report of SPAAR's Second External Program and Management Review, dated September 1997, states that the implementation of FFAs at country level has progressed during the last five years with the development of national agricultural research plans that have been, or are being, developed in 18 countries (Benin, Burkina Faso, Cameroon, Congo, Cote d'Ivoire, Gambia, Ghana, Kenya, Malawi, Mali, Mauritania, Niger, Nigeria, Rwanda, Senegal, Tanzania, Uganda, Zambia), and that NARs-Donor consultation groups have been established in 11 countries (Benin, Burkina Faso, Ghana, Kenya, Madagascar, Mali, Rwanda, Senegal, Tanzania, Uganda, Zambia).</p>	1999	15	
	2000	18	

<p>Table 3.1-2. OBJECTIVE: Adoption of Improved Agriculture Policies, Programs and Strategies APPROVED: May 15, 1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: Improved Agriculture Policies, Programs and Strategies for Sustainable Technology Development and Transfer (IR 3.1)</p>			
<p>INDICATOR: National agricultural research institutions and sub-regional organizations implementing sustainable financing programs .</p>			
<p>UNIT OF MEASURE: Cumulative number of Sustainable Financing programs</p> <hr/> <p>SOURCE: AFR/SD/PSGE files on sustainable financing programs, Abt Associates, SPAAR reports.</p> <hr/> <p>INDICATOR DESCRIPTION: Number of sustainable financing programs in place in organizations being assisted by AFR/SD/PSGE. A minimum of one AFR/SD/PSGE assisted organization in each of the three sub-regions will have in place a program that will allow it to become more sustainable.</p> <hr/> <p>COMMENTS: Financial sustainability is a major problem facing African research organizations. It is not uncommon for national research organizations to depend on donor funding for at least 75% of their research budgets. AFR/SD and other donors seek to make these institutions more sustainable financially and increase their management capabilities. Programs such as checkoffs, debt for development exchanges, endowments, contracting for research, marketing technology will be considered as governments decree that research institutes must seek resources from non-government sources. In some countries, e.g. Ghana, this is especially important as the government has decreed that at least 30% of the budget of their research institutes must come from non-government sources. AFR/SD/PSGE has done a considerable amount of work in helping national and sub-regional institutions develop SFI plans. These include the National Agricultural Research Organization (NARO) in Uganda,; Council for Scientific and Industrial Research (CSIR) in Ghana; Network for Environment and Sustainable Development in Africa (NESDA) in Ivory Coast; the Southern Africa Center for Cooperation in Agricultural Research and Training (SACCAR) in Botswana; and the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) in Uganda.</p>	YEAR	PLANNED	ACTUAL
	1995	3	3
	1996	6	6
	1997	7	
	1998	8	
	1999	9	
	2000	10	

Table 3.1-5. OBJECTIVE: Adoption of Improved Agriculture Policies, Programs and Strategies APPROVED: May 15, 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Improved programs, policies and strategies for sustainable technology development and transfer (IR 3.1)			
INDICATOR: Economic rates of return calculated and disseminated for technology development and transfer programs.			
UNIT OF MEASURE: Cumulative number of Economic Impact Assessment studies. SOURCE: AFR/SD files, Contractor/grantees files, published reports. INDICATOR DESCRIPTION: Number of studies assessing the economic impact of technology and transfer programs. N.B. No targets set for FY 96 and FY 97. COMMENTS: AFR/SD is building African capacity to do impact assessment studies. This capacity is important as these studies guide African governments, decision makers, researchers, donors and the private sector in technology policy determination and resource allocation decisions. Impact studies can help define the allocation of resources between subsistence and commercial farming; strengthen institutions to improve the mobilization and allocation of TDT resources; utilize complementarities between trade, growth and agricultural innovations; and create institutional innovations for improving TDT efficiency. Rates of Return (RORs) studies done by African researchers supported by AFR/SD have helped reverse the declining trend in both donor and governmental support for agricultural development. SD Technical Paper No. 77, dated November 1997 states that RORs to African agricultural research are similar in magnitude to those found in other parts of the developing world. Of the 27 RORs to past investment in agricultural TDT, 21 show RORs in excess of 12%. These are outstanding returns on investment by any criterion. RORs studies are important policy decision making tools.	YEAR	PLANNED	ACTUAL
	1996	-	30
	1997	-	32
	1998	38	
	1999	45	
	2000	50	

Table 3.2-1. OBJECTIVE: Adoption of Improved Agriculture Policies, Programs and Strategies APPROVED: May 15, 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Improved Policies, Programs, or Strategies established or changed in the area of private sector agr. marketing and support services (IR 3.2)			
INDICATOR: Policy dialogue fora contributing to development of African capacity .			
UNIT OF MEASURE: Number of workshops. N.B. No targets set for FY 97. SOURCE: Department of Agricultural Economics, Michigan State University, "FS II Fact Sheets" INDICATOR DESCRIPTION: Cumulative number of workshops - Includes workshops and similar fora such as technical consultations with African policy matters. COMMENTS: This indicator measures only technical workshops in specific countries (or regional organizations) which are attributed to analysis conducted/presented with buy-in funding from SD. This analysis is synthetic and strategic, and involves disseminating lessons learned in the marketing policy change arena from country to country. This work is separate and apart from bilaterally funded analysis conducted by Michigan State University in specific countries.	YEAR	PLANNED	ACTUAL
	1997	-	22
	1998	34	
	1999	46	
	2000	58	
	2001	70	
	2002	82	
	2003	94	

Table 3.2-2. OBJECTIVE: Adoption of Improved Agriculture Policies, Programs and Strategies APPROVED: May 15, 1997 COUNTRY/ORGANIZATION: AFR/SD			
INTERMEDIATE RESULT: Improved private sector agricultural marketing and support services programs, policies and strategies (IR 3.2)			
INDICATOR: Number of financial mechanisms established .			
UNIT OF MEASURE: Number of Agribusiness association and private voluntary organizations that have created sustainable financing mechanisms. SOURCE: Annual reports from target organizations. INDICATOR DESCRIPTION: Cumulative number of agribusiness association and private voluntary organizations that have created sustainable financing mechanisms. COMMENTS: The mechanisms will be developed through WOCCU, COMESA, and the West African Development Bank. In 1997, these mechanisms included: Uganda Stock Exchange, East African Development Bank and the Association of Credit Unions in Niger.	YEAR	PLANNED	ACTUAL
	1996	0	0
	1997	0	3
	1998	4	
	1999	5	
	2000	6	
	2001	7	
	2002	8	
	2003	9	

<p>Table 3.2-3. OBJECTIVE: Adoption of Improved Agriculture Policies Programs and Strategies APPROVED: May 15, 1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: Improved Private Sector Agricultural Marketing and Support Services programs, Policies, and Strategies (IR 3.2)</p>			
<p>INDICATOR: Market and product oriented networks effecting technology and policy change at the firm, farm and association levels nationally and subregionally.</p>			
<p>UNIT OF MEASURE: Cumulative number of organizations or networks.</p> <hr/> <p>SOURCE: For commodity networks --strategic plans and annual reports. For agribusiness associations -- AGNET AFRICA annual survey.</p> <hr/> <p>INDICATOR DESCRIPTION: Number of business and commodity networks taking on the charge in policy formulation and transferring technologies without respect to national boundaries, thus enhancing economies of scale in the supply and demand of on and off farm products and services. Requires AFR/SD judgement on when networks have entered the stage of true marked orientation.</p> <hr/> <p>COMMENTS: Commodity networks are ongoing activities which we support their efforts to become more market oriented. Agribusiness networks are now forming and just getting involved in policy dialogue and change.</p>	YEAR	PLANNED	ACTUAL
	1996	0	0
	1997	0	0
	1998	2	2
	1999	4	4
	2000	8	8
	2001		
	2002		
2003			

Table 3.2-4. OBJECTIVE: Adoption of Improved Agriculture Policies, Programs and Strategies APPROVED: May 15, 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Improved private sector agricultural marketing and support services programs, policies and strategies (IR 3.2)			
INDICATOR: Regional commodity exchanges established.			
UNIT OF MEASURE: Number of commodities exchanged on regional commodity markets. <hr/> SOURCE: Regional commodity information networks. <hr/> INDICATOR DESCRIPTION: Cumulative number of commodities exchanged on regional commodity markets. <hr/> COMMENTS: Regional commodity exchanges, as a concept, has just emerged with our partners in the field. A mini survey and information sharing piece will be developed in FY98 in Southern Africa.	YEAR	PLANNED	ACTUAL
	1998	0	
	1999	0	
	2000	TBD	
	2001		
	2002		
	2003		

Table 3.3-1. OBJECTIVE: Adoption of Improved Agriculture Programs, Policies and Strategies APPROVED: May 15, 1997 COUNTRY/ORG ANIZATION: AFR/SD			
RESULT NAME: Improved policies and programs for increased impact of agriculture on nutrition (IR 3.3)			
INDICATOR: Program, policy and strategy options			
UNIT OF MEASURE: Number of program, policy and strategy options SOURCE: AFR/SD documents, USAID strategies and R4s, and other organization documents INDICATOR DESCRIPTION: Cumulative number of agriculture program, policy and strategy options documented and disseminated/promoted to missions, sub-regional organizations and host governments through workshops, electronic means, TDYs, etc. COMMENTS: Options to be focused in three areas: micronutrient-supportive (e.g. fortification and food-based options); food policy (e.g. cereal pricing); and household nutrition (e.g. women's time and resource allocation). FY98: SUSTAIN market-based fortification; Mali	YEAR	PLANNED	ACTUAL
	1997	0	0
	1998	2	
	1999	5	
	2000	7	
	2001	8	
	2002	9	
	2003	10	

Table 3.3-2. OBJECTIVE: Adoption of Improved Agriculture Programs, Policies and Strategies APPROVED: May 15, 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Improved policies and programs for increased impact of agriculture on nutrition (IR 3.3)			
INDICATOR: Increase dialogue between agriculture and health/nutrition practitioners promoted through fora.			
UNIT OF MEASURE: Number of fora <hr/> SOURCE: Fora summaries and reports <hr/> INDICATOR DESCRIPTION: Cumulative number of fora designed particularly for increased dialogue among agriculture and health/nutrition practitioners on program, policy, strategy options <hr/> COMMENTS: FY98 - GHAI Nutrition fora FY99 - CGIAR Fora	YEAR	PLANNED	ACTUAL
	1997	0	0
	1998	1	1
	1999	3	
	2000	4	
	2001	5	
	2002	6	
	2003	7	

STRATEGIC OBJECTIVE 4: DEVELOP AND IMPLEMENT MORE AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION

"Deep rooted bureaucratic habits impeded efficient communications between the provinces and the central government...Officials stick to the traditional method of sending documents by post, even in the days of electronic mail...buy a modem and your communications problems are solved."

Mozambican Prime Minister Pascoal Mocumbi

I. Background

Strategic Objective 4 was approved in Spring 1997. At that time it had one key Intermediate result (**IR 4.1:** "Increased Use by Development Policymakers and Practitioners of Improved Information and Communications Technology to Promote Sustainable Development"). Its major activity was the Leland Initiative, with other AFR/SD information oriented activities being subsumed under a variety of SD strategic objectives. Thus, all the activities, most of the key Intermediate Results and the related indicators are oriented towards Internet and related technologies. The SO 4 team is concluding its work on a revised structure for the SO 4 that will more clearly spell out its performance expectations and strategic relationship with the other AFR/SD SO's. However, for the purposes of this R4, the existing SO 4 results framework, with Internet related Intermediate results, indicators and targets, will be the basis for reporting results.

Development Context

Throughout Africa, government-owned telephone companies have traditionally been very protective of their monopoly prerogatives, preventing private sector entry into the telecommunications market, rationing access to telecommunication services and maintaining extremely high prices for local and international telephone calls. Faced with emerging GII technologies such as the Internet, these government monopolies have shown a deep ambivalence: they are attracted by the potential for "leapfrogging" over outdated "hardwire" approaches but fearful of the loss of revenue that private sector competition would threaten and nervous about the unfettered flow of information available through the Internet.

Through Strategic Objective 4, AFR/SD seeks to bring the benefits of the global information revolution to twenty or more African countries through connection to the Internet and other Global Information Infrastructure (GII) technologies. It seeks to achieve this by promoting an Internet "friendly" policy environment (IR 4.1.1), creating a sustainable supply of Internet and other GII services (IR 4.1.2) and growing a user base capable of applying powerful

information and communication tools to the challenges of sustainable development (IR's 4.1.3,4,5).

IR 4.1.1 Substantial policy reforms have been achieved in the first nine countries.

During the reporting period the Leland Initiative worked closely with the telecommunications policy makers in the first twelve of the twenty Leland Initiative target countries to design and implement ambitious policy reform agendas. As a result, nine of the twelve countries entered into formal policy agreements (Leland Initiative MOUs), substantially exceeding the performance target of three countries with MOUs. These agreements record the host government's commitment to:

- Abandon traditional International telephone pricing for cost-based affordable tariffs;
- Set aside long-standing monopoly practices in favor of private sector Internet Service Providers (ISPs).
- Allow free and open access to the information on the Internet; and,

The results of this policy environment in Leland countries are dramatic:

- Wholesale Internet access rates for ISPs are one-sixth of the prevailing rates in non-Leland countries (\$2,000 vs. \$12000 or more per month);
- For retail consumers, unlimited Internet access costs \$20-40 per month, in countries where an International telephone call costs up to \$20 per minute.
- All Leland countries encourage private sector delivery of retail Internet - more than 30 private sector firms have established Internet access businesses (each investing \$40,000-\$100,000), where almost none was in the business before Leland.
- All countries, while initially hesitant, have made no moves to restrict the free flow of information available through the Internet.

The Impact of Cost-based Tariffs

For more than a year, the national telephone company of Benin (the OPT) had no takers as it offered wholesale Internet access to private sector Internet Service Providers at \$6,000 per month. With technical assistance from USAID and AT&T, it adopted a cost-based model, identifying its true costs, adding on a 25% rate of return and arrived at a monthly wholesale rate of \$1800. With these new, yet profitable, rates it quickly drew applications from 12 firms to become retail ISPs.

IR 4.1.2. USAID has established high-speed Internet access in five countries:

At the beginning of the reporting period, no Leland countries had access to anything but the most rudimentary forms of Internet access - expensive and slow e-mail. During the reporting period, the Leland Initiative has made substantial progress on the supply side:

- Five national Internet gateways - the national access point to the global Internet - had been installed (Mali, Madagascar, Mozambique, Rwanda and Guinea) and equipment was in-country awaiting final installation in Cote d'Ivoire and Benin. Four of the countries had two or more competing Internet Service Providers, slightly behind the Indicator 4.1.2.a target of six countries with two or more ISPs.
- One national University gateway was being designed (University of Ghana at Legon)
- More than forty gateway operating staff were trained.
- Secondary city access was being explored in four Leland countries, underperforming the Indicator 4.1.2.b Target of 2 countries with secondary city access in place.

Internet Infrastructure Investments Pay

Within three months of opening the Leland national Internet gateway in Mozambique, the six private sector ISPs began experiencing severe fluctuations in the flow of Internet traffic. Searching for a technical malfunction Leland satellite experts instead found that the circuit was full, plugged up by much higher demand than expected. Each of these ISPs expects to pay off his \$40,000 investment within the first year.

IR 4.1.3, 4, and 5 An informed and capable user base is growing in Africa

Increasing the "supply" of connectivity is but the first step in taking advantage of the information revolution. A dynamic, competent "demand" is necessary to apply this connectivity to the challenges of sustainable development. USAID is building demand for improved information and communication approaches through two basic strategies- strengthening African capacity and operating the Leland Initiative "Learning Laboratory".

Building African Capacity

This process begins with an assessment of the Internet readiness of USAID missions and their key partners (NGOs, host government, private sector entities and other donors) to use the Internet for sustainable development. It is followed by a thorough training program, including:

- A basic introduction to the Internet and electronic communication;
- Examine the use of information as a strategic tool;

- Learn to locate relevant information and use the Internet for work-related tasks;
- Acquire the skills to train their co-workers; and,
- Develop an action plan for introducing the Internet in the workplace.

Participants also receive guidance in forming a network to communicate with each other and share the lessons they are learning as they embed Internet into their activities.

This assessment process was completed in five countries and the detailed training developed and piloted in Ghana and Ethiopia, with more than three hundred partner institutions being trained. One result of this effort is that 75% of USAID/Ethiopia partners subscribe to the Internet, meeting Indicator 4.1.3 Target of one USAID mission with five or more partners using the Internet.

The Leland Initiative "Learning Laboratory"

In addition to directly building capacity on the continent, the Leland Initiative "Learning Laboratory" went into full swing during the reporting period. The "Learning Laboratory" explores the value of the

Internet to the development process, gleans lessons learned and disseminates "best practices" to USAID development partners throughout Africa and the donor community. Three pilot projects were conceived and implemented, exceeding the Indicator 4.1.4.b. Target of two; two sectoral networks were launched, matching Indicator 4.1.5 Target of two; and, USAID issued five concise "best-practices" vignettes, covering a variety of Internet successes from around Africa, exceeding the Indicator 4.1.4.a. Target of four.

Pilot projects :

(a) School-to-school partnerships

- Strengthening in-country capacity to use the Internet in the educational process, including training and the development of associations to promote educational use;
- Fostering links with specific U.S. schools and institutional partners, such as Sister Cities, GLOBE, and National Geographic "KidsNetwork".
- Linking U.S. and African universities in a variety of development sectors.

Joining the Global Economy

A Malian businessman searching for ideas came to the USAID/Mali Internet Resource Center. Impressed by the technology, he obtained his own Internet subscription through the Leland gateway, and eventually found through the 'net everything he needed - reconditioned equipment, raw materials, even a public domain recipe - to set up a cosmetics processing facility, saving himself over \$240,000 in the process.

- (b) Strengthen African business associations - Some sixty national and regional business associations (with more than 10,000 small and medium enterprises as members) have been taught to use the Internet to locate raw materials, find investors, and serve customers. These were then joined to form AGNET Africa, a targeted listserv serving the information and communication needs of these associations and their members.
- (c) Establish mechanisms for developing trade leads between African countries and the United States via the Internet. Approximately fifty trade leads are being generated each month.

Sectoral Networks

- (a) *Promoting democracy - the Decentralization Dialogue*

This activity is using the Internet to link key democracy stakeholders - eg, central government, local elected officials, NGOs, and academia - as they communicate new program ideas, share lessons learned, and conduct on-line technical seminars. This approach will soon be expanded to explore the use of the Internet to deliver technical municipal management courses directly to local government officials.

- (b) *Scientific collaboration - Infectious diseases research*

The Leland Initiative is working closely with the U.S. National Institutes of Health and several African countries to use Internet in the conduct of joint research on malaria, as part of the Multilateral Initiative on Malaria. Currently, the Malaria Research and Training Center in Mali is on-line and several additional countries are expected to join the program in the next year.

At the end of the reporting period, Internet subscriber rolls were minuscule compared to the population in need of access. USAID estimates that there were 2800 Internet subscribers in the five countries with Leland gateways, substantially under Indicator 4.1 target of 6,000. But it is worth noting that Internet rolls were growing about 10% per month in each Leland country, making us optimistic that performance targets for this IR will ultimately be met.

III. Expected Progress Through FY 2000

AFR/SD expects to build on the visible and dramatic results achieved by countries that adopt its Internet "friendly" policies at two levels. At the close of the FY 97 reporting period, Leland policy reforms were being discussed with Zambia, Malawi, Tanzania, Kenya, Ethiopia, Senegal and Eritrea, and Leland Initiative staff will continue to work with all of these countries to adopt more progressive policy approaches.

Second, AFR/SD will work with its current portfolio of Leland partner countries to focus attention ways of identifying and resolving major second - level policy impediments, such as

heavy import duties for computers and other information related equipment, and high local phone charges for "dialing in" to Internet Service Providers.

On the supply side, AFR/SD will work closely with its partner countries to develop and implement new satellite circuit approaches and public-private partnerships for bringing Internet connectivity to secondary towns and rural nodes. It will also begin to explore the use of wireless technology for "leaping over" the overburdened local phone network.

On the demand side, AFR/SD will deploy its newly developed assessment and training approaches to build awareness of the value of information as a strategic asset, and strengthen African capacity to use the Internet as a means of transferring and managing information.

It will also start to harvest the lessons learned from its pilot programs in school-to-school partnerships and democracy networking and begin extending them widely to the African development community.

SO04 Results Framework -- See AFR/SD: Suzette Rosier For Hard Copy

IV. Performance Data Tables

<p>STRATEGIC OBJECTIVE 4: ADOPTION OF AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION</p>			
<p>APPROVED: 5/97</p>		<p>COUNTRY/ORGANIZATION: AFR/SD</p>	
<p>INTERMEDIATE RESULT 4.1: Increased Use by Development Policymakers and Practitioners of Improved Information and Communications Technology to Promote Sustainable Development</p>			
<p>I.R. INDICATOR: Number of Internet subscribers in USAID Target Countries (with signed Leland Initiative MOUs and infrastructure)</p>			
<p>UNIT OF MEASURE: # in thousands of subscribers</p> <hr/> <p>SOURCE: Country Discussion</p> <hr/> <p>INDICATOR DESCRIPTION: Number of subscribers</p> <hr/> <p>COMMENTS:</p> <p>Number of subscribers is estimated to be one-third of actual users.</p>	YEAR	PLANNED	ACTUAL
	1997	6	2.8
	1998	18	
	1999	38	
	2000	58	
	2001	78	
	2002	98	
	2003	118	

STRATEGIC OBJECTIVE 4: ADOPTION OF AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION			
APPROVED: 5/97		COUNTRY/ORGANIZATION: AFR/SD	
INTERMEDIATE RESULT 4.1: Increased Use by Development Policymakers and Practitioners of Improved Information and Communications Technology to Promote Sustainable Development			
SUB IR 4.1.1: Create Enabling Policy Environment			
SUB I.R. INDICATOR: Number of USAID target countries with policies supporting widespread sustainable access to the Internet			
UNIT OF MEASURE: Number of countries signing Leland Initiative MOU <hr/> SOURCE: Leland Reports <hr/> INDICATOR DESCRIPTION: Three broad policies - Cost based tariffing, free and open access to the information on the internet and private sector retail ISPs <hr/> COMMENTS:	YEAR	PLANNED	ACTUAL
	1997	3	9
	1998	9	
	1999	15	
	2000	18	
	2001	20	
	2002	20	
	2003	20	

STRATEGIC OBJECTIVE 4: ADOPTION OF AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION			
APPROVED: 5/97		COUNTRY/ORGANIZATION: AFR/SD	
INTERMEDIATE RESULT 4.1: Increased Use by Development Policymakers and Practitioners of Improved Information and Communications Technology to Promote Sustainable Development			
SUB IR 4.1.2: Establish Sustainable Supply of Internet and Other GII Information and Communication Services			
SUB I.R. INDICATOR: Number of USAID Target countries (with Leland Initiative MOUs) with two or more Internet Service Providers			
UNIT OF MEASURE: Number of Countries <hr/> SOURCE: Leland Country Reports <hr/> INDICATOR DESCRIPTION: Establish a sustainable supply of Internet and other GII Information and communication services. <hr/> COMMENTS: Mali, Mozambique, Guinea, Madagascar, Ghana	YEAR	PLANNED	ACTUAL
	1997	6	5
	1998	10	
	1999	16	
	2000	19	
	2001	20	
	2002	20	
	2003	20	

STRATEGIC OBJECTIVE 4: ADOPTION OF AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION			
APPROVED: 5/97		COUNTRY/ORGANIZATION: AFR/SD	
INTERMEDIATE RESULT 4.1: Increased Use by Development Policymakers and Practitioners of Improved Information and Communications Technology to Promote Sustainable Development			
SUB IR 4.1.2: Establish Sustainable Supply of Internet and Other GII Information and Communication Services			
SUB I.R. INDICATOR: Number of USAID Target countries (with Leland Initiative MOUs) with secondary city or rural Internet Points of Presence (POPs)			
UNIT OF MEASURE: Number of Countries	YEAR	PLANNED	ACTUAL
	1997	2	0
SOURCE: Leland Country Reports	1998	6	
INDICATOR DESCRIPTION: Number of USAID Target countries with secondary city or rural Internet Points of Presence (POPs)	1999	12	
	2000	16	
COMMENTS:	2001	19	
	2002	20	
	2003	20	

STRATEGIC OBJECTIVE 4: ADOPTION OF AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION			
APPROVED: 5/97		COUNTRY/ORGANIZATION: AFR/SD	
INTERMEDIATE RESULT 4.1: Increased Use by Development Policymakers and Practitioners of Improved Information and Communications Technology to Promote Sustainable Development			
SUB IR 4.1.3: Expand Effective Demand for Information Communications Technology			
SUB I.R. INDICATOR: Number of AFR USAIDs with five or more key development partners subscribing to Internet			
UNIT OF MEASURE: Number of Countries, cumulative <hr/> SOURCE: Leland Country Reports <hr/> COMMENTS:	YEAR	PLANNED	ACTUAL
	1997	1	1
	1998	8	
	1999	16	
	2000	20	
	2001	20	
	2002	20	
	2003	20	

STRATEGIC OBJECTIVE 4: ADOPTION OF AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION			
APPROVED: 5/97		COUNTRY/ORGANIZATION: AFR/SD	
INTERMEDIATE RESULT 4.1: Increased Use by Development Policymakers and Practitioners of Improved Information and Communications Technology to Promote Sustainable Development			
SUB IR 4.1.4: Expand User Applications of Information Technology for Sustainable Development			
SUB I.R. INDICATOR: Number of "Best Practices" Publications			
UNIT OF MEASURE: Cumulative number of Publications <hr/> SOURCE: Leland Home Page <hr/> INDICATOR DESCRIPTION: Case studies or other documents shared with appropriate audience <hr/> COMMENTS:	YEAR	PLANNED	ACTUAL
	1997	4	5
	1998	8	
	1999	12	
	2000	20	
	2001	20	
	2002	20	
	2003	20	

STRATEGIC OBJECTIVE 4: ADOPTION OF AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION			
APPROVED: 5/97		COUNTRY/ORGANIZATION: AFR/SD	
INTERMEDIATE RESULT 4.1: Increased Use by Development Policymakers and Practitioners of Improved Information and Communications Technology to Promote Sustainable Development			
SUB IR 4.1.4: Expand User Applications of Information Technology for Sustainable Development			
SUB I.R. INDICATOR: Number of Pilot demonstration projects established.			
UNIT OF MEASURE: Number of projects, cumulative <hr/> SOURCE: Leland Annual Report <hr/> INDICATOR DESCRIPTION: Number of Pilot demonstration projects established. <hr/> COMMENTS:	YEAR	PLANNED	ACTUAL
	1997	2	2
	1998	6	
	1999	6	
	2000	10	
	2001	10	
	2002	10	
	2003	10	

STRATEGIC OBJECTIVE 4: ADOPTION OF AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION			
APPROVED: 5/97		COUNTRY/ORGANIZATION: AFR/SD	
INTERMEDIATE RESULT 4.1: Increased Use by Development Policymakers and Practitioners of Improved Information and Communications Technology to Promote Sustainable Development			
SUB IR 4.1.5: Expand Networking by Development Organizations in Africa			
SUB I.R. INDICATOR: Number of policy or sectoral networks using Internet based ICT approaches			
UNIT OF MEASURE: Number of networks, cumulative <hr/> SOURCE: AFR R4's <hr/> INDICATOR DESCRIPTION: Expanding networking by development organizations in Africa. <hr/> COMMENTS:	YEAR	PLANNED	ACTUAL
	1997	1	1
	1998	5	
	1999	12	
	2000	20	
	2001	30	
	2002	40	
	2003	50	

**STRATEGIC OBJECTIVE 5: PROGRESS ACCELERATED IN THE SPREAD OF
STRATEGICALLY VIABLE AND
ENVIRONMENTALLY SOUND ENVIRONMENTAL
MANAGEMENT SYSTEMS**

I. Background

Dealing with the Transition. This is a transition year, as the new SO5 was approved nine months into the fiscal year. Consequently, we will use last year's IRs and indicators, but with modifications. While the CARPE program is now part of SO5, it was operationally independent during FY 97 and will be a separate section in this report. It will be integrated into the overall reporting of performance in next year's R4.

Factors affecting program performance. Four factors affected the performance of the SO and on our ability to report on results. **First**, Missions with strong ENR performance continue to close. Losing these performers brings the sector's overall performance down as well as reduces the impacts of SD's past investments. **Second**, we continue to work on developing indicators that fully reflect the impacts of this SO. While we will report on progress against our indicators, we will liberally use the narrative to tell the full story. **Third**, the lack a baseline in last year's report made it difficult to show how much progress had been achieved over time. For this report, we established FY 89 as the baseline for all five indicators. While the baseline figures are estimates, we think that they provide a sufficiently reliable baseline for assessment. The **fourth** factor is the support nature of the SO. We usually achieve results by supporting field-based operating units instead of directly working with African decision makers. We aim high and select changes in programs, strategies and policies as measures of our contributions instead of more process-level inputs. *While we report on ENRM results across the region, we note that SD and its predecessors played a support role to achieving the trends. For some Mission-level results, SD played critical roles in their design and implementation; for others it played little or no role but often took their lessons and extended them to the design and implementation of other SOs.* As we fully developed our RF to encompass lower-level results, we will be able to more coherently report on both intermediary as well as ultimate result indicators.

II. Performance Analysis

In this section, we report on progress toward IRs 1-5 in the first section and the CARPE performance in the second section. Program performance will be assessed according to the following questions: a) Have targets been met or not in the past year? b) What is the trend in performance? c) What are the prospects for progress?

Performance Analysis for IRs 1-5

In FY 97, the SD ENRM SO Team worked with our partners to a) increase the transfer and incorporation of lessons into strategies, SOs, and policies, b) strengthen the capacity of operating units to collect, manage, and use information, c) identify, establish and update the countries' enabling conditions, d) make national strategic planning more effective and e) strengthen the analytical capacity of African institutions.

SD judges that it met expectations for the SO. We find evidence that the performance of the SO exceeded expectations but hesitate to make that judgement because the current indicators would not allow us to say that. We set our standards high and believe that meeting expectations represents a significant and qualitative contribution to the Bureau and to the sector as well as demands the full measure of our present resources.

IR 1: Transfer and Use of Lessons Increased. The trend of SD's (and SD's predecessors) contributions to the transfer and use of lessons learned has been positive since 1989 when only about 25% of USAID countries had strategies, policies and programs affected by SD. In FY97, the figure is near 90%. While the percentage is less than FY96, we judge we have exceeded expectations because of the quality of SD's contributions to new SOs and strategies.

The number of TDY's is a measure of SD's commitment to supporting the field and the field's interest in receiving that support. In FY97, SD (for all activities, including CARPE) took approximately 48 TDY's to fifteen countries compared to 29 and 48 in FY's 95 and 96 respectively. As part of this support, SD participated in the design or redesign of Strategies, SOs and activities in Tanzania, Botswana, Madagascar, Malawi, Senegal, Mozambique, and Guinea.

SD is the Bureau's institutional memory for the sector. One indicator of the value-added of this memory is that many SOs across the Region currently address similar issues. Most of the ENV SOs—including 6 of the 7 new SOs noted above—link the management of the environment with livelihood, devolution of management authority, changed relationships between the State and Rural communities, and capacity building in enterprise and organizational management at the community level. Ten years ago, only one or two programs dealt with most of these factors. SD's institutional memory has ensured that these issues are addressed in FY97 and beyond and that ideas and that experiences continue to be shared over space and time.

Future prospects for this IR are positive as the current analytical agenda increases the number of field-level assessments which will increase the total lessons from the field, help make comparisons across countries (giving value-added to the lessons) and increase the capacity of field units to use lessons. In addition, the indicator will be refined to better identify the impact.

IR 2: Information Used More Effectively: In 1989, less than 20% of the Missions used SD to help them identify and incorporate lessons into programming. Today, 68% have systems to collect, manage, analyze and use field-based information for improved performance and results. While this progress is primarily attributable to the operating units, we judge that without SD assistance and institutional memory, the number of systems and overall quality would be lower.

For example, the development of the Madagascar CSP was influenced by a learning and policy agenda set up during the design of SAVEM and KEPEM when SD played a critical role. In Niger SD input contributed to setting up the Cellule de GRN, a parastatal that managed field-based information for decision makers. The RCSA and USAID/Senegal both developed plans for Results Centers that have links to previous SD inputs. And, SD transferred knowledge that informed the development of CSPs for both USAID/Senegal and USAID/Guinea.

The Botswana NRMP is another example of SD's contribution to continued impacts. In FY93, SD was involved in an evaluation which questioned the basic premises of the program design as well as the performance. As a result, the BNRMP continues in a "learning" modality contributing to policy dialogues setting national CBNRM policy. This experience also directly influenced the Agency's reengineering effort via the OPS BAA and was used as a key model in design of the RF/RP concepts. Finally, this experience helped SD play a role in "mainstreaming" the idea that lessons themselves are critical results and should sometimes count as much as meeting targets. Outcomes of this include the willingness of Operating Units to report that falling short of some targets may actually be a lesson and not a shortcoming.

Finally, Africalink supported the ability of partners to work among themselves, and to interact with other SO team members, through assistance in Internet connectivity and compatibility.

For FY97, SD fell short of expectations quantitatively. The information specialist arrived later than expected, but has contacted important partners and is influencing their work since his arrival. We expect this momentum to build during the coming year. And, as part of the overall effort to improve the performance of NRM SOs, including SD's SO5, SO5 partners have been developing WebOPPS, which will be ready for field trails by the next reporting period.

IR 3: Enabling Conditions Strengthened: In 1989 about 20% (an estimated 5 out of 30) of the operating units were explicitly working towards the establishment of enabling conditions. In FY 97, nearly 70% of the operating units so doing. SD judges that this IR met expectations.

SD's contribution to changes in the Forestry Codes in francophone countries is one example. Last year, Madagascar revised its code, Guinea established plans to test a new code, and Senegal, Mali, and Niger implemented codes which had recently passed but remain to be fully

tested. In each case, the State devolved authority and responsibility to rural communities. SD (and its predecessors) played critical roles in this evolution. First, it supported the “Opportunities” study which articulated the need and benefits of such changes ten years ago. Second, it captured lessons as the early adopters implemented the new codes. And, finally, it transferred information—either directly or indirectly to the various operating units.

Over the last five years, SD has played the role of a supporting partner in facilitating dialogue and the transfer of field-based information in the RCSA region. This partnership contributed to substantial progress in policy reform in FY97. For examples: Namibia progressed in applying conservation policy nation wide; in Zambia, Parliament is considering a Wildlife Management Authority as a parastatal which legitimizes and takes responsibility for CBNRM; and, Botswana drafted a national CBNRM policy to work on community veld management.

The PCG has provided key strategic insights affecting both the Agency as a whole as well as specific SOs. In 1995, its recommendations on agriculture/environment linkages led this year to the RAISE program with G/ENV, as well as stimulating the NEXUS work which eventually supported the redirecting of SOs in Madagascar, RCSA and, in 1998, Malawi. Meeting on D/G this year is leading to similar changes in that sector.

IR 4: National Strategic Planning having demonstrable effects. In 1989, there was little evidence that national strategic planning had any effect on programs, policies, or people-level impacts. Today, national strategies are more experientially based with a heuristic dimension. Through field support, SD has contributed to this change in approach.

Madagascar's NEAP was among the first produced, and through strong Mission/SD involvement has remained a learning process. It has been used to engage a broad spectrum of people in ENRM policies and strategies and has led to a redesign of the Bank's environmental program, the Mission's strategy to incorporate the heuristic intent of the NEAP, and changes in the national new forestry code. SD's contributions have been through MDS, NESDA, the PCG, and IPC. Support to MDS systemically improves the NEAP process through the transfer of experiences and knowledge. MDS is active in Madagascar, South Africa, Mali, Senegal, Cameroon, Congo, Uganda, Rwanda, The Gambia and Zimbabwe.

In addition to support to subregions and bilaterals, SD developed a Decertification framework for the AFR Bureau. This framework detailed the Bureaus major activities pertinent to the Decertification Convention. It outlined strategic bilateral and regional support directly relevant to decertification. PSGE was also instrumental in the development of the three subregional action plans that were presented at the United Nations Conference of Parties meeting.

We anticipate substantial progress in developing capacity for strategic planning. SO5 initiated in FY97 a more systematic effort, called FRAME, to improve the Bureau's strategic decisions on the environment, and to gather and transfer lessons learned.

IR 5: Analytical Capacity of African Institutions Increased. SD strengthened the analytical capacity of African institutions as well as institutions providing training to African institutions. This IR and the indicator were modified to emphasize quality. We estimate that 17 of 25 countries (68%) were directly affected. We think that this measure exceeded expectations because of strategic training conducted by RESON (see below). This IR will be further modified in the new SO. A major flaw is that it lumps direct training with training of intermediary partners (like NESDA and NGOs). The most strategic role for SD may be to help institutions like NESDA and NGOs strengthen their management capacity. Logically, strengthening these intermediaries would be a lower level IR.

RESON trains people in strategic planning and SO implementation, particularly in the development and use of RFs as tools for managing results. This is a critical step in reengineering, as strategic planning is a process that includes partners and the RF is used as a learning as well as a planning and reporting tool. RESON made 17 TDYs to provide training and technical support to eight operating units. These units were involved in strategic planning or redesign, and training was incorporated into the planning process. RESON also trained people who support these operating units. In 9 RESON-sponsored workshops, 144 people from PVOs, consultants, and USG employees were trained regarding the reforms and their respective roles. In addition, RESON conducted a reengineering retreat for AWF in Nairobi which resulted in AWF restructuring its organization and approach.

Additional Performance Narrative

Mainstreaming Models and Concepts: Much of what this SO is working on and supports was experimental and off-stream ten years ago, but is now seen as mainstream and accepted as appropriate. It is recognized that the production and incorporation of lessons is part of SO implementation and most NRM SOs include “hypothesis testing.” Many now consider falling short of a target as a lesson, not a shortcoming. These were not well-accepted concepts ten years ago. This has occurred in large part due to this SO's direct influence on reengineering reforms, both in design and rollout. More people today understand that the development process for NRM includes a “learning” phase where growth is slow with take-off occurring after enabling conditions are in place. This concept was a product of the 1988 “Opportunities Report.” SD has used field-based information for ten years to update the concept and help people in the field apply it. Many SOs today (including most of those mentioned above) take an approach that recognizes the importance of linkages of NRM to rural livelihoods, to greater NR management authorities and responsibilities for Rural people, to greater management and organizational skills for Rural people, and to a partnership relationship (vs adversarial) between the State and population. SD's work over time and space help to organize these lessons and make them part of most of the SOs.

New IR 1a: CARPE

Key results for the year include:

Project management: fully-functioning Strategic Objective Team, Advisory Panel, field office, and grant fund.

Environmental policy and governance: (1) advocacy capacities of local NGOs were strengthened in the area of environmental advocacy and governance; these new capacities will be tested in ministerial-level discussions planned for June 1998 under the CEFDHAC (see below). (2) strengthened donor coordination and country-level policy dialogue.

Forest-resource management: (1) comprehensive land-zoning plan developed for Nouabale-Ndoki National Park in Congo, including neighboring commercial logging concessions totaling some 1.5 million ha.; though implementation has been delayed by civil war in second half of 1997, plan includes measures to better manage logging and hunting, and introduce ecotourism. (2) map linking road networks in Congo (K) to forest fragmentation produced by WRI; this map will help policy-makers and donors identify environmentally-sensitive sites and screen proposed infrastructure investments according to potential deforestation influence.

Training and capacity-building: (1) 30 Gabonese staff trained in biological surveys, as phase toward increased local/national capacity to identify areas of high biological importance, monitor threats to biodiversity, and support conservation efforts in protected areas. (2) 15 African protected area specialists trained in use of special GIS software for biological mapping and inventory and assessing impacts of human activities on wildlife. (3) PVO-NGO NRMS assessed environmental NGO sector in region and identified potential collaborators as well as identifying their needs for training and capacity-building.

Expansion of protected area network: (1) WWF leveraged Dutch funds for Gamba Complex (Gabon) and Minkebe (1.4 million ha., Gabon), and additional US Fish & Wildlife Service funds to continue biodiversity inventory work in Bangassou (C.A.R.) until the GEF project takes over. (2) WWF conducted GIS analysis of ecoregions to identify potential high-biodiversity sites currently outside protected area network, and review threats to these areas.

Non-timber forest products: Forest Service assessed use of NTFP's as a means to diversify rural incomes and reduce local pressures on resource use; this assessment will guide policy debate on approaches toward changing forest-concession and community-forestry policy.

Information management: CARPE participated in design of World Bank's \$19 million regional project (REIMP) for mapping and information management which complements CARPE. REIMP was approved by World Bank in December 1997.

Institutional capacity investment: (Individual) - Nicodeme Tchamou was an PSGE African Fellow in Fall 1996. His work was focused on non-wood forest products and he worked closely with CARPE partners WRI and the Forest Service. Upon his return to Cameroon he continued working on the topic as a partner of Forest Service. Most recently he has been hired by BSP as the first CARPE "focal Point" in Cameroon, to

serve as the individual there to be conversant with CARPE country activities and to support such activities in Cameroon as may be appropriate.

(Institution) - In terms of environmental advocacy, CARPE leveraged funding to hold a workshop in Cameroon for local environmental NGO's from the region. The workshop coordinators were Transparency International, the African Forest Action Network (AFAN), and IUCN. AFAN is the strongest environmental NGO network currently operating in the region and gained valuable advocacy training skills. In terms of collaboration within the region, CARPE has supported IUCN, as secretariat to CEFDHAC (Conference sur les ecosystemes de forets denses et humides d'Afrique Centrale), in carrying out CEFDHAC activities, which include an analysis of "gaps in the regional protected area network", during the period 1996-98. CEFDHAC is the only African governmental environmental initiative in the region and holds its 2nd ministerial meeting in June 1998. The findings of the protected area gap analysis will be presented to that ministerial meeting.

Budget request

From current FY funds, SO 5 requests an additional \$850,000 for the following activities, needed to address new responsibilities, and to ensure achievement of results as planned for next year: \$300,00 for CARPE, for analytic core (temporarily deleted from CARPE in previous budget requests, plus \$100,000 allocated from other activities to cover short term needs of Peace Corps; \$250,000 to cover the costs of a Climate Change Advisor, as required under the GCC Action Plan, plus additional analytic funds to carry out AFR's commitments under the Action Plan; \$200,000 for additional analytic support for information systems and \$100,000 to cover teamwork costs and expenses incurred in SO and RP team implementation.

SO05 Results Framework -- See AFR/SD: Suzette Rosier for Hard Copy

III. Performance Data Tables

Table 1

STRATEGIC OBJECTIVE: Improved Policies, Programs and Strategies in Protecting the Environment in a Sustainable Way			
APPROVED: Interim		COUNTRY/ORGANIZATION: AFR/SD/PSGE/ENRM	
RESULT NAME: (IR1/FY 97) Transfer and Use of Lessons Increased			
INDICATOR: Percentage of selected Missions and CARPE countries whose strategies, SOs, etc. contain lessons by AFR/SD/PSGE.**			
UNIT OF MEASURE: Percentage	Yr	Planned	Actual
	89		25%*
	96	100%	100%
SOURCE: R4 reviews and other Mission reports	97	100%	88% (22/25)
	98	100%	
INDICATOR DESCRIPTION: To be counted, a Mission strategy, program, or assessment would have to include elements directly linked to involvement by AFR/SD/PSGE/ENRM personnel or through activities managed by ENRM.			
COMMENTS: This Results Review reports on results achieved last year, not on activities. In many cases, results achieved in FY 97 were products of activities in previous years. For example, progress was achieved last year in Botswana in the implementation and strengthening of the CBNRM concept and a greater sharing of authority and responsibility between the GOB and rural communities. However, AFR/SD/PSGE's contribution to this achievement occurred during the period from FY 93 to the present.			
*The baseline for this indicator was set in 1989 in order to show changes over time. The 1989 figure is an estimate based on a review of past programs and may be off +/- 5%.			
**The wording of this IR has been slightly modified to take into account achievements in countries where CARPE works, which has no Missions. The IR will be modified under the new SO and the indicator will be changed.			

Table 2

<p>STRATEGIC OBJECTIVE: Improved Policies, Programs and Strategies in Protecting the Environment in a Sustainable Way APPROVED: Interim COUNTRY/ORGANIZATION: AFR/SD/PSGE/ENRM</p>			
<p>RESULT NAME: (IR2/FY97) Information Used More Effectively</p>			
<p>INDICATOR: Percentage of selected Missions and CARPE countries which used field-base information to identify lessons and incorporate these lessons into programming.**</p>			
<p>UNIT OF MEASURE: Percentage</p>	Yr	Planned	Actual
	89		20%*
	96		55%
<p>SOURCE: R4 reviews and other Mission reports</p>	97	65%	68% (17/25)
	98	75%	
<p>INDICATOR DESCRIPTION: The demonstration that lessons have been used for SOs, policies, or strategies. Or, evidence that there has been progress in the development of an information management system aimed at identifying and using lessons learned.</p>			
<p>COMMENTS: In most instances, information systems are developed and managed primarily by Missions, and are designed to meet mission needs. A role of AFR/SD/PSGE is to transfer lessons from one Mission to another and to provide assistance to Missions to address particular problems.</p> <p>*This is an estimated baseline set in 1989. While the percentage may be off by a few points, it is substantially less than the FY 97. **This IR has been modified in the new SO and the indicator will be changed as well.</p>			

Table 3

STRATEGIC OBJECTIVE: Improved Policies, Programs and Strategies in Protecting the Environment in a Sustainable Way			
APPROVED: Interim COUNTRY/ORGANIZATION: AFR/SD/PSGE/ENRM			
RESULT NAME: (IR3/FY97) Enabling Conditions Strengthened**			
INDICATOR: Percentage of selected countries where “enabling” policies are identified, established or updated based on lessons from the field			
UNIT OF MEASURE: Percentage	Yr	Planned	Actual
	89		20*
	96		41% (11/27)
SOURCE: R4 reviews and other Mission reports	97	na	68% (17/25)
	98	70%	
INDICATOR DESCRIPTION: Policy or institutional changes within the fiscal year which can be traced to field-level lessons			
COMMENTS:			
*This is an estimated baseline set in 1989. While the percentage may be off by a few points, it is substantially less than the FY 97.			
**This IR has been modified in the new SO and the indicator will be changed as well.			

Table 4

STRATEGIC OBJECTIVE: Improved Policies, Programs and Strategies in Protecting the Environment in a Sustainable Way			
APPROVED: Interim COUNTRY/ORGANIZATION: AFR/SD/PSGE/ENRM			
RESULT NAME: National Strategic Planning Having Demonstrable Effects**			
INDICATOR: (IR4/FY96) Percentage of countries in having an ENRM SO in which National Environmental Action Plans (or national strategies) are having demonstrable effects			
UNIT OF MEASURE: Percentage	Yr	Planned	Actual
	89		00*
	96		na#
	SOURCE: R4 reviews and other Mission reports	97	
	98		
INDICATOR DESCRIPTION: The percentage of countries with ENRM SOs in which national-level plans affected policies or programs.			
<p>COMMENTS: Under the Multi-donor Secretariat (MDS), funded by AFR/SD through the World Bank, Mr. Albert Greve played a key role in numerous countries in making NEAPs effective instruments of change. AFR/SD also supported NESDA, an African institution which plays a coordinating role in the development of NEAPs.</p> <p>Through these two mechanisms, as well as direct support, AFR/SD has had broad influence in shaping national strategies. For example, in Uganda the development of a US-supported NEAP lead to a National Policy on the Environment, the creation of a National Environment Management Agency, the Uganda Wildlife Agency, the privatization of national hotels and the Uganda Wildlife Act. In Madagascar, the NEAP is a major mechanism for updating a multi-donor environmental program.</p> <p>*This is an estimated baseline set in 1989. While the percentage may be off by a few points, it is substantially less than the FY 97.</p> <p>**This IR has been modified in the new SO and the indicator will be changed as well.</p> <p>#In FY96, all countries which had a NEAP were counted—regardless of whether there was an ENRM SO or not, and the unit of measure was the absolute number. This year we used the number of countries having an ENRM SO and where the strategies were having effects as a percentage of countries having an ENRM SO.</p>			

ENR: Table 5

STRATEGIC OBJECTIVE: Improved Policies, Programs and Strategies in Protecting the Environment in a Sustainable Way			
APPROVED: Proposed		COUNTRY/ORGANIZATION: AFR/SD/PSGE/ENRM	
RESULT NAME: IRI Analytical capacity of African institutions increased.			
INDICATOR: Number of African Institutions Supported through training or technical assistance by SD or by the Missions			
UNIT OF MEASURE: A) Number of NGOs/PVOs & other host country agencies; participants B) Number of Partners C) Number of institutions	Yr	Planned	Actual
	89		00
SOURCE: Workshop and training reports	96		na#
	97		72% (18/25)
INDICATOR DESCRIPTION: A) Individuals directly influenced through ENRM-facilitation, such as through RESON B) Organizations receiving analytical capacity building support	98		
COMMENTS: Examples include training of operating units, PVOs, consultants and USG employees by the RESON activity. A second example is work with NESDA (Network for Environment and Sustainable Development) in support of its capacity to provide training and technical assistance. A third example is the Fellows program. *This is an estimated baseline set in 1989. **This IR has been modified in the new SO and the indicator will be changed as well. <i>#Since both the IR and indicator were modified, the FY96 data are no longer relevant for comparisons.</i>			

STRATEGIC OBJECTIVE 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY, AND EQUITY OF BASIC EDUCATION SERVICES.

I. Background

In Africa, at best one out of two children enters primary school, and only one out of four completes. To improve upon this situation, SD develops and promotes education sector reform strategies, approaches, and methods which aim to strengthen specific USAID-supported national education reform efforts. We are now active in nine countries, as well as in several regional networks. In FY97, SD designed a new strategic objective (SO) and results framework for this work, both of which build on SD’s past decade of experience in basic education, and embrace the education sector support (ESS) approach in the box above.

Three elements of Education Sector Support (ESS):

- *Systemic Education Reform**
- *Coordination of Sectoral Development Partners**
- *African Ownership of the Reform Process**

SD’s new education strategic objective (Number 6) is *“Adoption of policies and strategies for the increased sustainability, efficiency, and equity of basic education services”*.¹ Two intermediate results (IRs) help gauge our success in reaching this objective:

- The creation and dissemination of new knowledge about education reform.
- The extension and strengthening of an enabling environment which provides for north-south/south-south collaboration.

II. Performance Analysis

Despite loss of core education staff, severe contractual delays in hiring replacements, and AID/W relocation-related hiatuses in technical work in FY97, SD succeeded in designing a new Results Framework and overall met (while exceeding in some instances) targets at both the SO and IR levels. In addition, SD added a potential new country, Zambia, to its basic education portfolio. SD’s outreach to partners inside as well as outside USAID will increase as new core staff take charge.

¹ Attached are the strategic Framework, a map of AFR’s nine basic education programs, and tables which quantify SD impacts.

Progress towards Strategic Objective:
SO Impact Area # 1: African Countries

The ultimate measure of SD's success is the extent to which we assist African countries to adopt SD-promoted policies and strategies which increase the sustainability, efficiency, and equity of basic education services. Key indicators of SD-advocated Education Sector Support (ESS) principles are the African initiation of national sector reform plans and adequate funding for basic education. Uganda and Ghana demonstrate both.

Demonstration of **Uganda's** commitment to education reform was unusual and dramatic. In January 1997, President Museveni declared free primary education for all. During the year, government education staff, parents, and even the new Parliament struggled with how to provide *quality* education to all children, midst mushrooming enrollments. By the end of USAID's fiscal year, the Ministry was working closely with a coordinated group of donors on a national strategy to meet this challenge within the means available. The USAID Mission was a leader in this collaboration, which drew heavily on SD's region-wide experience with setting and implementing education standards and policies.

In **Ghana**, with considerable help from USAID's SD-backed Mission, the implementation of the government-led Basic Education Sector Investment Program gathered steam. This program is a dramatic departure from traditional, stand-alone, donor-driven projects to a Ministry-led ESS approach. The Ministry of Education maintained the highest budgetary allocation to education in Sub-Saharan Africa - almost 40% of its national recurrent budget. **Ghana** also adopted a strategy to improve services for girls and other underserved children by taking an SD-influenced pilot program to national scale.

In addition to the Ghana and Uganda examples, other countries are using SD strategies and tools:

- In **Mali**, SD assisted the government with a cost study of the community school program which resulted in the first reliable financial data on this aspect of Mali's education system. By feeding study data and analysis into its planning model for the national education reform, the GOM was able to support community schools more effectively.
- In **Benin**, as in many African countries, poor quality and untimely reporting of education statistics have hampered program and policy decision making. In 1997, the Ministry of Education began using the SD-developed Education Automated Statistical Information tool kit (ED*ASSIST) to improve the quality and accessibility of information provided by national and regional planning/statistics offices.
- In **South Africa**, the government used the SD participatory policy dialogue approach (Education Reform Support - ERS) to strengthen its strategic planning for post-apartheid education reform, and selected the principal ERS author to

work on a national policy framework for the provision of equitable education services.

SO Impact Area # 2: USAID Missions

A central tenet of the SD strategic framework is that USAID Missions with Basic Education programs utilize the ESS model and other SD methods and tools. In 1995, three USAID missions with basic education programs - **Benin, Guinea, and Uganda** - were fully implementing the education sector support (ESS) approach. In 1997, **South Africa and Ghana** joined this positive trend.

USAID field missions also utilized the ESS framework to evaluate, design or modify education programs. In **Malawi**, an evaluation team relied on the ESS framework to guide its evaluation of the mission education program and to help the Ministry plan ahead. In **Zambia and Senegal**, AFR/SD-led assessment teams turned to the ESS framework to guide Country Strategic Plan (CSP) development. Consequently, USAID Zambia requested AID Washington to approve a new strategic objective in education.

In addition to applying the ESS approach, USAID field missions drew on an array of SD-promoted methods and tools. In **Ethiopia**, ERS facilitated policy dialogue between USAID and the Ethiopian government. As a result, both are collaborating better to overcome regional disparities in educational services.

Benin, Ghana, and Guinea adopted versions of another SD-developed tool - Fundamental Quality and Equity Levels (FQEL). FQEL is a set of standards defined by government, communities and other stakeholders to help identify, provide, and sustain the necessary inputs for effective learning.

SO Impact Area #3: USAID and Development Partners

In addition to direct assistance to African countries and USAID missions, AFR/SD has had significant impact on the Agency. This year, AFR/SD completed its Strategic Framework for Basic Education in Africa, which sets out Bureau parameters and issues related to the design, implementation and evaluation of basic education assistance. This framework contributed to the Agency's new education goal: human capacity built through education and training. There are additional FY97 examples of Agency adoption of SD products.

- AFR/SD's "Educating Girls in Sub-Saharan Africa: USAID's Approaches and Lessons for Donors," which highlights gender-related lessons learned by AFR basic education programs, has influenced policies and programs throughout the Agency.
- The **LAC** bureau has used the SD-developed database for education statistics (the Statistical Profile for Education in Sub-Saharan Africa - SPESSA) as a

template for designing its own regional educational data base, and the Association for the Development of education in Africa (ADEA) as a model network for sector-strengthening.

- SD's and Zambia's ground-breaking work in school health interventions inspired USAID **Jamaica** to adopt a similar program.
- USAID education projects in **India** and **Haiti** are using SD-developed GirlsPLACE materials for training education staff to respond better to girls' special learning needs.

In addition to shaping Agency practice, SD tools influenced the work of other institutions. The World Bank's strategy on education in Africa has incorporated SD's work on girls' education and community participation. World Bank staff have also used the SD planning tool "Gender-Based Approach to Education Planning" (GAP) to guide several country education sector analyses.

Education programs rarely tap the synergy between school health and educational achievement. SD-leveraged support from other donors for such linkages by developing a joint position paper with the World Bank to promote school-based health activities. The paper led the Bank to establish a fund for Africa region working groups, and prompted **UNICEF** and the **Pan-American Health Organization** to make their health programs target schools.

Progress Towards Intermediate Results

Evidence of progress towards meeting the SO is apparent in our two intermediate results: 1) disseminating and promoting knowledge and guidance, and 2) extending and strengthening the enabling environment. During FY97, SD met all IR goals.

Intermediate Result 6.1: Disseminating and Promoting Knowledge and Guidance

A key dissemination challenge for SD is the timely provision of technical assistance and materials which Missions need. To this end, SD in FY 97 improved and expanded its dissemination strategy. We developed a long-range systematic plan which helps us to gauge demand for our services, and which identifies the most appropriate audience and dissemination approach for each of our skills and products. This planning ensured that more than 50% of our TDYs to missions were in direct response to demand for ESS tools and services, and resulted in a handy catalog of all our products, as well as French summaries of key items.

AFR/SD aims to expand and develop the knowledge base and guidance in four key areas: 1) education reform support and policy formation, 2) system management and sector support, 3) delivery of instructional services, and 4) equity-enhancing strategies, programs and policies. Sample FY 97 accomplishments follow.

1) A major accomplishment in ***Education Sector Reform Support and Policy Formation*** was the completion of a six volume series on Education Reform Support (ERS). This series offers governments and other partners analytical tools and guidance regarding investment priorities and approaches for policy reform. ERS presentations reached USAID, World Bank, and African policy makers. In addition, the U.S. Governors' Association requested an ERS

presentation, which exemplified the kind of exchange between international and domestic development experts that USAID's Learning Without Borders (LWOB) program promotes.

2) In the area of ***Education Systems Management and Sector Support***, SD completed the Strategic Framework for Basic Education in Africa. The framework guides Bureau and Mission support to basic education and calls for creative action in partnership with governments and other stakeholders. It draws on and operationalizes the Bureau's decade of experience with concepts of effective schooling, systemic reform and sustainability in basic education.

In FY97, SD developed a computer-based planning tool to assist missions, NGOs and governments to enhance the roles communities play in education programs. This tool, "Planning for Community Participation in Education," complements USAID democracy and governance efforts. Through presentations at fora such as the worldwide Human Capacity Development (HCD) conference in July 97, SD widely disseminated this tool in USAID and among donors, and then prepared for more direct dissemination at the community level.

3) The ***Delivery of Instructional Services*** is critical to quality education. SD continues to examine ways in which USAID, governments, and NGOs can learn from the past to improve in the future. To this end, SD completed the report "How Teachers Use Textbooks," which challenges many commonly held notions about how instructional materials are employed.

Examinations have a major influence on classroom practices. SD completed an analysis of this aspect of teaching in Uganda. The study concluded that reforming exams without improving complementary inputs failed to improve classroom practices. Also in Uganda, SD supported an analysis of teachers' work and pupils' school experience as determinants of academic achievement. These studies influenced practice in Uganda and beyond.

To strengthen cross-sectoral synergy, SD completed a health study, "Early Intervention: HIV/AIDS Programs for School-aged Youth," which analyzes community and school-based awareness programs, and explores ways to take them to national scale. SD made steady progress on aiding communities and schools to help pupils understand and practice environmental protection, and in FY98 will collaborate with Mali, Zambia, and Tanzania on case studies in this area.

4) SD's research on the ***Design and Implementation of Equity Enhancing Policies, Programs and Strategies*** focused on assisting Missions, governments and NGOs to better serve girls' educational needs. Three SD tools noted within the agency and donor community

for their impact are: 1) "Education of Girls in Sub-Saharan Africa: USAID's Approaches and Lessons for Donors"; 2) "GAP- Gender Based Approach to Educational Planning"; and 3) "GirlsPLACE - Girls' Participatory Learning Activities in the Classroom Environment."

Intermediate Result 6.2: Extend and Strengthen Enabling Environment to Promote Improved Education Sector Policies, Programs and Strategies

Key to an enabling environment is collaboration and coordination among funding agencies and African decision-makers on planning, managing, and evaluating education system performance. AFR/SD's main resource for building an enabling environment is the Association for Development of Education in Africa (ADEA). The ADEA is a consortium of funding agencies, such as USAID, African Ministers of Education and education practitioners, and regional organizations, for example the Association of African Universities (AAU). The ADEA strengthens African leadership and capacity by organizing fora for policy discussion and information exchange, supporting African-led technical working groups, and enhancing the content as well as means for electronic connectivity.

Working groups constitute ADEA's main means of developing institutional capacity across Africa. Funding Agencies such as ourselves help to start these groups, but then devolve responsibility to African organizations for advocacy, analysis, and capacity-building. Presently SD helps to support a total of eleven working groups on the following topics: books and learning materials; distance education; early childhood development; education sector analysis; education statistics; educational research; female participation; finance and education; higher education; non-formal education; and teacher management. Our support has resulted in regional institutions which are producing knowledge and building national chapters. For instance, in FY 97 we enabled the Secretariat for the Education Research Network for West and Central Africa (ERNWACA), based in Bamako, Mali, to produce "Overlooked and Undervalued: A Comprehensive Review of Educational Research in West and Central Africa," in English and French. The review links research findings to policy and practice in true ESS spirit. We also improved communication among researchers by introducing internet to chapters in Ghana, Cameroon, the Ivory Coast, Senegal, Mali and Burkina Faso.

We supported the ADEA secretariat, based in Paris, to promote exchange through a variety of ways, including a worldwide web-site for sectoral information, with many SD and ADEA products. In addition, SD enabled five USAID Missions to strengthen their basic education programs through improved connectivity (Ghana, Benin, Guinea, Uganda and Ethiopia).

Finally, we took measures to enhance U.S. as well as worldwide understanding and support for basic education. We published "Kids, Schools, and Learning: African Success Stories," and, for quick reading, condensed these six tales into one publication, "Phoenix Rising." We used the Uganda story to forge a partnership, with the World Bank and the Government of Uganda, to make a video to raise worldwide support for basic education. This video will join the World Bank's Global Link television series, broadcast in ninety countries and, with other SO 6 efforts, should enhance the enabling environment for education in Africa.

III. Expected Progress Through FY 2000

By the year 2000, SD plans that three more countries, for a total of five of our current Basic Education countries, will demonstrate the policies, strategies, and budgetary allocations key to systemic and sustainable improvement of basic education, and that USAID and partner funding agencies will support these national efforts with SD approaches, methods and tools.

SD also will continue to strengthen collaboration among African governments, regional institutions, and funding agencies such as ourselves. In addition, SO 6 will assume management of a grant to the International Foundation for Education and Self-Help (IFESH) for capacity-building to support basic education. All of these efforts should result in more children in the region winning access to better primary education.

Map of Current USAID Education Programs -- See AFR/SD Suzette Rosier for Hard Copy

SO06 Results Framework -- See AFR/SD Suzette Rosier for Hard Copy

STRATEGIC OBJECTIVE 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES			
APPROVED: 5/97		COUNTRY/ORGANIZATION: AFR/SD	
S.O. INDICATOR: Percent of COUNTRIES implementing reform policies and strategies advocated by SD			
UNIT OF MEASURE: country, percent <hr/> SOURCE: Mission reports, SD analyses and TDYs, ADEA meetings <hr/> INDICATOR DESCRIPTION: Number of countries with USAID education programs which have put in place or are maintaining at least fifty percent of the following policies or strategies as a proportion of the total number of countries where USAID has education programs: <ul style="list-style-type: none"> •resource allocation and/or funding formulas to favor primary education •restructured instructional service and delivery system (eg. continuous assessment, teacher support, instructional material availability) •systemic approach to girls' education (eg. integrated into routine operations) •policy dialogue and participatory policy formation •FQEL planning framework <hr/> COMMENTS: Targets may change as new countries added or additional policies/strategies advocated.	YEAR	PLANNED	ACTUAL
	1997	2 (22%)	2
	1998	3 (33%)	
	1999	4 (48%)	
	2000	5 (55%)	
	2001	6 (67%)	
	2002	7 (78%)	
	2003	9 (100%)	

The government's of Ghana and Uganda have adopted SD promoted policies and strategies.

STRATEGIC OBJECTIVE 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES			
APPROVED: 5/97		COUNTRY/ORGANIZATION: AFR/SD	
S.O. INDICATOR: Percent of USAID education programs/projects employing ESS approach			
UNIT OF MEASURE: USAID education program/project, percent SOURCE: Mission reports, SD analyses and TDYs INDICATOR DESCRIPTION: Number of USAID missions employing "education sector support approach" (ESS) as a proportion of total number of countries where USAID has education programs or projects. COMMENTS: The ESS approach is characterized by: (i) support of restructuring/reforming of education systems to meet national priorities (eg. primary education); (ii) systemic educational change (coordination of linkages between levels, components and loci of system); (iii) institutional capacity building; (iv) sustainability (within national resource envelop); (v) donor coordination; (vi) accountability; and (vii) national level impact. Targets may change if new countries are added.	YEAR	PLANNED	ACTUAL
	1997	5 (66%)	5
	1998	6 (67%)	
	1999	7 (78%)	
	2000	7 (78%)	
	2001	8 (89%)	
	2002	8 (89%)	
	2003	9 (100%)	

In FY97 the USAID missions employing the ESS approach were: Benin, Ghana, Guinea, South Africa, and Uganda. In the next few years, we expect Namibia and Malawi to be using ESS. The prospects for Mali and Ethiopia are longer term.

STRATEGIC OBJECTIVE 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES

APPROVED: 5/97

COUNTRY/ORGANIZATION: AFR/SD

S.O. INDICATOR: Percent USAID Missions using SD-promoted methods and tools in their education program/project

UNIT OF MEASURE: USAID Mission, percent	YEAR	PLANNED	ACTUAL
SOURCE: Mission reports, SD TDYs and workshops	1997	5 (56%)	5*
INDICATOR DESCRIPTION: Number of USAID missions using at least half (50%) of the "bundle" of approaches, procedures, methods, tools and/or instruments developed and promoted by SD to design, manage and evaluate their education programs, as a proportion of total number of countries where USAID has education programs or projects, such as (illustrative): <ul style="list-style-type: none"> • Community Participation Approach • FQEL framework • conditionality development/use • policy dialogue methods • impact measurement • EdAssist 	1998	5 (56%)	
	1999	5 (56%)	
	2000	5 (56%)	
	2001	5 (56%)	
	2002	5 (56%)	
	2003	5 (56%)	
COMMENTS: The tools in this "bundle" will be decided on an annual basis as new tools are included. All countries/missions do not need all of SD's tools in any given year; they also may not need them for the entire length of the monitoring plan.			
Targets may change if additional countries are added.			

In FY97 missions were using the following SD promoted tools:

*Benin: FQEL, conditionality, impact measurement, ED*ASSIST

*Ethiopia: FQEL, conditionality, policy dialogue methods

*Ghana: FQEL, conditionality, policy dialogue methods

*Guinea: FQEL, conditionality, policy dialogue methods, impact measurement

Malawi: conditionality, policy dialogue methods

Mali:

Namibia: impact measurement

South Africa:

*Uganda: impact measurement, conditionality, policy dialogue methods

STRATEGIC OBJECTIVE 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES

APPROVED: 5/97

COUNTRY/ORGANIZATION: AFR/SD

S.O. INDICATOR: Incidence of **AGENCY** adoption or use of SD-developed guidance on education support

UNIT OF MEASURE: USAID policy-making units, number of new incidences

SOURCE: documents, communication

INDICATOR DESCRIPTION: Number of new incidences of adoption by, incorporation into or use by USAID policy-making units (eg. AFR/DP, PPC, CDIE, G/HCD, G/WID) of SD-developed approaches, tools or methods into agency-wide policy, strategies, directives and procedures, in areas such as (illustrative):

- USAID education policy statement (PPC)
- USAID impact assessment (CDIE)
- USAID Girls' Education Initiative (G/WID)
- Africa Bureau Transition Country Strategy (AFR/DP)
- SPSSA (G/HCD, AFR/SD/HPN)
- Donor Network model (LAC, AFR/HPN)
- School health position

COMMENTS:

YEAR	PLANNED	ACTUAL
1997	4	6
1998	4	
1999	4	
2000	4	
2001	4	
2002	4	
2003	4	

Instances of Agency adoption of SD policies and strategies in FY97

- 1 - USAID Jamaica and government of Jamaica agree to implement school health initiative modelled after AFR/SD developed program for Zambia.
- 2 - SPSSA data base used as model by LAC bureau educational statistics data base.
- 3 - GirlsPLACE being used by Girls' and Women's Education Project in India.
- 4 - GirlsPLACE being used by bilateral basic education program in Haiti.
- 5 - AFR Basic Education Strategy incorporated into Agency Basic Education Policy paper.
- 6 - AFR/SD "Educating Girls in Sub-Saharan Africa" used to guide agency policy and programming.

STRATEGIC OBJECTIVE 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES			
APPROVED: 5/97		COUNTRY/ORGANIZATION: AFR/SD	
S.O. INDICATOR: Incidence of OTHER FUNDING OR SUPPORT AGENCIES' adoption or use of SD-developed approaches, tools, and methods for education support			
UNIT OF MEASURE: funding or support agency involved in education, number of new incidences <hr/> SOURCE: networks, communication, documentation <hr/> INDICATOR DESCRIPTION: Number of new incidences of other funding (eg. World Bank) or support (eg. ADEA, FAWE) agencies using or advocating approaches, procedures, methods, tools and/or instruments developed and/or promoted by SD to inform their education support activities, such as (illustrative): <ul style="list-style-type: none"> • ESS approach • FQEL framework • conditionality development/use • policy dialogue methods • impact measurement <hr/> COMMENTS:	YEAR	PLANNED	ACTUAL
	1997	2	6
	1998	2	
	1999	2	
	2000	2	
	2001	2	
	2002	2	
	2003	2	

Instances of other funding or support agencies adoption of SD policies and strategies in FY97

- 1- Pan American Health Organization incorporates school health position paper into PAHO school health plan
- 2 - UNICEF incorporates school health position paper into school health policy
- 3 - GirlsPLACE being used by World Bank Task Managers
- 4 - GAP concept for girls' education being used in World Bank's education strategy
- 5 - Club du Sahel uses ERS approach to explain PADLOS program
- 6 - ADEA working group on statistics adopts and endorses ED*ASSIST

STRATEGIC OBJECTIVE 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES

APPROVED: 5/97

COUNTRY/ORGANIZATION: AFR/SD

INTERMEDIATE RESULT 6.1: Disseminate and promote knowledge and guidance on policies, strategies, approaches, methods and tools

I.R. INDICATOR: Intended audiences reached

UNIT OF MEASURE: Audience, Y/N

SOURCE: Annual dissemination/promotion plan, ABIC, networking

INDICATOR DESCRIPTION: Determination of whether primary and key audiences targeted on an annual basis for three selected “generated knowledge” activities have been reached through a combination of materials distribution, presentations, workshops and/or media broadcasts (eg. Newspapers, television, journal articles).

Focal products for FY 97 and product target audience are:

- Basic Education Strategic Framework
- Community Participation
- Education Reform Support Analyses/Guidebooks

COMMENTS: Because numerous “knowledge generation” activities of AFR/SD-Education will be at various stages of development over the course of the time period covered – ranging from completed research and analytic products/materials to just initiated inquiries – three knowledge generation activities will be selected on an annual basis, as part of a rolling dissemination plan, for intensive dissemination /promotion treatment. In its annual dissemination plan, AFR/SD will designate key audiences and the number of types of promotion activities it will undertake in the course of the year.

YEAR	PLANNED	ACTUAL
1997	Audience Reached (see dissemination plan below)	YES
1998	tbd annually	
1999		
2000		
2001		
2002		
2003		

FY97 DISSEMINATION PLAN

SD Product	Target Audience for FY97	How Reached?
Basic Education Strategic Framework	Missions, Agency, ADEA	HCD conference, workshop, 3 consultative meetings with Agency decision makers and external partners, draft sent to all missions and operating units
Education Reform Support Guides	Missions, HRDOs and technical staff, multilateral donors and country policy makers	Workshop at World Bank, presentation to USAID staff, mass mailing, presentation to U.S. governors
Community Participation	Missions, donor community, MOE's, projects	Presentations, workshop

STRATEGIC OBJECTIVE 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES

APPROVED: 5/97

COUNTRY/ORGANIZATION: AFR/SD

INTERMEDIATE RESULT 6.1: Disseminate and promote knowledge and guidance on policies, strategies, approaches, methods and tools

I.R. INDICATOR: Percent of technical support missions made to support education strategy development and program/project design

UNIT OF MEASURE: AFR/SD-Ed. Technical support missions

SOURCE: Internal documentation

INDICATOR DESCRIPTION: Number of technical support missions to Africa basic education countries undertaken to assist USAID Mission development of education strategies, programs/projects and/or evaluation activities as a proportion of total technical missions supported by AFR/SD - Ed. team.

COMMENTS: As AFR/SD-Ed. personnel undertake missions of various natures to the field (research/analysis, informational, meeting attendance, etc.), this indicator is intended to demonstrate that a significant proportion of these visits are to specifically help USAID missions develop their education portfolio using the policies, approaches (e.g. ESS), etc. advocated by AFR/SD, thereby demonstrating a probable causal link to SD influence on Mission-related SO indicators 6.2 and 6.3.

These numbers do not include “virtual” strategy work.

YEAR	PLANNED	ACTUAL
1997	50%	65%
1998	50%	
1999	50%	
2000	50%	
2001	50%	
2002	50%	
2003	50%	

STRATEGIC OBJECTIVE 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES

APPROVED: 5/97

COUNTRY/ORGANIZATION: AFR/SD

INTERMEDIATE RESULT 6.1: Disseminate and promote knowledge and guidance on policies, strategies, approaches, methods and tools

SUB I.R. Develop/expand knowledge base on: Reform support and policy formation, Systems management and sector support, Delivery of instructional services, Equity-enhancing strategies/programs/policies

ACCOUNTING OF ALL PRODUCTS PRODUCED

	Research Methodologies	Knowledge	Outreach Materials
SUB I.R. Develop/expand knowledge base on:			
6.1.1: Reform Support and Policy Formation	2	15	8
Education Reform Support		6	1
Investment/Advocacy Framework		4	1
Community Schools		3	3
Policy Implementation	1	1	
Other	1	1	3
6.1.2: Systems management and sector support	4	22	12
Bureau Strategy	2	10	4
Agency Policy and Performance in Education		4	2
School Health		2	1
Community Participation		2	1
Other	2	4	4
6.1.3: Delivery of Instructional Services	2	6	5
6.1.4: Equity Enhancing Policies, Programs and Strategies	1	6	4

STRATEGIC OBJECTIVE 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES			
APPROVED: 5/97		COUNTRY/ORGANIZATION: AFR/SD	
INTERMEDIATE RESULT 6.2: Extend and strengthen enabling environment to promote improved education sector policies, programs, and strategies			
I.R. INDICATOR: Common and shared agenda and focus of funding agencies			
UNIT OF MEASURE: Common/shared tools Y/N <hr/> SOURCE: Agency Documents <hr/> INDICATOR DESCRIPTION: A shared understanding among donors of goals, priorities, approaches, and progress by funding agencies, as evidenced by (illustrative): <ul style="list-style-type: none"> ▪ Joint goal statement ▪ Common indicators ▪ Shared measurement instruments ▪ Shared data bases ▪ Shared position papers <hr/> COMMENTS:	YEAR	PLANNED	ACTUAL
	1997	2	3
	1998	2	
	1999	2	
	2000	2	
	2001	2	
	2002	2	
	2003	2	

Examples of shared agenda and focus of funding agencies in FY97:

- 1 - AFR/SD-World Bank joint position paper on school health
- 2 - Joint AFR/SD World Bank data base on school health
- 3 - ADEA-PRISM data base of donor activities in education

STRATEGIC OBJECTIVE 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES			
APPROVED: 5/97		COUNTRY/ORGANIZATION: AFR/SD	
INTERMEDIATE RESULT 6.2: Extend and strengthen enabling environment to promote improved education sector policies, programs, and strategies			
I.R. INDICATOR: USAID commitment to basic Education in Africa			
UNIT OF MEASURE: USAID budgets, percent SOURCE: Agency INDICATOR DESCRIPTION: USAID commitment to Basic Education in Africa is measured by the Agency's financial commitment to Basic Education in Africa as well as Basic Education "friendly" actions undertaken by the Agency. This result will have been successfully met if USAID maintains or increases its budget for Basic Education in Africa as well as makes at least one Basic Education friendly gesture in the fiscal year. COMMENTS:	YEAR	PLANNED	ACTUAL
	1997	Increased Commitment	YES
	1998		
	1999		
	2000		
	2001		
	2002		
	2003		

SUPPLEMENTAL INFORMATION

	Budgetary Allocation to Basic Education in Africa	Basic Education "Friendly" Action Taken By the Agency
FY96	\$56 million (approx)	
FY97	\$67 million (approx)	Creation of New Agency Goal for Basic Education and Training

STRATEGIC OBJECTIVE 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES			
APPROVED: 5/97		COUNTRY/ORGANIZATION: AFR/SD	
INTERMEDIATE RESULT 6.2: Extend and strengthen enabling environment to promote improved education sector policies, programs, and strategies			
SUB IR 6.2.1: Expand collaboration and coordination among funding agencies and African decision-makers on planning, management and evaluation.			
SUB I.R. INDICATOR: Increased influence of the ADEA			
UNIT OF MEASURE: ADEA, Y/N	YEAR	PLANNED	ACTUAL
SOURCE: ADEA	1997	BASE LINE	
INDICATOR DESCRIPTION: Improvements in the ADEA growth index, as measured by: % African seats on Executive Steering Committee % of African contribution to ADEA budget % of working groups based in Africa	1998		
	1999		
	2000		
	2001		
	2002		
	2003		
COMMENTS: In order to increase the influence and strength of ADEA, African ownership of this institution must increase. Hence the focus on increasing African contribution and participation.			

STRENGTH OF ADEA - BASELINE DATA

	FY97
% African seats on Executive Steering Committee	7
% African contribution to total ADEA budget	0.5%
% of Working Groups based in Africa	9%

STRATEGIC OBJECTIVE 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES			
APPROVED: 5/97		COUNTRY/ORGANIZATION: AFR/SD	
INTERMEDIATE RESULT 6.2: Extend and strengthen enabling environment to promote improved education sector policies, programs, and strategies			
SUB IR 6.2.1: Expand collaboration and coordination among funding agencies and African decision-makers on planning, management and evaluation.			
SUB I.R. INDICATOR: Number of joint activities between funding agencies or between funding agencies and donor countries			
UNIT OF MEASURE: Number activities <hr/> SOURCE: Agency Documents <hr/> INDICATOR DESCRIPTION: The number of joint studies, sector assessments, or project designs or other joint activities between funding agencies and donor countries that result in a product. <hr/> COMMENTS:	YEAR	PLANNED	ACTUAL
	1997	2	4
	1998	2	
	1999	2	
	2000	2	
	2001	2	
	2002	2	
	2003	2	

Instances of Collaboration activities in FY97

- 1 - AFR/SD - World Bank School Health
- 2 - Ghana education and fertility research with Ghanaian researcher
- 3 - Zambia planning with World Bank
- 4 - Uganda Sector Review

STRATEGIC OBJECTIVE 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES			
APPROVED: 5/97		COUNTRY/ORGANIZATION: AFR/SD	
INTERMEDIATE RESULT 6.2: Extend and strengthen enabling environment to promote improved education sector policies, programs, and strategies			
SUB IR 6.2.2: Enhance capacity of regional institutions to influence education policies and practices.			
SUB I.R. INDICATOR: Increase in active chapters of key regional institutions in basic education countries			
UNIT OF MEASURE: National Chapters, number	YEAR	PLANNED	ACTUAL
_____	1997	40	
SOURCE: Regional institution reporting documents	1998	50	
_____	1999	60	
INDICATOR DESCRIPTION: Number of national chapters established in African countries of key regional institutions, such as ERNWACA, ERNESA, FAWE)	2000	70	
_____	2001	80	
COMMENTS: <i>Criteria for being established include capacity to respond to national needs effectively, and to be financially self-supporting.</i>	2002	90	
	2003	100	

STRATEGIC OBJECTIVE 7: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, QUALITY, EFFICIENCY, AND EQUITY OF HEALTH SERVICES

I. Background

AFR/SD's role is not to implement programs but to provide a vision for USAID investments, support research and analysis that enhances understanding of constraints and solutions, support the development of regional approaches and strategies with our African and multilateral partners, and promote the adoption of these approaches at the country levels. Our work complements the bilateral programs by addressing major obstacles that face many countries throughout the region and should enable our Missions to achieve their overall objectives.

Major Areas of Emphasis

IR 7.1 Health Care Financing and Organizational Reform

- resource generation
- health system efficiency
- equity
- public/private partnership
- decentralization

IR 7.2a Child Survival

- malaria, immunization, nutrition
- integrated management of childhood illnesses (systems strengthening, community and home management, facility-based management)

IR 7.2b Maternal Health

- essential obstetric care
- women's nutrition

IR 7.3 Enabling Environment to Design, Manage and Evaluate Health Programs

- African capacity building
- innovative advocacy strategies
- complementarity of donor resources and expertise

Through strategic planning sessions with African colleagues, USAIDs, REDSOs and other donors, consultative meetings with international experts, ongoing reviews and analysis of program evaluations and trends, AFR/SD identified critical constraints and issues that must be addressed in order to reduce overall child and maternal mortality in Africa. In some of these areas, like health care financing and organizational reform, information needs about what was working and not working in Africa have been of paramount importance and guided our research agenda. Once analyses were completed, the results have been widely disseminated and used for policy and strategy formulation and/or change both at the regional and country level. In addition, we identified a number of areas of special importance to child and maternal health because of their overall contribution to child and maternal mortality and the lack of attention or misdirection that they received in the past decade. These areas include nutrition, malaria, and vaccine-preventable diseases. In collaboration

with partners like UNICEF, WHO/AFRO and the Global Bureau, AFR/SD supports a combination of research and analysis, technical assistance and advocacy to develop more sustainable and effective strategies in these areas and approaches to operationalize these strategies at the regional and country levels. Through recent evaluations and research findings, we identified the need for increased emphasis on improving household/community prevention and integrated management of childhood illnesses and are beginning to identify and support key elements of an Africa-wide approach with our partners.

II. Performance Analysis

SO 7 seeks to achieve changes in a wide range of policies and strategies that influence sustainability, quality, efficiency and equity of health services. **We exceeded expectations in all our SO indicators with 1997 targets.**² For example, in 1997 the target regarding number of countries with National Immunization Plans and approved annual reports was exceeded by 33% to include a total of 16 countries. The target of number of countries adopting a national Integrated Management of Childhood Illnesses (IMCI) strategy was exceeded by 100%, with ten countries now implementing these strategies. Twenty-one countries have adopted monitoring and evaluation plans for malaria control, exceeding the target by 5%.

We made significant progress in influencing regional quality of care and health financing strategies, as well as affecting the enabling environment with increased donor coordination of resources, capacity building and advocacy. In several new areas like essential obstetric care, we initiated activities that are already showing remarkable progress.

IR 7.1: Innovative Health Financing and Organizational Reform

Innovative Financing Strategies

Donors reach landmark consensus: 1997 was a time of obtaining African regional and donor consensus on important health financing and equity issues and building new donor alliances. Using findings from its case studies, AFR/SD played an active role in persuading an international forum of 17 countries that cost-sharing strategies to generate local revenues were necessary to supplement national budgets and that protection strategies (such as, exemptions, waivers, cross subsidies) could be implemented to protect the poor. The outcomes of the meeting included a landmark consensus statement that cost sharing at local levels should be supported as long as appropriate protection strategies were also implemented. Another outcome included a UNICEF and AFR/SD agreement to collaborate on testing and implementing protection strategies in four West African countries. A memo of understanding has been prepared and country clearances are being obtained.

see Data Tables for explanation of changes in indicators since the last R4.

USAID Missions adopt health financing activities: With direct technical support from AFR/SD and AFR/SD funding support to REDSO/E and REDSO/W, several USAIDs are moving forward with new health financing activities including Zambia, Mozambique, Senegal, Uganda, Tanzania and Rwanda.

Decentralization and Organizational Reforms

Decentralization is rapidly occurring in most African countries -- without much systematic planning. Overall there has been considerable concern that decentralization could actually have negative effects on health status in the short term. AFR/SD with WHO undertook studies to provide the most current information on decentralization approaches and processes to share in order to inform policy and processes

Study guides decentralization strategies across Africa: In 1997, the results of the AFR/SD-supported WHO study on decentralization in the health care sector were used to influence decentralization strategies in a number of countries across Africa. Because the studies included a broad process of national participation, those countries where the case studies were carried out were particularly influenced. In Kenya, the study was used extensively to develop their first national decentralization policy framework; in Ghana, the analysis from their study has fueled a reconsideration of their existing decentralization statutes on the health sector; similarly, in Uganda, the case study involved two competing Ministries and directly contributed to a better understanding between the parties; in South Africa, the studies have played an important role in shaping the evolution of their decentralization and health system reorganization.

In 1997, with AFR/SD support, WHO sponsored an Africa-wide dissemination meeting of the results of the case studies. Senior level MOH decision makers attended from 17 African countries. **This was the first time such a meeting was held where the issue of decentralization was discussed in its own right.** A key result of this activity was a more informed and sophisticated understanding on the part of the African MOH representatives of the complexities of decentralization reforms. These representatives are using the information and discussion from the meeting in their national debates over decentralization.

IR 7.2: Child Survival and Maternal Care

Immunization

Impact reaches people-level -- vaccine coverage improves: A major evaluation carried out in 1997 of AFR/SD's Regional EPI Grant to UNICEF from 1993 through 1997, reported that 14 of 18 countries supported by the grant showed marked improvements in vaccine coverage. The review stated that by 1996 the downward trends in coverage had been halted and that most countries had increased coverage above their 1990 levels. In addition, a major achievement identified -- contributing to both quality and sustainability outcomes -- is that 12 out of 18 countries have established a line item in their national budgets for vaccine purchases

and from a baseline of no countries in 1992, 11 countries in 1997 are providing financing for vaccines. AFR/SD's grant to WHO/AFRO which also focuses on sustainability and improved planning and donor coordination has helped to contribute to this result.

The evaluation also pointed out that several countries like Tanzania and Uganda, which are going through significant health care reform and decentralization, have seen coverage declines in the past several years. AFR/SD along with Global/PHN will be trying to address this problem with key partners such as UNICEF, WHO/AFRO and the European Commission.

Malaria

Malaria contributes to at least 30% of childhood deaths in Africa. AFR/SD's three pronged approach to decreasing malaria associated morbidity and mortality includes: 1) work with WHO/AFRO which emphasizes capacity strengthening for managing, monitoring and evaluating malaria control, resource mobilization and coordination; 2) support for the implementation of integrated malaria control activities at district and national levels in collaboration with USAID Missions and Global Bureau colleagues, and; 3) maintenance of an applied research portfolio to identify and evaluate improved approaches to malaria control and inform policies and programs.

Malaria control programs significantly strengthened: As a result of AFR/SD's collaboration with WHO/AFRO and other donors, by 1997, the majority of countries in sub-Saharan Africa (38) had newly developed or revised malaria control strategies and plans of action; significant new resources were mobilized for national programs, and; standards for the monitoring and evaluation (M&E) of malaria control programs were established. 1997 targets for adoption of standardized monitoring and evaluation plans have been exceeded (target 20, actual 21) as a result of ongoing work with AFRO and other donors, which now emphasizes M&E, technical and policy issues to address access to and quality of malaria prevention and control interventions. Implementation activities are now underway in four countries through the Africa Integrated Malaria Initiative, and in 1998, AFR/SD anticipates providing support and technical assistance to USAID/Missions for the development of malaria control, surveillance and drug resistance activities, as a result of new congressional funding for emerging and infectious diseases. In the midst of this new momentum for malaria control, AFR/SD investments in research have begun to pay off.

New research findings to inform future directions for malaria control: Several significant findings from research supported by AFR/SD were reported in 1997: a) WHO/TDR research confirmed the importance of addressing malaria control in the home and community, where the majority of malaria mortality occurs. The qualitative studies provided new insights into the factors affecting disease progression and mortality which is being used to develop and test new interventions; b) pilot interventions with drug vendors in Kenya showed remarkable improvement in malaria treatment advice and patient compliance when vendors were trained to improve prescription and counselling practices; c) studies in Tanzania have shown that iron supplementation can safely be given to children living in malarious areas to prevent or treat

anemia WITHOUT increasing the risk of malaria morbidity and mortality; d) studies by the Centers for Disease Control and Prevention and the Kenya Medical Research Institute have confirmed the efficacy of intermittent treatment doses of sulfadoxine pyrimethamine during pregnancy in reducing placental parasitemia and the incidence of low birth weight; and e) preliminary results from Kenya have identified an interaction between malaria and HIV infection during pregnancy which indicates a significantly increased risk of vertical HIV transmission in women with placental malaria. These and other recent findings will be disseminated widely this year and are being used to guide the AFR infectious disease initiative regarding malaria.

Nutrition

USAID Missions incorporate nutrition into their child survival programs: A major priority for AFR/SD is promoting the incorporation of nutrition into Mission bilateral strategies and programs. By 1997, major AFR/SD investments³ resulted in seven Missions (up from 1 Mission three years ago) integrating nutrition into their child survival strategies and programs, including Madagascar, Eritrea, Zambia, Mali, Senegal, Benin and most recently Ghana. GHAI also has a new initiative in nutrition. In addition, women's nutrition is now on USAID's agenda as a result of AFR/SD supported *A Time to Act: Women's Nutrition and Its Consequences for Reproductive Health and Child Survival in Africa*, an advocacy piece on women's nutrition in Africa. These results have been achieved through AFR/SD support to 1) nutrition advocacy in West Africa through the BASICS West Africa Regional Office and the Support for Analysis and Research in Africa (SARA) project, 2) a major initiative by BASICS for promotion of nutrition in all African child survival programs, and 3) a cooperative agreement to strengthen African training and capacity building in nutrition.

Integrated Management of Childhood Illnesses -- (provider performance, systems strengthening, home and community management)

One of the critical problems identified across Africa is poor health care provider management of childhood illnesses. Integrated Management of Childhood Illness (IMCI) is an approach developed by WHO to address the misdiagnosis, inadequate treatment and counseling of patients -- leading to high rates of mortality.

WHO/Geneva adopts broadened approach on IMCI: For the past four years, AFR/SD together with G/PHN, advocated broadening the approach of IMCI from only a training focus to one that includes systems strengthening (logistics, pharmaceutical, organization of services) and a community component (such as care-seeking behavior, appropriate community support). In FY 1997, the World Health Organization/Geneva officially determined that IMCI includes both these components, a major strategic change. This adoption of a broader approach to IMCI is indeed a major victory for USAID. With AFR/SD support, UNICEF is now taking the lead in defining and field-testing the community component and WHO/AFRO has agreed

in G Bureau projects, such as BASICS, LINKAGES, OMNI, SARA and SANA .

to carry our systems strengthening assessments. AFR/SD's *Guide to Planning IMCI at the Country Level* and its intensive policy dialogue helped influence WHO and UNICEF.

IR 7.3 Enabling Environment to Design, Manage and Evaluate Programs

Strengthening African regional and national capacity

AFR/SD identified a number of areas where African institutions strengthening and capacity building are critically needed to reach overall SO objectives:

Health Care Financing: The lack of qualified health economists has been identified as a major constraint to improving strategies and policies in many countries. AFR/SD is working with the *Centre Africain d'Etude Supérieures en Administration et Gestion (CESAG)* as an important regional training institution to strengthen and expand its Masters Program in Health Economics and Management. With technical assistance from Management Sciences for Health and AFR/SD's SARA Project, CESAG has developed a new, improved Masters Program and will enroll its first class in Fall 1998. Organizations like the African Development Bank have committed to supporting a number of scholarships.

Nutrition: Capacity building for nutrition has been identified as a critical constraint to improving nutrition programming in Africa. Based on the felt training needs of the region, with AFR/SD support, the University of Western Cape developed a short course on Community Nutrition that will be available this year; 20 participants from 3 countries have been trained in using the PROFILES tool for sensitizing decision-makers; 45 Africans were trained in the IMCI food-box adaptation and qualitative research methods. This training has generated follow-up technical assistance requests in four countries. The PROFILES have led to in-country advocacy and strategy development activities in Senegal, Mali and Ghana. The nutrition network of focal persons from nine countries in West Africa who participated in the training is bearing fruit, with the participants from Mali and Benin already facilitating national strategy development. AFR/SD supports this network through its Sustainable Approaches to Nutrition in Africa (SANA) and the BASICS projects.

Malaria and Expanded Program on Immunization (EPI): Through its grant to WHO/AFRO, AFR/SD continues to support capacity building of country level malaria and EPI managers from 40 countries. Training emphasized micro-level planning, strategy development for increasing effectiveness of programs and use of improved monitoring and evaluation tools. These activities directly led to the strategy development and programming results identified above.

IMCI: Through WHO/AFRO, AFR/SD supported regional IMCI training in West Africa where 18 people from 8 countries were trained in 1997 as IMCI facilitators. These facilitators will organize national-level training in their respective countries. With this training, finally IMCI was launched in West Africa. Initial country-level training courses were also held in Mali and Niger.

Innovative Advocacy

AFR/SD with SARA support has had tremendous success this year with increasing African capacity to do advocacy. An *Advocacy Training Guide* has been developed in English and French; over 700 copies have been distributed within Africa and to other Global CAs. This guide has even been translated into Spanish by the POLICY project. With AFR/SD support, at least 4 major regional institutions (55 people) have gained skills in advocacy. Two institutions, Centre for African Family Studies (CAFS) and CESAG, plan to take over the advocacy training role in East and West Africa respectfully. In addition, over 80 Africans have been exposed to the advocacy process through one-day workshops. Such exposure has led to increased demand for advocacy training which is evidenced by the multiplicity of requests received by SARA and the CAs.

In addition, 20 Africans from 3 countries were trained to use PROFILES, the nutrition advocacy tool. Already country presentations have been made in Ghana, Senegal and Mali, which led to follow-up actions and generated high level support for nutrition -- both within the government and USAID Missions.

Donor Coordination

Improved donor coordination has been a major element of AFR/SD's strategy for several years. We have gone from "talking" about areas of mutual interest to joint planning and programming with several of our major donor partners.

Of significant importance is the alliance formed with UNICEF for developing the community component of IMCI. With AFR/SD grant funds, UNICEF has taken a lead role, sponsored an interagency meeting with key donors to develop an operational plan and received proposals from six countries to field-test the community component. Technical assistance from BASICS and SARA have been linked to UNICEF's role.

We built on our strong partnerships with AFRO and UNICEF to develop a major new USAID-funded immunization program in Congo. With BASICS technical support, we organized a joint Mission to the Congo to design the program and later in the year to evaluate it. ***The outcomes of the program- over 80% coverage for polio and 75% coverage for measles are very impressive.***

We also continued our important work with WHO/AFRO in immunization, malaria, and IMCI. Of particular note this year is the joint planning of malaria activities with USAID, AFRO and the Department for International Development, U.K. (DFID). Also WHO/AFRO has publicly acknowledged that the \$ 9 million received from WHO/Geneva for malaria activities and the DFID funding for malaria and IMCI was due to the capacity building and support USAID has provided AFRO.

In terms of establishing new mechanisms to increase complementarity of resources, UNICEF/West Africa Office and AFR/SD have developed a memo of understanding to test protection strategies for the poor in a number of West African countries. With our support Madagascar has just developed a joint memo of understanding with WHO/AFRO, UNICEF, BASICS, and the Minister of Health that includes a joint work plan and commitment of resources for nutrition and immunization.

III. Expected Progress Through FY 2000

We hope that by FY 2000 we would achieve all our SO level targets on schedule, as indicated in the Data Tables. In instances where progress was not what we expected (for example, immunization coverage going down in Tanzania and Uganda), AFR/SD will address the problem along with key partners, such as G/PHN, UNICEF, WHO/AFRO and EU. In the instance where we exceeded 1997 target by 100%, 1998-2003 targets were adjusted reflecting a more realistic action plan.

Similar to the evaluation of the EPI grant to UNICEF and the intensive subsector portfolio reviews we had this year for malaria and health care financing, we will continue in FY 98 to review our nutrition and the IMCI portfolios and ensure that the issues AFR/SD is addressing are the most relevant for achieving our overall results in the field and supportive of Mission and REDSO needs. We will continue to work closely with all our partners, such as UNICEF, WHO/AFRO, the NGOs and G/PHN to move quickly ahead with new field approaches to improving household/community prevention and management of childhood illnesses. With the infectious disease earmark, we will develop an operational strategy to determine Bureau priorities and the balance of investments between research and implementation and between bilateral and regional programs.

SO07 Results Framework -- See Suzette Rosier for Hard Copy

IV. Performance Data Tables

Table 1: Status of Indicators Reported in R4 1999

Indicator	Status	Explanation
National malaria control strategies adopted and programs introduced	replaced	new indicator better reflects new SO
# of countries with WHO/AFRO provided strengthened malaria and immunization technical assistance	dropped	may be used as an IR level indicator
New and expanded child survival programs developed by USAID	dropped	
# of countries introducing Integrated Management of Childhood Illnesses	modified	modification better reflects new strategy
Effective nutrition interventions integrated into child survival programs	modified	modified language better reflects an indicator rather than a result

Tables 2-8: Current Data Tables

Table 2

<p>OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equity of Health Services</p> <p>APPROVED:05/15/97 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equity of Health Services</p>			
<p>INDICATOR: National Immunization Plans</p>			
<p>UNIT OF MEASURE: Number of Countries</p> <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <p>SOURCE: WHO/AFRO</p> <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <p>INDICATOR DESCRIPTION: Cumulative number of all African countries registered with WHO with multi-year national plans for sustaining routine immunization services (endorsed by Inter-Agency Coordinating Committee and including annual budget)</p> <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <p>COMMENTS: New indicator to provide a measure of sustainability</p>	<p>YEAR</p>	<p>PLANNED</p>	<p>ACTUAL</p>
	1996	-	8
	1997	12	16
	1998	18	
	1999	24	
	2000	30	
	2001	36	
	2002	38	
	2003	40	

Table 3

OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equity of Health Services			
APPROVED: 05/15/97 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equity of Health Services			
INDICATOR: Integrated Management of Childhood Illness (IMCI) Strategy			
UNIT OF MEASURE: Number of Countries <hr/> SOURCE: WHO/AFRO <hr/> INDICATOR DESCRIPTION: Cumulative number of countries adopting a national IMCI strategy <hr/> COMMENTS: Indicator modified from last R4 to better reflect new SO	YEAR	PLANNED	ACTUAL
	1996	-	3
	1997	5	10
	1998	12	
	1999	15	
	2000	16	
	2001	18	
	2002	20	
	2003	22	

Table 4

<p>OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equity of Health Services</p> <p>APPROVED: 05/15/97 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equity of Health Services</p>			
<p>INDICATOR: Monitoring and Evaluation Plans for Malaria Control</p>			
<p>UNIT OF MEASURE: Number of Countries</p> <hr/> <p>SOURCE: WHO/AFRO</p> <hr/> <p>INDICATOR DESCRIPTION: Cumulative number of countries that include monitoring and evaluation plans (with recommended malaria indicators) in their malaria control strategies and action plans</p> <hr/> <p>COMMENTS: Recommended indicators are based on guidance in "Monitoring and Evaluation Framework for Malaria Control in the Africa Region," developed by the Regional Malaria Task Force and published in October 1996</p> <hr/> <p>New indicator added to measure quality of programs</p>	<p>YEAR</p>	<p>PLANNED</p>	<p>ACTUAL</p>
	1996	-	8
	1997	20	21
	1998	22	
	1999	26	
	2000	33	
	2001	36	
	2002	38	
	2003	40	

Table 5

<p>OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equity of Health Services</p> <p>APPROVED: 05/15/97 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equity of Health Services</p>			
<p>INDICATOR: Decentralized Programs</p>			
<p>UNIT OF MEASURE: Number of Programs</p>	YEAR	PLANNED	ACTUAL
<p>SOURCE: R4s, WHO (Geneva and AFRO) World Bank, E</p>	1996	-	0
<p>INDICATOR DESCRIPTION: Cumulative number of programs adopting 2 or more key elements of effective decentralized health care programming. For example, support for real fiscal govt. transfers to lower levels of the health care system; support for transfer of roles and responsibilities to lower levels; transfer of hiring and firing responsibility to lower levels; performance measurement indicators designed to measure the progress/impact of decentralization community participation in health system decision-making; support for new organizational reforms (e.g. new MOH roles/reorganization)</p> <p>COMMENTS: Programs are defined as any USAID results/package/program, any discernible country health program, and/or other donor funded program, either international or in-country</p> <p>New indicator added to provide a measure for organizational reform and sustainability</p>	1997	-	
	1998	2	
	1999	3	
	2000	4	
	2001	5	
	2002	6	
	2003	7	

Table 6

<p>OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equity of Health Services</p> <p>APPROVED: 05/15/97 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equity of Health Services</p>			
<p>INDICATOR: Health Care Financing Strategies</p>			
<p>UNIT OF MEASURE: Number of Programs</p> <hr/> <p>SOURCE: R4s, World Bank, EU, ADB, bilateral donors</p> <hr/> <p>INDICATOR DESCRIPTION: Cumulative number of programs adopting 2 or more key elements of improved health care financing strategies. For example: public-private partnerships; equity (protection mechanisms); resource generation strategies; cost containment and efficiency promoting strategies; hospital management improvement</p> <hr/> <p>COMMENTS: New indicator added to provide a measure of progress in sustainability</p>	YEAR	PLANNED	ACTUAL
	1997	-	0
	1998	1	
	1999	3	
	2000	4	
	2001	5	
	2002	-	
	2003	6	

Table 7

OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equity of Health Services			
APPROVED: 05/15/97 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equity of Health Services			
INDICATOR: Essential Obstetric Care			
UNIT OF MEASURE: Number of Countries	YEAR	PLANNED	ACTUAL
	1996	-	0
SOURCE: Program reviews; field support requests for reproductive health	1997	-	0
	1998	1	
INDICATOR DESCRIPTION: Cumulative number of countries adopting strengthened policies, strategies, and approaches improving obstetric care	1999	3	
	2000	4	
	2001	5	
COMMENTS: New indicator, added to provide a measure of progress at the SO level in the area of maternal care	2002	5	
	2003	6	

Table 8

<p>OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equity of Health Services</p> <p>APPROVED: 05/15/97 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equity of Health Services</p>			
<p>INDICATOR: Nutrition Programs</p>			
<p>UNIT OF MEASURE: Number of Programs</p> <hr/> <p>SOURCE: R4s</p> <hr/> <p>INDICATOR DESCRIPTION: Cumulative number of effective nutrition interventions incorporated in integrated child survival programs</p> <hr/> <p>COMMENTS: Reported last year, but language modified to better reflect an indicator rather a result.</p>	YEAR	PLANNED	ACTUAL
	1995	-	1
	1996	3	3
	1997	4	8
	1998	9	
	1999	10	
	2000	11	
	2001	12	
	2002	13	
	2003	15	

STRATEGIC OBJECTIVE 8: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY AND QUALITY OF FAMILY PLANNING SERVICES.

I. Background

One of AFR/SD's roles is to work with our partners to identify major constraints to improved family planning, and to develop and promote appropriate strategies and solutions. During the last four years, the intermediate results and sub-results for achieving SO 8 were all identified as priorities through consultation with African colleagues, USAID missions, REDSOs, and other donors and professionals, as well as reviews of the literature and program documents.

Through this process the following areas of emphasis were selected:

- IR 8.1 Promote improved policies and strategies to expand FP programs, particularly for adolescents, males, urban services, integration of services, and empowering women.
- IR 8.2 Improve enabling environment to design, implement, and evaluate FP programs, particularly through increasing African capacity to plan, manage, and implement programs; and the development and promotion of improved advocacy strategies and improved strategies for coordination among partners.

II. Performance Analysis

Overall, performance under this SO has exceeded expectations. Three SO-level indicators and targets were submitted as part of the AFR/SD Strategic Plan in April 1997 and of these, two have exceeded targets. We are also pleased to have met the target of the indicator, *programs providing adolescent reproductive health services*, since it was especially ambitious. IR-level indicators and targets were identified late in FY97 so no FY97 targets were set. Yet, even without targets against which to compare our actual data, we noted that progress in the past year has exceeded our expectations in every area, although unforeseen results in one area have caused us to reexamine our involvement and next steps.

1. Adolescent Reproductive Health

The target of four adolescent programs was met in Botswana, South Africa, Kenya and Cameroon. The results of the operations research conducted by Population Services International (PSI) in Botswana to address adolescent reproductive health needs became available in FY96 and were immediately incorporated in FY97 into country-wide programs. **The government of Botswana has assumed full responsibility for running the nationwide social marketing program** and has maintained adolescents as a major focus. The materials and approach developed in the PSI South African operations research (funded jointly by AFR/SD, the former ODA and private U.S. foundations) were selected as the first winner of the William D. Novelli Award for Innovation in Social Marketing. The impact of the

operations research can be seen in Kenya where PSI is beginning to implement a special series of activities focused on adolescents based on the approaches developed in Botswana and South Africa. Assistance provided to USAID/Kenya by G/PHN's FOCUS project, REDSO/ESA, and AFR/SD has resulted in a strategic action plan for incorporating adolescent activities into ongoing programs. Collaboration with the city fathers of Gweru, Zimbabwe, with support from AFR/SD through FOCUS and SEATS, led to the incorporation of an adolescent focus into the plan for reproductive health services. Youth activities continue to be an important element of the PSI/Cameroon program.

Last year's R4 described the new, proactive strategy implemented by an African research institution, Centre for Applied Research on Population and Development (CERPOD), to use findings of its adolescent research in promoting policy change. To maintain the initial momentum, CERPOD followed up with a variety of advocacy activities, including preparation and dissemination of a booklet for policy audiences, *Youth in Danger*, in an original and entertaining format which used research data to support policy and program recommendations. The demand for the original 3,000 copies was so high another 10,000 were printed, including 3,000 purchased by USAID/Mali to support the mission's youth SO. Recognizing that publications alone are insufficient to change policy, CERPOD and the Burkina Faso local team used the funding to organize a week-long advocacy extravaganza on adolescent reproductive health. The event generated interest both nationally and locally with daily press and radio stories and in-depth television coverage. This advocacy will provide a fertile base for the SFPS Project of REDSO/WCA which is launching adolescent activities in West Africa.

To date, CERPOD's new approach has resulted in increased funding for follow-up activities from USAID's regional program and other CAs, the addition of reproductive health to NGOs' youth programs in Burkina, and an increase in both the quality and quantity of media coverage on adolescent reproductive health throughout the Sahel.

2. Urban Initiative

Last year's R4 reported on the findings of the AFR/SD-funded Urban Study, three case studies conducted in partnership with a local research institution (CAFS) to assess the delivery of urban family planning services. As a follow-up to the study, we reported that one city, Bulawayo, Zimbabwe, was implementing recommendations from the study with support from USAID/Zimbabwe. **This year, we can report that three other cities, Chitungwiza and Gweru (Zimbabwe) and Lusaka (Zambia) are using city-specific family planning data generated from tools developed under the Urban Study to improve family planning services.** Although not part of the original study, representatives from these cities attended the regional dissemination workshop and were inspired to request assistance in using the methodologies in their own cities. They were also successful in garnering USAID mission funding to assist in implementing these data-driven programmatic improvements.

The Urban Initiative entered a new phase in FY97 as evidenced by a regional focus spearheaded by REDSO/E, a dramatic paradigm shift in programmatic priorities, and multiple partner funding. This new phase incorporates AFR/SD's particular emphases of encouraging the systematic collection and use of data for decisionmaking and program design; responding to African-determined priorities; influencing the agendas and leveraging the resources of donors, USAID missions and other partners; and building African partnerships and local capacity. In 1997, meetings with REDSO/E, African city health officials, and CAs took place to plan a regional urban initiative. Acknowledging inadequate risk assessment, especially for married women and youth, two priority strategies for improving quality in urban settings emerged from these discussions: 1) Promotion of dual methods for family planning and STI/HIV/AIDS prevention, and 2) Focus on reaching urban youth. This consensus among partners on priorities represented a shift in service delivery emphasis and culminated in the development of strategic action plans by the cities of Lusaka, Gweru, and Nairobi for addressing these priorities.

Building on experience, in FY97 the Urban Initiative expanded to West Africa where in Senegal, a new model of collecting and analyzing data was piloted resulting in a much lower cost and more quickly available results. In partnership with a local institution, this rapid urban study was completed in Dakar and Louga, and a workshop held to present study findings and initiate program planning by municipal officials and their local partners.

3. Male involvement

There is a growing understanding that for reproductive health programs to work as a whole, men's participation is a programmatic necessity. Changing men's reproductive health behavior is essential not only for their health, but also for that of women. In FY97, AFR/SD in partnership with Johns Hopkins University Population Communication Services, the Academy for Educational Development, and International Planned Parenthood Federation sponsored a regional conference on men's participation in reproductive health in Harare. This conference brought together 66 high-level decision makers and program managers from 13 anglophone African countries to share experiences and lessons learned, identify gaps in existing reproductive health programs, and articulate country pledges of how to address the issue. **By the end of FY97, strategic action plans had been developed and are currently being implemented in Kenya, Uganda, Zambia, and Ghana.** The action plans focus on a reproductive health and sports initiative that uses football's mass appeal and existing infrastructure to convince men to adopt responsible behavior in family planning and STI/HIV/AIDS prevention. Outreach activities through football matches, mass media, trading cards, and sports celebrity spotlights have potentially reached more men in these countries than any other IEC effort. Plans have been put into place to monitor conference participants' post-conference activities and the impact of follow-on activities.

4. Postabortion care

Maternal mortality is unconscionably high in most African countries. Complications from miscarriages and unsafe abortions account for 15-30% of all maternal deaths in the region. Beginning in FY97, the Postabortion Care (PAC) Initiative, a collaboration among the G/PHN's POLICY Project, REDSO/ESA, and AFR/SD, has been educating African governments and health professionals, USAID missions, other donors, and PVOs about the need for including PAC in reproductive health services. This Initiative is based on the seminal AFR/SD-supported report, *Study of the Consequences of Unsafe Abortion in Africa*, which led 11 ministers of health in East and Southern Africa to adopt the report's recommendations to move forward with PAC. PAC not only supports improved care for abortion complications, but also increased use of family planning. The Initiative's proactive strategy of education and advocacy began with the preparation of an informative brochure, *What Can you Do? Post Abortion Care in East and Southern Africa*, along with an educational slide show and script. Due to high demand, most of the 4,000 brochures have been distributed. Among Africans using the materials are the Association of African Ob/Gyns., women's NGOs in Zimbabwe, and CAs.

Although no targets were set for FY97, **progress has greatly exceeded expectations.** During this launch year, USAID/Uganda and USAID/Zambia requested assistance in conducting assessments on how PAC can be incorporated into their reproductive health programs. As a result of the Uganda assistance, core funds from the G/PHN's PRIME Project are supporting the decentralization of PAC services through development of training and supportive supervision for midwives in hospitals and health centers.

5. Integration of FP/MCH/STI Services

AFR/SD-supported case studies by the Population Council of actual experience integrating family planning and maternal and child health services with prevention of STIs and HIV/AIDS have been completed in four locations: Mombasa and Nakuru (Kenya), Busoga Diocese (Uganda), and the entire country of Botswana, exceeding the 1997 target. **The four programs are now incorporating study recommendations in their strategic planning and are making adjustments as needed in supervision, training, and counseling.** Results of the study, conducted to determine strengths and weaknesses of the integrated approach, suggest serious constraints in implementing integrated service delivery i.e., poor client awareness of STIs, failure of providers to counsel clients who are at risk, poor recordkeeping of STIs cases, and incorrect application of the "syndromic approach" for diagnosing STIs.

Since "integration" is taking place all over Africa, the fact that the study pointed out such serious shortcomings in on-the-ground implementation was unexpected and rather discouraging. The findings and recommendations should help guide design and implementation of integrated service delivery in the years to come. The task ahead is to inform program managers of the problems encountered and help them design corrective measures in diagnosis, training, counseling, and clinic management.

Improved Enabling Environment for Family Planning Programs

Innovative Advocacy: AFR/SD has succeeded in increasing African capacity to do advocacy by developing and distributing over 700 English and French copies of *An Advocacy Training Guide* in Africa and to CAs. At least 4 major regional institutions (55 persons) have gained skills in advocacy and two of these, Centre for African Family Studies (CAFS) and CESAG, plan to take over the advocacy training role in East and West Africa respectively. Over 80 Africans have been exposed to the advocacy process through one-day workshops with demand for advocacy training increasing. Other advocacy events in FY97 include: 1) Dissemination and advocacy week in Bukina Faso on adolescent reproductive health, and 2) Policy seminars on the consequences of unsafe abortion in four countries.

Promoting Health and Population Policy in West Africa Through the Media: In 1996, AFR/SD in collaboration with CERPOD, launched a reproductive health media project in francophone Africa to raise the profile of health and population issues and accelerate policy actions through quality, data-based reporting. In FY97, 15 senior-level print and radio editors and health staff from 5 countries attended the second in a series of seminars where journalists and health professionals discussed reproductive health issues and strengthened their working relationships. The seminar on HIV/AIDS coverage focused on developing more effective media strategies to affect policy and legislation.

Over 20 high-quality articles, newspaper supplements, and radio broadcasts have been produced on adolescent reproductive health and HIV/AIDS reflecting data-based reporting and focused on program and policy needs. Participants cite an increased collaboration with each other and a greater exchange of information among media outlets and between journalists and CERPOD staff. An unexpected spin-off is increased coverage of related topics such as the editor-in-chief of Mauritania's leading newspaper being asked by the Secretary of State on Women to cover all seminars on women's issues and by UNFPA to produce a special series on girls' education.

Urban Initiative: Although the original Urban Study was funded by AFR/SD, interest and resources have been leveraged to support implementation of findings and the new regional initiative focused on dual protection and youth. The \$3,019,000 of monetary support from other sources has far surpassed the AFR/SD contribution of \$585,000. Partner contributions to support improvement of quality in urban areas have included USAID missions in Zimbabwe, Zambia, Senegal, and REDSO/E as well as CAs such as Pathfinder, JSI/SEATS, Plan International, Futures Group/FOCUS and other donors such as GTZ and Netherlands. Equally significant are the in-kind contributions by the municipalities themselves which include dedicated staff and infrastructure investments.

Adolescent Reproductive Health: After years of hard work and sensitizing partners to the need for adolescent reproductive health programs, this year showed a payoff in terms of resources being allotted in both East and West Africa. Through our influence, approaches have changed and funds mobilized. For example, prior to receiving support from AFR/SD

for operations research on adolescents, PSI only did marketing studies, not research. Now, PSI has hired a full-time director of research and will be committing corporate resources to qualitative research to complement the AFR/SD-supported quantitative studies. At the end of 1997, PSI was awarded the G/PHN worldwide cooperative agreement for AIDS prevention through social marketing and so this change in corporate attitude will have a major impact on USAID's worldwide AIDS program.

Male Involvement: An important focus of our male involvement efforts has been to mobilize interest and funding. The activities in the country strategic action plans are being funded and/or implemented by a number of partners: Family Planning Association of Kenya; USAID missions in Uganda and Ghana; National Football Associations in Kenya, Zambia, and Uganda; JHU/PCS; CEDPA and other CAs; National Men's Task Force of Kenya; and local TV and radio stations and advertising agencies.

III. Expected Progress Through FY 2000

Prospects for achievement of the strategic objective through FY2000 and the end of the strategic planning period are excellent for the following reasons:

Adolescent Reproductive Health: In the face of increasing vulnerability of adolescents to unwanted pregnancies and HIV/AIDS, African governments, missions, and NGOs/PVOs are responding to the challenge by incorporating messages and activities appropriate for adolescents into their programs. The limiting factor is not interest but available time of personnel and funds for technical assistance, as seen in the increasing requests from missions. Regional partnership, such as with the Adolescent Advisor in REDSO/ESA and with the SFPS Project of REDSO/WCA will leverage AFR/SD resources and increase the chances of sustainable successes. A new commitment to adolescent health issues is being demonstrated by CERPOD staff, who are currently planning new country support activities for HIV/AIDS monitoring and evaluation. Next steps include continuation of support to advocacy in other countries, using the Burkina experience as a model, and documenting program and policy impact over time. In Lusaka, Zambia, collaboration among partners will lead to expansion of adolescent services from a pilot effort to widen urban coverage.

Urban Initiative: The interest of municipalities in participating in the new regional urban initiative is growing rapidly. By the end of FY2000, we expect that three more cities (covering 11 sites) -- Dar es Salaam (Tanzania) and Beira and Na CalleVelho (Mozambique) -- will be implementing strategic action plans developed through systematic analysis of data to expand services to youth and emphasizing dual protection for all clients. Six additional sites will also be added to the six existing sites in Nairobi extending coverage throughout the population. Eppsworth, a suburb of Harare, has also expressed interest in participating and cities in Senegal and Guinea are expected to be implementing the urban initiative. Based on the success with generating resources from partners, we expect AFR/SD's financial investment to decrease over the next three years.

Male Involvement: Next steps for increasing male participation in reproductive health include expanding the initiative to francophone countries through the upcoming conference in Burkina Faso which will be jointly sponsored by AFR/SD, JHU/PCS, AED, UNFPA, GTZ, CARE, and REDSO/WCA. We anticipate that representation from 15 countries will lead to greater men's participation in reproductive health in francophone Africa.

Post-Abortion Care: Even in its infancy, the PAC Initiative clearly fills a need not currently satisfied by other health and family planning projects as judged by the increasing demand for assistance. The Initiative will increasingly rely on African professionals to provide technical assistance, and will support networking among African professionals and organizations in order to work towards sustainability of PAC. The G/PHN's PAC Working Group, co-chaired by an AFR/SD staff member, will provide important endorsement for PAC field activities.

Integrated FP/MCH/STI services: We are working with our G/PHN and CA partners to determine next steps, particularly in view of the unexpected findings. Possible actions include widespread dissemination to bring the findings to a larger audience of national and regional program managers and operations research on topics recommended by the study. As part of our strategic planning process, we will revise this indicator and targets.

Media Outreach: Building on current success, AFR/SD is planning a new media initiative aimed at increasing the quality and quantity of reporting on women's issues. Designed to support the sub-IR on empowering women, the activity will help women journalists increase their ability to publish and broadcast articles on critical issues including sexual abuse and coercion as well as link them to regional wire services.

SO08 Results Framework -- See AFR/SD Suzette Rosier for Hard Copy

IV. Performance Data Tables

Table 1

OBJECTIVE: Adoption of policies and strategies for increased sustainability and quality of family planning services			
APPROVED: 15 May 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: same as SO stated above			
INDICATOR: Programs providing adolescent reproductive health services			
UNIT OF MEASURE: Cumulative number of discrete programs implemented nationally or regionally within a country SOURCE: REDSOs, missions, AFR/SD, CAs INDICATOR DESCRIPTION: Programs incorporating appropriate policies and strategies for provision of reproductive health services to adolescents based on operations research and best practices. COMMENTS: Target met. The four country programs are Botswana, South Africa, Kenya, and Cameroon.	YEAR	PLANNED	ACTUAL
	1994 (B)	-	0
	1996	2	2
	1997	4	4
	1998	6	
	1999	8	
	2000	10	
	2001	11	
	2002	12	

Table 2

<p>OBJECTIVE: Adoption of policies and strategies for increased sustainability and quality of family planning services.</p> <p>APPROVED: 15 May 1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: same as SO stated above</p>			
<p>INDICATOR: Expanded/improved urban family planning programs</p>			
<p>UNIT OF MEASURE: Cumulative number of cities with programs serving urban populations and meeting predetermined criteria of quality</p> <hr/> <p>SOURCE: REDSOs, missions, AFR/SD, JSI/SEATS project reports</p> <hr/> <p>INDICATOR DESCRIPTION: Urban family planning programs that implement strategic plans based on systematic situation analysis and projected demand</p> <hr/> <p>COMMENTS: Target exceeded. Outyear targets have been readjusted accordingly. The four cities are Bulawayo for 1996, Chitungwiza, Gweru (all in Zimbabwe), and Lusaka (Zambia) for 1997. AFR/SD planning to phase out support after FY2000.</p>	<p>YEAR</p>	<p>PLANNED</p>	<p>ACTUAL</p>
	1995 (B)	-	0
	1996	1	1
	1997	2	4
	1998	7	
	1999	10	
	2000	13	

Table 3

<p>OBJECTIVE: Adoption of policies and strategies for increased sustainability and quality of family planning services.</p> <p>APPROVED: 15 May 1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: same as SO stated above</p>			
<p>INDICATOR: Programs providing integrated FP/MCH/STI services</p>			
<p>UNIT OF MEASURE: Cumulative number of discrete programs implemented nationally or regionally within a country</p> <hr/> <p>SOURCE: Population Council</p> <hr/> <p>INDICATOR DESCRIPTION: FP/MCH programs incorporating appropriate policies and strategies e.g., standard protocols, supplies, and trained staff to assess, refer, and/or treat STIs</p> <hr/> <p>COMMENTS: Due to unexpected results (see text), will be looking at next steps and revising indicator and setting outyear targets.</p>	YEAR	PLANNED	ACTUAL
	1995	-	0
	1996	1	3
	1997	3	4
	1998		
	1999		
	2000		
	2001		
	2002		

Table 4

OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability and Quality of Family Planning Services			
APPROVED: 15 May 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: IR 8.1: Promote Improved Policies and Strategies to Expand Family Planning Programs			
INDICATOR: Adolescent RH programs with strategic action plans			
UNIT OF MEASURE: Cumulative number of programs with action plans meeting defined criteria <hr/> SOURCE: Workshops, program documents INDICATOR DESCRIPTION: Programs with strategic action plans for addressing needs of adolescents <hr/> COMMENTS: New indicator so no FY97 target. Four country programs are: Burkina Faso, Mali, Senegal, Kenya.	YEAR	PLANNED	ACTUAL
	1994 (B)	-	0
	1997	-	4
	1998	5	
	1999	6	
	2000	7	
	2001	8	
	2002	9	
	2003	10	

Table 5

<p>OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability and Quality of Family Planning Services.</p> <p>APPROVED: 15 May 1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: IR 8.1 Promote Improved Policies and Strategies to Expand Family Planning Programs</p>			
<p>INDICATOR: Urban programs with strategic action plans</p>			
<p>UNIT OF MEASURE: Cumulative number of cities with approved action plans incorporating youth and dual protection (for ESA)</p> <hr/> <p>SOURCE: REDSOs, JSI/SEATS project documents</p> <hr/> <p>INDICATOR DESCRIPTION: Programs with strategic action plans for addressing needs of urban populations</p> <hr/> <p>COMMENTS: New indicator so no FY97 target. Three cities with approved workplans are Gweru (Zimbabwe), Lusaka (Zambia), Nairobi (Kenya). AFR/SD support will phase out over next three years.</p>	<p>YEAR</p>	<p>PLANNED</p>	<p>ACTUAL</p>
	1996	-	0
	1997		3
	1998	6	
	1999	8	
	2000		

Table 6

<p>OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability and Quality of Family Planning Services</p> <p>APPROVED: 15 May 1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: IR 8.1 Promote Improved Policies and Strategies to Expand Family Planning Programs</p>			
<p>INDICATOR: Countries with strategic action plans for male involvement programs</p>			
<p>UNIT OF MEASURE: Cumulative number of countries</p> <hr/> <p>SOURCE: JHU/PCS project reports</p> <hr/> <p>INDICATOR DESCRIPTION: Countries with approved strategic action plans for increasing male responsibility for reproductive health</p> <hr/> <p>COMMENTS: New indicator so no FY97 target. Countries are Zimbabwe (1996), Kenya, Zambia, Ghana, Uganda (1997).</p>	<p>YEAR</p>	<p>PLANNED</p>	<p>ACTUAL</p>
	1996 (B)	-	1
	1997	-	5
	1998	8	
	1999	12	
	2000	15	
	2001	18	
	2002	21	
	2003	24	

Table 7

<p>OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability and Quality of Family Planning Services</p> <p>APPROVED: 15 May 1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: IR 8.2 Improve Enabling Environment to Design, Implement, and Evaluate Family Planning Programs</p>			
<p>INDICATOR: Africans trained in effective advocacy</p>			
<p>UNIT OF MEASURE: Cumulative number of group members</p> <hr/> <p>SOURCE: CESAG, CAFS</p> <hr/> <p>INDICATOR DESCRIPTION: Number of regional institution, network, and local advocacy group members trained to act as effective advocates to systematically bring about changes in policies and programs</p> <hr/> <p>COMMENTS: New indicator so no FY97 target.</p>	YEAR	PLANNED	ACTUAL
	1995	-	0
	1996		32
	1997		87
	1998	137	
	1999	187	
	2000	220	
	2001	250	
	2002	280	
2003	310		

Table 8

<p>OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability and Quality of Family Planning Services</p> <p>APPROVED: 15 May 1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: IR 8.2 Improve Enabling Environment to Design, Implement, and Evaluate Family Planning Programs</p>			
<p>INDICATOR: Media articles and broadcasts</p>			
<p>UNIT OF MEASURE: Cumulative number of articles and radio broadcasts</p> <hr/> <p>SOURCE: 10 media outlets in francophone Africa</p> <hr/> <p>INDICATOR DESCRIPTION: Media articles and radio broadcasts on key reproductive health issues that reflect research findings, data-based facts, and/or policy and program needs.</p> <hr/> <p>COMMENTS: New indicator so no FY97 target. Articles include single articles, series of articles, multi-page supplements. Current activity ends 1999. Targets beginning in 2000 are for prospective women's empowerment activity.</p>	<p>YEAR</p>	<p>PLANNED</p>	<p>ACTUAL</p>
	1996 (B)	-	0
	1997	-	21
	1998	31	
	1999	41	
	2000	51	
	2001	61	
	2002	71	
	2003	81	

Table 9

<p>OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability and Quality of Family Planning Services</p> <p>APPROVED: 15 May 1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: IR 8.2 Improve Enabling Environment to Design, Implement, and Evaluate Family Planning Programs</p>			
<p>INDICATOR: Resource allocations for adolescent programs</p>			
<p>UNIT OF MEASURE: Cumulative number of USAID missions and other partners</p> <hr/> <p>SOURCE: USAID missions, donors, CAs</p> <hr/> <p>INDICATOR DESCRIPTION: USAID missions and partners that have increased or reallocated resources to implement services for adolescents</p> <hr/> <p>COMMENTS: Partners who have increased resources include: USAID/Mali (\$30 K) to CERPOD, Mellon grant through JHU, Senegalese NGO (GEEP), West Africa Family Health Project, Sahel Regional Project, Govt. of Botswana, Regional Health Authority in South Africa, PSI.</p>	YEAR	PLANNED	ACTUAL
	1994 (B)	-	0
	1997	-	8
	1998	9	
	1999	11	
	2000	13	
	2001	15	
	2002	17	
	2003	19	

Table 10

<p>OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability and Quality of Family Planning Services</p> <p>APPROVED: 15 May 1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: IR 8.2 Improve Enabling Environment to Design, Implement, and Evaluate Family Planning Programs</p>			
<p>INDICATOR: Resource allocations for male involvement programs</p>			
<p>UNIT OF MEASURE: Cumulative number of USAID missions and other partners</p> <hr/> <p>SOURCE: USAID missions, donors, CAs</p> <hr/> <p>INDICATOR DESCRIPTION: USAID missions and partners that have increased or reallocated resources to implement services to increase male involvement</p> <hr/> <p>COMMENTS: New indicator so no FY97 target. Partners that have contributed funds for AFR/SD-funded male involvement activities include: JHU/PCS, AED, IPPF, Family Planning Assoc. of Kenya, USAID/Uganda, USAID/Ghana, CEDPA, Football Associations of Kenya, Zambia, Uganda.</p>	<p>YEAR</p>	<p>PLANNED</p>	<p>ACTUAL</p>
	1996 (B)	-	0
	1997	-	10
	1998	14	
	1999	17	
	2000	19	
	2001	21	
	2002	23	
	2003	25	

Table 11

<p>OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability and Quality of Family Planning Services</p> <p>APPROVED: 15 May 1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: IR 8.2 Improve Enabling Environment to Design, Implement, and Evaluate Family Planning Programs</p>			
<p>INDICATOR: Resource allocations for urban programs</p>			
<p>UNIT OF MEASURE: Cumulative number of USAID missions and other partners (increase each year reflects number of partners contributing resources that year--partners may not be new)</p> <hr/> <p>SOURCE: USAID missions, donors, CAs</p> <hr/> <p>INDICATOR DESCRIPTION: USAID missions and partners that have increased or reallocated resources to expand/improve urban services</p> <hr/> <p>COMMENTS: New indicator so no FY97 target. Partners that have contributed funds for urban activities include: JSI/SEATS, REDSO/ESA, USAID/Zimbabwe, USAID/Zambia, USAID/Senegal, Plan International, Pathfinder, FOCUS, GTZ, Netherlands, UNICEF.</p>	<p>YEAR</p>	<p>PLANNED</p>	<p>ACTUAL</p>
	1995 (B)	-	0
	1996	-	3
	1997	11	
	1998	13	
	1999	15	
	2000	17	
	2001	19	
	2002	21	

STRATEGIC OBJECTIVE 9: ADOPTION OF COST-EFFECTIVE STRATEGIES TO PREVENT AND MITIGATE THE IMPACT OF HIV/AIDS

I. Background

HIV infections and AIDS-related illnesses, premature deaths, and ensuing orphans represent neither an epidemic nor an episodic disaster. Rather, HIV/AIDS has affected Africa for two decades, and will persist at least another generation. We need to take the time now to diminish its toll as much as we possibly can. Recognizing the inevitable longevity of HIV/AIDS, our strategy focuses on activities which will be the most cost-effective and sustainable. This R4 reflects our successes and how our activities will form the foundation for further success into the new millennium.

HIV/AIDS remains an issue that transcends the health sector where its costs in morbidity and mortality threaten the very fabric of society. HIV/AIDS will continue to retard, even negate, advances in development unless it is fully and effectively addressed in each of our programs. This R4 reflects the multi-sectoral aspects of HIV/AIDS.

II. Performance Analysis

The R4 process a year ago provided the opportunity and impetus for AFR/SD/HRD to improve the specificity and quantification of SO9's objectives, intermediate results, and sub-intermediate results. Fortuitously, this coincided with the revision of the strategy for HIV/AIDS led by the G/PHN Center. Our two Bureaus were therefore able to create a complementary and synergistic plan, building on our respective comparative advantages. AFR/SD/HRD's resulting strategy became the following.

- IR 9.1 Develop, improve, and promote cost-effective HIV/AIDS strategies.
 - IR 9.1.1 Evaluate and improve interventions for preventing HIV/STI transmission.
 - IR 9.1.2 Evaluate and improve interventions to reduce the impact of HIV/AIDS.
- IR 9.2 Improve enabling environment to design, manage and evaluate programs.
 - IR 9. 2.1 Develop and promote surveillance and evaluation methods for assessing trends, intervention costs and program impact.
 - IR 9.2.2 Improve coordination with donors and other partners for programs.
 - IR 9.2.3 Strengthen African regional and national capacity to plan, manage, and implement HIV/AIDS programs.

In order to mount and maintain an adequate response to the HIV/AIDS scourge we must determine how best to use our limited resources. Hence AFR/SD's focus on evaluation and cost-effectiveness.

Progress Towards Achieving Strategic Objective #9

AFR/SD has exceeded expectations in achieving its SO9.

SO9 Adoption of cost-effective strategies to prevent and mitigate the impact of HIV/AIDS.

As Table 1 indicates, the control of sexually transmitted diseases has been demonstrated to reduce the incidence of HIV infection. AFR/SD has further analyzed the data, and promoted the findings in African countries. Table 2 summarizes the nascent programs in tuberculosis control. Failure to prevent and control tuberculosis will have increasingly severe effects over the coming years in its negative impact on African development. A valuable public domain Policy Project computer model of HIV-TB interactions has been vetted by technical experts and is beginning its trial in the field as a tool for planning, advocacy, and programs. Reducing the frequency and severity of tuberculosis will lessen the morbidity and mortality due to AIDS.

IR 9.1 Develop, improve, and promote cost-effective HIV/AIDS strategies.

Two major strategies have been developed with support by AFR/SD: the AIDS Briefs which comprise the AIDS Toolkit and the Civil-Military Alliance. The former are one-page explanations of HIV/AIDS and what can and should be done. These are significant because they underscore the reality that the effects of HIV/AIDS extend throughout every sector. The military has been an importance source for leadership and education in HIV/AIDS. AFR/SD/HRD has enabled the exchange of information about successes between the civil and the military sectors, including education programs for military officers and adaptation of pertinent policies for the prevention or mitigation of HIV/AIDS.

IR 9.1.1 Evaluate and improve interventions for preventing HIV/STI transmission.

One example of our work to achieve IR9.1.1 has been the analysis, discussion, and programmatic implications of perinatal HIV transmission by breastfeeding in areas of high prevalence of HIV. Breast-feeding by an HIV-positive mother results in HIV transmission to her infant approximately 17% of the time. Tragically, alternatives to breast-feeding are not ordinarily available in the areas which need them most: where HIV prevalence is highest. In Africa, mothers almost never know their HIV-status; access to voluntary counseling and testing (VCT) is limited to a few sites. Working with G/HPN and the Population Council's HORIZONS and LINKAGES Projects, AFR/SD has been carrying out situation analyses and will be doing operational research on implementing VCT and on testing alternative strategies for reducing perinatal transmission.

IR 9.1.2 Evaluate and improve interventions to reduce the impact of HIV/AIDS.

Table 3 lists the use of the AIDS Impact Model which has been developed by the FUTURES group (Policy Project) to enable Africans to act early in order to maximize the impact of their investment. The model has been taught to African epidemiologists who then show it to their colleagues, businessmen, politicians, and other decision-makers. Understanding the impact of HIV/AIDS is a first step for a decision-maker to allocate personnel and devise policies appropriately.

The development of the Private Sector AIDS Policy Presentation (PSAP) and its use was reported in last year's R4. We have built on this accomplishment by increasing the number of individuals and countries who have access to it. In addition, we are collaborating with the EU, G/DHIV, the University of Natal in Africa, and the Policy Project to improve PSAP and disseminate the AIDS Toolkit (see IR9.1, above) as tools for the advocacy, design, and management of multisectoral programs for HIV/AIDS prevention and mitigation.

IR 9.2 Improve enabling environment to design, manage and evaluate HIV/AIDS programs.

To maximize effectiveness, current and future programs in development will need to incorporate the consideration of the consequences of alternative assumptions about the prevention, mitigation, and impact of HIV/AIDS. A step in this process has been the sharing of research on how AIDS has and could affect the demographic composition of Africa.

IR 9. 2.1 Develop and promote surveillance and evaluation methods for assessing trends, intervention costs and program impact.

A core principle of SO9 is that data must drive decisions. Specifically, we have used extant epidemiologic statistics, collected for related purposes, to answer questions regarding program success and needs. Preliminary results reported in last year's R4 have been confirmed in successive analyses: behavior change in Uganda is occurring, leading to a decrease in the occurrence and distribution of HIV in some groups, especially young (15-19) women. (See Table 4.) These results have been disseminated and Malawi, Kenya, and Zambia are now beginning similar analyses with our assistance.

IR 9.2.2 Improve coordination with donors and other partners for HIV/AIDS programs.

SO9 has been strengthened in FY97 through increased cooperation within USAID, including the G Bureau, especially the Division of HIV/AIDS, and the Technical Advisors in the bilateral missions and at the two REDSOs. Beyond USAID, our major partners are international agencies (UNAIDS, World Health Organization, European Union, UNICEF, International Centre for Migration and Health, World Bank,

PVO/NGOs and universities), African networks, and the National AIDS Control Programs within countries. This collaboration has led to a more comprehensive approach to HIV/AIDS in Africa, and an essential - and delineated - role for AFR/SD in the prevention and mitigation of its impact through our strategy for evaluation and analysis of cost-effectiveness.

The Agency's new Strategic Objective in Infectious Diseases has provided the opportunity for AFR/SD/HRD to coordinate our goals with those of the entire agency in using data for decision-making, particularly through the enhanced collection, analysis, and use of epidemiologic data. We have worked to ensure that new Agency activities, especially in surveillance, the monitoring of drug-resistant microbes, and the control of TB, are synergistic with ongoing and planned SO9 activities.

IR 9.2.3 Strengthen African regional and national capacity to plan, manage, and implement HIV/AIDS programs.

African ownership and leadership are essential components of ensuring sustainability. Africans are involved in every phase of our work - from the design through to the evaluation. We have sponsored workshops and training sessions to enable sharing of lessons and increased advocacy. Capacity building has also been stressed in each of our activities.

III. Expected Progress Through FY 2000

The targets listed in our PMP extend past FY99 because of the time required to systematically and sustainably achieve the results. We will revise upwards those targets which were originally too low. For example, the indicator for IR9.2 (Table 4) will be adjusted according to our findings that African countries are more ready for using data for making decisions than we had anticipated.

Despite the magnitude of the problem and the limitation of our financial and human resources, we are hoping that our work will assist in the sustainable reduction in the incidence of HIV/AIDS and the severity of its impact.

SO09 Results Framework -- See AFR/SD Suzette Rosier for Hard Copy

IV. Performance Data Tables

Table 1: SO Level Indicator

Adoption of cost-effective strategies to prevent and mitigate the impact of HIV/AIDS.

SO9 APPROVED: 5/15/97 COUNTRY/ORGANIZATION: AFR/SD/HRD			
RESULT NAME: Adoption of cost-effective strategies to prevent and mitigate the impact of HIV/AIDS.			
INDICATOR: Number of AFR/SD-assisted countries which have adopted proven-effective (or cost-effective) strategies for preventing transmission of HIV/STI.			
UNIT OF MEASURE: Cumulative # of countries.	Year	Planned	Actual
SOURCE: USAID mission strategies, R4s, Customer Service Plans, World Bank Policy Reports.	1997	3	5
	1998	6	
INDICATOR DESCRIPTION: Definitions: <u>adopt</u> = to accept formally and put into effect; <u>effective</u> = producing the result/s indicated in the results package; <u>cost-effective</u> = the mathematical determination that the expenses necessary to reach the result/s are less than alternative approaches, including "doing nothing."	1999	8	
	2000	10	
	2001	12	
	2002	14	
	2003	15	
COMMENTS: This indicator includes the strategy of controlling treatable sexually transmitted diseases (STD), and thereby reducing the risk of HIV transmission. Actual results are based on available data regarding implementation of STD Control strategies.			

Table 2: SO Level Indicator

Adoption of cost-effective strategies to prevent and mitigate the impact of HIV/AIDS.

SO9 APPROVED: 5/15/97 COUNTRY/ORGANIZATION: AFR/SD/HRD			
RESULT NAME: Adoption of cost-effective strategies to prevent and mitigate the impact of HIV/AIDS.			
INDICATOR: Number of AFR/SD-assisted countries which have adopted proven-effective (or cost-effective) strategies for care/support/mitigation of AIDS.			
UNIT OF MEASURE: Cumulative # of countries.	Year	Planned	Actual
SOURCE: USAID mission strategies, R4s, Customer Service Plans, World Bank Policy Reports. INDICATOR DESCRIPTION: Definitions: <u>strategy</u> = the plan for achieving the result/s. <u>mitigate</u> = to reduce the morbidity, mortality, or other negative consequences (e.g., societal, sectoral, family/community level impact). COMMENTS: The amended strategy builds on our previous work in tuberculosis (TB) control, one of the unfortunate sequelae of AIDS. Building on AFR/SD-supported research, Botswana has instituted a multifaceted TB control program.	1997	1	1
	1998	2	
	1999	3	
	2000	4	
	2001	6	
	2002	8	
	2003	10	

Table 3: Intermediate Result Level Indicator

IR9.1: Develop, improve, and promote cost-effective HIV/AIDS strategies.

SO9 APPROVED: 5/15/97 COUNTRY/ORGANIZATION: AFR/SD/HRD				
RESULT NAME: Develop, improve, and promote cost-effective HIV/AIDS strategies.				
INDICATOR: Number of strategies developed, improved, or promoted.				
<p>UNIT OF MEASURE: Cumulative # of approaches overall (# countries multiplied by # of approaches).</p> <p>SOURCE: USAID mission strategies, R4s, Customer Service Plans, World Bank Policy Reports.</p> <p>INDICATOR DESCRIPTION: Definitions:</p> <p><u>cost-effective</u> = the total cost of the approach is less than the cost of not acting.</p> <p><u>cost</u> = quantification of value of tangible (e.g., commodities) and intangible (e.g. lives saved) terms of any given approach.</p> <p><u>approach</u> = program, activity, project, policy, etc.</p> <p><u>promote</u> = increase the likelihood of adoption of an approach through tangible efforts in advocacy, changes in policy, or other means.</p> <p>COMMENTS: These performance indicators ("actual") refer to the use of the AIDS Impact Model ("AIM"). This model has been developed as a tool to advocate for utilizing resources as effectively as possible: early in the epidemic.</p>	Year	Planned	ACTUAL	
	1997	3	3	
	1998	4		
	1999	6		
	2000	7		
	2001	8		
	2002	9		
	2003	10		

Table 4: Intermediate Result Level Indicator

IR9.2: Improve the enabling environment to design, manage, and evaluate HIV/AIDS programs.

SO9.2 APPROVED: 5/17/97 COUNTRY/ORGANIZATION: AFR/SD/HRD			
RESULT NAME: Enabling environment to design, manage, and evaluate HIV/AIDS programs improved.			
INDICATOR: Number of AFR/SD-assisted countries which have developed surveillance and evaluation methods for assessing HIV/AIDS trends, intervention costs, and program impact.			
UNIT OF MEASURE: Cumulative # of countries.	Year	Planned	ACTUAL
SOURCE: USAID mission strategies, R4s, Customer Service Plans, World Bank Policy Reports, Policy Project "Policy Environment Score" (PES). INDICATOR DESCRIPTION: Definitions: <u>Enabling</u> = increasing the probability of effectiveness and/or implementation of a policy, strategy, or program. <u>Environment</u> = the combination of social, cultural, political, economic, health, infrastructure, and physical variables influencing HIV/AIDS in a given setting.	1997	0	1
	1998	1	
	1999	3	
	2000	4	
	2001	6	
	2002	8	
COMMENTS: Uganda has used surveillance data to assess trends, costs, and program impact. We expect other countries to do the same in 1998, and will adjust our targets accordingly.	2003	10	

STRATEGIC OBJECTIVE 10: IMPROVED POLICIES, STRATEGIES AND PROGRAMS FOR PREVENTING, MITIGATING, AND TRANSITIONING OUT OF CRISIS

I. Background

In October 1997, the objectives and supporting personnel of the AFR/AA/DRC merged into AFR/SD and has informally become the Crisis, Mitigation and Recovery Division (AFR/SD/CMR). Programmatically, CMR also became responsible for Strategic Objective 10.

Section A, Performance Analysis, will report on DRC's old strategic objectives and special objective. It should be noted that the old DRC strategy was never reviewed nor approved. Knowing that a merger was imminent and that DRC's strategy was overly ambitious, a management decision was made to use only qualitative measures of performance and not expend scarce resource to develop a baseline for faulty indicators. Section B, Expected Progress Through FY 2000 and Management Actions, will report on the new SD SO 10 and the four Intermediate Results.

Both the old DRC SO's and the new AFR/SD SO 10 relate directly to U.S. national interest, humanitarian assistance, which is also a goal area for USAID. Specifically, SO 10 aims to prevent or minimize the cost to the Agency when responding to epidemics, pestilence, famine and/or conflict through the development of comprehensive prevention, mitigation and preparedness activities in selected countries.

II. Performance Analysis

Old DRC Strategic Objective 1: An improved use of USAID resources to prevent, mitigate, and respond to humanitarian crises in sub-Saharan Africa. As noted in last year's R4, three (non-quantitative) indicators relate to the Famine Early Warning Systems' (FEWS) effectiveness. Examples from FY 1997 that: 1) relate to the reduction in the ratio of requested food aid to aggregate food deficits during potential food emergencies, 2) improvements in responses to food emergencies caused by drought and other natural factors, due to information and analysis provided by FEWS, and 3) improvements in response to chronic food deficits through information and analysis provided by FEWS are as follows:

- - The Tanzanian Government indicated that a 760,000 metric ton deficit resulted from serious drought, the worst to affect Tanzania in 13 years. FEWS field analysis uncovered that the national estimates of the deficit were significantly overstated. FEWS counseled USAID to respond with a 20,000 metric ton emergency food aid response on the basis of a far lower estimate of the deficit (i.e. less than 200,000 metric tons) and the ability of the commercial sector to import cereals commercially.

- - In late February, Ethiopia's Disaster Prevention and Preparedness Commission (DPPC) launched a special appeal for assistance for populations affected by drought in four areas of the southern rangelands. After visits to these areas, USAID was advised by FEWS that food insecurity was more localized and less severe than originally reported. Thus, FEWS recommended against global, free food distributions because these distributions could cause disincentives for pastoralists to de-stock their large herds. Subsequently, FEWS helped USAID/Ethiopia successfully negotiate changes in the DPPC's food aid distribution plans to drop populations not requiring emergency assistance and to add populations facing emergency needs."

- - General food distribution in drought and civil insecurity affected areas of Somalia is not occurring. Rather, USAID/World Food Program (WFP) food assistance was targeted to groups who were vulnerable as a result of a poor secondary season crop. The targeting strategy was determined primarily on the basis of FEWS-provided vulnerability analysis.

- - FEWS' assessment of the 1996 growing season in the Sahel revealed that food security problems in Chad, Niger and Mauritania were seriously underestimated. Consequently it advised USAID on the need to provide limited amounts of targeted food assistance. USAID responded with emergency food assistance to Mauritania and Chad.

- - FEWS field visits and monthly vulnerability updates in Rwanda were instrumental in targeting USAID/WFP emergency food assistance for 2.1 million vulnerable individuals (1.5 million returnees from former Zaire and 600,000 residents). FEWS helped provided guidance in the design of targeting strategies which took into account the need to transition out of emergency food assistance and focus upon production, market and income-related chronic food security strategy issues.

- - FEWS provided a catalytic role in helping the Southern African Development Community (SADC) warn member states about a possible El Nino induced drought in 1998.

Additional achievements under AA/AFR/DRC's old SO 1 were through the Africa Emergency Locust/Grasshopper Assistance (AELGA) activity. There were three factors that enhanced performance in FY 1997: strong collaboration with our stakeholders - the U.N. Food and Agriculture Organization (FAO) and other donors; the initiation of FAO's Emergency Prevention System (EMPRES), and; African institutions implementing training, survey and control activities themselves.

- - The FAO initiated the EMPRES program to coordinate assistance for at-risk locust outbreak countries. The SO staff met with FAO project leaders and began to develop a common set of performance indicators for both programs. Other donor coordination was manifested in our training activities in Botswana, Ethiopia, Mozambique and Burkina Faso where NGOs, regional locust control organizations, and/or AGHRYMET participated. Finally, the SO coordinated with the FAO, the Desert Locust Control Organization, the EU, and the British Overseas Development Administration to publish a 165-page *African*

Armyworm Handbook.

- - Through our grant with FAO, Cameroon, Somalia and Madagascar received technical assistance, funds and/or material for surveys for, and response to, locust outbreaks. FAO noted that AELGA's emergency response mechanism is the fastest and most flexible for response to pest outbreaks.

- - SO staff, African public and private sectors and university staff assisted in training 283 farmers at ten sites in Ethiopia and Botswana (44% female), and 61 crop protection officers in Burkina Faso and Mozambique. As a result the ministries of agriculture in Mozambique and Ethiopia produced, without our assistance, detailed technical emergency pest management training manuals for use in future courses.

Old DRC Strategic Objective 2: Improved environmentally-safe approaches to prevent and mitigate agricultural pest crises adopted by host countries, regional institutions, and international organizations in sub-Saharan Africa. Only intermediate results can be reported on in this R4 since the indicator for this SO is the use of two biopesticides in Africa for the control of locust and grasshoppers by 2003.

- - A five year competitive grant was awarded to Virginia Polytechnic Institute & State University for developing biological pesticides in Africa. The grant is performance based, which provides incremental funding only if the grantee achieves its benchmarks of performance. In Eritrea, a team from Montana State University (MSU) discovered and isolated 56 novel pathogens for the control of locusts and grasshoppers, established indigenous locust rearing and experimentation programs and facilities and did a feasibility study for the commercialization of biopesticides. In Madagascar, a team from MSU performed large scale field biological control trials, trained Malagasy scientists who performed 65 trials in advanced biopesticide spore production techniques, conducted a seminar to attract private sector investors to commercialize and manufacture biopesticides, and disseminated their research findings in four refereed scientific publications.

- - Other activities supporting environmentally friendly locust and grasshopper activities is the completion of Supplemental Environmental Assessments (SEA) in Malawi and Namibia, thus, allowing these countries access to USG assistance, if needed.

Old DRC Special Objective: Conflict Resolution: Searching for Common Ground in Africa.

The achievement for this SPO for calendar year 1997 was the production of a 13-part video series by the Non-Governmental Organization (NGO) Search for Common Ground Productions and the South African Broadcast Corporation (SABC). The series was broadcasted by SABC every Thursday night on Channel 2 at 9:00 p.m. from June 12 through September 4. The video series was delivered to USAID. LPA and AFR/SD were each given one set of tapes (USIA has also received one set).

The SABC provided viewer ratings of the series in South Africa for the period June 6 through July 2. The ratings were encouraging, indicating that the series consistently placed in the top 15 programs for viewers of all racial group. The trend in average viewership increased from 4.6 on June 6 to 7.5 on July 24. This latter rating is very strong for a documentary magazine program during prime time evening television, especially since the news averages around 6-8 and the most popular soap opera on SABC achieves rating of 12.

The SPO, however, did not achieve its intended target of having the series broadcast in 10 other African nations. Also the radio series was not completed in FY 1997. The failures are linked to two main problems: 1) an overly ambitious design and dissemination schedule and 2) the unexpected decision of Ubuntu, a funding partner from South Africa, not to provide the equivalent of \$150,000 for the project. The latter was definitely a blow to the production and dissemination schedule. USAID provided an additional \$40,000 to see the series through. Later USAID granted a no-cost extension so that SGCP could arrange with other African broadcasting corporations to air the series in FY 1998.

III. Expected Progress Through FY 2000

New AFR/SD Strategic Objective 10, Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis: SO 10 consists of not only the SO but also four intermediate results. These intermediate results are constructed in such a way that they could also stand alone. For progress to be shown at the SO level, AFR/SD will develop a comprehensive regional strategy and "best practices" for crisis prevention, mitigation and transition, building on the synergies of the four IRs. Simultaneously, practical guidance and strategic support will be provided to select USAID African Missions engaged in related activities under the four IRs. To accomplish SO 10, and in consultation with USAID African Missions, AFR/SD will support operational studies, analyses and information dissemination. These will focus on how such things as crisis prevention, epidemic, famine, drought and pestilence preparedness and response, and crisis-mitigation planning are integral to all sustainable development strategies. Efforts will be made to strengthen African capacity to design, implement and evaluate approaches to crisis and transition situations. The most critical indicator under SO 10 is the development of a comprehensive bureau strategy for preventing, mitigating and transitioning out of crisis. Currently no such strategy exists for either the Africa Bureau or African Missions. It is the expectation of the SO 10 team, in cooperation with Missions, to begin research for the strategy in FY 1998. It is the further expectation that by FY 1999 the strategy will be drafted, then approved in FY 2000.

New Intermediate Result 10.1: Promote country and sub-regional policies and strategies for epidemic preparedness and response: This Intermediate Result and its sub-IRs are achievable and is currently implemented primarily through a letter grant with the Africa Regional Office of the World Health Organization (WHO/AFRO). This WHO/AFRO grant for "Epidemic Preparedness and Response", although less than a year old, already has obtained several significant results. Included in these results has been the establishment and functioning of a Sub-Regional Technical Team for Epidemic Control and Prevention in West Africa, Algeria,

and Chad. The team is composed of WHO experts with the participation of the European Commission (EC) and the Centers for Disease Control and Prevention/Atlanta (CDC). The sub-regional team has aided seven (7) countries (Burkina Faso, Ghana, Mali, Mauritania, Niger, Chad, and Togo) in the development of their national action plans for epidemic control and prevention. These efforts have also resulted in the development and dissemination of integrated training modules on surveillance and epidemic management in 18 countries, the reinforcement of communication systems in six (6) countries (Burkina Faso, Cote d'Ivoire, Guinea, Mauritania, Senegal, and Togo), and the strengthening of laboratory capacity for rapid identification of causal agents in 13 countries. These regional epidemic preparedness and response activities will continue to expand throughout the region during the next two years (through FY 2000) with other partner organizations joining the WHO/AFRO.

New Intermediate Result 10.2: Improved environmentally sound and effective management of grasshoppers, locust and other emergency pests in target areas: This Intermediate Result and its sub-IRs are achievable and will strengthen existing African institutions for better pest management, plague prevention planning, enhanced communications for monitoring, reporting and information exchange, safety and environmental protection, and increased availability of alternative controls. Progress for FY 1998 will include an in-depth survey of host country capacity in selected countries to develop a detailed data baseline for the IR and sub-IRs. Once the information is analyzed, targets for each indicator will be determined. This will be followed by the development of a comprehensive work plan that will design cost-effective activities for the achievement of the desired targets.

Specific targets that we will achieve in FY 1998 through FY 2000 will be the adoption of common indicators and standardized reporting, systems monitoring, and control by the FAO and IR 10.2. Furthermore, a germ plasm center will be developed in Nairobi and there will be field testing of biocontrol agents in Madagascar and other collaborating countries.

New Intermediate Result 10.3: Improved famine prevention, drought preparedness and adoption of response plans: This Intermediate Result is achievable and the indicators, which will measure IR 3's performance in FY 1999, are related to the number of response plans adopted and implemented as a result of food security threats or emergencies. Other new indicators at the sub-IR level are designed as management indicators to ascertain if the expected impacts at the IR level are likely. These are based on the logical assumption that plans will be adopted if comprehensive, accurate and user-oriented food security information from FEWS is integrated early into the planning process. Feedback from the evaluation of FEWS, which will occur in FY 1998, should help indicate how progress towards achieving performance targets through FY 1999 (and possibly beyond) might be enhanced. The achievement of performance targets in FY 2000 is contingent upon completing, during FY 1999, the design of a follow-on activity to FEWS III. A further contingency is that this activity will maintain similar objectives to the current FEWS III.

New Intermediate Result 10.4: Country and sub-regional conflict prevention and resolution improved: This new Intermediate Result will help strengthen and support African civil

society organizations and NGOs with the ultimate outcome to help solve conflict. In late FY 1997, AFR provided a strengthening grant to the African Center for the Constructive Resolution of Disputes (ACCORD), a South African organization with a proven record in conflict prevention. Funds were provided to strengthen and expand the organization so that it may address Africa-wide conflict situations. It is through the support and strengthening of ACCORD that we feel we will have our biggest impact. The targeted areas encompass all sub-Saharan Africa; Southern Africa, West Africa, East Africa including the Horn of Africa and the Great Lakes region. It is the intent of this IR to work closely with the Greater Horn of Africa Initiative (GHAI) and provide support where possible through the mechanisms created and supported through ACCORD. Progress for FY 1998 will include the development of a baseline for analysis, standardized reporting, development of a management plan to strengthen the organization and implementation of an endowment for ACCORD.

Old DRC SPO: Conflict Resolution: Searching for Common Ground in Africa: The SPO planned termination was extended to June 30, 1998 so that the grantee could disseminate the series in 10 African countries, complete and broadcast the radio series and gather viewership data to measure impact of the series. Although the series was delivered to USIA, Worldnet has not broadcast the series. AFR/SD has discussed this problem with USIA and the grantee and we expect that the series will be aired by USIA in FY 1998.

INSERT SO 10 - RESULTS FRAMEWORK

OBJECTIVE: AFR/AA/DRC SO 1: An improved use of USAID resources to prevent, mitigate, and respond to humanitarian crises in sub-Saharan Africa.			
APPROVED: Strategy was never approved COUNTRY/ORGANIZATION: AFR/AA/DRC			
RESULT NAME: SO served as results indicator (An improved use of USAID resources to prevent, mitigate, and respond to humanitarian crises in sub-Saharan Africa)			
INDICATOR: Reduction in the Ratio of Requested Food Aid to Aggregate Food Deficits During Potential Food Emergencies (indicator 1)			
UNIT OF MEASURE: Number (of Cases) SOURCE: USAID, USAID/Famine Early Warning System INDICATOR DESCRIPTION: Number of countries where requested food aid amounts reflected other essential considerations which would limit food assistance, such as the more selective identification of specific targeted groups, better estimates of production levels, better estimates of commercial import capacity etc. COMMENTS: A DRC strategy was neither reviewed nor approved. Consequently, this indicator was not fully developed and targets were not set.		PLANNED	ACTUAL
	1997	NA	5
	1998	NA	NA
	1999	NA	NA

OBJECTIVE: AFR/AA/DRC SO 1: An improved use of USAID resources to prevent, mitigate, and respond to humanitarian crises in sub-Saharan Africa.			
APPROVED: Strategy was never approved COUNTRY/ORGANIZATION: AFR/AA/DRC			
RESULT NAME: SO served as intermediate results (An Improved Use of USAID Resources to Prevent, Mitigate and Respond to Humanitarian Crises in Sub-Saharan Africa)			
INDICATOR: Improvements in Response to Food Emergencies, Caused by Drought and Other Natural Factors, Due to Information and Analysis Provided by FEWS (indicator 2)			
UNIT OF MEASURE: Number (of Cases) SOURCE: USAID, USAID/Famine Early Warning System INDICATOR DESCRIPTION: The number of countries where responses to food emergencies were improved as a result of early warning, vulnerability or other information provided by FEWS. COMMENTS: A DRC strategy was neither reviewed nor approved. Consequently, this indicator was not fully developed and targets were not set. Note: This indicator is influenced by the number of cases where food emergencies are caused by drought and other natural factors.	YEAR	PLANNED	ACTUAL
	1997	NA	7
	1998	NA	NA
	1999	NA	NA

OBJECTIVE: AFR/AA/DRC SO 1: An improved use of USAID resources to prevent, mitigate, and respond to humanitarian crises in sub-Saharan Africa.			
APPROVED: Strategy was never approved COUNTRY/ORGANIZATION: AFR/AA/DRC			
RESULT NAME: SO served as intermediate results (An Improved Use of USAID Resources to Prevent, Mitigate and Respond to Humanitarian Crises in Sub-Saharan Africa)			
INDICATOR: Improvements in Responses to Chronic Food Deficits through Information and Analysis Provided by FEWS (indicator 3)			
UNIT OF MEASURE: Number (of Cases)	YEAR	PLANNED	ACTUAL
SOURCE: USAID, USAID/Famine Early Warning System	1997	NA	2
INDICATOR DESCRIPTION: The number of countries where responses to chronic food insecurity problems were improved as a result of chronic vulnerability or other information provided by FEWS.	1998	NA	NA
	1999	NA	NA
COMMENTS: A DRC strategy was neither reviewed nor approved. Consequently, this indicator was not fully developed and targets were not set. Note: The cases cited under FY 1997 ACTUAL are Ethiopia and Rwanda. The analysis in Ethiopia's "Monthly Food Security Bulletin" informs local responses to food insecurity exacerbated by chronic structural conditions. USAID/Rwanda agreed to include a food security-related Strategic Objective in support of a priority given by the GOR to agricultural recovery, in part as a result of FEWS' analysis of chronic underlying food insecurity within Rwanda.			

OBJECTIVE: AFR/AA/DRC SO 1: An improved use of USAID resources to prevent, mitigate and respond to humanitarian crises in sub-Saharan Africa			
APPROVED: A strategy was never approved COUNTRY/ORGANIZATION: AFR/AA/DRC			
RESULT NAME: SO served as a results indicator (An improved use of USAID resources to prevent, mitigate and respond to humanitarian crises in sub-Saharan Africa)			
INDICATOR: Number of emergency pest outbreaks responded to by SO 1			
UNIT OF MEASURE: Number of outbreaks <hr/> SOURCE: USAID and FAO's Emergency Center for Locust Operations records. <hr/> INDICATOR DESCRIPTION: Response defined as funds from SO to FAO to provide assistance to host countries. <hr/> COMMENTS: A DRC strategy was neither reviewed nor approved. Consequently, this indicator was not approved nor were targets set. The FY 97 is the actual number of cases that were responded to.	YEAR	PLANNED	ACTUAL
	1997	NA	3

OBJECTIVE: AFR/AA/DRC SO1: An improved use of USAID resources to prevent, mitigate and respond to humanitarian crises in sub-Saharan Africa			
APPROVED: No, strategy was never approved COUNTRY/ORGANIZATION: AFR/AA/DRC			
RESULT NAME: SO served as a results indicator (An improved use of USAID resources to prevent, mitigate and respond to humanitarian crises in sub-Saharan Africa)			
INDICATOR: Training of host country nationals at all levels			
UNIT OF MEASURE: Number of people trained <hr/> SOURCE: USAID, USAID/AELGA Project <hr/> INDICATOR DESCRIPTION: Number of people trained <hr/> COMMENTS: People were trained in 4 countries. A DRC strategy was neither reviewed nor approved. Consequently, this indicator was not fully developed and targets were not set.	YEAR	PLANNED	ACTUAL
	1997	NA	344

OBJECTIVE: AFR/AA/DRC SO1: An improved use of USAID resources to prevent, mitigate and respond to humanitarian crises in sub-Saharan Africa.			
APPROVED: No, strategy was never approved COUNTRY/ORGANIZATION: AFR/AA/DRC			
RESULT NAME: SO served as a results indicator (An improved use of USAID resources to prevent, mitigate and respond to humanitarian crises in sub-Saharan Africa)			
INDICATOR: Number of MOAs that produce their own emergency pest management materials			
UNIT OF MEASURE: Number of manuals <hr/> SOURCE: USAID field missions and AA/AFR/DRC <hr/> INDICATOR DESCRIPTION: Number of manuals produced. <hr/> COMMENTS: A DRC strategy was neither reviewed nor approved. Consequently, this indicator was not fully developed and targets were not set. The FY 97 is the actual number of manuals produced.	YEAR	PLANNED	ACTUAL
	1997	NA	2

OBJECTIVE: AFR/AA/DRC SO 2: Improved environmentally-safe approaches to prevent and mitigate agricultural pest crises adopted by host countries, regional institutions, and international organizations.			
APPROVED: No, strategy was never approved COUNTRY/ORGANIZATION: AFR/AA/DRC			
RESULT NAME: SO served as results indicator (Improved environmentally-safe approaches to prevent and mitigate agricultural pest crises adopted by host countries, regional institutions, and international organizations.)			
INDICATOR: Number of biopesticides used in Africa			
UNIT OF MEASURE: Number of pesticides used. <hr/> SOURCE: USAID, USAID/AELGA <hr/> INDICATOR DESCRIPTION: Number of biological pesticides being used in Africa by MOAs, regional institutions, and/or the FAO. <hr/> COMMENTS: A DRC strategy was neither reviewed nor approved. Consequently, this indicator was not fully developed and targets were not set.	YEAR	PLANNED	ACTUAL
	1997	NA	1

STRATEGIC OBJECTIVE: AFR/AA/DRC Special Objective: Conflict Resolution: Searching for Common Ground in Africa.			
APPROVED: No, strategy was never approved COUNTRY/ORGANIZATION: AFR/AA/DRC			
RESULT NAME: SPO served as results indicator (Conflict Resolution: Searching for Common Ground in Africa)			
INDICATOR: Production of a Conflict Resolution Video Series (indicator 1)			
UNIT OF MEASURE: Number <hr/> SOURCE: USAID, USIA <hr/> INDICATOR DESCRIPTION: Number of series produced for television and radio to be broadcasted. <hr/> COMMENTS: A DRC strategy was neither reviewed nor approved. Consequently, this indicator was not fully developed and targets were not set.	YEAR	PLANNED	ACTUAL
	1997	13	13

STRATEGIC OBJECTIVE: AFR/AA/DRC Special Objective: Conflict Resolution: Searching for Common Ground in Africa.			
APPROVED: No, strategy was never approved COUNTRY/ORGANIZATION: AFR/AA/DRC			
RESULT NAME: SPO served as results indicator (Conflict Resolution: Searching for Common Ground in Africa)			
INDICATOR: Production of a Conflict Resolution Video Series (indicator 2)			
UNIT OF MEASURE: Number <hr/> SOURCE: USAID, USIA <hr/> INDICATOR DESCRIPTION: Broadcasting of the series in other countries. <hr/> COMMENTS: A DRC strategy was neither reviewed nor approved. Consequently, this indicator was not fully developed and targets were not set. A no-additional cost amendment was granted to SCG to complete this indicator.	YEAR	PLANNED	ACTUAL
	1997	10	0

STRATEGIC OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME:			
INDICATOR: Comprehensive Bureau Strategy for Preventing, Mitigating and Transitioning Out of Crisis Approved (indicator 1)			
<p>UNIT OF MEASURE: As applied to the various benchmarks identified in the targets</p> <hr/> <p>SOURCE: AFR/SD, USAID Missions, other USAID Bureaus, and partners</p> <hr/> <p>INDICATOR DESCRIPTION: A strategy will be developed based on the synergies of the four IRs, epidemics, pestilence, famine and conflict. The strategy will be conducted in a holistic fashion in consultation and cooperation with USAID Missions in Africa.</p> <hr/> <p>COMMENTS: The SO 10 team in consultation with Missions and other partners will define strategy in FY97 at the same time that research is being conducted.</p>	YEAR	PLANNED	ACTUAL
	1997	No strategy exists	none
	1998	Research undertaken to support strategy	
	1999	strategy drafted	
	2000	strategy approved	
	2001	strategy distributed	
	2002		
	2003		

OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME:			
INDICATOR: Number of Missions Implementing Programs Based on the Bureau Strategy (indicator 2)			
UNIT OF MEASURE: Number	YEAR	PLANNED	ACTUAL
	1997	n/a	none
	1998	0	
	1999	0	
	2000	0	
	2001	2	
	2002	4	
	2003	5	
SOURCE: AFR/SD and USAID Missions			
INDICATOR DESCRIPTION:			
COMMENTS: Implementation of this indicator will depend on the development of the strategy for SO 10 and agreements with selected Missions.			

OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME:			
INDICATOR: Percent of Missions that Successfully Planned for Foreseeable Crisis (indicator 3)			
UNIT OF MEASURE: Number SOURCE: AFR/SD and USAID Missions INDICATOR DESCRIPTION: COMMENTS:	YEAR	PLANNED	ACTUAL
	1997	n/a	none
	1998	0	
	1999	0	
	2000	0	
	2001	2	
	2002	4	
	2003	5	

STRATEGIC OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Promote Country and Sub Regional Policies and Strategies for Epidemic Preparedness and Response (SO 10 IR 1)			
INDICATOR: Change in Case Fatality Rates for Selected Epidemic Diseases (indicator 1)			
<p>UNIT OF MEASURE: Number of deaths (due to a selected epidemic disease) divided by the number is with that disease</p> <hr/> <p>SOURCE: WHO/AFRO, CDC, MOH, and NGO data</p> <hr/> <p>INDICATOR DESCRIPTION:</p> <hr/> <p>COMMENTS: During 1998 this indicator will be reviewed, and if approved, a baseline will be established for selected countries where outbreaks have occurred. Once baseline information is analyzed, targets will be set for achieving results for this indicator and the indicator description will be redefined.</p>	YEAR	PLANNED	ACTUAL
	1997	n/a	none
	1998		
	1999		
	2000		
	2001		
	2002		
	2003		

STRATEGIC OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Promote Country and Sub Regional Policies and Strategies for Epidemic Preparedness and Response (SO 10 IR 1)			
INDICATOR: Change in Crude Mortality Rate (indicator 2)			
UNIT OF MEASURE: Crude Mortality Rate (per 10,000) SOURCE: WHO/AFRO, CDC, MOH, and NGO data INDICATOR DESCRIPTION: COMMENTS: During 1998 this indicator will be reviewed, and if approved, a baseline will be established for selected countries where outbreaks have occurred. Once baseline information is analyzed, targets will be set for achieving results for this indicator and the indicator description will be redefined.	YEAR	PLANNED	ACTUAL
	1997	n/a	none
	1998		
	1999		
	2000		
	2001		
	2002		
	2003		

OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis.			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Improved environmentally sound and effective management of grasshoppers, locusts and other emergency pests in target countries (IR 10. 2)			
INDICATOR: Number of outbreaks responded to in a timely manner (Indicator 1)			
<p>UNIT OF MEASURE: Numbers of pest outbreaks correlated with response time as defined below, see Indicator Description.</p> <p>SOURCE: USAID and FAO reports</p> <p>INDICATOR DESCRIPTION: When an outbreak occurs, response will be considered timely if there is a release of funds in two days; TA arrives in three weeks; and if material resources are provided, they arrive in four to six weeks.</p> <p>COMMENTS: This indicator will only be relevant if outbreaks occur and appeals are made by host countries, through FAO.</p> <p>During 1998 this indicator will be reviewed, and if approved, a baseline will be established for selected countries where outbreaks have occurred. Once baseline information is analyzed, targets will be set for achieving results for this indicator and the indicator description will be redefined.</p>	YEAR	PLANNED	ACTUAL
	1998		
	1999		
	2000		
	2001		
	2002		
	2003		

OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis.			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Improved environmentally sound & effective management of grasshoppers, locusts and other emergency pests in target countries (IR 10.2)			
INDICATOR: Decrease in amount of dangerous obsolete pesticides (indicator 2)			
UNIT OF MEASURE: Kilograms, liters, barrels SOURCE: MOA and FAO reports validated by IR 10.2 Team INDICATOR DESCRIPTION: Effective management of obsolete pesticide will be measured in terms of the amount of pesticides disposed of in selected countries. COMMENTS: During 1998 this indicator will be reviewed, and if approved, a baseline will be established for selected countries where outbreaks have occurred. Once baseline information is analyzed, targets will be set for achieving results for this indicator and the indicator description will be redefined.	YEAR	PLANNED	ACTUAL
	1998		
	1999		
	2000		
	2001		
	2002		
	2003		

OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis.			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Strengthened capacity of MOAs and Regional Organizations to manage emergency pest outbreaks (IR 10.2.1).			
INDICATOR: Number of MOA's and regional institutions that are conducting their own human resource development training using the IR 10.2 model. (indicator 3)			
UNIT OF MEASURE: Number of countries <hr/> SOURCE: MOA, FAO, USAID, Regional Organizations reports <hr/> INDICATOR DESCRIPTION: This indicator is a measurement of institutional change of MOAs that decide to institute programs for human resource development of their staff. It is also an indicator of the impact of training conducted under this IR. <hr/> COMMENTS: During 1998 this indicator will be reviewed, and if approved, a baseline will be established for selected countries. Once baseline information is analyzed, targets will be set for achieving results for this indicator and the indicator description may be redefined.	YEAR	PLANNED	ACTUAL
	1998		
	1999		
	2000		
	2001		
	2002		
	2003		

OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis.			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Improved monitoring, reporting and information exchange (IR 10.2.2).			
INDICATOR: Number of MOAs and regional organizations reporting pest situations regularly to the FAO. (indicator 4)			
UNIT OF MEASURE: Number of MOAs SOURCE: FAO/ECLC annual report, MOAs INDICATOR DESCRIPTION: The number of MOAs and regional organizations that monitor and report regularly to the FAO on weather, pest populations including breeding data and potential for and actual pest outbreaks. COMMENTS: During 1998 this indicator will be reviewed, and if approved, a baseline will be established for selected countries where outbreaks have occurred. Once baseline information is analyzed, targets will be set for achieving results for this indicator and the indicator description will be redefined.	YEAR	PLANNED	ACTUAL
	1998		
	1999		
	2000		
	2001		
	2002		
	2003		

OBJECTIVE: SO 10 : Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis.			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Improved planning by MOAs and Regional Organizations (IR 10.2.3).			
INDICATOR: Number of up-to-date emergency action plans for control of outbreak pests. (indicator 5)			
UNIT OF MEASURE: Number of plans <hr/> SOURCE: MOAs and FAO reports and IR 10.2 monitoring <hr/> INDICATOR DESCRIPTION: Emergency action plans will permit MOAs to rapidly respond appropriately to emergency pest outbreaks. Planning for emergencies is a measurement of a host country's preparedness. <hr/> COMMENTS: During 1998 this indicator will be reviewed, and if approved, a baseline will be established for selected countries. Once baseline information is analyzed, targets will be set for achieving results for this indicator and the indicator description will be redefined.	YEAR	PLANNED	ACTUAL
	1998		
	1999		
	2000		
	2001		
	2002		
	2003		

OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis.

APPROVED: July 1997 **COUNTRY/ORGANIZATION:** AFR/SD

RESULT NAME: Improved MOA and Regional systems for human safety and environmental protection for emergency pest management. (IR 10.2.4)

INDICATOR: Number of countries where the MOA has adopted guidelines for human safety for handling of pesticides (indicator 6)

UNIT OF MEASURE: Number of countries with guidelines

SOURCE: FAO and MOA reports verified by IR 10.2 team

INDICATOR DESCRIPTION: This indicator is a measurement of MOAs commitment to protect its staff and citizens as the MOA applies pesticides to control pests. Having guidelines in place is a commitment of the MOA to follow procedures for safe handling of pesticides.

COMMENTS: During 1998 this indicator will be reviewed and if approved, a baseline will be established for selected countries where outbreaks have occurred. Once baseline information is analyzed, targets will be set for achieving results for this indicator and the indicator description will be redefined.

YEAR	PLANNED	ACTUAL
1998		
1999		
2000		
2001		
2002		
2003		

OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis.

APPROVED: July 1997 **COUNTRY/ORGANIZATION:** AFR/SD

RESULT NAME: Increased availability of alternative controls for management of grasshoppers, locusts, and other emergency pest. (IR 10.2.5)

INDICATOR: Number of biopesticides approved for use in African countries (indicator 7)

UNIT OF MEASURE: Number of biopesticides

SOURCE: IR 10.2 Team surveys and review of professional publications and journals

INDICATOR DESCRIPTION: The number of biopesticides approved for use in Africa is an indication of the success of the program to find, isolate and test different types and strains of pathogens that can be used against locusts and grasshoppers safely in Africa.

COMMENTS: During 1998 this indicator will be reviewed, and if approved, a baseline will be established for selected countries where outbreaks have occurred. Once baseline information is analyzed, targets will be set for achieving results for this indicator and the indicator description will be redefined.

YEAR	PLANNED	ACTUAL
1998		
1999		
2000		
2001		
2002		
2003		

STRATEGIC OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Improved Famine Prevention, Drought Preparedness and Adoption of Response Plans (IR 10.3)			
INDICATOR: Number of Consensus Plans Adopted in Response to Potential Crises (indicator 1)			
UNIT OF MEASURE: Number	YEAR	PLANNED	ACTUAL
SOURCE: USAID, World Food Program, USAID/Famine Early Warning System, National and Regional Early Warning Systems (e.g. IGAD, SADC, CILSS)	1998	4	
	1999	6	
INDICATOR DESCRIPTION: Plans developed and adopted jointly by the relevant stakeholders (i.e. host country governments, major donors and major implementors) which deal with the contingency of a possible acute food security threat (e.g. drought, floods). Indicator includes both countries and regions.			
COMMENTS: Each country and region will have at most one integrated plan. This indicator will also be presented as a percent, where the number of plans is presented as a percentage of the number of countries and regions where integrated plans are desirable (i.e. FEWS operates in that country/region). Plans developed in one year also are 'counted' in following years if the plans remain current and enjoy broad support and acceptance.			
USAID will conduct an evaluation of IR 2 in FY 98; in FY 99 new indicators for FY 2000 and beyond will be introduced.			

OBJECTIVE: SO 10: Improved Policies, Strategies, and Programs for Preventing, Mitigating, and Transitioning out of Crisis			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Improved Famine Prevention, Drought Preparedness and Adoption of Response Plans (IR 10.3)			
INDICATOR: Percentage of Consensus Plans Adopted in Response to Actual Crises (indicator 2)			
<p>UNIT OF MEASURE: Percentage</p> <hr/> <p>SOURCE: USAID, World Food Program, USAID/Famine Early Warning System, National and regional Early Warning Systems (e.g. IGAD, SADC, CILSS)</p> <hr/> <p>INDICATOR DESCRIPTION: Plans developed and adopted jointly by the relevant stakeholders (i.e. host country governments, major donors and major implementors) which respond to actual food security threats (e.g. drought, floods) as a percentage of the number of 'crises' requiring an implementation plan. (Note: Indicator includes both country and regional data.)</p> <hr/> <p>COMMENTS: This indicator attempts to capture/quantify the percent of cases where crisis response plans are developed. The assumption is made that FEWS and related early warning information will lead to the adoption of specific response plans when necessary. Thus, the higher the percentage, the higher the adoption rate. (Note: the indicator cannot be expressed simply as a number, as in the case of the "number of consensus plans adopted in response to potential crises", since the number of crises will vary randomly from one year to the next due to climatic variability. Moreover, the indicator applies only to countries and regions where FEWS is active in the field.)</p> <hr/> <p>USAID will conduct an evaluation of IR 2 in FY 98; in FY 99 new indicators for FY 2000 and beyond will be introduced.</p>	YEAR	PLANNED	ACTUAL
	1998	50 %	
	1999	66 %	

OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis

APPROVED: July 1997 **COUNTRY/ORGANIZATION:** AFR/SD

RESULT NAME: Strengthened African Institutional Capacity for Early Warning and Response Planning (IR 10.3)

INDICATOR: Number of National and Regional Information Systems that Monitor, Analyze and Report on Early Warning and Vulnerability on a Continuous Basis (indicator 3)

UNIT OF MEASURE: Number

SOURCE: USAID, World Food Program, USAID/Famine Early Warning System, National and Regional Early Warning Systems (e.g. IGAD, SADC, CILSS)

INDICATOR DESCRIPTION: The number of national and regional information systems that: 1) monitor, analyze, and report on early warning and vulnerability on a continuous basis, and 2) provide this information to public decision makers on a continuous basis to facilitate contingency and response planning.

COMMENTS: A functioning information system monitors, analyzes and reports information that informs the response planning process. An associated indicator will present the number of functioning systems as a percentage of the number of possible functioning systems. The assumption is made that FEWS provides early warning information in ways which simultaneously supports the development of indigenous 'systems' which link early warning information with response. Also, since the availability of sufficient recurrent funding is necessary for ensuring the continuous operation of these systems, the focus will be only on those cases where it is feasible that a sustainable systems can be developed.

USAID will conduct an evaluation of IR 2 in FY 98; in FY 99 new indicators for FY 2000 and beyond will be introduced.

YEAR	PLANNED	ACTUAL
1998	4	
1999	6	

OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Country and Sub Regional Conflict Prevention and Resolution Improved (IR 10.4)			
INDICATOR: Early Warning System (EWS) Developed (indicator 1)			
UNIT OF MEASURE: Against Milestones SOURCE: African Center for the Constructive Resolution of Disputes (ACCORD) INDICATOR DESCRIPTION: A systematic collection and analysis of information from areas of crises for the purposes of anticipating the escalation of conflict, developing strategic responses to crises, and presenting options to critical actors and decision makers. COMMENTS:	YEAR	PLANNED	ACTUAL
	1997	n/a	none
	1998	EWS indicators researched	
	1999	EWS indicators refined	
	2000	EWS indicators tested	
	2001	EWS indicators tested	
	2002	EWS indicators tested	

OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Country and Sub Regional Conflict Prevention and Resolution Improved (IR 10.4)			
INDICATOR: Number of countries or sub regions covered by an Early Warning System (indicator 2)			
UNIT OF MEASURE: number of countries or sub regions (cumulative) SOURCE: African Center for the Constructive Resolution of Disputes (ACCORD) INDICATOR DESCRIPTION: A systematic collection and analysis of information from areas of crises for the purposes of anticipating the escalation of conflict, developing strategic responses to crises, and presenting options to critical actors and decision makers. COMMENTS: Early Warning Systems covering more than one country are counted as sub regional systems while those covering only once country are counted as country systems	YEAR	PLANNED	ACTUAL
	1997	n/a	none
	1998	0	
	1999	0	
	2000	0	
	2001	1	
	2002	2	

OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Country and Sub Regional Conflict Prevention and Resolution Improved (IR 10.4)			
INDICATOR: Percentage of violent conflicts that occurred and were predicated by an Early Warning System (indicator 3)			
UNIT OF MEASURE: Percentage SOURCE: African Center for the Constructive Resolution of Disputes (ACCORD) INDICATOR DESCRIPTION: Violent conflict refers to widespread destruction of private and public property including loss of life as well as conflict that severely impedes academic activity. COMMENTS:	YEAR	PLANNED	ACTUAL
	1997	n/a	none
	1998	n/a	
	1999	n/a	
	2000	n/a	
	2001	n/a	
	2002	50%	

OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Country and Sub Regional Conflict Prevention and Resolution Improved (IR 10.4)			
INDICATOR: Number of cases mediated by ACCORD and ACCORD partners (indicator 4)			
UNIT OF MEASURE: Number of cases (non-cumulative) SOURCE: African Center for the Constructive Resolution of Disputes (ACCORD) INDICATOR DESCRIPTION: Mediation refers to the mutual acceptance of a neutral third party to facilitate direct or indirect communication between disputant parties toward the resolution of the dispute. COMMENTS:	YEAR	PLANNED	ACTUAL
	1997	n/a	none
	1998	10	
	1999	12	
	2000	12	
	2001	14	
	2002	14	

OBJECTIVE: SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating, and Transitioning out of Crisis			
APPROVED: July 1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Country and Sub Regional Conflict Prevention and Resolution Improved (IR 10.4)			
INDICATOR: Number of countries or sub regions where cases were mediated by ACCORD and ACCORD partners (indicator 5)			
UNIT OF MEASURE: Number of countries or sub regions (non-cumulative) SOURCE: African Center for the Constructive Resolution of Disputes (ACCORD) INDICATOR DESCRIPTION: Mediation refers to the mutual acceptance of a neutral third party to facilitate direct or indirect communication between disputant parties toward the resolution of the dispute. COMMENTS: Inter-state cases are counted as sub regional while intra-state cases are counted as country cases	YEAR	PLANNED	ACTUAL
	1997	n/a	none
	1998	5	
	1999	5	
	2000	6	
	2001	7	
	2002	7	

SPECIAL SUPPORT OBJECTIVE : TOOLS, METHODS AND APPROACHES ARE ADOPTED AND EFFECTIVE IN IMPROVING APPLICATION OF ENVIRONMENTAL PROCEDURES AND STRATEGIES IN MISSIONS' AND AFRICANS' PROGRAMS.

The SSO supports the environmental quality of all AFR investments primarily through the function of the Bureau Environmental Officer (BEO) to assure that all USAID programs in the Africa Region are consistent with USAID's environmental procedures (especially Regulation 22 CFR 216). The SSO constitutes a new plan for FY97, but during FY96 it was reported as part of SO3: Improved Policies, Programs and Strategies in Protecting the Environment in a Sustainable Way. (IR2 concerning Capacity Building and IR3 on Environmental Procedures were reported under SO3 in FY96.) Strong linkages remain with the environmental management Strategic Objective (SO5), which together with the SSO address the AFR goal to manage the environment and natural resources in a sustainable way.

I. Background

AFR/SD's Special Support Objective (SSO) helps AFR's operating units integrate environmental issues into their programs to meet USAID and U.S. government environmental requirements while also improving the intrinsic environmental soundness of program design and implementation. It is the Special Support Objective Team within AFR/SD, in conjunction with the network of regional and Mission environmental officers, which takes responsibility to promote environmental quality of programs and activities conducted within the Africa region. This SSO is linked to SO 5, the environment and natural resources SO, but it applies to **all** AFR investments, working with other operating units under the guidance of the Bureau Environmental Officer-

AFR/SD's SSO and the predecessor Environment Unit have had a pioneering role within USAID to introduce measures to transfer responsibility for environmental review to the field in a manner consistent with the principles of flexibility intended under re-engineering. The challenge is to do so while remaining consistent with USAID's Environmental Procedures, which do not permit delegation of authority for approval of environmental determinations as such. Strong progress is evident in AFR following a 1995 agreement with Agency environmental and legal staff to develop a multi-pronged strategy to test the concept that partners can effectively assume greater responsibility for environmental review. The original key targets were umbrella PVO projects carrying out sub-granting programs. The tools introduced to promote enhanced capacity in this respect include the Africa Bureau's *Environmental Guidelines for Small-scale Activities in Africa*, the Environmental Assessment training course, an Environmental Screening and Reporting Form for use by partners. These

tools and training allow USAID SO teams and the Mission environmental officer to accept responsibility for the environmental soundness of the subgrants, and institute an on-going monitoring process to ensure soundness.

II. Performance Analysis

The following information demonstrates that progress for the SSO exceeded expectations toward the achievement of this objective during the year.

This activity carries out the legislatively mandated, statutory responsibilities to assure compliance with Title II of the Code of Federal Regulation, Part 216. In addition, this activity is designed to support missions, partners and customers so that they will be better able to incorporate environmental quality considerations into all programs and activities. This supports the environmental quality of programs and activities conducted within the Africa region, in conjunction with the network of regional and Mission environmental assessment, so as to maximize the environmental effectiveness of programs carried out by USAID and its partners in Africa.

Environmental review functions during 1997 included 66 Initial Environmental Evaluations (IEE) and four Environmental Assessments (EAs) that were completed in 31 countries across sub-Saharan Africa.

Environmental assessment courses for Private Voluntary Organizations (PVO) and host country partners were conducted in a total of 9 countries; 4 during 1997: in Madagascar, Senegal and Mali (all in French), and Ethiopia, which was a pilot testing event for Title II PVO partners. The Africa Bureau developed environmental guidelines in English and French and a training system specifically adapted by locations to maximize effectiveness. Major progress was also made in launching an environmental capacity building process with PVOs carrying out the P.L.480 food aid program. An Environmental Documentation Manual and a training series for the PVO community was developed for this purpose.

Capacity building efforts have responded to increased flexibility under re-engineering by delegating responsibility and empowering individuals to conduct environmental reviews at the Mission level. For this purpose, Mission Environmental Officers (MEO) and Regional Environmental Officers (REO) have become key members of Mission Strategic Objective (SO) teams and Results Package (RP) teams. Since ultimate approval authority lies in the Bureau Environmental Coordinator's Office, this has streamlined the environmental review process, and it has led to a greater appreciation for the need to incorporate sound environmental principles into the program design process

The country-specific Environmental Assessment Training Course has been enthusiastically received and rated highly favorably since its introduction in 1995, with courses having been conducted in nine countries, four of them in FY 1997: in Madagascar, Senegal and Mali (all in French), and Ethiopia (Title II PVO participants). In FY 97, this course reached 123

participants (30% women) among 35 organizations carrying out USAID programs in all the agricultural and health. Typical comments were: “very beneficial in building my understanding of the need for including environmental review in project design and looking at the environment holistically;” and “I feel infinitely more empowered by this course, which was much more practical than I had expected.”

The SSO has revitalized the Information Working Group. Beginning in April 1997, the Information Working Group (IWG) became part of the Policy Consultative Group. During the course of the year, the IWG continued to formalize its structure and purpose. The IWG is becoming the Bureau's key channel to foster effective sharing and peer review of information management for policy formulation among our African partners and customers. In 1997, the IWG supported Africa GIS, a conference aimed at forwarding the use of Geographic Information Systems in Africa. In 1998, the IWG will broaden its analytical focus to include other information analysis and management approaches.

The Africa Bureau's implementation of Agency and USG environmental review regulations are intended to extend beyond compliance, to engender a broader consideration of environmental issues in the design of programs and strategies at the operating unit level. Sound environmental management forms the basis for sustainable economic development, and the environmental review process facilitates the design and implementation of sustainable programs and projects since it leads to the incorporation of sound environmental management principles into the program design process. In 1992, the predecessor to the SSO developed Environmental Monitoring Evaluation and Mitigation Plans as a means to accomplish this. Considerable progress was achieved in implementing plans in three Missions. An assessment of the approach was conducted in 1994, and issues relating to the sustainability of the approach were identified. Concurrently, the Agency's re-engineering effort began. This process has, in some ways, superseded the EMEMP approach as it was originally designed. With the appointment of the Bureau's Environmental Monitoring and Information Advisor in 1997, the EMEMP approach has been reconsidered. The SSO recognizes the continuing need for a framework in which to incorporate environmental considerations in the strategic planning process, but realizes that a plan which stands, in any way separate from the country strategic plan has limited chances of sustainability. Therefore, during FY 1998, the EMEMP will be revised to reflect the approach as a process by which environmental analysis is incorporated in strategic planning rather than a separate product.

The SSO has also helped countries to strengthen their capabilities in the realm of environmental evaluations through the environmental capacity training. In addition, efforts are being coordinated with other donors through the International Association for Impact Assessment (IAIA) and the Capacity Building for Environmental Assessment in Sub-Saharan Africa (CEASSA) initiative to build environmental assessment capacity within African countries. This initiative is also aimed at helping African countries to design and implement sound environmental policies and regulations.

Analytical work undertaken by the SSO in FY 97 addressed critical issues to inform environmental compliance and decision making, and dissemination was begun , to influence decision making , in several areas including food aid and environment, integrated pest management (IPM), fertilizers and environmental impacts, environmental monitoring, and urbanization and environment. Through the exchange of lessons learned and promotion of enabling conditions, AFR/SD empowers Missions, partners and other donors to incorporate environmental quality considerations into all future programs and activities.

SSO helped provide the training necessary for all partners to develop the capability necessary to design and implement environmentally sound programs. By assuring that lessons learned are shared with all partners, environmental quality is improved and advanced in the design and implementation of future programs and activities.

III. Expected Progress Through FY 2000

The indication that the strategic support objective is being achieved or exceeded is based on adoption of environmental assessment approaches by the USAID operating units, particularly overseas missions, and the eventual adoption of such approaches by USAID's partners and customers. In 1998, progress toward achieving the objective is demonstrated by four indicators. During FY 1997, one additional PVO adopted environmental screening and review methodologies in their field practices, bringing the total to two of the 12 PVOs to be doing so by FY 2000. No Title II PVO proposals were objectively improved in quality as evidenced by approval of their Initial Environmental Evaluations (IEE) upon first submission, because adequate guidelines had not been finalized. However, it is expected that 75% of such submissions will be approved upon first submission by FY2000. During FY 1997, 50% of IEEs prepared by Mission Environmental Officers were approved with minimal Bureau revision, out of a goal of 75% by FY 2000 and up from 40% in 1996. Additionally, 30% of Environmental management and portfolio planning meets standards of improved consistency and quality across USAID Africa missions, out of an anticipated 80% of missions by 2003, which represents an increase from 25% in FY 1996).

The greater challenge lies in encouraging sustainable capacity for environmental review in host countries themselves, reducing the needs for USAID's own procedures. Progress in this area will require concerted and coordinated actions on the part of donors and host countries. One approach to this will be the Capacity for Environmental Assessment in sub-Saharan Africa (CEASSA), a joint initiative of the World Bank, IUCN, AFDB, USAID, DANIDA, CIDA, and several others.

Strategic Support Objective -- See AFR/SD Suzette Rosier for Hard Copy

IV. Performance Data Tables

<p>SPECIAL SUPPORT OBJECTIVE 1 : Tools, methods and approaches are adopted and effective in improving application of environmental procedures and strategies in Missions' and Africans' programs. APPROVED: May/1997 COUNTRY/ORGANIZATION: AFR/SD/PSGE/ENV</p>			
<p>RESULT NAME: IR1 - Analytic processes lead to improved environmental soundness of humanitarian and development programming</p>			
<p>INDICATOR (A): Fora held to disseminate, discuss and apply analytical work by operating units</p>			
<p>MEASURE: Number of fora</p> <hr/> <p>SOURCE: Sessions held with partners and customers in the field, Washington, D.C. and elsewhere in the U.S.</p> <hr/> <p>INDICATOR DESCRIPTION: To be counted, actual fora need to be formally convened, and a specified number of partners and/or customers need to participate.</p> <hr/> <p>COMMENTS: - Food aid and environment fora were conducted in order that PL480, Title II activities meet the requirements specified by the AEO that these comply with the requirements specified in Reg 16. - A series of studies on integrated pest Management (IPM) in previous years continued to find application in fora such as those organized by the IPM Consultative Network, and PAN Africa, including a workshop on organic cotton in Senegal. Special analysis was leveraged through the IPM CRSP to address a nematode problem in bananas in Eritrea and powdery mildew disease on cashews in Mozambique. - Strategic environmental assessments have focused on the implementation of the locust control PEA at the country level, and regional environmental assessments are foreseen in the areas of tropical forest management, water resources management and activities dealing with global climate change. - Numerous activities have been conducted regarding the use of pesticides, the application of pesticides and the use of other high inputs. - A synthesis study examined the potential and actual positive and negative impacts of fertilizer use on soil fertility and quality, and was presented in a public seminar, and is an element in AFR/SD's formulation of an agricultural inputs use stimulation strategy. - Activities have been initiated to gather information regarding rural-urban migration and urbanization in SSA with the goal of developing an approach for AFR to address the anticipated problems caused by these phenomena.</p>	Year	NNED	ACTUAL
	1995	2	1
	1996	3	3
	1997	5	6
	1998	9	
	2000	12	

SPECIAL SUPPORT OBJECTIVE 1 : Tools, methods and approaches are adopted and effective in improving application of environmental procedures and strategies in Missions' and Africans' programs.

APPROVED: May/1997 **COUNTRY/ORGANIZATION:** AFR/SD/PSGE/ENV

RESULT NAME: IR1 - Analytic processes lead to improved environmental soundness of humanitarian and development programming

INDICATOR (B):Case studies demonstrate application and changes as a result of analysis and inputs

UNIT OF MEASURE: Number of case studies

SOURCE: Case studies that are actually conducted in the field

INDICATOR DESCRIPTION: - Actual case studies have to be conducted in order to be counted

COMMENTS: IPM activities have been conducted in the field in collaboration with other donors and HCGs.

- Urbanization studies have been conducted in Washington and the U.S., and similar efforts are being carried out in the field.
- Studies concerning the nexus between environment, agriculture, food security and population growth have been conducted in Washington, D.C. and the U.S., and similar efforts have been conducted in selected Mission, e.g., USAID Madagascar
- Numerous efforts have been conducted regarding biotechnology, bioethics, biodiversity and exotic germplasm, and the importance of these topics is increasing in African countries where technologies are being developed to sustainable manage native species.
- The environmental implications of the trade and investment initiative are increasing in importance, and there is a need to comply with international standards such as ISO 14000.
- Microenterprise and environment continues to have environmental implications, and these activities are expected to increase in the future.
- Energy needs for industrialization are increasing, which are over and above the traditional fuelwood requirements of rural populations.

YEAR	PLANNE D	ACTUAL
1995	2	1
1996	3	3
1997	5	6
1998	7	
2000	10	

SPECIAL SUPPORT OBJECTIVE 1 : Tools, methods and approaches are adopted and effective in improving application of environmental procedures and strategies in Missions' and Africans' programs.

APPROVED: May/1997 **COUNTRY/ORGANIZATION:** AFR/SD/PSGE/ENV

RESULT NAME: IR2 -USAID environmental procedures are integrated into results planning, achieving and monitoring and applied by SO teams

INDICATOR: Environmental Assessment Training courses conducted

UNIT OF MEASURE: Percent of Missions who have had staff trained (cumulative)

SOURCE: Course reports

INDICATOR DESCRIPTION: Percentage of missions who have sent participants for environmental assessment training

COMMENTS: AFR/SD has implemented a two-phase training program in environmental assessment. Phase One targets mission and partner staff. Phase Two targets partners and customer staff. Phase One has proven to be extremely successful and well received. In 1997, four courses were held (Madagascar, Mali, Senegal and Ethiopia) and staff from 20 missions or partner organizations attended. Further, the guidelines and assessment approaches applied by AFR are now being adopted by BHR for food aid programs. Training of food aid PVOs was held under the auspices of BRH by AFR/SD in Africa. In 1998, this training will be held outside of Africa and carried out by BHR personnel trained by AFR.SD. Phase Two of the training will commence in 1998, thus broadening the effect of environmental assessments from beyond compliance to internal USG regulations to instilling an equivalent capacity among host-country governmental and non-governmental organizations

YR	PLANNED	ACTUAL
1995	5	10
1996	15	20
1997	30	35
1998	45	
2003	90	

OBJECTIVE: Tools, methods and approaches are adopted and effective in improving application of environmental procedures and strategies in Missions' and Africans' programs			
APPROVED: May/1997		COUNTRY/ORGANIZATION: AFR/SD/PSGE/ENV	
RESULT NAME: IR3 - USAID environmental procedures are integrated into results planning, achieving and monitoring and applied by SO teams			
INDICATOR: Number of countries which have National Environmental Action Plans (NEAPS) and have developed strategies for improving environmental management.			
UNIT OF MEASURE: . Percent of environmental processes adopted by host countries	Yr	Planned	Actual
	96	5	10
SOURCE: R4 reviews and other Mission reports	97	10	15
	98	20	
	'03	50	
INDICATOR DESCRIPTION: The number of countries with approved national-level plans.			
<p>COMMENTS: In 1995, 46 countries had national-level environmental strategies. AFR/SD and its collaborating partners played a role in strengthening twelve of them. Under the Multi-donor Secretariat (MDS), funded by AFR/SD through the World Bank, Mr. Albert Greve played a key role in numerous countries. AFR/SD also supported NESDA, an African institution which plays a coordinating role in the development of NEAPs.</p> <p>As a result of the NEAP programs, African countries are starting to formulate and implement environmental policies and regulations that lead to the conservation of natural resources. A primary mechanism for achieving this goal is the establishment of environmental assessment (EA) laws which protect natural resources and mitigate the negative effects of uncontrolled exploitation of these resources. Concomitantly, HCGs in collaboration with the donors are building the institutions and technical capacity to enforce these regulations. Notable examples of countries where this has been achieved include Uganda, Madagascar, Tanzania, Zimbabwe, Senegal and Malawi. In Madagascar, official legislation (termed the MECIE) was passed mandating the requirement of environmental review for all new programs in the public and private sector. Similar legislation has been approved by the Government of Uganda.</p>			

SPECIAL SUPPORT OBJECTIVE 1 : Tools, methods and approaches are adopted and effective in improving application of environmental procedures and strategies in Missions' and Africans' programs.

APPROVED: May 1997-**COUNTRY/ORGANIZATION:** AFR/SD/PSGE/ENV

RESULT NAME: IR4 - Environmental frameworks in place that lead to incorporation of monitoring, assessment, and mitigation into development programs

INDICATOR: Number of environmental monitoring systems adopted by USAID Missions and linked to host country line ministry data collection needs, analysis and reporting

UNIT OF MEASURE: Frequency of incidence (cumulative)

SOURCE: Field reports

INDICATOR DESCRIPTION: field reports and technical assistance from AFR/SD will indicate the frequency of Missions establishment of monitoring systems and their linkage to host government information systems

COMMENTS: In 1996, AFR/SD reported that information management systems were being developed or used in 10 countries plus the Congo Basin. These systems are in various stages of development and not all of them are linked to host-country institutions. In 1997, AFR/SD began a review of two of these systems (Senegal and Malawi) and scheduled assistance to two more missions (RCSA and Zambia). The emphasis now being place on these systems is that they should be linked to host-country institutions and clearly show environmental as well as socio-economic trends and impacts. Further, the Information Working Group is being re-organized to more effectively address the information management needs in host-countries and missions alike.

YR	PLANNED	ACTUAL
1996	2	3
1997	5	5
1998	7	
2003	10	

SPECIAL OBJECTIVE:**POLIO ERADICATED IN SELECTED COUNTRIES
IN MANNER THAT BUILDS SUSTAINABLE
IMMUNIZATION PROGRAMS****I. Background**

In April 1996, The USAID Administrator announced the Agency's expanded participation in the worldwide polio-eradication effort. A USAID/Washington technical working group developed a draft framework for the Agency's support which was presented and discussed with its bilateral missions and its other partners, in particular, Rotary International, The World Health Organization, UNICEF, and the Centers for Disease Control and Prevention. The comments received by the representatives of these agencies, were reflected in the revising and finalizing of the Polio Eradication Framework.

In FY 1995, AFR/SD signed a \$6.5 million grant with WHO/AFRO to support this effort in the context of the U.S. Child Survival Program. In FY 1996, as part of the U.S. Congressional directive, \$8 million was authorized to support polio eradication in sub-Saharan Africa. In FY 1997, an additional \$15.95 million was authorized for this purpose.

Given the funding currently and expected to be programmed by AFR/SD for this Initiative, a special objective was created.

AFR/SD works closely with the Global Bureau and its Polio Eradication Staff Person and through its major partners to provide effective support in the areas outlined below, which reflect the Agency's Polio Framework.

II. Performance Analysis

The overall objective of this initiative is to eradicate polio. The achievements to date have exceeded our expectations in terms of the number of countries conducting National Immunization Days (NIDS) and achieving results of greater than 80% coverage, the reduction of reported cases of polio and the strengthening of the surveillance/laboratory network.

In the past several years the impact of USAID support and collaboration with its partners can be seen in terms of the decline in the number of clinical cases of polio and the reduction in transmission of the polio virus. In 1996, 1949 clinical polio cases were reported and confirmed in the Africa Region, which is a 10% decrease compared to the 1995 reported cases. As of November 1997, 35 cases had been confirmed. Ethiopia, Democratic Republic of the Congo and Nigeria reported 1425 cases in 1996, which was nearly 75% of the total cases reported in the Region. No financial or technical assistance were provided by USAID funds to Nigeria and the Democratic Republic of the Congo.

Although more surveillance data are needed for assessing completely the situation, preliminary analysis indicate that two series of National Immunization Days have been effective in reducing substantially the levels of poliovirus transmission in particular in countries which have sustained high levels of routine coverage with three doses of oral polio vaccine.

USAID provided 42% of WHO/AFRO's total budget of \$46,609,905 for polio eradication 1996-1997. WHO/AFRO is the major provider of financial and technical support for the polio eradication activities in all sub-Saharan Africa.

Select highlights of the achievements under each of the intermediate results is presented below.

SPO1.1 Strengthen partnerships to support the implementation of polio eradication and immunization/disease control programs.

Inter-agency coordinating committees (ICC's) for immunization activities including polio have been formed in almost all african nations since the infusion of funding and clearly designed activities for the eradication of polio. In many countries, inter-sectoral and inter-agency committees have been formed at the district level also. These committees develop the national plans needed to conduct successful Nation-wide Immunization Days and raise considerable (although not yet documented) financial and human resources at the national and local levels. **11 countries held ICC meetings in 1997. These meetings were supported from our grant and resulted in the development of 5 year action plans with one year detailed plans and budgets for polio and routine EPI.**

The WHO/AFRO Annual meeting of the Task Force on Immunization (TFI) and the Africa Regional Interagency Coordinating Committee of EPI managers and representatives of National and International Agencies, began in 1993 and is instrumental in providing the framework and important technical and financial support and guidance for strengthening the EPI and developing coordinated support for the Polio Eradication Initiative. The Africa Bureau along with the G Bureau and its major Child Survival Contractor BASICS, are viewed by all members of this Coordinating Group as having a major role in providing the guidance and financial means for the implementation of the immunization programs in Africa. The December 1996 and 1997 meetings of the Africa Regional Interagency Coordination Committee (ARICC) was supported by our Africa Bureau Grant to WHO/AFRO. The responses to the recommendations made by all EPI/Polio Partners have resulted in improved reporting from WHO/AFRO and countries of the financial resources provided. The ARICC 1996 recommendations, such as improved programming at the country level, in terms of the development of five year and annual action plans, approved by country ICC's, have,as can be seen above by the report that 11 countries in 1997 have such plans, been implemented.

Without the strong financial and technical and public support provided by USAID on an annual basis to these regional meetings, the close coordination between and amongst all partners involved in Polio and EPI would not occur.

SPO1.2 Strengthen Selected immunization support systems in the public and private sectors to achieve polio eradication

A recommendation made by USAID at the 1996 TFI meeting stated that "micro planning exercises be held in all regions/districts to provide accurate information needed in preparing national EPI action plans including plans specific to polio eradication activities". Early in 1997, draft guides were developed by WHO/AFRO and reviewed by USAID/BASICS for use by countries in developing district micro-plans. These plans are used as training material in the sub-regional training workshops which are supported by our grant and through technical assistance from BASICS.

Africa Bureau supports the strengthening of the cold chain and logistics systems needed for polio eradication through its grant to WHO/AFRO. **In 1997, 20 countries were visited by the logistics officers supported by our grant. During these country visits micro-planning training was conducted; district level inventories and reinforcement plans were developed in 10 countries and the logistic aspects of the National Immunization Days for polio were observed and evaluated in 10 countries.**

In February 1997, the first meeting of the Regional Social Mobilization Group was held. The group is composed of four key polio partner agencies, WHO, UNICEF, Rotary International and USAID AFR and BASICS. The WHO/AFRO social mobilization coordinator is supported through the AFR grant to WHO/AFRO. This group developed a plan of activities to be implemented during the year 1997. The activities covered the main areas of media advocacy, regional advocacy for high level political commitment and activities to support national plans in strengthening stakeholder's and community communication and participation.

One high level activity promoted by USAID was the participation of all the polio partners including the head of the "Kick Polio out of Africa Committee: President Nelson Mandela, at a ceremony in South Africa where the First Lady of the United States spoke of USAID support for this initiative and the importance of the partnerships formed.

At the country level, the activities carried out have lead to strong inter-sectoral collaboration, especially between the MOH, the media and other groups such as the women's organization and religious groups. **The experience with social mobilization efforts for Polio surveillance has been reported from Tanzania and Kenya, where the opportunity of NIDS was used to involve the community in reporting AFP cases.**

SPO1.3 Improve planning and implementation for supplemental polio immunization activities (including NIDS)

In 1997, 36 out of 41 countries conducted National Immunization Days (compared to 30 countries in 1996) and about 100 million children below five years of age were immunized with two supplemental doses of OPV. USAID/AFR provided support for the operational costs and the surveillance aspects of this activity to 28 out of the 36 countries, through our grant to WHO/AFRO and UNICEF. This complimented the support provided by Rotary and the CDC. The number of children vaccinated in 1996 was estimated at 74 million. Overall NIDS were successful with reported coverage well above the 80% target.

Preliminary reports received from Guinea indicate very good achievements with NIDS. The national average is over 100% and this is consistently seen in the reports from all 38 districts but 7. The consistent district achievement indicates good NIDS planning and high level social mobilization. **Tanzania, Uganda and Zambia all reported coverage of over 90% of the target population of children under 5 years of age for both rounds of NIDs.** Again the reports show that the variation of coverage among districts is very narrow, confirming the countries' managerial capacities and the strength of the decentralized health infrastructure in coping with the organization of major initiatives.

In the Democratic Republic of the Congo, a country classified as being in "difficult circumstances" sub-national immunization days were conducted. USAID support for this activity in Kinshasa, through its grants to UNICEF, WHO/AFRO and funding to BASICS, resulted in the excellent reports of 97% of children receiving OPV during the first and second rounds and 80% of the target population receiving measles in the second round.

SPO1.4 Improve and integrate acute flaccid paralysis surveillance with surveillance for other infectious diseases

During 1997, thirty-one countries (out of forty-six) submitted stool specimens to a WHO network polio laboratory. Fourteen out of Fifteen laboratories comprised in the WHO/AFRO network of polio reference laboratories were operational in 1997.

As of October 1997 no wild poliovirus was isolated in East Africa from souther Uganda through Kenya, Tanzania, Zambia, throughout southern Africa around to Namibia

Instituting a surveillance system for AFP cases in Africa is developing an improved surveillance foundation for other EPI and non-EPI diseases. AFP surveillance is strengthening surveillance strategies, active surveillance, data management skills, data management hardware data analysis , laboratory networks and laboratory data management, and district-level routine surveillance reporting

SPO1.5 Promote use of information for continuously improving the quality of polio eradication activities

On an annual basis countries in the same sub-region meet to discuss their programs progress, challenges and lessons learned and to develop new skills. These fora permit the exchange of lessons and the collection of valuable information. With USAID support this information will be used to prepare an in-depth analysis and report of the polio eradication activities conducted over the past two years.

Process indicators are also being developed jointly with our partners

III. Expected Progress Through FY 2000

We expect that by the year 2000 the surveillance system will be developed to the point of identifying 1 case of non-polio acute flaccid paralysis per 100,000 children in each country. The current rate is .12 cases per 100,000 children. It is further expected that by the year 2005 polio will be eradicated and on the verge of being certified. This indicator is used to verify that if polio is occurring the surveillance system is identifying the case. This would also indicate that the strategies used to eradicate polio, in particular the National Immunization Days, have been successful and that by the year 2005 Africa will be able to be certified as polio free.

Special Objective Results Framework -- See AFR/SD Suzette Rosier for Hard Copy

IV. Performance Data Tables

Tables 2-8: Current Data Tables

Table 1

OBJECTIVE: Polio eradicated in selected Countries in ways that build sustainable Immunization Programs.			
APPROVED: 15/05/1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Polio eradicated in selected Countries in ways that build sustainable Immunization Programs.			
INDICATOR: Routine Immunization coverage for children < 1 year of age increases			
UNIT OF MEASURE: % coverage with OPV3	YEAR	PLANNED	ACTUAL
SOURCE: WHO/AFRO INDICATOR DESCRIPTION: COMMENTS: Results for 1997 will be available in April/May from all countries	1996	-	53%
	1997	60%	
	1998	70%	
	1999	80%	
	2000	90%	
	2001	90%	
	2002	90%	
	2003	90%	

Table 2

<p>OBJECTIVE: Polio eradicated in selected Countries in ways that build sustainable Immunization Programs.</p> <p>APPROVED: 15/05/1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: Polio eradicated in selected Countries in ways that build sustainable Immunization Programs.</p>			
<p>INDICATOR: 0 cases of confirmed polio reported in all countries</p>			
<p>NIT OF MEASURE: Confirmed cases of polio reported in all countries</p> <hr/> <p>SOURCE: WHO/AFRO</p> <hr/> <p>INDICATOR DESCRIPTION:</p> <hr/> <p>COMMENTS: Results for 1997 will be available in April/May from all countries. Estimates of future number of cases to be established by next R4.</p>	YEAR	PLANNED	ACTUAL
	1996	-	1949
	1997		35 (as of 11/97)
	1998		
	1999		
	2000		
	2001		
	2002		
	2003		

Table 3

<p>OBJECTIVE: Polio eradicated in selected Countries in ways that build sustainable Immunization Programs.</p> <p>APPROVED: 15/05/1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: Effective Partnerships Developed to support the implementation of polio eradication and immunization /disease control programs established and operational</p>			
<p>INDICATOR: Number of countries with ICC's and approve workplans</p>			
<p>UNIT OF MEASURE: Number of Countries</p> <hr/> <p>SOURCE: WHO/AFRO/UNICEF/USAID Missions</p> <hr/> <p>INDICATOR DESCRIPTION: Cumulative number of all African countries registered with WHO with ICC's active in polio planning and EPI</p> <hr/> <p>COMMENTS: Indicator to assess partnerships at the country level</p>	YEAR	PLANNED	ACTUAL
	1996	-	8
	1997	12	16
	1998	30	
	1999	36	
	2000	41	
	2001	41	
	2002	41	
	2003	41	

Table 4

<p>OBJECTIVE: Polio eradicated in selected Countries in ways that build sustainable Immunization Programs.</p> <p>APPROVED: 15/05/1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: Effective Partnerships Developed to support the implementation of polio eradication and immunization /disease control programs established and operational</p>			
<p>INDICATOR: Selected Immunization support systems, in the public and private sectors strengthened to achieve polio eradication.</p>			
<p>UNIT OF MEASURE: % of countries with all districts reporting 90% coverage in each round of National Immunization Days</p> <hr/> <p>SOURCE: WHO/AFRO/UNICEF</p> <hr/> <p>INDICATOR DESCRIPTION: % of countries with all districts with 90% coverage in each round of National Immunization Days</p> <hr/> <p>COMMENTS: This is a new indicator and information on baseline and targets being developed and will be presented in the next R4.</p>	YEAR	PLANNED	ACTUAL
	1996	-	
	1997		
	1998		
	1999		
	2000		
	2001		
	2002		
	2003		

Table 5

OBJECTIVE: Polio eradicated in selected Countries in ways that build sustainable Immunization Programs.			
APPROVED: 15/05/1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Polio eradicated in selected Countries in ways that build sustainable Immunization Programs.			
INDICATOR: Improved Planning and Implementation of NIDS			
UNIT OF MEASURE: Number of Countries <hr/> SOURCE: WHO/AFRO <hr/> INDICATOR DESCRIPTION: Cumulative number of countries with 5-year plans of Action for Immunization and disease control that include polio eradication <hr/> COMMENTS:	YEAR	PLANNED	ACTUAL
	1996	-	8
	1997	15	21
	1998	30	
	1999	35	
	2000	41	
	2001	41	
	2002	41	
	2003	41	

Table 6

<p>OBJECTIVE: Polio eradicated in selected Countries in ways that build sustainable Immunization Programs.</p> <p>APPROVED: 15/05/1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: Polio eradicated in selected Countries in ways that build sustainable Immunization Programs.</p>			
<p>INDICATOR: Improve and integrate acute-flaccid-paralysis surveillance with surveillance for other infectious diseases</p>			
<p>UNIT OF MEASURE: Number of countries with non-polio AFP rate of 1/100,000 in children 0-59 months of age</p> <hr/> <p>SOURCE: WHO/AFRO</p> <hr/> <p>INDICATOR DESCRIPTION:</p> <hr/> <p>COMMENTS:</p>	YEAR	PLANNED	ACTUAL
	1996	-	0
	1997	0	1
	1998	3	
	1999	10	
	2000	15	
	2001	20	
	2002	30	
	2003	41	

Table 7

OBJECTIVE: Polio eradicated in selected Countries in ways that build sustainable Immunization Programs.			
APPROVED: 15/05/1997 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Polio eradicated in selected Countries in ways that build sustainable Immunization Programs.			
INDICATOR: Timely Documentation and use of information to continuously improve the quality of polio eradication activities			
UNIT OF MEASURE: Number of countries <hr/> SOURCE: WHO/AFRO Reports <hr/> INDICATOR DESCRIPTION: Cumulative number of Countries with process assessment that are reviewed and used by ICC's. <hr/> COMMENTS: This is a newly proposed indicator for which baseline and target numbers are currently being established and will be reported on in the next R4.	YEAR	PLANNED	ACTUAL
	1997	-	0
	1998		
	1999		
	2000		
	2001		
	2002		
	2003		

PART III: STATUS OF MANAGEMENT CONTRACT

The SD strategic plan was reviewed in May, 1997. The plan was approved pending some revisions. Soon after the plan review the Africa Bureau decided to merge the Disaster Response Coordinating Staff (DRC) with AFR/SD, and its activities with SO 10. As we have been implementing the plan a number of the SO teams have decided it was necessary to modify their results frameworks, while keeping the basic Strategic Objective intact. The revised plan has not yet been completed, although (with the exception of SO 10) the changes are relatively minor.

The major issue in the plan review was to be more explicit in our strategy and in our reporting on the state of our partnerships with other Agency units as well as with our partners outside the Agency, and we think we have done that. A revised plan should be ready by the end of June, 1998.

AFR/SD

R4 2000 RESOURCE REQUEST

APRIL 1998

PART IV: RESOURCE REQUEST

Financial Plan

The program fund requirements for AFR/SD are presented in the following tables. These tables are a bit difficult to follow since in FY 1998 and FY 1999 DP has requested that SD park moneys in its SOs while decisions are pending as to how these funds can be distributed to the field. The undistributed totals are listed on the second page of each budget table. In addition, the levels differ from our original plans for the following reasons:

- 1) We have incorporated the DRC funding levels into SO 10;
- 2) In FY 1998 SO 10 includes a special \$5.3 million grant to create an endowment for ACCORD, the South African NGO;
- 3) SO 6 includes an extra \$3.0 million a year for a grant to IFESH which was not part of our original plan; and
- 4) The Agency infectious disease earmark has caused us to substantially increase the levels for SO 7.

Priorities

The prioritization is done in terms of reach and importance of the sector to USAID's program in Africa, the contribution or potential contribution of SD's work to the performance of the sector in Africa, and the quality of performance of the SO. In some cases a weak performing SO was still judged to be a high priority because of its importance in Africa.

TOP THIRD

The top third consists of SO 3 (agriculture and food security); SO 6 (education); SO 7 (health and child survival) and SO 9 (HIV/AIDS). Each of these SOs represent programs of particular importance -- SO 3 because of the renewed interest in food security and agriculture as evidenced by the African Food Security Initiative; SO 6 for a similar reason (the President's new education initiative); SO 7 because the Congress continues to provide substantial funding for the sector and because much of this involves new initiatives; and SO 9 because there is no more important development problem in Africa than the HIV/AIDS pandemic.

In terms of performance, the top three SOs meet or exceed expectations. There is still much new work to be done in SO 9 but we are beginning to see some important changes in focus that offer the hope and expectation of helping us get more of a handle on the pandemic in Africa.

SECOND TIER

The second tier of SOs include SOs 2, 4, 5 and 10. SO 2 is extremely important as it complements the work we will be doing on the Presidents Partnership for growth and Opportunity. This has been an effective SO; SO 4 is the most innovative and perhaps most pivotal SO in the portfolio, because increasingly its success has provided opportunities for the other SOs. For example, SO 4 has major initiatives in place that will strengthen education, democracy, and the economics portfolios; SO 5 is pivotal to our developing a more effective environmental program for the next century. SO 10 continues to do outstanding work in several of its IRs -- famine mitigation, responding to pests, and epidemic preparedness. But the most important IR may be the conflict resolution one, although its success will depend on creativity.

THIRD TIER

The following SOs are important (but perhaps less so).

SO 1: This is a new SO and has yet to actually expend funds. The problem is that the way in which the plan review circumscribed this SO, we may be unable to accomplish much of importance, and certainly be unable to deal with some of the larger D/G issues.

SO 8: This is a very well-performing SO, but given the preponderance of strength in the G Bureau, it has a very circumscribed mandate. These are important and interesting questions, only somewhat less so than those of the top two tiers.

SPO: This is a very effective program. However, most experts believe that eradicating polio is an inappropriate goal for a resource strapped continent. We are trying to make the most of the opportunity to build sustainability in other immunization programs.

SSO: This is an important legal requirement for the Bureau, and the SSO has been extremely effective in approaching this requirement with creativity in reducing the staff-intensity of the Reg 16 requirements. Nevertheless, this is not as programmatically important as most of the other work.

LINKAGE WITH CENTRALLY FUNDED MECHANISMS

It should be clear from the funding table that most of our SOs depend on these mechanisms for their success.

WORKFORCE

Workforce requirements are presented in the last set of tables. These tables are consistent with planned levels and with our current staff. We are requesting four additional program-funded positions:

- 1) A food security advisor to help design, monitor and evaluate AFSI programs;
- 2) An ATRIP advisor to help in the management of that program;
- 3) An infectious disease advisor to help in development, design and monitoring of the infectious disease earmark;
- 4) An education initiative coordinator to manage the education initiative and its Interagency ramifications.

Program Funding

USAID FY 2000 BUDGET REQUEST BY PROGRAM/COUNTRY

05-Aug-98
02:28 PM

Country/Program: AFRICA REGIONAL
Scenario: Base Level

S.O. #, TITLE		FY 2000														Future Cost (POST 2000)	Year of Final Oblig.	
Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 99	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 00	Est. Total Cost life of SO			
S.O. #1, STRENGTHEN CROSS-SECTORAL SYNERGIES BETWEEN DEMOCRACY AND GOVERNANCE AND AFRICA BUREAU PROGRAMS IN KEY AREAS																		
	Bilateral	500	1,000	0	0	0	0	0	0	0	0	0	0	1,000	650	6,000	3,000	03
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	500	1,000	0	0	0	0	0	0	0	0	0	0	1,000	650	6,000	3,000	
S.O. #2, ADOPTION OF IMPROVED STRATEGIES, PROGRAMS AND ACTIVITIES FOR ACCELERATED, SUSTAINABLE AND EQUITABLE ECONOMIC GROWTH																		
	Bilateral	4,000	4,000	0	0	4,000	0	0	0	0	0	0	0	0	4,500	22,000	12,000	03
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	4,000	4,000	0	0	4,000	0	0	0	0	0	0	0	4,500	22,000	12,000	12,000	
S.O. #3, ADOPTION OF IMPROVED AGRICULTURAL POLICIES, PROGRAMS AND STRATEGIES																		
	Bilateral	4,970	5,670	0	4,410	0	0	0	0	0	0	1,260	0	12,785	32,000	17,600	03	
	Field Spt	2,775	1,330	0	790	0	0	0	0	0	0	540	0	2,760	7,000	3,400		
	Total	7,745	7,000	0	5,200	0	0	0	0	0	0	1,800	0	15,545	39,000	21,000		
S.O. #4, DEVELOP AND IMPLEMENT AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION																		
	Bilateral	1,000	3,000	470	220	820	0	135	0	264	391	700	0	4,500	13,000	4,000	03	
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Total	1,000	3,000	470	220	820	0	135	0	264	391	700	0	4,500	13,000	4,000		
S.O. #5, PROGRESS ACCELERATED IN THE SPREAD OF STRATEGICALLY VIABLE AND ENVIRONMENTALLY SOUND ENVIRONMENTAL MANAGEMENT SYSTEMS																		
	Bilateral	2,327	6,090	0	0	0	0	0	0	0	0	6,090	0	5,327	18,400	9,660	03	
	Field Spt	1,859	910	0	0	0	0	0	0	0	0	910	0	3,859	21,600	11,340		
	Total	4,186	7,000	0	0	0	0	0	0	0	0	7,000	0	9,186	40,000	21,000		
S.O. #6, ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES																		
	Bilateral	4,400	5,850	5,850	0	0	0	0	0	0	0	0	0	8,000	29,250	14,550	03	
	Field Spt	75	150	150	0	0	0	0	0	0	0	0	0	175	750	450		
	Total	4,475	6,000	6,000	0	0	0	0	0	0	0	0	0	8,175	30,000	15,000		
S.O. #7, ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY, EQUITY AND QUALITY OF HEALTH SERVICES																		
	Bilateral	11,750	7,400	0	0	0	0	5,400	1,000	0	1,000	0	0	13,000	35,000	17,000	03	
	Field Spt	4,335	7,600	0	0	0	0	3,500	3,000	0	1,100	0	0	7,000	25,000	10,000		
	Total	16,085	15,000	0	0	0	0	8,900	4,000	0	2,100	0	0	20,000	60,000	27,000		
S.O. #8, ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY AND QUALITY OF FAMILY PLANNING SERVICES																		
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	03
	Field Spt	1,500	2,000	0	0	0	2,000	0	0	0	0	0	0	1,320	9,300	4,500		
	Total	1,500	2,000	0	0	0	2,000	0	0	0	0	0	0	1,320	9,300	4,500		
S.O. #9, ADOPTION OF COST-EFFECTIVE STRATEGIES TO PREVENT THE SPREAD AND MITIGATE THE IMPACT OF HIV/AIDS																		
	Bilateral	700	3,000	0	0	0	0	0	0	3,000	0	0	0	2,200	15,015	8,470	03	
	Field Spt	275	500	0	0	0	0	0	0	500	0	0	0	500	4,485	2,530		
	Total	975	3,500	0	0	0	0	0	0	3,500	0	0	0	2,700	19,500	11,000		
S.O. #10, IMPROVE POLICIES, STRATEGIES AND PROGRAMS FOR PREVENTING, MITIGATING/TRANSITING OUT OF CRISIS																		
	Bilateral	4,150	9,900	0	0	0	0	0	600	0	650	8,500	150	11,000	48,250	24,125	03	
	Field Spt	150	750	0	0	0	0	0	400	0	350	0	0	750	3,500	2,100		
	Total	4,300	10,650	0	0	0	0	0	1,000	0	1,000	8,500	150	11,750	51,750	26,225		

Program Funding

USAID FY 2000 BUDGET REQUEST BY PROGRAM/COUNTRY

05-Aug-98
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Country/Program: AFRICA REGIONAL
Scenario: Base Level

S.O. #	TITLE	FY 2000															Future Cost (POST 2000)	Year of Final Oblig.
		Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 99	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 00		
SSO, ADOPTION OF EFFECTIVE TOOLS, METHODS AND APPROACHES FOR IMPROVING APPLICATION OF ENVIRON PROCEDURES AND STRATEGIES IN MISSIONS AND AFRICANS' PROGRAM																		
	Bilateral	45	350	0	0	0	0	0	0	0	0	0	350	0	245	1,620	675	03
	Field Spt	141	350	0	0	0	0	0	0	0	0	0	350	0	391	1,980	825	
	Total	186	700	0	0	0	0	0	0	0	0	0	700	0	636	3,600	1,500	
SPO, POLIO ERADICATED IN SELECTED COUNTRIES IN A MANNER THAT BUILDS SUSTAINABLE IMMUNIZATION PROGRAMS																		
	Bilateral	4,100	7,000	0	0	0	0	7,000	0	0	0	0	0	0	6,200	30,000	18,000	03
	Field Spt	600	1,000	0	0	0	0	1,000	0	0	0	0	0	700	3,000	1,000		
	Total	4,700	8,000	0	0	0	0	8,000	0	0	0	0	0	6,900	33,000	19,000		
Total Bilateral			37,942	53,260	6,320	4,630	4,820	0	12,535	1,600	3,264	2,041	16,900	1,150	68,407	250,535		
Total Field Support			11,710	14,590	150	790	0	2,000	4,500	3,400	500	1,450	1,800	0	17,455	76,615		
TOTAL PROGRAM			49,652	67,850	6,470	5,420	4,820	2,000	17,035	5,000	3,764	3,491	18,700	1,150	85,862	327,150	165,225	

FY 2000 Request Sector Totals -- DA		
Econ Growth		0
[Of which Microenterprise]		0
HCD		0
PHN		0
Environment		0
[Of which Biodiversity]		3,800
Democracy		0
Humanitarian		0

FY 2000 Request Sector Totals -- ESF		
Econ Growth		0
[Of which Microenterprise]		0
HCD		0
PHN		0
Environment		0
[Of which Biodiversity]		0
Democracy		0
Humanitarian		0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

Program Funding

USAID FY 1999 BUDGET REQUEST BY PROGRAM/COUNTRY

05-Aug-98
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Country/Program: AFRICA REGIONAL
Scenario: Base Level

S.O. # , TITLE	FY 1999															Future Cost (POST 2000)	Year of Final Oblig.	
	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 98	*Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 99			Est. Total Cost life of SO
S.O. #1, STRENGTHEN CROSS-SECTORAL SYNERGIES BETWEEN DEMOCRACY AND GOVERNANCE AND AFRICA BUREAU PROGRAMS IN KEY AREAS																		
	Bilateral	350	700	0	0	0	0	0	0	0	0	0	0	700	550	6,000	3,000	03
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	350	700	0	0	0	0	0	0	0	0	0	0	700	550	6,000	3,000	
S.O. #2, ADOPTION OF IMPROVED STRATEGIES, PROGRAMS AND ACTIVITIES FOR ACCELERATED, SUSTAINABLE AND EQUITABLE ECONOMIC GROWTH																		
	Bilateral	5,379	2,900	0	0	2,900	0	0	0	0	0	0	0	0	4,279	22,000	12,000	03
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	5,379	2,900	0	0	2,900	0	0	0	0	0	0	0	4,279	22,000	12,000		
S.O. #3, ADOPTION OF IMPROVED AGRICULTURAL POLICIES, PROGRAMS AND STRATEGIES																		
	Bilateral	6,905	4,195	0	2,835	0	0	100	0	0	0	1,260	0	6,130	32,000	17,600	03	
	Field Spt	3,845	2,305	0	865	0	0	900	0	0	0	540	0	3,375	7,000	3,400		
	Total	10,750	6,500	0	3,700	0	0	1,000	0	0	0	1,800	0	9,505	39,000	21,000		
S.O. #4, DEVELOP AND IMPLEMENT AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION																		
	Bilateral	2,655	2,500	470	220	250	0	135	0	264	391	770	0	4,155	13,000	4,000	03	
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Total	2,655	2,500	470	220	250	0	135	0	264	391	770	0	4,155	13,000	4,000		
S.O. #5, PROGRESS ACCELERATED IN THE SPREAD OF STRATEGICALLY VIABLE AND ENVIRONMENTALLY SOUND ENVIRONMENTAL MANAGEMENT SYSTEMS																		
	Bilateral	6,394	2,260	0	0	0	0	0	0	0	0	2,260	0	6,327	18,400	9,660	03	
	Field Spt	1,669	3,390	0	0	0	0	0	0	0	0	3,390	0	3,200	21,600	11,340		
	Total	8,063	5,650	0	0	0	0	0	0	0	0	5,650	0	9,527	40,000	21,000		
S.O. #6, ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES																		
	Bilateral	4,831	5,650	5,650	0	0	0	0	0	0	0	0	0	6,081	29,250	14,550	03	
	Field Spt	75	150	150	0	0	0	0	0	0	0	0	0	150	750	450		
	Total	4,906	5,800	5,800	0	0	0	0	0	0	0	0	0	6,231	30,000	15,000		
S.O. #7, ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY, EQUITY AND QUALITY OF HEALTH SERVICES																		
	Bilateral	12,806	16,400	0	0	0	0	14,100	1,400	0	900	0	0	17,456	35,000	17,000	03	
	Field Spt	7,300	7,600	0	0	0	0	3,500	3,000	0	1,100	0	0	10,565	25,000	10,000		
	Total	20,106	24,000	0	0	0	0	17,600	4,400	0	2,000	0	0	28,021	60,000	27,000		
S.O. #8, ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY AND QUALITY OF FAMILY PLANNING SERVICES																		
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	03
	Field Spt	1,152	2,000	0	0	0	2,000	0	0	0	0	0	0	1,652	9,300	4,500		
	Total	1,152	2,000	0	0	0	2,000	0	0	0	0	0	0	1,652	9,300	4,500		
S.O. #9, ADOPTION OF COST-EFFECTIVE STRATEGIES TO PREVENT THE SPREAD AND MITIGATE THE IMPACT OF HIV/AIDS																		
	Bilateral	2,700	2,400	0	0	0	0	0	0	2,400	0	0	0	4,400	15,015	8,470	03	
	Field Spt	275	500	0	0	0	0	0	0	500	0	0	0	500	4,485	2,530		
	Total	2,975	2,900	0	0	0	0	0	0	2,900	0	0	0	4,900	19,500	11,000		
S.O. #10, IMPROVE POLICIES, STRATEGIES AND PROGRAMS FOR PREVENTING, MITIGATING/TRANSITING OUT OF CRISIS																		
	Bilateral	13,433	9,900	0	0	0	0	0	600	0	650	8,500	150	19,183	48,250	24,125	03	
	Field Spt	0	750	0	0	0	0	0	400	0	350	0	0	600	3,500	2,100		
	Total	13,433	10,650	0	0	0	0	0	1,000	0	1,000	8,500	150	19,783	51,750	26,225		

USAID FY 1999 BUDGET REQUEST BY PROGRAM/COUNTRY

Country/Program: AFRICA REGIONAL
Scenario: Base Level

S.O. #	TITLE	FY 1999															Future Cost (POST 2000)	Year of Final Oblig.
		Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 98	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 99		
SSO, ADOPTION OF EFFECTIVE TOOLS, METHODS AND APPROACHES FOR IMPROVING APPLICATION OF ENVIRON PROCEDURES AND STRATEGIES IN MISSIONS AND AFRICANS' PROGRAM																		
	Bilateral		195	200	0	0	0	0	0	0	0	0	200	0	350	1,620	675	03
	Field Spt		241	300	0	0	0	0	0	0	0	0	300	0	400	1,980	825	
	Total		436	500	0	0	0	0	0	0	0	0	500	0	750	3,600	1,500	
SPO, POLIO ERADICATED IN SELECTED COUNTRIES IN A MANNER THAT BUILDS SUSTAINABLE IMMUNIZATION PROGRAMS																		
	Bilateral		2,500	6,900	0	0	0	0	6,900	0	0	0	0	0	5,300	30,000	18,000	03
	Field Spt		0	1,100	0	0	0	0	1,100	0	0	0	0	0	500	3,000	1,000	
	Total		2,500	8,000	0	0	0	0	8,000	0	0	0	0	0	5,800	33,000	19,000	
Total Bilateral			58,148	54,005	6,120	3,055	3,150	0	21,235	2,000	2,664	1,941	12,990	850	74,211	250,535		
Total Field Support			14,557	18,095	150	865	0	2,000	5,500	3,400	500	1,450	4,230	0	20,942	76,615		
TOTAL PROGRAM			72,705	72,100	6,270	3,920	3,150	2,000	26,735	5,400	3,164	3,391	17,220	850	95,153	327,150	165,225	

FY 1999 Request Sector Totals -- DA	
Econ Growth	0
[Of which Microenterprise]	[]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	2,950
Democracy	0
Humanitarian	0

FY 1999 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise]	[]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	[]
Democracy	0
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

* Estimated FY99 totals include undistributed Africa Regional program funds for micronutrients, infectious diseases and polio.

Undistributed Africa Regional Funds Included in FY99 Estimated Total Amount (\$000)

Micronutrient	3,000
Infectious Disease	5,400
Polio	4,600
Total	13,000

Program Funding

USAID FY 1998 BUDGET REQUEST BY PROGRAM/COUNTRY

05-Aug-98
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Country/Program: AFRICA REGIONAL
Scenario: Base Level

S.O. # , TITLE	FY 1998															Future Cost (POST 2000)	Year of Final Oblig.	
	Approp. Acct	Bilateral/Field Support	*Est. SO Pipeline End of FY 97	**Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 98			Est. Total Cost life of SO
S.O. #1, STRENGTHEN CROSS-SECTORAL SYNERGIES BETWEEN DEMOCRACY AND GOVERNANCE AND AFRICA BUREAU PROGRAMS IN KEY AREAS																		
	Bilateral	0	700	0	0	0	0	0	0	0	0	0	0	700	350	6,000	3,000	03
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	0	700	0	0	0	0	0	0	0	0	0	0	700	350	6,000	3,000	
S.O. #2, ADOPTION OF IMPROVED STRATEGIES, PROGRAMS AND ACTIVITIES FOR ACCELERATED, SUSTAINABLE AND EQUITABLE ECONOMIC GROWTH																		
	Bilateral	15,602	8,600	0	0	8,600	0	0	0	0	0	0	0	0	18,823	22,000	12,000	03
	Field Spt	50	0	0	0	0	0	0	0	0	0	0	0	0	50	0	0	0
	Total	15,652	8,600	0	0	8,600	0	0	0	0	0	0	0	0	18,873	22,000	12,000	
S.O. #3, ADOPTION OF IMPROVED AGRICULTURAL POLICIES, PROGRAMS AND STRATEGIES																		
	Bilateral	9,763	7,760	0	5,450	0	0	1,000	0	0	0	0	1,310	0	10,618	32,000	17,600	03
	Field Spt	5,386	1,690	0	1,125	25	0	0	0	0	0	0	540	0	3,231	7,000	3,400	
	Total	15,149	9,450	0	6,575	25	0	1,000	0	0	0	0	1,850	0	13,849	39,000	21,000	
S.O. #4, DEVELOP AND IMPLEMENT AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION																		
	Bilateral	7,139	1,700	0	0	1,500	0	0	0	0	0	200	0	6,184	13,000	4,000	03	
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Total	7,139	1,700	0	0	1,500	0	0	0	0	0	200	0	6,184	13,000	4,000		
S.O. #5, PROGRESS ACCELERATED IN THE SPREAD OF STRATEGICALLY VIABLE AND ENVIRONMENTALLY SOUND ENVIRONMENTAL MANAGEMENT SYSTEMS																		
	Bilateral	12,745	2,540	0	0	0	0	0	0	0	0	2,540	0	8,891	18,400	9,660	03	
	Field Spt	862	4,050	0	0	0	0	0	0	0	0	4,050	0	3,243	21,600	11,340		
	Total	13,607	6,590	0	0	0	0	0	0	0	0	6,590	0	12,134	40,000	21,000		
S.O. #6, ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES																		
	Bilateral	5,501	5,947	5,947	0	0	0	0	0	0	0	0	0	6,617	29,250	14,550	03	
	Field Spt	0	150	150	0	0	0	0	0	0	0	0	0	75	750	450		
	Total	5,501	6,097	6,097	0	0	0	0	0	0	0	0	0	6,692	30,000	15,000		
S.O. #7, ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY, EQUITY AND QUALITY OF HEALTH SERVICES																		
	Bilateral	14,154	18,168	0	0	0	0	11,497	5,350	0	1,321	0	0	19,516	35,000	17,000	03	
	Field Spt	5,803	7,300	0	0	0	0	3,400	3,000	0	900	0	0	5,803	25,000	10,000		
	Total	19,957	25,468	0	0	0	0	14,897	8,350	0	2,221	0	0	25,319	60,000	27,000		
S.O. #8, ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY AND QUALITY OF FAMILY PLANNING SERVICES																		
	Bilateral	351	0	0	0	0	0	0	0	0	0	0	0	351	0	0	03	
	Field Spt	600	2,000	0	0	0	2,000	0	0	0	0	0	0	1,448	9,300	4,500		
	Total	951	2,000	0	0	0	2,000	0	0	0	0	0	0	1,799	9,300	4,500		
S.O. #9, ADOPTION OF COST-EFFECTIVE STRATEGIES TO PREVENT THE SPREAD AND MITIGATE THE IMPACT OF HIV/AIDS																		
	Bilateral	2,964	4,000	0	0	0	0	0	4,000	0	0	0	0	4,264	15,015	8,470	03	
	Field Spt	50	500	0	0	0	0	0	500	0	0	0	0	275	4,485	2,530		
	Total	3,014	4,500	0	0	0	0	0	4,500	0	0	0	0	4,539	19,500	11,000		
S.O. #10, IMPROVE POLICIES, STRATEGIES AND PROGRAMS FOR PREVENTING, MITIGATING/TRANSITING OUT OF CRISIS																		
	Bilateral	15,140	16,050	0	0	0	0	0	750	0	1,500	8,500	5,300	17,757	48,250	24,125	03	
	Field Spt	0	750	0	0	0	0	0	750	0	0	0	0	750	3,500	2,100		
	Total	15,140	16,800	0	0	0	0	0	1,500	0	1,500	8,500	5,300	18,507	51,750	26,225		

USAID FY 1998 BUDGET REQUEST BY PROGRAM/COUNTRY

Country/Program: AFRICA REGIONAL
Scenario: Base Level

S.O. #	TITLE	FY 1998															Future Cost (POST 2000)	Year of Final Oblig.	
		Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 97	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 98			Est. Total Cost life of SO
SSO, ADOPTION OF EFFECTIVE TOOLS, METHODS AND APPROACHES FOR IMPROVING APPLICATION OF ENVIRON PROCEDURES AND STRATEGIES IN MISSIONS AND AFRICANS' PROGRAM																			
	Bilateral		0	425	0	0	0	0	0	0	0	0	0	425	0	230	1,620	675	03
	Field Spt		0	525	0	0	0	0	0	0	0	0	0	525	0	284	1,980	825	
	Total		0	950	0	0	0	0	0	0	0	0	0	950	0	514	3,600	1,500	
SPO, POLIO ERADICATED IN SELECTED COUNTRIES IN A MANNER THAT BUILDS SUSTAINABLE IMMUNIZATION PROGRAMS																			
	Bilateral		6,000	4,848	0	0	0	0	4,848	0	0	0	0	0	0	8,348	30,000	18,000	03
	Field Spt		0	1,000	0	0	0	0	1,000	0	0	0	0	0	0	1,000	3,000	1,000	
	Total		6,000	5,848	0	0	0	0	5,848	0	0	0	0	0	0	9,348	33,000	19,000	
Total Bilateral			89,359	70,738	5,947	5,450	10,100	0	17,345	6,100	4,000	2,821	12,975	6,000	101,949	250,535			
Total Field Support			12,751	17,965	150	1,125	25	2,000	4,400	3,750	500	900	5,115	0	16,159	76,615			
TOTAL PROGRAM			102,110	88,703	6,097	6,575	10,125	2,000	21,745	9,850	4,500	3,721	18,090	6,000	118,108	327,150	165,225		

FY 1998 Request Sector Totals -- DA	
Econ Growth	0
[Of which Microenterprise]	[]
HCD	
PHN	0
Environment	0
[Of which Biodiversity]	3,400
Democracy	0
Humanitarian	0

FY 1998 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise]	[]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	[]
Democracy	0
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

* FY97 pipeline amounts include funds remaining in old projects that are targeted for deobligation by the end of FY98.

** Estimated FY98 totals include undistributed Africa Regional program funds for micronutrients, infectious diseases, polio, HIV/AIDS and regional EPI.

Undistributed Africa Regional Funds Included in FY98 Estimated Total Amount
(\$000)

Micronutrient	5,000
Infectious Disease	6,850
Polio	1,500
HIV/AIDS	2,000
Regional EPI	3,000
Total	18,350

GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1998		FY 1999		FY 2000	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau

GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1998		FY 1999		FY 2000	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
S.O.2: Economics	TBD Macro IQC	High	1 year (1998)	250	---	---	---	---	---
	936-0405 Consulting Assistance for Economic Reform	High	1 month (1998)	15	---	---	---	---	---
S.O.3: Agriculture	936-5470 Implementing Policy Change	Medium-high	1 year (1998)	---	25	---	---	---	---
	936-4111 International Agricultural Research Centers	High	3 years (1998-00)	---	540	---	540	---	540
	936-4111 International Agricultural Research Centers	High	3 years (1998-00)	---	540	---	540	---	540
	936-4201 Agricultural Policy Analysis, III	Medium-high	3 years (1998-00)	---	75	---	50	---	50
	936-5459 Food Security II - Policy/Strategy	Medium-high	3 years (1998-00)	---	100	---	75	---	50
	936-5459 Food Security II - Productivity	Medium-high	3 years (1998-00)	---	175	---	100	---	75
	936-5459 Food Security II - Transformation Workshop	Medium-high	1 year (1998)	---	60	---	---	---	---
	936-5459 Food Security II - Food Access	High	3 years (1998-00)	---	175	---	100	---	75
S.O.5: Environment	936-5743 EPIQ	Medium-high	3 years (1998-00)	---	625	---	520	---	650
	936-5517 EPM II	Medium-high	3 years (1998-00)	---	375	---	310	---	---
	936-4196 IPM CRSP	Medium-high	3 years (1998-00)	---	75	---	60	---	80
	936-5470 Implementing Policy Change	Medium-high	3 years (1998-00)	200	---	200	---	200	---
	936-4111 Int'l Agricultural Research Centers/ICIPE	Medium-high	3 years (1998-00)	50	---	50	---	50	---
	936-5554 CBD - Biodiversity Support Program	Medium-high	3 years (1998-00)	---	175	---	145	---	180
	936-5554 CBD - Biodiversity Support Program	Medium-high	3 years (1998-00)	---	1325	---	1110	---	---
	936-5554 CBD - World Wildlife Fund	Medium-high	3 years (1998-00)	---	500	---	420	---	---
	936-5554 CBD - Wildlife Conservation Society	Medium-high	3 years (1998-00)	---	570	---	475	---	---
	936-5554 CBD - PVO/NGO/NRMS Consortium	Medium-high	3 years (1998-00)	---	75	---	60	---	---

GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1998		FY 1999		FY 2000	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
	936-5554 CBD - NASA Goddard Space Flight Ctr	Medium-high	3 years (1998-00)	---	115	---	100	---	---
	936-5556 FRM II - Forest Service	Medium-high	3 years (1998-00)	---	50	---	45	---	---
	936-5556 FRM II - Peace Corps	Medium-high	3 years (1998-00)	---	50	---	45	---	---
	936-5517 EPM - World Resources Institute	Medium-high	3 years (1998-00)	---	115	---	100	---	---
S.O. 6: Education	936-5600 AAAS	High	3 years (1998-00)	---	80	---	80	---	80
	936-5846 GC&L	High	3 years (1998-00)	---	60	---	60	---	60
	936-5839 GreenCom	High	3 years (1998-00)	---	10	---	10	---	10
S.O. 7: Health	936-5970 TAACS	High	3 years (1998-00)	---	100	---	100	---	100
	936-5991 CIHI	Medium-high	3 years (1998-00)	---	100	---	100	---	100
	936-3023 DHS Nutrition	Medium-high	3 years (1998-00)	---	200	---	200	---	200
	936-6005.01 WHO/TDR (inf)	Medium-high	3 years (1998-00)	---	300	---	300	---	300
	936-3038 FPLM (OHlth)	Medium-high	3 years (1998-00)	---	200	---	250	---	250
	936-5974.08 RPM/CHS (OHlth)	Medium-high	3 years (1998-00)	---	350	---	500	---	500
	936-5974.13 PHR (OHlth)	Medium-high	3 years (1998-00)	---	50	---	50	---	50
	936-3096 BASICS - CS Flagship	Medium-high	3 years (1998-00)	---	750	---	750	---	750
	936-3096 BASICS - CS Flagship (inf)	Medium-high	3 years (1998-00)	---	1000	---	1000	---	1000
	936-3096 BASICS - CS Flagship (csmn)	Medium-high	3 years (1998-00)	---	250	---	250	---	250
	936-3092 Maternal/Neonatal Health (new)	Medium-high	3 years (1998-00)	---	350	---	350	---	350
	936-3055 FPMD (OHlth)	Medium-high	3 years (1998-00)	---	300	---	300	---	300
	936-3081 AIMI (inf)	Medium-high	3 years (1998-00)	---	1000	---	1000	---	1000
	936-3080.01 UNICEF/EPI	Medium-high	3 years (1998-00)	---	500	---	500	---	500
	936-6006.01 BASICS/CHS	Medium-high	3 years (1998-00)	---	500	---	500	---	500
	936-5994.03 CDC PASA (inf)	Medium-high	3 years (1998-00)	---	500	---	500	---	500
	936-3070 Western Consortium	Medium-high	3 years (1998-00)	---	200	---	300	---	300
	936-5974.08 RPM/INF	Medium-high	3 years (1998-00)	---	200	---	200	---	200

GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1998		FY 1999		FY 2000	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
	936-3092 Maternal Health (EOC)	Medium-high	3 years (1998-00)	---	350	---	350	---	350
	936-3084 PVO/CARE-MORR-EOC	Medium-high	3 years (1998-00)	---	50	---	50	---	50
	936-3072 PRIME - EOC	Medium-high	3 years (1998-00)	---	50	---	50	---	50
S.O. 8: Population	936-3070 Western Consortium for Public Health Fellow	High	3 years (1998-00)	---	240	---	100	---	240
	936-3054 Michigan Fellow - Female Genital Cutting	Medium-high	2 years (1999-00)	---	---	---	50	---	50
	936-3048 SEATS II - Urban /West	Medium-high	3 years (1998-00)	---	100	---	200	---	100
	936-3048 SEATS II - Urban /East	Medium-high	3 years (1998-00)	---	50	---	120	---	120
	936-3086 Frontiers - HIV/AIDS-FP Integration	Medium-high	3 years (1998-00)	---	150	---	290	---	240
	936-3078 Post Abortion Care/Policy - PAC	Medium-high	3 years (1998-00)	---	250	---	100	---	50
	936-3090.03 AIDSMark - PSI Adolescents	Medium-high	2 years (1998-99)	---	50	---	50	---	---
	936-3090.01 Horizon - C&T for Adolscents	Medium-high	3 years (1998-00)	---	335	---	410	---	410
	936-3062 Pathfinder - Urban/East	Medium-high	1 year (1998)	---	260	---	---	---	---
	936-3052 Male Involvement - JHU/PCS	Medium-high	3 years (1998-00)	---	100	---	200	---	200
	936-3038.02 Logistics/FPLM	Medium-high	3 years (1998-00)	---	80	---	80	---	80
	936-3052 Male Involvement - AVSC	Medium-high	3 years (1998-00)	---	85	---	100	---	100
	936-3083.03 Measure III/Empower Women	Medium-high	3 years (1998-00)	---	240	---	200	---	200
	936-3083.03 Measure III/Adolescents	Medium-high	3 years (1998-00)	---	40	---	50	---	60
	936-3084.03 PVO/NGO - Enable (CEDPA)	Medium-high	3 years (1998-00)	---	20	---	50	---	150
S.O. 9: HIV/AIDS	936-3090 BUCEN- RSSA	High	3 years (1998-00)	---	250	---	250	---	250
	936-3083.02 Measure II	High	3 years (1998-00)	---	250	---	250	---	250
S.O. 10: CRISIS	936-5986.05 CHR	High	3 years (1998-00)	---	350	---	350	---	350
	936-5974.08 RPM (inf)	Medium-high	3 years (1998-00)	---	400	---	400	---	400
SSO: Environment	936-5743 EPIQ	Medium-high	3 years (1998-00)	---	375	---	200	---	350
	936-5517 EPM II	Medium-high	3 years (1998-00)	---	150	---	100	---	---
SPO: POLIO	936-3080.01 UNICEF	Medium-high	3 years (1998-00)	---	500	---	350	---	500

GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1998		FY 1999		FY 2000	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
	936-3096 BASICS	Medium-high	3 years (1998-00)		500		750		500
GRAND TOTAL.....				515	17965	250	17195	250	14590

*For Priorities use high, medium-high, medium, medium-low, low

Bureau for Africa: Office of Sustainable Development
Workforce Levels

08/05/98 14:30

	FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request			FY 2001		
	USDH	PROGRAM-FUNDED *		USDH	PROGRAM-FUNDED *		USDH	PROGRAM-FUNDED *		USDH	PROGRAM-FUNDED *		USDH	PROGRAM-FUNDED *		USDH	PROGRAM-FUNDED *	
		R/P	F/T		R/P	F/T		R/P	F/T		R/P	F/T		R/P	F/T		R/P	F/T
SO 1 Strengthen Cross-Sectoral Synergies Between Democracy and Governance and Africa Bureau Programs in Key Areas	2	3	0	2	3	0	2	3	0	2	3	0	2	3	0	2	3	0
SO 2 Adoption of Improved Strategies, Programs and Activities For accelerated, Sustainable and Equitable Economic Growth	3.5	5	0	3.5	6	0	3.5	6	0	3.5	6	0	3.5	6	0	3.5	6	0
SO 3 Adoption of Improved Agriculture Policies, Programs and Strategies	2	8	0	2	9	0	2	9	0	2	9	0	2	9	0	2	9	0
SO 4 Develop and Implement Affordable and More Effective Mechanisms for Producing, Sharing and Using Development Information	0.5	2	0	0.5	2	0	0.5	2	0	0.5	2	0	0.5	2	0	0.5	2	0
SO 5 Progress Accelerated in the Spread of Strategically Viable and Environmentally Sound Environmental Management Systems	1	5	0	1	5	0	1	5	0	1	5	0	1	5	0	1	5	0
SO 6 Adoption of Policies and Strategies for Increased Sustainability, Efficiency and Equity of Basic Education Services	1	3	2	1	4	2	1	4	2	1	4	2	1	4	2	1	4	2
SO 7 Adoption of Policies and Strategies for Increased Sustainability, Efficiency, Equity and Quality of Health Services	2	5	1	2	6	1	2	6	1	2	6	1	2	6	1	2	6	1
SO 8 Adoption of Policies and Strategies for Increased Sustainability and Quality of Family Planning Services	0	1	1	0	2	1	0	2	1	0	2	1	0	2	1	0	2	1
SO 9 Adoption of Cost-Effective Strategies to Prevent the Spread and Mitigate the Impact of HIV/AIDS	0.5	1	0	1	2	0	1	2	0	1	2	0	1	2	0	1	2	0
SO 10 Improve Policies, Strategies and Programs for Preventing, Mitigating and Transiting Out of Crises	2.5	6	0.5	2	7	0.5	2	7	0.5	2	7	0.5	2	7	0.5	2	7	0.5
SSO Tools, Methods and Approaches are Adopted and Effective in Improving Application of Environmental Procedures and Strategies in Missions' and Africans' Programs	1	2	0	1	2	0	1	2	0	1	2	0	1	2	0	1	2	0
SPO Polio Eradicated in Selected Countries in a Manner that Builds Sustainable Immunization Programs	0	0	0.5	0	0	0.5	0	0	0.5	0	0	0.5	0	0	0.5	0	0	0.5
Non-Attributed Management	5	0	0	5	0	0	5	0	0	5	0	0	5	0	0	5	0	0
TOTALS	21	41	5	21	48	5	21	48	5	21	48	5	21	48	5	21	48	5

* PROGRAM-FUNDED: R/P = e.g. RSSA, PASA; F/T = Fellows, TAACS

Workforce

MISSION :

Africa Regional

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 1998	NO. OF USDH EMPLOYEES IN BACKSTOP FY 1999	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001
01SMG	1	1	1	1
02 Program Off.	1	1	1	1
03 EXO				
04 Controller				
05/06/07 Secretary	2	2	2	2
10 Agriculture.	2	2	2	2
11Economics	3	3	3	3
12 GDO	2	2	2	2
12 Democracy	2	2	2	2
14 Rural Dev.				
15 Food for Peace				
21 Private Ent.				
25 Engineering				
40 Environ	2	2	2	2
50 Health/Pop.	3	3	3	3
60 Education	1	1	1	1
72 Disaster Operations	1	1	1	1
75 Physical Sci.	1	1	1	1
85 Legal				
92 Commodity Mgt				
93 Contract Mgt				
94 PDO				
95 IDI				
Other*				
TOTAL	21	21	21	21

*please list occupations covered by other if there are any