

OFFICE OF SUSTAINABLE DEVELOPMENT

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RESULTS REVIEW AND RESOURCE REQUEST

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MAY 1999

Please Note:

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TABLE OF CONTENTS

	<u>PAGE</u>
Introduction	1
AFR/SD SO 1: Democracy and Governance	3
AFR/SD SO 2: Economic Growth	11
AFR/SD SO 3: Agricultural	17
AFR/SD SO 4: Informatics	25
AFR/SD SO 5: Environment	31
AFR/SD SO 6: Basic Education	40
AFR/SD SO 7: Health	49
AFR/SD SO 8: Family Planning	57
AFR/SD SO9: HIV/AIDS	64
AFR/SD SO10: Crisis Prevention, Mitigation and Transitions	70
SSO: Environmental Management	77
SPO: Polio	83

INTRODUCTION

SUMMARY PROGRESS, REGIONAL FACTORS, SIGNIFICANT CHANGES

Summary Progress.

This is the second year of implementation of the Office of Sustainable Development's Strategic Plan. AFR/SD met or exceeded all of its objectives this year. Of particular note:

- Research funded under SO 2 has led to policy changes in Madagascar, Southern Africa and South Africa that in and of themselves will lead to increased tax revenues and decreased tax evasion (Madagascar), savings of hundreds of millions of dollars in energy costs (Southern Africa), and greater access by the poor to credit in South Africa.
- SO 4's work on information technology has led to reduced costs for users (Leland countries have internet access rates one-sixth of the cost of non-Leland countries), the establishment of 35 new private sector internet providers, and the expansion of the number of internet subscribers in Leland countries to 18,000.
- SO 7 has made great headway in improving African countries' ability to manage immunizations; sixteen out of 46 countries are purchasing 100% of their vaccines (up from zero in 1994; AFR/SD improved management policies on vaccines have been adopted by sixteen African countries, resulting, for example, in a 45% cost savings in vaccine procurement costs.
- SO 9 succeeded in convincing partners to use their own funds to continue work that had been AID-funded. Between 1995 and 1998, AFR/SD supported the implementation of operations research (OR) by Population Services International (PSI) on the use of social marketing and peer education to improve adolescent knowledge and attitudes about reproductive health. Up to 1998, research had taken place in Botswana, South Africa, Cameroon and Guinea. In 1998, PSI continued with the research in four additional countries but did so with its own funds, no longer requiring AID funding.

Factors Affecting Program Performance.

This has been a difficult year for Africa. The Asian financial crisis has had a number of impacts on African economies, most importantly through reduced demand for primary products and reduced flows of private financial capital (which has been more serious for South Africa than the rest of the continent). This has led to reduced rates of growth for 1998 compared to the previous two years. However, it is important to note that African growth rates are still positive in per capita terms and higher than they were earlier in the decade, and indeed, higher than those in other parts of the world.

Of course, the most serious problems in Africa have to do with the outbreak of conflict throughout the continent, affecting many of our sustainable development programs (Eritrea, Ethiopia and Uganda, in particular). Nevertheless, the underlying foundations for long-term development continue to be built, and there is no doubt that sub-Saharan Africa is closer to a sustainable long-term development track today than it was a decade ago (in fact, despite the expansion of conflict, there is even evidence that Africa is somewhat more stable today).

Laying these long-term foundations for sustainable development is the major business line for USAID and for AFR/SD. The same institutional and resource problems that threaten the Agency's ability to focus its long-term mission beset AFR/SD as well. In particular, we have been given the responsibility to manage three main initiatives for the Bureau -- The African Trade and Investment Program (ATRIP), the African Food Security Initiative (AFSI), and the Education for Development and Democracy Initiative (EDDI). Each of these, because they involve a great deal of work at the interagency level, eat staff time voraciously and have somewhat reduced our ability to manage our basic program.

That program, two years into the strategy period, is now past its birth pangs and is well-advanced into adolescence. We expect to see the results from what we are doing continue to accelerate and that by the end of the plan period we will be able to demonstrate a rate of return from our efforts exceeding 50%.

Significant Changes.

There are two changes which we will propose in our management contract. The first is to add a new Special Objective, SPO 2, The Education for Development and Democracy Initiative. The other initiatives can be managed through our existing SO structure, since 90% or more of the resources are transferred to the field. And while we expect that substantial amounts of EDDI resources will be programmed through our missions, much of it will be not, and cannot be included in our existing education SO.

The second change is to reword SO 5, the environment SO, and to bring the objective more in line with those of the Office's other SOs. Our intention is to develop a new results framework this fall, as we expand our activities into "brown" and "blue" issues such as energy, water resources and global climate change.

Over the next few months we will be submitting major new activities to follow-on activities which are ending. These include a follow-on to the famine early warning system project (FEWS), a follow on to the EAGER project, and a follow on to the SARA contract.

We also have amended the 1997 strategy to include, as requested in the review, more discussion about the partners with whom we work, and will submit the amended strategy this spring.

AFR/SD SO 1: STRENGTHENED CROSS-SECTORAL SYNERGIES BETWEEN DEMOCRACY AND GOVERNANCE AND AFRICA BUREAU PROGRAMS IN KEY SECTORS

Summary

FY98 represents the second year of implementation for the Office of Sustainable Development's SO1. The premise of the SO is that synergistic programming, and specifically programming which incorporates DG principles, produces more sustainable results than programming in discrete sectors. In an era of scarce resources, this approach is meant to strengthen democracy and good governance while increasing the impact of programming in other sectors. Overall, this SO has met its performance expectations.

Two thirds of African countries have now made commitments to decentralize political authority and deconcentrate some portion of their technical services. USAID programming has responded to this evolution in Africa and is undertaking activities that support the decentralization process whether in health, education or any other single or multiple sectors. At the same time USAID has involved local populations and civil society groups in program design and implementation. To further this approach, SD in cooperation with G/DG and PPC/CDIE, has designed a study, and begun conducting a set of case studies (IR1.1) examining "how, why, to what extent, and with what effect" programming within other sectors includes democracy and governance principles. Civil society participation and decentralization are two common areas of synergy to be looked at in the case studies.

From these studies, state-of-the-art knowledge on participation and local governance will be developed. In FY99, SD plans to:

- continue these studies (Data Table 1)
- begin disseminating the findings (Data Table 2)
- help non-DG SO teams apply lessons and best practices (Data Table 3)
- conduct pilot activities to adapt and replicate best practices (Data Table 4)
- develop a monitoring and evaluation tool to assess the benefits of integrated approaches (Data Table 5).

Over the past year, SD/DG has worked toward "democracy and good governance strengthened" through its collaboration with other SO teams in SD, their counterparts in the missions, mission DG teams, and with other Agency bureaus. These efforts included revision of the Ghana DG SO, input into rule of law and justice programming in Liberia, and indicator development for the Malawi DG SO. The annual review of Democracy and Governance programming was another way in which SD aided missions in their goals in the area of democracy. SD continued to play an instrumental role in State/USAID coordination by participating in Mission Performance Plan reviews and serving on interagency committees such as the Economic Support Funds and Democracy and Human Rights Fund in making allocation decisions. SD/DG staff also aided the Agency in preparation of documents, such as the Human Rights report, and briefing materials for Congressional hearings on corruption in Africa by the AID Administrator and the Assistant Administrator for Africa. Whether virtually or by teamwork in the field, the division has helped its partners achieve their objectives, and promoted broader citizen participation and civic advocacy for responsive government.

Performance over the past year

The SO

SD met and exceeded its performance objectives for the period covered during this R4, which included establishing baselines for indicators, completing two case studies, and generating discussion on cross-sectoral programming. The indicator for overall achievement of the SO is the percentage of Africa Bureau non-DG SOs and IR's that initiate approaches using DG principles during the fiscal year. Based on FY97 data (data from FY98 not yet available), 41 of 79 (52%) non-DG SOs used DG principles and program components, and 46 of 259 SO IRs (18%) incorporated DG principles. This data will be used as a baseline to program activities for FY99 and following.

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

SD exceeded expectations for this IR by conducting two case studies (Table 1). In collaboration with the Global and Policy bureaus, SD/DG designed and conducted country studies of cross-cutting programming in Zambia and Mali, and provided technical advice to a DP-led study of Benin. Planning for the Guinea case study began in October.¹ The staff selected cases, developed a methodology, designed an interview protocol, and enlisted the support of the USAID Missions. One CDIE participant said that the SO 1 staff brought a level of insight into and knowledge of the host country context that "proved invaluable." One G/DG staff member remarked,

To the extent that we function more and more like a Washington-based Africa DG team composed of AFR/SD and G/DG... the quality of our technical assistance goes up. We also are more efficient in dealing with bureaucratic processes, can help to see that DG funds are appropriately allocated, and can share more lessons learned--all of which means that DG programs in Africa are strengthened and better results achieved.

Preliminary findings from the case studies show that non-DG SO teams incorporate DG approaches despite difficult contractual and programming environments. Absence of a clear USAID policy on cross-sectoral programming and the lack of incentives for linkage were noted in the case studies as impediments to synergistic programming. In Mali, the Mission has developed joint cooperative agreements, and the non-DG teams have conducted policy studies jointly with the DG team. In Zambia, the DG officer has helped the health team decentralize Zambian health programs, has advised the education team on civic education for children and adults, and has supported commercial contract dispute arbitration. According to the DG officer,

Our Health and our Education SOs are supporting a devolution of authority, responsibility and resources from Lusaka to district-based, and in some cases facility-based service providers. Moreover, our Rural Incomes and Economic Growth SO has initiated reasonably successful community-based approaches to income generation, conservation and wildlife management.

¹ The bombings of African embassies pushed back the Zambia and Mali studies to October-December 1998. Planning and design of the Guinea study began in October-November 1998.

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

SD provided technical assistance to five (6%) Africa mission non-DG SO teams, surpassing the target of 5% (Data Table 3). Examples of technical assistance:

- Discussed ways to promote synergies with non-DG teams at a regional DG workshop in Ghana (May 1998).
- Co-led a workshop in Conakry to develop uniform DG indicators for all SOs (November 1998). Staff helped design an options paper using an inter-sectoral approach to expand Guinea's civil society strengthening program (December 1998).
- Provided technical assistance in decentralization to the health and natural resources sectors for Senegal for the new country strategic plan.
- Helped the Madagascar mission develop a cross-cutting DG/EG SO.
- Worked with EG and youth SOs in Mali to engender behavioral change and to develop village resource management plans.

Expected Results and Management Actions:

Ability to interpret and replicate sustainable development impact, create a more open and involved civil society, and build more effective, responsive government are envisioned by the DG team via its SO. The intermediate results are process objectives that are prerequisites to achieving greater synergies between DG and other sectors. Based on the conclusions from the cross-sectoral studies, the division intends to help mission SO teams incorporate DG principles into their range of program options. The staff will market these approaches, disseminate knowledge from the studies, and demonstrate how using DG components will enhance achievement of non-DG SOs. Activities scheduled for FY99 and beyond:

- Undertake two additional cross-sectoral case studies;
- Help at least two non-DG SO teams expand, improve or adopt DG tactics and tools;
- Disseminate materials through workshops, internet, and reports to missions;
- Design a monitoring and evaluation tool to be tested in FY2000;
- Collaborate with the West Africa RST to develop DG options for a future regional strategy;
- Develop and disseminate knowledge on participation and local governance through the Leland Initiative.

Performance Data Table 1:**Strategic Objective 1:** Strengthened cross-sectoral synergies between democracy and governance and Africa Bureau programs in key areas**Approved:** 5/15/97 **Organization:** AFR/SD/DG**Intermediate Result 1.1:** 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:** cumulative # of studies**Source:** SO1 Team**Indicator Description:** Studies are two-week assessments of how, why, to what extent, and to what effect democratic governance principles are integrated into non-DG sector development activities.**Comments:** The team conducted studies of Zambia and Mali, and began planning for Guinea. The team worked with other SD staff and AFR/DP on their methodology and interview protocol for its study of Benin. Several agency offices collaborated with SD/DG including CDIE/POA, G/DG, G/HCD, and AFR/SD/Health and Education.

Year	Planned	Actual
1997	0	0
1998	1	2
1999	2	
2000	3	
2001	4	
2002	5	
2003	6	

Performance Date Table 2**Strategic Objective 1:** Strengthened cross-sectoral synergies between democracy and governance and Africa Bureau programs in key areas**Approved:** 5/15/97 **Organization:** AFR/SD/DG**Intermediate Result 1.1:** State of the art knowledge on local governance developed and disseminated**Indicator:** Information dissemination**Unit of Measure:** annual # of workshops held, annual # of reports distributed**Source:** SO1 Team**Indicator Description:** Workshops held in AID/W, and reports distributed to AID/W and field missions.**Comments:** The team plans to disseminate knowledge on local governance, which includes participation, through a variety of mechanisms including workshops, newsletters, and a variety of agency networks. Africa missions and other SD technical teams are the primary audience. The information will be made available to the Agency, the team's partners and counterparts, other donors and stakeholders.

Year	Planned	Actual
1997	0/0	0/0
1998	0/0	0/0
1999	1,2	
2000	1,1	
2001	0,1	
2002	2,1	
2003	1,1	

Performance Date Table 3**Strategic Objective 1:** Strengthened cross-sectoral synergies between democracy and governance and Africa Bureau programs in key areas**Approved:** 5/15/97 **Organization:** AFR/SD/DG**Intermediate Result 1.2:** Knowledge of how to integrate DG principles into tactics and tools for non-DG sectoral activities enhanced**Indicator:** % of total number of AFR mission, non-DG SO teams that receive technical assistance from the AFR/SD SO1 team.**Unit of Measure:** cumulative % of total**Source:** SO1 Team**Indicator Description:** Technical assistance includes visits to the field to help develop or plan implementing of integrated strategies, virtual SO team membership, and responses (electronic or otherwise) to requests for input on designing, implementing, or assessing the impact or integrated strategies.**Comments:** The goal is to bring SO teams to a better understanding of the tactics and tools and a better knowledge of how to use them to achieve sustainable results in their sectors and at the same time contribute to the development of democratic local governance.

Year	Planned	Actual
1997	0	0
1998	5%	6%
1999	10%	
2000	15%	
2001	20%	
2002	25%	
2003	30%	

Performance Date Table 4

Strategic Objective 1: Strengthened cross-sectoral synergies between democracy and governance and Africa Bureau programs in key areas

Approved: 5/15/97 **Organization:** AFR/SD/DG

Intermediate Result 1.2: 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: Number of activities

Source: SO1 Team

Indicator Description: Pilot activities are implemented by the missions or through the SO1 activity. They are undertaken following research and dissemination activities and focus on one or more non-DG sectors in which AID has programming.

Comments: At least four case studies envisioned in IR1.1 must be completed before a pilot activity can be undertaken. The pilot activity assumes availability of DG funds. AFR/SD/DG will share the findings with non-DG SO teams so that they can evaluate the challenges, and the potential costs and benefits of undertaking a DG cross-cutting pilot activity.

The SD/DG staff will work with the other SD teams and the Global Center to identify missions with SOs particularly appropriate for cross-sectoral interventions based on sector-specific criteria. Criteria may include host country commitment to decentralization and capacity of local civil society organizations. SD/DG then helps missions develop pilot activities, which aim to replicate or adapt best practices, depending on country context. SD/DG provides virtual staff support and some funding for the pilot activities.

*Critical assumption: SD receives adequate funding and adequate staff remains available

Year	Planned	Actual
1997	0	0
1998	1*	0
1999	2	
2000	4	
2001	6	
2002	7	
2003	8	

Performance Data Table 5**Strategic Objective 1:** Strengthened cross-sectoral synergies between democracy and governance and Africa Bureau programs in key areas**Approved:** 5/15/97 **Organization:** AFR/SD/DG**Intermediate Result 1.3:** Capacity to assess results attributed to program synergies increased**Indicator:** Monitoring and evaluation tools for assessing integrated approaches developed and disseminated**Unit of Measure:** Qualitative: will involve development, testing, and refining of M&E tools**Source:** SO1 Team**Indicator Description:** A checklist or other tool to monitor and assess impacts of integrating DG principles into non-DG sectoral activities**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 the complexity of dynamics among the different sectors. However, at this time, SO1 envisions developing a single tool to be used across-the-board.

Year	Planned	Actual
1997	0	0
1998	0	0
1999	Tool Designed	
2000	Tool tested	
2001	Tool implemented to assess pilot activities	
2002	Tool refined	
2003	Tool widely disseminated	

**AFR/SD SO 2: ADOPTION OF IMPROVED STRATEGIES, POLICIES AND
ACTIVITIES FOR ACCELERATED, SUSTAINABLE AND
EQUITABLE ECONOMIC GROWTH**

I. Background:

Sub-Saharan Africa has experienced a resurgence of economic growth in recent years, following poor performance in the late 1980s and early 1990s. However, growth remains fragile, and much more needs to be done to increase trade flows, improve savings and investment rates, and institutionalize legal and regulatory reforms. SO2 works towards encouraging policy reforms in such areas and towards developing a cadre of skilled Africans who can design and implement them. The President's Partnership for Opportunity and Growth in Africa has highlighted the importance of increasing U.S.–Africa trade and investment, and has provided the Bureau with additional resources to increase assistance in these areas.

II. Performance Analysis:

All SO2 targets were met or exceeded during FY 98. 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 achievements 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.

At the goal level, AFR/SD's Equity and Growth through Economic Research (EAGER) activity is the primary vehicle for conducting policy analysis and research. EAGER has surpassed expectations in influencing policy reform in African countries. A recent external Mid-Term Evaluation of EAGER by Nathan Associates cites six important policy changes attributable in some degree to project research, and six other examples of EAGER research affecting policy to a lesser extent. Significant tax reforms benefiting small-scale miners in Tanzania and small-scale livestock producers in Mali are two of the EAGER success stories that were reported last year. The four new examples of important policy reforms reported this year (the target was two) include two tax reforms in Madagascar, steps toward improved electric power pooling in Southern Africa, and improved financial intermediation for the poor in South Africa. Six additional examples of policy reforms reported in the Mid-Term Evaluation include: tax reform in Tanzania; exchange rate reform in Ghana; trade and investment liberalization in agribusiness in Mali; improved trade analysis in southern Africa; and improved understanding of the need to find and implement policies to sustain reform and growth across Africa.

In Madagascar, an EAGER policy analysis estimated that tax evasion in 1994 amounted to 8.8 percent of GDP. These results were discussed at a workshop held in April 1998 with key Malagasy government, private sector, and civil society representatives. According to the Mid-Term Evaluation, the study and the workshop led the government of Mali to publish a list of individuals receiving tax exemptions and a list of individuals delinquent on tax obligations. The government, in turn, began implementing policy recommendations that should reduce corruption and tax evasion. Similarly following the recommendations of an EAGER analysis, the Government of Madagascar also eliminated the export tax on vanilla, the principal income source for thousands of families.

Another EAGER research activity, Modeling Electricity Trade in Southern Africa, began with a model originally designed to guide Indiana electric utilities in decisions about construction, transmission, and pricing . The researchers have now modified the model to fit the circumstances of the Southern Africa Power Pool (SAPP). According to the Mid-Term Evaluation, “The members of SAPP have accepted the redesigned model, and have Purdue University and African researchers preparing a power-pooling plan predicted to save users hundreds of millions of dollars on power production and distribution costs”.

Finally, according to the Mid-Term Evaluation, “in South Africa, policymakers used the results of the Financial Intermediation for the Poor study to reform the nation’s Agricultural Bank and turn it into a sustainable institution taking deposits and making small loans to the agricultural poor.”

Prospects. Policy changes recorded in FYs 1997 and 1998 are only the leading edge of the results from the three dozen or so major policy analyses currently in draft or final form. We can expect additional policy reforms to be adopted as drafts are put into final form, and as dissemination of results is expanded.

IR 2.1 Improved Strategies, Policies, and Activities to Accelerate Sustainable and Equitable Growth Developed: Two major components contribute to the implementation of IR2.1: the EAGER activity, and the Africa Trade and Investment Policy reform program (ATRIP), a key component of the President’s new Partnership for Growth and Opportunity in Africa.

The EAGER activity is a five year effort to undertake policy analyses in key areas of economic reform through active collaboration among senior African and senior American researchers. Two U.S. contractors, Associates for International Resources and Development and the Harvard Institute for International Development have paired up with leading African scholars to undertake policy studies in a wide range of economic reform issues. In total, 34 policy analyses in over a dozen countries, have been initiated under EAGER since its inception in 1994. In FY 1998, five new policy analyses were initiated under EAGER, informed by priorities expressed by researchers, field missions, and by African partners. This has been supplemented by another nine analyses or support activities initiated under ATRIP, thus meeting the target of 14 new activities planned for fiscal year 1998.

The premise of EAGER has been to recognize that although there is a vast body of existing research on policy reform, much of this research is underutilized because of a lack of involvement and commitment on the part of African researchers and policy makers. EAGER attempts to address this dilemma by ensuring that key African researchers and policymakers are involved in policy analysis from the onset. The Mid-Term Evaluation of the EAGER activity indicated that, as planned, “joint research with policymaker involvement resulted in African ownership and high-quality research”. The external evaluators scored each of the policy analysis carried out under EAGER on a scale of 0 to 5 (5 being the highest) for the degree to which Africans researchers were involved in the design and the extent to which it was felt that the analysis would have policy impact. Of the 38 activities that were rated for research participation by African scholars, 55% received a score of 5, and of the ones scored for certain or likely policy results, over 52 % received a score of 5. Such positive ratings indicate that the EAGER program will provide a significant return on USAID investments.

IR 2.2 Strengthen African Capacity to Design, Manage, Implement, and Evaluate

Equitable Economic Growth Strategies, Policies and Activities: An important constraint to future economic progress is the lack of trained African personnel working within their own countries in key technical and institutional positions. IR2.2 provides support to two key regional capacity building institutions: The African Economic Research Consortium (AERC) and the newly created Secretariat for Institutional Support to Economic Research in Africa (SISERA). 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.

A total of 538 graduates have been produced through the combined efforts of AERC and SISERA during U.S. FYs 1994-98, precisely, if somewhat fortuitously, on target. SISERA's training activities include the Programme de Troisieme Cycle Interuniversitaire (PTCI). PTCI reported 52 new masters-level graduates in 1998. AERC's training activities include the Collaborative MA Program in Economics (CMAP). There were 58 CMAP graduates in 1994, and this number has risen steadily every year, with 87 graduates in 1996/97, and 95 graduates in 1997/98. The AERC secretariat has received accolades from employers on the quality of the graduates of CMAP--particularly noteworthy is praise from governors of central banks of a number of countries in the region. The AERC training program also supports doctoral training in order to strengthen the staff of participating universities. A total of 127 fellows, including 16 women, have received thesis research grants since 1989, and over 90 have completed their theses and joined the ranks of researchers, academics and policy analysts working in the region. A total of 18 full Ph.D. fellowships have also been offered since 1993, with 7 having completed the doctorate by 1998. USAID has been an important supporter of the multi-donor, multi-country "Poverty, Income Distribution and Labor Market Issues" project that the AERC launched in August, 1997. In December 1997, the first round of six country case studies to be supported were selected, and training workshops were held in South Africa in May 1998 and in Cote Ivoire (in French) in October 1998. Other capacity building efforts of the AFR/SD program include strengthening the private sector associations and networks that can engage in policy dialogue and increase business transactions. An important activity that got underway in FY98 was the expansion of the concept of the well-known West African Enterprise Network to new networks in Southern Africa and in East Africa.

III. Changes to Plans:

The design of a new program for implementation of this strategic objective, to replace the EAGER activity, is now underway, and expected to be completed during FY99.

STRATEGIC OBJECTIVE 2: Adoption of Improved Strategies, Policies, and Activities (SPA) for Accelerated, Sustainable, and Equitable Economic Growth			
APPROVED:		COUNTRY/ORGANIZATION: AFR/SD	
SO INDICATOR: # of policies for economic growth that are adopted* by African partners, donors, and USAID missions			
UNIT OF MEASURE: Cumulative number of policies that have been adopted by relevant institution		Planned	Actual
SOURCE: Reports from collaborating host-country institutions, project reports	1996 (B)		4
INDICATOR DESCRIPTION: Policies included those dealing with promoting private sector “enabling environment” for trade and investment, domestic resource mobilization, private sector industry competitiveness, and macroeconomic reforms.	1997	5	6
COMMENTS: The indicator measures the number of policies that have been adopted with direct support provided by AFR/SD. The policies may involve both broad changes in previous practices as well as narrower directional changes. The projections for 2000 and beyond assume continued funding under ATRIP.	1998	6	10
	1999	9	
	2000	11	
	2001	13	
	2002	15	
	2003	18	

* The word "implemented" has as been changed to "adopted" based on audit feedback and changes in prevailing SD practice.

STRATEGIC OBJECTIVE 2: Adoption of Improved Strategies, Policies, and Activities (SPA) for Accelerated, Sustainable, and Equitable Economic Growth			
APPROVED:		COUNTRY/ORGANIZATION: AFR/SD	
IR2.1: Improve Strategies, Policies, and Activities to Accelerate Sustainable and Equitable Growth			
INDICATOR: Policy agendas established in collaboration with host country policymakers			
UNIT OF MEASURE: Cumulative number of policy analyses approved by AFR/SD in areas of economic reform		Planned	Actual
SOURCE: Project documents, reports from collaborating institutions, USAID missions	1995 (B)		6 – policy research studies developed
INDICATOR DESCRIPTION: Policy agendas are defined by agreement with policy analysis paper topics. Policies analyses are on the following topics: private sector “enabling environment” for trade and investment, domestic resource mobilization, private sector industry competitiveness, and macroeconomic reforms. The development of policy analysis papers is a proxy for the collaborative establishment of policy agendas because the process of developing the papers is accomplished collaboratively between the analysts and the host country policymakers.	1996	17 – policy analysis papers developed	17 – policy analysis papers developed
COMMENTS: The 1999 projections include EAGER research studies as well as activities approved under the Africa Trade and Investment Program (ATRIP). The 1999 projections and beyond assume continued funding for ATRIP.	1997	29 – policy analysis papers developed	29 – policy analysis papers developed
	1998	43 – policy analysis papers developed	43 – policy analysis papers developed
	1999	53 – policy analysis papers developed	
	2000	67 – policy analysis papers developed	

STRATEGIC OBJECTIVE 2: 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 ²		Planned	Actual
SOURCE: AERC, IDRC program documents	1994 (B)		58
INDICATOR DESCRIPTION:	1995		132
COMMENTS: USAID’S support to the AERC training program began in 1993 and the first group of graduates came “online” 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.	1996		258
	1997	398	392
	1998	538	540 ³
	1999	678	
	2000	818	
	2001	958	

² Students in the CMAP typically complete their Masters in June, except for those from the University of Zimbabwe which complete in December.

³ The 1998 increment includes 95 from AERC and an estimated 52 from IDRC, based on data available from IDRC through March 5, 1999.

AFR/SD SO 3: ADOPTION OF IMPROVED AGRICULTURAL POLICIES, PROGRAMS AND STRATEGIES

Summary of SO and Performance Assessment

SO 3 aims at increasing the adoption of improved agricultural programs, policies and strategies that raise efficiency and productivity in the agricultural sector of African countries. Ultimately, the interventions promoted will improve the livelihoods of rural African women and men. The SO 3 team works with African, USAID regional and bilateral Field Missions, and other donor partners to generate knowledge-based policy and program options for African agriculture, build capacity, and implement cross country (regional) activities. The AFR/SD agricultural strategic objective concentrates on three IRs relating to: agricultural technology; agricultural market policy and private sector support services; and improving the nutritional impact of agricultural programs.

Performance of SO3 in FY98 was on-track. This performance resulted from both conditions in African agriculture as well as planning and implementation by SO3. At a macro level, there are signs that the agricultural sector in Africa is waking to the challenge of economic growth. Following a long period of stagnation, in the 1990s twenty-five countries had real agricultural GDP growth rates of over 2% with more than half over 4%. Concomitant with this growth has been positive change in the policy and institutional context for the sector. Although there have been multiple adverse factors affecting performance of agriculture across Africa, including increased civil and military disturbances and El Niño droughts and flooding, the SO team has concentrated on planning, building capacity, improving communications, and strengthening partnerships. These efforts have made implementation feasible in the face of adverse circumstances.

Performance Over the Past Year

The team assesses the SO as being on track in terms of both performance and managing for results. Significant results were achieved and targets were met in the adoption of programs, policies and strategies in agriculture technology development and transfer, and rural support services. Overall, 108 different agriculture technologies were released in 28 African countries through SO3-supported regional commodity development networks. Eleven policy options were developed and disseminated in the areas of regional trade and input supply which is a critical step toward the adoption of policies to increase the efficiency of African agriculture. One significant achievement in the adoption of policy change has been changes among credit unions in five countries toward market-based interest rates. And five program options, one above the target, were developed which can increase the nutritional impact of agriculture on nutrition, including two promising orange-fleshed sweet potato varieties that are extremely high in Vitamin A. In several new areas, the team focused on laying the foundation for achieving SO and IR level results through the development of five results packages.

IR 3.1: Improved Policies, Programs, and Strategies for Sustainable Technology

Development and Transfer. In FY98, in collaboration with USAID field missions and African and donor partners, a set of regional and national strategies and programs were formulated and are now being implemented to increase access to profitable and sustainable technology, to reform and strengthen technology institutions, and to make technical services more responsive to market

and economic growth opportunities. Approximately 28 programs were designed to help achieve African led strategies for technology development and transfer, reaching 33 countries.

Increased broad-based access to technology for selected commodity systems. As mentioned above, in total, 108 technologies were released in 28 countries. These technologies were for over ten commodities. Further, SO3 implementing partners report that in 1998 there were approximately 146 community based organizations or groups promoting or multiplying technology in 23 countries, derived from the regional commodity development networks. An important part of SO3's work with the regional commodity networks has focused on a strengthened and sustainable research system to improve the competitiveness of African agriculture. These technologies include germ plasm, soil management techniques, processing and product development, integrated pest management, etc... that are helping rural farmers and firms in Africa address and overcome basic constraints to productivity and incomes generation.

Public and private support services and sustainable financing mechanisms for national and regional agriculture research in place. Among the most significant achievements of the strategic objective is the increased level of African leadership in formulating strategies for technical programs (public and private, donor and host government) that integrate markets and food security. The Association for Strengthening Agricultural Research in East and Central Africa (ASARECA), under the leadership of its committee of directors, formulated a regional strategy in FY97 which was adopted by stakeholders in FY98.

SO3 has supported the development and dissemination of options that will lead to more financially sustainable research networks. These efforts are having a significant impact. Senior policy makers in West Africa, e.g. Ministers of Finance, Agriculture, and Environment endorsed and initiated the development of a regional competitive fund for the development and transfer of agricultural technology. Another notable example of success is the SO3-supported West Africa Small Grants Program being implemented with OAU's Program on Semi-Arid Food Grains Research and Development (SAFGRAD). In FY98, this activity led to the establishment of a competitive fund to allocate technology transfer grants and made significant progress in getting technology into the hands of farmers, especially women farmers. SO3's efforts in building the electronic capability of the research networks have been so successful that the Africalink activity, which uses technology to improve information flows leveraged \$260,000 in FY98 from the African Development Bank to secure internet connectivity at remote research stations.

IR 3.2 Improved Private Sector Agricultural Marketing and Support Services Programs, Policies and Strategies. In collaboration with African agribusiness associations, NGOs, marketing cooperatives, Universities and other donor partners, AFR/SD is involved in developing programs and policies to increase the participation of the private sector in agricultural support services.

Strengthening the Capacity of Agribusiness Associations. In FY '98 SO3 sponsored workshops for agribusinesses in Zimbabwe, Zambia, Malawi and Madagascar demonstrated how information technology can improve efficiency in field operations. The participating firms are now using the business options presented at these workshops, such as on-line accounting and electronic purchasing and ordering, to significantly increase business efficiency throughout the region.

Improving the Policy Environment for Input Markets. Fertilizer policy continues to impede its use in many countries. In FY98 AFR/SD and its partners were involved in eight countries to examine and promote options related to fertilizer pricing, input market development, and agricultural intensification. The results of an analysis of a fertilizer distribution program under the Sasakawa Global 2000 program in Mozambique convinced the government to consider restructuring fertilizer aid programs so as not to destroy emerging private sector suppliers.

Financial Services for Agriculture. The AFR/SD-funded Africa Revitalization Program has achieved important policy changes working with credit union directors and managers. In five countries, Kenya, Uganda, Senegal, Swaziland and Ghana, credit unions revised their interest rate policies to members. Although none have moved to market interest rates, most are higher which is a considerable improvement over previous policies. Starting in 1991 most credit unions have also started a policy of interest payments on deposits. In Ghana, this has attracted an increased number of members.

IR3.3: Increased Impact of Agriculture on Nutrition. A new focus on nutrition was integrated into the SO3 strategy in FY98. The strategy aims at the adoption of agriculture programs, policies and strategies that will increase the impact of agriculture on nutrition. In FY98 a strong foundation was established with the formation of coalition of partners, and the development of approaches (options) to increasing nutritional impact which will be promoted for adoption in FY99. Program options have been quickly identified. For example, the potato and sweet potato network identified two promising orange-fleshed sweet potato varieties that are high in Vitamin A. An assessment team to Malawi also identified three options for fortifying foods by small-scale businesses. In FY1999, these options will be promoted to relevant SO3 USAID and African partners.

Expected Performance

Through FY 2001, AFR/SD will focus on: transferring successful lessons in agricultural technology and sustainable financing of research to other regions; strengthening the capacity of selected African institutions (e.g. policy networks in eastern and southern Africa, African agribusiness associations) to identify and promote policy and program options for improving rural support services; and integrating specific program options for increasing nutritional impact into both SD and mission portfolios. Several new areas will be further developed including a network for tree crops to complement existing crop networks; agricultural grades and standards; and broad-based partnerships with PVOs, international organizations and donors, and the African private sector in rural support services. Achievements at the IR level will be particularly high in FY99 and FY2000 with the development of new ideas in program and policy options, and the development of capacity of African institutions. Indicators and targets to be reported on for FY99 remain consistent with FY98 and are provided in the attached tables.

Table 1 : STRATEGIC OBJECTIVE 3: Adoption of Improved Agricultural policies, Programs and Strategies			
APPROVED:		COUNTRY/ORGANIZATION: AFR/SD	
RESULT NAME: 1 - Profitable technology for selected commodity systems adopted			
INDICATOR: 1 - Technologies promoted across countries			
UNIT OF MEASURE: Number of technologies	YEAR	PLANNED	ACTUAL
<p>SOURCE: Refers to the Activity from which the data were provided: West Africa Maize Development Network; West Africa Sorghum Development Network ; West Africa Rice Development Network; West Africa NRM Development Network; East Africa Bean Development Network; East Africa Root Crops Development Network; East Africa Potato and Sweet Potato Development Network; Southern Africa Vegetable Development Network; West Africa Cowpea Development Network; Natural Products Development; Strengthening African Food Product and Enterprise Network Development</p> <p>INDICATOR DESCRIPTION: The indicator reports on the number of technologies that are released in multiple countries.</p> <p>COMMENTS: Of the 108 technologies released, 45% were for coarse grains (maize, sorghum, rice), 34% were for roots, tubers and beans (cassava, potato, sweet potato, beans), 20% were for improved natural resource management techniques, and the remaining were for specialty crops.</p>			
	1997	84	79
	1998	117	108
	1999	101	
	2000	111	
	2001	118	
	2002	125	

Table 2: STRATEGIC OBJECTIVE 3: Adoption of Improved Agricultural Policies, Programs and Strategies			
APPROVED:		COUNTRY/ORGANIZATION: AFR/SD	
RESULT NAME: 3 - Selected regional and national public and private sector support services for agriculture in place			
INDICATOR: 1 - Sub-regional associations/organizations with a strategy adopted by stakeholders			
UNIT OF MEASURE: Number of Associations/organizations	YEAR	PLANNED	ACTUAL
<p>SOURCE: Refers to the Activity from which the data were provided: Subregional TDT Association Development; Sustainable Financing; East Africa Fund for Regional Research and Development; Southern Africa Agricultural Policy Network; East and Central Africa Program for Agricultural Policy Analysis; Agribusiness Association Development</p> <p>INDICATOR DESCRIPTION: The indicator reflects progress made in establishing a viable framework for cooperation across countries in technology-based support services, as well as trade and policy-related services. The indicator reports on the number of regional associations or organizations SO3 provides assistance to which have formulated and adopted a strategy that will be implemented during the current AFR/SD strategy period, 1998-2003.</p> <p>COMMENTS: FY98 Achievements ASARECA strategy. The Association for Strengthening Agricultural Research in East and Central Africa (ASARECA), under the leadership of its committee of directors, formulated a regional strategy in FY97 which was adopted by stakeholders in FY98 ECAPAPA strategy. The East and Central Africa Program for Agricultural Policy Analysis (ECAPAPA) strategy was developed and adopted in FY98.</p>			
	1997	0	0
	1998	2	2
	1999	4	
	2000	2	
	2001	1	
	2002	0	

Table 3: STRATEGIC OBJECTIVE 3: Adoption of Improved Agricultural Policies, Programs and Strategies

APPROVED: COUNTRY/ORGANIZATION: AFR/SD

RESULT NAME: 5 - Policies established to enhance regional, national and international trade in agricultural inputs and outputs

INDICATOR: 1 – Policy options to enhance input supply

UNIT OF MEASURE: Number Of Policy Options	YEAR	PLANNED	ACTUAL
<p>SOURCE: Refers to the Activity from which the data were provided: Pilot Commercialization of Agricultural Input Technology; Market Policy Reform Analysis and Dialogue; African Rural Social Science Research Network; Strategic Framework for Agricultural Input Supply System Development; Soil Fertility Initiative</p>			
<p>INDICATOR DESCRIPTION: A policy option is one that clearly identifies and sufficiently develops an alternative to increase the supply of agricultural inputs (e.g. seed, fertilizer, pesticides, and equipment) available to agricultural producers to enable increased farm efficiency.</p>			
<p>COMMENTS: Achievements in FY98 were under the Market Policy Reform Analysis and Dialogue activity and the Pilot Commercialization of Agriculture Input Technology. These covered options for inputs on: fertilizer pricing and soil fertility; seed and input market development; removal of input subsidies; agricultural intensification for specific commodities; and planting materials and breeding stocks. These are discrete options that were developed based on national and cross-national research, and were subsequently presented to African policy makers in multiple countries including Ethiopia, Ghana, Rwanda, Mali, Senegal, Uganda, Zimbabwe and Zambia.</p>			
	1997	0	0
	1998	3	4
	1999	7	
	2000	6	
	2001	9	
	2002	9	

Table 4: STRATEGIC OBJECTIVE 3: Adoption of Improved Agricultural Policies, Programs and Strategies			
APPROVED:		COUNTRY/ORGANIZATION: AFR/SD	
RESULT NAME: 5 - Policies established to enhance regional, national and international trade in agricultural inputs and outputs			
INDICATOR: 2 – Policy options to enhance regional, national and/or international trade and investment			
UNIT OF MEASURE: Number of policy options		YEAR	PLANNED
SOURCE: Refers to the activity from which the data were provided: U.S. Market for Rare and Exotic African Processed Wood and Wood Products; Agribusiness Association Development; Market Policy Reform Analysis and Dialogue; Finance and Production Support Services for Agriculture; Strengthening African Food Product and Enterprise network Development; Southern Africa Agricultural Policy Network; East and Central Africa Program for Agriculture Policy Analysis; Food Safety, Biosafety, Grades and Standards; Regional Commodity Exchange			
INDICATOR DESCRIPTION: To be counted, a policy option must clearly present an alternative to contribute to increasing the efficiency of commerce, either within a geographic area, across national borders, or internationally.			
COMMENTS: Achievements in FY98 include options on improving the functioning of output markets (agricultural commercialization, food market reform, rice market liberalization) under Market Policy Reform; technology policy through East and Central Africa Program for Policy Analysis; agribusiness market information exchange to expand trade through Agribusiness Association Development.			
		1997	0
		1998	5
		1999	13
		2000	15
		2001	14
		2002	14

Table 5: STRATEGIC OBJECTIVE 3: Adoption of Improved Agricultural Policies, Programs and Strategies			
APPROVED:		COUNTRY/ORGANIZATION: AFR/SD	
RESULT NAME: 2 – Increased access to micro nutrient-fortified, or naturally rich foods			
INDICATOR: 2 – Program options for increasing micro nutrient content of foods			
UNIT OF MEASURE: Number Of Program Options	YEAR	PLANNED	ACTUAL
<p>SOURCE: Refers to the Activity from which the data were provided: Africa Micro Nutrient Product Development; Agricultural Impacts on Nutrition: Program, Policy and Strategy Options East Africa Potato and Sweet Potato Network (Prapace); Southern Africa Vegetable Development Network (SAVD)</p> <p>INDICATOR DESCRIPTION: A program option is a knowledge-based product or idea that clearly identifies and sufficiently develops an alternative for increasing micronutrient content (Vitamin A, Iron, or iodine) of a food which is or has the potential to be widely consumed in program countries</p> <p>COMMENTS: Africa Micronutrient Product Development Activity is focused on identifying options in specific countries that have a strong link to small-scale enterprise. In FY98, options were developed in Malawi (fortification of locally produced weaning foods) and Kenya (locally produced, nutritious weaning foods by women’s organizations). In FY99, additional options will be identified in Malawi and Ghana. The Agricultural Impacts of Nutrition Activity will survey existing experience globally to identify viable options that can be promoted in USAID agriculture programs. Two national programs in PRAPACE evaluated sweet potato varieties for Vitamin A content and two promising genotypes were identified. Other activities did not have targets for FY98.</p>			
	1997		
	1998	4	5
	1999	11	
	2000		
	2001		
	2002		

AFR/SD SO 4: DEVELOP AND IMPLEMENT MORE AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION

Africa cannot be left out of discussions on the new information technologies...African countries must insure that new information technologies will help them in essential development sector... and in the democratization process.

Alpha Oumar Konare, President, Republic of Mali

I. Summary Of SO 4

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 and 5).

II. Summary Performance Statement:

SO team members began or maintained ongoing policy negotiations with seventeen of the twenty-one Leland target countries, codified policy-reform programs through signed MOU's with five countries, brought three national Internet gateways on-line, trained some three hundred new user institutions on the strategic use of the Internet and continued to implement a program of pilot demonstration projects. Overall, the performance expectations of the SO 4 were met. There are now more than 18,000 subscribers in countries where the Leland Initiative has established national Internet gateways (exactly matching the Indicator 4.1 target of 18,000). The key issue is now the distribution of these users, which are predominately higher-income inhabitants of the capitals and near suburbs.

IR 4.1.1 Substantial Policy Reforms Were Achieved In Five Countries.

During the reporting period the SO 4 team engaged the telecommunications policy makers in seventeen (of the twenty-one) Leland Initiative target countries in intensive policy discussions on appropriate Internet policy approaches. Five countries entered into policy reform MOU's (for a total of fourteen policy MOU's, substantially exceeding the target of nine). These countries agreed to:

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

The results of this policy environment in Leland countries continue to be 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 35 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.
- All countries have begun to focus on ways to reach the traditionally underserved populations.

IR 4.1.2: USAID Has Established High-Speed Internet Access In Three More Countries:

During the reporting period, national Internet gateways – the national access point to the global internet – were established in Cote d’Ivoire and Benin and a third in Guinea-Bissau was in progress when interrupted by warfare. Both countries have two or more competing ISP’s. (This makes a total of seven countries; below the Indicator 4.1.2 target of ten countries).

Internet Infrastructure Investments Continue To Pay

Each of the six ISPs in Mozambique has paid off the \$40,000 capital investment within the first year, and two firms have obtained government permission, and are investing their own resources to open up competing national Internet gateways.

- All countries have begun to focus on ways to reach the traditionally underserved populations.
- One national University gateway became operational (University of Ghana at Legon), and others are in design (Mali, Uganda);
- More than twenty additional gateway operating staff were trained; and,
- Secondary city or rural access is available in four Leland countries (Mali, Madagascar, Ghana and Zambia), underperforming the Indicator 4.1.2.b Target of 6 countries with secondary city access in place. However, progress is being made in several additional countries and performance is considered adequate.

IR 4.1.3, 4, & 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; the use of information as a strategic tool; learning to locate relevant information and using the Internet for work-related tasks; acquiring the skills to train their co-workers; and, developing an action plan for introducing the Internet in the workplace. This assessment process was completed in five additional countries and the detailed training delivered in seven countries, with more than three hundred new partner institutions being trained. One result of this effort is that eight USAID missions have five or more partners that subscribe to the Internet, meeting Indicator 4.1.3 Target of eight.

Joining The Global Economy

The Zambian National Farmers Union is now linking the collective purchasing and production capacity of its 50,000 members to the global economy. For the first time U.S. businesses can access critical local market information, collected and validated on a weekly basis, and posted on the World Wide Web

The Leland Initiative **Learning Laboratory:** In addition to directly building capacity on the continent, the Leland Initiative "Learning Laboratory" continued to function 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. Five additional pilot projects were conceived and implemented (for a total of seven, exceeding the Indicator 4.1.4.b. Target of six); three sectoral networks were launched (for a total of five, matching Indicator 4.1.5 Target of five); and, USAID issued five more best-practices" vignettes, covering a variety of Internet successes from around Africa (for a total of ten, exceeding the Indicator 4.1.4.a. Target of eight). Perhaps more important, sectoral networks in agriculture and trade and investment begun under this SO proved their worth and were "adopted" by other USAID and African entities.

IV. Performance Data Tables

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 access to the Internet			
<p>UNIT OF MEASURE: Number of countries signing Leland Initiative MOU</p> <p>SOURCE: Leland Reports</p> <p>INDICATOR DESCRIPTION: To be counted, a country must have met requirements in three policy areas: cost based tariffing, free and open access to the information on the internet, and private sector retail ISPs</p> <p>COMMENTS:</p>	YEAR	PLANNED	ACTUAL
	1997	3	9
	1998	9	14
	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	YEAR	PLANNED	ACTUAL
SOURCE: Leland Country Reports			
INDICATOR DESCRIPTION: Establish a sustainable supply of Internet and other GII Information and communication services.			
COMMENTS:			
	1997	6	5
	1998	10	7
	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 4.1.3: 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	YEAR	PLANNED	ACTUAL
SOURCE: Leland Country Reports			
COMMENTS:			
	1997	1	1
	1998	8	8
	1999	16	
	2000	20	
	2001	20	
	2002	20	
	2003	20	

AFR/SD SO 5: ACCELERATE PROGRESS IN THE SPREAD OF STRATEGICALLY VIABLE AND ENVIRONMENTALLY SOUND ENVIRONMENTAL MANAGEMENT SYSTEMS

Summary

The purpose of SO5 is to build the capacity of African governments, private institutions and Africans at the community level to manage their natural resources in a way that increases overall economic welfare and reduces degradation. The program increases the use in Africa of the knowledge, tools, institutions and experience gained from the efforts of African institutions, U.S. and international private voluntary organizations, other donors, and USAID Missions.

Key Results Anticipated

The hypothesis is the SO will be accomplished if the following results occur: 1) Support and expand field implementation of ENRM programs; 2) Flow and use of environmental and NRM information increased; 3) Analytical capacity of selected partners in Africa strengthened to assess and advise on environmental trends and management of the environment; 4) ENRM planning and programming conducted more strategically by Africa Bureau; and 5) Results reporting and partner dialogue on ENRM strategies strengthened.

Performance Statement

This objective is "on track". Overall, the number of missions employing lessons learned met the target, progress was achieved in the development and use of NRM information, African institutions dealing with the environment were strengthened, a process for strategically assessing the Bureau's ENV investments was initiated, and the Central African Program for the Environment met expectations.

Strategic Objective Five contributed to these results in a number of ways. Staff made 32 TDYs to 11 field missions and provided additional support to these and other Missions from Washington. During the reporting year, SO 5 staff had input into the planning and operations of at least 12 Missions including playing key roles in the development and implementation of Country Strategies and SOs. Strategic Objective Five's acknowledged value added to these strategies and SOs continues to be the long-term and cross region experience, knowledge, and perspective which helps field operating units to put their investments in the larger development context.

Strategic Objective Five also made progress in the development of tools for organizing the rich but fragmented body of NRM information. Last year, SO5 pioneered and beta-tested a system to collate and analyze Community-based Natural Resources Management experiences in several formats including maps and databases. To accelerate the spread of lessons and other NRM information, SO5 initiated work on a web-based system called (Web-OPs) designed to allow field-based people to post as well receive information. And, to address the difficult task of tracking both environmental and NRM changes, SO5's collaboration with the US Geological Survey in Senegal continued to bear fruit. According to USGS personnel, this collaboration has contributed to a) the development of videography as a tool to identify the spread of NRM practices and b) the use of household surveys to link remotely-senses biophysical changes with socioeconomic factors.

During FY98, the team provided leadership in calling attention to the necessity of treating "intensification" and "sustainable management" of natural resources as synergistic rather than separate components of rural economic development. This concept was embedded into the SO designs of several Missions.

Performance relative to plans

Strategic Objective Results

Overall, of the 16 Missions which programmed ENV activities or received a substantial amount of ENV funds (over \$800,000), fourteen adopted or implemented improved policies, programs and activities, most built upon past experiences and capitalizing on cross-sectoral synergies. S05 and its predecessors contributed to these trends by providing an institutional knowledge and analysis of what works and what does not. In Madagascar, a new SO brought together NRM and private sector activities. S05 personnel participated in field and planning work that contributed to this convergence. In Guinea, a new NRM SO was initiated that aimed to devolve authority and strengthen NRM-based enterprises. These aims were based upon ten-years experience in Guinea and the sub-region. SD personnel-through their participation in planning workshops and evaluations- helped to incorporate these experiences into the design. In Senegal, the new CSP includes one private sector SO and one Decentralization SO, both of which incorporate and build upon lessons and experiences from past NRM investments.

Result Name: 5.1a - Lessons and knowledge transferred to Missions via S05

In addition to the examples cited above, S05 has also contributed lessons, knowledge and inputs to operating units other than AFR Missions. For example, S05 participated in the design of the RAISE IQC, an innovative program managed jointly by G/ENV and G/EG/AGR and in the selection of contractors to implement the IQC. G Bureau solicited S05's participation in both the design and selection panel for several reasons, a major one being that AFR/SDs integration of ENV and Agriculture served as a model for RAISE. In a related issue, S05 personnel was called upon by G/EG/AGR to participate in the midterm review of the Sustainable Agriculture Program (SANREM). Through the management of studies, S05 also influenced the Soil Fertility Initiative (SFI) by calling attention to fertilizer-use efficiency (FUE) as an important factor and noting the efficiencies produced by NRM.

Result Name: 5.4 - ENRM Planning and programming conducted more strategically by AFR

In coordination with AFR/SA, AFR/DP and RCSA, the SO5 team working with the consulting firm, IRG, under the Environmental Planning and Institutional Strengthening IQC has established FRAME: A Framework for Strategic Analysis of Environmental Management. FRAME helps organize and analyze information for strategic planning and program analysis related to USAID's environment and natural resource (E/NR) management programs in Africa. It's primary mandate is to provide a framework for understanding African E/NR issues in a more comprehensive manner and within the broader development context. Specifically, it informs investment decisions and enhances learning across the Africa region by synthesizing the information needed to: monitor major E/NR issues and trends at the regional, sub-regional, and country levels; assess the relative priority of environmental issues at these various levels; conduct comparative analyses of country

program results in Africa; and identify possible linkages with other program areas to "leverage" resources and enhance impact. A major aspect of FRAME is to ensure the availability and accessibility of this information and analysis to USAID and its partners. In its first year, FRAME has been introduced to field units, available information has been gathered and analysed and posted to the FRAME web site at <http://www.afr-sd.org/frame/index.html>.

Possible Adjustment to Plans:

SO5 in this report proposes to lower its SO result to be more consistent with the other SOs of AFR/SD. Our existing SO "Strategic Progress Accelerated in the Spread of Strategically Viable and Environmentally Sound Environmental Management Systems" will become our goal and our new SO will indicate a more achievable result. We propose a new SO to read "Adoption of Improved Policies, Programs & Activities for Spread of Sustainable Natural Resource Management in Africa." Instead of measuring "acceleration" we will measure "adoption."

Changed since approval of our Strategic Objective in 4/97 is an increasing management of Africa Bureau portfolio on a regional basis - 35% of environment funds in FY99 - as USAID Africa deals with countries in crisis and close-out/graduation countries. We see an increasing amount of effort being dedicated to regional initiatives and operating units over our paradigm of a country by country approach to development. Additionally, an important part of our efforts at SO approval were based on working with countries via long term strategic planning exercises such as National Environmental Action Plans. Most African countries now have plans developed so our focus will be assisting countries in the implementation and evaluation of plans.

Other Donor Programs

The program works with a number of African governments, from the national to the village level, as well as international organizations and other donors. It has a rich array of partners active in protecting the environment in Africa. While regionally influential, USAID financial resources represent only a small amount compared to the total efforts of other donors, both bilateral and multilateral, African governments and the private sector. By working closely with development partners, the impact of USAID's development assistance is significantly increased.

Major Contractors and Grantees

The Objective works with American and African non-profits, such as the Network for the Environment and Sustainable Development in Africa, World Wildlife Fund, Wildlife Conservation Society, and institutional contractors such as the EPIQ IQC group to help implement this program. USAID also works with U.S. Agencies such as the US Department of Agriculture, including the Forest Service, and the Peace Corps as well as international organizations such as the World Bank and other donors to carry out programs.

TABLES 5.0 (SO)

<p>STRATEGIC OBJECTIVE: Adoption of improved policies, programs and activities for spread of sustainable natural resources management in Africa.</p> <p>APPROVED: Interim COUNTRY/ORGANIZATION: AFR/SD/PSGE/SO5</p>			
<p>RESULT NAME: SO—Adoption or implementation of policies, programs and activities</p>			
<p>INDICATOR: Countries in which there is adoption of programs aimed at broader use of sustainable natural resources management practices</p>			
<p>UNIT OF MEASURE: Percentage</p> <p>SOURCE: R4 reviews and other Mission reports; TDY reports; special reports</p> <p>INDICATOR DESCRIPTION: To be counted, a country must adopt a new or modified program aimed at accelerating the rate of adoption of NRM practices. The percentage will be the number of countries adopting changes as a ratio of all countries with a NRM-supported SO. The countries which received ENRM funds at levels sufficient to affect programs include Madagascar, Tanzania, Kenya, Malawi, Mozambique, South Africa, RCSA (including Botswana), Zambia, Zimbabwe, Namibia, Uganda, Ethiopia, Ghana, Senegal, Mali, and Guinea.</p>	Yr	Planned	Actual
	97		85%
	98	85%	87.5%
	99	85%	
	00	85%	
<p>Rationale: A hallmark of progress in the sector has been the shift over the last ten years from projects to programs. Over that period AFR/SD/PSGE/SO5 contributed to that transition. For some countries, SO5 played a major role in this SO while in others it may have played an indirect role.</p> <p>COMMENTS: This Results Review reports on results achieved last year, not on activities. In many cases, results achieved in FY 98 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, SO5's contribution to this achievement occurred during the period from FY 93 to the present.</p> <p>*The baseline for this indicator was set in 1989 in order to show changes over time.</p>			

Table 5.1

STRATEGIC OBJECTIVE: Adoption of improved programs, policies, and activities for spread of sustainable natural resources management in Africa			
APPROVED: Interim		COUNTRY/ORGANIZATION: AFR/SD/PSGE/SO5	
RESULT NAME: 5.1. Lessons and knowledge transferred to Missions via SO5			
INDICATOR: Strategic Objectives which contain inputs transferred by SO5			
UNIT OF MEASURE: Percentage	Yr	Planned	Actual
	97		53%
	98	53%	56%
	99	67	
	00	67	
SOURCE: R4 reports, TDY and misc. reports			
INDICATOR DESCRIPTION: To be affected, a country's programs must have elements attributable to SO5's collaboration. Programs may be influenced at the analytical level (statement of objectives, results or approaches) or at the activity level (activities designed which represent the indicator). Inputs may include lessons learned, knowledge and technical assistance. The unit of measure is the percentage of countries (or operating units) strategies, policies, or programs which were affected by SO5's collaboration as a ratio of all operating units with ENRM. The countries which received ENRM funds at levels sufficient to affect policies, programs and strategies include Madagascar, Tanzania, Kenya, Malawi, Mozambique, South Africa, RCSA (including Botswana), Zambia, Zimbabwe, Namibia, Uganda, Ethiopia, Ghana, Senegal, Mali, and Guinea.			
RATIONALE: The measure of whether information and knowledge is received and used is that it is incorporated into the development and implementation of Strategic Objectives.			
COMMENTS:			

Table 5.4

<p>STRATEGIC OBJECTIVE: Adoption of improved programs, policies, and activities for spread of sustainable natural resources management in Africa APPROVED: Interim COUNTRY/ORGANIZATION: AFR/SD/PSGE/SO5</p>			
<p>RESULT NAME: 5.4: ENRM planning and programming conducted more strategically by Africa Bureau</p>			
<p>INDICATOR: Use of strategic planning mechanism (FRAME) by USAID Operating Units, Partners and customers</p>			
<p>UNIT OF MEASURE: Hits on FRAME website</p> <p>SOURCE: Electronic counter on FRAME home page and subsidiary web pages.</p> <p>INDICATOR DESCRIPTION: Basic electronic counter software on the FRAME website will be upgraded to counter mechanisms which will record number of hits and the domain from whence they come e.g. gov, com, org and country codes from Africa.</p> <p>Number of hits will be a proxy for use. We understand that some visitors will not find what they are looking for on the site and would tend not to return.</p> <p>-Use: Relevant Offices use FRAME to make planning and programming decisions</p> <p>-Strategic planning: This addresses two questions, (a) are we making reasonable progress against our current objectives, and (b) are the current objectives the ones we should be addressing given our priorities and resources?</p>	Yr	Planned	Actual
	98		0
	99	3000	
	00	10,000	
	01	15,000	
<p>RATIONALE: “Use of the FRAME process” is a proxy for “planning and programming conducted more strategically.” The assumption is that the FRAME process will provide information and analysis that allows AFR/W decision makers to more effectively (a) compare actual with expected results within the current strategies as well as to (b) critically view whether the current objectives are the right ones.</p> <p>The FRAME web exists primarily to serve implementors of USAID-supported environmental initiatives in Africa. It is designed to provide a place to share information, discuss key issues, resolve problems and find colleagues. Presently, the site contains more information about southern Africa than other parts of the continent. In the coming months, information will be added on other parts of Africa</p>			
<p>COMMENTS: While the FRAME website is only a component of FRAME, which also has</p>			

ANNEX A

AFR/SD SO 5 Global Climate Change R4 - CARPE

CARPE is a regional initiative by USAID managed by AFR/SD SO5 to address the issue of deforestation in the Congo Basin forest zone, in the middle of the African continent. One of the least developed regions of the world, the Congo Basin, holds massive expanses of closed canopy tropical forest, second only to the Amazon Basin in area.

Much of this forest remains relatively intact, yet unsustainable timber exploitation, shifting cultivation, urban expansion, and other human activities are posing increasing threats to this globally-significant tropical forest resource. Loss of forest cover on this scale imposes serious risks of loss of biodiversity, and emission into the atmosphere of carbon dioxide previously locked-up in forest biomass.

The intermediate result of SO5 relevant to CARPE is: *Identify and help to establish the conditions and practices required to reduce deforestation and biodiversity loss in the Congo Basin.* CARPE's long-term goal is to reduce the rate of deforestation of the tropical forests of the Congo Basin and conserve the biodiversity contained within them.

CARPE seeks to:

- Identify the sector's potential to mitigate deforestation;
- Identify "most promising" products and exploitation systems;
- Identify and foster enabling conditions for the above.

Results achieved during FY98 include:

CARPE continued to strengthen coordination links with the European Community and the World Bank supporting policy dialogue on forestry environmental issues affecting the Congo basin states. A CARPE advisor participated constructively in two of the EDI workshops designed to strengthen policy analysis skills of senior environmental ministry officials from the six countries of the region.

CARPE supported the second step of a maturing indigenous regional environmental consultation and coordination process known as CEFDHAC. The second meeting in Bata, Equatorial Guinea, in June 1998 was contentious, but illustrated the growth of the role of indigenous NGO's which played an active and vocal role this session. This new NGO visibility is directly due to CARPE provided NGO training in a workshop held in October 1997 in Limbe, Cameroon, sponsored by Transparency International, CEFDHAC and the African Forest Action Network.

CARPE distributed its first CD-ROM containing the stock of available environmental information including selected maps. This flow of no-cost information is extremely valuable to environmental users in the region.

CARPE has used the flexibility allowed under re-engineering to reconstruct the activities funded by CARPE from 8 IR's (intermediate results) into 4 integrated themes. These themes started the process of getting organized for better collaboration and communication.

CARPE was authorized to include Congo (former Zaire) as a full partner in which CARPE would be permitted to undertake specific bilateral activities. As an initial step, CARPE undertook a preliminary visit to establish a "focal point" in Kinshasa, along the lines of the recently established (and extremely effective and active) "focal point" operating in Yaounde, Cameroon.

One of CARPE's focuses is an examination of the actual and potential role of non- wood forest products in the better management of the forests of Central Africa. CARPE sponsored, in conjunction with the FAO, the first regional non-wood forest products (NWFP) workshop in Limbe, Cameroon, in May 1998. The workshop and the proceedings from it have been a wealth of information on NWFP's in the region.

The workshop and the proceedings from it have been a wealth of information on NWFP's in the region. It set the stage for the creation of a regional network for information sharing and collaboration, and identified short and medium-term activities that will clarify the potential role of the sector in the better management of Central African forests. In addition, the workshop provided an invaluable forum for the NWFP community to share their work and experiences with others. The workshop encouraged an increased unification of knowledge regarding the NWFP sector in Central Africa as well as determining its present and potential contribution to conservation and development objectives. The workshop also provided participants the opportunity to disseminate their research findings in an international setting.

ANNEX B

SYNERGIES

Strategic Objective Five continues to support the development and implementation of Strategic Objectives that build on synergies between NRM and other sectors, primarily DG and Private Sector (PS). In Madagascar, a NRM and a PS SO were merged within the last year. In Botswana, the NRMP continues as an enterprise-based program that strengthens good governance as well as better management of the natural resources base. In Senegal, the recently-designed PS and DG SOs were built upon the experiences of the past NRM SO and each aims to produce NRM results. In Guinea, the new NRM SO will put substantial resources into the development of enterprise-management skills and implementation of policies and practices aimed at strengthening the capacity of rural communities to make decisions and stick to those decisions. In Mali, success of the Sustainable Economic Growth SO depends upon broader use of sound soil, forest and water management practices.

The above cases are examples of synergies in AFR SOs; there are others. Knowledge about these synergies was produced in numerous cases over the last ten to fifteen years and was put into play as Missions moved away from narrowly sectoral projects to programs that aimed to systemically attack the constraints to better NRM. During this evolution, SO5 and its predecessors devoted considerable resources to collecting, analyzing and diffusing information about these synergies and working with field staff to incorporate the lessons into programs, strategies and activities. (For example, SO5 staff worked with at least 12 Missions in FY98 on SOs). As a result, most SOs supported by NRM funds include activities which strengthen governance and the Private Sector.

AFR/SD SO 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY, AND EQUITY OF BASIC EDUCATION SERVICES

I. Background & Summary of SO:

Basic education provides people with essential values, knowledge and skills, and so has a long-term impact on a country's human resources, and provides individuals and civic groups greater choice and control over their lives. Nations whose populations lack basic education lag behind in a globalizing world, which demands the comprehension and use of increasingly diverse sources and forms of information. In sub-Saharan Africa (SSA), barely half of the adults are literate, at best one out of two children enters primary school, and only one out of four completes; the situation is worse for girls, with barely one out of three entering, and one out of five completing. The best way to tackle the root of illiteracy is to make good basic education available to all children. To this end, the Bureau has developed and tested the Education Sector Support (ESS) approach, which is: classroom-based, as it seeks to measure improvements in the quality and quantity of student learning; systemic, in that it promotes African-led national plans, which link all reform elements; and sustainable, as it improves policy analysis and dialogue, builds capacity to manage reform, and increases expenditures for education. SO # 6 applies this approach as it works with 10 USAID basic education programs in Africa (in Mali, Guinea, Ghana, Benin, Namibia, South Africa, Malawi, Zambia, Uganda, and Ethiopia), and as it supports various regional networks which help to ensure linkages between these 10 programs and regional as well as worldwide developments. Please note these programs are a foundation for the parallel specialized training and institution-building USAID funds in many other sectors.

II. Summary Performance Statement:

SO 6 met all its targets. Three key influences affected performance: a) Staffing: The main engine for SO 6 was its contract team of approximately nine full-time players. Two thirds left and were replaced. Among Missions (the team's main clients), five out of ten experienced key staff turnover. The FY98 design and launching of the President's Education for Development and Democracy Initiative (EDDI) required the team to work with new U.S. Government partners. Introducing these new players to ESS principles and practices was crucial to success. b) Strategy Development: In FY97 the Agency elevated human capacity building from a strategic objective of economic growth to a separate goal, at a time when human and financial resources were declining. Efforts to redirect resources planned for basic education intensified, and required the SO team to struggle just to maintain its focus. c) Preparedness: Over the past decade the SO 6 team and its many collaborators developed tools and knowledge for training new partners in basic education. As a result, the team is better prepared to do its work, the Bureau's commitment to basic education remains robust--with increasing support for synergy between basic education and other sectors--and the Agency's strategy for capacity-building endorses basic education, and reflects ESS principles at all levels.

III. Performance Relative to Plans:

A.: Progress towards SO: *Adoption of policies and strategies for increased sustainability, efficiency, and equity of basic education services*

SO Impact Area # 1: African Countries: The ultimate measure of SD's success is the extent to which African nations successfully provide equitable, quality basic education to their children. Key indicators are the African initiation of national sector reform plans and adequate funding for basic education. Uganda, Ghana, and Guinea met these criteria. Other countries such as Malawi and Mali made headway, but with greater difficulty

SO Impact Area # 2: USAID Missions: The SO 6 team's key partners are Missions with basic education programs. A key measure of SD's influence is the degree to which Mission programs adopt SD-advocated policies and strategies. 8 out of 10 programs were doing so in FY 98. In Malawi, the SO team played a major role in using findings from a program evaluation to reformulate, design, and initiate a new education program. In Mali, the SO team provided sustained support to foreign service national (FSN) staff for over six months as they awaited the recruitment of new technical and program assistance. In Ethiopia and Namibia the SO team participated in program evaluations and follow-on designs, which reflected ESS principles. In addition, the team was key to designing, staffing, and launching a new basic education program in Zambia. During this reporting period, the SO team began to see Missions reflect AFR/SD's interest in promoting cross-sectoral synergy, especially in health. Indeed, Zambia's program targeted girls' health. Mali continued its efforts to address the needs of youth, aged 6-22, not just sector by sector, but in an integrated, holistic manner. SD helped USAID Ghana evaluate and glean national guidelines from a pilot program which has empowered communities to take a more proactive role in their children's health and learning. The SO team prepared to initiate programs for countries in/and or on the brink of crisis, such as Angola and Liberia, where some infrastructure exists, but quality inputs, such as teacher training, are sorely lacking.

SO Impact Area # 3: USAID and Development Partners: The Africa Bureau's financial contribution to basic education was small when compared to Africa's need, but large in that it leveraged the resources of many development partners, within USAID, and beyond. Examples of collaboration include:

- Backing for an African-led assessment of lessons learned, to be the basis of a 12/99 strategy session w/African and funding agency leaders.
- African consultation in the design of EDDI.
- An Agency strategy for human capacity development which reflects African priorities.

B. Progress towards IRs:

IR 6.1: Disseminating and Promoting Knowledge and Guidance: Given the high turnover of education staff, both in Washington and the field, the SO 6 team focussed on reviewing, consolidating, and disseminating its products. A key product, the Africa Bureau's Strategic Framework for Basic Education, was the compass for all Teamwork. Drafted in FY 97, this guidance became available FY 98, in handy pocket as well as longer versions. Other accomplishments included:

- Two workshops and many informal discussions to make Framework user-friendly.
- Products consolidated, amended, and translated into various languages and put on Web site.
- With World Bank, development of concept paper on health/education linkages, and completion of joint data base for both sectors, which helped to inspire greater cross-sectoral synergy.
- Improved tools for measuring progress, through consultation with experts on indicators, and exploration of Demographic/Health Survey (DHS) as means to collect sectoral information.
- Basic education implementation studies in Uganda & Benin; ones planned for Guinea & Ethiopia.
- Video on basic education reform in Uganda, as seen from the Ugandan point of view. This video, of broadcast quality, tells Uganda's reform story in lay terms, and will air on television worldwide. Footage will serve to create complementary videos for training & public relations.

IR 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. Beyond USAID itself, AFR/SD's main resource for building an enabling environment is the Association for the Development of Education in Africa (ADEA). The **ADEA** is a consortium of funding agencies, African Ministers of Education and education practitioners, and regional organizations, such as the Association of African Universities (AAU). The ADEA aims to improve: Links among donors and Africans; sectoral information; and African leadership and capacity. To these ends, the ADEA organizes policy discussions and information exchanges, supports African-led technical working groups, and enhances the content as well as means for electronic connectivity. Working groups constitute ADEA's main means of developing institutional capacity across Africa. There are a total of **eleven ADEA Working Groups**, all supported by AFR/SD: Finance, Statistics, Girls' Ed., Non- Formal, Distance Ed., Teacher Mgmt., Sector Assessment, Research, Early Childhood Dev't, Higher Education, and Textbooks. Funding Agencies help start these groups, but then pass leadership to Africans. Two working groups now have secretariats in Africa (Girls' Education and Higher Education), and three groups have ones which are rooting there (Research, Distance Education and Statistics). The EDDI is seeking ways to provide technology to the ADEA for better outreach.

IV. Expected Performance:

The SO 6 will: for dissemination, host a biannual basic education workshop for participating USAID Missions and partners on in April 1999; for partnership, use connectivity to enrich its already robust virtual collaboration with many partners; for staffing, help guide the recruitment of new direct hire as well as contract staff, and support a summer university course to orient and upgrade staff. In terms of new developments, the SO 6 team sees at least three areas for action: a) management of various presidential initiatives and grants, to basic education's long-term advantage; b) expansion of cross-sectoral synergy, particularly between education and health, democracy, and the environment; and c) launching of several new basic education programs, perhaps in Nigeria and Liberia. All efforts will aim to increase African capacity to plan, deliver, and constantly improve basic education as a foundation for sustained *African* success in the 21st century.

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

RESULT NAME: Adoption of policies and strategies for increased sustainability, efficiency and equity of basic education services

INDICATOR: Percent of COUNTRIES implementing reform strategies advocated by SD

UNIT OF MEASURE: Country, percent

SOURCE: Mission reports, SD analyses and TDYs, ADEA meetings

INDICATOR DESCRIPTION: Number of countries with USAID education programs which have put in place or are maintaining at least fifty percent of the following strategies as a proportion of the total number of countries where USAID has education programs:

- 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

COMMENTS: Targets may change as new countries are added or additional strategies advocated.

Year	Planned	Actual
1997	2 (22%)	2
1998	3* (30%)	3
1999	5 (50%)	
2000	6 (60%)	
2001	7 (70%)	
2002	8 (80%)	
2003	10 (100%)	

***Numbers planned and percentages were changed this year due to the addition of Zambia. The governments of Ghana, Uganda, and Guinea 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

RESULT NAME: Adoption of policies and strategies for increased sustainability, efficiency and equity of basic education services

INDICATOR: Percent of the 10 USAID missions with basic education programs using SD-promoted methods in their education program/project

UNIT OF MEASURE: USAID mission, percent

SOURCE: Mission reports, SD TDYs, and workshops

INDICATOR DESCRIPTION: Number of USAID missions using at least half (50%) of the "bundle" of methods 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):

- Updated action plan
- FQEL Framework
- Conditionality development/use
- Policy Dialogue Methods
- Impact Measurement
- Ed*Assist

New methods for FY98:

- Health Education Linkages
- Community Participation Tools

COMMENTS: The methods in this "bundle" will be decided on an annual basis as new methods are included. All countries/missions do not need all of SD's methods 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.

Year	Planned	Actual
1997	5 (56%)	5
1998	6* (60%)	8**
1999	6 (60%)	
2000	6 (60%)	
2001	6 (60%)	
2002	6 (60%)	
2003	6 (60%)	

***Numbers planned and percentages were changed this year due to the addition of Zambia.**

In FY98 missions were using the following SD promoted methods:

**Benin: FQEL, health education linkages, updated action plan, Ed*Assist

**Ethiopia: FQEL, conditionality, policy dialogue methods, community participation

**Ghana: FQEL, conditionality, policy dialogue methods, community participation

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

**Malawi: conditionality, policy dialogue methods, community participation, updated action plan

**Mali: policy dialogue methods, community participation, updated action plan, health education linkages

** Namibia: impact measurement, updated action plan

**South Africa: FQEL, updated action plan, policy dialogue methods, impact measurement

**Uganda: FQEL, conditionality, policy dialogue methods, community participation, impact measurement

Zambia: health education linkages, policy dialogue, updated action plan

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

RESULT NAME: Adoption of policies and strategies for increased sustainability, efficiency and equity of basic education services

INDICATOR: Incidence of Agency adoption 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)
- SPESSA (G/HCD, AFR/SD/HPN)
- Donor Network model (LAC, AFR/HPN)

COMMENTS: Planned targets will be reviewed and possibly revised based on higher than expected actual performance.

Year	Planned	Actual
1997	4	6
1998	4	10
1999	4	
2000	4	
2001	4	
2002	4	
2003	4	

Instances of Agency adoption of SD policies and strategies in FY98

- 1 - SPESSA as a model for G/HCD Global Education Database
- 2 - Agency adoption of basic education approaches put forth in Strategic Framework
- 3 - G/PHN incorporating education questions into the DHS (with G/HCD)
- 4 - Agency common indicator guidance for Education (with G/HCD)
- 5 - Strategic Framework principles used in shaping education for democracy initiative
- 6 - Higher education goal area now using Strategic Framework language
- 7 - G/PHN now has school health person
- 8 - AFR/SD focus on effective schools/learning outcomes reflected in G/HCD indicators
- 9 - USAID/Jamaica implements school health program
- 10 - Summit of Americas adopts school health position

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

RESULT NAME: Expand collaboration and coordination among funding agencies and African decision-makers on planning, management and evaluation.

INDICATOR: Number of joint activities between funding agencies or between funding agencies and donor countries

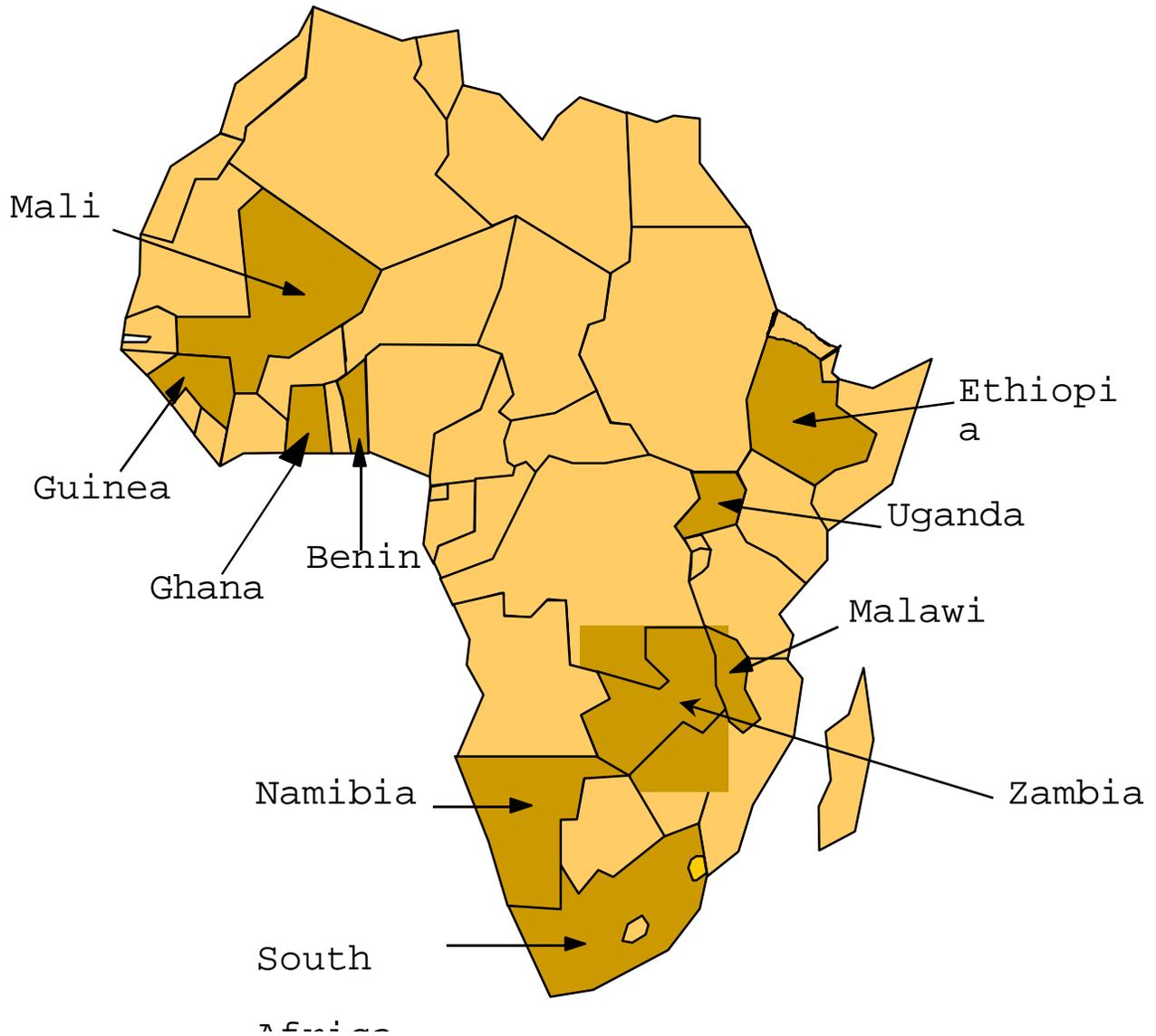
UNIT OF MEASURE: Number, activities	YEAR	PLANNED	ACTUAL
<p>SOURCE: Agency Documents</p> <p>INDICATOR DESCRIPTION: The number of joint studies, sector assessments, or project designs or other joint activities between funding agencies, or funding agencies and donor countries</p> <p>COMMENTS: Planned targets will be reviewed and possibly revised based on higher than expected actual performance.</p>	1997	2	4
	1998	2	8
	1999	2	
	2000	2	
	2001	2	
	2002	2	
	2003	2	

Instances of Collaboration activities in FY98

- 1 – Video on Education Reform in Uganda co-produced with World Bank
- 2 - Zambia planning with World Bank/BESSIP
- 3 - Uganda Sector Review
- 4 - UNICEF/USAID joint evaluation of Child Scope in Ghana – with National Forum on approaches to community participation in primary education.
- 5 - ADEA review of UPE
- 6 - OECD/UN/World Bank Common Indicators of Development Progress for Education
- 7 - USAID/JICA action plan for school health in Zambia
- 8 - World Bank school health production of new documents

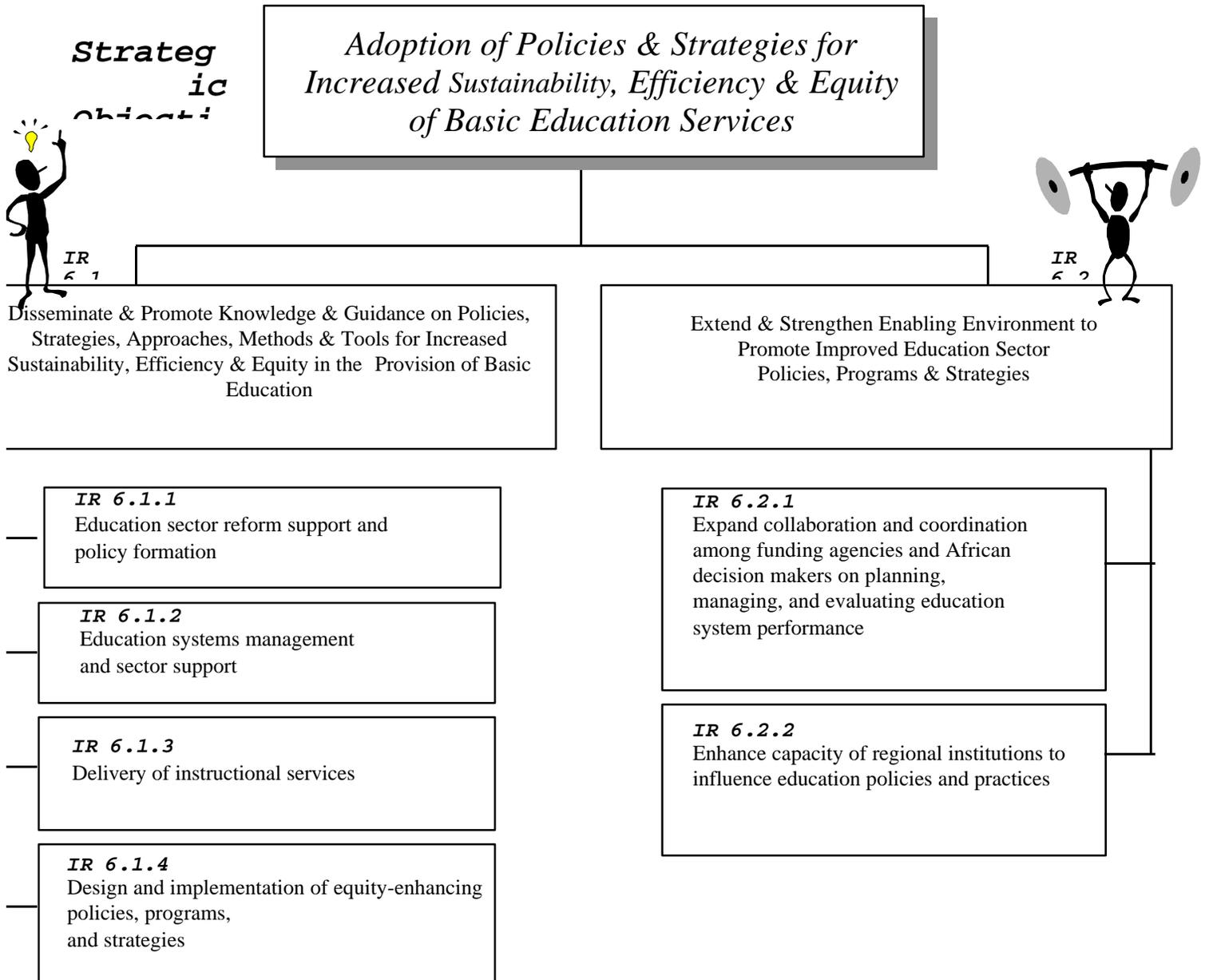
ANNEX A

AFRICA BUREAU SO6 COUNTRIES



ANNEX B

AFR/SD EDUCATION RESULTS FRAMEWORK



AFR/SD SO 7: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, QUALITY, EFFICIENCY AND EQUITY OF HEALTH SERVICES

1. Summary of SO:

The purpose of this strategic objective is to improve the sustainability, quality, efficiency and equity of health services in Africa, including programs that control infectious diseases and support child survival and maternal health interventions. Key intermediate results include the promotion of improved strategies and policies for health care financing, organizational reform, child survival and maternal health, and improving the enabling environment to design, manage and evaluate health programs.

2. Summary Performance Statement:

Overall, the SO met its FY 98 expectations. In immunization, 27 countries adopted multi-year immunization plans, exceeding the target of 18. Fifteen countries adopted the Integrated Management of Childhood Illnesses (IMCI) strategy, exceeding the target of 12. In Essential Obstetric Care (EOC), Nutrition, and Health Care Financing, targets were met. Most significantly, with new evidence of high rates of child and maternal mortality taking place in the community without health provider interventions, AFR/SD succeeded in turning the attention of key development partners, like UNICEF, WHO/Geneva and WHO/AFRO, to developing new policies and programs focused on the community. New relationships were built with partners like the African Development Bank and progress made towards strengthening capacity of African training institutions in nutrition, health care economics, management and advocacy. AFR/SD co-founded the 25-year global partnership, the Roll Back Malaria Initiative, to re-invigorate interest in malaria prevention and control and helped enhance African capacity and leadership for this effort through its support to WHO/AFRO. Efforts for developing strategies for increasing private-public partnerships and best practices in decentralization learned did not progress as expected.

3. Performance Relative to Plans

IR 7.1 Health Financing and Organizational Reform Policies, Strategies and Programs

AFR/SD signed a memorandum of understanding with UNICEF to develop and promote strategies in West Africa to ensure equitable access to health care in light of government policies to charge user fees across the region. Four UNICEF country offices agreed to participate in the initiative, including Burkina Faso, Guinea, Mali and Benin. In West Africa, AFR/SD documented and disseminated best practices of ongoing mutuels, a grass-roots level, self-help health insurance scheme. The synthesis covers the experience of 68 mutuels in nine countries and provides a solid baseline data to inform future directions. Fifteen countries participated in the dissemination workshop of these findings, held in Abidjan in June 1998. Based on audits of management practices of four hospitals in Senegal, elements of a model integrated management information system were developed. When completed, the model is expected to be applicable for all hospitals in West Africa.

IR 7.2 Child Survival and Maternal Health Policies, Strategies and Programs

Immunization: Recommendations from an AFR/SD-funded study, of the impact of health reform

on immunization services in Zambia and Uganda, will be used to develop guidelines to assist countries undergoing health reform. Technical analysis provided by BASICS, with AFR/SD funds, of vaccine utilization and consumption in Madagascar, helped inform a policy workshop during which all EPI policies were updated to achieve greater clarity, more rational use of resources, and technical soundness. These improved policies have been translated into an immunization reference guide for health workers. With AFR/SD support to WHO/AFRO, 26 countries implemented recommendations on vaccine quality and consumption, including Cameroon, Central African Republic, Chad, Guinea and Madagascar. In Cameroon, these efforts resulted in cost savings by decreasing by 45% the quantity of vaccines ordered. In regards to sustainability, increasingly more countries are developing 5 year action plans with budgets, and currently 16 out of 46 countries in Africa are purchasing 100% of their own vaccines. This is up from a baseline of 0 countries in 1994. With AFR/SD collaboration with UNICEF and the European Union, 7 of the 16 countries purchasing vaccines are in West Africa, the poorest sub-region of Africa.

Malaria: With the infectious disease initiative and AFR/SD and Global technical support, 14 USAID missions and 2 regional operating units incorporated malaria activities into their bilateral programs -- up from 4 in FY 97. Twenty-two countries carried out standardized therapeutic efficacy trials. As a result, Botswana, Cameroon, Ethiopia, Kenya, Tanzania, Uganda and Zambia have already or are in the process of updating their anti-malaria drug policy. AFR/SD's investments in AFRO strengthened its capacity for community-based action, leading to a draft strategy, research agenda and the formation of a resource network for the region. Important research this year include: demonstration of the health and economic impact of bednet use in an area of intense malaria transmission, the risk of severe malaria anemia in youngest children, and the practical application of rapid diagnostic and testing of HIV status in pregnant women.

Nutrition: Nine USAID missions are supporting nutrition activities, up from 5 in FY 97. Of particular note are new activities in West Africa, where malnutrition rates are among the highest in the world. Due to AFR/SD efforts Ghana, Senegal, Benin, and Mali are supporting nutrition activities. Over 75 Africans were trained using replicable training packages. With mother-to-child transmission of HIV gaining public attention, of tremendous importance this year was the timely publication of *HIV/AIDS and Infant Feeding: A Chronology of Research and Policy Advances and their Implications*. Over 6,000 copies have been distributed. This report for the first time documents all research findings and issues on the subject in a manner that helps to inform rationale response to the dilemma.

Health Provider Performance: With AFR/SD support to WHO/AFRO and BASICS, 23 countries are at various stages of adopting the IMCI strategy. Fifteen countries officially adopted IMCI as an essential strategy. Three countries, Zambia, Tanzania and Uganda, are expanding training beyond the pilot districts. As an important component of quality of care, COPE, a quality improvement tool for family planning, was adapted for child health this year.

Child Health Care in the Home and Community: Of major significance is the adoption of the community component of IMCI by WHO/Geneva and AFRO, UNICEF and the non-governmental organizations. Through our grant to UNICEF, community approaches are currently being tested in 5 countries. Guidelines on priority practices to be addressed and on approaches to be used at country level are being tested and disseminated in the field. AFR/SD support enabled

UNICEF to take a leadership role in this area, setting up an Inter-Agency Task Force on Community IMCI. WHO/AFRO is now fully on board with the community component of IMCI, and has hired a staff person for IMCI, creating a critical mass of expertise to get this important initiative off the ground.

Essential Obstetric Care (EOC): With technical assistance from the Policy Project, about a hundred decision-makers from 9 east and southern Africa countries reviewed and adopted post-abortion care (PAC) service delivery guidelines at a regional workshop. The Policy Project provided financial support to the Central Board of Health (CBOH) in Zambia to host a national workshop to disseminate the findings and recommendations from a needs assessment on PAC. Assessment recommendations were reviewed and approved. CBOH is now preparing a budget for the recommended activities, for which SIDA has pledged financial support. Led by an African institution, CEFORP, national and multi-country teams identified and documented better practices for EOC throughout Africa.

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

African Regional and National Capacity: A major result of AFR/SD's work with African institutions is the completion of the first Francophone Masters Degree program in Health Economics at the Centre Africain d'Etude Supérieures en Administration et Gestion (CESAG). The first students attended the course in fall 1998. Also with AFR/SD support, CESAG completed a revision of its Masters Degree program in Health Management. Through our long-term partnership and grant support, WHO/AFRO has been able to take a leadership role in the Rollback Malaria Initiative for Africa, signified by the Executive Committee being established at their regional headquarters in Harare.

Innovative Advocacy Strategies: AFR/SD expanded its use of the Internet this year, placing 12 full-text documents on its Website, which was accessed an average of 2,700 times per month. In addition, two African institutions, CESAG and the Center for African Family Studies (CAFS), incorporated advocacy training into their ongoing course availability, using AFR/SD training materials and teaching methodologies. Both institutions held their first advocacy training this year. AFR/SD provided advocacy training at other African meetings, including the NARESA (Network for AIDS Research in East and Southern Africa) meeting on perinatal transmission of HIV/AIDS.

Sector-Wide Donor Assistance: AFR/SD played an important catalytic role promoting donor coordination resulting in joint initiatives, collaborative work plans and shared funding among donors in the areas of polio, malaria, IMCI and immunization. Continued joint planning in malaria between DFID, USAID and WHO/AFRO provided a model for WHO/Geneva for expansion of donor collaboration from regional to national levels for Rollback Malaria. Our support to the polio eradication initiative, with direct communications to WHO/AFRO and our USAID missions, helped to improve use of funds at the country level.

4. Expected Performance: Through FY 2001, AFR/SD will focus on: increasing capacity for routine immunization at the country level; scaling up IMCI implementation; developing and implementing community-based strategies for malaria, nutrition and IMCI; developing both African regional and local technical and management capacity; and field-testing and disseminating problem-solving approaches to improving quality of care at the facility levels.

Data Tables

STRATEGIC OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency and Equity of Health Services			
APPROVED: 5/15/97		COUNTRY/ORGANIZATION: AFR/SD	
RESULT NAME: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency and Equity of Health Services			
INDICATOR: National Immunization Plans			
<p>UNIT OF MEASURE: Number of countries, cumulative</p> <p>SOURCE: WHO/AFRO. Verified at annual ICC meetings.</p> <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> <p>COMMENTS: The 27 countries for FY 98 include Angola, Benin, Botswana, Burkina Faso, Burundi, Central African Republic, DR Congo, Chad, Congo, Eritrea, Ethiopia, Ghana, Guinea, Cote d'Ivoire, Kenya, Lesotho, Mali, Namibia, Nigeria, Niger, Rwanda, South Africa, Swaziland, Uganda, Tanzania, Zambia, Zimbabwe.</p> <p>This indicator description will be slightly modified for the future to better reflect targeted result. Since in FY 98, both the FY 98 and FY 99 targets were exceeded (as reported in last year's R4), new targets have been set for FY 99 and FY 2000.</p>	YEAR	PLANNED	ACTUAL
	1996	-	8
	1997	12	15
	1998	18	27
	1999	36	
	2000	41	

STRATEGIC OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency and Equity of Health Services

APPROVED: 5/15/97

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

	Year	Planned	Actual
UNIT OF MEASURE: Cumulative number of countries	1996	-	3
SOURCE: WHO/AFRO. Verified through discussions with country coordinators at the annual WHO/AFRO meetings on IMCI in Africa.	1997	5	10
INDICATOR DESCRIPTION: Number of countries adopting a national IMCI strategy COMMENTS: The 15 countries that adopted the IMCI strategy are: Botswana, Cote d'Ivoire, Ethiopia, Madagascar, Malawi, Mali, Niger, Senegal, Tanzania, Togo, Nigeria, South Africa, Uganda, Zimbabwe, Zambia. This is the last time this indicator is being reported.	1998	12	15

STRATEGIC OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency and Equity of Health Services

APPROVED: 5/15/97

COUNTRY/ORGANIZATION: AFR/SD

RESULT NAME: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency and Equity of Health Services

INDICATOR: Nutrition Programs

UNIT OF MEASURE: Cumulative number of countries

SOURCE: TDYs, Mission communications. Verified through Mission R4s.

INDICATOR DESCRIPTION: Number of countries which have incorporated nutrition interventions into integrated child survival programs

COMMENTS:

The 9 countries are Benin, Eritrea, Ghana, Guinea, Madagascar, Mali, Senegal, Zambia, and REDSO/ESA through GHAI. The indicator definition may be modified during FY99.

Year	Planned	Actual
1997	-	1
1998	9	9
1999	10	

STRATEGIC OBJECTIVE: Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency and Equity of Health Services

APPROVED: 5/15/97

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 Approaches

UNIT OF MEASURE: Cumulative number of countries

SOURCE: Activity reports, field support requests for reproductive health. Verified through Mission R4s

INDICATOR DESCRIPTION: Number of countries adopting approaches for improving obstetric care.

COMMENTS: Zambia met our target.

Year	Planned	Actual
1997		0
1998	1	1
1999	2	

AFR/SD SO7 Annex

Indicators and Targets to be Reported for FY 99 (R4 2002)

- Cumulative number of countries with multi-year national plans that follow WHO EPI standards, target 36.
- Number of countries implementing Integrated Management of Childhood Illness (IMCI) interventions beyond pilot districts, target 5 (baseline 1997= 0).
- Number of countries with malaria control plans incorporating 2 or more elements of the Africa Regional Strategy for Malaria Control, target 8 (baseline 1997=0).
- Cumulative number of African countries where nutrition activities, including micronutrient and other interventions, are integrated into mission-supported programs, target 10.
- Cumulative number of missions adopting EOC interventions into country programs, target 2.

AFR/SD SO 8: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY AND QUALITY OF FAMILY PLANNING SERVICES.

1. Summary of the SO.

AFR/SD is promoting the adoption of policies and strategies (IR 8.1) that will address the needs of underserved populations (adolescents and males), improve urban family planning (FP) services, integrate STI/HIV/AIDS programs with FP/MCH and other reproductive health services, and empower women to take control of their reproductive health. The enabling environment will be improved (IR 8.2) by developing and promoting: strategies for strengthening African capacity to plan, manage, and implement FP programs; innovative advocacy strategies to increase support for FP programs (see media below); and strategies for improved coordination among partners.

2. Summary Performance Statement.

Performance exceeded expectations in both IRs and in all technical areas, as described below and in the indicator tables. Most notable is the increase in program implementation, an impact beyond the SO level. For example, as described in the next section, not only did PSI start an adolescent program in Zambia based on AFR/SD-supported results in Botswana, but in 1998 the program was expanded to cover the entire country. In Lusaka, Zambia, the urban initiative led to a 30% increase in oral contraceptive usage by youth.

3. Performance relative to plans.

A. Adolescent reproductive health. In summary, the target of one additional program with an action plan for addressing the reproductive health needs of adolescents was vastly exceeded by the actual figure of 7 programs. (See tables for explanation). Between 1995 and 1998, Population Services International (PSI) implemented in Botswana, South Africa, Cameroon, and Guinea, with support from AFR/SD, operations research (OR) on the use of social marketing and peer education to improve adolescent knowledge and attitudes about reproductive health and change appropriate behaviors. In 1998, building on the previous AFR-SD funded experiences and research but now using non-AFR/SD funding, PSI developed similar projects in additional countries (Zambia, Cameroon, Malawi, Namibia, and Tanzania) or improved and/or expanded activities in the original 4 countries. For example, social marketing and peer education programs for youth were expanded in Zambia to cover the entire country and peer educators are linked to each of PSI's district sales offices. The Government of Botswana continued in 1998 to provide financial support for the PSI-originated adolescent activities.

Adolescent reproductive health activities in Francophone West Africa have been equally successful. The R4s for '96 and '97 described the new, proactive strategy of an African institution, the Centre for Applied Research on Population and Development (CERPOD), to use findings of its AFR/SD-supported adolescent research in promoting policy and program change. A special week of dissemination activities in Burkina Faso (supported by AFR/SD in late 1997) led to the creation of a national youth network in 1998 and the development of an adolescent reproductive health action plan (1998-2001). Other new strategies adopted from the advocacy work include a more active collaboration among youth associations, NGOs, journalists, and government agencies to develop programs (coordinated by UNFPA), and the use of singers and actors that are respected and highly visible to help convey messages. The impacts of the advocacy

activities in Burkina were evaluated using key informant interviews conducted by a CERPOD consultant.

Finally, the SO8 team assisted USAID/Madagascar in preparing an action plan to improve adolescent reproductive health in that country.

B. Male involvement in reproductive health. In summary, the target of 4 USAID missions or other partners increasing resources to expand male involvement programs was exceeded by 2 for an actual 6 partners, plus 10 others which supported the Francophone conference (see table). To increase attention of policy makers, program planners and donors to the role of men as partners in RH and the needs of men as users of RH services, AFR/SD co-funded two regional conferences on men's participation in RH in December 1996 in Zimbabwe and in April 1998 in Burkina Faso, the first of its type in Francophone West Africa. Both included training on ways to advocate for male involvement programs among policy makers and the development of a strategy for reaching men. A variety of donors, African governments, PVOs, CAs, and USAID missions co-funded the second conference. Follow-up questionnaires to participants have shown a large number of activities occurred in 1998 as a result of the conferences, many using football's mass appeal and existing infrastructure to introduce IEC which aims to convince men to adopt responsible behavior in FP and STI/HIV/AIDS prevention. Outreach activities through football matches, mass media, trading cards, and sports celebrity spotlights can reach more men than any other educational effort. With field support funds from USAID/Tanzania, a youth Challenge CUP (CUP = Caring, Understanding Partner) Initiative in 3 districts of Dar es Salaam uses attendance at football matches as the occasion for RH education, as well as community mobilization in the districts by the players. USAID/Zambia has given four years of funding to JHU/PCS for Challenge CUP activities and in Cameroon a brewery company donated \$62,000 to support "Top Cup."

C. Media. See table for evidence that actual performance greatly exceeded targets. Since 1996, AFR/SD supported 10 senior-level radio and print journalists in W. Africa under the media activity titled *Pop' Mediafrique*. Over the years, the journalists have participated in 4 seminars, which focused on current RH research, including adolescent RH and HIV/AIDS, and the policy implications of research findings. This year's seminar began with an evaluation of the project to date and a discussion of the impact the seminars have had on the professional and personal lives of the participants. *Pop' Mediafrique* has given the participants a deep sense of personal urgency and commitment to RH issues and changed their attitudes and ability to cover RH issues more responsibly. Improvements were noted in media content and the investigative process; each article and broadcast reflects data-based information and increased collaboration with local health officials. An unanticipated result of the seminars has been actual changes in media organizations' programs and strategies. The editor-in-chief from Mauritania is now publishing special supplements of RH issues on days when there is a political event, thus taking advantage of large numbers of sales and increasing the audience. The editor-in-chief from Burkina Faso, who formerly rejected articles on HIV/AIDS because they "didn't help sell his paper", now consults UNAIDS online service daily and has increased the number of journalists reporting on the subject from 2 to 4.

D. Urban. Building on the "quick step" method of reviewing existing data for designing urban family planning action plans, SEATS activities supported by AFR/SD had substantial people level impact in 1998. In Lusaka, Zambia oral contraceptive usage by youth increased 30%. This resulted

from the following AFR/SD-supported activities. A total of 13 action plans were expanded and/or developed in 5 countries with an increased focus on youth—7 more than the target. Training of more “youth friendly” clinical service providers, and peer educators, and development of youth-specific training modules and materials have resulted in expanding access to services to special urban groups, such as adolescents. Policy and consensus building activities were held in Guinea and Senegal and an assessment was initiated in Mozambique on RH/FP needs of youth. Municipalities in Lusaka and Gweru have been extremely successful in leveraging support and have mobilized \$140,000 to implement 1998 Urban Initiative action plans. Materials are being used by the FOCUS project in 5 other countries.

E. STI/HIV/AIDS Integration. Building on AFR/SD-supported OR in FY97, the Population Council has been very successful in building a supportive environment for promoting STD integration. National meetings were held with MOHs in Kenya, Botswana, and Zimbabwe to disseminate standards and guidelines for program managers and policy makers for integrated service delivery. In Kenya, these meetings have resulted in operationalizing integration guidelines and standards at the district and clinic level. The MOH in Botswana developed guidelines for integration of STI/HIV services into existing clinics. Population Council also organized a Regional Quality of Care meeting for 100 managers from throughout East and Southern Africa to mobilize greater support for RH/FP programs. AFR/SD initiated 2 OR studies in Zimbabwe and Kenya to inform policy makers on “better practices” for integrating STI prevention and case management into existing FP and antenatal clinics.

4. Adjustments to sub-IRs, performance indicators, and targets. As explained in more detail in the tables, the six results packages supporting this SO—adolescent RH, urban FP, integration of STD/HIV/AIDS with other programs, media, male involvement, and empowering women--were drafted at the beginning of FY99. In the process, new sub-IRs were added, and indicators were revised or added. In all cases, the indicators reporting performance for FY98 were included in the R4 last year; any minor wording changes are mentioned in the relevant table.

5. Future activities and targets. In FY99, new initiatives include: support for the empowerment of women, with initial activities being: a) a media project for female journalists similar to that described earlier and b) support for an inter-bureau program to educate and advocate for the eradication of female genital cutting. In addition, a major new effort to ally income generation for youth with reproductive health education and services is being developed, in response to an often-expressed priority of youth. All of these new initiatives would have to be halted if funds to SO8 are reduced. Per the new agency guidelines, the focus of the STD integration efforts will shift from MCH/FP programs to include other types of service settings for youth, men, and core STD transmitters.

6. Targets for next year. See tables below. The following targets will also be reported (all numbers are cumulative totals). Indicators defined in individual results packages.

--Mechanisms for info. exchange (Empowering women RP):	1998-0, 1999-2
--Programs with action plans (Male RP)	1998-1, 1999-5
--Program incorporating policies and strategies for preventing and treating STI/HIV/AIDS	1998-6, 1999-7

STRATEGIC OBJECTIVE 8: 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 above

INDICATOR: Programs with action plans for addressing reproductive health needs of adolescents

UNIT OF MEASURE: Cumulative # of programs.

SOURCE: Document review, observations at workshops.

INDICATOR DESCRIPTION: # of programs with action plans for addressing reproductive health needs of adolescents.

COMMENTS: Indicator listed in last year's R4, but measured progress of an IR and worded as "Adolescent RH programs with strategic action plans." Drafting of RP led to use of indicator for SO and to slight rewording. Targets for 1999 and beyond adjusted to reflect higher than expected 1998. Programs with action plans are: Peace Corps/Cameroon, PSI/Malawi, PSI/Namibia, PSI/Zambia (expansion), PSI/Tanzania, USAID/Madagascar. PSI/Cameroon and peer educators developed a new Peace Corps initiative to create health clubs in schools and train additional peer educators.

Year	Planned	Actual
1997		4
1998	5	11
1999	12	
2000	13	
2001	14	
2002	15	
2003	16	

STRATEGIC OBJECTIVE 8: 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 8.2 Enabling Environment to Design, Implement, and Evaluate Family Planning Programs Improved.

INDICATOR: Resource allocations for male involvement programs.

UNIT OF MEASURE: Cumulative # of groups

SOURCE:

INDICATOR DESCRIPTION: Number of groups that have increased resources to expand male involvement programs

COMMENTS: . A group can be a USAID mission, donor, PVO, NGO or host-country govt.. Indicator description and unit of measure changed slightly from last year's R4, including "missions and other partners" replaced by "groups. Co-funders of the second conference included IPPF/Afr. Reg and 4 affiliates, JHU/PCS, UNFPA and 9 country offices, GTZ, CARE Intl., INTRAH, AVSC, Population Council, USAID/REDSO-WCA through FHA project, USAID/Benin, USAID/Mali, and Ministries of Health in several countries of West and Central Africa. Support for follow-up activities from Brasseries du Cameroon, Ministry of Youth and Sports/Ghana, USAID/Guinea, USAID/Tanzania, USAID/Zambia, and JHU/PCS.-CEDPA.

Year	Planned	Actual
1997		10
1998	14	16 +10 conference supporters
1999		
2000		
2001		
2002		
2003		

STRATEGIC OBJECTIVE 8: 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 8.2 Improve Enabling Environment to Design, Implement, and Evaluate Family Planning Programs

INDICATOR: Media articles and broadcasts

UNIT OF MEASURE: Cumulative number of media articles and radio broadcasts .

SOURCE: Media products submitted by participants & analysis of media products by CERPOD and PRB.

INDICATOR DESCRIPTION: Cumulative number of media articles and radio broadcasts on RH and gender issues that reflect research finding, data based facts, and/or policy and program needs.

COMMENTS: Articles include single articles, series of articles, multi-page supplements.

Year	Planned	Actual
1997		21
1998	31	40
1999	50	
2000	60	
2001	70	
2002	80	
2003	90	

STRATEGIC OBJECTIVE 8: 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 above

INDICATOR: Programs with actions plans

UNIT OF MEASURE: cumulative number of programs.

SOURCE: Observations during workshops, materials submitted by participating organizations, post-seminar follow-up.

INDICATOR DESCRIPTION: Programs with actions plans for addressing needs of **urban** populations based on systematic situation analysis and projected demand.

COMMENTS: Indicator listed in last year's R4, but measured progress of an IR. Target for 1999 adjusted to reflect higher than expected performance in 1998. Ten communes in Senegal prepared action plans which are now being implemented. AFR/SD support is being phased out this year.

YEAR	PLANNE D	ACTUAL
1997		3
1998	6	13
1999	15	
2000	NA	
2001	NA	
2002	NA	
2003	NA	

AFR/SD SO 9: ADOPTION OF COST-EFFECTIVE STRATEGIES TO PREVENT AND MITIGATE THE IMPACT OF AIDS

1. Summary of the SO.

The purpose of this strategic objective (SO) is to enable USAID and its African partners to adopt cost-effective strategies to prevent the spread and to mitigate the impact of HIV/AIDS. Key intermediate results focus on developing and promoting interventions on behavior change and reduction of the impact of HIV/AIDS, and improving the enabling environment to design, manage and evaluate HIV/AIDS programs. As cost-effective approaches to HIV/AIDS prevention and mitigation in Africa are still being determined, the focus of this SO is consequently to emphasize strategic support to HIV/AIDS program evaluation in the field and the development of tools and techniques for implementing and evaluating programs which address HIV/AIDS as a multisectoral development challenge. Due to the still-evolving understanding of what works and what doesn't work in HIV/AIDS, this SO does not support the implementation of services and programs.

2. Summary Performance Statement.

Overall, the SO met its expectations, particularly in the areas of evaluating approaches for the prevention of HIV/STI transmission. Targets were exceeded for those activities that focus on building African capacity and donor coordination. As indicated below, the major thrust of the SO was the progress made toward documenting and understanding our knowledge of what works or doesn't work in preventing and mitigating the impact of HIV/AIDS. In FY 98, AFR/SD continued with some ongoing studies and initiated some new ones. In the next couple of years, finding from these studies will lead to improved approaches that can be scaled-up to prevent the spread and to mitigate the impact of HIV/AIDS.

3. Performance Relative to Plans

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

To develop scientifically-sound guidance **on cost-effective HIV/AIDS prevention and mitigation strategies**, several studies continued or were initiated in FY 98. Notably, the HORIZONS project continued its studies of the effectiveness of integrating HIV/AIDS prevention services in Maternal and Child Health/Family Planning programs, as a pre-cursor to investigating whether some components of 'integration' are more cost-effective than others. The Kenya Medical Research Institute (KEMRI) studied cost-effective mechanisms to reduce HIV transmission via reducing the incidence and/or prevalence of malaria. Malaria has been shown (in the laboratory) to be a co-factor for HIV. These studies will be completed by September 2000. The results of these studies should have a profound impact on future strategic approaches to HIV/AIDS prevention and mitigation.

In the area of **behavior change interventions**, the International Centre for Migration and Health began the process to replicate the Ugandan analysis in Kenya, Zambia, and Malawi, through gathering data and creating relationships with key USAID, Ministry of Health, NGO, and research personnel. Similarly, the Network of AIDS Researchers in East and Southern Africa (NARESA)

made progress in determining priorities and making initial contacts to conduct the first phase of operations research on the interventions to reduce the transmission of HIV from mother to child (MTCT).

To document and improve our understanding of the nature and magnitude of HIV/AIDS-related **socio-economic impacts**, the Centers for Disease Control and Prevention began its investigation, with MEASURE, HORIZONS, and POLICY, of the potential utility of using data gathered for other purposes - for example from the Demographic and Health Surveys - in calculating the prevalence of HIV/AIDS. The International Centre for Migration and Health is analyzing available HIV epidemiologic data in Uganda. This examination will help attribute the relative contribution of interventions (e.g. condom social marketing) and ecological changes (e.g. increased mortality) to declining prevalence.

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

To assess trends and understand the HIV/AIDS pandemic and its future, the University of Illinois began a review and update of the *iwgAIDS Model* for discussing the impact of HIV/AIDS in various sites (at various stages of the epidemic, and with different inputs). The Health Economics and HIV/AIDS Research Division of the University of Natal developed methodologies for looking at the socio-economic determinants and consequences of the epidemic on selected development sectors. In 1997/98 the dissemination of these was begun.

To develop and promote methods for improved surveillance and evaluation, the POLICY Project continued its development and presentation of *AIDS Impact Model* in seven African countries (Ethiopia, Kenya, Madagascar, Zambia, Zimbabwe, South Africa, and Benin). The Bureau of the Census updated and disseminated the *HIV/AIDS Surveillance Database*.

Given the overwhelming need to **improve coordination** with donors and other partners, AFR/SD USAID worked with the European Union (EU), World Health Organization (WHO), and UNAIDS to create and disseminate a series of toolkits to assist in understanding and reducing the impact of the spread of AIDS in a variety of sectors, including agriculture and transportation. AFR/SD provided technical support to, and liaised with, UNAIDS projects in Africa with regular interactions with key staff in Geneva and in the field.

One of the most critical constraints to improved HIV/AIDS prevention and mitigation in Africa is the limited human resources and institutional capacity to design, manage and evaluate large-scale interventions. The Civil Military Alliance to Combat HIV/AIDS held three workshops on lessons and cooperation between the civilian and the military sectors in preventing and mitigating the impact of HIV/AIDS. Sessions in both Francophone and Anglophone Africa led to the creation of three sub-regional networks that are sharing information within countries and among countries. The MEASURE project assisted key epidemiologists from seven African countries to review, understand, summarize, and report their country's current evaluation methods and practices, specifically the indicators that capture the direct causes of behavior changes leading to declines in HIV incidence. AFR/SD

also supported the participation of Africans and others at the International Conference on AIDS and STDs in Africa (Abidjan, Cote d'Ivoire, November 1997).

The development and application of the above-discussed tools are necessary to support effective design and implementation efforts in HIV/AIDS prevention and mitigation, not only in the traditional public health approaches, but also in multisectoral program design.

4. Expected Performance: The SO9 Results Package (RP) will provide strategic support and expand technical assistance to various USAID missions to assist them in the assessment of country program performance in HIV/AIDS prevention and mitigation. The SO9 RP will additionally work with various USAID Missions and other development partners to develop specific strategies to increase political commitment of various stakeholders in Africa (such as the religious community) as well as in investigating the impact of AIDS on multiple sectors.

5. Targets for Next Year. See tables below.

STRATEGIC OBJECTIVE 9: Adoption of Cost-Effective Strategies to Prevent & Mitigate the Impact of AIDS (SO9)

APPROVED: 10/98 **COUNTRY/ORGANIZATION: AFR/SD**

RESULT NAME: Evaluate and improve interventions (e.g., behavior change) for preventing HIV/STI transmission

INDICATOR:
Number of countries that have evaluated, via internal or external individuals, groups and/or institutions, their approaches for preventing HIV/STI transmission.

UNIT OF MEASURE: number of countries	YEAR	PLANNED	ACTUAL
SOURCE: R4s; mission strategies; published articles			
INDICATOR DESCRIPTION: evaluate = assess the performance of an activity in relation to the result/s desired. Approach = program, activity, project, policy, or strategy.			
COMMENTS:			
	1997	NA	NA
	1998	1	1 (Uganda)
	1999	3 (Kenya, Malawi, Zambia)	
	2000	4	
	2001	6	
	2002	8	
	2003	10	

STRATEGIC OBJECTIVE: Adoption of Cost-Effective Strategies to Prevent & Mitigate the Impact of AIDS (SO9)			
APPROVED: 10/98		COUNTRY/ORGANIZATION: AFR/SD	
RESULT NAME: Strengthen African regional and national capacity to plan, manage, and implement HIV/AIDS programs.			
INDICATOR: <i>Number of AFR/SD-funded HIV/AIDS activities that include management or technical capacity-building</i>			
UNIT OF MEASURE: Number of activities	YEAR	PLANNED	ACTUAL
SOURCE: USAID mission strategies; R4s; activity reports.			
INDICATOR DESCRIPTION: management = direction &/or coordination. Technical = specific skills related to HIV/AIDS, such as epidemiology, laboratory or diagnostic expertise, or economics. Capacity = ability, competence, and aptitude to plan, implement, and evaluate program activities. Capacity-building = development of the capacity of individuals and institutions.			
COMMENTS:			
	1997	NA	NA
	1998	1	2 (Civil-Military Alliance; MEASURE M&E)
	1999	3	
	2000	4	
	2001	6	
	2002	8	
	2003	10	

STRATEGIC OBJECTIVE: Adoption of Cost-Effective Strategies to Prevent & Mitigate the Impact of AIDS (SO9)

APPROVED: 10/98

COUNTRY/ORGANIZATION: AFR/SD

RESULT NAME: Improve coordination with donor and other partners for HIV/AIDS programs.

INDICATOR: Number of AFR/SD-funded HIV/AIDS activities co-designed with other US agencies or international organizations

UNIT OF MEASURE: number of activities	YEAR	PLANNED	ACTUAL
<p>SOURCE: USAID mission strategies, R4s, Customer Service Plans (e.g., REDSO/ESA surveys) World Bank Policy Reports</p> <p>DESCRIPTION: partners = individuals, groups, and institutions with whom, by whom, and for whom this results package is directed. Examples include (but are not limited to): ministries of health, regional health consortia, non-governmental organizations, task forces, professional organizations, grass-roots and other advocacy groups, US cooperating agencies.</p> <p>Co-design = develop a plan together. US agencies = public institutions such as CDC, DOD, NIH, etc. International organizations = public and private institutions which work in countries other than the U.S.</p> <p>COMMENTS:</p>			
	1997	NA	NA
	1998	1	2 (AIDS TOOL KITS, ICASA)
	1999	3	
	2000	4	
	2001	6	
	2002	8	
	2003	10	

AFR/SD SO 10: IMPROVED POLICIES, STRATEGIES AND PROGRAMS FOR PREVENTING, MITIGATING, AND TRANSITIONING OUT OF CRISIS

Summary

AFR/SD's SO 10 aims to prevent or minimize the impact on affected populations of crises in Africa, whether caused by epidemics, pestilence, famine, or conflict. Activities supporting achievement of this objective include the development of effective prevention, mitigation, and preparedness programs, as well as sustainable transition strategies. To be successful, this effort requires the employment of an integrated, interdisciplinary, and evidence-based approach. As this multifaceted approach to crisis prevention and mitigation is a new area for the Agency, new conceptual frameworks must be identified to guide the provision of practical strategic and programmatic support to the field.

Key results, performance and prospects

SO 10.1: Promote Country and Sub-regional Policies and Strategies for Epidemic Preparedness and Response. AFR/SD in collaboration with national, regional and international partners, works to improve disease surveillance systems and responses of African countries. The ultimate aim is to lower case fatality by at least a third through effective response to epidemic outbreaks of common diseases (e.g. cholera, meningitis, measles, malaria, plague, yellow fever, influenza and viral hemorrhagic fevers).

Through a grant to WHO/AFRO, five African epidemiologists and three laboratory specialists were recruited to 1) directly assist countries in these sub-regions with planning and implementation of training epidemiological surveillance activities, and 2) carry out outbreak investigations, and closely monitor the incidence and prevalence of infectious diseases. In West Africa, we worked with the USAID-supported NGO Merlin to conduct an investigation of an acute hemorrhagic fever occurring in Liberia, and were able to recommend actions that would reduce the spread of the disease. Finally, country surveillance assessments were conducted in Tanzania, Kenya, and Eritrea.

SO 10.2: Improved, environmentally sound and effective management of grasshoppers, locusts and other pests in target countries. This intermediate result is achieved primarily through the African Emergency Locust and Grasshopper Assistance (AELGA) project, developed to provide the Africa Bureau with a rapid-response mechanism for emergency procurement and transfer of funds, material resources, and technical assistance to combat pest invasions. One important external factor impeding program performance has been the border conflict between Ethiopia and Eritrea.

AELGA supported the UN's Food and Agriculture Organization's initiation of the regional emergency prevention system for trans-boundary pests (EMPRES) to coordinate assistance for at-risk outbreak countries, and initiated a grant with Virginia Polytechnic Institute and State University to do biological control research. AELGA rapidly delivered pesticides to Eritrea to control a locust outbreak, stopping the plague cycle. AELGA contributed significantly also to

stopping plagues in Eritrea, Somalia, and Cameroon. In Madagascar, AELGA, along with the Office of Foreign Disaster Assistance (BHR/OFDA) and the Famine Early Warning System (FEWS), helped put into remission a locust plague, and as part of that effort completed an environmental assessment of a new pesticide.

Anticipated activities through FY 2001 include the continued building of capacity in planning, monitoring, surveying, and reporting environmentally sound locust management, pesticide safety and biological control. Capacity will continue to be strengthened in Mauritania, Senegal, Mali, Tanzania, Namibia's Caprivi Strip, and possibly Mozambique and Madagascar. A total of 800 crop protection officers and farmers are scheduled for training in these countries. AELGA will also maintain its rapid response mechanisms to mitigate outbreaks, will continue to stop plagues from developing, and will clean up old locust pesticides. AELGA will help dispose of 1,500 metric tons of obsolete and dangerous pesticides in two African countries. Biological control agents will be used against locusts in one country

SO 10.3: Improved famine prevention, drought preparedness and adoption of response plans. Progress has been made towards adopting common approaches for identifying acute food crises, thereby building a firm foundation for quick responses which meet the needs of food insecure populations in the most developmentally supportive way. In Southern Africa, FEWS jointly developed with SADC a vulnerability assessment methodology that was employed in 1998 by the governments of Zambia, Mozambique, and Zimbabwe, and by many NGOs. In Somalia, a multi-agency crop assessment process was adopted in 1998, which was based on FEWS's model. The process was used by all major donors for contingency planning and emergency response, and aided in reaching a consensus on the likely food gap and food aid needs in Somalia in 1998. In Ethiopia, FEWS provided coordination and technical assistance to the Disaster Preparedness and Prevention Commission (DPPC) and donors for the development of a joint approach towards DPPC-donor crop assessment in 1998. In the past, Ethiopia crop and food need estimates have varied considerably, but with FEWS assistance the estimates have been more consistent and accurate. In Uganda, FEWS led the creation of a monthly forum which brings together WFP, the GOU, commercial traders and NGOs to exchange information and reach a consensus about food insecurity and food needs.

The targeted (food aid) interventions undertaken in both Ethiopia and Zambia during 1998 made use of joint early warning and vulnerability analyses. Government of Mozambique Ministry of Agriculture (DINA) used the 1998 FEWS vulnerability analysis to plan seed and tool distributions. A WFP/NGO income support program also distributed food and seeds in formerly flooded districts. In Sudan, Operation Lifeline Sudan/WFP made use of FEWS information in responding as quickly as possible when the flight ban to previously inaccessible areas in Bahr el Ghazal was lifted in early 1998. Moreover, WFP distributed about 8,000 MT of food aid per month based upon the guidance of National Food Security Group to which FEWS is a major contributor. In the agricultural sector, advice given by FEWS/Kenya helped Kenya's Director of Agriculture (Crops Division) decide to use the national extension network to advise farmers in the marginal agricultural areas of the strong possibility of drought. Farmers were advised to dry-plant, as well to adopt drought tolerant, short maturing crop varieties. This advice was timely and appropriate, since the short rains failed in Kenya in late 1998.

SO 10.4: Country and sub-regional conflict prevention and resolution improved. Africa has made great strides in its political and economic development, but there continue to be serious

threats to consolidation of these achievements, in particular continuing conflicts in several countries (e.g., Rwanda, Burundi, Somalia, Angola, and Sudan). In 1997/98, Africa experienced its highest number of devastating conflicts in several years. One of AFR/SD's aims is to strengthen and support regional African civil society organizations which attempt to prevent or resolve conflicts. In FY 98, AFR provided support to an African-based organization, the African Centre for the Constructive Resolution of Disputes (ACCORD). The support was in two forms: 1) a strengthening grant and 2) an endowment. During this period ACCORD undertook missions to Liberia, Nigeria, Zimbabwe, and Tanzania. In Liberia, an ACCORD-led assessment resulted in increased contact between South African civil society groups and Liberian civil society groups, including the Inter-Faith Mediation Committee and the Justice and Peace Commission.

SO 10.4 has initiated a comprehensive information syntheses and reference collection through an agreement with Tulane University and USAID Research and Reference Series in the Africa Bureau Information Center (CDIE/ABIC). Also, during FY98, an army major was brought on board through a newly established DOD RSSA, and a Presidential Management Intern was hired. Both of these individuals will focus on conflict. The team also identified an analytical model for looking at internal conflicts and state collapse. Using the base that was developed in FY98, the team reviewed five assessments that have been completed in Africa and will identify two "pilot" countries to which to apply the analytical model. The results will be widely disseminated to USAID Missions and other partners.

Possible Adjustment to Plans: A 1998 evaluation of FEWS indicated new areas of emphasis that will improve food security policies to mitigate vulnerability and improve the national and regional institutional framework(s) for planning effective famine prevention responses. These changes should be reflected in strengthened impact indicators reported in further R4s. Currently 10.3 is undergoing a redesign. There will be an evaluation of 10.2 activities including its training component, and modifications may result. In general, conflict and crises in sub-Saharan Africa will impact on the performance of the SO.

Major Contractors and Grantees: Associates in Rural Development, USGS, USDA, NOAA, NASA, Virginia Polytechnic Institute and State University, FAO, Department of Defense, Tulane University.

STRATEGIC OBJECTIVE 10: IMPROVED POLICIE, STRATEGEIS, AND PROGRAMS FOR PREVENTING, MITIGATING AND TRANSITIONING OUT OF CRISES

APPROVED: July 1997
AFR/SD/CMR

COUNTRY/ORGANIZATION:

RESULT NAME:

INDICATOR: Strategy for Preventing, Mitigating and Transition Out of Crisis Approved (SO 10)

	Year	Planned	Actual
<p>UNIT OF MEASURE: As applied to the various benchmarks identified in the targets</p>	1997	No strategy exists	
<p>SOURCE: AFR/SD, USAID Missions, other USAID Bureaus, and partners</p>	1998	Research undertaken to support strategy	Liberia research undertaken
<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>	1999	Strategy drafted	
	2000	Strategy approved	
	2001	Strategy distributed	
	2002		
	2003		
<p>COMMENTS: During last year’s R4 review, the review team though that this was too ambitious for the SO to accomplish. The team is reviewing the terminology but is still working towards a more comprehensive development of a strategy. The SO team will come to agreement on this issue this year. Even so, research has started.</p>			

STRATEGIC OBJECTIVE 10: IMPROVED POLICIE, STRATEGEIS, AND PROGRAMS FOR PREVENTING, MITIGATING AND TRANSITIONING OUT OF CRISES

APPROVED: July 1997

COUNTRY/ORGANIZATION: AFR/SD/CMR

RESULT NAME: Improved environmentally sound and effective management of grasshoppers, locusts and other emergency pests in target countries (IR 10.2)

INDICATOR: Number of emergencies mitigated (Indicator 1: primary reporting indicator)

UNIT OF MEASURE: Number of emergencies mitigated

SOURCE: USAID and FAO reports

INDICATOR DESCRIPTION: For each emergency that occurred, the Africa Emergency Locust and Grasshopper Assistance Team provided rapid response in the field.

COMMENTS: This is a new primary indicator contributing to the success of SO 10. There is no planned number for emergency outbreaks because the location of outbreaks are unknown until they happen. What we are doing is monitoring breeding grounds, climate, agriculture and other indicators so we can react earlier so outbreaks are not as extensive.

Year	Planned	Actual
1997		
1998		4
1999	N/A	
2000	N/A	
2001	N/A	
2002	N/A	
2003	N/A	

STRATEGIC OBJECTIVE 10: IMPROVED POLICIE, STRATEGEIS, AND PROGRAMS FOR PREVENTING, MITIGATING AND TRANSITIONING OUT OF CRISES

APPROVED: July 1997
AFR/SD/CMR

COUNTRY/ORGANIZATION:

RESULT NAME: Improved Famine Prevention, Drought Preparedness and Adoption of Response Plans

INDICATOR: Number of Consensus Plans Adopted in Response to Potential Crises (IR 10.3)

UNIT OF MEASURE: Number	Year	Planned	Actual
	<p>SOURCE: USAID, FEWS and WFP, regional systems</p> <p>INDICATOR DESCRIPTION: Each country and region will have at most one integrated plan which reflects consensus about the ways to respond to a potential problem</p> <p>COMMENTS: Indicator changes when crisis actually occurs and indicators might be revised in light of the re-design in the FEWS activity.</p>	1997	
1998		4	6
1999		6	
2000		7	
2001		8	
2002		9	
2003		10	

STRATEGIC OBJECTIVE 10: IMPROVED POLICIE, STRATEGEIS, AND PROGRAMS FOR PREVENTING, MITIGATING AND TRANSITIONING OUT OF CRISES

APPROVED: July 1997

COUNTRY/ORGANIZATION: AFR/SD/CMR

RESULT NAME: Country and Sub Regional Prevention, Mitigation, Post-Conflict Recovery, and Resolution Improved (IR 10.4)

INDICATOR: Establishment of Staff and Policy

	Year	Planned	Actual
<p>UNIT OF MEASURE: Establishing core conflict team in AFR/SD/CMR with Department of Defense detailee. Developing policy once core team is established</p>	1997	N/A	N/A
<p>SOURCE: Reporting from CMR</p>	1998	2 additional staff members	2
<p>INDICATOR DESCRIPTION: During 1998 a Presidential Management Intern was hired to lead this intermediate result. The PMI will be joined in July by the DOD detailee. The intermediate result will then have two full time staff working on conflict. Once the team is established, the two staff members will develop a working group on conflict for the intermediate result and utilize Tulane University through a PASA agreement for case study analyses of at least two conflict prone countries.</p>	1999	2 case studies	
<p>COMMENTS: This indicator will not be used in 2000. Note that the indicator name has changed from Country and Sub Regional Conflict Prevention and Resolution Improved to Country and Sub Regional Prevention, Mitigation, Post-Conflict Recovery, and Resolution Improved. This reflects the fluid situation surrounding conflict and the increased importance of addressing conflict on the continent of Africa.</p>	2000		
	2001		
	2002		
	2003		

AFR/SD SSO 1: TOOLS, METHODS AND APPROACHES ARE ADOPTED AND EFFECTIVE IN IMPROVING APPLICATION OF ENVIRONMENTAL PROCEDURES AND STRATEGIES IN MISSIONS' AND AFRICANS' PROGRAMS

Summary :

This Strategic Support Object objective aims to improve the application of environmental procedures and strategies to USAID Mission programs, as well as to improve the development efforts of USAID's partners in Africa. By implementing the Agency's Environmental Procedures (especially 22 CFR 216, Reg. 216, and ADS 204) in an adaptively proactive and analytically-informed fashion, the SSO supports the environmental quality of *all* AFR investments. SSO maintains strong linkages with the natural resources management Strategic Objective (SO5), and together SSO and SO 5 address the Agency goal to manage the environment and natural resources in a sustainable way.

The SSO team -- working with the Regional and Mission Environmental Officers -- is recognized to 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. An environmental capacity building process for PVOs carrying out the P.L.480 food aid program has been fully launched, and has now been picked up and funded globally by the Bureau for Humanitarian Response.

Key Results: Environmental review functions during 1998 included 69 Initial Environmental Examinations (IEEs) of planned activities and programs, and two Supplemental Environmental Assessments (SEAs), completed for 19 countries across sub-Saharan Africa, as well as for several working units within the Africa Bureau. Likewise, 10 different thematic analyses and assessments have been conducted during FY 1998 which have been influential in encouraging Missions and African agencies to address specific concerns such as the environmentally-conscious trade and investment.

The Africa Regional Environmental Management Capacity Building Program (ENCAP) made strong progress during 1998, and is spreading in its influence. During the reporting period, environmental assessment courses were organized in Kenya for the Kenya Wildlife Service and in Washington, D.C. for Title II PVO Headquarters staff. Also, Title II PL 480 sponsored regional EA workshops were held in Ghana and Cape Verde. . In addition, short follow-up workshops were held in Zimbabwe and in Rwanda. The Title II training program is now being picked up in other geographic regions – CARE and CRS in Bolivia and Honduras hosted EA workshops. Similarly, ENCAP materials are also being used in the ENI Bureau.

Performance in FY98: The Special Support Objective exceeded expectations in three of its key results, as can be seen from Tables 1-3. A report on the fourth, regarding environmental planning and monitoring frameworks at the Mission and host country level, will be presented in the FY2000 R4 report.

SSO 1, IR # 1.1. Analytic processes lead to improved environmental soundness of humanitarian and development programming: Analytical work undertaken by the SSO in FY 98 addressed critical issues to inform environmental compliance and decision making, and dissemination was begun to influence decision making in several technical areas of emerging importance (See Table 1). Several programmatic environmental assessments are being conducted or planned, jointly with Missions or other donors. Thus, 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. IPM information and communications networking, and innovative IPM implementation actions were strongly promoted through an AFR/SD co-funded Integrated Pest Management Communications and Information Workshop for Eastern and Southern Africa (ICWESA) in March 1998, at ICIPE, Nairobi, Kenya.

The SSO has also 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.

SSO IR # 1.2. Capacity built to improve environmental review, planning and management, leading to implementation of environmentally sound activities by USAID Missions, Africans and other collaborators and partners: Environmental assessment courses for Private Voluntary Organizations (PVO) and host country partners have been conducted in a total of 13 countries through FY 98, four during FY 1998 in Zimbabwe, Kenya, Ghana (regional Title II) and Cape Verde (regional Title II). In addition, less formal sessions were organized in Rwanda by the REDSO/ESA REO. A strong focus this year was on training events for Title II PVO partners. In FY 98, these courses reached 157 participants (35% women) among 70 organizations (country-level and international) carrying out USAID programs in all the agricultural and health arenas (Table 2). A comprehensive *Environmental Documentation Manual* and a training series for the PVO community have been developed, printed and distributed globally for this purpose, in close partnership of private voluntary organizations, and with the Food Aid Management (FAM) Environmental Working Group (EWG).

Participants have given the course series high praise from its inception. Follow-up interviews suggest that participants have been able to apply their newly acquired knowledge and skills on the job. Individual participants reported using the tools of the course in many different settings. Response to the course materials has been so positive that some USAID partners have used them to organize similar training sessions that increase the capacity of their own organizations and help train other organizations that work with them. Catholic Relief Services (CRS), for example, organized training in Kenya for PVOs carrying out food-aided development activities under USAID's Title II Food Aid for Development program, and PVOs co-organized similar environmental assessment training courses in Honduras Bolivia.

SSO produced a new Guide entitled *Capacity Building Opportunities In Environmental Impact Assessment* to help in the identification of opportunities to overcome this "EIA experience gap" in Africa. The guide consists of an environmental impact assessment (EIA) capacity building roster, specifically oriented to providing Africans with learning-by-doing experience and training.

SSO 1 IR # 1.3 USAID environmental procedures are integrated into results planning, achieving

and monitoring, and applied by SO teams: One training course specifically for Mission Environmental Officers was organized in March 1998, hosted at REDSO/ESA, Nairobi, with 19 persons representing 11 Missions, and 15 SOTs (Table 3). The Missions present were: REDSO, Kenya, Ethiopia, Uganda, Tanzania, Mozambique, Madagascar, South Africa, Zambia, and in West Africa, Guinea and Senegal. Praise for the course was effusive, with a rating of 4.4 out of 5. For example, USAID/Senegal stated “we want you to know that the course has been very helpful in raising the environmental consciousness of the entire Mission in ... forming our new strategic plan.”

Through the highly interactive IEE preparation process, the SSO capacity building efforts have responded to increased flexibility under re-engineering by delegating responsibility and empowering individuals to conduct environmental reviews at the Mission and partner level. Mission Environmental Officers and Regional Environmental Officers have become key members of Mission Strategic Objective (SO) teams and Results Package (RP) teams. 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.

Expected performance and adjustments through budget request year: 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 1999, the Environmental Monitoring, Evaluation and Mitigation Plans (EMEMP) will be revised to formulate approaches which go beyond simple compliance monitoring related to applicable laws, to encourage longer-range strategic planning and integration of environmental monitoring with overall monitoring and evaluation systems at the host-country level. Likewise, we will be promoting the evolution of the national environmental action planning processes.

Although the Environmental Assessment Training Course continues to be valuable, much more is needed to ensure that environmental capacity in Africa is strengthened. SSO will working with others provide practical on-the-job experience by including Africans on donor-funded assessment teams and creating stronger ties among professionals involved in environmental assessment and management. Advocacy is important too, to ensure that environmental specialists are used effectively in their own countries. Environmental laws can only be enforced if governments provide budgets that are large enough to support adequate staffing and regulatory activities

Other Donor Programs: SSO is working with other donors, including the African Development Bank and World Bank. We want to encourage strong environmental legislation and funding mechanisms that support the implementation and the ongoing management of environmental programs. The ENCAP program, including not only the Environmental Assessment Training Course, but also the analysis and “learning-by-doing” fellowship program, will contribute to providing for a growing number of Africans who understand environmental assessment, who then provide an expanding foundation for these efforts and for sustainable resource management in Africa. The greater challenge lies in encouraging sustainable capacity for environmental review in host countries themselves, reducing the needs for USAID's own procedures.

Major Contractors/Grantees: NESDA, World Bank Multi-Donor Secretariat Trust Fund, EPIQ, IPM CRSP, FAO Global IPM Facility, ICIPE, PAN Afrique, World Resource Institute, USGS.

Table 1. SSO 1 IR #1

<p>SPECIAL SUPPORT OBJECTIVE 1 : Environmental Quality and Protection: Tools, methods and approaches are adopted and effective in improving application of environmental procedures and strategies in Missions' and Africans' programs.</p> <p>APPROVED: May/1997 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: SSO 1, IR # 1 – Analytic processes lead to improved environmental soundness of humanitarian and development programming</p>			
<p>INDICATOR: Adoption by operating units and collaborators of program elements which are the result of SSO activities.</p>			
<p>INDICATOR DESCRIPTION: USAID Operating Units, NGOs/PVOs and African institutions targeted by the SSO change elements of their program in response to the outputs of SSO activities.</p> <p>UNIT OF MEASURE: Partners reporting taking measures which are the result of SSO activities</p> <p>SOURCE: Data obtained from solicited testimony from the field and from reports, including the R4. This will be carried out periodically, but at least twice a year. Responsible agents will be the REA and BEO, drawing esp. on the REOs and MEOs.</p> <p>RATIONALE: Analyses and assessments carried out via the SSO influence program changes – through adaptations in the environmental review process and training modules, and changes in approaches and mitigation measures taken by the targeted groups.</p>	Year	Planned	Actual
	1996	4	3
	1997	6	6
	1998	8	11
	1999	12	
	2000	16	
	2001	20	
	2002	24	
	2003	28	
<p>COMMENTS: Well-targeted and timely analysis informs environmental review and training programs, which influence the design and implementation of activities.</p> <ul style="list-style-type: none"> • IPM information and communications networking is expanding rapidly, with NGOs, researchers, extensionists, IPM practitioners and others interacting via listservs and other initiatives supported by AFR/SD, including the International IPM Partnership, with follow-up in at least five countries to date. • Several programmatic environmental assessments are being conducted of planned (Nile Rive Basin Environmental Management, Guinea Natural Forest Management, Pesticide and Pest Management in Ghana, Uganda; Insecticide Treated Netting for Malaria Control) • An SSO study on the implications of urbanization in Africa for program adjustments was presented at a Agriculture, Environment and Private Sector Officers conference in Uganda, and has stimulated studies • A study organized by WRI concerning the nexus between food security and environment was used in a stakeholder workshop in the GHAI region, hosted by IUCN • The SSO team has reviewed and influenced programs involving regarding biotechnology, biosafety, biodiversity and exotic germplasm. Such themes are increasingly arising in African countries as high input technologies and intensification of agriculture proceed. • An SSO study on the environmental implications of trade and investment initiatives influenced program decisions in Mozambique, South Africa and Uganda in this area. • The SSO prepared a <i>USAID Framework for Cooperation in Africa in the Implementation of the Convention to Combat Desertification</i>, which provided the US government's official response to the Conference of Parties. 			

Table 2. SSO 1, IR #2

<p>SPECIAL SUPPORT OBJECTIVE 1 : Environmental Quality and Protection: 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</p>			
<p>RESULT NAME: SSO IR # 1.2 : Capacity built to improve environmental review, planning and management, leading to implementation of environmentally sound activities by NGOs/PVOs, African organizations, and other collaborators and partners.</p>			
<p>INDICATOR: Targeted partners are incorporating environmental review procedures into their operations.</p>			
<p>INDICATOR DESCRIPTION: Targeted NGO/PVO partners and African organizations adopt environmental screening procedures and guidelines adapted to their specific operating environments and implementation needs.</p> <p>UNIT OF MEASURE: Number of incidences of incorporation reported</p> <p>SOURCE: Solicited input from partners, purpose-specific questionnaires, TDYs, course reports, and lessons learned reports.</p> <p>RATIONALE: The environmental capacity-building components promoted by SSO, in conjunction with other development assistance agents, lead to the use of appropriate guidelines and screening procedures introduced into the standard design and implementation cycle, including preventative and mitigative measures. This is expected to lead to more deliberate and environmentally sound programs.</p>	Year	Planned	Actual
	1996	4	4
	1997	7	8
	1998	12	15
	1999	20	
	2000	30	
	2001	40	
	2002	50	
	2003	70	
<p>COMMENTS: The Africa Regional Environmental Management Capacity Building Program (ENCAP) was very active during 1998, and is spreading in its influence, especially to the Title II partner environment. During the reporting period, environmental assessment courses were organized in Kenya, Washington, D.C. for Title II PVO Headquarters staff, and Title II PL 480 sponsored workshops were held in Ghana and Cape Verde. In addition, a short follow-up workshop was held in Zimbabwe with the CAMPFIRE Association, and shorter ad hoc workshops were held in Rwanda. Thus far, a total of some 250 country organizations and 530 partners have been trained in 12 countries (13 counting the U.S.) under the ENCAP program, and feedback has been very positive. The Title II training program is now being picked up in other geographic regions – CARE and CRS in Bolivia and Honduras hosted EA workshops in Spring of 1998. In 1998, the African training events reached 147 participants (35% women) among 60 organizations carrying out USAID-assisted programs in rural development. Judging by testimonials and IEEs, at least 15 of these organizations have operationalized environmental screening procedures.</p>			

Table 3. SSO 1, IR #3

<p>SPECIAL SUPPORT OBJECTIVE 1 : Environmental Quality and Protection: 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</p>			
<p>RESULT NAME: SSO IR #3 - USAID environmental procedures are integrated into results planning, achieving and monitoring, and applied by SO teams.</p>			
<p>INDICATOR: Environmental training events conducted for Mission and other operating Unit Staff</p>			
<p>INDICATOR DESCRIPTION: SSO and Regional Environmental Officers collaborate in organizing at least one MEO-specific workshop per year in Africa, to which other members of the SO teams are invited as well. The number of Operating Units (Missions) represented is tracked. USAID SOT members attending regular collaborator EA workshops could also be counted.</p> <p>UNIT OF MEASURE:(a) Number of SOT and MEO/FFPO training events; (b) Number of Operating Units reached per year SOURCE: TDY reports, REO and MEO reports, other Mission reports. RATIONALE: All Mission and work units programs and projects must comply with the requirements of USAID environmental regulations as stated in Regulation 216. Training of MEOs and SOT members is considered to be the best way to build understanding about USAID Environmental Procedures, and maintain the quality of the environmental review process. Turnover of Mission Environmental Officers and other Mission staff, as well as collaborators staff, who are responsible for conducting these environmental reviews, requires that regular training be conducted to familiarize these people with USAID environmental regulations. Furthermore, it is maintained that by incorporating sound environmental principles into all Mission programs and projects, these activities will be more sustainable and economically viable.</p>	Year	Planned	Actual
	1996	(a) 0, (b) 0	(a) 0, (b) 0
	1997	(a) 1, (b) 5	(a) 1 (b) 6
	1998	(a) 1 (b) 5	(a) 1 (b) 11
	1999	(a) 1, (b) 8	
	2000	(a) 1, (b) 8	
	2001	(a) 1, (b) 8	
	2002	(a) 1, (b) 9	
	2003	(a) 1, (b) 10	
<p>COMMENTS: One purpose-specific MEO training course was organized in March 1998, hosted at REDSO/ESA, Nairobi, with 19 persons representing 11 Missions, and 15 SOTs: The Missions present were: REDSO, Kenya, Ethiopia, Uganda, Tanzania, Mozambique, Madagascar, South Africa, Zambia, and in West Africa, Gambia and Senegal. Praise for the course was effusive, with an evaluation showing an average rating of 4.4 out of 5.</p>			

AFR/SD SPO: POLIO ERADICATED IN SELECTED COUNTRIES IN MANNER THAT BUILDS SUSTAINABLE IMMUNIZATION PROGRAMS

Performance Summary

The overall objective of this initiative is to eradicate polio. The achievements to date have met/exceeded our expectations in terms of the number of countries conducting National Immunization Days (NIDS) and achieving results of greater than 80% coverage; and, the reduction of reported cases of polio and the number of countries reporting a non-polio rate of acute flaccid paralysis (AFP) of 1/100,000 in children < 15 years of age. However, the identification of widespread wild poliovirus transmission in West and Central Africa indicates less than effective National Immunization Days.

USAID provided 25% of WHO/AFROs total budget of \$52,000,000 for polio eradication in 1998. WHO/AFRO is the major provider of financial and technical support for the polio eradication activities in all sub-Saharan Africa. The bulk of the funds were used for activities at the country level for NIDS and surveillance and 9% for personnel. Overall support for surveillance increased from 2.8 million to approximately \$12 million in 1998.

SPO1.1 Strengthen partnerships to support the implementation of Polio eradication and disease control programs.

A new partner, DFID has joined in support of the Polio Eradication Initiative. In 1998, for the first time DFID provided a three-year grant for \$28 million for NIDS and surveillance activities in Kenya, Tanzania, and Uganda. Their partnership developed from the 1997 Regional Inter-agency coordinating committee (ICC) which AFR/SD supports through its grant to WHO/AFRO.

Guidelines for the establishment of a national inter-agency coordination committee were developed by AFRO with USAID funding and have been disseminated to all countries. WHO/AFRO reported that 36 countries had established ICCs for at least polio. This is an increase from the 11 ICCs reported last year.

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

One high level activity, promoted by USAID through UNICEF, WHO/AFRO and BASICS, were the development of the social mobilization communication strategy for Africa. Over the past year, the social mobilization and communication partnership for polio eradication saw the joining of several new USAID funded agencies in several aspects of social mobilization. This has all been coordinated by the AFR/SD supported WHO/AFRO EPI/polio communications officer and UNICEF staff. In order to effectively coordinate the various efforts and resources, AFR/SD supports the African Advisory committee that consists of various USAID CA's, UNICEF, and Rotary. These partners have developed a joint work plan. Aside from the important development of the communication strategy other key activities consisted of: the holding of three communication training workshops for Francophone West Africa, a workshop for Central Africa and a workshop for Anglophone West and East Africa (each country was represented by a team

of three from MOH, WHO and UNICEF); development by UNICEF of activities to strengthen surveillance at the community level; the WHO/AFRO polio eradication progress report (with technical assistance provided by USAID's Center for International Health Information (CIHI)).

The Africa Bureau also supports the strengthening of the process for keeping vaccines cold i.e. the "cold chain". During the last 12 months, a team composed of a regional coordinator, 3 inter-country logisticians and 1 country logistician worked on the *Logistics of African Immunization Services*. The specific objectives targeted were: to assess existing logistics systems and plan their rehabilitation for NIDs; to improve national planning skills in logistics for NIDs and AFP surveillance; to assist in implementing logistics for NIDS and AFP surveillance, and; through these 3 objectives to reinforce logistics for routine immunization. Accomplishments included: training of nearly 200 EPI provincial and district coordinators in logistics management; 36 national cold chain technicians trained in CFC-free refrigerator repair; rehabilitation plans prepared for 11 countries; all EPI managers introduced to new technologies and policies such as Vaccine Vial Monitors (VVM) and open vial policies, (resulting in many countries reporting reduced vaccine wastage) and use of auto-destruct syringes.

Three main constraints were lack of national counter-parts for WHO inter-country logisticians; lack of positive response from EPI managers to important issues in logistics; failure of EPI to place logistics rehabilitation plans on MOH and donors agendas.

SPO1.3 Improve planning and implementation for supplemental polio immunization

Activities (including NIDS)

In 1998, 33 out of 36 countries conducted National Immunization Days, 2 countries (Democratic Republic of the Congo and Lesotho) conducted local or sub-national immunization days. Some of the countries carried out these campaigns on the same days. Liberia's National Immunization Days were postponed until January 1999. AFR/SD provided support to the countries through WHO/AFRO, UNICEF and BASICS for the operational costs and the surveillance aspects of the Polio Eradication Initiative. This complimented the support provided by Rotary, the CDC and DFID. Overall, NIDS were successful with reported coverage well above the 80% target. Technical documents were prepared by BASICS to guide countries in polio eradication initiatives and routine immunization. In 1998, the document, *The Polio Eradication Initiative: Monitoring Service Delivery during National Immunization Days and assessing the Local Capacity to Strengthen Disease Surveillance* was published. This report encourages effective monitoring and accurate disease surveillance to improve the quality of health services, disease control eradication initiatives, and routine immunization.

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

As stated above, the polio surveillance system including laboratory reporting has improved in 1998. The AFP rate for non-polio AFP has increased from .1 in 1997 to .7 cases per 100,000 population under the age of 15 years. Data management has improved. Completeness and timeliness of reporting is one of the indicators required of every country to measure the quality of AFP surveillance needed for certification. Regional completeness of monthly AFP data reporting

to WHO has improved from 42% to 83% in 1997 and 1998 respectively while timeliness has improved from <30% in 1997 to 67% in 1998.

WHO/AFRO has also been able to plot all reported AFP cases specimens and wild poliovirus on computerized district maps of Africa. This gives the epidemiologist and program managers a good method to measure month to month progress in surveillance and the PEI program.

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 program progress, challenges and lessons learned and to develop new skills. These forums permit the exchange of lessons and the collection of valuable information. With USAID support this information was 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. An Information for Action program has been developed and EPI managers are being trained in its use. WHO/AFRO and the sub-regions have begun the distribution of a Monthly EPI Feedback bulletin.

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 .7 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.

To achieve high levels of immunization in every country, extensive immunization is needed, particularly in high-risk areas and areas of conflict. Intensified house to house vaccination strategies will be needed and for that more financial resources have to be found. The right balance between achieving the important goal of polio eradication and that of strengthening the routine EPI and insuring that appropriate strategies are used for disease control activities for measles and neo-natal tetanus will be studied.

Performance Data Table

<p>OBJECTIVE: Polio Eradicated in selected countries in ways that build sustainable immunization programs APPROVED: 15/05/97 COUNTRY/ORGANIZATION: AFR/SD</p>			
<p>RESULT NAME: Polio Eradicated in selected countries in ways that build sustainable immunization programs</p>			
<p>INDICATOR: Polio 3 coverage in children under one</p>			
<p>UNIT OF MEASURE: Percentage</p> <p>SOURCE: WHO/AFRO</p> <p>INDICATOR DESCRIPTION: An estimate of the number of children under one year of age who have received at least 3 doses of polio vaccine at the appropriate interval.</p> <hr/> <p>Comments: Results for 1998 will be available in April/May from all countries.</p>	YEAR	PLANNED	ACTUAL
	1996	-	53%
	1997	60%	55%
	1998	65%	N/A
	1999	70%	
	2000	75%	
	2001	85%	
	2002	85%	
	2003	90%	

OBJECTIVE: Polio Eradicated in selected countries in ways that build sustainable immunization programs			
APPROVED: 15/5/97 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME Polio Eradicated in selected countries in ways that build sustainable immunization programs			
INDICATOR: 0 cases of confirmed polio reported in all countries			
UNIT OF MEASURE: Total number of cases reported SOURCE: WHO/AFRO INDICATOR DESCRIPTION: COMMENTS: Final figures for 1998 will be available in April/May.	YEAR	PLANNED	ACTUAL
	1996	-	1949
	1997	-	1088
	1998	700	631 (provisional)
	1999	500	
	2000	0	
	2001	0	
	2002	0	
	2003	0	

OBJECTIVE: Polio Eradicated in selected countries in ways that build sustainable immunization programs			
APPROVED: 15/5/98 COUNTRY/ORGANIZATION: AFR/SD			
RESULT NAME: Polio Eradicated in selected countries in ways that build sustainable immunization programs			
INDICATOR: Non-Polio AFP Rate			
UNIT OF MEASURE: AFP non-polio detection rate of 1/100,000 in children < 15 years of age SOURCE: WHO/AFRO INDICATOR DESCRIPTION: COMMENTS: Figures reported are for the fiscal year beginning in 1998.	Year	Planned	Actual
	1996	-	0
	1997	0	0.12
	1998	.4	0.4
	1999	0.6	
	2000	1	

FY 1999 Budget Request by Program/Country

Program/Country: Africa Regional

Approp Acct: DA/CSD

Scenario: Base Level

SO#, Title		FY 1999 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY99
Bilateral/Field Spt	Total	Micro-Enterprise	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1: STRENGTHEN CROSS-SECTORAL SYNERGIES BETWEEN DEMOCRACY AND GOVERNANCE AND AFRICA BUREAU PROGRAMS IN KEY AREAS																
Bilateral	500												500	150	450	
Field Spt	0												0	0	0	
	500	0	0	0	0	0	0	0	0	0	0	0	500	150	450	
SO 2: ADOPTION OF IMPROVED STRATEGIES, PROGRAMS AND ACTIVITIES FOR ACCELERATED, SUSTAINABLE AND EQUITABLE ECONOMIC GROWTH																
Bilateral	32,150			30,350							300	1,500		1,575	4,725	
Field Spt	1,150			1,150							0	0		345	805	
	33,300	0	0	31,500	0	0	0	0	0	0	300	1,500	0	1,920	5,530	
SO 3: ADOPTION OF IMPROVED AGRICULTURAL POLICIES, PROGRAMS AND STRATEGIES																
Bilateral	10,585		8,570					450					1,565	3,076	7,509	
Field Spt	1,500		1,350					50					100	450	1,050	
	12,085	0	9,920	0	0	0	0	500	0	0	0	0	1,665	3,526	8,559	
SO 4: DEVELOP AND IMPLEMENT AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION																
Bilateral	1,550			1,550										465	1,085	
Field Spt	0			0										0	0	
	1,550	0	0	1,550	0	0	0	0	0	0	0	0	0	465	1,085	
SO 5: PROGRESS ACCELERATED IN THE SPREAD OF STRATEGICALLY VIABLE AND ENVIRONMENTALLY SOUND ENVIRONMENTAL MANAGEMENT SYSTEMS																
Bilateral	6,309												6,309	1,892	4,417	
Field Spt	781												781	234	547	
	7,090	0	0	0	0	0	0	0	0	0	0	0	7,090	2,126	4,964	
SO 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES																
Bilateral	3,070				3,070									921	2,149	
Field Spt	200				200									60	140	
	3,270	0	0	0	3,270	0	0	0	0	0	0	0	0	981	2,289	
SO 7: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY, EQUITY AND QUALITY OF HEALTH SERVICES																
Bilateral	16,315							10,330	5,444		541			4,895	11,420	
Field Spt	5,000							4,200	500		300			1,500	3,500	
	21,315	0	0	0	0	0	0	14,530	5,944	0	841	0	0	6,395	14,920	
SO 8: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY AND QUALITY OF FAMILY PLANNING SERVICES																
Bilateral	0							0			0			0	0	
Field Spt	1,450							950			500			435	1,015	
	1,450	0	0	0	0	0	0	950	0	0	500	0	0	435	1,015	
SO 9: ADOPTION OF COST-EFFECTIVE STRATEGIES TO PREVENT THE SPREAD AND MITIGATE THE IMPACT OF HIV/AIDS																
Bilateral	2,450									2,450				735	1,715	
Field Spt	1,300									1,300				390	910	
	3,750	0	0	0	0	0	0	0	0	3,750	0	0	0	1,125	2,625	
SO 10: IMPROVE POLICIES, STRATEGIES AND PROGRAMS FOR PREVENTING, MITIGATING/TRANSITING OUT OF CRISIS																
Bilateral	9,640										1,000	7,790	350	2,892	6,748	
Field Spt	0										0	0	0	0	0	
	9,640	0	0	0	0	0	0	0	0	500	1,000	7,790	350	2,892	6,748	

S.S.: ADOPTION OF EFFECTIVE TOOLS, METHODS AND APPROACHES FOR IMPROVING APPLICATION OF ENVIRON PROCEDURES AND STRATEGIES IN MISSIONS AND AFRICANS' PROGRAMS

Bilateral	230												230	69	161
Field Spt	445												445	134	311
	675	0	0	0	0	0	0	0	0	0	0	0	675	203	472

Sp.O.: POLIO ERADICATED IN SELECTED COUNTRIES IN A MANNER THAT BUILDS SUSTAINABLE IMMUNIZATION PROGRAMS

Bilateral	2,632								2,632					940	2,192
Field Spt	3,500								3,500					900	2,600
	6,132	0	0	0	0	0	0	0	6,132	0	0	0	0	1,840	4,792

Sp.O.: EDUCATION FOR DEVELOPMENT AND DEMOCRACY INITIATIVE

Bilateral	23,750				3,375	19,375							1,000	1,250	3,750
Field Spt	2,250				1,125	1,125							0	838	2,512
	26,000	0	0	0	4,500	20,500	0	0	0	0	0	0	1,000	2,088	6,262

Total Bilateral	109,181	0	8,570	31,900	6,445	19,375	0	13,412	5,944	2,450	1,841	18,394	850	18,860	46,321
Total Field Support	17,576	0	1,350	1,150	1,325	1,125	950	7,750	500	1,300	800	1,326	0	5,286	13,390
TOTAL PROGRAM	126,757	0	9,920	33,050	7,770	20,500	950	21,162	6,444	3,750	2,641	19,720	850	24,146	59,711

FY 99 Request Agency Goal Totals	
Econ Growth	42,970
Democracy	850
HCD	28,270
PHN	34,947
Environment	19,720
Program ICASS	0
GCC (from all Goals)	0

FY 99 Account Distribution (DA only)	
Dev. Assist Program	84,990
Dev. Assist ICASS	
Dev. Assist Total:	84,990
CSD Program	41,767
CSD ICASS	
CSD Total:	41,767

Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

Undistributed Africa Regional Funds Included in FY99 Estimated Total Amount

(\$000)

Micronutrient	2,000
Infectious Disease	6,444
Polio	1,993
HIV/AIDS	750
Regional EPI	3,000
AFSI	2,000
CGIAR	2,000

Amount also includes funding for two Initiatives (Trade & Investment - \$30M and Education - \$26M). Levels reflect amounts before country distribution.

Pipeline reflects only \$5M for both Trade & Investment and Education activities within SD.

FY 2000 Budget Request by Program/Country

Program/Country: Africa Regional

Approp Acct: DFA/CSD

Scenario: Base Level

SO#, Title		FY 2000 Request													Est. S.O. Pipeline End of FY 00	
		Bilateral/Field Spt	Total	Micro-Enterprise	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Est. S.O. Expenditures
SO 1: STRENGTHEN CROSS-SECTORAL SYNERGIES BETWEEN DEMOCRACY AND GOVERNANCE AND AFRICA BUREAU PROGRAMS IN KEY AREAS															Year of Final Oblig:	
	Bilateral	500												500	238	712
	Field Spt	0												0	0	0
		500	0	0	0	0	0	0	0	0	0	0	0	500	238	712
SO 2: ADOPTION OF IMPROVED STRATEGIES, PROGRAMS AND ACTIVITIES FOR ACCELERATED, SUSTAINABLE AND EQUITABLE ECONOMIC GROWTH																
	Bilateral	33,663			33,663										3,181	9,544
	Field Spt	0			0										201	604
		33,663	0	0	33,663	0	0	0	0	0	0	0	0	0	3,382	10,148
SO 3: ADOPTION OF IMPROVED AGRICULTURAL POLICIES, PROGRAMS AND STRATEGIES																
	Bilateral	9,250		7,250					450				1,550		4,189	12,570
	Field Spt	1,500		1,350				50					100		638	1,912
		10,750	0	8,600	0	0	0	500	0	0	0	0	1,650	0	4,827	14,482
SO 4: DEVELOP AND IMPLEMENT AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION																
	Bilateral	2,700		245	1,200	580		200		100			300	75	946	2,839
	Field Spt	0		0	0	0		0		0			0	0	0	0
		2,700	0	245	1,200	580	0	200	0	100	0	0	300	75	946	2,839
SO 5: PROGRESS ACCELERATED IN THE SPREAD OF STRATEGICALLY VIABLE AND ENVIRONMENTALLY SOUND ENVIRONMENTAL MANAGEMENT SYSTEMS																
	Bilateral	7,219											7,219		2,909	8,727
	Field Spt	781											781		332	996
		8,000	0	0	0	0	0	0	0	0	0	0	8,000	0	3,241	9,723
SO 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES																
	Bilateral	4,060				4,060									1,552	4,657
	Field Spt	160				160									75	225
		4,220	0	0	0	4,220	0	0	0	0	0	0	0	0	1,627	4,882
SO 7: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY, EQUITY AND QUALITY OF HEALTH SERVICES																
	Bilateral	10,433							6,383	3,650			400		5,463	16,390
	Field Spt	4,720							4,020	500			200		2,055	6,165
		15,153	0	0	0	0	0	0	10,403	4,150	0	600	0	0	7,518	22,555
SO 8: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY AND QUALITY OF FAMILY PLANNING SERVICES																
	Bilateral	730						730					0		183	547
	Field Spt	1,370						1,070					300		596	1,789
		2,100	0	0	0	0	0	1,800	0	0	0	0	300	0	779	2,336
SO 9: ADOPTION OF COST-EFFECTIVE STRATEGIES TO PREVENT THE SPREAD AND MITIGATE THE IMPACT OF HIV/AIDS																
	Bilateral	2,200									2,200				979	2,936
	Field Spt	1,300									1,300				553	1,657
		3,500	0	0	0	0	0	0	0	0	3,500	0	0	0	1,532	4,593
SO 10: IMPROVE POLICIES, STRATEGIES AND PROGRAMS FOR PREVENTING, MITIGATING/TRANSITING OUT OF CRISIS																
	Bilateral	11,200							500			300	8,000	2,400	4,487	13,461
	Field Spt	0							0			0	0	0	0	0
		11,200	0	0	0	0	0	0	500	0	300	8,000	2,400	0	4,487	13,461

S.S.: ADOPTION OF EFFECTIVE TOOLS, METHODS AND APPROACHES FOR IMPROVING APPLICATION OF ENVIRON PROCEDURES AND STRATEGIES IN MISSIONS AND AFRICANS' PROGRAMS

Bilateral	375												375	134	402
Field Spt	300												300	153	458
	675	0	0	0	0	0	0	0	0	0	0	0	675	287	860

Sp.O.: POLIO ERADICATED IN SELECTED COUNTRIES IN A MANNER THAT BUILDS SUSTAINABLE IMMUNIZATION PROGRAMS

Bilateral	2,632								2,632					1,206	3,618
Field Spt	3,500								3,500					1,525	4,575
	6,132	0	0	0	0	0	0	0	6,132	0	0	0	0	2,731	8,193

Sp.O.: EDUCATION FOR DEVELOPMENT AND DEMOCRACY INITIATIVE

Bilateral	30,000				3,000	24,600							2,400	2,188	6,562
Field Spt	0				0	0							0	628	1,884
	30,000	0	0	0	3,000	24,600	0	0	0	0	0	0	2,400	2,816	8,446

Total Bilateral	114,962	0	7,495	34,863	7,640	24,600	930	9,465	4,250	2,200	1,000	19,619	2,900	27,655	82,965
Total Field Support	13,631	0	1,350	0	160	0	1,070	7,570	500	1,300	500	1,181	0	6,756	20,265
TOTAL PROGRAM	128,593	0	8,845	34,863	7,800	24,600	2,000	17,035	4,750	3,500	1,500	20,800	2,900	34,411	103,230

FY 00 Request Agency Goal Totals	
Econ Growth	43,708
Democracy	2,900
HCD	32,400
PHN	28,785
Environment	20,800
Program ICASS	0
GCC (from all Goals)	0

FY 00 Account Distribution (DFA only)	
Dev. Fund/Africa	94,008
Dev. Fund/Africa ICASS	
Dev. Fund/Africa Total:	94,008
CSD Program	34,585
CSD ICASS	
CSD Total:	34,585

Prepare one set of tables for each appropriation Account
 Tables for DFA and CSD may be combined on one table.
 For the DFA/CSD Table, columns marked with (*) will be funded from the CSD Account

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

Micronutrient	3,000
Infectious Disease	4,750
Polio	1,993
HIV/AIDS	750
CGIAR	2,000

Amount also includes funding for two Initiatives (Trade & Investment - \$30M and Education - \$30M). Levels reflect amounts before country distribution.
 Pipeline reflects only \$5M for both Trade & Investment and Education activities within SD.

FY 2001 Budget Request by Program/Country

Program/Country: Africa Regional

Approp Acct: DFA/CSD

Scenario: Base Level

SO#, Title		FY 2001 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 01	Future Cost (POST-2001)
Bilateral/Field Spt	Total	Micro-Enterprise	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G				
SO 1: STRENGTHEN CROSS-SECTORAL SYNERGIES BETWEEN DEMOCRACY AND GOVERNANCE AND AFRICA BUREAU PROGRAMS IN KEY AREAS															Year of Final Oblig:		
Bilateral	700												700	353	1,059	4,300	
Field Spt	0												0	0	0	0	
	700	0	0	0	0	0	0	0	0	0	0	0	700	353	1,059	4,300	
SO 2: ADOPTION OF IMPROVED STRATEGIES, PROGRAMS AND ACTIVITIES FOR ACCELERATED, SUSTAINABLE AND EQUITABLE ECONOMIC GROWTH																	
Bilateral	34,000			32,000								2,000		4,636	13,908	18,000	
Field Spt	0			0								0		151	453	0	
	34,000	0	0	32,000	0	0	0	0	0	0	0	2,000	0	4,787	14,361	18,000	
SO 3: ADOPTION OF IMPROVED AGRICULTURAL POLICIES, PROGRAMS AND STRATEGIES																	
Bilateral	8,500		5,650					450					2,400		5,268	15,802	20,000
Field Spt	1,500		1,350					50					100		853	2,559	0
	10,000	0	7,000	0	0	0	0	500	0	0	0	2,500	0	6,121	18,361	20,000	
SO 4: DEVELOP AND IMPLEMENT AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING AND USING DEVELOPMENT INFORMATION																	
Bilateral	3,000		245	1,200	580		200		100				300	375	1,460	4,379	6,000
Field Spt	0		0	0	0		0		0				0	0	0	0	
	3,000	0	245	1,200	580	0	200	0	100	0	300	375	0	1,460	4,379	6,000	
SO 5: PROGRESS ACCELERATED IN THE SPREAD OF STRATEGICALLY VIABLE AND ENVIRONMENTALLY SOUND ENVIRONMENTAL MANAGEMENT SYSTEMS																	
Bilateral	6,619												6,619		3,837	11,509	16,000
Field Spt	781												781		444	1,333	0
	7,400	0	0	0	0	0	0	0	0	0	0	7,400	0	4,281	12,842	16,000	
SO 6: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY AND EQUITY OF BASIC EDUCATION SERVICES																	
Bilateral	4,040				4,040										2,174	6,523	8,000
Field Spt	160				160										97	288	0
	4,200	0	0	0	4,200	0	0	0	0	0	0	0	0	2,271	6,811	8,000	
SO 7: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY, EQUITY AND QUALITY OF HEALTH SERVICES																	
Bilateral	9,280							8,480							6,418	19,352	28,000
Field Spt	4,720							4,520						200	2,721	8,164	0
	14,000	0	0	0	0	0	0	13,000	0	0	1,000	0	0	9,139	27,516	28,000	
SO 8: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY AND QUALITY OF FAMILY PLANNING SERVICES																	
Bilateral	630							630							294	883	4,000
Field Spt	1,370							1,370							790	2,369	0
	2,000	0	0	0	0	0	2,000	0	0	0	0	0	0	1,084	3,252	4,000	
SO 9: ADOPTION OF COST-EFFECTIVE STRATEGIES TO PREVENT THE SPREAD AND MITIGATE THE IMPACT OF HIV/AIDS																	
Bilateral	2,100												2,100		1,259	3,777	6,000
Field Spt	900												900		639	1,918	0
	3,000	0	0	0	0	0	0	0	0	3,000	0	0	0	1,898	5,695	6,000	
SO 10: IMPROVE POLICIES, STRATEGIES AND PROGRAMS FOR PREVENTING, MITIGATING/TRANSITING OUT OF CRISIS																	
Bilateral	10,500														5,990	17,971	21,000
Field Spt	0														0	0	0
	10,500	0	0	0	0	0	0	0	1,000	0	500	8,500	500	5,990	17,971	21,000	
S.S.: ADOPTION OF EFFECTIVE TOOLS, METHODS AND APPROACHES FOR IMPROVING APPLICATION OF ENVIRON PROCEDURES AND STRATEGIES IN MISSIONS AND AFRICANS' PROGRAMS																	
Bilateral	400														201	601	2,000
Field Spt	300														190	568	0
	700	0	0	0	0	0	0	0	0	0	0	700	0	391	1,169	2,000	

Sp.O.: POLIO ERADICATED IN SELECTED COUNTRIES IN A MANNER THAT BUILDS SUSTAINABLE IMMUNIZATION PROGRAMS																
Bilateral	2,632							2,632						1,563	4,687	12,000
Field Spt	3,500							3,500						2,019	6,056	0
	6,132	0	0	0	0	0	0	6,132	0	0	0	0	0	3,582	10,743	12,000
Sp.O.: EDUCATION FOR DEVELOPMENT AND DEMOCRACY INITIATIVE																
Bilateral	30,000				3,000	24,600							2,400	2,891	8,671	10,000
Field Spt	0				0	0							0	471	1,413	0
	30,000	0	0	0	3,000	24,600	0	0	0	0	0	0	2,400	3,362	10,084	10,000
Total Bilateral	112,401	0	5,895	33,200	7,620	24,600	830	11,562	1,100	2,100	1,600	22,694	1,200	36,344	109,122	155,300
Total Field Support	13,231	0	1,350	0	160	0	1,370	8,070	0	900	200	1,181	0	8,375	25,121	0
TOTAL PROGRAM	125,632	0	7,245	33,200	7,780	24,600	2,200	19,632	1,100	3,000	1,800	23,875	1,200	44,719	134,243	155,300

FY 01 Request Agency Goal Totals	
Econ Growth	40,445
Democracy	1,200
HCD	32,380
PHN	27,732
Environment	23,875
Program ICASS	0
GCC (from all Goals)	0

FY 01 Account Distribution (DFA only)	
Dev. Fund/Africa	92,320
Dev. Fund/Africa ICASS	
Dev. Fund/Africa Total:	92,320
CSD Program	33,312
CSD ICASS	
CSD Total:	33,312

Prepare one set of tables for each appropriation Account
Tables for DFA and CSD may be combined on one table.
For the DFA/CSD Table, columns marked with (*) will be funded from the CSD Account

Amount also includes funding for two Initiatives (Trade & Investment - \$30M and Education - \$30M). Levels reflect funding before country distribution.
Pipeline reflects only \$5M for both Trade & Investment and Education activities within SD.

FY 1999 Budget Request by Program/Country

Program/Country: Africa Regional

Approp Acct: ESF
Scenario: Base Level

SO#, Title		FY 1999 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY99
Bilateral/Field Spt	Total	Micro-Enterprise	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
Sp.O.: EDUCATION FOR DEVELOPMENT AND DEMOCRACY INITIATIVE																
Bilateral	10,000					5,000								5,000	2,500	7,500
Field Spt	0				0	0								0	0	0
	10,000	0	0	0	0	5,000	0	0	0	0	0	0	0	5,000	2,500	7,500
Total Bilateral	10,000					5,000								5,000	2,500	7,500
Total Field Support	0					0								0	0	0
TOTAL PROGRAM	10,000					5,000								5,000	2,500	7,500

FY 2000 Budget Request by Program/Country

Program/Country: Africa Regional

Approp Acct: ESF
Scenario: Base Level

SO#, Title		FY 2000 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY00
Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
Sp.O.: EDUCATION FOR DEVELOPMENT AND DEMOCRACY INITIATIVE																
Bilateral	15,000					7,500								7,500	5,625	16,875
Field Spt	0				0	0								0	0	0
	15,000	0	0	0	0	7,500	0	0	0	0	0	0	0	7,500	5,625	16,875
Total Bilateral	15,000					7,500								7,500	5,625	16,875
Total Field Support	0					0								0	0	0
TOTAL PROGRAM	15,000					7,500								7,500	5,625	16,875

		Workforce Levels														
		FY 1999			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		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	R/P	F/T	
SO 1	Strengthen Cross-Sectoral Synergies Between Democracy and Governance and Africa Bureau Programs in Key Areas	1	3	0	1	3	0	1	3	0	1	3	0	1	3	0
SO 2	Adoption of Improved Strategies, Programs and Activities Foraccelerated, Sustainable and Equitable Economic Growth	2.5	5	0	2.5	6.5	0	2.5	6.5	0	2.5	6.5	0	2.5	6.5	0
SO 3	Adoption of Improved Agriculture Policies, Programs and Strategies	2	7	0	1	8	0	1	8	0	1	8	0	1	8	0
SO 4	Develop and Implement Affordable and More Effective Mechanisms for Producing, Sharing and Using Development Information	0.5	1.5	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	0	6	0	0	6	0	0	6	0	0	6	0
SO 6	Adoption of Policies and Strategies for Increased Sustainability, Efficiency and Equity of Basic Education Services	1	3	1	1	3	1	1	3	1	1	3	1	1	3	1
SO 7	Adoption of Policies and Strategies for Increased Sustainability, Efficiency, Equity and Quality of Health Services	1.5	3	2	2	4	2	2	4	2	2	4	2	2	4	2
SO 8	Adoption of Policies and Strategies for Increased Sustainability and Quality of Family Planning Services	0	1	1	0	1	1	0	1	1	0	1	1	0	1	1
SO 9	Adoption of Cost-Effective Strategies to Prevent the Spread and Mitigate the Impact of HIV/AIDS	1.5	2	0	1	3	0	1	3	0	1	3	0	1	3	0
SO 10	Improve Policies, Strategies and Programs for Preventing, Mitigating and Transiting Out of Crises	2	7	0.5	2	8	1.5	2	8	1.5	2	8	1.5	2	8	1.5
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	2.5	0	1	2.5	0	1	2.5	0	1	2.5	0
SPO 1	Polio Eradicated in Selected Countries in a Manner that Builds Sustainable Immunization Programs	0	0	0.5	0	1	0.5	0	1	0.5	0	1	0.5	0	1	0.5
SPO 2	Education for Development and Democracy Initiative **	0	0.5	0	1	2	0	1	2	0	1	2	0	1	2	0
	Non-Attributed Management	5	0	0	5	0	0	5	0	0	5	0	0	5	0	0
	TOTALS	19	40	5	18	50	6	18	50	6	18	50	6	18	50	6

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

** Program-funded R/P level for SPO 2 includes an IPA

Accessing Global Bureau Services Through Field Support and Buy-ins

MISSION/OPERATING UNIT: Africa Bureau/Office of Sustainable Development

Objective Name	Field Support and Buy-ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1999		FY 2000		FY 2001	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
S.O.2: Economics	940-0102 GTN (ATRIP)	Medium-high	1 year (1999)	---	150	---	---	---	---
	939-4212 SEGUIR (ATRIP)	Medium-high	1 year (1999)	---	1000	---	---	---	---
S.O.3: Agriculture	936-0054 IFDC - Agr. Inputs	Medium-high	3 years (1999-01)	---	50	---	50	---	50
	936-4111 International Agricultural Research Centers	High	3 years (1999-01)	---	950	---	950	---	950
	936-4197 ABSP - Biotechnology (env)	Medium-high	3 years (1999-01)	---	100	---	100	---	100
	936-5459 Food Security II - Market Reform	Medium-high	3 years (1999-01)	---	350	---	350	---	350
	936-3094 FANTA (csmn)	Medium-high	3 years (1999-01)	---	50	---	50	---	50
S.O.5: Environment	936-5743 EPIQ	Medium-high	3 years (1999-01)	800	---	800	---	800	---
	936-5554 CBD - Biodiversity Support Program	Medium-high	3 years (1999-01)	---	45	---	45	---	45
	936-5554 CBD - World Wildlife Fund	Medium-high	3 years (1999-01)	---	280	---	280	---	280
	936-5554 CBD - Wildlife Conservation Society	Medium-high	3 years (1999-01)	---	320	---	320	---	320
	936-5554 CBD - World Learning Institute	Medium-high	3 years (1999-01)	---	36	---	36	---	36
	936-5556 FRM II - Forest Service	Medium-high	3 years (1999-01)	---	50	---	50	---	50
	936-5556 FRM II - Peace Corps	Medium-high	3 years (1999-01)	---	50	---	50	---	50
S.O. 6: Education	936-5600 AAAS	Medium-high	3 years (1999-01)	---	90	---	90	---	90
	936-5846 GC&L	Medium-high	3 years (1999-01)	---	75	---	60	---	60
	936-5836 IEQ	Medium-high	3 years (1999-01)	1000	---	1000	---	1000	---
	936-5839 GreenCom	Medium-high	3 years (1999-01)	---	35	---	10	---	10
S.O. 7: Health	936-5970 TAACS	High	3 years (1999-01)	---	100	---	100	---	100
	936-5991 CIHI	High	2 years (2000-01)	---	---	---	150	---	150
	936-5994.06 Netmark Project	Medium-high	3 years (1999-01)	---	250	---	250	---	250
	936-6005.01 WHO/TDR (inf)	Medium-high	3 years (1999-01)	---	500	---	500	---	500
	936-3038.02 FPLM (OHlth)	Medium-high	3 years (1999-01)	---	300	---	200	---	200
	936-3080.01 UNICEF/EPI	Medium-high	3 years (1999-01)	---	2000	---	2000	---	2000
	936-6006.01 BASICS (Flagship)	Medium-high	3 years (1999-01)	---	1000	---	1000	---	1000

Accessing Global Bureau Services Through Field Support and Buy-ins

MISSION/OPERATING UNIT: Africa Bureau/Office of Sustainable Development

Objective Name	Field Support and Buy-ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1999		FY 2000		FY 2001	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
	TBD New Surveillance ENACT	Medium-high	3 years (1999-01)	---	300	---	300	---	300
	936-3068 AVSC	Medium-high	1 year (1999)	---	300	---	---	---	---
	936-3083 Measure I	Medium-high	3 years (1999-01)	---	250	---	250	---	250
S.O. 8: Population	936-3070 Population Leadership Program	High	3 years (1999-01)	---	150	---	200	---	200
	936-3048 SEATS II	Medium-high	1 year (1999)	---	50	---	---	---	---
	936-3086 Frontiers - HIV/AIDS-FP Integration	High	3 years (1999-01)	---	200	---	340	---	340
	936-3078 Post Abortion Care/Policy - PAC	Medium-high	1 year (1999)	---	100	---	---	---	---
	936-3078 Post Abortion Care/Policy - PAC (chs)	Medium-high	1 year (1999)	---	100	---	---	---	---
	936-3090.03 AIDSMark - PSI Adolescents	Medium-high	3 years (1999-01)	---	140	---	100	---	100
	936-3038.02 Logistics/FPLM	Medium-high	3 years (1999-01)	---	50	---	100	---	100
	936-3068 Voluntary Surgical Contraception - AVSC	Medium-high	3 years (1999-01)	---	200	---	270	---	270
	936-3054 Population Fellows Program	Medium-high	3 years (1999-01)	---	60	---	60	---	60
	936-3092.01 Maternal & Neonatal Health (chs)	Medium-high	3 years (1999-01)	---	200	---	150	---	150
	936-3084.03 PVO/NGO - Enable (CEDPA) (chs)	Medium-high	3 years (1999-01)	---	200	---	150	---	150
S.O. 9: HIV/AIDS	936-3090.05 US Bureau of the Census	High	3 years (1999-01)	---	400	---	400	---	400
	936-3078 Policy Project	High	2 years (1999-00)	---	400	---	400	---	---
	936-3090.02 Impact Project	High	3 years (1999-01)	---	300	---	300	---	300
	936-3090.01 Horizons Project	Medium-high	3 years (1999-01)	---	100	---	100	---	100
	936-3083.02 Measure Project	Medium-high	3 years (1999-01)	---	100	---	100	---	100
SSO: Environment	936-5743 EPIQ	Medium-high	3 years (1999-01)	240	---	250	---	250	---
	936-5517 EPM II	Medium-high	3 years (1999-01)	---	90	---	115	---	115
	936-4196 IPM-CRSP	Medium-high	3 years (1999-01)	---	25	---	35	---	35
	936-4111 IARC-ICIPE	Medium-high	3 years (1999-01)	---	40	---	50	---	50
	TBD RAISE Project	Medium-high	3 years (1999-01)	---	50	---	100	---	100

Accessing Global Bureau Services Through Field Support and Buy-ins

MISSION/OPERATING UNIT: Africa Bureau/Office of Sustainable Development

Objective Name	Field Support and Buy-ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1999		FY 2000		FY 2001	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
SPO 1: POLIO	936-3080.01 UNICEF	Medium-high	3 years (1999-01)	---	3000	---	3000	---	3000
	936-3096 BASICS - CS Flagship	Medium-high	3 years (1999-01)	---	500	---	500	---	500
SPO 2: EDDI	936-5861 Higher Ed Partnership for Development	Medium-high	1 year (1999)	---	3000	---	---	---	---
	936-5470 IPC (ATRIP)	Medium-high	1 year (1999)	---	350	---	---	---	---
GRAND TOTAL.....				2040	18436	2050	13661	2050	13261

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