

OFFICE OF SUSTAINABLE DEVELOPMENT

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RESULTS REVIEW AND RESOURCE REQUEST

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APRIL 2000

Please Note:

The attached FY 2002 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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Vivian Lowery Derryck
Assistant Administrator
Bureau for Africa

Dear Vivian:

I am pleased to submit, for your review, the FY99 Results Review and Resource Request (R4) for the Office of Sustainable Development.

Preparing this document was a learning experience, both for the SD staff and myself. Our first challenge was to construct a document that met the “readability test” desired by individuals who are not a part of the USAID family and who have a great deal of difficulty deciphering our acronym-rich, jargon-laden outpourings. Our second challenge was to ensure that the R4 would pass the “chuckle test” (and even the “believability test”) in terms of results claimed. Given the size and scope of our program and the fact that we work primarily through intermediaries, this second criterion has not always been easy to meet. We believe we have succeeded on all counts.

This R4 has some qualities of a watershed document in that it covers the third year of our current strategic plan. It also marks the highpoint of a period during which SD programs strongly reflect the grand vision and associated programs of our former director, who retired last year. During FY2000, we plan to scrutinize our portfolio closely, with an eye to assessing where we are and where we want to go in our next strategic plan. The grim new realities in funding and staffing, as well as shifting Bureau concerns, dictate that we, like all serious organizational units, reassess ourselves and our program vis-à-vis our operating environment. As always, our goal is to make certain that we continue to be as relevant and as effective as we possibly can.

At this time, I am happy to report that we have no major problems that cry for resolution. Our one concern of note is the need to make a decision about the organization of our crisis management unit and the role that it will play in helping the Bureau handle crisis issues. Our supervisory DAAs are addressing this issue, and I am optimistic about the outcome.

I wish you happy reading.

Sincerely,

Carleene Dei
Acting Director
Office of Sustainable Development

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PART I: Introduction

Summary of Progress, Factors Affecting Performance, and Significant Changes

Summary of Progress

Africa's Office of Sustainable Development (AFR/SD) is proud of having met or exceeded all of its objectives during FY99. AFR/SD believes that its success in this, the third year of its Strategic Plan, confirms the validity of its current approach: to promote policies, strategies, methods and tools that will ensure African-driven development.

AFR/SD's most notable achievements this year involved two broad themes: (1) strengthening African-based institutions and (2) improving and expanding networks, both in a variety of sectors. SD's commitment to strengthening indigenous institutions is built on the conviction that it is through them that development will ultimately be achieved. In the areas of economic growth, agriculture, environment and health, SO teams were able to demonstrably improve the capacity of key African institutions to carry out research, formulate and advocate policies, promote and disseminate best practices among members, and improve linkages with similar institutions. In every instance, the ultimate beneficiaries were individuals—professionals, farmers, entrepreneurs, women and children.

- In economic growth, SO 14 replicated the model of the West African Enterprise Network into southern and eastern Africa. By the end of 1999, there were businesses from 11 different countries in the southern network and businesses from 6 countries in its eastern counterpart. The 150 businessmen and -women in these networks have already begun work to build business relationships, increase commercial transactions and lobby governments for policy reform.
- In agriculture, SO 15 continued to help African institutions to mobilize and share scarce resources and spread the benefits of agricultural research and training. The number of new partnerships in this area increased from 36 to 63 in FY99. One concrete result was the testing of 30 varieties of improved sorghum on 800 farms in 10 countries, as well as the distribution of 20 successful varieties among small and medium-sized cultivators. These new kinds of sorghum—higher-yielding and more nourishing—are urgently needed in semi-arid parts of Africa.
- In environment, SO 17 initiated the FRAME contact group of senior African specialists to provide peer review and intellectual leadership in the sector. FRAME reviewed environmental trends and issues and provided USAID with strategic options for its portfolio. Working with the environmental assessment SO team (SO 23), SO 17 also supported the Environmental Information System (EIS) network of 2,000 practitioners. Last year, the two SO teams played a key role in moving EIS from a donor-driven process to one directed by Africans, with donors facilitating.

- In health, SO 19 supported the creation of a regional network in eastern and southern Africa to develop “National Health Accounts,” an information tool to collect and measure health sector expenditures and impacts. Eight countries in the region are undertaking their own NHA studies. Investments by SO 19, SO 20 and the SO 24 special objective team in WHO/AFRO have also strengthened this African-based organization’s capacity to design and manage region-wide programs in malaria control, polio eradication and the integrated management of childhood illness (IMCI).

Factors Affecting Program Performance

In FY99 sub-Saharan Africa continued to provide cause for both hope and concern. It enjoyed positive economic growth rates of averaging 4.4 percent over the last five years (excluding Nigeria and South Africa, which lagged behind at rates of 2.1 and 2.3 percent, respectively). These compared favorably with growth rates in other developing regions and encouraged the belief that the continent was making gains. On the other hand, key macroeconomic statistics continued to stagnate. Savings rates have yet to improve; the ratio of investment to GDP is the lowest of any developing region; and foreign direct investment is still a pittance, equivalent to just 1 percent of the region’s GDP.

Nigeria’s successful democratic election and its efforts towards multi-sectoral reform were a major cause for celebration in FY99. Additionally, South Africa’s second democratic election renewed hope that apartheid could continue to be dismantled by peaceful means. At the same time, conflict continued to plague the continent, and painfully brokered peace agreements fell apart. At the end of FY99, 14 countries in sub-Saharan Africa were experiencing internal or external armed conflict and another 21 were considered to be at “medium risk” of civil strife. With an eye to helping missions to cope with these grim realities, AFR/SD’s programs in democracy and governance (SO 13) and in crisis prevention (SO 22) were refined in FY99. SO 22 is developing toolkits for assessing the risk of conflict and for addressing its root causes in development programs. SO 13 is helping missions to strengthen civil society and create more sustainable programs by incorporating democracy/governance principles into areas such as education, health, the environment and the private sector.

The continent’s greatest threat to development, however, comes from the burgeoning HIV/AIDS pandemic. With 23.3 of the world’s 33.6 million HIV/AIDS victims living in Africa, and over 5,000 deaths from AIDS each day there, developmental gains are now seriously compromised. Production in key sectors (agriculture, industry) is projected to decline, life expectancy rates are falling and the ratio of active adults to dependents is drastically altering for the worse. There is also strong evidence that AIDS will aggravate conflict and political instability. While we cannot yet assess its full impact on our development programs, we are certain that we and our African partners must aggressively address this pandemic.

The Leadership and Investment in Fighting the Epidemic (LIFE) initiative, launched in FY99, is the newest weapon in our anti-HIV/AIDS arsenal. The initiative marks a critical turning point in the United States’ commitment to fighting the disease, doubling the resources available for HIV/AIDS in 15 sub-Saharan countries. AFR/SD’s SO 21 played a vital role in developing and

promulgating the initiative. It has also made a breakthrough in activating a multi-sectoral HIV/AIDS strategy, deemed critical for making inroads against the disease.

Finally, AFR/SD has advanced in developing effective management systems for the two other initiatives it is in charge of implementing: the African Trade and Investment Program (ATRIP) and the Education for Development and Democracy (EDDI) Initiatives both developed in FY98. Working with its partner USG Agencies, AFR/SD has been able to set up decision-making and implementation systems that ensure that the best proposals are being funded and that the programs will have results on the ground. In FY99, ATRIP reviewed 55 proposals, and approved and funded 27 activities worth \$22 million in 10 African countries. For its part, EDDI approved and funded activities worth \$26 million in 26 countries. Both initiatives involved close working relationships with partners in other U.S. government agencies and departments, U.S. universities, the private sector, the NGO community and African counterparts.

Significant Changes

The AFR/SD Strategic Plan was finalized in FY99. The SOs were revised per the reviewers' instructions to incorporate more discussion about SD's partnerships and alliance-building functions. Additionally, the EDDI Special Objective Strategy was completed. A final version of the document was sent out for review and clearance by Bureau management at the end of CY99, with signing expected in FY2000.

No further significant changes are envisioned for the AFR/SD Strategic Plan at this time. In effect, with only two years left in the Plan, the focus is on achieving the planned objectives and on considering future directions for the upcoming five-year plan.

The only potential area of adjustment in FY2000 would involve reconfiguring the crisis prevention, mitigation and transition team (SO 22) with an eye to strengthening its capacity to help the Bureau to (a) implement its current conflict and crisis management agenda and (b) respond to episodic crises that frequently arise. Of special concern is SD's role in helping the Bureau mobilize a team that can quickly provide needed information, resources and services. AFR/SD is currently examining this issue with Bureau management.

PART II: The Strategic Objectives

AFR/SD STRENGTHEN CROSS-SECTORAL SYNERGIES BETWEEN DEMOCRACY AND GOVERNANCE AND AFRICA BUREAU PROGRAMS IN KEY AREAS (698-013-01)

Operating Unit Self-Assessment: *Exceeding expectations.*

Summary: After reviewing the programs of the Office of Sustainable Development (SD) in FY98, Jerry Wolgin, former SD director, was struck by the “increasingly synergistic” linkages among the sectors despite the lack of “strategies that embrace these synergies clearly.” The problem, Wolgin lamented, is that “our money is earmarked and our programs are encouraged to be stovepiped.” He advised that strategic objective (SO) planning and management ought to reflect the potential breadth of impact that cross-sectoral programming can produce.

SO 13 is designed to enhance the breadth of impact by integrating democracy and governance (DG) principles across programs. The SO 13 team supports the Agency goal: “Democracy and good governance strengthened,” particularly the Agency objectives: “The development of politically active civil society promoted,” and “More transparent and accountable institutions encouraged.” The premise is that transparency, accountability and democratic participation promote more effective programs in all sectors. In Africa, where more than two-thirds of sub-Saharan states have shifted responsibilities to local communities for tax collection, school and health clinic management, forest protection, and business growth, cross-sectoral and DG-friendly programs make particularly good development sense.

To help mission teams meet the challenges of democratic decentralization, the SO 13 team generates knowledge about synergies, teams up with missions to use this knowledge, and develops tools to assess synergies and the results attributed to them. This approach ensures that Agency successes resulting from more democratic, transparent and responsive development become the standard for future programming in all goal areas.

Key Results: In FY99, the team conducted three additional case studies to identify, compile and analyze lessons and best practices emanating from DG’s cross-sectoral linkages. Team members organized workshops and produced reports so that this information could be disseminated to Agency policymakers, strategic planners, mission directors, and SO team leaders. The discussions and reports have laid a solid foundation for developing and refining cross-sectoral program synergy indicators.

The team also made significant contributions toward promoting democracy and stability in transition states, supporting development donor partners and fighting HIV/AIDS. In coordination with the State Department, the team managed Economic Support Funds and the Democracy and Human Rights Fund. SD/DG consulted with the European Union on cross-sectoral initiatives and helped organize the Africa Economic Summit in May. At the September Consultative Meeting on HIV/AIDS, the staff chaired panels and subsequently organized a HIV/AIDS and DG technical working group.

A documented best-practices example from Madagascar illustrates the DG multiplier effect. In the town of Mahajanga, the decentralization of fiscal and tax policy nearly led to a popular revolt when officials failed to consult with citizens on tax rates and water user fees. With the mediation of USAID implementing partners, PACT/RARY, city officials established a citizens' grievance office, and residents organized a coalition of neighborhoods, called Herimiray. Herimiray sponsored training and educational programs for women and youth and organized citizens to participate in Mahajanga's programs for health, sanitation, land tenure, and water distribution. Eventually, residents took charge of establishing a clean and sustainable water supply throughout their neighborhoods. They now enjoy improved health and productivity and benefit from neighborhood organization, training opportunities, transparent tax policy and institutionalized grievance procedures. The activities have particularly benefited women and girls, who traditionally have handled domestic chores such as carrying water and were often left out of training. The above case study is just one example of how SO 13 works with missions to apply successful DG strategies to their programs in multiple sectors.

Performance and Prospects: SD/DG exceeded its performance objectives for the period covered during this R4. The indicator for overall achievement of the SO is the percentage of Africa Bureau non-DG SOs and intermediate results (IRs) that initiated approaches using DG principles during the fiscal year. Based on FY98 data (data from FY99 not yet available):

- 67 of 82 non-DG SOs, or 82%, incorporated DG principles and program components (30% improvement over FY97 baseline); and
- 102 of 255 non-DG IRs, or 40%, incorporated DG principles (22% improvement over FY97 baseline).

SO 13 Intermediate Results (IRs):

- IR 13.1 State-of-the-art knowledge on participation and local governance developed and disseminated;
- IR 13.2 Knowledge of how to integrate DG principles into tactics and tools for non-DG sectoral activities enhanced; and
- IR 13.3 Capacity to assess results attributed to program synergies increased.

SD/DG exceeded expectations for IR 13.1 by conducting three case studies of cross-sectoral programming in Guinea, Madagascar and Zimbabwe (see Table 13.1). The researchers focused on “why, how, to what extent and with what effect” missions integrate DG with other programming. Subsequently, the team organized meetings to share findings, produced reports, and drafted a synthesis of the cases, which included studies of Mali and Zambia conducted in FY98 (see Table 13.2). Preliminary feedback from the field to the synthesis draft was encouraging: “I found examples of stunning achievements...[that] are more than encouraging...Having real impact on government is always the issue for us here.”

As missions deal with shrinking operating expenses, earmarked funds, and overworked staff, synergy gains appeal. One mission commended the team with this certificate of appreciation:

“In recognition of your outstanding contribution to improving USAID/Madagascar’s understanding of the synergies within its program, and to its ability to take further advantage of them. Thanks to your membership on the USAID/Madagascar Dream Team, the whole will continue to be greater than the sum of its parts.”

The challenge for FY2000 will be to disseminate these lessons and best practices more widely to inform agency policy. Clear policy direction is needed if cross-sectoral programming is to become mainstream development thinking.

SD/DG also exceeded expectations for IR 13.2. Field requests for SD/DG support increase each year. This year, SO 13 provided technical assistance to eight missions and 16 Africa mission non-DG SO teams (15% of total missions/teams), surpassing the target of 10% (Table 3). The team designed a DG and conflict-prevention strategy for the West Africa Regional Program (WARP), co-authored an expanded civil society strengthening project in Guinea, helped the Tanzania mission incorporate cross-sectoral synergies into its strategic planning and provided interim DG coverage for the Nigeria mission. By sharing practical knowledge about cross-sectoral programming, the team felt it made important contributions, not only in “democracy and good governance strengthened,” but also toward achieving all six Agency goals.

DG is on track to meeting its target in IR 13.3. It is building capacity to measure cross-sectoral programming through its case studies synthesis, its workshops and roundtables organized to discuss methods and techniques, and its participation in meetings sponsored by PPC involving the Assistant Administrator and the Deputy Assistant Administrator on cross-sectoral approaches.

Possible Adjustments to Plans: The team has exceeded the FY2000 target for the number of non-DG SO teams to which it will provide technical assistance. This target must be adjusted upwards. If funding becomes available, the team would like to conduct a pilot activity to adapt and replicate cross-sectoral best practices. It will also take the lead in developing a Bureau-wide DG strategy, which the team feels is critical to making funding and programming decisions. Lastly, SD/DG is in the process of developing a Bureau-wide anti-corruption strategy designed to capitalize on Missions’ efforts thus far and which may require a modest amount of resources to implement.

Other Donor Programs: The World Bank and the United Nation Development Program (UNDP) are integrating democratic governance principles into their development programs through decentralization and policy reform.

Major Contractors and Grantees: The team placed a high priority on its collaboration with SO teams in SD and with other Agency bureaus, including the Center for Development Information and Evaluation and the Office of Transition Initiatives. The U.S. Department of Agriculture, through its International Cooperation and Development office, provides support for this program in local governance and local participation. Along with U.S. non-governmental organizations and private voluntary organizations, the program anticipates mobilizing communities to prevent and mitigate HIV/AIDS.

Performance Data Table 13.1— Number of studies completed on cross-sectoral synergies

| | | | | |
|--|--|------------------------------|---------|--------|
| Objective Name: Strengthen cross-sectoral synergies between democracy and governance and Africa Bureau programs in key areas | | | | |
| Objective ID: 698-013-01 | | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | | |
| Result Name: 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 number of studies | | Year | Planned | Actual |
| | | 1997 | 0 | 0 |
| Source: SO 13 team records | | 1998 | 1 | 2 |
| | | 1999 | 2 | 5 |
| Indicator/Description: Studies consist of two-week assessments examining “how, why, to what extent and to what effect” democratic governance principles are integrated into non-DG sector development activities. | | 2000 | 3 | - |
| | | 2001 | 4 | - |
| | | 2002 | 5 | - |
| | | 2003 | 6 | - |
| Comments: In FY99, the team conducted studies on Zimbabwe, Guinea and Madagascar and co-authored the reports. In doing the studies, SO 13 collaborated with SD staff, AFR/DP, CDIE/POA, G/DG, G/HCD, and AFR/SD/Health and Education. Having already met its 2002 targets for this indicator, the team will shift its attention toward developing tools and tactics, and providing technical assistance in the field for DG’s cross-sectoral programs. | | | | |

Performance Data Table 13.2— Information dissemination

| | | | |
|--|------|------------------------------|--------|
| Objective Name: Strengthen cross-sectoral synergies between democracy and governance and Africa Bureau programs in key areas | | | |
| Objective ID: 698-013-01 | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | |
| Result Name: State-of-the-art knowledge on local governance developed and disseminated | | | |
| Indicator: Information dissemination | | | |
| Unit of Measure: Number of workshops held and the number of reports distributed annually | Year | Planned | Actual |
| | 1997 | 0 | 0 |
| Source: SO 13 team records | 1998 | 0 | 0 |
| | 1999 | 1/2 | 3/2 |
| Indicator/Description: Workshops held in USAID/W and reports distributed to USAID/W and missions | 2000 | 1/1 | - |
| | 2001 | 0/1 | - |
| | 2002 | 2/1 | - |
| | 2003 | 1/1 | - |
| Comments: The team held three workshops in Washington to disseminate findings from the Mali and Zambia case studies and to discuss overall findings. The team participated in CDIE-sponsored meetings as well. Draft reports of the Mali and Guinea case studies were distributed. | | | |

Performance Data Table 13.3— Percentage of total number of AFR missions and non-DG SO teams that receive technical assistance from the AFR/SD SO 13 team

| | | | |
|---|------|------------------------------|--------|
| Objective Name: Strengthen cross-sectoral synergies between democracy and governance and Africa Bureau programs in key areas | | | |
| Objective ID: 698-013-01 | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | |
| Result Name: Knowledge of how to integrate DG principles into tactics and tools for non-DG sectoral activities enhanced | | | |
| Indicator: Percentage of the total number of AFR missions and non-DG SO teams that receive technical assistance from the AFR/SD SO 13 team | | | |
| Unit of Measure: Cumulative percentage of AFR missions and non-DG teams. | Year | Planned | Actual |
| | 1997 | 0% | 0% |
| | 1998 | 5% | 6% |
| Source: SO 13 Team | 1999 | 10% | 15% |
| | 2000 | 15%* | - |
| Indicator/Description: Technical assistance includes visits to the field to help develop or plan implementation of integrated strategies, virtual SO team membership, and responses (electronic or otherwise) to requests for input on designing, implementing, assessing impact of, or integrating strategies. | 2001 | 20% | - |
| | 2002 | 25% | - |
| | 2003 | 30% | - |
| <p>Comments: The goals are to help SO teams better understand tactics and tools that advance DG objectives, develop expertise needed to use these tools to achieve sustainable results in their sectors, and contribute to the development of democratic local governance. Missions receiving this assistance in FY99 included Guinea, Madagascar, Tanzania, Zambia and Zimbabwe. For example, in Zimbabwe, as a result of this study and previous studies, SD/DG provided the mission with a few tools by which to identify development activities that could be co-located. In Guinea, this study pointed to areas where DG approaches could strengthen community participation in natural resources management (NRM) by incorporating a DG component into the NRM systems participation model.</p> <p>*Because the target for 2000 has already been met, the targets for 2001–2003 will be adjusted upwards.</p> | | | |

**AFR/SD ADOPTION OF IMPROVED STRATEGIES, PROGRAMS AND
ACTIVITIES FOR ACCELERATED, SUSTAINABLE AND
EQUITABLE ECONOMIC GROWTH (698-014-01)**

Operating Unit Self-Assessment: *On-track.* The SO level indicator has met expectations, and the IR level indicators have either met or exceeded their targets.

Summary: SO 14 contributes primarily to the Agency objective promoting “broad-based economic growth and agricultural development.” 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 build in legal and regulatory reforms. SO 14 works to encourage policy reforms in these areas and develop a cadre of skilled Africans who can design and implement them. The Equity and Growth through Economic Research (EAGER) activity and the Africa Trade and Investment Program (ATRIP) activities are the primary vehicles for achieving this result.

EAGER is a five-year effort (1995–2000) to undertake policy analyses in key areas of economic reform through active collaboration among senior African and American researchers. It is implemented by two U.S. contractors, Associates for International Resources and Development (AIRD) and the Harvard Institute for International Development (HIID), teamed up with leading African scholars from some of Africa’s most prominent policy analysis institutes. ATRIP is USAID’s major contribution to the President’s Partnership for Economic Growth and Opportunity in Africa. Implementation to date has involved six U.S. government agencies and departments, as well as U.S. universities, private sector groups, and non-governmental organizations (NGOs).

Key Results: SO 14 activities have directly influenced 13 policy changes in Africa since 1996. Three new policy impacts have occurred during this last reporting period, meeting the set target. In one case, EAGER supported an analysis of the property tax in two provinces of South Africa as a way to improve tax equity. The Cape Town property tax roll dated back to 1979—leading to numerous inequities. The EAGER study recommended using a technique called the Computer-Assisted Mass Appraisal (CAMA) to assess more equitable tax rates. Policymakers agreed, and the analysis led to differential tax rates for 1999 based on the property sales price increases across the city by location. This year the Cape Town is making more changes based on that same research, which is another step toward greater tax equity before the probable general revaluation in 2002.

Another study by EAGER highlights the importance of building capacity among local policymakers to ensure that reforms have African ownership. SO 14–sponsored researchers in Malawi and Tanzania worked closely with the two countries’ Ministries of Finance to design a financial model for basic monetary programming. This was featured in a regional workshop in June 1999 that was attended by central bank/finance ministry staff from seven countries. IMF mission staff observed that they now find their central

bank discussion partners in Tanzania and Malawi much better prepared for negotiations of Enhanced Structural Adjustment Facilities and other IMF facilities.

According to the Bank of Uganda's Executive Director for Research, EAGER'S empirical study "Monetary and Exchange Rate Policy in Uganda" has influenced officials of the Bank of Uganda and the Ministry of Finance, Planning and Economic Development. The Bank's officials have improved their foreign exchange market operations, domestic open market operations and other instruments of monetary policy. Other bankers and financiers have gained a more transparent understanding of monetary, fiscal and exchange-rate policies (and limitations) in Uganda. Ugandan exporters and importers now see more clearly how nominal exchange rate fluctuations relate to domestic price changes—and how these affect their profits.

In addition, SO 14 helped power several other activities that involved senior African policymakers and that will guide future policymaking. SO 14 put considerable staff time into preparing for the first-ever multi-agency "U.S.-Africa Partnership for the 21st Century." This four-day policy dialogue focused on increasing cooperation to enhance growth, and involved 83 ministers from 46 sub-Saharan nations, heads of eight African regional organizations, 12 U.S. cabinet members and agency heads, and the U.S. President. The SO represented USAID on the U.S.-Africa Drafting Committee, for both the final communiqué and the "Blueprint for a U.S.-Africa Partnership for the 21st Century." The Blueprint continues to define the future action agenda for U.S. government agencies and African partners.

Another activity with important implications for Africa's trade policy is the series of national (Uganda, Côte d'Ivoire, Senegal, Mali) and regional (COMESA) workshops on World Trade Organization agreements that ATRIP sponsored in preparation for the Seattle summit of November 1999. Attended by senior African officials, these workshops helped raise awareness of Africa's obligations and opportunities under current agreements and WTO procedures and prepared African partners for constructive engagement in future WTO negotiations.

Performance and Prospects. Achievements at the SO level resulted largely from policy analysis, technical assistance, and training reflected at the IR level. One important indicator tracks the number of new policy agendas established in collaboration with host country policymakers towards reforming economic policy. The ATRIP Technical Review Panel for FY99 reviewed more than 55 proposals for technical assistance on policy reform, non-project assistance, and business links. Twenty-seven activities with a combined value of \$22 million were approved and funded for FY99 (see Annex A for listing of activities). These exceed the target of 10 new policy agendas, since ATRIP approved a larger number of smaller activities than anticipated. Many were mission proposals, and the ATRIP support will strengthen economic growth programs for Nigeria, Benin, Togo, Kenya, Mali, Ghana, Tanzania, Mozambique, Uganda, South Africa, Malawi, Senegal, Côte d'Ivoire—virtually every sustainable development USAID mission in sub-Saharan Africa.

Since the EAGER project is coming to an end, no new policy analysis activities were approved. Instead, SO 14 focused on finishing existing research. EAGER has produced a mix of publications geared to different audiences: two-page policy briefs, longer discussion papers, and finally research reports of publishable quality. EAGER has had a strong dissemination element, with frequent workshops and dialogue with policymakers. Moreover, EAGER has clearly helped missions analyze key policy reform issues. A survey of missions, undertaken to guide the design of a follow-on activity to EAGER, revealed that they would be willing to buy into the EAGER follow-on substantially in the future. Based on these responses, SD/SA should budget \$4.2 million; the implied buy-ins from the missions came to \$3.5 million. Both these amounts are considerably larger than the amount now budgeted for the follow-on.

To strengthen skills and develop institutions, SO 14 supports two key regional capacity-building institutions: the African Economic Research Consortium (AERC) and the new Secretariat for Institutional Support to Economic Research in Africa (SISERA). With support from USAID and a core group of other interested donors, AERC and SISERA aim to develop a cadre of first-rate economists and development managers trained in Africa by Africans who can analyze, implement, and take ownership of economic reforms in their own countries.

A total of 690 graduates have been produced through the combined efforts of AERC and SISERA during U.S. FYs 1994–99—the indicator target was 678. One SISERA training activity, the Programme de Troisième Cycle Interuniversitaire, produced 50 new master’s-level graduates in 1999. AERC’s training activities include the Collaborative MA Program in Economics (CMAP). The CMAP graduated 58 students in 1994, and by 1998/99, the program had almost doubled this number, graduating 92 in a single year. Of these 92, 87 completed the intensive course work provided by the Joint Facility on Electives held in Nairobi each year. The number of woman students also shows a significant increase, going from 14 in 1998 (15 percent of the student body) to 22 in 1999 (25 percent). The AERC secretariat has received accolades from employers on the quality of CMAP graduates; particularly noteworthy is praise from governors of a number of African central banks. The training program also supports doctoral training to strengthen the staff of participating universities. A total of 138 fellows, including 16 women, have received thesis research grants since 1989; over 100 have completed their theses and joined the ranks of researchers, academics and policy analysts working in the region.

USAID has been an important supporter of the multi-donor, multi-country “Poverty, Income Distribution and Labor Market Issues” project that AERC launched in 1997. Some 42 participants received training on key poverty issues in a workshop in Abidjan in FY99, in addition to 95 trained in workshops in two previous years. Interim reports on 12 country case studies were presented at a poverty workshop held in May 1999 in Accra, Ghana. Besides playing an important role in African’s debt-relief discussion with donors, these studies will help African countries formulate the country-driven strategy papers required under the Highly Indebted Poor Countries (HIPC) initiative to obtain debt relief.

Other SO 14 capacity-building efforts involve strengthening private-sector groups and networks that help business people increase transactions and play a role in policy dialogue. An important activity that began in FY98 replicated the well-known West African Enterprise Network model to new networks in southern and eastern Africa. Both networks expanded the number of countries with members in FY99, from 5 to 11 countries for the southern network and from 4 to 6 for the eastern one. Total membership in the two networks stands at over 150 new-generation businessmen and -women. Women led three of the national networks (Madagascar, Botswana, and Swaziland) in the Southern African Enterprise Networks, and the East African Enterprise Networks has a female coordinator. Female membership in the national networks ranges from 80 percent in Madagascar and Rwanda to about 20 percent in Botswana and Tanzania.

Possible Adjustment to Plans. No major adjustments are planned. The follow-on activity to EAGER, to be issued in FY2000, is expected to have the same goals as EAGER—with even greater responsibility for research given to African policy analysis institutions.

Other Donor Programs. The Canadian, Norwegian, and Swedish international development agencies, the World Bank, and the African Capacity Building Foundation are major donors supporting the AERC program and AERC's poverty research.

Major Contractors and Grantees: In the U.S., these include the Harvard Institute for International Development, Associates for International Resources and Development, and other US government agencies such as the Departments of Agriculture and Commerce and the US Trade Representative. In Africa, partners include the African Economic Research Consortium, the Secretariat for Institutional Support to Economic Research in Africa, and individual researchers from most of the major universities and policy analysis institutes in countries where USAID has missions.

Performance Data Table 14.1—Number of policies for economic growth that are adopted* by African partners, donors, and USAID missions

| | | | |
|---|----------|------------------------------|--------|
| Objective Name: Adoption of improved strategies, programs, and activities for accelerated, sustainable, and equitable economic growth | | | |
| Objective ID: 698-014-01 | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | |
| Result Name: Adoption of improved strategies, policies, and activities for accelerated, sustainable, and equitable economic growth | | | |
| Indicator: Number 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 institutions | Year | Planned | Actual |
| | 1996 (B) | - | 4 |
| Source: Reports from collaborating host-country institutions, project reports | 1997 | 5 | 6 |
| | 1998 | 6 | 10 |
| | 1999 | 9 | 13 |
| | 2000 | 11 | - |
| | 2001 | 13 | - |
| 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. | 2002 | 15 | - |
| | 2003 | 18 | - |
| | | | |
| Comments: This indicator measures the number of policies that have been adopted with direct support provided by AFR/SD. The policies may involve broad changes in previous practices as well as narrower directional changes. The projections for 2000 and beyond assume continued funding under ATRIP. | | | |

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

Performance Data Table 14.2— Policy agendas established in collaboration with host country policymakers

| | | | |
|--|---|------------------------------|--------|
| Objective Name: Adoption of improved strategies, programs, and activities for accelerated, sustainable, and equitable economic growth | | | |
| Objective ID: 698-014-01 | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | |
| Result Name: 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 | Year | Planned | Actual |
| | 1995 (B) | - | 6 |
| Source: Project documents, reports from collaborating institutions, USAID missions | 1996 | 17 | 17 |
| | 1997 | 29 | 29 |
| | 1998 | 43 | 43 |
| | 1999 | 53 | 70 |
| Indicator/Description: Policy agendas are defined by policy analysis paper topics. The policy analysis papers addressed 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. | 2000 | 67 | - |
| | 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. | | |

Performance Data Table 14.3—Total number of graduates participating in the AERC and IDRC MA (Economics) training programs

| | | | |
|---|------|------------------------------|------------------|
| Objective Name: Adoption of improved strategies, programs, and activities for accelerated, sustainable, and equitable economic growth | | | |
| Objective ID: 698-014-01 | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | |
| Result Name: Strengthen African capacity to design, manage, implement, and evaluate equitable economic growth strategies, policies, and activities | | | |
| Indicator: Total number of graduates participating in the AERC and IDRC (International Development Research Centre) MA (Economics) training programs | | | |
| Unit of Measure: Cumulative number of graduates ¹ | Year | Planned | Actual |
| | 1994 | - | 58 |
| Source: AERC and IDRC program documents | 1995 | - | 132 |
| | 1996 | - | 258 |
| Indicator/Description: Total number of graduates participating in the AERC and IDRC MA (Economics) training programs. | 1997 | 398 | 402 ² |
| | 1998 | 538 | 548 ² |
| | 1999 | 678 | 690 ² |
| | 2000 | 818 | - |
| Comments: USAID’S support for the AERC training program began in 1993, and the first group of students graduated in 1994. In 1994, IDRC was supported as well, and the first batch of students graduated in 1996. After the initial spurt of growth, the graduate program (IDRC and AERC) now steadily absorbs about 140 new graduates per year. SISERA (referred to in the narrative) is a new offshoot of IDRC. | 2001 | 958 | - |

¹ Students in the CMAP typically complete their master’s degrees in June, except for those from the University of Zimbabwe, who complete in December.

² Includes IDRC figures for 1997-1999 that have been revised upward based on recent audit report.

Annex A

Summary of Approved Activities for the FY99 ATRIP Program

Technical Assistance for Policy Reform (\$11.0 million)

1. *U.S. Department of Commerce: Commercial law and judicial training* (\$0.5 million). This program will provide technical assistance and training of jurists to support West Africa's commercial law reform and implementation of the OHADA system of commercial law. At the request of selected African countries, it will also help with implementing Alternative Dispute Resolution (ADR) systems, adapting laws and regulations to WTO standards, or making other commercial law reforms.
2. *U.S. Department of Agriculture: Transport and standards for agricultural trade, East Africa* (\$0.7 million). This program will help policymakers and the private sector in the East Africa Cooperation region to lower regional transport costs and develop efficient, common standards for trade in agricultural products. One goal is to reduce delays and costs of U.S. exports of animal feed, via Kenyan and Tanzanian ports and land corridors, to expanding regional markets.
3. *U.S. Office of the Trade Representative: Seattle symposium on technical assistance for WTO negotiations and implementation* (\$0.2 million). The symposium will provide information to delegates to the WTO ministerial meeting who are from less developed countries about the range and focus of donor programs available.
4. *U.S. Department of Labor: Labor policy conference* (\$0.1 million). The proposed conference will assess labor issues (health and safety, national labor laws, regulatory enforcement, employment equity programs), their influence on the investment environment, and priorities for policy changes in selected southern and eastern African countries.
5. *Regional telecommunications policy* (\$0.3 million). The U.S. Federal Communications Commission (FCC) will be a principal partner in this program that will help selected African countries identify models for telecommunications regulation that promote greater competition and lower costs among providers.
6. *Ghana: West Africa gas pipeline* (\$1.6 million). Workshops and technical assistance will enable participating countries (Ghana, Nigeria, Benin, and Togo) to resolve important tax, tariff, and environmental issues. This will ease negotiation of an agreement on a \$400 million gas pipeline that U.S. and European investors will construct to deliver offshore Nigerian gas, now being flared, to energy-short markets in Ghana and elsewhere.
7. *Ghana: Grades and standards for Ghanaian exports* (\$0.7 million). The project will help current and potential exporters of agricultural products to develop product

standards and quality control systems. It will also train small farmers and associations in using agricultural chemicals, post-harvest handling, and procedures for certification. In addition, the project will help the Ghana Standards Board, other agencies, and export associations to establish a quality control and pre-shipment inspection system.

8. *Mozambique: Trade policy technical assistance and training* (\$2.0 million). Through assistance to the new interagency Trade Technical Unit, USAID will improve the government of Mozambique's capacity to (1) continue liberalizing its trade regime; (2) comply with its obligations under World Trade Organization agreements; and (3) implement its commitments to freer regional trade under the Southern Africa Development Community Trade Protocol.
9. *Mozambique: Establish an Alternative Dispute Resolution (ADR) center* (\$0.2 million). USAID will help the Confederation of Business Associations to train arbitrators, promote the use of ADR contracts, train judges on enforcement of ADR decisions, and establish fees and standards toward a self-sustaining ADR system within five years.
10. *Mali: Development of exports* (\$0.5 million). This program will help current and prospective private exporters and processors (dealing in livestock, rice, leather and leather products, wheat milling, and sugar) to assess their potential under more liberalized regional and international trade and to remove administrative obstacles to international trade and investment.
11. *Tanzania: Tax and tariff policy reform* (\$0.7 million). This project will provide technical assistance and training to the tax-policy arms of the Ministry of Finance, the Tanzania Revenue Authority, and other responsible agencies. The goal is to assist the government reduce import tariffs, broaden the tax base for major national taxes by cutting loopholes, and lower costs to business of compliance with the tax system.
12. *Uganda: Trade policy* (\$0.6 million). The program will assist the Ministry of Trade and private sector on WTO compliance matters, regional trade agreements, and market access issues (including technical barriers to trade). It will also help the private sector and associations introduce quality assurance practices to meet sanitary and phytosanitary standards abroad, thus diversifying and expanding exports.
13. *South Africa: Linking trade and the environment* (\$0.5 million). USAID will help the Department of Environmental Affairs and Tourism promote the use of economic tools to introduce improved policies in such areas as (1) pricing for electricity generated from coal as well as from cleaner, alternative sources (especially hydroelectric); and (2) potential emissions trading arrangements, to reconcile environmental and economic goals in South Africa or internationally.
14. *Malawi: Business regulatory reforms and de-monopolization of infrastructure* (\$0.5 million). Public/private-sector deregulatory activities will help speed up approval processes for new investments, particularly leases of industrial sites and registration of companies. The program will also help strategic partners promote private operators and

investment in power generation/transmission and other infrastructure, in line with the aims of Malawi's Electricity Bill and Communications Bill.

15. *Purdue University: SAPP regional investment planning model* (\$0.3 million). This activity for the Southern African Power Pool will (1) refine the results of a model for region-wide investments in electrical power generation and transmission facilities, and (2) complete the training in and transfer of the model to the SAPP Coordination Center. The main application will be to find ways to reduce power costs and environmental damage over the next 20 years.

16. *West Africa regional power sector integration program* (\$0.4 million). This activity by AIRD/Purdue will help utilities and ministries solve problems relating to transmission inter-ties between countries, plan region-wide investments in electrical power generation and transmission, and develop cross-border power pools in the region.

17. *Administrative and program support* (\$0.9 million). This allocation will provide funding for AID/W- and Bamako-based staff to design, evaluate proposals, implement and monitor ATRIP and related activities of field missions, other U.S. government agencies, and grantees.

Business Linkage Activities (\$3.0 million)

18. *Global Technology Network: Establish trade lead representatives in six African countries* (\$0.3 million). Technical GTN representatives working with network partners will use the existing USAID GTN system of business-to-business contacts to link African exporting, manufacturing, and service companies with U.S. suppliers, customers, and/or joint-venture partners. By agreement with Overseas Private Investment Corporation and the World Bank/MIGA, the GTN program will collaborate with Investment Promotion Agencies in Africa to expand reach and improve sustainability of the GTN program. Full-time positions or offices will be set up in, and technical representatives trained for, Côte d'Ivoire, Ghana, Nigeria, Senegal, South Africa, and Mozambique.

19. *Tree Crops Program: Market liberalization and business linkages for cocoa producers in West and East Africa* (\$0.7 million). The proposed activity will strengthen African farmer associations and enterprises for collective marketing and improved handling, processing, and shipping of cocoa. Co-financiers of the program include the Chocolate Manufacturers Association and M&M-Mars; partners will include the International Institute for Tropical Agriculture and, to assist with development of farmer associations, selected U.S. NGOs.

20. *Herb Research Foundation: Natural products* (\$0.8 million). This three-year linkage between U.S. customers and African suppliers will disseminate grades and standards and market information, will assist in technology transfer, and will help less developed regional suppliers (e.g., in Malawi and Madagascar) to expand sustainable production of botanical and phyto-medicinal products. Main African counterparts are the Southern Africa Agribusiness Federation and West Africa's Exchange Crossroads.

21. *Computer Frontiers: Internet tools for U.S.-Africa Businesswomen's Network* (\$0.2 million). This activity, to be co-financed by Kodak, will organize a network of women business owners in Kenya, Uganda, and Ghana, install computer equipment in three countries, and provide technical support and training in Internet tools for one year.
22. *NIEDA: Assist small and medium-size enterprises in developing exports of high-quality handicrafts (leather goods, garments, and accessories)* (\$0.4 million). The grantee will establish contacts for exports to high-end U.S. marketing and retail firms and give technical advice and marketing suggestions to local designers and manufacturers in Ghana, Benin, Madagascar, and South Africa. Focus countries were selected on the basis of USAID host mission interest and prospective follow-on support.
23. *International Executive Service Corps: Expand enterprise technical assistance to exporters in southern Africa* (\$0.5 million). This program will strengthen selected "business support organizations" (e.g., chambers of commerce, trade promotion boards, and business associations) in Botswana, Mozambique, Namibia, Zambia, and Zimbabwe. A major goal is to enable business support organizations to prepare companies for international trade and linkages, including developing action plans and preparing promotional and sales tools.
24. *East Africa and Southern Africa Enterprise Networks* (\$0.2 million). These African business associations (SAEN and EAEN), established under ATRIP in 1998, will strengthen regional trade links and relationships with key U.S. organizations, including the CCA, IESC, GTN and the U.S.-Africa Free Enterprise Education Foundation.
25. *West Africa business linkages program* (\$0.3 million). Under this grant, the Corporate Council on Africa and West Africa Enterprise Network will activate an information-sharing system, create business contacts, and train members in trade rules and regulations on respective partners' side. USAID funds would cover the two-year period 2000–2001.

Non-Project Assistance for Policy Reform (\$8.0 million)

26. *Tanzania: Non-Project Assistance* (\$4.0 million). This financing is part of a multi-donor effort to help cover short-term revenue shortfalls in Tanzania caused by its reduction of import tariff rates. Ongoing objectives of the tax reform program are to encourage further reduction of import tariffs, to broaden the tax base for major national taxes (through reduced discretionary and statutory tax exemptions), and to reduce business costs of compliance with the tax system.
27. *Mozambique: Non-Project Assistance* (\$4.0 million). The goals of this program include reassessing discretionary tax incentives and other tax distortions, further lowering the maximum MFN tariff, and reducing regulatory red tape for investors. One element will cover budgetary costs of the phase-out of the parastatal cereals marketing institute, whose functions have now been substantially assumed by the private sector.

**AFR/SD ADOPTION OF IMPROVED AGRICULTURAL POLICIES,
PROGRAMS AND STRATEGIES (698-015-01)**

Operating Unit Self-Assessment: *On-track.*

Summary: AFR/SD's agriculture-oriented strategic objective (SO) 15 contributes to the Agency's goals of generating broad-based economic growth and agricultural development, and protecting the environment. SO 15 activities are designed to make it easier to access and apply improved options for agricultural policies, programs and strategies (PPS) in sub-Saharan Africa. When adopted, these options help alleviate poverty, empower women, reduce malnutrition, and sustain the use of natural resources. SO 15 plays key roles in various Agency initiatives, including the African Food Security Initiative, the African Trade and Investment Program (ATRIP), and the Leland Initiative. SO 15's ultimate customers are farmers, firms and consumers, especially women, who produce and use food and related services in sub-Saharan Africa. In reaching these ultimate customers, the SO 15 team works with and through intermediate customers and partners, such as USAID missions, African and U.S. public and private organizations, and other donors. In turn, SO 15 activities leverage substantial development resources to support improved PPS options.

Funding for this SO comes from several accounts, including agriculture, environment, economic growth and child survival. SO 15 uses USAID's DA/DFA funds to promote technology adaptation and transfer, regional market expansion, microenterprise development, improved production and financial services support, civil society participation, and better access to environmentally friendly practices. Modest levels of USAID's child survival funding help combat child malnutrition through micronutrient supplementation.

Key Results: In FY99, SO 15 continued to make outstanding progress in creating, validating and using PPS options for agricultural products that account for over 60% of the value of agriculture in sub-Saharan Africa. Focusing on commodities with high impact on nutrition, employment, and incomes, SO 15, through collaborative regional activities, helped to make 118 new technologies available across 31 countries in FY99 (see Table 1). SO 15 formulated 38 new policy options to make input markets more efficient (see Table 2), along with a new strategic framework for input-supply system design. The team made 22 new program options available to increase the micronutrient content of selected foods in seven countries (see Table 3), and it identified seven new policy options to enhance regional trade and investment (see Table 4).

In the process, SO 15 has built substantial institutional capacity, with special attention to regional organizations. SO 15 and its partners helped 14 USAID missions in FY99 to formulate their strategies and programs. SO 15 involved over 140 community-based organizations in validating new technologies or options to strengthen producer groups and private support services. Thirty regional workshops and seminars were organized to facilitate sharing lessons learned. Seven consultative meetings were held with donors and African organizations to design new programs and strategies. Three new information

systems were initiated. Collectively, this represents a marked improvement in the ability of national organizations to work together, across borders, to access technology and share information. It represents real growth in small farmers' opportunities to increase productivity and income. It represents a richer knowledge base supporting USAID interests in agriculture and the environment in Africa. It signals a growing interest among USAID missions, donors, African organizations, and U.S. and African private-sector groups in new ways to achieve sustained economic growth through agriculture.

Performance and Prospects: The SO 15 team has seven performance targets that help track progress in the use of the ideas and options developed. Six of the seven performance targets were fully met or exceeded (see "Key Results" above), while performance for the seventh target could not be measured because of methodological and measurement problems. Performance and prospects to improve PPS in three intermediate result (IR) areas are discussed below.

IR 15.1. Sustainable technology development and transfer. Recent studies show that higher productivity accounted for a large share of agricultural sector growth. AFR/SD contributes to these broad trends by (1) helping to strengthen cooperation of regional systems, promoting effective strategic planning and priority setting; (2) supporting institutional reform that includes the use of competitive funding and other performance-based approaches to get resources into the hands of well-performing individuals, and (3) helping private-sector groups (profit and not-for-profit) set more of the agenda for providing agricultural services. SO 15 also plays a key role in promoting donor cooperation to support African-led strategies and programs for agriculture.

At the same time, SO 15 partners are releasing and promoting new technologies in a large number of countries. They include a high-protein maize variety now available in five countries in West Africa; a better storage system for cowpeas; food-processing (drying) and packaging technology for fruit; more options (involving a wider mix of commodities) for sustained farming of semiarid lands; new domesticated varieties of herbs, and integrated pest management techniques for potatoes. Partners report that the collaborative regional programs are increasing demand for these technologies. For example, 97 community-based organizations and commercial groups were involved in promoting technologies from these programs, up from 85 in 1998. Impact studies conducted in three regional programs estimate adoption rates of 30% to 50% in target areas; rates of return for these investments range from 36% to 64%, indicating gains in both outputs and incomes.

New PPS options in 1999 focused on natural products processing and product development technologies, as well as options for tree crops—specifically, cocoa, coffee and cashew, which account for over \$4.5 billion of exports annually from sub-Saharan Africa. These options offer significant potential for business links between U.S. and African groups. Partnering with the U.S. chocolate industry, the ATRIP initiative, USAID's Global Bureau and missions, producer groups, international agricultural research centers, universities, non-governmental organizations, and African policymakers, SO 15 has worked with AFR/SD's environmental SO team to identify

strong opportunities to increase rural incomes through production systems that foster biodiversity and sequester large amounts of carbon. This last item also serves to mitigate the negative impact of global climate change.

IR 15.2 Private sector agricultural marketing and support services. Agricultural policy, a key SO 15 portfolio element, helps optimize private-sector participation and the use of scarce resources. SO 15 invests in policy options to make input supply systems work better, expand regional markets, encourage regional (cross-country) trade and investment, make output markets more competitive, target revenues (including food aid) toward priority efforts, and promote microenterprise. In FY99, 38 new policy options were formulated to make input markets more efficient, against a target of 40. This includes substantial work on harmonizing seed policy in nine countries, pursued with USAID colleagues in eastern and southern Africa (REDSO and RCSA) and the World Bank, among others, through the Sub-Saharan Africa Seed Initiative. When adopted, these policy changes will greatly reduce the transaction costs of seed trade, potentially reducing seed cost to farmers.

SO 15 directly supports capacity building to empower more Africans to define the policy agenda, conduct analysis, and formulate policy as effective partners with missions. In FY99, SO 15 continued to support agricultural policy networks in East Africa (ECAPAPA) and southern Africa (FANRPAN), along with missions and regional programs. In addition, SO 15 and its partners provided policy analysis to backstop missions and their efforts, including food security policy work in Ethiopia, Kenya, Zambia, and Mozambique.

As African governments have reduced services to farmers, SO 15 is seeking to increase private-sector services. Key issues are funding options, commercialization, producer group formation and strengthening, business planning, micro-enterprise finance schemes, and integrating food and development aid to support food security. In FY99, SO 15 began systematically examining new options to strengthen finance and production support services. The goal is to mobilize and share scarce resources, reduce costs, and spread the benefits of research, innovation and training.

IR 15.3. Increased impact of agriculture on nutrition: In this relatively new area of emphasis, SO 15 focused on upgrading the nutritional outcomes of agricultural interventions by improving the nutritional quality of foods. Program options for increasing micronutrients in foods increased 450% from FY98 to FY99. One success story is Malawi's African Micronutrient/Small Enterprise Activity (AMESA), which increased the micronutrient-fortifying capability of the country's two largest bakeries and three smaller ones. AMESA also improved the marketing, product quality and packaging skills of weaning food manufacturers by giving training to 383 members of three national associations representing small/medium enterprises, businesswomen and hawkers.

Two important SO 15-sponsored forums in FY99 presented work on improving people's nutritional status by (1) breeding nutritional quality into indigenous foods; (2) promoting the supply and consumption of vegetables, fish and livestock; and (3) reducing harm from

natural food substances that decrease absorption of vitamins and minerals. This work is expected to be of vital importance in maintaining health and prolonging the life of HIV/AIDS victims.

Possible Adjustments to Plans: Building on a performance review in early 2000, several activities will be evaluated during FY2000, allowing the SO 15 team to examine possible adjustments. As originally planned, the program will examine the new activities linking nutrition and agricultural interventions. HIV/AIDS–agriculture linkages will receive special attention.

Other Donor Programs: SO 15 works directly with sub-Saharan host countries, sub-regional organizations, the multi-donor Special Program on African Agricultural Research (SPAAR), the International Agricultural Research Centers, and donor/government policy and program groups, including major European and multilateral donors.

Principal Contractors, Grantees, or Agencies: These include the SPAAR; the Association for Strengthening Agricultural Research in Eastern and Central Africa; the East and West African agricultural commodity networks; U.S. Department of Agriculture; Conservation International; The Mitchell Group; The International Food Policy Research Institute; Abt Associates; the Herb Foundation; and several universities, including Michigan State and Tuskegee.

Performance Data Table 15.1— Technologies promoted across countries

| | | | |
|---|--|------------------------------|---------|
| Objective Name: Adoption of improved agricultural policies, programs and strategies | | | |
| Objective ID: 698-015-01 | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | |
| Result Name: Profitable technology for selected commodity systems adopted | | | |
| Indicator: Technologies promoted across countries | | | |
| Unit of Measure: Number of technologies | | Year | Planned |
| | | 1997 | 84 |
| Source: The data is derived from activity reports. A new management system established in 1999 for SO 15 enables detailed monitoring of field activities. Data consistency across activities (using the same definitions and methods) is currently under review. | | 1998 | 117 |
| | | 1999 | 101 |
| | | 2000 | 96 |
| | | 2001 | 120 |
| | | 2002 | 86 |
| | | Actual | 79 |
| Indicator/Description: Reports on the number of technologies released in sub-Saharan African countries. | | | |
| <p>Comments: This indicator captures the effectiveness of the regional framework for cooperation in facilitating technology development and transfer, an essential condition for optimizing the use of scarce scientific capacities in Africa.</p> <p>Of the 118 technologies released, 31% were for coarse grains (maize, sorghum, rice), 50% were for roots, tubers and beans (cassava, potato, sweet potato, beans), 10% were for improved natural resource management techniques, and the remaining were for specialty crops.</p> <p>These technologies were developed in partnership with the 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; and Strengthening Africa Food Product and Enterprise Network.</p> <p>Activities established or modified in 2000 will lead to changes in targeted actuals during 2000–02. These adjustments are not reflected in this table.</p> | | | |

Performance Data Table 15.2— Policy options to enhance input supply

| | | | | |
|--|--|------------------------------|---------|--------|
| Objective Name: Adoption of improved agricultural policies, programs and strategies | | | | |
| Objective ID: 698-015-01 | | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | | |
| Result Name: Policies established to enhance regional, national and international trade in agricultural inputs and outputs | | | | |
| Indicator: Policy options to enhance input supply | | | | |
| Unit of Measure: Cumulative number of policy options | | Year | Planned | Actual |
| | | 1997 | 0 | 0 |
| Source: Data relates to the following activities: Pilot Commercialization of Agricultural Input Technology; Economic Impact Assessment of Agricultural Sector Interventions; Market Policy Reform Analysis and Dialogue; African Rural Social Science Research Network; Strategic Framework for Agricultural Input Supply System Development; and the Soil Fertility Initiative. | | 1998 | 20 | 25 |
| | | 1999 | 60 | 63 |
| | | 2000 | 102 | - |
| | | 2001 | 146 | - |
| | | 2002 | 195 | - |
| | | | | |
| Indicator/Description: A policy option 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. | | | | |
| Comments: An example of policy option development work measured by this indicator is provided by the Market Policy Reform Analysis and Dialogue activity implemented in collaboration with the Department of Agricultural Economics at Michigan State University. The policy options developed by this activity included an option for harmonizing trade policies relating to exchange rates in West Africa by analyzing the regional impact and policy implications of CFA devaluation. | | | | |

Performance Data Table 15.3— Program options for increasing micronutrient content of foods

| | | | |
|---|------|------------------------------|--------|
| Objective Name: Adoption of improved agricultural policies, programs and strategies | | | |
| Objective ID: 698-015-01 | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | |
| Result Name: Increased access to micronutrient-fortified or naturally rich foods | | | |
| Indicator: Program options for increasing micronutrient content of foods | | | |
| Unit of Measure: Program options for increasing micronutrient content of foods | Year | Planned | Actual |
| | 1997 | 0 | 0 |
| Source: Data relates to the following activities: Africa Micronutrient Product Development; Agricultural Impacts on Nutrition: Program, Policy and Strategy Options; East Africa Potato and Sweet Potato Network; Southern Africa Vegetable Development Network. | 1998 | 4 | 4 |
| | 1999 | 22 | 22 |
| | 2000 | - | - |
| | 2001 | - | - |
| | 2002 | - | - |
| 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 being (or has the potential to be) widely consumed in program countries. | | | |
| <p>Comments: This indicator includes policy options for increasing the micronutrient content of foods. These options are organized as research findings and recommendations addressing the following: mission policy, child survival programs, agricultural research, increased productivity, marketing, cooperatives and associations, fortification, and performance monitoring.</p> <p>Over the past year there has been substantial progress in identifying options to increase the nutritious impacts of agriculture interventions. The next move is to get these options adapted and promoted. Ensuing results will be tracked by a related but separate indicator.</p> | | | |

Performance Data Table 15.4— Policy options to enhance regional, national and international trade and investment

| | | | | |
|--|--|------------------------------|---------|--------|
| Objective Name: Adoption of improved agricultural policies, programs and strategies | | | | |
| Objective ID: 698-015-01 | | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | | |
| Result Name: Policies established to enhance regional, national and international trade in agricultural inputs and outputs | | | | |
| Indicator: Policy options to enhance regional, national and international trade and investment | | | | |
| Unit of Measure: Number of policy options | | Year | Planned | Actual |
| | | 1997 | 0 | 0 |
| Source: Data relates to the following activities: U.S. Market for Rare and Exotic African Processed Wood and Wood Products; Agribusiness Association Development; 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; and Regional Commodity Exchange. | | 1998 | 2 | 2 |
| | | 1999 | 6 | 7 |
| | | 2000 | 8 | - |
| | | 2001 | 9 | - |
| | | 2002 | 11 | - |
| | | | | |
| Indicator/Description: A program option is a knowledge-based product or idea that clearly identifies and sufficiently develops an alternative to increase the efficiency of commerce, either within a geographic area, across national borders, or internationally. | | | | |
| Comments: This indicator reflects efforts made to identify options to facilitate cross-border trade among African countries. While significant effort has been put into identifying problems constraining trade, this indicator focuses on options that enable trade. | | | | |

**AFR/SD ADOPTION OF AFFORDABLE AND MORE EFFECTIVE
MECHANISMS FOR PRODUCING, SHARING, AND USING
DEVELOPMENT INFORMATION (698-016-01)**

Operating Unit Self-Assessment: *On-track.*

Summary: African countries are showing movement toward more open economies and societies. Even so, information gaps remain formidable constraints on sustainable development. Access to information is fundamental to development success: for example, donors seek to expose African policymakers and practitioners to different approaches to solving health problems, producing goods or educating their children. The policymakers and practitioners, in turn, seek to share the new ideas with their fellow citizens so that they can be considered and put into practice.

New information and communication approaches are rapidly emerging that make information easier to access, move and manage. The United States is the world leader in developing such technology and adapting it to a myriad of uses. This SO supports all six Agency goal areas by helping its development partners obtain and master these new information technologies and approaches to support rapid and sustainable development.

Key Results: To introduce and embed modern information and communication practices, this program works in partnership with African telephone companies, entrepreneurs and development institutions; host country governments; and the U.S. private sector. SO 16 is assisting its key development partners in three broad, interdependent areas:

- Helping our partners implement policies that promote affordable access to and increased use of modern information and communication practices;
- Promoting a sustainable supply of information and communication technologies in host countries;
- Strengthening the capacity of Africans to use the new information and communication technologies and approaches.

Activities related to each of these are discussed in the following section.

Performance and Prospects: This activity is on track. Over the reporting period, SO 16 and its African development partners have achieved a number of policy advances; infrastructure build-out is occurring, and an informed and capable user base is beginning to grow. Ongoing and planned activities to achieve the SO's expected results (see bulleted list, above) include the following:

Policy Reform: USAID policy experts promote an Internet-friendly policy environment, introducing affordable (yet profitable) pricing, setting aside long-standing monopoly telephone practices in favor of a level playing field for multiple private Internet Service Providers (ISPs), and encouraging the free flow of information consistent with the laws of the host country. For example, SO 16 assistance helped Malawi officials to adopt modern,

cost-based tariff policies and bring wholesale Internet access prices down from \$10,000 per month to less than \$2,000. In Senegal, the Leland-sponsored Internet society chapter was able to negotiate a 40% reduction in wholesale access rates, giving Senegal ISPs the lowest wholesale rates in Africa. In Malawi and Rwanda, 13 organizations applied to become ISPs once the national policymakers were convinced to set aside existing but ineffective monopolistic approaches. Overall, major policy reforms were achieved in four countries during this reporting period. This brings the total number of Leland countries with modern Internet-related policy approaches to 15, meeting the performance targets established for this key Intermediate Result.

Promoting a Sustainable Technology Supply: U.S. technical experts apply emerging new technologies to create national Internet gateways, extend the Internet to underserved areas, and empower the private-sector ISPs to offer a range of services to clients. For example, the latest U.S. technology was used to link high-speed Internet access to Tamatave and Antsirabe in Madagascar, bringing e-mail and the Web to citizens resigned to long waits just to get a fax through to the capital. In Labe, Guinea's third largest city, a furniture maker is now finding new furniture designs and conducting basic e-commerce transactions over the Internet through the newly arrived satellite dish. In all, seven additional international gateways were installed.

Developing User Capacity: The SO helps developing country partners to use the communication and information tools of the Global Information Infrastructure (GII) to advance sustainable social and economic development. For example, information and communication are the lifeblood of democracy. SO 16 is helping the executive offices of the presidents of Uganda and nine other countries get equipment and use modern strategies to spread information and communicate with citizens, businesses and other democratic stakeholders. In Rwanda, the national university is using the Internet to partner with leading U.S. universities and improve its capabilities in distance education, computer science and conflict management. In Uganda, a local finance institution is using the Internet to raise capital, and is now routinely securing international lines of credit for its domestic business clients. In Ghana, Internet-based Community Learning Centers are holding special outreach sessions and training for women and schoolchildren, generating enough income from fees to pay their operating costs.

Possible Adjustment to Plans: SO 16 is carrying forward with its focus on two major challenges: (1) helping countries revamp current restrictive Internet policies (as opposed to the activity's earlier focus on helping countries create Internet policies where none existed), and (2) identifying ways to extend Internet access and use to traditionally underserved people and locations. For the former, it expects to begin reaching out to newly formed telecommunications regulatory bodies to strengthen their ability to monitor and reinforce the competitive level playing field that is critical to expanding access to the Internet. For the latter, SO 16 will adapt its proven training methods to "train the trainers" and begin strengthening the capacity of other regional partners to train Internet users, thereby increasing the leverage of its training and capacity-building efforts. The SO will reconfigure its Indicator Tables to more accurately reflect the selected performance measures that are being reported herein.

Other Donor Programs : SO 16 is closely coordinating its efforts with those of the World Bank, UN Development Program (UNDP) and a host of bilateral donors in order to reduce duplication and assure the consistent application of proven policy approaches. In addition, the World Bank, foundations and bilateral donors are incorporating SO practices in school-to-school Internet partnerships, executive office management, and Internet-based business linkages, among others.

Principal Contractors, Grantees and Agencies: SO 16 works with the Department of State on policy issues, with Science Applications International Corporation for hardware acquisition and training, and with the Department of Agriculture for technical support. The Academy for Educational Development is the principal contractor for training in development applications.

Performance Data Table 16.1—Number of USAID target countries with policies supporting access to the Internet

| | | | |
|--|------|------------------------------|--------|
| Objective Name: Adoption of affordable and more effective mechanisms for producing, sharing and using development information | | | |
| Objective ID: 698-016-01 | | | |
| Approved: 5/97 | | Country/Organization: AFR/SD | |
| Result Name: Create enabling policy environment | | | |
| Indicator: Number of USAID target countries with policies supporting access to the Internet | | | |
| Unit of Measure: Number of countries signing the Leland Initiative Memorandum of Understanding (MOU) | Year | Planned | Actual |
| | 1997 | 3 | 9 |
| | 1998 | 9 | 14 |
| | 1999 | 15 | 15 |
| | 2000 | 18 | - |
| Source: Leland reports | 2001 | 20 | - |
| | | | |
| Indicator/Description: Counts countries that have met requirements in three policy areas: cost-based tariffs, free access to Internet information, and private sector retail Internet service providers. | | | |
| Comments: Given the rapid pace of change in technology, new indicators or targets for 2002 and beyond need to be developed. | | | |

Performance Data Table 16.2—Number of USAID target countries (with Leland Initiative MOUs) with two or more Internet service providers

| | | | | |
|--|--|------------------------------|---------|--------|
| Objective Name: Adoption of affordable and more effective mechanisms for producing, sharing and using development information | | | | |
| Objective ID: 698-016-01 | | | | |
| Approved: 5/97 | | Country/Organization: AFR/SD | | |
| Result Name: Establish sustainable supply of Internet and other global information infrastructure and communication services | | | | |
| 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 |
| | | 1997 | 6 | 5 |
| Source: Leland country reports | | 1998 | 10 | 7 |
| | | 1999 | 16 | 16 |
| Indicator/Description: Counts countries that have a sustainable supply of Internet and other global information infrastructure and communication services. | | 2000 | 19 | - |
| | | 2001 | 20 | - |
| | | | | |
| | | | | |
| Comments: Given the rapid pace of change in technology, new indicators or targets for 2002 and beyond need to be developed. | | | | |

Performance Data Table 16.3—Number of USAID target countries with five or more key development partners subscribing to the Internet

| | | | | |
|--|--|------------------------------|---------|--------|
| Objective Name: Adoption of affordable and more effective mechanisms for producing, sharing, and using development information | | | | |
| Objective ID: 698-016-01 | | | | |
| Approved: 5/97 | | Country/Organization: AFR/SD | | |
| Result Name: Expand effective demand for information communications technology | | | | |
| Indicator: Number of USAID target countries with five or more key development partners subscribing to the Internet | | | | |
| Unit of Measure: Number of countries | | Year | Planned | Actual |
| | | 1997 | 1 | 1 |
| Source: Leland country reports | | 1998 | 8 | 8 |
| | | 1999 | 16 | 16 |
| Indicator/Description: | | 2000 | 20 | - |
| | | 2001 | 20 | - |
| | | | | |
| | | | | |
| Comments: Given the rapid pace of change in technology, new indicators or targets for 2002 and beyond need to be developed. | | | | |

**AFR/SD ACCELERATE PROGRESS IN THE SPREAD OF
STRATEGICALLY VIABLE AND ENVIRONMENTALLY
SOUND ENVIRONMENTAL MANAGEMENT SYSTEMS
(698-017-01)**

Operating Unit Self-Assessment: *On-track.*

Summary: The SO 17 team supports the following three Agency objectives: “The threat of global climate change reduced,” “Biological diversity conserved,” and “Sustainable management of natural resources increased.” In response to increasing pressure from within African countries to accelerate change, SO 17, in collaboration with missions and other partners, made progress in strengthening Africa-based institutions, in developing informational and analytical tools for use in Africa and elsewhere, and in conducting analysis and research to inform decision-making.

Key Results: Seventy-five percent of mission SOs receiving Environmental Sector funds are in countries having favorable policies. While this is under the target due to a recent increase in the number of countries receiving funds, the Intermediate Result (IR) tracking the percentage of countries using lessons transferred by SO 17 (93%) is substantially greater than planned (67%). Since lessons transferred often contribute to future results, we expect continued progress in the development of policies and programs in the sector. Further, under the Central Africa Regional Program for the Environment (CARPE), both targets for strengthening the analytical capacity of targeted institutions were met.

Performance and Prospects: SO 17 contributed significantly by working to strengthen its partners, supporting or expanding networks, or developing tools and techniques to meet the challenges of the environment sector.

Partners: Africa-based institutions were helped when SO 17 initiated the FRAME Contact Group, a group of senior African specialists that provides peer review and intellectual leadership. Last year a dozen key southern Africans met to assess environmental trends, emerging issues and strategic options for USAID's current environmental portfolio in southern Africa. At the meeting, held in Maputo, USAID/Mozambique solicited input from the Contact Group and used this in the design of their new SO. The group will be expanded in FY2000 to include members from across Africa who will meet in Dakar. In addition, SO 17 commissioned 24 senior, Africa-based specialists to prepare papers on changes over the last 30 years in five natural resources management (NRM) subsectors. These were to be presented and debated at a NRM Stock-Taking Workshop held in early FY2000.

African-based advocacy was encouraged by the SO 17 team's work with the Conference on Central African Humid and Dense Forest Ecosystems (CEFDHAC). CEFDHAC is the only regional environmental point of dialogue in the Congo Basin and is a counterbalance to the African Timber Organization, strongly supported by French logging interests. Last year a controversy occurred that threatened CEFDHAC's existence. USAID's vocal,

written, and financial support helped to ensure sustained funding from the European Union so that CEFDHAC could continue to focus on its mandate to foster constructive dialogue on environmental issues and opportunities in the Congo Basin.

The Biodiversity Support Program (BSP) strengthened NGOs' capacity to perform. First, BSP held a security workshop for conservation NGOs that sensitized them on security issues and then helped them develop strategies for returning to areas experiencing or at high risk of conflict as soon as possible after a security crisis had passed. Second, BSP organized workshops that allowed people throughout southern Africa to talk with each other on trans-border NRM issues, including those on which they disagreed. Afterward, participants continued to meet and collaborate on looking for solutions.

Within CARPE, SO 17 collaborated closely with USAID Kinshasa and undertook mission functions in five Central African countries where there were no missions. SO 17 staff and CARPE partners made literally dozens of visits to the field providing analysis, activity design, implementation and evaluation across substantive areas such as protected area management, forest policy, environmental governance, community participation, and non-wood forest products. Further, with USAID Congo, CARPE housed the mission's environmental specialist and involved her in all aspects of the regional program. In addition, CARPE made arrangements to open a CARPE "focal point" office in Kinshasa and served as a sounding board for the mission's environmental ideas.

SO 17's backing of applied research allowed the U.S. Geological Survey (USGS) to widen dialogue on the role that soil carbon credits can play in Africa and on ways that Africans can get involved and benefit. The USGS hosted a workshop on the tough issues of verification, markets, distribution of credits, etc., spawning the idea for an international meeting of the World Federation of Scientists that would include substantial African participation. SO 17 and SO 15 (Agriculture) collaboratively supported the International Fertilizer Development Corporation (IFDC) and their partners in working with farmers in four agro-ecological zones on integrating NRM and mineral fertilizer within farming systems. From preliminary reports, the integrated systems doubled both yields and efficiency of inputs and made a strong impression on the local farmers. This activity will expand to include a fourth country in FY2000. SO 17 also supported the International Soil Fertility Initiative, where the team made fertilizer subsidies an issue by arguing that subsidies can decrease interest in efficient management of natural resources.

SO17 staff made 21 country visits, of which 16 assisted missions with strategic planning and developing their monitoring and evaluation systems. Under the RESON (reengineering) activity, our partners aided both Kenya and the Regional Center for Southern Africa (RCSA) in the development of their respective Strategic Objectives (SOs). In collaboration with USAID's Global Bureau, SO 17 summarized the Bureau's interaction on the entire 5-yr, \$1.0 billion Global Climate Change initiative.

Networks: SO 17 supported valuable networking activities. First, the Environmental Information System (EIS), a network of 2,000 environmental information systems practitioners, implemented mechanisms to share experiences amongst its membership,

developed a prospectus for use to attract donor funds, and initiated the process of registration as an NGO serving Africa out of its base in Pretoria. Second, the Network for Environment and Sustainable Development in Africa (NESDA) sponsored a workshop for the Network of African Environmental Lawyers in which participants shared experiences and assessed efforts made over the past ten years. NESDA also collaborated with the Scandinavian Seminar College to identify sites where progress had been achieved in implementing sustainable development policies. Finally, the Information Working Group, which includes Africa-based experts, intends to show the relevance of information tools by studying the the impact of geographic information (GIS) systems on national-level policy. Results of this Africa-based study are expected in FY2000.

Tools and Techniques: To improve communication and share information, SO 17 initiated Web sites, developed databases and tools, and published reports. The FRAME Web Site contains key documents, critical data and maps of the region and links users to pivotal players in the sector. For sharing NRM experiences, SO 17 initiated the NRM TRACKER, a Web-based system that posts case studies from across the region. Finally, through its support to AfricaLink, SO 17 aided development of electronic linkages in Central Africa that helped the International Union of Conservation of Nature increase the exchange of information across the sub-region.

The SO 17 team produced analytical products aimed at producing change. The Environmental Trends Analysis activity, initiated to describe key trends and assess potential scenarios, developed a database and graphical representation of key factors and trends. SO 17 collaborated with SO 15 (agriculture) to engage partners in assessing the role of NRM in agricultural intensification. The results confirmed that for much of Africa, integrating NRM practices into production systems is critical for intensification. SO 17 funded DEVECOL, a GIS-based tool that allows user to integrate multiple layers of data. Using DEVECOL, the team assessed the potential impact of NRM practices in various agro-ecological zones. Finally, SO 17 supported the USGS in using Normalized Digitized Vegetation Index data to track vegetative changes over time. Preliminary findings show that for the *first* time there may be a way to use satellite data to track biophysical changes linked to NRM investments.

Each year SO 17 published and disseminated relevant documents. For FY99, two examples are "Whose Woods These Are," a report chronicling experiences by people who pioneered community-based NRM concepts, and "The Proceedings of Limbe Workshop," the first-ever Central African workshop on non-wood forest products.

Possible Adjustment to Plans: We expect to be fully staffed this summer (compared to operating at substantially below staff for much of last year). We anticipate changing the Results Framework and the level of the Strategic Objective. Toward this end, we have hired consultants and initiated the process of taking stock of lessons and experiences, assessing where the sector is headed, and assessing the unit's comparative advantage. We expect to make the final modifications after new staff joins the team.

Other Donor Programs: SO 17 has close working relations with the World Bank, the European Community, and the UN family (particularly the Global Environmental Facility activities), as well as with the French, Belgians, Canadians, Scandinavians, Dutch and British on assorted small initiatives furthering SO 17 and missions' agendas. Within AFR/SD/ANRE, the SO works closely with the Special Strategic Objective for the environment and with SO 15 on sustainable agriculture.

Major Contractors and Grantees: These include the International Resources Group, World Resources Institute, Biological Support Program, USGS, Associates in Rural Development, IFDC, Heron Group, Peter Freeman and Associates, World Wildlife Federation, and World Conservation Society.

Performance Data Table 17.1— Countries in which there is adoption of programs aiming at broader use of sustainable natural resources management practices

| | | | |
|---|------|------------------------------|--------|
| Objective Name: Accelerate progress in the spread of strategically viable and environmentally sound environmental management systems | | | |
| Objective ID: 698-017-01 | | | |
| Approved: Interim | | Country/Organization: AFR/SD | |
| Result Name: SO—Adoption or implementation of policies, programs and activities | | | |
| Indicator: Countries in which there is adoption of programs aiming at broader use of sustainable natural resources management practices | | | |
| Unit of Measure: Percentage of countries | Year | Planned | Actual |
| | 1997 | - | 85% |
| Source: R4 reviews and other mission reports; TDY reports; special reports | 1998 | 85% | 87.5% |
| | 1999 | 85% | 75% |
| | 2000 | 85% | - |
| Indicator/Description: Counts countries that have adopted new or modified programs aiming at accelerating the rate of adoption of NRM practices. The percentage reflects the number of countries that have adopted new programs as a ratio of all countries with a NRM-supported strategic objective. | | | |
| <p>Comments: A hallmark of progress in the sector has been the shift over the last 10 years from projects to programs. Over that period SO 17 contributed to that transition. For some countries, SO 17 played a major role while in others it had an indirect positive impact. In many cases, results achieved in FY99 were products of activities in previous years. During the current reporting period, the percentage is lower than in the previous reporting period, because a new country became eligible to be counted. Ethiopia became part of the denominator, but because it's a new program, changes at the SO level have yet to register. A more accurate predictor of future changes is IR17.2.</p> <p>We anticipate that the SO and indicator will be modified as we update the results framework.</p> | | | |

Performance Data Table 17.2— Strategic Objectives which contain inputs transferred by SO 17

| | | | |
|--|------|------------------------------|--------|
| Objective Name: Accelerate progress in the spread of strategically viable and environmentally sound environmental management systems | | | |
| Objective ID: 698-017-01 | | | |
| Approved: Interim | | Country/Organization: AFR/SD | |
| Result Name: Flow and use of environmental and NRM information increased | | | |
| Indicator: Strategic Objectives which contain inputs transferred by SO 17 | | | |
| Unit of Measure: Percentage of countries | Year | Planned | Actual |
| | 1997 | - | 53% |
| Source: R4 reports, TDY and miscellaneous reports | 1998 | 53% | 56% |
| | 1999 | 67% | 94% |
| Indicator/Description: Counts countries that have program elements attributed to SO 17 collaboration and input. The unit of measure is the percentage of countries (or operating units) whose strategies, policies, or programs were influenced by SO 17 collaboration, as a ratio of all operating units receiving at least a minimum amount of environmental sector funding. The countries that received ENRM funds at levels sufficient to affect policies, programs and strategies include Ethiopia, Ghana, Guinea, Kenya, Madagascar, Malawi, Mali, Mozambique, Namibia, RSCA, Senegal, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe. | 2000 | 67% | - |
| | | | |
| | | | |
| Comments: Work measured under this IR contributed to positive environmental impacts made by missions and other partners. Consequently, it is a reasonable predictor of future SO-level impacts. | | | |

Performance Data Table 17.3— Increased capacity of African institutions in examining use of forest products at household level

| | | | |
|---|------|------------------------------|--------|
| Objective Name: Accelerate progress in the spread of strategically viable and environmentally sound environmental management systems | | | |
| Objective ID: 698-017-01 | | | |
| Approved: Interim | | Country/Organization: AFR/SD | |
| Result Name: Analytical capacity strengthened in targeted institutions | | | |
| Indicator: Increased capacity of African institutions in examining the uses of forest products at household level | | | |
| Unit of Measure: Number of reports produced and workshops organized by Africans | Year | Planned | Actual |
| | 1998 | - | - |
| | 1999 | 14 | 14 |
| | 2000 | - | - |
| Source: see Performance Monitoring Plan (PMP) | | | |
| Indicator/Description: Sub-grants were made to African institutions to study non-timber forest products with potential to substitute for unsustainable logging. | | | |
| Comments: The reports and workshops are linked closely and feed into each other. | | | |

Performance Data Table 17.4— Monitoring network established for environmental advocacy

| | | | |
|---|------|------------------------------|--------|
| Objective Name: Accelerate progress in the spread of strategically viable and environmentally sound environmental management systems | | | |
| Objective ID: 698-017-01 | | | |
| Approved: Interim | | Country/Organization: AFR/SD | |
| Result Name: Analytical capacity strengthened in targeted institutions | | | |
| Indicator: Monitoring network established for environmental advocacy | | | |
| Unit of Measure: Number of reports and workshops | Year | Planned | Actual |
| | 1998 | - | - |
| Source: R4 reports, TDY and miscellaneous reports | 1999 | 2 | 2 |
| | 2000 | 3 | - |
| Indicator/Description: Two reports on logging policies and land governance were drafted for Gabon and Cameroon. Final reports, written in both English and French, were to be published in February 2000. | | | |
| | | | |
| | | | |
| | | | |
| Comments: This CARPE-funded activity is being implemented by the WRI under the Global Forest Watch. The activity links the Congo Basin to a global environmental NGO watchdog effort. | | | |

**AFR/SD ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED
SUSTAINABILITY, EFFICIENCY AND EQUALITY OF BASIC
EDUCATION SERVICES (698-018-01)**

Operating Unit Self-Assessment: *Exceeding expectations.*

Summary: SO 18 supports the Agency goal: “Human capacity built through education and training,” particularly the objective: “Access to quality basic education, especially for girls and women, expanded.” To advance these aims, for over a decade SO 18 has been developing, using and refining an African-led approach called Education Sector Support (ESS). While *classroom-based*, ESS is also *systemic*, promoting national education programs that involve all key reform elements and stakeholders. Equally important, it is *sustainable*, as it upgrades policy analysis and public dialogue, builds management capacity, and boosts African spending on education. SO 18 applies this approach in supporting African networks, two U.S. Presidential initiatives, and 10 bilateral USAID basic education programs. At the same time, it coordinates between bilateral, regional and global efforts, reaping considerable synergy in the process.

In FY99, child survival funds supported most of SO 18’s basic education activities in Benin, Ethiopia, Ghana, Guinea, Malawi, Mali, Namibia, South Africa, Uganda and Zambia. \$1.5 million in development assistance funding was used by a SO 18 partner, the International Foundation for Education and Self-Help (IFESH), which provided experienced American teachers to strengthen teaching capacities in Benin, Ethiopia, Ghana, Guinea and Malawi.

Key Results: In FY99, SO 18 met or exceeded all its targets. In FY98, three African countries with USAID education programs were implementing reform policies and strategies advocated by the SO; by the end of FY99, the number had risen to six, exceeding the target by one country. In FY98, seven USAID missions with education programs in Africa were employing the ESS approach. In 1999 all 10 were actively doing so—a goal not expected to be reached until 2003.

SO 18 was also able to leverage partner programs and resources to support the ESS approach. For example: the World Bank invested extensively in a school health program in Senegal, which it developed collaboratively with SO 18 and USAID Zambia at SO 18’s highly successful Biennial Workshop in Dakar (April 1999). The World Bank also invested in a new community school program in northern Mali, modeled after USAID-promoted community schools.

SO 18 has, moreover, succeeded in harnessing Presidential initiatives in FY99: seven African ministries of education (MOEs) are now connected to the Internet as a result of SO 18’s close cooperation with the Education for Democracy and Development (EDDI) and Leland Initiatives. By the end of 2000, 15 to 20 MOEs will be online. Also through SO 18 efforts in FY99, the Kenya-based Forum for African Women Educationalists is preparing to manage 5,000 EDDI scholarships for girls and women in 26 countries.

The successes in FY99 sprang from two key factors: (1) Program designs in more and more countries and USAID missions reflect the SO 18 team’s technical assistance in the field, as well as earlier analytic and networking activities—particularly USAID’s *Strategic Framework for Basic Education in Africa*; and (2) Pivotal institutions such as the Association for the

Development of Education in Africa (ADEA), the European Union, and the World Bank have increasingly advocated an educational development approach consistent with ESS.

Performance and Prospects:

SO Indicators: SO 18 has three indicators of progress toward the Strategic Objective as a whole: (1) the degree to which African countries with USAID support initiate and manage education reforms promoted by SO 18; (2) the degree to which USAID missions adopt strategies and methods advocated by SO 18; and (3) the degree to which other operating units within USAID, and other development partners, use strategies and methods developed and promoted by SO 18.

African Countries: The ultimate measure of SD's success is the extent to which African countries provide equitable, quality basic education to all their children. A key indicator of SO 18's contribution to that end is whether countries with USAID support adhere to ESS principles: i.e., they initiate and manage national education sector reforms supported by adequate financing, and they incorporate one or more reform strategies promoted by SO 18. As mentioned earlier, this target was exceeded, with six countries (Uganda, Guinea, Ethiopia, South Africa, Namibia and Zambia) meeting these criteria. Ghana, which has not effectively coordinated its national reform program, was removed from the list this year.

USAID Missions: A key measure of SO 18's impact is the degree to which USAID missions adopt the SO 18–advocated ESS approach. At present *all* missions with education programs in Africa are actively working on the approach, with the Ethiopia, Zambia and Namibia missions joining the list in FY99. This is the strongest indicator of the contribution of SO 18 to the overall Strategic Objective, since it is the missions (rather than the countries) that SD directly supports.

USAID and Development Partners: In FY99, the SO team noted seven cases where internal or external working partners adopted SO 18–promoted approaches and tools. One internal example was SO 18's influence in developing a new education component to the widely used Demographic and Health Survey instrument through the Global Bureau, allowing better tracking of the progress of education in Africa. In another example, the UK's Department for International Development began supporting Fundamental Quality and Equity Level efforts in Uganda. This is an SO 18–developed system in which a country undertakes to assure that *each* of its schools has certain agreed-upon minimum tools and facilities—a powerful tool for equity.

Progress towards IRs:

IR 18.1. Developing and Promoting Knowledge and Guidance. The SO does this in three ways:
1. Development of state-of-the-art strategies and tools. In one productive FY99 activity, a buy-in to the Global Bureau's GreenCom Project yielded a synthesis of successful environmental education programs in Mali, Zambia, and Tanzania and a pilot study on household hazardous substances, which in turn led a Zambian NGO to produce classroom materials and radio programs for over 30% of Zambia's primary schools. Another very interesting study of Malian community schools found that government-PVO-community partnerships can provide services at lower cost than governments alone—and the services are better tailored to local needs.

2. Promotion and Dissemination of SO 18–Developed Materials and Tools. In the past decade

SO 18 has produced 38 print documents, software products and videos, on topics ranging from management information systems to improving access and learning for girls. In FY99 over 2,000 institutions and individuals worldwide received one or more of these 38 products, promoted and distributed via workshops, conferences, Web sites, technical papers, and other publications. See Annex A for more details on SO 18 outreach.

3. Support to USAID Missions. In 1999, SO 18 made significant contributions to program design and reform management in five of 10 USAID education programs (Uganda, Malawi, Namibia, Mali and South Africa) plus Nigeria, where a new USAID education program begins in 2000.

IR 18.2: Extend and Strengthen Enabling Environment to Promote Improved Education Sector Policies, Programs, and Strategies. The Association for the Development of Education in Africa (ADEA) is both a forum where African stakeholders, including ministers of education and funding partners, can critically analyze policies, strategies and programs, and a dynamic professional network where they can cooperate on capacity building. ADEA's work advances education reform activities both within and beyond countries where USAID operates. Among other key IR 6.2 activities in FY99, SO 18 helped ADEA complete a national review of sector studies in Ghana and organize a whole series of country case studies. Also, with EDDI support, ADEA promoted south-south and north-south university linkages involving education.

SO 18 also works through the Education Research Network for West and Central Africa (ERNWACA) to build capacity for research and advocacy. In FY99 ministries and donors commissioned the Mali, Cameroon and Ghana chapters of ERNWACA to conduct research that can shape current and future education policy, on issues ranging from vocational education to using native languages in the classroom.

Activities and targets for 2000 include initiating the education program in Nigeria, in partnership with other development agencies; continued development, with partners, of methods to assess the impact of HIV/AIDS on education, as well as mitigate its impact and use the education system to slow its spread; training USAID staff (including four new-entry professionals) in designing, implementing, and assessing education programs in an ever-changing environment; and pursuing and promoting new analytic work on health-education links, implementation of education reform in Africa, education in countries in crisis, and measurement of learning.

Possible Adjustments to Plans: There is a serious lack of seasoned direct-hire education staff to manage SO 18's growing, very complex program. Only half the Bureau's 10 education programs currently have experienced DH education officers. Moreover, at this time the Bureau has assigned no DH education officer to replace the current SO 18 leader, scheduled to depart in July 2000. To ensure program quality and accountability, Africa Bureau leadership needs to focus on education sector staffing.

Other Donor Programs: Key donor partners include the World Bank and the African Development Bank, various United Nations organizations, foundations such as Rockefeller, and bilateral aid organizations, especially the British, Canadians, French and Scandinavians.

Major Contractors and Grantees: Partners include the American Institute for Research (AIR), the Academy for Educational Development (AED), the Educational Development Center (EDC), Creative Associates International (CAI), the Departments of Labor and Health and Human Services, IFESH and ADEA.

Performance Data Table 18.1— Number and percentage of countries implementing reform policies and strategies advocated by SO 18

| | | | | |
|--|--|------------------------------|-----------|--------|
| Objective Name: Adoption of policies and strategies for increased sustainability, efficiency, and equality of basic education services | | | | |
| Objective ID: 698-018-01 | | | | |
| Approved: 5/97 | | Country/Organization: AFR/SD | | |
| Result Name: Adoption of policies and strategies for increased sustainability, efficiency, and equality of basic education services | | | | |
| Indicator: Number and percentage of countries implementing reform policies and strategies advocated by SO 18 | | | | |
| Unit of Measure: Number of countries (percentage) | | Year | Planned | Actual |
| | | 1997 | 2 (22%) | 2 |
| Source: Mission reports, SO 18 analyses and TDYs, and ADEA meetings | | 1998 | 3* (30%) | 3 |
| | | 1999 | 5 (50%) | 6 |
| | | 2000 | 6 (60%) | - |
| Indicator/Description: Calculates the number of countries with USAID education programs that have established or are maintaining participatory policy dialogue and strategy development, adequate sector financing, and incorporating one or more reform strategies promoted by SO 18, as a proportion of the total number of countries with USAID education programs. | | 2001 | 7 (70%) | - |
| | | 2002 | 8 (80%) | - |
| | | 2003 | 10 (100%) | - |
| | | | | |
| Required Strategies:** | | | | |
| <ul style="list-style-type: none"> participatory policy dialogue and comprehensive strategy development** resource allocation and/or funding formulas to favor primary education** | | | | |
| Other reform strategies: | | | | |
| <ul style="list-style-type: none"> restructured instructional service and delivery system (e.g., continuous assessment, teacher support, instructional material availability) systemic approach to girls' education (e.g., integrated into routine operations) FQEL planning framework | | | | |
| Comments: Targets may change as new countries are added or additional policies/strategies are advocated. | | | | |

* Numbers planned and percentages were changed in FY98 due to the addition of Zambia.

** In FY99 the indicator definition was changed. The policies and strategies in the list are not of equal importance or even compulsory for reform. The bar was raised this year—in order for countries to be counted here, they must be *implementing* both the policy dialogue/strategy development and resource allocation formulas along with one of the other three strategies. The governments of Ethiopia, Guinea, Namibia, South Africa, Uganda, and Zambia have adopted SO–18 promoted policies and strategies.

Performance Data Table 18.2— Number and percentage of USAID education programs/projects employing ESS approach

| | | | |
|---|------|------------------------------|--------|
| Objective Name: Adoption of policies and strategies for increased sustainability, efficiency, and equality of basic education services | | | |
| Objective ID: 698-018-01 | | | |
| Approved: 5/97 | | Country/Organization: AFR/SD | |
| Result Name: Adoption of policies and strategies for increased sustainability, efficiency, and equality of basic education services | | | |
| Indicator: Number and percentage of USAID education programs/projects employing ESS approach | | | |
| Unit of Measure: Number of USAID education programs/projects (percentage) | Year | Planned | Actual |
| | 1997 | 5 (56%) | 5 |
| Source: Mission reports, SO 18 analyses and TDYs | 1998 | 6* (60%) | 7 |
| | 1999 | 8 (80%) | 10 |
| Indicator/Description: Number of USAID missions employing ESS as a proportion of the total number of countries with USAID education programs or projects | 2000 | 8 (80%) | - |
| | 2001 | 9 (90%) | - |
| | 2002 | 9 (90%) | - |
| | 2003 | 10 (100%) | - |
| <p>Comments: The ESS approach is characterized by: (i) support for restructuring/reforming education systems to meet national priorities (e.g., primary education); (ii) systemic educational change (coordination of links between levels, components and loci of system); (iii) institutional capacity building; (iv) sustainability (within national resource envelope); (v) donor coordination; (vi) accountability; and (vii) national-level impact.</p> <p>Targets may change if new countries are added.</p> | | | |

*The numbers planned and the percentages were changed in FY98 due to the addition of Zambia.

A key measure of SO 18’s impact is the degree to which USAID missions adopted the ESS approach advocated by SO 18. This indicator was not reported in FY98, but is included in FY99 because it applies to an area in which major progress has been made.

In FY97, five USAID missions with education programs in Africa were employing the ESS approach. In FY99, all 10 were actively employing this approach—a goal SO 18 had not expected to reach until 2003. The missions involved were in Benin, Ethiopia, Ghana, Guinea, Mali, Malawi, Namibia, South Africa, Uganda, and Zambia.

Performance Data Table 18.3— Number and percentage of the 10 USAID missions with basic education programs using SO 18–promoted methods in their education program

| | | | |
|--|------|------------------------------|--------|
| Objective Name: Adoption of policies and strategies for increased sustainability, efficiency, and equality of basic education services | | | |
| Objective ID: 698-018-01 | | | |
| Approved: 5/97 | | Country/Organization: AFR/SD | |
| Result Name: Adoption of policies and strategies for increased sustainability, efficiency, and equality of basic education services | | | |
| Indicator: Number and percentage of the 10 USAID missions with basic education programs using SO 18–promoted methods in their education program | | | |
| Unit of Measure: Number of USAID missions (percentage) | Year | Planned | Actual |
| | 1997 | 5 (56%) | 5 |
| Source: Mission reports, SO 18 TDYs and workshops | 1998 | 6* (60%) | 8 |
| | 1999 | 6 (60%) | 9** |
| Indicator/Description: Number of USAID missions using at least 50% of the "bundle" of approaches, procedures, methods, tools and/or instruments developed and promoted by SO 18 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, health education linkages, community participation tools. | 2000 | 6 (60%) | - |
| | 2001 | 6 (60%) | - |
| | 2002 | 6 (60%) | - |
| | 2003 | 6 (60%) | - |
| Comments: The tools in this "bundle" will be decided on an annual basis, as new tools are included. Not all countries/missions need all of SO 18's tools; also, they may not need them for the entire length of the monitoring plan. Targets may change if additional countries are added. | | | |

*Numbers planned and percentages were changed in FY98 due to the addition of Zambia.

In FY99, missions were using the following SO 18-promoted tools:

- ** Benin: FQEL, health education linkages, updated action plan, community participation
- ** Ethiopia: FQEL, conditionality, policy dialogue methods, community participation
- ** Ghana: conditionality, community participation, impact measurement, health education linkages
- ** 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, community participation, policy dialogue
- ** South Africa: updated action plan, policy dialogue methods, impact measurement
- ** Uganda: FQEL, conditionality, policy dialogue methods, community par., impact measurement, Ed*Assist
- ** Zambia: health education linkages, policy dialogue, updated action plan, community participation, Ed*Assist

Performance Data Table 18.4— Number of joint activities between funding agencies or between funding agencies and donor countries

| | | | |
|--|------|------------------------------|--------|
| Objective Name: Adoption of policies and strategies for increased sustainability, efficiency, and equality of basic education services | | | |
| Objective ID: 698-018-01 | | | |
| Approved: 5/97 | | Country/Organization: AFR/SD | |
| Result Name: Extend and strengthen enabling environment to promote improved education sector policies, programs, and strategies | | | |
| Indicator: Number of joint activities between funding agencies or between funding agencies and donor countries | | | |
| Unit of Measure: Number of joint activities | Year | Planned | Actual |
| | 1997 | 2 | 4 |
| Source: Agency documents | 1998 | 2 | 8 |
| | 1999 | 2 | 14 |
| Indicator/Description: The number of joint studies, sector assessments, project designs or other joint activities between funding agencies, funding agencies and donor countries players | 2000 | 6* | - |
| | 2001 | 8 | - |
| | 2002 | 10 | - |
| | 2003 | 12 | - |
| Comments: See below: Instances of collaborative activities in FY99 | | | |

*Number planned in FY99 to reflect concentrated focus and effort in this area

Instances of collaborative activities in FY99:

1. Video on education reform in Uganda disseminated with World Bank
2. Zambia: joint design, planning, management of education sector program/BESSIP
3. Uganda: joint management of education sector program/ESIP
4. Malawi: joint donor collaboration with MOE on analysis of sector
5. Ethiopia: joint management of education sector program
6. Working Group on Education Sector Assessment (collaboration on Ghana study)
7. USAID/JICA action plan for school health in Zambia implemented
8. Development of PRISM database on all education sector projects by ADEA
9. SO 18 provided the lead person on the evaluation of ADEA Working Groups
10. World Bank school health production of new documents
11. HIV/AIDS toolkit (UNICEF/UNDP/World Bank)
12. School health work with World Bank on Senegal and Zambia
13. Three-country program assessments of environmental education programs (WWF/USAID)
14. Joint SO 18–World Bank seven-country study on quality and girls’ education

Annex A

Promotion and Dissemination of SO 18–Developed Materials and Tools

In FY99, some defining events in SO 18’s outreach effort were:

Workshops and Conferences:

- SO 18 designed an innovative workshop, the Dakar Basic Education Exchange, where USAID education staff worked with 130 participants from 12 country teams to share experiences and perspectives.
- At the Comparative and International Education Society (CIES) conference in Toronto, SO 18 helped to rally over 700 African and international experts to attend five SO 18–designed presentations on the following subjects: education indicators for measuring and monitoring education reform; the Fundamental Quality and Equity Level (FQEL) indicators for primary schools; community participation; teaching for quality education; and basic education program implementation.
- At a southern Africa conference held in Lesotho for 120 education researchers, SO 18 presented a keynote address on community involvement as a strategy for democratizing education practice and improving quality.
- The Global Bureau’s Human Capital Development Conference in 1999 used SO 18’s Strategic Framework to work with over 200 participants from around the world to examine country experiences in shaping the relationship between policy, governance and local initiative in education reform.

The Media:

- The Uganda education documentary produced by SO 18 in FY98 in collaboration with USAID/Uganda and the World Bank reached audiences in over 88 countries around the world, with copies distributed to over 500 individuals and institutions. It has won several prizes in documentary and film festivals and a place in the Museum of Broadcast Communications in Chicago.
- SO 18’s promotion of the concept of effective schools led to the implementation of community-based learning approaches in Mali, Guinea, Malawi and Ethiopia. *Economist* and *New York Times* articles seen around the world carried understanding and support for this approach to improving education in Africa.

AFR/SD ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, QUALITY, EFFICIENCY AND EQUALITY OF HEALTH SERVICES (698-019-01)

Operating Unit Self-Assessment: *Exceeding expectations.*

Summary: This SO relates to USAID's objectives on infant/child health and nutrition and women's health. It aims at the adoption of policies/strategies to increase the sustainability, quality, efficiency and equity of health services in Africa. Its key intermediate results include promoting improved strategies and policies for (1) health care financing and organizational reform; (2) child survival and maternal health; and (3) an enabling environment to design, manage and evaluate health programs.

Key Results: The FY99 targets were exceeded for four of the five indicators. These cover countries implementing Integrated Management of Childhood Illnesses (IMCI) strategies and developing malaria control plans, as well as USAID missions incorporating nutrition and essential obstetrics care interventions into their programs. Thirty-five of 36 countries now have national immunization plans.

Performance and Prospects:

IR 19.1 Health Financing and Organizational Reform: Significant progress was made in the area of equity, which Africans identify as one of the largest health financing issues. With SO support, the BASICS Project published *Guidelines for Achieving Equity: Ensuring Access of the Poor to Health Services Under User Fee Systems*. This cutting-edge guide, based on case studies in five countries, gives practical guidelines for setting up equitable user-fee exemption systems for the poor. It was distributed Africa-wide, and Guinea and Mali are now testing innovative equity strategies. Also, with support from SO 19 and the Family Health and AIDS program, the Partnership for Health Reform (PHR) Project examined selected Mutual Health Organizations (MHOs) as an alternative financing approach in West Africa. Findings indicate that target MHOs covered a greater percentage of the population, conducted more negotiations with providers for better care, found new ways of generating revenue, and expanded benefit packages.

SO 19's pilot work on hospital autonomy in Senegal led to significant reforms: adoption of key legislation, autonomy for six hospitals, and a new hospital management information system that the World Bank has agreed to fund nationally. Further, SO 19 supported development of a network in eastern and southern Africa to promote National Health Accounts (NHA), a tool that measures health spending and monitors the subsectoral impact of health financing reform. Via workshops and the PHR's technical support, eight countries in the region are proceeding with their own NHA studies.

IR 19.2 Child Survival and Maternal and Health Policies and Strategies

Nutrition: Through the Support for Africa Research and Analysis (SARA) and the Global Bureau's LINKAGES Projects, SO 19 was a leader on the issue of HIV transmission through breastfeeding. An SO-supported rapid low-cost formative research protocol for understanding local issues and constraints facing women was used in Zambia, Zimbabwe and South Africa, and influenced the development of locally appropriate feeding guidelines for HIV-infected women and women in high-HIV areas. The FY98 SO 19 publication *HIV and Infant Feeding: A Chronology of Research and Policy Advances and Their Implications for Programs* was used to inform the dialogue and shape new policies in South Africa, Tanzania, Zambia, and Zimbabwe. Further, through regional information sharing, advocacy, and use of the new Nutrition Minimum Package (MinPak), SO 19 has affected the way West African governments combat Vitamin A deficiency.

Malaria: In FY99, SO 19 gave technical support to 17 USAID missions to program new resources under the Infectious Disease Initiative, consistent with overall Agency strategies and the reporting system for these funds. With the UK's Department for International Development (DfID) and the Africa Regional Office of the World Health Organization (WHO/AFRO), SO 19 conducted a major participatory evaluation of the impact of their technical and financial support to WHO/AFRO for malaria. This evaluation was the basis for a partnership meeting on a new initiative for Africa, Roll Back Malaria (RBM), and set its directions. The SO established two important cross-disciplinary networks with African and international experts: one for malaria and maternal health, and one for malaria and anemia/micronutrients.

Cutting-edge SO-supported research was published this year on malaria and pregnancy, drug efficacy, and home management of malaria. In addition, early research results on insecticide-treated bednets in Western Kenya showed a significant reduction in maternal anemia attacks and overall morbidity (15%), in preterm delivery (up to 40%), and in household spending (up to 40%) to treat malaria in children. Last year, Ethiopia and Tanzania modified their malaria treatment policies based on evidence of chloroquine resistance, while Zambia, Eritrea, Rwanda and Mozambique are actively reviewing policies. This brings to eight the number of countries that, with WHO/AFRO and donor support, have responded to the challenge of antimalarial resistance in Africa.

Immunization: SO 19 lobbied WHO/AFRO strongly to produce a new Regional Strategy for Immunization which would increase overall routine immunization coverage. The SO's grants to UNICEF and WHO/AFRO and its funding to the BASICS project supported a renewed focus and activities to strengthen routine immunization systems. Several countries, including Angola, Madagascar, Nigeria, and Tanzania, conducted cold-chain assessments to find and correct deficiencies. SO 19 support resulted in studies on the procurement, distribution and management of vaccines and injection materials in Côte d'Ivoire; cold-chain inventories and rehabilitation plans for most countries in West Africa; and improved vaccine management systems in Burkina Faso, Côte d'Ivoire, and Ghana. With SO support, a communication handbook/planning guide has been developed and a cadre of African experts have been trained in communications for south-to-south

technical assistance. In addition, several countries (DR Congo, Liberia, Madagascar, Zambia, and Zimbabwe) conducted provincial/district workshops, empowering provinces to review and improve their plans by integrating national immunization days with routine immunization and surveillance.

Provider Performance: Ministers of Health from 42 African countries ratified the IMCI strategy and committed to use WHO/AFRO country funds for this purpose. Currently, 32 countries are implementing IMCI. More than 4,000 health workers have been trained throughout Africa. The SO contributed to these results through its grant to WHO/AFRO and support to the BASICS Project. With SO 19 support, AVSC, a U.S. private voluntary organization, finalized its adaptation of the *COPE for Child Health Manual*, which gives guidelines for better organization of health services through problem solving and client satisfaction. Implementation and evaluation of the COPE approach started in Kenya and Ghana, and WHO/AFRO has adopted it as part of its IMCI package.

Home and Community Management of Child Health: With the Global Bureau, the SO effectively lobbied to integrate community-based approaches into IMCI and RBM, with grants to WHO/AFRO and UNICEF and support to BASICS. Eight countries now have workplans to move forward with community IMCI, including DR Congo, Ethiopia, Kenya, Mali, Nigeria, South Africa, Tanzania and Uganda. With SO 19 support, the UNICEF/ Inter-Agency Working Group on Household and Community IMCI published *Home and Community Health Care for Infants and Young Children to Enhance Survival, Growth and Development*, which will guide community work in the field.

Essential Obstetric Care (EOC): This is a relatively new area for SO 19. The first research findings from the SO's studies in West Africa on innovative community-based EOC practices were disseminated at a regional meeting. Findings supported adoption of several resolutions: for example, the Senegalese were influenced to have their Health Action Plan pay increased attention to EOC. The SO also developed *REDUCE*, a policy-dialogue and advocacy tool similar to *PROFILES*, but targeting the issues of maternal mortality and disability.

IR 19.3 Enabling Environment to Design, Manage and Evaluate Health Programs

As a result of the SO's investment in WHO/AFRO for community IMCI, WHO/AFRO received \$3.25 million in grants from the UN Foundation to support IMCI regionally and in Madagascar, Malawi, Tanzania, and Zimbabwe. WHO/AFRO also received a lead role for RBM in Africa and increased funding from WHO/Geneva to support their malaria activities in the region. In IMCI, the SO supported the training of 85 African consultants who can now assist country programs; 30 are from Francophone West Africa, which has been slow to start up these programs because of lack of trained experts. Eight health-provider training schools have introduced IMCI into their curriculum.

The Master's Program in Health Economics at the Centre Africain d'Etudes Supérieures en Administration et Gestion, developed by SO 19 through the PHR Project, doubled its enrollment to 12 students this year, which will significantly raise the number of trained

health economists in West Africa. Modules developed for this curriculum are being taught in other countries, such as Rwanda.

Regional workshops were held to train Africans in the use of *PROFILES*, a *RAPID*-like advocacy tool for assessing nutrition impacts. Kenya, Tanzania and Uganda had follow-up presentations, and the Kenya trainees are serving as resource people in the region. (See *REDUCE* under EOC.) Finally, evaluation of the WHO/AFRO grants by USAID and the UK's Department for International Development (DfID) led to improved working relationships among the three partners and identified future directions.

Possible Adjustment to Plans: Concerned about the decline in immunization coverage in the region, SO 19 insisted that WHO/AFRO and UNICEF target four countries for increased routine immunization coverage. The SO will track this targeted approach and adjust plans and methodologies as necessary.

Major Contractors and Grantees: This SO is implemented through African institutions; other donors with relevant technical and strategic strengths, such as WHO/AFRO and UNICEF; U.S. collaborating technical agencies, and private voluntary organizations.

Other Donor Programs: Other donors involved include WHO/AFRO, UNICEF, the EU, DfID, the World Bank and the Swedish International Development Agency.

Performance Data Table 19.1—Integrated Management of Childhood Illness (IMCI) action plans

| | | | |
|---|------|------------------------------|--------|
| Objective Name: Adoption of policies and strategies for increased sustainability, quality, efficiency, and equality of health services | | | |
| Objective ID: 698-019-01 | | | |
| Approved: 5/1/99 | | Country/Organization: AFR/SD | |
| Result Name: Adoption of policies and strategies for increased sustainability, quality, efficiency, and equality of health services | | | |
| Indicator: Integrated Management of Childhood Illnesses (IMCI) action plans. | | | |
| Unit of Measure: Cumulative number of countries | Year | Planned | Actual |
| | 1998 | - | 3 |
| Source: WHO/AFRO annual reports, BASICS (Flagship or TASC) annual reports | 1999 | 5 | 9 |
| | 2000 | 12 | - |
| Indicator/Description: Number of countries that have action plans to improve the IMCI in health facilities beyond the initial phase of pilot districts (usually 2). | | | |
| | | | |
| | | | |
| Comments: The 9 countries are Botswana, Madagascar, Malawi, Niger, Nigeria, South Africa, Tanzania, Uganda, and Zambia. | | | |

Performance Data Table 19.2—National malaria control plans compliant with regional malaria control strategy

| | | | | |
|---|--|------------------------------|---------|--------|
| Objective Name: : Adoption of policies and strategies for increased sustainability, quality, efficiency, and equality of health services | | | | |
| Objective ID: 698-019-01 | | | | |
| Approved: 5/1/99 | | Country/Organization: AFR/SD | | |
| Result Name: Adoption of policies and strategies for increased sustainability, quality, efficiency, and equality of health services | | | | |
| Indicator: National malaria control plans compliant with regional malaria control strategy | | | | |
| Unit of Measure: Cumulative number of countries | | Year | Planned | Actual |
| | | 1998 | - | 0 |
| Source: WHO/AFRO and national malaria control plans | | 1999 | 8 | 38 |
| | | 2000 | 42 | - |
| Indicator/Description: Number of countries with malaria control plans incorporating 2 or more of the basic elements of the African Regional Strategy for Malaria Control. The elements of the African Regional Strategy for Malaria Control include: | | | | |
| - monitoring the therapeutic efficacy of first and second-line anti-malarials; | | | | |
| - periodic review of national anti-malarial drug policy; | | | | |
| - development and implementation of national policies for deployment of insecticide-treated mosquito nets; | | | | |
| - strengthened malaria-related antenatal services; | | | | |
| - strengthened capacity to recognize and respond to malaria epidemics; | | | | |
| - development and implementation of community-based approaches to malaria control; | | | | |
| - defining structures for identifying, implementing, and acting upon the findings of operational research questions; and | | | | |
| - ongoing monitoring and evaluation of malaria control activities. | | | | |
| Comments: This indicator will reach its overall target in FY2000. The last remaining countries are Cape Verde, South Africa, Algeria and Central African Republic. The malaria results package team is reviewing its performance monitoring plan to identify appropriate indicator(s) to report its progress and performance. | | | | |

Performance Data Table 19.3—Nutrition activities integrated into mission programs

| | | | |
|---|------|------------------------------|--------|
| Objective Name: Adoption of policies and strategies for increased sustainability, quality, efficiency, and equality of health services | | | |
| Objective ID: 698-019-01 | | | |
| Approved: 5/1/99 | | Country/Organization: AFR/SD | |
| Result Name: Adoption of policies and strategies for increased sustainability, quality, efficiency, and equality of health services | | | |
| Indicator: Nutrition activities integrated into mission programs | | | |
| Unit of Measure: Cumulative number of countries | Year | Planned | Actual |
| | 1997 | - | 4 |
| Source: Mission R4s, TDYs | 1998 | 9 | 9 |
| | 1999 | 11 | 13 |
| Indicator/Description: Number of countries where nutrition activities, including micronutrient and other interventions, are integrated into USAID mission-supported programs. | 2000 | 15 | - |
| | | | |
| | | | |
| <p>Comments: SO 19—recommended interventions include assessments, formative research, training, information dissemination and advocacy, information, education and communication, and monitoring and evaluation to promote and support (1) exclusive breastfeeding for about 6 months; (2) appropriate complementary feeding and continued breastfeeding for children 6-24 months of age; (3) appropriate feeding practices for HIV+ women; (4) adequate vitamin A intake by women and children; (5) appropriate nutritional case management for women and children (treatment of infections that affect nutrition or require nutrition therapy, such as measles, diarrhea, hookworm, and malaria); (6) prenatal iron-folate supplementation and increased dietary intake during pregnancy; and (7) use of iodized salt. AFR/SD also encourages feasibility assessments and operations research for new interventions such as multiple micronutrient supplementation for women of reproductive age.</p> | | | |

Performance Data Table 19.4—Essential Obstetric Care (EOC) Activities Integrated into Mission Programs

| | | | |
|--|------|------------------------------|--------|
| Objective Name: Adoption of policies and strategies for increased sustainability, quality, efficiency, and equality of health services | | | |
| Objective ID: 698-019-01 | | | |
| Approved: 5/1/99 | | Country/Organization: AFR/SD | |
| Result Name: Adoption of policies and strategies for increased sustainability, quality, efficiency, and equality of health services | | | |
| Indicator: Essential obstetric care (EOC) activities integrated into mission programs | | | |
| Unit of Measure: Cumulative number of countries | Year | Planned | Actual |
| | 1997 | | 0 |
| Source: Staff quarterly reports, CAs' annual reports | 1998 | 1 | 1 |
| | 1999 | 2 | 4 |
| Indicator/Description: Number of countries where EOC activities are included in USAID mission-supported programs. | 2000 | 5 | |
| | | | |
| | | | |
| Comments: | | | |

Performance Data Table 19.5—National Immunization Plans

| | | | | |
|--|--|------------------------------|---------|--------|
| Objective Name: Adoption of policies and strategies for increased sustainability, quality, efficiency, and equality of health services | | | | |
| Objective ID: 698-019-01 | | | | |
| Approved: 5/1/99 | | Country/Organization: AFR/SD | | |
| Result Name: Adoption of policies and strategies for increased sustainability, quality, efficiency, and equality of health services | | | | |
| Indicator: National Immunization Plans | | | | |
| Unit of Measure: Cumulative number of countries | | Year | Planned | Actual |
| | | 1997 | 12 | 15 |
| Source: WHO/AFRO | | 1998 | 18 | 27 |
| | | 1999 | 36 | 35 |
| Indicator/Description: Number of countries with multi-year national plans that follow WHO EPI (Expanded Program of Immunization) standards. The standards include EPI objectives, delivery strategies, vaccination schedules and vaccine administration, logistics of vaccine management, funding, role of partners, disease surveillance and monitoring and evaluation plans. | | 2000 | 41 | |
| | | | | |
| | | | | |
| | | | | |
| Comments: The 8 new countries in FY99 were Burkina Faso, Chad, Ethiopia, Mali, Niger, Tanzania, Uganda and Zambia. | | | | |

Annex A

SO 19 Acronyms

| | |
|----------|---|
| BASICS | Basic Support for Institutionalizing Child Survival, a G/PHN project |
| CAs | Cooperating Agencies |
| CESAG | Centre Africain d'Etudes Supérieures en Administration et Gestion |
| CEFOREP | Centre de Formation de la Recherche en Santé de la Reproduction |
| COPE | Client Oriented Provider Efficient (an approach to providing health care) |
| CRHCS | Commonwealth Regional Health Community Secretariat |
| DfID | Department for International Development, UK |
| EU | European Union |
| IMCI | Integrated Management of Childhood Illnesses |
| LINKAGES | A G/PHN project on breastfeeding, complementary feeding practices |
| SARA | Support for Research and Analysis in Africa Project |
| UNICEF | United Nations Children's Fund |
| WHO | World Health Organization |
| WHO/AFRO | World Health Organization/Africa Regional Office |
| WHO/TDR | World Health Organization/Tropical Disease Research Office |

AFR/SD ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY AND QUALITY OF FAMILY PLANNING SERVICES (698-020-01)

Operating Unit Self-Assessment: *Exceeding expectations.*

Summary: SO 20 supports the USAID objective of “stabilizing world population growth and protecting human health.” AFR/SD’s SO 20 is promoting the adoption of policies and strategies (IR 20.1) that address the needs of underserved populations (adolescents and males), improve urban reproductive health (RH) services, integrate STI/HIV/AIDS programs with other reproductive health services, improve reproductive health logistics management systems, and empower women to take control of their reproductive health. The enabling environment is being improved (IR 20.2) by developing and promoting strategies for strengthening African capacity to plan, manage and implement RH programs; innovative advocacy strategies to increase support for RH programs; and strategies for improved coordination among partners.

Development Assistance funds were used for all activities except the following, which received Child Survival funds: Save the Children, for women’s empowerment and networking; Policy Project, for improved health policies; and the SARA (Support for Analysis and Research in Africa) Project, for SO 20 support activities. \$100,000 was budgeted for Emergency Obstetrics Care; however, SO 19 now manages this activity.

Key Results

Adolescent Reproductive Health: *The target of one additional program that incorporated adolescent RH strategy was exceeded; three programs were developed.* From 1995 to 1998, SO 20 supported operations research on the use of social marketing and peer education to (1) improve adolescent knowledge and attitudes about RH and (2) change inappropriate behavior (in Botswana, South Africa, Cameroon and Guinea). Dissemination of the findings led to increased donor support for adolescent initiatives and new funding awards. One of the largest private U.S. foundations has provided a \$5 million grant for adolescent activities. Rwanda and Madagascar are now initiating programs based on the model, and Cameroon is expanding its programs. By the end of FY99, programs were continuing in 14 countries, four of them originally SO 20–funded.

Media: *The target of 10 additional media articles and radio broadcasts in 1999 was exceeded; 47 media articles and radio broadcasts were delivered.* In 1996, SO 20 launched a media project in West Africa, *Pop’Mediafrique*, to expand and sustain media coverage of key RH issues. The African regional organization CERPOD (Centre d’Etudes et de Recherche sur la Population pour le Développement/Center for Research on Population for Development) implemented the initiative. Network members include 15 print and broadcast editors and health officials. Results include improvements in both media content and the investigative process: articles and broadcasts reflect data-based information with a focus on policy and program implications, as well as increased collaboration with local health officials. This year the editors met to prepare for, and then

attended, the “International Conference on Population and Development + 5” in the Hague. Consequently, over 35 pre-conference newspaper articles and radio programs were published to draw attention to priority RH issues in Burkina Faso, Côte d’Ivoire, Mali, Mauritania and Senegal. Conference outcomes included daily press, radio, and wire service coverage. (Radio France International picked up and transmitted one of the programs throughout sub-Saharan Africa.) Unanticipated results included dialogue between the journalists and official high-level delegates that resulted in three formal press conferences on site and the journalists’ participation in post-conference seminars.

Male Involvement: *The target of four additional groups incorporating male involvement strategies into local programs was exceeded; 10 programs were developed.* The success of earlier SO 20–supported activities resulted in the leveraging of funds for new male motivation activities. Other donors provided \$300,000 as a complement to SO 20 funding for an information campaign on youth and HIV/AIDS targeted at men. The campaign comprised an 11-country tournament at which 168 players and coaches served as advocates for behavior change. Over 130,000 largely male spectators attended, more than one million were exposed to radio messages, and Kenyan legislators put the activity forward as model at a parliamentary meeting on HIV/AIDS.

Urban: *The target of two additional municipalities and districts with strategies for urban FP/RH (family planning/reproductive health) services was exceeded; four municipalities and districts now have strategies.* In previous years, SO 20 support helped mobilize local mayors to provide RH services to high-risk groups. As a result, by 1999 14 African municipalities in seven countries were better able to plan, implement and evaluate RH services. The initiative resulted in the training of 1,700 persons in clinical FP services, 100 community-based peer educators in outreach, and 400 community leaders in advocacy. Service statistics from four cities report the following results: 81,000 new contraceptive users were served; 126,000 youths were reached with FP/RH health information; and 5,000 youths received contraceptive and STI services. In addition, nearly \$1.5 million have been leveraged to expand RH services to other municipalities.

Performance and Prospects: In addition to the data reported in the tables, progress was made in the following newer areas:

Family Planning Financing: In 1999, a seminal document, “Issues in the Financing of Family Planning in Sub-Saharan Africa,” and related policy briefs, were published in English and French. No previous report had analyzed existing research and data on the topic in order to recommend policies, strategies and additional research needed to develop sustainable programs. In FY2000, the SO 20 team will pay increasing attention to health financing and the related issue of contraceptive security.

Empowering Women: In 1999, SO 20 worked to identify existing women’s networks, their role in expanding access to FP/RH services, and linkages with critical development services, including health. Indicators for measuring changes in women’s status leading to empowerment were drafted at an SO 20–supported workshop. In three countries, Kenya, Mali and Nigeria, qualitative assessments will document models of working with

women's NGOs as a means to expand advocacy and access to RH services. In a separate activity, a Fellow, partially supported by SO 20, developed educational materials and organized workshops to raise awareness about female genital cutting. As a result, there has been an increase in USAID funds devoted to preventing this harmful practice.

Regional Logistics Initiative (RLI): In 1999, the RLI, co-funded by REDSO/ESA and SO 20, achieved impressive results in (1) improved capacity in logistics and procurement systems; (2) integrated FP/RH logistics and procurement systems; (3) increased advocacy for logistics and procurement policies; and (4) accelerated documentation and dissemination of better logistics and procurement practices. RLI has leveraged nearly \$1 million to assist countries in improving logistics systems.

Integration of FP/RH with Other Programs: In 1999, SO 20 supported a regional conference, "Setting the Africa Agenda II," on integrating STI/HIV and family planning services. Over 150 delegates from 13 African countries reached consensus on the need for increased advocacy and developed country action plans for integration. Case studies outlining the benefits and challenges of STI integration in Kenya and Zimbabwe (still at press) and a program brief are being widely disseminated. As a result of SO 20 support, the Population Council is negotiating a Memorandum of Understanding with the World Health Organization about revising STI integration guidelines for program managers.

Dissemination and Advocacy: In addition to the above products and others too numerous to cite, SO 20, particularly through the SARA project, has continued to strengthen RH dissemination and advocacy in Africa. The dissemination center network in eastern and southern Africa continued its outreach dissemination and advocacy efforts, and CERPOD has replicated the model in Francophone Africa. As a result of training workshops, teams in Mali and Senegal have started national dissemination centers. CERPOD also developed a strategic dissemination plan for the organization and repackaged research results from four studies for policymakers and non-technical audiences. Advocacy training continued this year; two African partner organizations, Center for African Studies (CAFS) and Centre Africain d'Etudes Supérieures en Gestion, trained 87 African health professionals from 19 countries in advocacy.

Possible Adjustment to Plans: In 2000 SO 20 will fund new activities related to RH financing. It also will collaborate with G/PHN to advocate with other donors, African governments, and others to develop ways to assure contraceptive and condom security. The portfolio review planned in May could result in further adjustment of plans. Next year, SO 20 will report on two of the four indicators in the tables: adolescents, and advocacy/media. Because *urban* activities heavily emphasize adolescents, results will be reported under adolescents. Activities to encourage *male involvement* will be incorporated into other SO 20 results or taken over by other groups. Proposed new indicator tables are attached.

Other Donor Programs: Contributions of and collaborations with other donors resulted in the leverage of \$7.8 million.

Major Contractors and Grantees: All funds for SO 20 activities were transferred to the implementers through Global Bureau cooperative agreements, grants, and contracts, or to the SO's SARA II Project. Implementers were Population Services International (PSI), Pathfinder, Macro International, Population Reference Bureau (PRB), Population Council, the University of Michigan Fellow program, Access to Voluntary and Safe Contraception, John Snow Inc.'s Family Planning Logistics Management Project, Management Sciences for Health's Rational Pharmaceutical Management Project, and Save the Children's NGO Networks Project. All grantees implement through African institutions, such as Ministries of Health, NGOs, universities, and private-sector entities.

Performance Data Table 20.1— Programs that have incorporated adolescent RH (reproductive health) strategies

| | | | | |
|--|--|------------------------------|---------|--------|
| Objective Name: Adoption of policies and strategies for increased sustainability and quality of family planning services | | | | |
| Objective ID: 698-020-01 | | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | | |
| Result Name: Adoption of policies and strategies for increased sustainability and quality of family planning services | | | | |
| Indicator: Programs that have incorporated adolescent RH strategies | | | | |
| Unit of Measure: Cumulative number of programs | | Year | Planned | Actual |
| | | 1997 | - | 4 |
| Source: Reports of collaborating agencies (CAs) and collaborating partners and independent evaluations | | 1998 | 5 | 11 |
| | | 1999 | 12 | 14 |
| | | 2000 | 15 | - |
| Indicator/Description: Counts programs that have incorporated adolescent reproductive health strategies. Strategies include voluntary counseling and testing, social marketing combined with peer education, youth-friendly services, program with cross-sectoral linkages, and the establishment of permanent groups to advocate for adolescent RH and promote the development of appropriate programs. Programs were implemented at several levels: country, regional, district, and local. | | 2001 | 20 | - |
| | | 2002 | 23 | - |
| | | 2003 | 25 | - |
| Comments: This indicator was listed in the FY98 R4 as “Programs with action plans for addressing reproductive health needs of adolescents.” In FY99, the Performance Monitoring Plan (PMP) was revised, including this SO-level indicator measuring performance on the adolescent results package (RP), in order to achieve greater precision in measuring performance. Targets are listed as in the FY98 R4. Three programs reported an increase from FY98: PSI/Madagascar, PSI/Rwanda, and PSI/Cameroon. PSI/Rwanda is a new country program, PSI/Madagascar is a new implementer in that country, and PSI/Cameroon is expanding its adolescent program significantly. All three programs are supported by a \$5 million grant to PSI from a private foundation. | | | | |

Performance Data Table 20.2— Male involvement strategies incorporated into local programs

| | | | |
|---|------|------------------------------|--------|
| Objective Name: Adoption of policies and strategies for increased sustainability and quality of family planning services | | | |
| Objective ID: 698-020-01 | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | |
| Result Name: Adoption of policies and strategies for increased sustainability and quality of family planning services | | | |
| Indicator: Male involvement strategies incorporated into local programs | | | |
| Unit of Measure: Cumulative number of programs that have adopted male involvement strategies. | Year | Planned | Actual |
| | 1997 | - | - |
| Source: Reports of CAs and collaborating partners and questionnaire responses. | 1998 | - | 1 |
| | 1999 | 5 | 11 |
| | 2000 | | |
| | 2001 | | |
| | 2002 | | |
| Indicator/Description: Examples include campaigns to increase men’s knowledge about FP methods that require male participation or increased awareness of STD/AIDS prevention, training male community-based distribution (CBD) agents, and training sports stars to advocate during sports events. | 2003 | | |
| | | | |
| Comments: This indicator was listed in FY98’s R4 as “Programs with action plans (male RP).” In FY99, the PMP was revised, including this SO-level indicator measuring performance on the male RP, to achieve greater precision in measuring performance. Programs reported as registering an increase over last year are CAFS (which now regularly offers a course on male involvement), Kenya, and countries which in answering a questionnaire following up a conference (supported by the SO and other donors) stated that their programs include male involvement activities, either as elements of larger projects/programs or as separate activities. These countries are Cameroon, Guinea, Niger, Togo, Benin, Chad, Senegal, and Côte D’Ivoire. | | | |

Performance Data Table 20.3— Promotional events for new advocacy approaches

| | | | | |
|---|--|------------------------------|---------|--------|
| Objective Name: Adoption of policies and strategies for increased sustainability and quality of family planning services | | | | |
| Objective ID: 698-020-01 | | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | | |
| Result Name: Innovative advocacy strategies to increase support for expanded reproductive health programs developed and promoted | | | | |
| Indicator: Promotional events for new advocacy approaches | | | | |
| Unit of Measure: Cumulative number of advocacy events | | Year | Planned | Actual |
| | | 1997 | - | 21 |
| Source: Staff quarterly reports; cooperating agencies' annual reports; media products submitted by participants and analysis of media products by CERPOD and PRB. | | 1998 | 31 | 40 |
| | | 1999 | 50 | 87 |
| Indicator/Description: Examples include mass media seminars, community mobilization campaigns, participatory meetings to develop advocacy action plans, newspaper articles and broadcast programs, international seminars to promote south-to-south dialogue and public endorsements. | | 2000 | 105 | - |
| | | 2001 | 120 | - |
| | | 2002 | 135 | - |
| | | 2003 | 145 | - |
| Comments: Media articles include single articles, series of articles, and multi-page supplements. Targets beginning in 2000 also include articles and broadcasts for a new women's media activity. This indicator was listed in the FY98 R4 as "media articles and broadcasts." In FY99, the PMP and this indicator were revised to achieve greater precision in measuring performance. Targets are listed as in the FY98 R4. | | | | |

Performance Data Table 20.4— Programs with strategies for FP/RH Urban Programs

| | | | |
|--|------|------------------------------|--------|
| Objective Name: Adoption of policies and strategies for increased sustainability and quality of family planning services | | | |
| Objective ID: 698-020-01 | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | |
| Result Name: Adoption of policies and strategies for increased sustainability and quality of family planning services | | | |
| Indicator: Programs with strategies for FP/RH Urban Programs | | | |
| Unit of Measure: Cumulative number of municipalities and districts | Year | Planned | Actual |
| | 1997 | - | 3 |
| Source: Cooperating agencies involved in Urban Results Package | 1998 | 6 | 13 |
| | 1999 | 15 | 17 |
| Indicator/Description: Number of urban municipalities/districts adopting strategies for expanding family planning and reproductive health services. These include specific activities to expand reach to high-risk groups; mobilize mayors and local officials; mobilize urban communities; NGOs and civil society; and train urban health workers to provide FP/RH services. | 2000 | NA | |
| | 2001 | NA | |
| | 2002 | NA | |
| Comments: This indicator was listed in the FY98 R4 as “Programs with action plans for addressing needs of urban populations.” During FY99, the PMP was revised, including the SO-level indicator measuring performance in the urban program, in order to achieve greater precision in measuring performance. Targets are listed as in the FY98 R4. Urban areas counted toward the FY99 target are Kabiro Kawangware and Kangemi (2 urban slum communities in Nairobi); Mombasa, Kenya; and Arusha, Tanzania. | 2003 | NA | |

Performance Data Table 20.5— Cumulative number of integrated strategies for STI/HIV/AIDS services integrated into other existing programs.

| | | | |
|--|---|------------------------------|----------------|
| Objective Name: Adoption of policies and strategies for increased sustainability and quality of family planning services | | | |
| Objective ID: 698-020-01 | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | |
| Result Name: Adoption of policies and strategies for increased sustainability and quality of family planning services | | | |
| Indicator: Cumulative number of integrated strategies for STI/HIV/AIDS services integrated into other existing programs. | | | |
| Unit of Measure: Cumulative number of strategies | Year | Planned | Actual |
| | 1997 | NA | (see comments) |
| Source: Cooperating agencies involved in STI Integration Results Package | 1998 | 0 | - |
| | 1999 | 2 | - |
| | 2000 | 7 | - |
| | 2001 | 10 | - |
| Indicator/Description: | 2002 | 13 | - |
| | 2003 | 16 | - |
| | Comments: New indicator to be reported in FY2000. | | |

Performance Data Table 20.6— Procurement and logistics systems

| | | | |
|---|------|------------------------------|----------------|
| Objective Name: Adoption of policies and strategies for increased sustainability and quality of family planning services | | | |
| Objective ID: 698-020-01 | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | |
| Result Name: Adoption of policies and strategies for increased sustainability and quality of family planning services | | | |
| Indicator: Procurement and logistics systems | | | |
| Unit of Measure: Cumulative number of programs with strategy improvements in national and sub-national procurement and logistics systems. | Year | Planned | Actual |
| | 1997 | | (see comments) |
| | 1998 | 0 | - |
| | 1999 | 2 | - |
| | 2000 | 7 | - |
| | 2001 | 10 | - |
| | 2002 | 13 | - |
| Source: Cooperating agencies implementing the Regional Logistics Initiative | 2003 | 16 | - |
| Indicator/Description: | | | |
| Comments: New indicator to be reported in FY2000. | | | |

Annex A

SO 20 Acronyms

| | |
|-----------|---|
| AIDSMARK | AIDS Social Marketing |
| AVSC | Access to Voluntary and Safe Contraception |
| BF | Burkina Faso |
| CA | Collaborating Agency |
| CAFS | Center for African Family Studies |
| CEDPA | Centre for Development and Population Activities |
| CERPOD | Centre d'Etudes et de Recherche sur la Population pour le Développement/Center for Research on Population for Development |
| FGC | Female Genital Cutting |
| FHA | Family Health and AIDS Project |
| FP | Family Planning |
| FPLM | Family Planning Logistics Management |
| GTZ | Deutsche Gesellschaft für Technische Zusammenarbeit |
| ICPD | International Conference on Population and Development |
| IEC | Information, Education, and Communication |
| INTRAH | International Training in Health (University of North Carolina) |
| IPPF | International Planned Parenthood Federation |
| JHU/PCS | Johns Hopkins University/Population Communication Services |
| JSI/SEATS | John Snow International/Family Planning Service Expansion and Technical Support |
| MCH | Maternal and Child Health |
| MOH | Ministry of Health |
| NGO | Non-governmental Organization |
| OR | Operations Research |
| PHN | Population, Health, and Nutrition |
| PPT | Prepackaged Therapy |
| PRB | Population Reference Bureau |
| PSI | Population Services International |
| PVO | Private Voluntary Organization |
| RH | Reproductive Health |
| RLI | Regional Logistics Initiative |
| RPM | Rational Pharmaceutical Management |
| SARA | Support for Analysis and Research in Africa |
| SCF | Save the Children |
| SEATS | Service Expansion and Technical Support |
| STD/STI | Sexually Transmitted Infection |
| UNAIDS | Joint United Nations Programme on HIV/AIDS |
| UNFPA | United Nations Population Fund |
| WHO | World Health Organization |

**AFR/SD ADOPTION OF COST-EFFECTIVE STRATEGIES TO PREVENT
THE SPREAD AND MITIGATE THE IMPACT OF HIV/AIDS
(698-021-01)**

Operating Unit Self-Assessment: *On-track.* All performance targets were met. This year marks a major turning point in the United States' commitment to fighting HIV/AIDS in Africa, both financially and technically. SO 21's efforts have been vital to this success.

Summary: SO21's main purpose is to develop cost-effective strategies to prevent HIV/AIDS and to mitigate its impact. In addition, it aims at improving the enabling environment to design, manage and evaluate the HIV/AIDS programs.

Key Results: AFR/SD technical, logistic and financial support during FY99 helped achieve the following two exceptional results:

- Doubled the financial resources available for HIV/AIDS programs in 15 countries through the U.S. government initiative Leadership and Investments in Fighting the Epidemic (LIFE).
- Achieved a breakthrough in operationalizing multi-sectoral strategies to deal with HIV/AIDS as a development crisis.

Performance and Prospects:

IR 21.1.1 Prevention: SO 21 made substantial contributions in FY99, establishing methodology and prototype programs to improve prevention interventions in targeted high-transmission areas and among high-risk groups such as pregnant mothers and youth.

High-Transmission Areas: SO 21 managed the Southern Africa Regional AIDS Initiative also known as "Storm Warning." As part of this program, Family Health International completed an assessment of HIV/AIDS program along Durban-Lusaka corridor involving three countries: South Africa, Zimbabwe, and Zambia. Based on this assessment, a comprehensive package of interventions to reduce HIV and STD transmission is being designed. The SO-supported Policy Project is reviewing policies for prevention in the mobile population, and the development of a surveillance system is under consideration. On the basis of this experience, the program will be replicated in other corridors. In addition, the SO-supported MEASURE Project, as part of its work in evaluation, has developed an instrument to identify high-risk areas for HIV transmission, potentially improving programs' cost-effectiveness.

High-Risk Groups: SO 21, through the Support to Analysis and Research in Africa (SARA) project, produced a state-of-the-art paper on improving infant feeding practices to reduce mother-to-child transmission. It also provided technical assistance to Zambia, Zimbabwe and South Africa for applying guidelines, training and formative research. Lessons learned from the experiences in these countries have been discussed at ICASA and other technical meetings promoting better practices. Along with the Global Bureau, the SO also supported the launch of an innovative program organized by African youth to prevent HIV/AIDS, called Africa Alive. It is being expanded to eight countries. Finally,

with SO support, a study of best practices in youth livelihood and HIV/AIDS education is being conducted by the International Development Research Center in Canada.

IR 21.1.2 Impact Reduction: SO 21 helped begin the process of involving development sectors in HIV/AIDS and undertook analytical work on improving care and support of HIV/AIDS-affected families through nutrition interventions.

Operationalizing Multi-sectoral Approaches: Through the University of Natal, South Africa, SO 21 developed tools and briefs to help different sectors and professionals assess the impact of HIV/AIDS on concerned sectors and develop action plans to reduce the impact. Already being used by at least three countries and by a number of professionals, these tools are being revised and disseminated for wider application. To strengthen this effort, SO 21 organized the “Consultative Meeting on HIV/AIDS as a Development Crisis,” last September. The meeting helped sensitize USAID/Washington staff to the HIV/AIDS crisis. It led to the forming of sectoral action groups for the first time. A multi-sectoral working group has also been doing follow-up.

HIV/AIDS and Nutrition: A state-of-the-art paper on the subject is under preparation, through SARA, to help improve the care and support of HIV/AIDS-affected communities. It will be completed in FY2000, to be disseminated (and ultimately applied) in FY2001.

IR 21.2.1. Data, Evaluation and Monitoring: An important constraint to adopting cost-effective approaches is the inadequate data, along with the lack of a common framework for evaluation and monitoring. SO 21 supported corrective efforts in both areas.

Data Availability: The HIV/AIDS database maintained by the U.S. Bureau of the Census, as well as census publications, are being extensively used by UNAIDS and professionals in all parts of the world. The Web site alone has at least 270 hits per day. It is the single most important source of information for policymakers, donors and professionals alike.

Establishing Monitoring and Evaluation Systems: The MEASURE Project developed a monitoring and evaluation guide that has been discussed and agreed to by most of the major agencies and countries. A prototype monitoring and evaluation system is being developed jointly by different agencies in Malawi, Burkina Faso and Tanzania. MEASURE has also developed several rapid assessment instruments and provided technical assistance in the Zambian national HIV/AIDS survey.

IR 21.2.2 Coordination: AFR/SD helped mobilize additional resources through the LIFE initiative and helped strengthen donor coordination at all levels.

International Level: SO 21 critically contributed to the development of the LIFE initiative from its inception. It liaised with field offices and developed an interagency operational plan. The initiative has resulted in unprecedented collaboration between different agencies of the U.S. government and other partners. The SO also helped the Global Bureau and UNAIDS in formulating the International Partnership Against

HIV/AIDS and is following up on realizing this initiative at the country level.

Regional Level: SO 21 has provided support for a full-time Southern Africa Regional HIV/AIDS Coordinator based in South Africa to manage “Storm Warning” and other regional activities, including liaison with the Southern Africa Development Community.

IR 21.2.3. Capacity Building: SO 21 supported a number of activities geared towards improving regional capacity to plan and manage HIV/AIDS programs.

Commitment Generation: SO 21 organized a key session on HIV/AIDS at the U.S.-Africa Ministerial Meeting of Ministers of Trade, Finance and Foreign Affairs. The session made considerable impact by impressing the ministers about the magnitude of the problem. The Policy Project has initiated the development of regional AIDS impact analyses and a briefing booklet for use by ambassadors and other key U.S. officials.

Institutional Strengthening: The SO has provided support through the SARA project to:

- Center d’Etude et Recherche en Population et Développement (CERPOD), Mali, to strengthen its capacity as a regional center for HIV/AIDS monitoring and evaluation.
- Commonwealth Regional Health Community Secretariat for East Central and Southern Africa, to organize a regional workshop on HIV and nutrition.
- Regional AIDS Training Network (RATN), Nairobi, for training in HIV/AIDS prevention. Over 452 persons from 17 countries in the region have been trained.
- Secretariat for International Conference on AIDS and STD in Africa (ICASA) in Lusaka. The conference resulted in a strong declaration of HIV/AIDS as a disaster requiring emergency actions by 10 heads of state.

Strengthening NGO capacities: SO 21 gave resources to the International HIV/AIDS Alliance, an NGO based in the UK, to review best practices in NGO capacity building and to strengthen this capacity in selected countries. AFR/SD also committed to assisting the Reverend Leon Sullivan and his International Foundation for Education and Self Help and Opportunities Investment Centers for developing an HIV/AIDS program. Sullivan’s advocacy holds great promise for expanding the response to HIV/AIDS in Africa.

Adjustment to Future Plans: There is no change in the SO. However, the current realities of HIV/AIDS prevalence and programmatic trends warrant revision of the IRs. Two IRs on strengthening country commitment and adoption of multi-sectoral approaches are being added. Performance indicators will be developed after finalizing the results framework. Details are in Annex A.

Other Donor Programs: SO 19 worked closely with UNAIDS, the World Bank and bilateral organizations such as the UK’s DfID and the European Union.

Principal Contractors and Agencies: The main partners have been Family Health International; University of Natal, South Africa; the Academy for Educational Development, and the African institutions listed under “Institutional Strengthening.”

Performance Data Table 21.1— Number of countries that have evaluated, via internal or external individuals, groups and/or institutions, their approaches for preventing HIV/STI transmission

| | | | | |
|--|--|------------------------------|---------------------------|------------------------------------|
| Objective Name: Adoption of cost-effective strategies to prevent the spread and mitigate the impact of HIV/AIDS | | | | |
| Objective ID: 698-021-01 | | | | |
| 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 |
| | | 1997 | N/A | N/A |
| Source: Report from Family Health International on Southern Africa Regional Program | | 1998 | 1 | 1 (Uganda) |
| | | 1999 | 3 (Kenya, Malawi, Zambia) | 3 (Zambia, Zimbabwe, South Africa) |
| Indicator/Description: Evaluate = assess the performance of an activity in relation to the result/s desired. Approach = program, activity, project, policy, or strategy. | | 2000 | 4 | |
| | | 2001 | 6 | |
| | | 2002 | 8 | |
| | | 2003 | 10 | |
| Comments: The country mix changed due to greater focus on operations in cross-border areas as part of the regional program. | | | | |

Performance Data Table 21.2— Number of AFR/SD-funded HIV/AIDS activities that include management or technical capacity-building

| | | | | |
|--|--|------------------------------|---------|--|
| Objective Name: Adoption of cost-effective strategies to prevent the spread and mitigate the impact of HIV/AIDS | | | | |
| Objective ID: 698-021-01 | | | | |
| Approved: 10/98 | | Country/Organization: AFR/SD | | |
| Result Name: Strengthen African regional and national capacity to plan, manage, and implement HIV/AIDS programs | | | | |
| Indicator: Number of AFR/SD-funded HIV/AIDS activities that include management or technical capacity-building | | | | |
| Unit of Measure: Number of activities | | Year | Planned | Actual |
| | | 1997 | N/A | NA |
| Source: USAID mission strategies; R4s; activity reports | | 1998 | 1 | 2 (Civil-Military Alliance, MEASURE M&E) |
| Indicator/Description: Management = direction and/or coordination. Technical = specific skills related to HIV/AIDS, such as epidemiology, laboratory or diagnostic expertise, or economics. Capacity = ability to plan, implement, and evaluate program activities. Capacity-building = development of the capacity of individuals and institutions. | | 1999 | 3 | 3 (MEASURE, Alliance, University of Natal) |
| | | 2000 | 4 | |
| | | 2001 | 6 | |
| | | 2002 | 8 | |
| | | 2003 | 10 | |
| Comments: | | | | |

Performance Data Table 21.3— Number of AFR/SD-funded HIV/AIDS activities co-designed with other U.S. agencies or international organizations

| | | | | |
|--|--|------------------------------|---------|---|
| Objective Name: Adoption of cost-effective strategies to prevent the spread and mitigate the impact of HIV/AIDS | | | | |
| Objective ID: 698-021-01 | | | | |
| 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 U.S. agencies or international organizations | | | | |
| Unit of Measure: Number of activities | | Year | Planned | Actual |
| | | 1997 | N/A | N/A |
| Source: USAID mission strategies, R4s, USG papers, reports from MEASURE | | 1998 | 1 | 2 (AIDS TOOL KITS, ICASA) |
| <p>Indicator/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, grassroots and other advocacy groups, and U.S. cooperating agencies. Co-design = develop a plan together. U.S. agencies = public institutions such as the Centers for Disease Control, Department of Defense, National Institutes of Health, etc. International organizations = public and private institutions that work in countries other than the U.S.</p> | | 1999 | 3 | 3 (LIFE, Monitoring and Evaluation Indicators, ICASA) |
| | | 2000 | 4 | |
| | | 2001 | 6 | |
| | | 2002 | 8 | |
| | | 2003 | 10 | |
| Comments: | | | | |

Annex A

Adjustment to Future Plans

There is no change in the SO. However, the current realities of HIV/AIDS prevalence and programmatic trends, significant increases in USAID and USG funding for HIV/AIDS, and the status and direction of mission programs warranted revision of the IRs. The revisions are based on the following considerations:

- *Stabilization or slow decline in the rate of new infections in southern and eastern Africa.* However, this will be predicated upon strong commitment and implementation of youth-oriented and community-centered multi-sectoral programs. The countries will also have to guard against the reversal of declining trends, as is suspected in Uganda.
- *Increase in infection rate in Nigeria and other West African countries.* Therefore, equally strong measures will be needed in parts of West Africa to prevent a repeat of the southern African experience.

Against the above backdrop, we expect to observe the following in the next five years:

- Increasing concern about the growing number of orphans and continuing loss of manpower in eastern and southern Africa.
- Negative population growth rates in eastern and southern Africa, the hardest-hit countries.
- Increased flows of resources from donors and foundations, which will present the challenges of accelerating program implementation and efficient use of resources. Rising resources also underscore the need for a common strategy, evaluation framework, data, accountability, impact analysis, leveraging, coordination and capacity building.
- Continuing denial or weak commitment in a number of West African countries.

Critical activities that AFR/SD could support will be:

Commitment Generation

This involves influencing religious communities to reduce the stigma associated with the disease and to mobilize communities into action. This mobilization will be achieved by:

- Obtaining and packaging information on the economic and social impacts of HIV/AIDS for policymakers;
- Training and supporting advocacy groups and developing a country strategy; and
- Reviewing best practices needed for generating commitment and developing tools or frameworks.

Targeted Prevention Programs

Identification of high-transmission areas and high-risk groups will be achieved by:

- Extension of cross-border program to other corridors;
- Regional meetings on cross-border and high-transmission area programs; and
- Improving interventions involving mother-to-child transmission, voluntary counseling and testing, and nutrition.

Application of Toolkits in Key Ministries

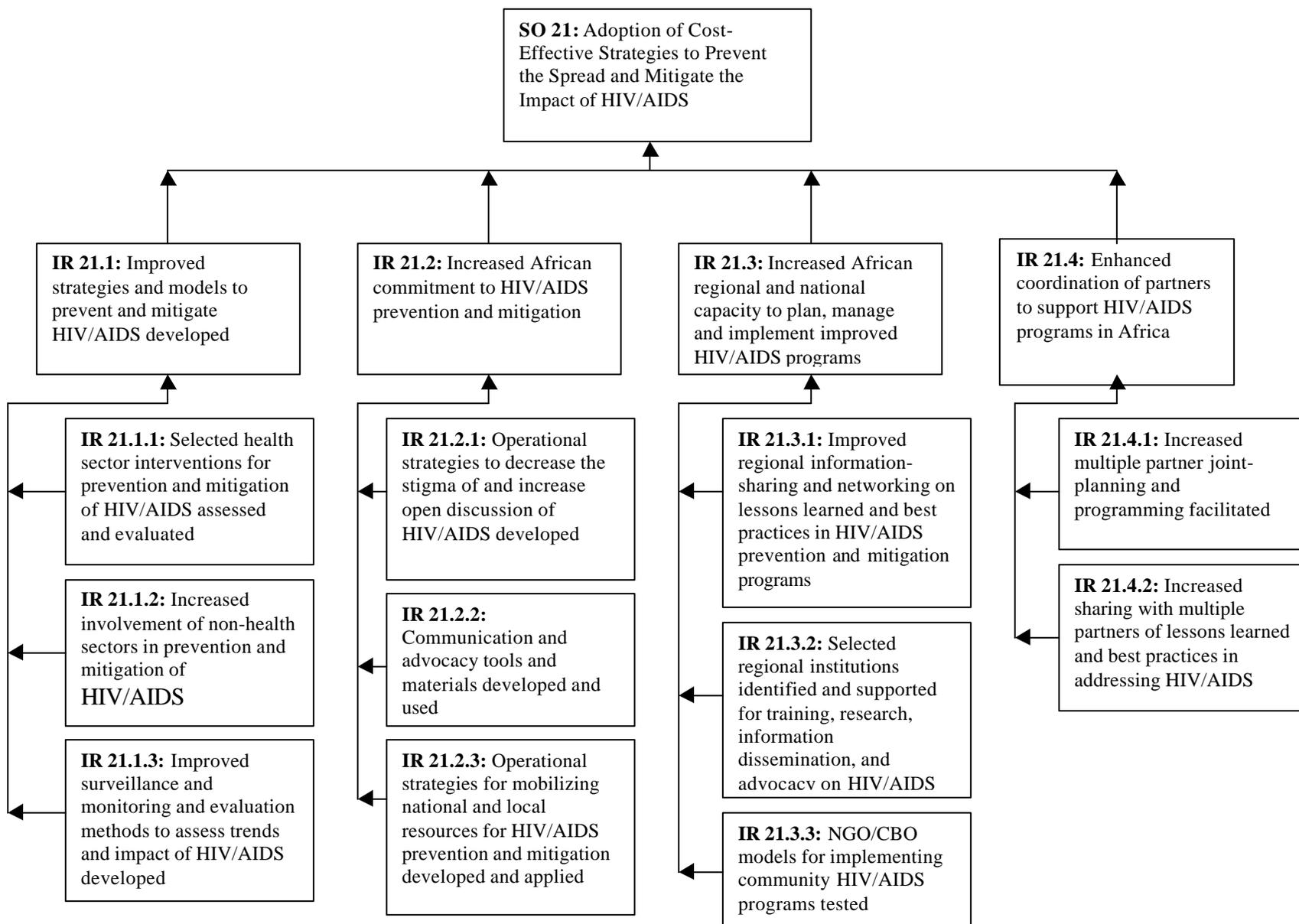
- Facilitating the application of toolkits in different sectors in selected countries.
- Organizing sharing of experiences on a sub-regional basis.
- Training of program managers in multi-sectoral approaches.

Concerted Multi-Sectoral Community-Level Care and Prevention Efforts

- Expanding the capacity of NGOs in selected countries to help train community-based organizations (CBOs) in youth-oriented community level prevention and care programs.
- Mapping and prioritizing high-risk communities using instruments already developed.
- Helping develop concerted multi-sectoral actions at the community level for both prevention and care.
- Helping establish monitoring and evaluation systems.

The RP for next year is being revised to reflect the set of activities mentioned above. The new results framework is attached in Annex B. Two IRs have been added, one for generating and strengthening country commitment and one for adoption of multi-sectoral approaches. Performance indicators will be developed after finalizing the RP.

Annex B
AFR/SD SO 21 – PROPOSED NEW HIV/AIDS RESULTS FRAMEWORK



AFR/SD IMPROVE POLICIES, STRATEGIES AND PROGRAMS FOR PREVENTING, MITIGATING, AND TRANSITING OUT OF CRISES (698-022-01)

Operating Unit Self-Assessment: *Exceeding expectations.*

Summary: The SO 22 team works toward achieving the Agency goal: “Lives saved, suffering associated with natural or man-made disasters reduced, and conditions necessary for political and /or economic development reestablished.” SO 22 develops preventive systems for early detection and response to threatened crises. Since not all crises are preventable, SO 22 also delivers mechanisms for mitigating crises, and for moving from crisis response into sustainable development initiatives. All three activities—prevention, mitigation, and transition—involve setting up integrated, interdisciplinary responses to manage the four major causes of crises in Africa: epidemics, pestilence, famine and conflict.

Funding for this SO comes from two accounts, child survival (CSD) and development assistance (DA). SO 22 uses CSD funds to promote epidemic preparedness and response. DA funds are used to prevent pestilence, plagues and famine through early warning systems, capacity-building initiatives, and rapid-response plans and mechanisms. DA funds are also used to strengthen the capacity of African regional organizations to prevent and resolve conflict.

Key Results: In FY99 the epidemic preparedness team, **IR 22.1**, helped countries establish plans of action and conduct technical assessments. IR22.1 accomplishments included a decline in case fatality rates for cholera from 6% in 1996 to 4% and a decrease in the median case-fatality ratio for meningococcal meningitis from 13% in 1996 to 11%. The Africa Emergency Locust and Grasshopper Assistance team, or AELGA (**IR 22.2**), helped avert pestilence in eight of its 10 target countries. In the two target countries where plagues threatened, AELGA provided rapid assessments and capacity-building assistance, and national crop loss and starvation were averted. The Famine Early Warning System team, or FEWS (**IR 22.3**), promoted a consensus leading to timely, highly focused responses to rising food insecurity in Ethiopia. Coincidentally, it helped develop another consensus about the need to improve food-aid targeting in East Africa. Through the African Centre for the Constructive Resolution of Disputes, or ACCORD, **IR 22.4** developed an early warning system database that now covers all 53 African states (several years ahead of target). It also launched *Conflict Trends*, a quarterly magazine that provides an African analysis of conflicts on the continent. In Nigeria, ACCORD worked with other USAID-funded NGOs to help train over 10,000 election monitors, and also produced the election-monitoring handbook.

The interdisciplinary Complex Emergency Response and Transition Initiative (CERTI) is the most recent effort to improve integration of SO 22’s components. CERTI got under way very late in 1999 because the tardy arrival of program funds delayed the signing of its grant, so its activities are not covered in this narrative. A discussion of CERTI can, however, be found in Annex A.

Performance and Prospects: SO 22 has provided outstanding capacity-building contributions focused under four key IRs: epidemics, pestilence, famine and conflict.

IR 22.1 provided support to the World Health Organization's Africa office (WHO/AFRO) and the Centers for Disease Control and Prevention (CDC) to improve country capacity to prevent/respond rapidly to epidemics of selected infectious diseases, particularly in West Africa and the Great Lakes. Support focused on strengthening/developing (1) national surveillance, epidemic preparedness and response systems, (2) laboratory capacity, with development of laboratory networks, and (3) communication systems. The expected result is shorter epidemics and reduced case fatality rates. Also with IR 22.1 support, CDC worked with WHO to publish a much-needed laboratory manual for diagnosis of epidemic dysentery and cholera.

All 42 member states have adopted the regional strategy for integrated epidemiological surveillance, and all five of the sub-regional "blocks" now have a protocol for cooperation in epidemic prevention and response signed by the member countries' ministers of health. Sub-regional contingency stocks of drugs, materials and essential supplies have been set up in four of the five blocks (central, western and southern Africa and the Great Lakes region). All of the countries in these regions have established national contingency stocks, and some have created a budget line for epidemic preparedness and response. Epidemic response included technical support provided to (1) Madagascar, for cholera suppression; (2) the Democratic Republic of Congo, for Marburg virus hemorrhagic fever; (3) Malawi, for plague; (4) Togo, Liberia and Mali, for bacillary dysentery; and (5) Burundi, for epidemic typhus.

IR 22.2 provided targeted development activities as insurance against plagues of crop-devouring pests, as well as a rapid-response mechanism for managing outbreaks that do develop, while protecting the environment. Capacity-development activities have included training over 250 African crop protection officers and field agents in Mauritania, Senegal, and Tanzania, where they have helped avert and manage pestilence. AELGA also helped with production and distribution of over 500 African-produced emergency pest training books through its capacity-building initiative. The goal is to distribute 1,200 more in eight more training courses by 2001.

AELGA rapidly programmed assistance to Mauritania to combat a locust outbreak. Impact: the locust plague cycle did not advance through West and North Africa. In Madagascar, AELGA provided rapid assessments and capacity-building assistance, helping avert crop loss from a locust plague. At the same time, its analyses showed that the menace had been exaggerated and that the FAO-recommended pesticide treatments were both risky and inconsistent with U.S. policy. Rapid AELGA assessments were likewise able to show that an armyworm threat in Rwanda had been overstated, as had a locust plague in South Africa. In all these cases, AELGA's work prevented the allocation of scarce resources to unnecessary pesticide treatments.

In Mali, AELGA provided with technical reports and assistance to manage contamination from outdated pesticides donated by USAID pre-1990. As a result, contaminated wells were closed, and a long-term plan was drawn up for complete pesticide cleanup and disposal. In addition, AELGA worked with the FAO in making a special pesticide disposal grant that leveraged \$3.5 million from other donors to remove 1,152 tons of obsolete pesticides from Ethiopia.

Primary factors affecting AELGA's FY99 performance were border conflicts in three of its 10 target countries: Ethiopia, Eritrea and Namibia. This hampered several activities, including

training, pesticide disposal and biological control research. Management actions to be performed in the near future include (1) an assessment of AELGA's training activities in Ethiopia, Eritrea and Botswana, and (2) drafting a new programmatic environmental assessment to guide the Bureau and AELGA staff on appropriate, measured responses to pest outbreaks. Fuller details about AELGA's FY99 activities are in Annex B.

IR 22.3 responded to a food crisis in Ethiopia due to poor rainfall, border conflict, and a decline in capacity to cope (particularly among pastoralists). FEWS promoted processes resulting in a consensus—about both the nature of the threat and the response needed—among the Ethiopian government, donors (especially the European Union), international organizations (FAO and the World Food Program, or WFP) and USAID. The consensus led to quick consideration of response options and timely aid from existing food stocks to 8 million severely at-risk people.

FEWS helped develop an intervention strategy and mechanism in Mozambique (involving the establishment of a Food Fund) and Southern Africa Development Community regional system to assess vulnerability in southern Africa. FEWS also contributed to addressing food security problems in Somalia, Uganda and Rwanda, where a consensus was developed that food aid needs had been overstated.

A FEWS study and follow-on workshop led to country-specific assessments in Kenya, Tanzania and Uganda that focused on problems with targeting food aid. This focus is likely to reduce the use of food aid for political gain, cut down on costly errors during food distribution and minimize market disruptions caused by unnecessary food aid. The three countries reached a consensus about ways to transfer control and responsibilities from central governments to local communities. The transfer enabled communities to set up the participatory decision-making needed for better-targeted food assistance programs.

Besides the work noted in “Key Results,” **IR 22.4** produced 16 early-warning or situation reports involving Swaziland, Uganda, Nigeria, Algeria, Zimbabwe, Angola, Malawi, Niger and Sierra Leone. Case studies predicting conflict and noting possible solutions involved Sierra Leone, Somalia, Malawi and Angola. Also, ACCORD developed an analytic database needed to help others design responses because early warning requires early responses to have an impact.

No FY98 report was made for ACCORD because the IR was in the process of being restructured to broaden its scope beyond early warning. However, the Africa Bureau made a decision to focus on three pilot countries experiencing conflict-related crises and one case study highlighting analysis and strategic design.

Possible Adjustments to Plans

An assessment of IR 22.1 will be conducted in June 2000 to determine if any adjustments are necessary. Also, a newly designed IR 22.4 activity, FEWS NET, which will begin in June 2000, will strengthen network links among national and regional early-warning organizations, as well as integrate considerations of desertification and climate change into FEWS' data analyses and user communications. Finally, the conflict team proposes to change the name of their intermediate result to “Preventing, Managing, Mitigating, and Resolving Conflict and Promoting

Post-Conflict Reconstruction/Recovery/Reconciliation.” As ACCORD reporting has shown, focusing narrowly on the issue of “Country and Sub-Regional Conflict Prevention and Resolution Improved” is not fully effective because it does not target the broader goals of mitigation and reconciliation; this IR must be redefined to widen its scope.

Other Donor Programs: USAID will coordinate with other U.S. government agencies, the World Bank, bilateral European Donors, the European Commission, the Organization for Economic Cooperation and Development, the Ford Foundation, African civil society organizations, and UN bodies (e.g., FAO, UNICEF, the UN Development Program).

Major Contractors and Grantees: These include WHO/AFRO, the CDC, SARA Project, FAO, U.S. Department of Agriculture, ACCORD, National Oceanic and Atmospheric Administration, NASA, U.S. Geological Survey, Tulane University, and Associates in Rural Development.

Performance Data Table 22.1— Epidemic disease preparedness and response (IR 22.1)

| | | | |
|--|---------|------------------------------|----------|
| Objective Name: Improved policies, strategies and programs for preventing, mitigating, and transiting out of crises | | | |
| Objective ID: 698-022-01 | | | |
| Approved: Approval pending | | Country/Organization: AFR/SD | |
| Result Name: Epidemic disease preparedness and response (IR 22.1) | | | |
| Indicator: Disease surveillance activities developed and implemented | | | |
| Unit of Measure: Number of countries with established plans of action. | Year | Planned | Actual |
| | 1995(B) | 0 | 0 |
| Source: The WHO/AFRO disease control unit | 1996 | 6 | 6 |
| | 1997 | 12 | 12 |
| Indicator/Description: Number of countries | 1998 | 12 | 18 |
| | 1999 | 20 | 20 (87%) |
| | 2000 | 23 (100%) | - |
| Comments: Performance targets met. Indicators and performance targets applied to 23 countries in West Africa and the Great Lakes region. | | | |

Performance Data Table 22.2— Number of emergencies mitigated

| | | | | |
|--|--|------------------------------|---------|--------|
| Objective Name: Improved policies, strategies and programs for preventing, mitigating, and transiting out of crises | | | | |
| Objective ID: 698-022-01 | | | | |
| Approved: Approval pending | | Country/Organization: AFR/SD | | |
| Result Name: Improved environmentally sound and effective management of grasshoppers, locusts and other emergency pests in target countries (IR 22. 2) | | | | |
| Indicator: Number of emergencies mitigated | | | | |
| Unit of Measure: Number of emergencies mitigated | | Year | Planned | Actual |
| | | 1998 | NP | 4 |
| Source: USAID and FAO reports | | 1999 | NP | 2 |
| | | 2000 | NP | - |
| Indicator/Description: The number of emergencies mitigated is a primary reporting indicator. | | 2001 | NP | - |
| | | 2002 | | |
| | | 2003 | | |
| Comments: Plagues and emergencies are not predictable (NP), so no figure can be given under “planned.” | | | | |

Performance Data Table 22.3— Number of emergencies mitigated

| | | | | |
|--|--|------------------------------|---------|--------|
| Objective Name: Improved policies, strategies, and programs for preventing, mitigating, and transiting out of crises | | | | |
| Objective ID: 698-022-01 | | | | |
| Approved: 7/97 | | Country/Organization: AFR/SD | | |
| Result Name: Improved famine prevention, drought preparedness, and adoption of response plans (IR 22.3) | | | | |
| Indicator: Number of consensus plans adopted in response to potential crises | | | | |
| Unit of Measure: Consensus plans | | Year | Planned | Actual |
| | | 1998 | 4 | 4 |
| Source: <i>Performance Monitoring Report, 1999</i> by Associates in Rural Development, Inc., contractor for the Famine Early Warning System (FEWS), January 14, 2000. | | 1999 | 6 | 7 |
| | | 2000 | 7 | - |
| | | 2001 | 8 | - |
| | | 2002 | 9 | - |
| | | 2003 | 10 | - |
| Indicator/Description: A consensus plan is a detailed formulation of a program of action to which the principal organizations working in food security in a country or region assent. A potential crisis is a possible state of grave food insecurity or physical danger strongly indicated by available information. | | | | |
| Comments: | | | | |
| <p>FY98 plans:</p> <ol style="list-style-type: none"> 1. Ethiopia 1998 donor crop assessment; 2. Somalia 1998 food gap assessment; 3. Southern Africa Development Community (SADC) vulnerability assessment method; and 4. Uganda monthly food insecurity forum. <p>FY99 plans:</p> <ol style="list-style-type: none"> 1. Ethiopia pastoral assessment, Jan. 1999; 2. Mozambique Food Fund, Feb. 1999; and 3. Uganda inter-agency food aid estimate; Sept. 1999. <p>A technical review of FY98 results led to a reduction from six plans to four plans.</p> | | | | |

Performance Data Table 22.4— Number of countries or sub-regions covered by an early warning system

| | | | |
|--|------|------------------------------|--------|
| Objective Name: Improved policies, strategies, and programs for preventing, mitigating, and transiting out of crises | | | |
| Objective ID: 698-022-01 | | | |
| Approved: Approval pending | | Country/Organization: AFR/SD | |
| Result Name: Country and sub-regional approaches for conflict prevention and resolution improved (IR 22.4) | | | |
| Indicator: Number of countries or sub-regions covered by an early warning system (EWS) | | | |
| Unit of Measure: Number of countries or sub-regions (cumulative) covered by an EWS | Year | Planned | Actual |
| | 1998 | 0 | 6 |
| | 1999 | 0 | 53 |
| | 2000 | 0 | - |
| | 2001 | 1 | - |
| Source: ACCORD Reports | 2002 | 2 | - |
| Indicator/Description: An EWS results from the systematic collection and analysis of information from areas of crises toward anticipating the escalation of conflict, developing strategic responses to crises, and presenting options to decision-makers and other critical actors. | | | |
| Comments: EWSs now cover all 53 countries in Africa. | | | |

Annex A

Complex Emergency Response and Transition Initiative (CERTI)

The "Complex Emergency Response and Transition Initiative" (CERTI) is an emerging SO-level activity (using Child Survival Development funds) that should link lessons learned from the functional activities to the higher-level challenges of transition from crisis.

CERTI is an interagency consensus-building consortium (35 organizations) that addresses the challenges of coordinating assistance to achieve health and human security during and after Complex Emergencies (CEs) in Africa. CERTI has two major objectives: (1) establish a broad-based international consensus on "best practices" during and following CEs, and (2) strengthen the capacity of implementing organizations that provide interventions in crisis and post-crisis contexts. CERTI has influenced (1) WHO's reorganized structure and operational strategies in its new Sustainable Development Cluster; (2) improvement of PVO practices, by developing a toolkit for assessing programs in transitional settings; (3) development of an information technology-driven strategy to identify and disseminate best practices; and (4) initiating an activity to improve the utility of the Demographic Health Survey (DHS) as a policy and program tool in conflict and transition settings.

In 1999 CERTI facilitated a consensus among 18 African countries on new collaborative approaches to address conflicts and complex emergencies in Africa. The resultant "Harare Consensus Statement" influenced the WHO Africa Regional Office (WHO/AFRO) and the World Bank's Africa Technical Office to program support for issues such as CE transition training and addressing the HIV/AIDS-conflict linkage. CERTI also supported best-practices applied research in the areas of psychosocial considerations and health services delivery in transition settings. During FY2000, CERTI will work closely with missions and the SO 22 team to finalize a strategy for the remainder of the strategic plan period.

Annex B

The Africa Emergency Locust and Grasshopper Assistance (AELGA) Team: Details of Activities

Rapid Pestilence and Plague Assessments: AELGA (IR 22.2) provided a significant rapid locust plague assessment in Madagascar. The United Nations' Food and Agriculture Organization (FAO) predicted catastrophic crop losses of over 1 million hectares, and promoted toxic pesticide application schemes. AELGA's assessment showed that national crop losses would be no more than 4%, that affected farmers had numerous food security coping mechanisms, and that the FAO pesticide scheme was too risky for U.S. involvement. Impact: AELGA's assessment prevented the allocation of scarce resources to the controversial pesticide spraying campaign, and supported mission environmental analyses. USAID Madagascar, in a letter to SD, lauded AELGA's careful analyses and work.

AELGA investigated reports of armyworm attack on 100,000 and 400,000 hectares of crops and pasture, respectively, in Rwanda. Local officials estimated a cost of over \$365,000 to control these. AELGA staff researched armyworm outbreak history and determined that the infestations were likely being grossly overstated. Final analyses proved that damage occurred on only 1,000 hectares of crops and 4,000 hectares of pasture. Impact: AELGA's thoughtful analyses and reporting prevented the allocation of scarce resources to this exaggerated threat. Greater Horn of Africa management applauded AELGA's thorough and prudent analyses.

AELGA (IR 22.2) rapidly programmed assistance to Mauritania to combat a locust outbreak. Impact: The plague cycle did not advance through West and North Africa. AELGA staff also performed a rapid locust plague assessment in South Africa to determine the potential for brown locusts to form a plague and move north into Namibia, Botswana and Zimbabwe. Impact: AELGA staff found and reported low brown locust plague potential in South Africa.

Capacity Building: AELGA staff trained over 250 African crop protection officers and field development agents in plague prevention, management and environmental protection in Mauritania, Senegal, and Tanzania. Impact: The trained staff have since helped to avert and manage pestilence in their countries. No plagues have occurred that moved beyond their borders. The goal is to train 500 more staff in eight more courses by 2001.

AELGA facilitated the production and distribution of more than 500 African-produced emergency pest training books through its capacity-building initiative. The goal is to distribute 1,200 more emergency pest training books by 2001. AELGA will continue to build needed country capacity at all levels (crop protection officers, field development and extension agents, and farmers) in such topics as planning, monitoring, surveying and reporting, environmentally sound locust management, pesticide and human health safety, and biological control.

Environmental Protection: The U.S. Ambassador to Mali requested urgent assistance to deal with old, toxic locust pesticides, originally donated by USAID, that were leaking into drinking-water wells. AELGA staff provided the Mali mission with technical assistance and reports to improve human safety and environmental protection, while studying methods for cleanup and

disposal of these pesticides. Impact: Wells were closed. The goal is to completely remove and dispose of these old pesticides.

AELGA supported four grants with FAO, which address plague mediation, development, donor coordination, and pesticide disposal. Impact: AELGA's pesticide disposal grant leveraged \$3.5 million from other donors to dispose of 1,152 tons of leaking obsolete toxic pesticides in Ethiopia.

AELGA has a grant with Virginia Polytechnic Institute and State University (VPI) to address the research and development of natural biological controls, such as locust-killing fungi, as alternatives to toxic pesticides. Impact: Two fungal strains developed with AELGA funds were registered for use in two countries. One strain has been commercialized for use in South Africa. VPI staff partnered with AELGA staff to perform shared locust and grasshopper training for Senegalese field development agents. VPI made progress on biopesticide survey, mass production, registration, staff training and sensitization. The goal is one more fungal strain developed by 2002.

Outreach: AELGA staff members attended three international meetings and were invited to give locust plague outreach presentations at eight venues in the U.S. and abroad. Impact: 400 individuals and policymakers from disparate national and international groups understand AELGA's impacts and USAID's value. One publication on locust plague prevention was published, reaching an audience of an additional 5,000 individuals and policymakers. AELGA will continue to provide numerous public and government outreach seminars to get the message out on the value of USAID's and AELGA's activities.

In FY2000, AELGA will maintain its rapid response mechanisms to mitigate (1) dangerous pesticide disposal scenarios and human poisonings and (2) impending plagues. AELGA staff will continue to stop outbreaks from developing, thus averting food insecurity, while using its extensive experience and contacts to continue to save scarce USAID resources.

Annex Performance Data Table 1— Number of Africa-produced emergency pest training books distributed

| | | | |
|---|------|------------------------------|--------|
| Objective Name: Improved policies, strategies and programs for preventing, mitigating, and transiting out of crises | | | |
| Objective ID: 698-022-01 | | | |
| Approved: Approval pending | | Country/Organization: AFR/SD | |
| Result Name: Improved environmentally sound and effective management of grasshoppers, locusts and other emergency pests in target countries (IR 22.2) | | | |
| Indicator: Number of Africa-produced emergency pest training books distributed (indicator 2) | | | |
| Unit of Measure: Number of books distributed. | Year | Planned | Actual |
| | 1999 | 600 | 500 |
| Source: USAID missions, regional organizations, FAO and IR 22.2 (AELGA) team | 2000 | 600 | - |
| | 2001 | 600 | - |
| | | | |
| Indicator/Description: Books written by Africans and distributed by ministries, AELGA, and development partners under AELGA's direction | | | |
| | | | |
| | | | |
| Comments: New indicator for 1999–2001 | | | |

Annex Performance Data Table 2— Number of MOAs and regional institutions that are conducting their own human resource development training using the IR 22.2 model with very limited AELGA assistance

| | | | | |
|---|--|------------------------------|---------|--------|
| Objective Name: Improved policies, strategies and programs for preventing, mitigating, and transiting out of crises | | | | |
| Objective ID: 698-022-01 | | | | |
| Approved: 7/97 | | Country/Organization: AFR/SD | | |
| Result Name: Strengthened capacity of ministries of agriculture (MOAs) and regional organizations to manage emergency pest outbreaks (IR 22.2.1) | | | | |
| Indicator: Number of MOAs and regional institutions that are conducting their own human resource development training using the IR 22.2 model with very limited AELGA assistance | | | | |
| Unit of Measure: Number of countries | | Year | Planned | Actual |
| | | 1998 | 1 | 0 |
| Source: MOA, FAO, USAID, regional organizations' reports | | 1999 | 3 | 3 |
| | | 2000 | 4 | - |
| | | 2001 | 4 | - |
| | | 2002 | | |
| | | 2003 | | |
| Indicator/Description: This indicator measures institutional change of MOAs that decide to institute programs for human resource development of their staff using the AELGA model and AELGA assistance. It also gauges the impact of past training conducted under this IR. | | | | |
| Comments: Training in 2000 may be delayed, or the number trained may decline, due to USDA/FAS administrative delays negatively affecting program performance. | | | | |

Annex Performance Data Table 3— Effective management of obsolete pesticides will be measured in terms of the amount of pesticides removed from or disposed of in selected countries

| | | | | |
|---|--|------------------------------|--------------|--------|
| Objective Name: Improved policies, strategies and programs for preventing, mitigating, and transiting out of crises | | | | |
| Objective ID: 698-022-01 | | | | |
| Approved: 7/97 | | Country/Organization: AFR/SD | | |
| Result Name: Improved environmentally sound and effective management of grasshoppers, locusts and other emergency pests in target countries (IR 22.2) | | | | |
| Indicator: Decrease in amount of dangerous obsolete pesticides (indicator 4) | | | | |
| Unit of Measure: Kilograms, liters, metric tonnes | | Year | Planned | Actual |
| | | 1998 | NA | 0 |
| Source: MOA and FAO reports validated by the IR 22.2 Team | | 1999 | 0 | 0 |
| | | 2000 | 1,152 tonnes | - |
| | | 2001 | | |
| | | 2002 | | |
| | | 2003 | | |
| Indicator/Description: Effective management of obsolete pesticides will be measured in terms of the amount of pesticides removed from or disposed of in selected countries. | | | | |
| Comments: IR 22.2 made progress toward this goal, forming a new partnership with FAO, the Ministry of Agriculture, and other donors to dispose of 1,152 metric tonnes of obsolete pesticides in Ethiopia. Steps in FY99 included further analysis of the pesticides; specialized disposal training; consolidation and repackaging; and an environmental analysis for the entire disposal operation. After these essential steps are completed, actual disposal is expected to take place in 2000. | | | | |

Annex Performance Data Table 4— Training of host country nationals at all levels

| | | | | |
|--|--|------------------------------|---------|--------|
| Objective Name: Improved policies, strategies and programs for preventing, mitigating, and transiting out of crises | | | | |
| Objective ID: 698-022-01 | | | | |
| Approved: Approval pending | | Country/Organization: AFR/SD | | |
| Result Name: Improved environmentally sound and effective management of grasshoppers, locusts and other emergency pests in target countries (IR 22.2) | | | | |
| Indicator: Training of host country nationals at all levels (indicator 5) | | | | |
| Unit of Measure: Number of persons trained | | Year | Planned | Actual |
| | | 1997 | NA | 344 |
| Source: USAID IR 22.2 (AELGA) team | | 1998 | NA | - |
| | | 1999 | 200 | 250 |
| Indicator/Description: A trained person is an individual who has acquired the expertise to respond rapidly to pest outbreaks of emergency proportions. Planning for emergencies is a measure of a host country's preparedness to handle emergencies. | | 2000 | 200 | - |
| | | 2001 | 300 | - |
| Comments: New indicator for 1999–2001 | | | | |

Annex Performance Data Table 5— The number of biopesticides approved for use in African countries

| | | | | |
|---|--|------------------------------|---------|--------|
| Objective Name: Improved policies, strategies and programs for preventing, mitigating, and transiting out of crises | | | | |
| Objective ID: 698-022-01 | | | | |
| Approved: 7/97 | | Country/Organization: AFR/SD | | |
| Result Name: Increased availability of alternative controls for management of grasshoppers, locusts, and other emergency pests (IR 22.2.5) | | | | |
| Indicator: Number of biopesticides approved for use in African countries (indicator 6) | | | | |
| Unit of Measure: Number of biopesticides | | Year | Planned | Actual |
| | | 1998 | N/A | 0 |
| Source: IR 22.2 team surveys and review of professional publications and journals | | 1999 | 2 | 2 |
| | | 2000 | 2 | - |
| | | 2001 | 2 | - |
| | | 2002 | 3 | - |
| Indicator/Description: The number of biopesticides approved for use in Africa indicates the success of the program in finding, isolating and testing different types and strains of pathogens that can be safely used against locusts and grasshoppers in Africa. | | 2003 | | |
| | | | | |
| Comments: Two new biopesticides that were developed to the end of the research pipeline by AELGA in collaboration with multiple donors were registered for use against locust plagues in Madagascar and South Africa. | | | | |

**AFR/SD ADOPTION OF EFFECTIVE TOOLS, METHODS AND APPROACHES
FOR IMPROVING APPLICATION OF ENVIRONMENTAL
PROCEDURES AND STRATEGIES IN MISSIONS' AND AFRICANS'
PROGRAMS (698-023-01)**

Self-Assessment: *Exceeding expectations.*

Summary: Under the National Environmental Policy Act and its own statutory responsibilities, USAID must see to it that its overseas programs avoid or minimize environmental harm. Thus, it is the mission of the Africa Bureau's Special Support Objective program (SO 23) to ensure that in achieving USAID's other goals, its staff and partners never lose sight of the critical goal of environmental protection. SO 23 seeks to also advance two other major USAID goals: (a) human capacity development through education and training, aimed at strengthening staff and partners' capacity to judge the potential environmental impact of their development strategies or programs, and (b) democracy and good governance, by helping African countries to choose and manage activities that will not damage the environment and ultimately adopt their own rules and procedures.

Key Results: In FY99, the SO 23 team carried out 59 initial environmental examinations (IEEs) of planned USAID activities and programs, plus one countrywide programmatic environmental assessment. These were completed for 21 missions across sub-Saharan Africa, as well as several working units within the Africa Bureau. In addition, seven different thematic analyses and assessments of Washington-based SOs were conducted during FY99, and a joint assessment was conducted in Ethiopia with USAID's disaster response bureau. Improvements or conditions were incorporated into dozens of USAID projects or programs as a result of these reviews, including trade activities under the Africa Trade and Investment Program (ATRIP) and environmental education programs under the Education Development and Democracy Initiative (EDDI). For example, environmental reviews were conducted for 25 separate activities funded under ATRIP during FY99. The SO 23 team also developed guidelines for evaluating and approving future ATRIP-funded programs as well.

Major progress was made during FY99 in the environmental management capacity-building process, particularly with private voluntary organizations (PVOs) carrying out the Title II food aid program. This work affects nearly \$400 million in aid around the world, aiming to ensure that development projects backed by food-for-work programs are environmentally sound. How-to courses in environmental assessment were held in Botswana, Guinea (in French), Mozambique and Tanzania; this brings to 17 the number of countries where these courses have been held so far. The 153 course participants in FY99 represented PVOs and host country partners from 78 different organizations (country-level and international), and the courses themselves were co-funded by USAID, PVOs and the African Development Bank. SO 23 also finalized its *Environmental Documentation Manual*, which has been revised, translated into French and published for PVOs to distribute worldwide.

Performance and Prospects: Analyzing research, building information networks, training, and developing and using assessment tools all played crucial roles in the SO 23 team's efforts.

Analyses: In FY99, SO 23 worked with the environmental strategic objective team to support an environmental trends analysis activity under the EPIQ contract. In its first year, EPIQ developed a tracker database and graphic representation of key trends and issues in the links between the environment and economic development in Africa. The SO also funded a follow-up to another major research effort, the “Urbanization Issues and Development in Sub-Saharan Africa” study. The follow-up identified next steps in analyzing large-scale trends, policy issues, economic issues, and strategies with strong multiplier effects in meeting the environmental challenges of explosive growth in Africa’s cities.

The SO helped develop and find funding for a promising, cross-sector sustainable tree crops program (STCP). This included a joint public/private consultancy to West and East Africa that focused on cacao as a major engine of conservation-friendly growth. In a related area, AFR/SD arranged a highly productive six-month fellowship for a Cameroonian plant pathologist studying biological control methods applicable to black pod disease, a serious threat to African chocolate production. His work will help launch a capacity-building drive as part of the larger STCP.

SO 23 team members played a vital part in several other USAID efforts in FY99. The SO provided essential support to organizing an innovative *Pesticide Procedures Guide* for Uganda, with mission funding. With the Africa Bureau’s Development Planning office, the SO 23 co-managed preparation of an advocacy piece on Senegal River water management issues. In addition, one team member played a key role in analyses for the Nile Basin Initiative. This joint activity with USAID’s Global Bureau and Asia Near East Bureau focuses on basinwide development of water resources.

Networks: The SO has promoted the establishment of numerous linkages in environmental and integrated pest management networking in Africa. Through the highly successful AfricaLink program, SO 23 has promoted specific support to the Network for Sustainable Development and the Environment in Africa (NESDA), the Pesticide Action Network in Africa, the Cover Crops Network, and a chemicals management capacity-building initiative in Africa.

NESDA, working with the UN Environmental Program and with USAID sponsorship, conducted a major environmental law workshop in Nairobi during September. This brought together African environmental lawyers and the international community to share experiences, assess efforts in the field during the last 10 years, and establish the new African Environmental Lawyers Network.

CoverCrops Net is a “meta-experiment”—at once agronomic and informatic—funded by AFR/SD's AfricaLink through the International Institute of Tropical Agriculture. It is designed to answer pressing agricultural intensification needs while linking African researchers directly, via a Net-coordinated program of experiments with two green manure cover crops. This addresses acute problems of soil fertility and weed management over a range of agro-ecological zones.

For the past five years SO 23 has supported the development of Environmental Information System-Africa (EIS), an important network of over 2,000 environmental information systems practitioners. In FY99, the team played a key role in moving EIS from a donor-driven process to

one directed by Africans, with donors facilitating. EIS is now incorporating as a PVO in Pretoria, South Africa.

Training: See “Key Results” for major achievements. Note also that the SO’s environmental assessment training program was used by other USAID bureaus, notably the disaster response bureau and the Latin American and Caribbean Bureau. In addition, program materials were featured in the 1999 USAID environmental officers’ training workshop. Attendees from all parts of the Agency gave the session and materials one of the workshop’s highest ratings.

Environmental Monitoring and Assessment: In addition to the accomplishments noted in the “Key Results” section, the SO 23 began refining its IEE Tracker database to make it a Web-based tool that USAID missions can use to develop their own IEEs. The database will also form the basis of a Freedom of Information Act mechanism, giving the public access to the IEEs developed by USAID in Africa over the past five years.

Four USAID missions developed an Environmental Monitoring, Evaluation and Mitigation Plan (EMEMP) as part of their strategic plans in FY99: Kenya, Uganda, Madagascar, and Zambia. Through the SO 23 team, AFR/SD also advised on the development of two further efforts, in Senegal and at the Regional Center for Southern Africa. However, after a careful assessment of the EMEMP process, the team concluded that while such plans are important, they tend to suffer from a weak institutional base within both USAID missions and host government agencies. The process will be redesigned, with greater stress on practical methods and uses, in FY2000.

Possible Adjustments to Plans: The SO 23 has continued to exceed expectations, a trend that is two years running. Several outside factors will affect the SO 23’s success in the future. First, with the Bureau’s present focus on episodic problems and mandatory initiatives, more time may have to be devoted to activities not closely aligned with the SO 23’s original goals. Also, with personnel changes, SO 23 staffing will be limited at least through the first half of FY2000. Meanwhile, staffing shortages in the missions increase the burden on Bureau personnel and limit the effective application of federal regulations in the field. Finally, funding is still a major constraint, placing certain key collaborative activities at risk.

Working with the environmental SO, SO 23 will incorporate new directions or refine its priorities following their upcoming joint internal strategic assessment. Nevertheless, the quality of its support, analysis and evaluation work should remain high, as long as the needed funds and staff are available.

Other Donor Programs: Other donors are the World Bank and the African Development Bank, which often co-fund the activities. For example, the African Development Bank has sponsored trainers at the SO’s courses for PVO collaborators. Many other instances of collaboration arise: the Multi-Donor Secretariat for Environmental Action Planning is hosted by the World Bank and funded by several donors, including USAID. The new coordinating entity Capacity for Environmental Assessment in Sub-Saharan Africa is sponsored by USAID and a long list of distinguished donors and organizations.

Principal Contractors, Grantees or Agencies: These include U.S. and African PVOs and non-government organizations, such as Africare, CARE, World Resources Institute, and NESDA; U.S. institutional contractors; U.S. universities such as Cornell and Virginia Tech; Federal agencies such as the U.S. Department of Agriculture and Geological Survey; and multilateral organizations, including the World Bank and the UN Food and Agricultural Organization.

Performance Data Table 23.1—Adoption by operating units and collaborators of program elements influenced by SO 23 and case studies

| | | | | |
|--|--|--|---------|--------|
| Objective Name: Adoption of effective tools, methods and approaches for improving application of environmental procedures and strategies in missions' and Africans' programs | | | | |
| Objective ID: 698-023-01 | | | | |
| Approved: | | Country/Organization: AFR/SD | | |
| Result Name: 23.1. Analytical processes lead to improved environmental soundness of humanitarian and development programs | | | | |
| Indicator: Adoption by operating units and collaborators of program elements influenced by SO 23 and case studies | | | | |
| Unit of Measure: Cumulative number of partners reporting taking measures linked to SO 23 activities and/or analyses | | Year | Planned | Actual |
| | | 1996 | 4 | 3 |
| Source: Data obtained from solicited testimony from the field and from reports, including the R4. Information-gathering will be carried out periodically, but at least twice a year. Responsible agents will be the regional environmental advisor and bureau environmental officer, drawing especially on the regional environmental officers and mission environmental officers. | | 1997 | 6 | 6 |
| | | 1998 | 8 | 11 |
| | | 1999 | 12 | 14 |
| | | 2000 | 16 | - |
| | | 2001 | 20 | - |
| | | 2002 | 24 | - |
| | | 2003 | 28 | - |
| | | Indicator/Description: USAID operating units, NGOs/PVOs and African institutions targeted by SO 23 change elements of their program in response to the input from analyses, assessments and case studies. This demonstrates adaptation into programmatic action. | | |

Performance Data Table 23.2—Partners reached are incorporating environmental review integrally into planning and achieving

| | | | | |
|---|--|------------------------------|---------|--------|
| Objective Name: Adoption of effective tools, methods and approaches for improving application of environmental procedures and strategies in missions' and Africans' programs | | | | |
| Objective ID: 698-023-01 | | | | |
| Approved: | | Country/Organization: AFR/SD | | |
| Result Name: 23.2. 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 | | | | |
| Indicator: Partners reached are incorporating environmental review integrally into planning and achieving. | | | | |
| Unit of Measure: Cumulative number of entities | | Year | Planned | Actual |
| | | 1996 | 4 | 4 |
| Source: USAID staff reports and solicited testimony from the field | | 1997 | 7 | 8 |
| | | 1998 | 12 | 15 |
| | | 1999 | 20 | 22 |
| Indicator/Description: Targeted NGO/PVO partners and African organizations adopt environmental screening procedures and guidelines adapted to their specific operating environments and implementation needs. | | 2000 | 30 | - |
| | | 2001 | 40 | - |
| | | 2002 | 50 | - |
| | | 2003 | 70 | - |
| <p>Comments: Partners' adoption of environmental reviews is in part a result of USAID capacity building through the ENCAP program. In FY99, ENCAP's environmental assessment course for NGOs/PVOs and other collaborators was held three times: (1) Guinea (in French) for 45 participants—mainly for the mission's partners in SO 13, incl. Title II PVOs; (2) Mozambique for 36 participants—Title II Cooperating Sponsors from eastern and southern Africa; and (3) Botswana for 50 Regional Center for Southern Africa partners. This work affects nearly \$400 million in food aid development programming worldwide.</p> <p>During FY99, the sourcebook for the ENCAP workshops for Title II PVOs, the USAID Bureau for Humanitarian Response/Food Aid Management (FAM) Environmental Working Group's "Environmental Documentation Manual," was revised, improved and translated into French. The manual has been published and distributed worldwide by FAM to Title II food aid cooperating sponsors.</p> <p>In Uganda, Ghana and Guinea, SSO advisors have continuously supported field program development for environmental assessment in technical areas related to private-sector and agricultural development (pesticide issues) and forest management.</p> | | | | |

Performance Data Table 23.3—Environmental training events conducted for mission and other operating unit staff

| | | | |
|---|------|------------------------------|-----------------|
| Objective Name: Adoption of effective tools, methods and approaches for improving application of environmental procedures and strategies in missions' and Africans' programs | | | |
| Objective ID: 698-023-01 | | | |
| Approved: | | Country/Organization: AFR/SD | |
| Result Name: 23.3. USAID environmental procedures are integrated into results planning, achieving and monitoring, and applied by SO teams. | | | |
| Indicator: Environmental training events conducted for mission and other operating unit staff | | | |
| Unit of Measure: (a) Number of SO teams and mission environmental officer/FFPO training events (b) Number of operating units reached per year | Year | Planned | Actual |
| | 1996 | (a) 0 (b) 0 | (a) 0 (b) 0 |
| Source: Temporary duty reports, regional environmental officer (REO) and mission environmental officer (MEO) reports, other mission reports. | 1997 | (a) 1 (b) 5 | (a) 1 (b) 6 |
| | 1998 | (a) 1 (b) 5 | (a) 1 (b) 11 |
| Indicator/Description: SO 23 and REOs 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 SO team members attending regular collaborator environmental assessment workshops are also counted. | 1999 | (a) 1 (b) 8 | (a) 1 (b) 7 |
| | 2000 | (a) 1 (b) 8 | - |
| | 2001 | (a) 1 (b) 8 | - |
| | 2002 | (a) 1 (b) 9 | - |
| Comments: | 2003 | (a) 1 (b) 10 | - |

Performance Data Table 23.4—Establishment and implementation of monitoring and mitigation approaches within strategic plans at the unit level for the Africa Bureau. Measured by the number of approaches established and implemented by missions.

| | | | | |
|---|--|------------------------------|---------|--------|
| Objective Name: Adoption of effective tools, methods and approaches for improving application of environmental procedures and strategies in missions' and Africans' programs | | | | |
| Objective ID: 698-023-01 | | | | |
| Approved: | | Country/Organization: AFR/SD | | |
| Result Name: 23.4. Environmental frameworks in place that lead to incorporation of monitoring, assessment and mitigation into development programs | | | | |
| Indicator: Establishment and implementation of monitoring and mitigation approaches within strategic plans at the unit level for the Africa Bureau. Measured by the number of approaches established and implemented by missions. | | | | |
| Unit of Measure: Incidence (cumulative) | | Year | Planned | Actual |
| Source: Case studies and field reports | | 1996 | 2 | 0 |
| Indicator/Description: Although one approach will be elaborated, based on planned analyses, the ultimate result will be the rates of adoption among the Africa Bureau's operating units and partners. | | 1997 | 0 | 0 |
| | | 1999 | 0 | 3 |
| | | 2000 | 3 | - |
| | | 2001 | 4 | - |
| | | 2002 | 6 | - |
| | | 2003 | 9 | - |
| <p>Comments: An assessment of the Environmental Monitoring and Mitigation Planning (EMEMP) process was carried out in FY99 for three countries in which EMEMPs had been developed. The results showed that while significant progress had been made at the national level, the process tended to be diffuse and not fully incorporated into mission and partner planning processes. A redesign of the process will be carried out in FY2000 as the Strategic Environmental Assessment and Monitoring (SEAM) process, focusing more on developing practical tools for the consideration of environmental consequences of development plans and the practical means for tracking impacts without large investments of budgetary and human resources by missions and partners.</p> <p>Nevertheless, four missions in Africa have developed environmental monitoring programs as part of their strategic plans: Kenya, Uganda, Madagascar, and Zambia. These serve as models for practical monitoring efforts that are within the managerial interest of missions. AFR/SD through the SSO team advised on the development of two further efforts, one in Senegal and another at the Regional Center for Southern Africa.</p> <p>Further, through support to the EIS-Africa, a network of 2,000 environmental information systems practitioners throughout the region, effective tools and frameworks are being promoted in programs well beyond the aegis of USAID.</p> | | | | |

AFR/SD POLIO ERADICATED IN SELECTED COUNTRIES IN A MANNER THAT BUILDS SUSTAINABLE IMMUNIZATION PROGRAMS (698-024-01)

Operating Unit Self-Assessment: *Exceeding expectations.*

Summary: The World Health Assembly and the World Summit for Children adopted the goal of global poliovirus eradication by the year 2000. Delays in achieving this goal have been due to civil unrest, political instability and, to some extent, shortfalls in the supply of polio vaccine. The goal is now 2005 and sub-Saharan Africa is the greatest challenge in the final push. USAID support for eradicating polio in Africa is designed to complement ongoing efforts to develop sustainable immunization delivery systems toward meeting the agency goal: “World population stabilized and human health protected.”

Key Results: Polio eradication strategies include sustaining high vaccination coverage with oral polio vaccine (OPV); mass immunization campaigns where all children under five years of age receive OPV to interrupt poliovirus transmission; and surveillance to detect cases and to document eradication. During FY99, accelerated efforts to achieve polio eradication have occurred. Polio National Immunization Days (NIDS) were successfully conducted in 33 countries with a total target population of 110 million children aged less than 5 years old, with 94% of the countries attaining at least 80% coverage. Intensified, house-to-house NIDS were conducted in several countries in central and western Africa, which resulted in many children being immunized for the first time .

In the past several years the impact of USAID support and collaboration with its partners can be seen in early case detection along with laboratory confirmation. Acute Flaccid Paralysis (AFP) surveillance increased dramatically in FY99, with 4820 reported AFP cases compared to 1699 in FY98. The non-polio AFP rate doubled from 0.3 in FY98 to 0.7 in FY99. The goal is to report one non-polio case of AFP per 100,000 population. No wild poliovirus was detected during FY99 in eastern or southern Africa. Wild poliovirus circulation may have declined to low levels in the western part of West Africa—Senegal, Mauritania, Guinea, Mali and Burkina Faso.

Through WHO/AFRO, the Africa Bureau of USAID provided 22% of the total obligations for operational costs for NIDS and 50% of the costs for surveillance. In addition the Africa Bureau accounted for 50% of the funds provided to UNICEF for polio activities. The bulk of the funds were used for activities at the country level for NIDS and surveillance and 9% for personnel.

Performance and Prospects: The USAID Results Framework for polio consists of the following Intermediate Results:

- Strengthen partnerships to support the implementation of polio eradication and immunization/disease control programs;
- Strengthen selected immunization support systems in the public and private sectors to achieve polio eradication;
- Improve planning and implementation for supplemental polio immunization activities (including NIDS);

- Improve and integrate acute flaccid paralysis surveillance with surveillance for other infectious diseases; and
- Promote use of information for continuously improving the quality of polio eradication activities.

The Partnership for Polio Eradication received increased funding in FY99. DeBeers supported NIDS in Angola, and the UN Foundation and WHO/Geneva contributed \$8 million and \$1 million, respectively, to WHO/AFRO. The Department for International Development, United Kingdom, also increased its support considerably with a three-year grant totaling \$22 million, the majority going to polio activities in Uganda, Tanzania and Kenya.

Countries received increased technical assistance from logisticians, epidemiologists and social mobilizers. Such consultants arrived in-country six to eight weeks before the commencement of the first round of NIDS and assisted with preparing detailed microplans at various levels, putting in place logistics for the distribution of vaccines and other supplies. They also assisted with the evaluation of the NIDS after each round. Intensified NIDS on a house-to-house basis in order to reduce the chances of missing children were conducted in countries with significant wild poliovirus transmission. Better local-level planning, including mapping and supervision, has resulted in many children being immunized for the first time.

Synchronized NIDS dates in countries having contiguous borders—e.g., Mali, Senegal, the Gambia and Guinea-Bissau—were implemented for the first time. This has the possibility of ensuring that migrant communities are not missed. NIDS were also synchronized for Ethiopia, Eritrea, Djibouti and Northern Somalia. Finally, despite the fighting in DROC and the electricity cuts, the campaign reached 8.2 million of the country's 10 million children under-five years of age—a major breakthrough for the global effort. A series of widely publicized statements by the UN Secretary General helped stop the fighting in nine-tenths of the country for a NID.

Problems were encountered in terms of OPV vaccine shortfalls and difficulty gaining access to children in special areas such as rebel-controlled areas of Angola and Sierra Leone, as well as in Lofa County in Liberia. Also particularly troubling are (1) host government ministry and worker fatigue with the tremendous effort involved in carrying out NIDS, (2) stagnation and decline of AFP surveillance in southern Africa and (3) extensive circulation of wild poliovirus still being detected in Nigeria, Angola, Chad, Niger, Benin, Liberia and Côte d'Ivoire.

Possible Adjustment to Plans: No major adjustments to the overall plan will be made. However, special attention will be paid to enhancing the implementation of this initiative in countries in “difficult circumstances” such as Angola, DROC, Ethiopia and Nigeria. The overriding priority for 2000 is to rapidly improve the quality of all polio eradication activities to maximize the likelihood of achieving eradication by the end of 2000. This requires additional technical support; expanding the eradication framework with additional NID/SNID rounds in priority countries; and strengthening high-level advocacy support of policy makers and the UN system in targeted priority countries.

Other Donor Programs: USAID will coordinate with other USG agencies, the EU, the Gates Foundation, the UN Foundation and the World Bank, in particular, in seeing that the strategies

and activities for achieving and maintaining high routine immunization coverage with polio vaccine, as well as surveillance for AFP and other preventable diseases, are supported, along with the supplementary OPV activities needed for the eradication of polio.

Major Contractors and Grantees: World Health Organization, its Africa Regional Office (WHO/AFRO), UNICEF, and BASICS.

Performance Data Table 24.1— Routine Immunization coverage for children < 1 year of age increases

| | | | |
|---|------|------------------------------|--------------|
| Objective Name: Polio eradicated in selected countries in ways that build sustainable immunization programs | | | |
| Objective ID: 698-024-01 | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | |
| Result Name: Polio eradicated in selected countries in ways that build sustainable immunization programs | | | |
| Indicator: Routine immunization coverage for children < 1 year of age increases | | | |
| Unit of Measure: Number of countries with DPT3 and OPV3 coverage >80% | Year | Planned | Actual |
| | 1996 | - | 3 |
| Source: WHO/AFRO reports | 1997 | - | 4 |
| | 1998 | | 8 |
| Indicator/Description: | 1999 | 12 | see comments |
| | 2000 | - | - |
| Comments: Country results for FY99 will be available in April/May 2000 and we expect to exceed the target. This is a slightly revised indicator for which future targets are currently being established. | 2001 | - | - |
| | 2002 | - | - |

Performance Data Table 24.2— Zero cases of confirmed polio reported in all countries

| | | | |
|---|------|------------------------------|--------|
| Objective Name: Polio eradicated in selected countries in ways that build sustainable immunization programs | | | |
| Objective ID: 698-024-01 | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | |
| Result Name: Polio eradicated in selected countries in ways that build sustainable immunization programs | | | |
| Indicator: Zero cases of confirmed polio reported in all countries | | | |
| Unit of Measure: Number of countries reporting 0 cases of polio | Year | Planned | Actual |
| | 1997 | 5 | 15 |
| Source: WHO/AFRO reports | 1998 | 10 | 12 |
| | 1999 | 15 | 19 |
| Indicator/Description: | 2000 | 20 | |
| | 2001 | 25 | |
| | 2002 | 35 | |
| | 2003 | 43 | |
| Comments: Estimates of the future number of cases to be established in 2000. | | | |

Performance Data Table 24.3— Improve and integrate acute-flaccid-paralysis surveillance with surveillance for other infectious diseases

| | | | |
|---|------|------------------------------|--------|
| Objective Name: Polio eradicated in selected countries in ways that build sustainable immunization programs | | | |
| Objective ID: 698-024-01 | | | |
| Approved: 5/15/97 | | Country/Organization: AFR/SD | |
| Result Name: Polio eradicated in selected countries in ways that build sustainable immunization programs | | | |
| Indicator: Improve and integrate acute-flaccid-paralysis surveillance with surveillance for other infectious diseases | | | |
| Unit of Measure: Number of countries with non-polio AFP rate of 1/100,000 in children 0-59 months of age | Year | Planned | Actual |
| | 1997 | 0 | 1 |
| Source: WHO/AFRO reports | 1998 | 3 | 3 |
| | 1999 | 10 | 18 |
| Indicator/Description: | 2000 | 15 | - |
| | 2001 | 20 | - |
| | 2002 | 30 | - |
| | 2003 | 41 | - |
| Comments: | | | |

**AFR/SD EDUCATION FOR DEVELOPMENT AND DEMOCRACY INITIATIVE
(698-025-01)**

Operating Unit Self-Assessment: *On-track.*

Summary: The objective of the Education for Development and Democracy Initiative (EDDI) is to improve the quality of, and technology for, education to assist with sub-Saharan Africa's integration into the world community of free-market democracies. EDDI, a White House Initiative coordinated by an interagency committee comprised of the Department of State, Peace Corps, and USAID, is an African-led development activity (with special emphasis on girls and women). In FY99 it focused on (1) improving the quality of and access to education; (2) enhancing the availability and use of technology; and (3) increasing citizen participation in government to accelerate democracy.

Key Results: EDDI, which began in 1998, has promoted sustainable partnerships among African education and democracy organizations, as well as between them and their sister organizations in the United States. The partners will educate children, involve communities, implement new business models, and extend quality social services to people previously not served. During this short period, EDDI has been catalytic in brokering these alliances and embedding new technologies, such that enduring partnerships have been initiated.

Performance and Prospects: EDDI is focusing on four major elements: (1) building a consensus with African partners; (2) establishing and funding structures to implement partnerships; (3) launching partnerships to address capacity-building challenges that face African education and democracy; and (4) designing strategies for enhancing education and democratic societies in focus countries.

In keeping with the African-led nature of EDDI, the Association for the Development of Education in Africa, an organization comprising African ministries of education and the relevant donors, has helped to provide training in Internet techniques to its board members, as well as "wiring" education ministers and their key working groups to the Internet. Support has also been provided to 26 university partnerships. As an example, the Distance Education Emergency Training Partnership, between Howard University in Washington, D.C., and the University of Transkei in South Africa, links medical facilities to help ensure accurate diagnoses and quick, high-quality medical care in emergency situations.

In Uganda, the Kisowera and Pinecrest Elementary School partnership is fully operational, with electricity, phone lines, computers and Internet in the Ugandan school. Teachers and students at both schools have been trained, and an active e-mail exchange is ongoing. An alliance has been formed between EDDI, the World Bank and Schools-On-Line to bring computers, Internet connectivity, training and curriculum development to 100 schools and primary-teacher training colleges.

Democracy partnerships have also been funded. For example, staff from 16 civic education organizations throughout Africa served internships in League of Women Voters chapters throughout the United States and developed community action plans for their respective countries. A scholarship fund has been established for girls and women in 26 countries to provide resources through which they may continue their education in their home areas.

Possible Adjustment to Plans: Given the newness of the program, it is difficult to identify problems that warrant adjustments to the plan. However, as partnerships and scholarship mechanisms are evaluated, corrections to enhance achievement and sustainability will be made.

Other Donor Programs: The World Bank and Schools-On-Line are cooperating with EDDI to bring computers, Internet connectivity, training and curriculum development to schools and teacher training facilities throughout Africa. As an interagency effort, EDDI draws resources from other U.S. partners, such as the Department of State and the Peace Corps. Further, the private sector is providing computer-related hardware, software, and expertise. Also, EDDI works with host countries' ministries of education, African universities and other institutions of higher learning, and virtually all donors active in various aspects of African education.

Principal Contractors, Grantees, and Agencies: A large number of U.S. partners are involved, including the Departments of Education, State and Defense, the Peace Corps and the Environmental Protection Agency; American universities and community colleges; foundations; businesses (particularly computer manufacturers and information producers); non-governmental associations such as parent-teacher associations; and state and local governments. These will be partnership relations, not contractual ones, and each partner is expected to bring resources that match or exceed USAID resources.

Performance Data Table 25.1— African universities becoming more financially independent

| | | | | |
|---|--|------------------------------|---------|--------|
| Objective Name: Education for Development and Democracy Initiative | | | | |
| Objective ID: 698-025-01 | | | | |
| Approved: 1999 | | Country/Organization: AFR/SD | | |
| Result Name: The quality of education and democracy programs developed and disseminated | | | | |
| Indicator: African universities becoming more financially independent | | | | |
| Unit of Measure: Universities | | Year | Planned | Actual |
| Source: | | | | |
| Indicator/Description: | | | | |
| Comments: | | | | |

Performance Data Table 25.2— African universities re-orienting their mandates to provide more services to the community

| | | | | |
|---|--|------------------------------|---------|--------|
| Objective Name: Education for Development and Democracy Initiative | | | | |
| Objective ID: 698-025-01 | | | | |
| Approved: 1999 | | Country/Organization: AFR/SD | | |
| Result Name: The quality of education and democracy programs developed and disseminated | | | | |
| Indicator: African universities re-orienting their mandates to provide more services to the community | | | | |
| Unit of Measure: Universities | | Year | Planned | Actual |
| Source: | | | | |
| Indicator/Description: | | | | |
| Comments: | | | | |

Performance Data Table 25.3— Regional and national Educational Reform Networks strengthened (networks are comprised of the educational policy-makers and practitioners in the United States and Africa)

| | | | |
|---|------|------------------------------|--------|
| Objective Name: Education for Development and Democracy Initiative | | | |
| Objective ID: 698-025-01 | | | |
| Approved: 1999 | | Country/Organization: AFR/SD | |
| Result Name: Access to and use of technology in education and democracy programs | | | |
| Indicator: Regional and national Educational Reform Networks strengthened (networks are comprised of the educational policy-makers and practitioners in the United States and Africa) | | | |
| Unit of Measure: Networks | Year | Planned | Actual |
| Source: | | | |
| Indicator/Description: | | | |
| Comments: | | | |

Performance Data Table 25.4— Democracy Networks strengthened (network participants include journalists, non-governmental organizations, women’s advocacy groups, parliamentarians and civic leaders)

| | | | |
|--|------|------------------------------|--------|
| Objective Name: Education for Development and Democracy Initiative | | | |
| Objective ID: 698-025-01 | | | |
| Approved: 1999 | | Country/Organization: AFR/SD | |
| Result Name: Access to and use of technology in education and democracy programs | | | |
| Indicator: Democracy Networks strengthened (network participants include journalists, non-governmental organizations, women’s advocacy groups, parliamentarians and civic leaders) | | | |
| Unit of Measure: Networks | Year | Planned | Actual |
| Source: | | | |
| Indicator/Description: | | | |
| Comments: | | | |

PART III: Status Of Management Contract

AFR/SD's Strategic Plan was reviewed during the period May 15–27, 1997, and a cable summarizing the results of the review was issued. The cable described the Strategic Plan as “well received” and “an excellent and informative document.” Five items were identified in the cable as requiring action, the most notable being that AFR/SD include supplementary information concerning its efforts to build partnerships and alliances with other units within the Agency and with other outside partners. A second version of the document incorporating the suggested changes was produced by AFR/SD in June 1998.

Although it had been completed, the Strategic Plan was not officially submitted to the AA/AFR for approval. Among the reasons for the delay was the emergence of three new initiatives during FY97–FY98, all developed by and incorporated into the AFR/SD program. Additionally, a decision to merge the Bureau's Disaster Response Coordinating Staff (DRC) with AFR/SD's Crisis Prevention, Mitigation and Transition SO 22 required a modification of the SO 22 Intermediate Results and activities.

During the final months of FY99, AFR/SD's SO teams undertook a comprehensive review of the Strategic Plan to ensure its continued applicability and appropriateness. The final document was circulated for review and clearance towards the end of CY99 and is expected to be signed by the AA/AFR shortly.

PART IV: Resource Request

Financial Plan

AFR/SD's program fund requirements for FY2000 through FY2002 are presented in the following tables. As in previous years, the request includes items that are lodged in the SD program fund at the request of AFR/DP. In most instances, these additional activities will be implemented not by SD, but by the missions. A list of these items, and the associated amounts, are located at the end of the budget for each FY under the corresponding SO.

The size of the resource request, vis-à-vis that of individual AFR missions, should also be considered in terms of the impact of the Presidential Initiatives. The ATRIP and EDDI programs, which are overseen by an Interagency Working Group and assigned to AFR/SD for management, come with large mandated budgets (approximately \$30 million per year for ATRIP and \$40 million for EDDI). The polio eradication activities, regionwide infectious disease activities (e.g., malaria), and special activities such as FEWS and AELGA are also big-ticket items that are implemented by AFR/SD.

Lastly, the FY 2002 budget has increases in the DG, AG and ENV accounts. These reflect anticipated increases in expenditures (and/or earmarks) for agriculture (SO 15), specifically the African Food Security Initiative (AFSI) and the Consultative Group for International Agricultural Research (CGIAR); energy (SO 17); and crisis activities (SO 22), respectively.

Program Priorities

It is difficult, and possibly pointless, to prioritize SD's SOs by virtue of their importance to the SD Office. This is because SD's mandate is to provide services to missions and African partners in sectors deemed critical by missions; by this criterion, all are crucial. On the other hand, several sectors have emerged as "key" for Africa over the last three years, and in consequence, the SOs that support these sector programs are, de facto, priority areas. The major priority area in FY99 is HIV/AIDS (SO 21), identified in the overview as the number one threat to Africa's development. SO 21's contribution to the launch of the LIFE initiative was one of SD's stellar achievements this year. Natural and conflict-related crises (SO 22) are also Bureau priorities. And although SD is meeting its objectives at the SO level, it is not currently equipped to provide the kind of rapid response to episodic crises that the Bureau and the missions frequently require. In FY2000, SO 22 will ratchet up its capacity to meet ever-growing Bureau and mission needs in this area.

Trade and investment (SO14), agriculture (SO 15) and basic education (SO 18) remain high-priority areas, and each sector has its adherents who believe that it is *the* key to development. The AFSI, EDDI, and ATRIP initiatives all confirm the importance of these sectors and the influence of their supporters. Lastly, the environment (SO 17) and the health and population sectors (SO 19 and SO 20) have retained priority status by dint of both their intrinsic significance and the large earmarks they receive.

At the same time, one must note that budget levels do not necessarily determine the ultimate importance of a particular SO. A case in point is the democracy/governance (D/G) objective (SO 13), which, despite its small budget, is providing 26 mission-level D/G programs with the tools that will permit them to incorporate D/G methodologies into other sectoral programs, thereby rendering them more effective and sustainable. Similarly, the Leland Initiative (SO 16), although operating on a minuscule budget, has made major strides towards bringing Internet connectivity to the continent.

Accessing Global Bureau Services Through Field Support and Buy-Ins

| Objective Name | Field Support and Buy-Ins: Activity Title & Number | Priority * | Duration | Estimated Funding (\$000) | | | |
|----------------------------|---|----------------|---------------|---------------------------|-----|---------------|-----|
| | | | | FY 2001 | | FY 2002 | |
| | | | | Obligated by: | | Obligated by: | |
| Operating Unit | Global Bureau | Operating Unit | Global Bureau | | | | |
| 698-015-01: Agriculture | FANTA 936-3094.1 | High | 2 years | --- | 100 | --- | 100 |
| | MOST 936-3094.2 | High | 2 years | --- | 50 | --- | 50 |
| | Commodity Networks 936-4111 | High | 2 years | --- | 950 | --- | 950 |
| | Tree Crops 936-4111 | High | 2 years | --- | 175 | --- | 175 |
| | Soil Fertility (IFDC) 936-0054 | High | 2 years | --- | 100 | --- | 100 |
| | Food Security II/Mkt Policy Reform 936-5459 | High | 2 years | --- | 350 | --- | 350 |
| | ABSP (Ag Biotech Sppt Prgm) 936-4197 | High | 2 years | --- | 200 | --- | 200 |
| | Commodity Networks (CGIAR Centers) | High | 2 years | --- | 375 | --- | 375 |
| 698-017-01: Environment | IFDC/Soil Fertility Initiative 936-0054 | High | 2 years | --- | 100 | --- | 100 |
| | Eastern Arc Mountains 936-5556 | High | 2 years | --- | 100 | --- | 100 |
| | CARPE/Forest Service 936-5556 | High | 2 years | --- | 50 | --- | 50 |
| | CARPE/Peace Corps 936-5556 | High | 2 years | --- | 50 | --- | 50 |
| 698-018-01: Education | Global Communications and Learning 936-5846 | High | 2 years | --- | 75 | --- | 75 |
| | AAAS Fellowship 936-5861 | Medium-High | 2 years | --- | 150 | --- | 150 |
| | TAACS (CEDPA) 936-5970.03 | High | 2 years | --- | 381 | --- | 381 |
| 698-019-01: Health | Linkages 936-3082.01 | High | 2 years | --- | 300 | --- | 300 |
| | Macro 936-3083.01 | High | 2 years | --- | 300 | --- | 300 |
| | RPM 936-3104 | High | 2 years | --- | 250 | --- | 250 |
| | AVSC 936-3068 | High | 2 years | --- | 75 | --- | 75 |

| | | | | | | | |
|---------------------------|--|------|---------|-----|-------|-----|-------|
| | Change Project 936-3096.04 | High | 2 years | --- | 100 | --- | 100 |
| | JSI | High | 2 years | --- | 100 | --- | 100 |
| | BASIC - CS Flagship 936-3096.01 | High | 2 years | --- | 1,000 | --- | 1,000 |
| | UNICEF Grant 936-3080.01 | High | 2 years | --- | 1,000 | --- | 1,000 |
| | MEDS 936-3096.03 | High | 2 years | --- | 125 | --- | 125 |
| | Stop TB Consortium 936-3100 | High | 2 years | --- | 150 | --- | 150 |
| | WHO (TDR) 936-3100.02 | High | 2 years | --- | 450 | --- | 450 |
| | WHO (CDS/CPC) 936-3100.02 | High | 2 years | --- | 300 | --- | 300 |
| | Leadership and Management 936-3099.01 + A16 (FPMD) | High | 2 years | --- | 100 | --- | 100 |
| | Deliver (FPLI) 936-3089.01 | High | 2 years | --- | 100 | --- | 100 |
| | PHNI 936-3098.01 | High | 2 years | --- | 80 | --- | 80 |
| | HPPS Flagship (PHR) 936-3104 | High | 2 years | --- | 100 | --- | 100 |
| 698-020-01: Population | POP Leaders Program 936-3070 | High | 2 years | --- | 150 | --- | 150 |
| | NGO Networks for Health 936-3084.01 | High | 2 years | --- | 300 | --- | 300 |
| | Frontiers Project 936-3086 | High | 2 years | --- | 300 | --- | 300 |
| | RPM/MSH Project 936-3104.01 | High | 2 years | --- | 100 | --- | 100 |
| | AIDSMARK/PSI 936-3090.03 | High | 2 years | --- | 150 | --- | 150 |
| | Measure Communications 936-3083.03 | High | 2 years | --- | 350 | --- | 350 |
| | Policy Project 936-3083.02 | High | 2 years | --- | 100 | --- | 100 |
| | Contraceptive Technology Research 936-3079 | High | 2 years | --- | 75 | --- | 75 |
| | Focus 936-3073 | High | 2 years | --- | 100 | --- | 100 |
| | Deliver (FPLI) 936-3089.01 | High | 2 years | --- | 225 | --- | 225 |
| 698-021-01: HIV/AIDS | BuCen HIV/AIDS PASA 936-3090.05 | High | 2 years | --- | 350 | --- | 350 |

| | | | | | | | |
|----------------------------|---------------------------------|------|---------|----------|---------------|----------|---------------|
| | Measure II (Evaluation) | High | 2 years | --- | 400 | --- | 400 |
| 698-023-01: Environment | IPM CRSP 936-4196 | High | 2 years | --- | 50 | --- | 50 |
| 698-024-01: Polio | UNICEF Grant 936-3080.01 | High | 2 years | --- | 3,030 | --- | 3,030 |
| | BASIC - CS Flagship 936-3096.01 | High | 2 years | --- | 670 | --- | 670 |
| 698-025-01: EDDI | ALO Partnerships 936-5861 | High | 2 years | --- | 1,000 | --- | 1,000 |
| | | | | | | | |
| GRAND TOTAL..... | | | | 0 | 15,086 | 0 | 15,086 |

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

FY 2000 Budget Request by Program/Country

Fiscal Year: 2000
 Approp Acct: DA/CSD
 Scenario: Base Level

Program/Country: Africa Regional

| SO#, Title | | FY 2000 Request | | | | | | | | | | | Est. S.O. Expenditures | Est. S.O. Pipeline End of FY00 | |
|---|--------|------------------|-----------------------------|---|--------------|------------|--------------------------|-------------------------------|-----------------|-----------------------------|---------|-------|---------------------------|---|-------|
| Bilateral/ Field Spt | Total | Agri- culture | Other Economic Growth | Children's Basic Education (*) | Other HCD | Population | Child Survival (*) | Infectious Diseases (*) | HIV/AIDS (*) | Health Promotion (**) | Environ | D/G | | | |
| 698-013: STRENGTHEN CROSS-SECTORAL SYNERGIES BETWEEN DEMOCRACY AND GOVERNANCE AND AFRICA BUREAU PROGRAMS IN KEY AREAS | | | | | | | | | | | | | | | |
| Bilateral | 3,250 | | | | | | | | | | | 3,250 | 3,693 | 150 | |
| Field Spt | 0 | | | | | | | | | | | 0 | 0 | 0 | |
| | 3,250 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,250 | 3,693 | 150 | |
| 698-014: ADOPTION OF IMPROVED STRATEGIES, PROGRAMS AND ACTIVITIES FOR ACCELERATED, SUSTAINABLE, AND EQUITABLE ECONOMIC GROWTH | | | | | | | | | | | | | | | |
| Bilateral | 33,365 | | | 33,365 | | | | | | | | | 41,417 | 6,673 | |
| Field Spt | 120 | | | 120 | | | | | | | | | 120 | 0 | |
| | 33,485 | 0 | 0 | 33,485 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 41,537 | 6,673 | |
| 698-015: ADOPTION OF IMPROVED AGRICULTURAL POLICIES, PROGRAMS, AND STRATEGIES | | | | | | | | | | | | | | | |
| Bilateral | 5,725 | 5,385 | 0 | | | | | | | | | 340 | 20,560 | 4,351 | |
| Field Spt | 1,775 | 1,160 | 0 | | | | 100 | | | | | 515 | 1,775 | 0 | |
| | 7,500 | 6,545 | 0 | 0 | 0 | 0 | 100 | 0 | 0 | 0 | 855 | 0 | 22,335 | 4,351 | |
| 698-016: ADOPTION OF AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING, AND USING DEVELOPMENT INFORMATION | | | | | | | | | | | | | | | |
| Bilateral | 1,145 | 300 | 100 | 50 | | | | | | 50 | | | 545 | 9,590 | 687 |
| Field Spt | 0 | 0 | 0 | 0 | | | | | | 0 | | | 0 | 0 | |
| | 1,145 | 300 | 100 | 50 | 0 | 0 | 100 | 0 | 50 | 545 | 0 | 0 | 9,590 | 687 | |
| 698-017: ACCELERATE PROGRESS IN THE SPREAD OF STRATEGICALLY VIABLE AND ENVIRONMENTALLY SOUND ENVIRONMENTAL MANAGEMENT SYSTEMS | | | | | | | | | | | | | | | |
| Bilateral | 6,745 | | | | | | | | | | | 6,745 | 16,917 | 4,047 | |
| Field Spt | 255 | | | | | | | | | | | 255 | 255 | 0 | |
| | 7,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,000 | 0 | 17,172 | 4,047 | |
| 698-018: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY, AND EQUALITY OF BASIC EDUCATION SERVICES | | | | | | | | | | | | | | | |
| Bilateral | 3,778 | | | 3,778 | | | | | | | | | 9,958 | 1,952 | |
| Field Spt | 675 | | | 675 | | | | | | | | | 675 | 0 | |
| | 4,453 | 0 | 0 | 4,453 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,633 | 1,952 | |
| 698-019: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, QUALITY, EFFICIENCY, AND EQUALITY OF HEALTH SERVICES | | | | | | | | | | | | | | | |
| Bilateral | 14,088 | | | | | | | 9,938 | 3,745 | | | | 405 | 22,715 | 8,453 |
| Field Spt | 4,530 | | | | | | | 3,430 | 950 | | | | 150 | 4,530 | 0 |
| | 18,618 | 0 | 0 | 0 | 0 | 0 | 13,368 | 4,695 | 0 | 555 | 0 | 0 | 27,245 | 8,453 | |
| 698-020: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY AND QUALITY OF FAMILY PLANNING SERVICES | | | | | | | | | | | | | | | |
| Bilateral | 200 | | | | | | | | | | | | 631 | 120 | |
| Field Spt | 1,850 | | | | | | | | | | | | 1,850 | 0 | |
| | 2,050 | 0 | 0 | 0 | 0 | 0 | 1,900 | 0 | 0 | 150 | 0 | 0 | 2,481 | 120 | |
| 698-021: ADOPTION OF COST-EFFECTIVE STRATEGIES TO PREVENT THE SPREAD AND MITIGATE THE IMPACT OF HIV/AIDS | | | | | | | | | | | | | | | |
| Bilateral | 4,000 | | | | | | | | | | | | 6,918 | 1,980 | |
| Field Spt | 750 | | | | | | | | | | | | 750 | 0 | |
| | 4,750 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,750 | 0 | 0 | 0 | 7,668 | 1,980 | |

| 698-022: IMPROVE POLICIES, STRATEGIES, AND PROGRAMS FOR PREVENTING, MITIGATING, AND TRANSITING OUT OF CRISES | | | | | | | | | | | | | | |
|--|----------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|--------------|--------------|---------------|--------------|----------------|---------------|
| Bilateral | 8,814 | | | | | | | 700 | | 600 | 5,764 | 1,750 | 24,781 | 5,288 |
| Field Spt | 86 | | | | | | | 0 | | 0 | 86 | 0 | 86 | 0 |
| | 8,900 | 0 | 0 | 0 | 0 | 0 | 0 | 700 | 0 | 600 | 5,850 | 1,750 | 24,867 | 5,288 |
| 698-023: ADOPTION OF EFFECTIVE TOOLS, METHODS, & APPROACHES FOR IMPROVING APPLICATION OF ENVIRON PROCEDURES & STRATEGIES IN MISSIONS' & AFRICANS' PROGRAMS | | | | | | | | | | | | | | |
| Bilateral | 591 | | | | | | | | | | 591 | | 1,231 | 355 |
| Field Spt | 50 | | | | | | | | | | 50 | | 50 | 0 |
| | 641 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 641 | 0 | 1,281 | 355 |
| 698-024: POLIO ERADICATED IN SELECTED COUNTRIES IN A MANNER THAT BUILDS SUSTAINABLE IMMUNIZATION PROGRAMS | | | | | | | | | | | | | | |
| Bilateral | 2,372 | | | | | | 2,372 | | | | | | 1,660 | 712 |
| Field Spt | 3,700 | | | | | | 3,700 | | | | | | 3,700 | 0 |
| | 6,072 | 0 | 0 | 0 | 0 | 0 | 6,072 | 0 | 0 | 0 | 0 | 0 | 5,360 | 712 |
| 698-025: EDUCATION FOR DEVELOPMENT AND DEMOCRACY INITIATIVE | | | | | | | | | | | | | | |
| Bilateral | 28,500 | | | 3,000 | 23,508 | | | | | | 1,992 | | 28,853 | 5,700 |
| Field Spt | 1,500 | | | 0 | 1,500 | | | | | | 0 | | 1,500 | 0 |
| | 30,000 | 0 | 0 | 3,000 | 25,008 | 0 | 0 | 0 | 0 | 0 | 1,992 | 0 | 30,353 | 5,700 |
| Total Bilateral | 112,573 | 5,685 | 33,465 | 6,828 | 23,508 | 200 | 12,410 | 4,445 | 4,050 | 1,550 | 15,432 | 5,000 | 188,924 | 40,468 |
| Total Field Support | 15,291 | 1,160 | 120 | 675 | 1,500 | 1,700 | 7,230 | 950 | 750 | 300 | 906 | 0 | 15,291 | 0 |
| TOTAL PROGRAM | 127,864 | 6,845 | 33,585 | 7,503 | 25,008 | 1,900 | 19,640 | 5,395 | 4,800 | 1,850 | 16,338 | 5,000 | 204,215 | 40,468 |

| FY 2000 Request Agency Goal Totals | |
|------------------------------------|--------|
| Econ Growth | 40,430 |
| Democracy | 5,000 |
| HCD | 32,511 |
| PHN | 33,585 |
| Environment | 16,338 |
| Program ICASS | 0 |
| GCC (from all Goals) | 4,000 |

| FY 2000 Account Distribution (DA only) | |
|--|--------|
| Dev. Assist Program | 88,676 |
| Dev. Assist ICASS | |
| Dev. Assist Total: | 88,676 |
| CSD Program | 39,188 |
| CSD ICASS | |
| CSD Total: | 39,188 |

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)
 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 (***) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

Africa Regional FY 2000 Amounts Include Funding for the Following:
 (\$000)

| | | |
|---------|--------------------------------|--------|
| 698-013 | DHRF | 2,500 |
| 698-013 | St. Thomas University | 500 |
| 698-014 | ATRIP | 30,000 |
| 698-018 | Child Labor | 1,250 |
| 698-019 | Guinea Worms | 800 |
| 698-021 | South Africa Regional HIV/AIDS | 1,500 |

Levels for ATRIP and EDDI reflect amounts before country distribution.

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001
 Approp Acct: DA/CSD
 Scenario: Base Level

Program/Country: Africa Regional

| SO#, Title | | | | | | | | | | | | | | | |
|---|-------------------------|--------|------------------|-----------------------------|---|--------------|------------|--------------------------|-------------------------------|-----------------|-----------------------------|---------|-------|--------------------------------|---|
| FY 2000 Request | | | | | | | | | | | | | | | |
| | Bilateral/ Field Spt | Total | Agricul- ture | Other Economic Growth | Children's Basic Education (*) | Other HCD | Population | Child Survival (*) | Infectious Diseases (*) | HIV/AIDS (*) | Health Promotion (**) | Environ | D/G | Est. S.O. Expendi- tures | Est. S.O. Pipeline End of FY01 |
| 698-013: STRENGTHEN CROSS-SECTORAL SYNERGIES BETWEEN DEMOCRACY AND GOVERNANCE AND AFRICA BUREAU PROGRAMS IN KEY AREAS | | | | | | | | | | | | | | | |
| | Bilateral | 3,979 | | | | | | | | | | | 3,979 | 3,602 | 527 |
| | Field Spt | 0 | | | | | | | | | | | 0 | 0 | 0 |
| | | 3,979 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,979 | 3,602 | 527 |
| 698-014: ADOPTION OF IMPROVED STRATEGIES, PROGRAMS AND ACTIVITIES FOR ACCELERATED, SUSTAINABLE, AND EQUITABLE ECONOMIC GROWTH | | | | | | | | | | | | | | | |
| | Bilateral | 31,200 | | 29,200 | | | | | | | | 2,000 | | 31,633 | 6,240 |
| | Field Spt | 0 | | 0 | | | | | | | | 0 | | 0 | 0 |
| | | 31,200 | 0 | 29,200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000 | 0 | 31,633 | 6,240 |
| 698-015: ADOPTION OF IMPROVED AGRICULTURAL POLICIES, PROGRAMS, AND STRATEGIES | | | | | | | | | | | | | | | |
| | Bilateral | 5,850 | 5,350 | | | | | 0 | | | | 500 | | 6,691 | 3,510 |
| | Field Spt | 4,300 | 3,850 | | | | | 200 | | | | 250 | | 4,300 | 0 |
| | | 10,150 | 9,200 | 0 | 0 | 0 | 0 | 200 | 0 | 0 | 0 | 750 | 0 | 10,991 | 3,510 |
| 698-016: ADOPTION OF AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING, AND USING DEVELOPMENT INFORMATION | | | | | | | | | | | | | | | |
| | Bilateral | 1,300 | 200 | 100 | 300 | 0 | 0 | 0 | 0 | 200 | 100 | 400 | | 1,207 | 780 |
| | Field Spt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 |
| | | 1,300 | 200 | 100 | 300 | 0 | 0 | 0 | 0 | 200 | 100 | 400 | 0 | 1,207 | 780 |
| 698-017: ACCELERATE PROGRESS IN THE SPREAD OF STRATEGICALLY VIABLE AND ENVIRONMENTALLY SOUND ENVIRONMENTAL MANAGEMENT SYSTEMS | | | | | | | | | | | | | | | |
| | Bilateral | 8,429 | | | | | | | | | | 8,429 | | 7,419 | 5,057 |
| | Field Spt | 300 | | | | | | | | | | 300 | | 300 | 0 |
| | | 8,729 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8,729 | 0 | 7,719 | 5,057 |
| 698-018: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY, AND EQUALITY OF BASIC EDUCATION SERVICES | | | | | | | | | | | | | | | |
| | Bilateral | 3,094 | | | 3,094 | | | | | | | | | 3,190 | 1,856 |
| | Field Spt | 606 | | | 606 | | | | | | | | | 606 | 0 |
| | | 3,700 | 0 | 0 | 3,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,796 | 1,856 |
| 698-019: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, QUALITY, EFFICIENCY, AND EQUALITY OF HEALTH SERVICES | | | | | | | | | | | | | | | |
| | Bilateral | 10,477 | | | | | | 8,077 | 2,050 | | 350 | | | 12,644 | 6,286 |
| | Field Spt | 8,030 | | | | | | 3,430 | 2,825 | | 1,775 | | | 8,030 | 0 |
| | | 18,507 | 0 | 0 | 0 | 0 | 0 | 11,507 | 4,875 | 0 | 2,125 | 0 | 0 | 20,674 | 6,286 |
| 698-020: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY AND QUALITY OF FAMILY PLANNING SERVICES | | | | | | | | | | | | | | | |
| | Bilateral | 1,315 | | | | | 1,315 | | | | | | | 646 | 789 |
| | Field Spt | 1,850 | | | | | 1,850 | | | | | | | 1,850 | 0 |
| | | 3,165 | 0 | 0 | 0 | 0 | 3,165 | 0 | 0 | 0 | 0 | 0 | 0 | 2,496 | 789 |
| 698-021: ADOPTION OF COST-EFFECTIVE STRATEGIES TO PREVENT THE SPREAD AND MITIGATE THE IMPACT OF HIV/AIDS | | | | | | | | | | | | | | | |
| | Bilateral | 6,850 | | | | | | | | 6,850 | | | | 7,120 | 1,710 |
| | Field Spt | 750 | | | | | | | | 750 | | | | 750 | 0 |
| | | 7,600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,600 | 0 | 0 | 0 | 7,870 | 1,710 |

| 698-022: IMPROVE POLICIES, STRATEGIES, AND PROGRAMS FOR PREVENTING, MITIGATING, AND TRANSITING OUT OF CRISES | | | | | | | | | | | | | | | |
|--|----------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|--------------|--------------|---------------|--------------|-----|----------------|---------------|
| Bilateral | 8,296 | | | | | | | | 596 | | 400 | 6,500 | 800 | 8,606 | 4,978 |
| Field Spt | 0 | | | | | | | | 0 | | 0 | 0 | 0 | 0 | 0 |
| | 8,296 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 596 | 0 | 400 | 6,500 | 800 | 8,606 | 4,978 |
| 698-023: ADOPTION OF EFFECTIVE TOOLS, METHODS, & APPROACHES FOR IMPROVING APPLICATION OF ENVIRON PROCEDURES & STRATEGIES IN MISSIONS' & AFRICANS' PROGRAMS | | | | | | | | | | | | | | | |
| Bilateral | 950 | | | | | | | | | | | 950 | | 735 | 570 |
| Field Spt | 50 | | | | | | | | | | | 50 | | 50 | 0 |
| | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 0 | 785 | 570 |
| 698-024: POLIO ERADICATED IN SELECTED COUNTRIES IN A MANNER THAT BUILDS SUSTAINABLE IMMUNIZATION PROGRAMS | | | | | | | | | | | | | | | |
| Bilateral | 1,145 | | | | | | | | 1,145 | | | | | 1,399 | 458 |
| Field Spt | 3,700 | | | | | | | | 3,700 | | | | | 3,700 | 0 |
| | 4,845 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,845 | 0 | 0 | 0 | 0 | 5,099 | 458 |
| 698-025: EDUCATION FOR DEVELOPMENT AND DEMOCRACY INITIATIVE | | | | | | | | | | | | | | | |
| Bilateral | 29,000 | | | 3,000 | 23,600 | | | | | | | 2,400 | | 34,369 | 5,800 |
| Field Spt | 1,000 | | | 0 | 1,000 | | | | | | | 0 | | 1,000 | 0 |
| | 30,000 | 0 | 0 | 3,000 | 24,600 | 0 | 0 | 0 | 0 | 0 | 0 | 2,400 | 0 | 35,369 | 5,800 |
| Total Bilateral | 111,885 | 5,550 | 29,300 | 6,394 | 23,600 | 1,315 | 9,222 | 2,646 | 7,050 | 850 | 21,179 | 4,779 | | 119,261 | 38,561 |
| Total Field Support | 20,586 | 3,850 | 0 | 606 | 1,000 | 1,850 | 7,330 | 2,825 | 750 | 1,775 | 600 | 0 | | 20,586 | 0 |
| TOTAL PROGRAM | 132,471 | 9,400 | 29,300 | 7,000 | 24,600 | 3,165 | 16,552 | 5,471 | 7,800 | 2,625 | 21,779 | 4,779 | | 139,847 | 38,561 |

| FY 2001 Request Agency Goal Totals | |
|------------------------------------|--------|
| Econ Growth | 38,700 |
| Democracy | 4,779 |
| HCD | 31,600 |
| PHN | 35,613 |
| Environment | 21,779 |
| Program ICASS | 0 |
| GCC (from all Goals) | 4,000 |

| FY 2001 Account Distribution (DA only) | |
|--|--------|
| Dev. Assist Program | 93,023 |
| Dev. Assist ICASS | |
| Dev. Assist Total: | 93,023 |
| CSD Program | 39,448 |
| CSD ICASS | |
| CSD Total: | 39,448 |

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)
 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 (***) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

Africa Regional FY 2001 Amounts Include Funding for the Following:
 (\$000)

| | | |
|---------|--------------------------------|--------|
| 698-013 | DHRF | 3,100 |
| 698-014 | ATRIP | 28,000 |
| 698-015 | CGIAR | 2,000 |
| 698-019 | ONCHO | 3,000 |
| 698-019 | Guinea Worm | 500 |
| 698-021 | South Africa Regional HIV/AIDS | 4,000 |

Levels for ATRIP and EDDI reflect amounts before country distribution.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002
 Approp Acct: DA/CSD
 Scenario: Base Level

Program/Country: Africa Regional

| SO#, Title | | | | | | | | | | | | | | | |
|--|-------------------------|--------|------------------|-----------------------------|---|--------------|------------|--------------------------|-------------------------------|-----------------|-----------------------------|---------|-------|--------------------------------|---|
| FY 2000 Request | | | | | | | | | | | | | | | |
| | Bilateral/ Field Spt | Total | Agri- culture | Other Economic Growth | Children's Basic Education (*) | Other HCD | Population | Child Survival (*) | Infectious Diseases (*) | HIV/AIDS (*) | Health Promotion (**) | Environ | D/G | Est. S.O. Expendi- tures | Est. S.O. Pipeline End of FY02 |
| 698-013: STRENGTHEN CROSS-SECTORAL SYNERGIES BETWEEN DEMOCRACY AND GOVERNANCE AND AFRICA BUREAU PROGRAMS IN KEY AREAS | | | | | | | | | | | | | | | |
| | Bilateral | 4,200 | | | | | | | | | | | 4,200 | 4,067 | 660 |
| | Field Spt | 0 | | | | | | | | | | | 0 | 0 | 0 |
| | | 4,200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,200 | 4,067 | 660 |
| 698-014: ADOPTION OF IMPROVED STRATEGIES, PROGRAMS AND ACTIVITIES FOR ACCELERATED, SUSTAINABLE, AND EQUITABLE ECONOMIC GROWTH | | | | | | | | | | | | | | | |
| | Bilateral | 35,000 | | 33,000 | | | | | | | | 2,000 | | 34,260 | 4,980 |
| | Field Spt | 0 | | 0 | | | | | | | | 0 | | 0 | 0 |
| | | 35,000 | 0 | 33,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000 | 0 | 34,260 | 4,980 |
| 698-015: ADOPTION OF IMPROVED AGRICULTURAL POLICIES, PROGRAMS, AND STRATEGIES | | | | | | | | | | | | | | | |
| | Bilateral | 6,100 | 5,600 | | | | | 0 | | | | 500 | | 5,950 | 3,660 |
| | Field Spt | 4,300 | 3,850 | | | | | 200 | | | | 250 | | 4,300 | 0 |
| | | 10,400 | 9,450 | 0 | 0 | 0 | 0 | 200 | 0 | 0 | 0 | 750 | 0 | 10,250 | 3,660 |
| 698-016: ADOPTION OF AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING, AND USING DEVELOPMENT INFORMATION | | | | | | | | | | | | | | | |
| | Bilateral | 1,800 | 300 | 200 | 300 | | | | | 400 | 200 | 400 | | 1,500 | 1,080 |
| | Field Spt | 0 | 0 | 0 | 0 | | | | | 0 | 0 | 0 | | 0 | 0 |
| | | 1,800 | 300 | 200 | 300 | 0 | 0 | 0 | 0 | 400 | 200 | 400 | 0 | 1,500 | 1,080 |
| 698-017: ACCELERATE PROGRESS IN THE SPREAD OF STRATEGICALLY VIABLE AND ENVIRONMENTALLY SOUND ENVIRONMENTAL MANAGEMENT SYSTEMS | | | | | | | | | | | | | | | |
| | Bilateral | 8,700 | | | | | | | | | | 8,700 | | 9,272 | 4,486 |
| | Field Spt | 300 | | | | | | | | | | 300 | | 300 | 0 |
| | | 9,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9,000 | 0 | 9,572 | 4,486 |
| 698-018: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY, AND EQUALITY OF BASIC EDUCATION SERVICES | | | | | | | | | | | | | | | |
| | Bilateral | 6,394 | | | 3,394 | 3,000 | | | | | | | | 4,903 | 3,347 |
| | Field Spt | 606 | | | 606 | 0 | | | | | | | | 0 | 0 |
| | | 7,000 | 0 | 0 | 4,000 | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,903 | 3,347 |
| 698-019: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, QUALITY, EFFICIENCY, AND EQUALITY OF HEALTH SERVICES | | | | | | | | | | | | | | | |
| | Bilateral | 10,477 | | | | | | 8,077 | 2,050 | | 350 | | | 10,477 | 6,286 |
| | Field Spt | 8,030 | | | | | | 3,430 | 2,825 | 0 | 1,775 | | | 8,030 | 0 |
| | | 18,507 | 0 | 0 | 0 | 0 | 0 | 11,507 | 4,875 | 0 | 2,125 | 0 | 0 | 18,507 | 6,286 |
| 698-020: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY AND QUALITY OF FAMILY PLANNING SERVICES | | | | | | | | | | | | | | | |
| | Bilateral | 1,315 | | | | | 1,315 | | | | | | | 1,447 | 658 |
| | Field Spt | 1,850 | | | | | 1,850 | | | | | | | 1,850 | 0 |
| | | 3,165 | 0 | 0 | 0 | 0 | 3,165 | 0 | 0 | 0 | 0 | 0 | 0 | 3,297 | 658 |
| 698-021: ADOPTION OF COST-EFFECTIVE STRATEGIES TO PREVENT THE SPREAD AND MITIGATE THE IMPACT OF HIV/AIDS | | | | | | | | | | | | | | | |
| | Bilateral | 7,250 | | | | | | | | 7,250 | | | | 7,010 | 1,950 |
| | Field Spt | 750 | | | | | | | | 750 | | | | 750 | 0 |
| | | 8,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8,000 | 0 | 0 | 0 | 7,760 | 1,950 |

| 698-022: IMPROVE POLICIES, STRATEGIES, AND PROGRAMS FOR PREVENTING, MITIGATING, AND TRANSITING OUT OF CRISES | | | | | | | | | | | | | | |
|--|----------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|--------------|--------------|---------------|--------------|----------------|---------------|
| Bilateral | 10,400 | | | | | | | 700 | | 500 | 8,000 | 1,200 | 9,126 | 6,252 |
| Field Spt | 0 | | | | | | | 0 | | 0 | 0 | 0 | 0 | 0 |
| | 10,400 | 0 | 0 | 0 | 0 | 0 | 0 | 700 | 0 | 500 | 8,000 | 1,200 | 9,126 | 6,252 |
| 698-023: ADOPTION OF EFFECTIVE TOOLS, METHODS, & APPROACHES FOR IMPROVING APPLICATION OF ENVIRON PROCEDURES & STRATEGIES IN MISSIONS' & AFRICANS' PROGRAMS | | | | | | | | | | | | | | |
| Bilateral | 950 | | | | | | | | | | 950 | | 1,045 | 475 |
| Field Spt | 50 | | | | | | | | | | 50 | | 50 | 0 |
| | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 0 | 1,095 | 475 |
| 698-024: POLIO ERADICATED IN SELECTED COUNTRIES IN A MANNER THAT BUILDS SUSTAINABLE IMMUNIZATION PROGRAMS | | | | | | | | | | | | | | |
| Bilateral | 1,145 | | | | | | 1,145 | | | | | | 1,260 | 343 |
| Field Spt | 3,700 | | | | | | 3,700 | | | | | | 3,700 | 0 |
| | 4,845 | 0 | 0 | 0 | 0 | 0 | 4,845 | 0 | 0 | 0 | 0 | 0 | 4,960 | 343 |
| 698-025: EDUCATION FOR DEVELOPMENT AND DEMOCRACY INITIATIVE | | | | | | | | | | | | | | |
| Bilateral | 29,000 | | | 3,000 | 23,600 | | | | | | 2,400 | | 30,450 | 4,350 |
| Field Spt | 1,000 | | | 0 | 1,000 | | | | | | 0 | | 1,000 | 0 |
| | 30,000 | 0 | 0 | 3,000 | 24,600 | 0 | 0 | 0 | 0 | 0 | 2,400 | 0 | 31,450 | 4,350 |
| Total Bilateral | 122,731 | 5,900 | 33,200 | 6,694 | 26,600 | 1,315 | 9,222 | 2,750 | 7,650 | 1,050 | 22,950 | 5,400 | 120,767 | 38,527 |
| Total Field Support | 20,586 | 3,850 | 0 | 606 | 1,000 | 1,850 | 7,330 | 2,825 | 750 | 1,775 | 600 | 0 | 19,980 | 0 |
| TOTAL PROGRAM | 143,317 | 9,750 | 33,200 | 7,300 | 27,600 | 3,165 | 16,552 | 5,575 | 8,400 | 2,825 | 23,550 | 5,400 | 140,747 | 38,527 |

| FY 2002 Request Agency Goal Totals | |
|------------------------------------|--------|
| Econ Growth | 42,950 |
| Democracy | 5,400 |
| HCD | 34,900 |
| PHN | 36,517 |
| Environment | 23,550 |
| Program ICASS | 0 |
| GCC (from all Goals) | 4,000 |

| FY 2002 Account Distribution (DA only) | |
|--|---------|
| Dev. Assist Program | 102,665 |
| Dev. Assist ICASS | |
| Dev. Assist Total: | 102,665 |
| CSD Program | 40,652 |
| CSD ICASS | |
| CSD Total: | 40,652 |

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)
 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 (***) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

Africa Regional FY 2002 Amounts Include Funding for the Following:
 (\$000)

| | | |
|---------|--|--------|
| 698-013 | DHRF | 3,100 |
| 698-014 | ATRIP | 28,000 |
| 698-014 | PACT (including African Capacity Building) | 2,500 |
| 698-014 | ECA | 1,000 |
| 698-015 | CGIAR | 2,000 |
| 698-018 | ETA II (IFESH) | 3,000 |
| 698-019 | ONCHO | 3,000 |
| 698-019 | Guinea Worm | 500 |
| 698-021 | South Africa Regional HIV/AIDS | 4,000 |

Levels for ATRIP and EDDI reflect amounts before country distribution.

FY 2000 Budget Request by Program/Country

Fiscal Year: 2000
 Approp Acct: ESF
 Scenario: Base Level

Program/Country: Africa

| SO#, Title | | FY 2000 Request | | | | | | | | | | | | Est. S.O. Expenditures | Est. S.O. Pipeline End of FY00 |
|--|---------------|-----------------|-----------------------------|---|---------------|------------|--------------------------|-------------------------------|-----------------|-----------------------------|----------|----------|----------|---------------------------|---|
| Bilateral/ Field Spt | Total | Agriculture | Other Economic Growth | Children's Basic Education (*) | Other HCD | Population | Child Survival (*) | Infectious Diseases (*) | HIV/AIDS (*) | Health Promotion (**) | Environ | D/G | | | |
| 698-014: ADOPTION OF IMPROVED STRATEGIES, PROGRAMS AND ACTIVITIES FOR ACCELERATED, SUSTAINABLE, AND EQUITABLE ECONOMIC GROWTH | | | | | | | | | | | | | | | |
| Bilateral | 2,000 | | 2,000 | | | | | | | | | | | 1,000 | 1,000 |
| Field Spt | 0 | | 0 | | | | | | | | | | | 0 | 0 |
| | 2,000 | 0 | 2,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 1,000 |
| Sp.O.: EDUCATION FOR DEVELOPMENT AND DEMOCRACY INITIATIVE | | | | | | | | | | | | | | | |
| Bilateral | 10,000 | | | | 10,000 | | | | | | | | | 5,000 | 5,000 |
| Field Spt | 0 | | | | 0 | | | | | | | | | 0 | 0 |
| | 10,000 | 0 | 0 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | 5,000 |
| Total Bilateral | 12,000 | | 2,000 | | 0 | | | | | | | | | 6,000 | 6,000 |
| Total Field Support | 0 | | 0 | | 0 | | | | | | | | | 0 | 0 |
| TOTAL PROGRAM | 12,000 | 0 | 2,000 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,000 | 6,000 |

| FY 2000 Request Agency Goal Totals | |
|------------------------------------|--------|
| Econ Growth | 2,000 |
| Democracy | 0 |
| HCD | 10,000 |
| PHN | 0 |
| Environment | 0 |
| Program ICASS | 0 |
| GCC (from all Goals) | 0 |

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001
 Approp Acct: ESF
 Scenario: Base Level

Program/Country: Africa Regional

| SO#, Title | | FY 2000 Request | | | | | | | | | | | | Est. S.O. Expenditures | Est. S.O. Pipeline End of FY01 |
|--|---------------|-----------------|-----------------------|--------------------------------|---------------|------------|--------------------|-------------------------|--------------|-----------------------|----------|----------|----------|------------------------|--------------------------------|
| Bilateral/Field Spt | Total | Agriculture | Other Economic Growth | Children's Basic Education (*) | Other HCD | Population | Child Survival (*) | Infectious Diseases (*) | HIV/AIDS (*) | Health Promotion (**) | Environ | D/G | | | |
| 698-014: ADOPTION OF IMPROVED STRATEGIES, PROGRAMS AND ACTIVITIES FOR ACCELERATED, SUSTAINABLE, AND EQUITABLE ECONOMIC GROWTH | | | | | | | | | | | | | | | |
| Bilateral | 2,000 | | 2,000 | | 0 | | | | | | | | | 2,000 | 1,000 |
| Field Spt | 0 | | 0 | 0 | 0 | | | | | | | | | 0 | 0 |
| | 2,000 | 0 | 2,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000 | 1,000 |
| Sp.O.: EDUCATION FOR DEVELOPMENT AND DEMOCRACY INITIATIVE | | | | | | | | | | | | | | | |
| Bilateral | 15,000 | | | | 15,000 | | | | | | | | | 12,500 | 12,500 |
| Field Spt | 0 | | | 0 | 0 | | | | | | | | | 0 | 0 |
| | 15,000 | 0 | 0 | 0 | 15,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12,500 | 12,500 |
| Total Bilateral | 17,000 | 0 | 2,000 | 0 | 15,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14,500 | 13,500 |
| Total Field Support | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM | 17,000 | 0 | 2,000 | 0 | 15,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14,500 | 13,500 |

| FY 2001 Request Agency Goal Totals | |
|------------------------------------|--------|
| Econ Growth | 2,000 |
| Democracy | 0 |
| HCD | 15,000 |
| PHN | 0 |
| Environment | 0 |
| Program ICASS | 0 |
| GCC (from all Goals) | 0 |

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002
 Approp Acct: ESF
 Scenario: Base Level

Program/Country: Africa

| SO#, Title | | FY 2000 Request | | | | | | | | | | | | Est. S.O. Expenditures | Est. S.O. Pipeline End of FY02 | |
|--|---------------------|-----------------|-------------|-----------------------|--------------------------------|-----------|------------|--------------------|-------------------------|--------------|-----------------------|---------|-----|------------------------|--------------------------------|-------|
| | Bilateral/Field Spt | Total | Agriculture | Other Economic Growth | Children's Basic Education (*) | Other HCD | Population | Child Survival (*) | Infectious Diseases (*) | HIV/AIDS (*) | Health Promotion (**) | Environ | D/G | | | |
| 698-014: ADOPTION OF IMPROVED STRATEGIES, PROGRAMS AND ACTIVITIES FOR ACCELERATED, SUSTAINABLE, AND EQUITABLE ECONOMIC GROWTH | | | | | | | | | | | | | | | | |
| | Bilateral | 2,000 | | 2,000 | | | | | | | | | | | 2,000 | 1,000 |
| | Field Spt | 0 | | 0 | | | | | | | | | | | 0 | 0 |
| | | 2,000 | 0 | 2,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000 | 1,000 | |
| Sp.O.: EDUCATION FOR DEVELOPMENT AND DEMOCRACY INITIATIVE | | | | | | | | | | | | | | | | |
| | Bilateral | 15,000 | | | | 15,000 | | | | | | | | | 20,000 | 7,500 |
| | Field Spt | 0 | | | | 0 | | | | | | | | | 0 | 0 |
| | | 15,000 | 0 | 0 | 0 | 15,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 7,500 | |
| Total Bilateral | | 17,000 | 0 | 2,000 | 0 | 15,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 22,000 | 8,500 | |
| Total Field Support | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| TOTAL PROGRAM | | 17,000 | 0 | 2,000 | 0 | 15,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 22,000 | 8,500 | |

| FY 2002 Request Agency Goal Totals | |
|------------------------------------|--------|
| Econ Growth | 2,000 |
| Democracy | 0 |
| HCD | 15,000 |
| PHN | 0 |
| Environment | 0 |
| Program ICASS | 0 |
| GCC (from all Goals) | 0 |

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001

Program/Country: Africa Regional

Approp Acct: DA/CSD

Scenario: Base Level (Alternative)

| SO#, Title | | | | | | | | | | | | | | | |
|--|-------------------------|--------|------------------|-----------------------------|---|--------------|------------|--------------------------|-------------------------------|-----------------|-----------------------------|---------|-------|--------------------------------|---|
| FY 2000 Request | | | | | | | | | | | | | | | |
| | Bilateral/ Field Spt | Total | Agri- culture | Other Economic Growth | Children's Basic Education (*) | Other HCD | Population | Child Survival (*) | Infectious Diseases (*) | HIV/AIDS (*) | Health Promotion (**) | Environ | D/G | Est. S.O. Expendi- tures | Est. S.O. Pipeline End of FY01 |
| 698-013: STRENGTHEN CROSS-SECTORAL SYNERGIES BETWEEN DEMOCRACY AND GOVERNANCE AND AFRICA BUREAU PROGRAMS IN KEY AREAS | | | | | | | | | | | | | | | |
| | Bilateral | 3,979 | | | | | | | | | | | 3,979 | 3,602 | 527 |
| | Field Spt | 0 | | | | | | | | | | | 0 | 0 | 0 |
| | | 3,979 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,979 | 3,602 | 527 |
| 698-014: ADOPTION OF IMPROVED STRATEGIES, PROGRAMS AND ACTIVITIES FOR ACCELERATED, SUSTAINABLE, AND EQUITABLE ECONOMIC GROWTH | | | | | | | | | | | | | | | |
| | Bilateral | 34,700 | | 32,700 | | | | | | | | 2,000 | | 35,133 | 6,240 |
| | Field Spt | 0 | | 0 | | | | | | | | 0 | | 0 | 0 |
| | | 34,700 | 0 | 32,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000 | 0 | 35,133 | 6,240 |
| 698-015: ADOPTION OF IMPROVED AGRICULTURAL POLICIES, PROGRAMS, AND STRATEGIES | | | | | | | | | | | | | | | |
| | Bilateral | 5,850 | 5,350 | | | | | 0 | | | | 500 | | 6,691 | 3,510 |
| | Field Spt | 4,300 | 3,850 | | | | | 200 | | | | 250 | | 4,300 | 0 |
| | | 10,150 | 9,200 | 0 | 0 | 0 | 0 | 200 | 0 | 0 | 0 | 750 | 0 | 10,991 | 3,510 |
| 698-016: ADOPTION OF AFFORDABLE AND MORE EFFECTIVE MECHANISMS FOR PRODUCING, SHARING, AND USING DEVELOPMENT INFORMATION | | | | | | | | | | | | | | | |
| | Bilateral | 3,000 | 200 | 100 | 300 | 0 | 0 | 0 | 0 | 1,900 | 100 | 400 | | 1,927 | 1,860 |
| | Field Spt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 |
| | | 3,000 | 200 | 100 | 300 | 0 | 0 | 0 | 0 | 1,900 | 100 | 400 | 0 | 1,927 | 1,860 |
| 698-017: ACCELERATE PROGRESS IN THE SPREAD OF STRATEGICALLY VIABLE AND ENVIRONMENTALLY SOUND ENVIRONMENTAL MANAGEMENT SYSTEMS | | | | | | | | | | | | | | | |
| | Bilateral | 8,429 | | | | | | | | | | 8,429 | | 7,419 | 5,057 |
| | Field Spt | 300 | | | | | | | | | | 300 | | 300 | 0 |
| | | 8,729 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8,729 | 0 | 7,719 | 5,057 |
| 698-018: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, EFFICIENCY, AND EQUALITY OF BASIC EDUCATION SERVICES | | | | | | | | | | | | | | | |
| | Bilateral | 6,094 | | | 3,094 | 3,000 | | | | | | | | 3,190 | 1,856 |
| | Field Spt | 606 | | | 606 | 0 | | | | | | | | 606 | 0 |
| | | 6,700 | 0 | 0 | 3,700 | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,796 | 1,856 |
| 698-019: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY, QUALITY, EFFICIENCY, AND EQUALITY OF HEALTH SERVICES | | | | | | | | | | | | | | | |
| | Bilateral | 10,477 | | | | | | 8,077 | 2,050 | | 350 | | | 12,644 | 6,286 |
| | Field Spt | 8,030 | | | | | | 3,430 | 2,825 | | 1,775 | | | 8,030 | 0 |
| | | 18,507 | 0 | 0 | 0 | 0 | 0 | 11,507 | 4,875 | 0 | 2,125 | 0 | 0 | 20,674 | 6,286 |
| 698-020: ADOPTION OF POLICIES AND STRATEGIES FOR INCREASED SUSTAINABILITY AND QUALITY OF FAMILY PLANNING SERVICES | | | | | | | | | | | | | | | |
| | Bilateral | 1,315 | | | | | 1,315 | | | | | | | 646 | 789 |
| | Field Spt | 1,850 | | | | | 1,850 | | | | | | | 1,850 | 0 |
| | | 3,165 | 0 | 0 | 0 | 0 | 3,165 | 0 | 0 | 0 | 0 | 0 | 0 | 2,496 | 789 |
| 698-021: ADOPTION OF COST-EFFECTIVE STRATEGIES TO PREVENT THE SPREAD AND MITIGATE THE IMPACT OF HIV/AIDS | | | | | | | | | | | | | | | |
| | Bilateral | 6,850 | | | | | | | 6,850 | | | | | 7,120 | 1,710 |
| | Field Spt | 750 | | | | | | | 750 | | | | | 750 | 0 |
| | | 7,600 | 0 | 0 | 0 | 0 | 0 | 0 | 7,600 | 0 | 0 | 0 | 0 | 7,870 | 1,710 |

| 698-022: IMPROVE POLICIES, STRATEGIES, AND PROGRAMS FOR PREVENTING, MITIGATING, AND TRANSITING OUT OF CRISES | | | | | | | | | | | | | | | |
|--|----------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|--------------|--------------|---------------|--------------|-------|----------------|---------------|
| Bilateral | 10,296 | | | | | | | | 596 | | 400 | 6,500 | 2,800 | 10,606 | 4,978 |
| Field Spt | 0 | | | | | | | | 0 | | 0 | 0 | 0 | 0 | 0 |
| | 10,296 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 596 | 0 | 400 | 6,500 | 2,800 | 10,606 | 4,978 |
| 698-023: ADOPTION OF EFFECTIVE TOOLS, METHODS, & APPROACHES FOR IMPROVING APPLICATION OF ENVIRON PROCEDURES & STRATEGIES IN MISSIONS' & AFRICANS' PROGRAMS | | | | | | | | | | | | | | | |
| Bilateral | 950 | | | | | | | | | | | 950 | | 735 | 570 |
| Field Spt | 50 | | | | | | | | | | | 50 | | 50 | 0 |
| | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 0 | 785 | 570 |
| 698-024: POLIO ERADICATED IN SELECTED COUNTRIES IN A MANNER THAT BUILDS SUSTAINABLE IMMUNIZATION PROGRAMS | | | | | | | | | | | | | | | |
| Bilateral | 1,145 | | | | | | | 1,145 | | | | | | 1,399 | 458 |
| Field Spt | 3,700 | | | | | | | 3,700 | | | | | | 3,700 | 0 |
| | 4,845 | 0 | 0 | 0 | 0 | 0 | 0 | 4,845 | 0 | 0 | 0 | 0 | 0 | 5,099 | 458 |
| 698-025: EDUCATION FOR DEVELOPMENT AND DEMOCRACY INITIATIVE | | | | | | | | | | | | | | | |
| Bilateral | 29,000 | | | 3,000 | 23,600 | | | | | | | 2,400 | | 34,369 | 5,800 |
| Field Spt | 1,000 | | | 0 | 1,000 | | | | | | | 0 | | 1,000 | 0 |
| | 30,000 | 0 | 0 | 3,000 | 24,600 | 0 | 0 | 0 | 0 | 0 | 0 | 2,400 | 0 | 35,369 | 5,800 |
| Total Bilateral | 122,085 | 5,550 | 32,800 | 6,394 | 26,600 | 1,315 | 9,222 | 2,646 | 8,750 | 850 | 21,179 | 6,779 | | 125,481 | 39,641 |
| Total Field Support | 20,586 | 3,850 | 0 | 606 | 1,000 | 1,850 | 7,330 | 2,825 | 750 | 1,775 | 600 | 0 | | 20,586 | 0 |
| TOTAL PROGRAM | 142,671 | 9,400 | 32,800 | 7,000 | 27,600 | 3,165 | 16,552 | 5,471 | 9,500 | 2,625 | 21,779 | 6,779 | | 146,067 | 39,641 |

| FY 2001 Request Agency Goal Totals | |
|------------------------------------|--------|
| Econ Growth | 42,200 |
| Democracy | 6,779 |
| HCD | 34,600 |
| PHN | 37,313 |
| Environment | 21,779 |
| Program ICASS | 0 |
| GCC (from all Goals) | 4,000 |

| FY 2001 Account Distribution (DA only) | |
|--|---------|
| Dev. Assist Program | 101,523 |
| Dev. Assist ICASS | |
| Dev. Assist Total: | 101,523 |
| CSD Program | 41,148 |
| CSD ICASS | |
| CSD Total: | 41,148 |

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)
 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 (***) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

Africa Regional FY 2001 Amounts Include Funding for the Following:
 (\$000)

| | | |
|---------|---|--------|
| 698-013 | DHRF | 3,100 |
| 698-014 | ATRIP | 28,000 |
| 698-014 | PACT (includes African Capacity Building) | 2,500 |
| 698-014 | ECA | 1,000 |
| 698-015 | CGIAR | 2,000 |
| 698-016 | LELAND | 1,800 |
| 698-018 | ETA II (IFESH) | 3,000 |
| 698-019 | ONCHO | 3,000 |
| 698-019 | Guinea Worm | 500 |
| 698-021 | South Africa Regional HIV/AIDS | 4,000 |
| 698-022 | ACCORD | 2,000 |

Levels for ATRIP and EDDI reflect amounts before country distribution.

**Bureau for Africa: Office of Sustainable Development
Workforce Levels**

| | FY 2000 | | | FY 2001 | | | FY 2002 | | | |
|---------|---|------------------|-----------|----------|------------------|-----------|-----------|------------------|-----------|-----------|
| | USDH | PROGRAM-FUNDED * | | USDH | PROGRAM-FUNDED * | | USDH | PROGRAM-FUNDED * | | |
| | | R/P | OTH | | R/P | OTH | | R/P | OTH | |
| 698-013 | Strengthen Cross-Sectoral Synergies Between Democracy and Governance and Africa Bureau Programs in Key Areas | 1 | 4 | 0 | 1 | 4 | 0 | 1 | 4 | 0 |
| 698-014 | Adoption of Improved Strategies, Programs and Activities for Accelerated, Sustainable, and Equitable Economic Growth | 2.5 | 5 | 1 | 1.5 | 6 | 1 | 1.5 | 6 | 1 |
| 698-015 | Adoption of Improved Agriculture Policies, Programs, and Strategies | 1 | 9.5 | 0 | 1 | 9.5 | 0 | 1 | 9.5 | 0 |
| 698-016 | Adoption of Affordable and More Effective Mechanisms for Producing, Sharing, and Using Development Information | 0.5 | 1 | 0 | 0.5 | 2 | 0 | 0.5 | 2 | 0 |
| 698-017 | Accelerate Progress in the Spread of Strategically Viable and Environmentally Sound Environmental Management Systems | 1 | 6.5 | 0 | 1 | 7.5 | 0 | 1 | 7.5 | 0 |
| 698-018 | Adoption of Policies and Strategies for Increased Sustainability, Efficiency, and Equality of Basic Education Services** | 2 | 4 | 2 | 1 | 4 | 2 | 1 | 4 | 2 |
| 698-019 | Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equality of Health Services | 2 | 3 | 2.5 | 2 | 4 | 2.5 | 2 | 4 | 2.5 |
| 698-020 | Adoption of Policies and Strategies for Increased Sustainability and Quality of Family Planning Services | 0 | 1 | 1 | 0 | 1 | 1 | 0 | 1 | 1 |
| 698-021 | Adoption of Cost-Effective Strategies to Prevent the Spread and Mitigate the Impact of HIV/AIDS | 0 | 3 | 0 | 0 | 4 | 0 | 0 | 4 | 0 |
| 698-022 | Improve Policies, Strategies, and Programs for Preventing, Mitigating, and Transiting Out of Crises | 2 | 7 | 1 | 2 | 8 | 2 | 2 | 8 | 2 |
| 698-023 | Adoption of Effective Tools, Methods, and Approaches for Improving Application of Environmental Procedures and Strategies in Missions' and Africans' Programs | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 |
| 698-024 | Polio Eradicated in Selected Countries in a Manner That Builds Sustainable Immunization Programs | 0 | 0 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 0.5 |
| 698-025 | Education for Development and Democracy Initiative *** | 1 | 0 | 1 | 1 | 2 | 1 | 1 | 2 | 1 |
| | Non-Attributed Management | 5 | 0 | 0 | 5 | 0 | 0 | 5 | 0 | 0 |
| | TOTALS | 17 | 41 | 9 | 15 | 49 | 10 | 15 | 49 | 10 |

* PROGRAM-FUNDED: R/P = RSSA, PASA; OTH = Fellows, TAACS

** Direct-Hire level for 698-018 includes a NEP

*** Program-funded OTH level for 698-025 includes an IPA

USDH Staffing Requirements by Backstop, FY 2000 - FY 2003

Mission: Office of Sustainable Development/AFR

| Functional Backstop (BS) | Number of USDH Employees in Backstop in: | | | |
|----------------------------------|--|-----------|-----------|-----------|
| | FY 2000 | FY 2001 | FY 2002 | FY 2003 |
| Senior Management | | | | |
| SMG - 01 | | | | |
| Program Management | | | | |
| Program Mgt - 02 | 2 | 2 | 2 | 2 |
| Project Dvpm Officer - 94 | | | | |
| Support Management | | | | |
| EXO - 03 | | | | |
| Controller - 04 | | | | |
| Legal - 85 | | | | |
| Commodity Mgt. - 92 | | | | |
| Contract Mgt. - 93 | | | | |
| Secretary - 05 & 07 | 2 | 2 | 2 | 2 |
| Sector Management | | | | |
| Agriculture - 10 & 14 | 1 | 1 | 1 | 1 |
| Economics - 11 | 3 | 2 | 2 | 2 |
| Democracy - 12 | 1 | 1 | 1 | 1 |
| Food for Peace - 15 | | | | |
| Private Enterprise - 21 | | | | |
| Engineering - 25 | | | | |
| Environment - 40 & 75 | 1 | 1 | 1 | 1 |
| Health/Pop. - 50 | 2 | 2 | 2 | 2 |
| Education - 60 | 3 | 2 | 2 | 2 |
| Disaster Operations | 2 | 2 | 2 | 2 |
| General Dvpm. - 12* | 1 | 1 | 1 | 1 |
| RUDO, UE-funded - 40 | | | | |
| Total | 18 | 16 | 16 | 16 |

***GDO - 12:** for the rare case where an officer manages activities in several technical areas, none of which predominate, e.g., the officer manages Democracy, Health, and Environment activities that are about equal. An officer who manages primarily Health activities with some Democracy and Environment activities would be a Health Officer, BS 50.

remaining **IDIs:** list under the Functional Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth.Zankowski@HR.PPIM@aidw as well as include it with your R4 submission.

Annex A

Environmental Impact

All of the Strategic Objectives in the Office of Sustainable Development have had Initial Environmental Examinations except Health (SO 19), Family Planning (SO 20) and HIV/AIDS (SO 21). Initial Environmental Examinations are being prepared for these three Strategic Objectives. In addition, IEE amendments are planned for the Education (SO18) and Informatics (SO16) Strategic Objectives.

Annex B

Updated Results Framework

| <u>SO No.</u> | <u>Strategic Objective and Intermediate Results</u> |
|---------------|---|
| 698-013-01 | <p>Strengthen Cross-Sectoral Synergies Between Democracy and Governance and Africa Bureau Programs in Key Areas</p> <p>IR 13.1 State-of-the-art Knowledge on Participation and Local Governance Developed and Disseminated</p> <p>IR 13.2 Knowledge of How to Integrate DG Principles into Tactics and Tools for Non-DG Sectoral Activities Enhanced</p> <p>IR 13.3 Capacity to Assess Results Attributed to Program Synergies Increased</p> |
| 698-014-01 | <p>Adoption of Improved Strategies, Programs and Activities for Accelerated, Sustainable, and Equitable Economic Growth</p> <p>IR 14.1 Improved Strategies, Policies, and Activities to Accelerate Sustainable and Equitable Growth Developed</p> <p>IR 14.2 Strengthen African Capacity to Design, Manage, Implement, Economic Growth and Evaluate Equitable Strategies, Policies and Activities</p> |
| 698-015-01 | <p>Adoption of Improved Agricultural Policies, Programs, and Strategies</p> <p>IR 15.1 Improved Policies, Programs, and Strategies for Sustainable Technology Development and Transfer</p> <p>IR 15.2 Improved Private-sector Agricultural Marketing and Support Services Programs, Policies and Strategies</p> <p>IR 15.3 Improved Policies and Programs for Increased Impact of Agriculture on Nutrition</p> |
| 698-016-01 | <p>Adoption of Affordable and More Effective Mechanisms for Producing, Sharing, and Using Development Information</p> <p>IR 16.1 Increased Use by Development Policy Makers and Practitioners of Improved Information and Communication Technology to Promote Sustainable Development</p> <p>IR 16.1.1 Create an Enabling Policy Environment</p> |

IR 16.1.2 Establish a Sustainable Supply of Internet and Other GII Information and Communication Services

IR 16.1.3 Expand Effective Demand for Information and Communication Technology

IR 16.1.4 Expand User Applications of ICT for Sustainable Development

IR 16.2 Expand Networking by Development Organizations in Africa

698-17-01 Accelerate Progress in the Spread of Strategically Viable and Environmentally Sound Environmental Management Systems

IR 17.1 Support and Expand Field Implementation of NRM Programs

IR 17.1.1 The SO 17 Team Supports and Expands Field Implementation of NRM Programs Through and with Missions and Other Partners

IR 17.1.2 Work Through U.S. Partners who are Connected with African Partners to Identify and Help Establish Conditions and Practices that will Reduce Deforestation and Biodiversity Loss in the Congo Basin

IR 17.2 Flow and Use of Environmental and NRM Information Increased

IR 17.3 Analytical Capacity of Selected Partners in Africa Strengthened to Assess and Advise on Environmental Trends and Management of the Environment

IR 17.4 NRM Planning and Programming Conducted More Strategically by AFR

IR 17.5 Results Reporting and Partner Dialogue on NRM Strategies Strengthened

698-18-01 Adoption of Policies and Strategies for Increased Sustainability, Efficiency, and Equality of Basic Education Services

IR 18.1 Disseminate and Promote Knowledge and Guidance on Policies, Strategies, Approaches, Methods, and Tools for Increased Sustainability, Efficiency, and Equity in the Provision of Basic Education Services

IR 18.1.1 Education Sector Reform Support and Policy Formation

IR 18.1.2 Education Systems Management and Sector Support

IR 18.1.3 Delivery of Instructional Services

IR 18.1.4 Design and Implementation of Equity-enhancing Policies, Programs, and Strategies

IR 18.2 Extend and Strengthen Enabling Environment to Promote Improved Education Sector Policies, Programs, and Strategies

IR 18.2.1 Expand Collaboration and Coordination Among Funding Agencies and African Decision-makers on Planning, Managing, and Evaluating Education System Performance

IR 18.2.2 Enhance Capacity of Regional Institutions to Influence Education Policies and Practices

698-019-01 Adoption of Policies and Strategies for Increased Sustainability, Quality, Efficiency, and Equality of Health Services

IR 19.1 Health Financing and Organizational Reform

IR 19.2 Child Survival and Maternal and Health Policies and Strategies

IR 19.3 Enabling Environment to Design, Manage and Evaluate Health Programs

698-020-01 Adoption of Policies and Strategies for Increased Sustainability and Quality of Family Planning Services

IR 20.1 Improved Policies and Strategies to Expand Family Planning Programs Are Developed

IR 20.1.1 Policies and Strategies for Addressing Underserved Populations (Adolescents and Males) Are Developed

IR 20.1.2 New Strategies for Improving Urban Family Planning Services Are Developed

IR 20.1.3 Effective Strategies for Integrating ST1/HIV/AIDS Programs With FP/MCH and Other Reproductive Health Services Are Developed

IR 20.1.4 New Strategies for Empowering Women Are Developed

IR 20.2 Enabling Environment to Design, Implement, and Evaluate Family Planning Programs Are Improved

IR 20.2.1 Strategies to Strengthen African Regional and National Capacity to Plan, Manage, and Implement Family Planning Programs Are Developed and Promoted

IR 20.2.2 Innovative Advocacy Strategies to Increase Support for Expanded Family Planning Programs Are Developed and Promoted

IR 20.2.3 Strategies for Improved Coordination Among Partners for Family Planning Programs Are Developed and Promoted

698-021-01 Adoption of Cost-Effective Strategies to Prevent the Spread and Mitigate the Impact of HIV/AIDS

IR 21.1 Develop, Improve and Promote Cost-Effective Strategies

IR 21.1.1 Evaluate and Improve Interventions for Preventing HIV/STI Transmission

IR 21.1.2 Evaluate and Improve Interventions to Reduce the Impact Of HIV/AIDS

IR 21.2 Improve Enabling Environment to Design, Manage and Evaluate HIV/AIDS Programs

IR 21.2.1 Develop and Surveillance and Evaluate Methods for Assessing Trends, Intervention Costs and Program Impact

IR 21.2.2 Improved Coordination with Donors and Other Partners For HIV/AIDS Programs

IR 21.2.3 Strengthen African Regional and National Capacity to Plan, Manage and Implement HIV/AIDS Programs

698-022-01 Improve Policies, Strategies, and Programs for Preventing, Mitigating, and Transiting Out of Crises

IR 22.1 Epidemic Disease Preparedness and Response

IR 22.2 Improved Environmentally Sound and Effective Management of Grasshoppers, Locusts and Other Emergency Pests in Target Countries

IR 22.3 Improved Famine Prevention, Drought Preparedness, and Adoption of Response Plans

IR 22.4 Country and Sub-Regional Approaches for Conflict Prevention and Resolution Improved

698-023-01 Adoption of Effective Tools, Methods, and Approaches for Improving Application of Environmental Procedures and Strategies in Missions' and Africans' Programs

IR 23.1 Analytic Processes Lead to Improved Environmental Soundness of Humanitarian and Development Programming

IR 23.2 Capacity Built to Improve Environmental Review, Planning and Management, Leading to Implementation of Environmentally Sustainable and Economically Viable Activities by USAID Missions, Africans and Other Collaborators and Partners

IR 23.3 USAID Environmental Procedures Are Integrated into Results Planning, Achieving and Monitoring and Are Applied by SO teams and Extended to Host Country Counterparts

IR 23.4 Environmental Frameworks in Place That Lead to Incorporation of Monitoring, Assessment, and Mitigation into Development Programs, as well as Effective Access to and Sharing of Information

698-024-01 Polio Eradicated in Selected Countries in a Manner That Builds Sustainable Immunization Programs

IR 24.1 Strengthen Partnerships to Support the Implementation of Polio Eradication and Immunization/Disease Control Programs

IR 24.2 Strengthen Selected Immunization Support Systems in the Public and Private Sectors to Achieve Polio Eradication

IR 24.3 Improve Planning and Implementation for Supplemental Polio Immunization Activities (Including NIDS)

IR 24.4 Improve and Integrate Acute Flaccid Paralysis Surveillance With Surveillance for Other Infectious Diseases

IR 24.5 Promote Use of Information for Continuously Improving the Quality of Polio Eradication Activities

698-025-01 Education for Development and Democracy Initiative (EDDI)

IR 25.1 The Quality of Education and Democracy Programs Developed and Disseminated

IR 25.2 Access to and Use of Technology in Education and Democracy Programs

Annex C

Global Climate Change (AFR/SD SO 17): CARPE

CARPE (Central Africa Regional Program for the Environment) is a regional USAID initiative managed by AFR/SD SO 17 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 SO 17 relevant to CARPE is to *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 FY99 include:

CARPE transferred a large body of spatial biogeophysical and socioeconomic data from the CARPE CD-ROM to the CARPE Web site, and began developing a simplified interface to enable non-GIS specialists, including NGOs and policymakers, to use this information for a wide range of purposes. Additional information, including high-resolution imagery from the new Landsat 7 satellite successfully launched during 1999, will be added to this data set for analysis and monitoring of forest cover change in the Congo Basin.

CARPE also began a dialogue with Central African forestry and environment authorities on the long-term potential for carbon trading under international emissions mitigation proposals. Although it is recognized that such ideas face many technical and procedural obstacles, policymakers in the region have been eager to learn more about the concept and have requested CARPE assistance in providing such information.

A wide range of activities were carried out in 1999 under the Global Forest Watch effort, which links Cameroon and Gabon with a worldwide "watchdog" forest-status monitoring system based on local groups and NGOs. The local NGOs' institutional capacity was substantially strengthened, allowing them to collect and verify field data about logging concessions (legal as

well as illegal) and to prepare professional-quality reports presented to government and other audiences about violations of forestry laws and policies. Data collected during 1999 were compiled into a set of maps and reports to be formally published by Global Forest Watch in early 2000.

CARPE also continued to support research and analysis of forest policy trends in Cameroon, with a series of important pieces examining the lessons from the World Bank's forest policy reform efforts of the mid-1990s, and a study of the effects of macroeconomic changes on deforestation and agriculture in Cameroon.

No results are shown in selected tables because SO 17 has no activities that pertain to those specific results.

BSP CARPE Climate Change Indicators tables

Framework Convention on Climate Change — Indicator Table

| USAID Activity Code/Primary Emphasis Code for activity achieving result | Country: Activity or Policy Measure | Brief Description of Achievement | Points (1pt. per achievement) |
|---|---|----------------------------------|-------------------------------|
| | Institutionalization of national capacity to assess and respond to climate change impacts at the economic, social and political level | | 0 |
| | Integration of climate change into national strategic, energy, and sustainable development strategies | | 0 |
| | Design and completion of emissions inventory | | 0 |
| | Design and completion of mitigation and vulnerability analysis | | 0 |
| | Design of National Climate Change Action Plan | | 0 |
| | Implementation of National Climate Change Action Plan | | 0 |
| | Establishment of procedures for receiving, evaluating and approving joint implementation (JI) proposals | | 0 |
| | Establishment of procedures for monitoring and verifying greenhouse gas emissions | | 0 |
| | Development of growth baselines for pegging greenhouse gas emissions for economic growth | | 0 |
| | Development of legally binding emission reduction targets and timetables | | 0 |
| | | TOTAL POINTS | 0 |

FY99 USAID-Sponsored Activities that Contribute to Climate Change Initiative

| USAID Activity | USAID activity code | Location | | | The Site and USAID's Involvement | | | | | Additional info you have (chose from the info codes below) |
|----------------|---------------------|----------|---------------------------|---------------|--|--|--|-----------------------------------|------------------------------|---|
| | | Country | Region, Province or State | Site | Principle activity (list 1 per line using the activity codes below) | Area where USAID has initiated activities (hectares) (Indicator 1) | Area where USAID has conserved carbon (hectares) (Indicator 2) | | | |
| | | | | | | | Predominate vegetation type (1 per line use vegetation codes below) | Natural ecosystems (2a) | Managed lands (2b) | |
| CARPE | | Congo | Congo Basin | NNNP | 1 | 388,500 | i | 388,500 | | 1,2,4 |
| CARPE | | Cameroon | Congo Basin | Banyang Mbo | 1 | 64,000 | i | 64,000 | | 1,2,4 |
| CARPE | | Gabon | Congo Basin | La Lopé | 1 | 500,000 | i | 500,000 | | 1,2,4 |
| CARPE | | CAR | Congo Basin | Dzanga-Sangha | 1 | 457,900 | i | 457,900 | | 1,2,4 |
| CARPE | | Gabon | Congo Basin | Minkebe | 1 | 600,000 | i | 600,000 | | |
| CARPE | | Congo | Congo Basin | Kabo | 1 | 400,000 | i | 400,000 | | |
| CARPE | | DRC | Congo Basin | OWR | 1 | 1,400,00 | i | 1,400,00 | | |

USAID funding through CARPE has only contributed a small portion of the total costs to establish and maintain these protected areas and buffer zones. Yet, we would argue that financing of all components of these projects is necessary for their success, thus all contributions are of equal importance. In other words, it is not possible to determine whether funds spent on park guard training, repairs to park vehicles, meetings with local community representatives had a more or less significant impact on resource conservation within the park — they are all necessary. Given that all funding contributes equally to conservation of these areas, we would argue that hectares reported in Indicator 1 and Indicator 2 should be the same.

Indicator 1: Emissions of CO₂ equivalents avoided

For each activity contributing to this indicator, write a brief description of the activity in the forest column, and write the result in whichever of the six reporting columns correspond to this activity. For example, for a renewable energy activity, put the MW-h of renewable energy produced in column two (1a), and if the activity captured methane from a landfill, put the tons of methane captured in column six (1e). USAID/W will make the appropriate conversion into metric tons of CO₂ equivalents avoided.

| Country Activities | USAID Activity Code/Primary Emphasis Code | 1a. CO ₂ emissions avoided through renewable energy activities | | 1b. CO ₂ emissions avoided through end use energy efficiency improvements | | 1c. CO ₂ emissions avoided through energy efficiency improvements in generation, transmission, and distribution (including new production capacity) | | 1d. CO ₂ emissions avoided as a result of switching to cleaner fossil fuels (including new production capacity) | | | 1e. Tons of methane captured from solid waste, coal mining, sewage | 1f. Tons of nitrous oxide emissions avoided through improved agriculture |
|-----------------------|---|--|--------------------------|---|-----------------------|--|-----------------------|---|------------------|---------------------|---|---|
| | | MW-h produced | Fuel Type replaced | MW-h saved | Fuel Type saved | MW-h saved | Fuel Type saved | MW-h produced | Old Fuel Type | New Fuel Type | | |
| NONE | | | | | | | | | | | | |
| | | | | | | | | | | | | |

Indicator 2: Decreased CO₂ emitted per MW-h of energy produced

If these data are available for your country, please enter the total amount of energy produced by the country (MW-h) and the corresponding amount of carbon dioxide emitted (metric tons)

Country _____

MW-h of energy produced _____

Corresponding metric tons of CO₂ emitted _____

Indicator 3: Policy advances that contribute to the avoidance of greenhouse gas emissions

Climate Change: Energy/Industry/Urban Policy Matrix

| Country: Policy Description | USAID Activity Code/Primary Emphasis Code for activity achieving result | Policy Advance (a-g) | Scope (S or N) | Policy Steps Achieved as of FY99 (Step #) |
|--------------------------------|---|----------------------|----------------|---|
| NONE | | | | |
| | | | | |
| | | | | |

Indicator 4: Institutional capacity

In the first column describe the activity (e.g., “industrial pollution prevention and energy efficiency auditing in metal finishing”). In the second column, give the number of industrial firms/municipalities that have undertaken audits or developed greenhouse gas reduction strategies. In the third column, provide the number of industrial firms or municipalities that have implemented the strategies or audit results.

| Country: Activity: | USAID Activity Code/Primary Emphasis Code for activity achieving result | Number of audits or strategies completed | Number implemented |
|--|---|--|--------------------|
| Global Forest Watch: NGO monitoring of forest sector policy implementation | | N/A | N/A |
| | | | |
| | | | |

Indicator 5: Dollars leveraged through agreements with USAID donor partners (energy, industry and urban sectors)

In the first column, list the activities or projects taking place. In the right-hand columns, note the amount in 1997 dollars that are directly and indirectly leverage by USAID. (see Indicator 6 on page 15 for definitions).

| Country: | USAID Activity Code/Primary Emphasis Code for activity achieving result | Direct Leverage (5a) | Indirect Leverage (5b) |
|---|---|----------------------|------------------------|
| Activity and Source of Leveraged Funds: | | | |
| NONE | | | |
| | | | |

Indicator 6: Dollars leveraged through agreements with USAID donor partners (forestry and land use sectors)

In the first column, list all relevant activities or projects. In the right hand columns, note the amount of 1997 dollars that are directly or indirectly leveraged by USAID for activities that contribute to the preservation or increase of carbon stocks and reduction of greenhouse gas emissions.

| Country: | USAID Activity Code/Primary Emphasis Code for activity achieving result | Direct Leverage (4a) | Indirect Leverage (4b) |
|---|---|----------------------|------------------------|
| Activity and Sources of Leveraged Funds | | | |
| NONE | | | |
| | | | |

Additional Information: USAID Programs that Reduce Vulnerability to Climate Change

| Key Area (i, ii, iii, iv, v) | Country | Strategic Objective (Name and Number) | Budget | Duration | Type of Program (see list below) | Description | USAID Activity Code/Primary Emphasis Code for activity achieving result |
|------------------------------------|-------------|---|--------|----------|---|---|---|
| iv | Congo Basin | | \$14m | 5 years | 2,1 | Knowledge-based strategic planning program to identify most cost-effective investments to reduce forest clearing and biodiversity loss in the Congo Basin | |
| iv | Congo Basin | | \$9m | 3 years | 2,1 | Knowledge-based strategic planning program and action research in pilot sites to reduce forest clearing and biodiversity loss in the Congo Basin | |

Codes for Tracking and Recording Programs

Key Areas

i. Coastal Zone

ii. Disaster Preparation Relief

iii. Agriculture and Food Security

iv. Biodiversity and Forestry

v. Human Health and Nutrition

Program Types

1. Urban/Infrastructure
2. Natural Resource

1. Early Warning System
2. Humanitarian Response
3. Capacity Building

1. Research and Development
2. Policy Reform
3. Extension/Demonstration

1. Preservation of Biodiversity
2. Forest Conservation

1. Improved Quality of Health Services
2. Vector Control
3. Improved Nutrition

Climate Change: Forestry and Land Use Policy Matrix

| Primary Policy Category Code (letter) | Secondary Policy Category Codes (letter) | Country: Policy Description | USAID Activity Code/Primary Emphasis Code for activity achieving result | Scope (N or S) | Policy Stages Achieved as of FY99 (Stage #) |
|---------------------------------------|--|---|---|----------------|---|
| u | t | Research report: An overview of logging in Cameroon. 2000 Global Forest Watch, WRI. | | | n/a |
| u | t | Research report: A first look at logging in Gabon. 2000 Global Forest Watch, WRI. | | | n/a |
| u | t | Research report: Karsenty, A. and Joiris, D. 1999, Local forest management systems in the Congo Basin. IRM. | | | |
| u | t | Research report: Brown, M. 2000. Implications of participatory mapping for community management of forest – experience from Cameroon. IRM. | | | |
| u | t | Research report: Getting right: emerging markets for storing carbon in forests 1999 WRI. | | | n/a |
| u | t | Research report: Sunderland, T.C.H., Clark, L.E., and Vantomme, P. (eds) 1999. Non-wood forest products of Central Africa: current research issues and prospects for conservation and development. FAO/US Forest Service, Rome. | | | n/a |
| u | y | Research report: The right conditions – The World Bank, Structural Adjustment and Forest Policy Reform. WRI. | | | n/a |
| v | u | Research report: A New Land Cover Map of Central Africa derived from Multiresolution, Multitemporal Satellite Observations. N. Laporte, S.J. Goetz, M. Heinicke and C.O. Justice, 1998. International Journal of Remote Sensing vol (19)18, p.#3537-3350. | | | n/a |
| v | u | Research report: Justice, C.O., Wilkie, D.S., Brunner, J., Zhang, Q., and Janetos, A.C. 2000. Central African Forests: their role in the climate change debate. In Africa and global climate change (ed. Desanker, P.V.), IPCC. | | | n/a |
| v | u | Research report: Wilkie, D.S. 1996. Forest area and deforestation in central Africa: current knowledge and future directions. In African rain forest ecology and conservation (eds. Weber, W., Veder, A., Simons Morland, H., White, L.J.T., and | | | n/a |

| | | | | | |
|---|---|--|--|--|-----|
| | | Hart, T.), Yale University Press, New Haven. | | | |
| v | u | Research report: Wilkie, D.S., and Laporte, N. 1999. Spatial modeling of forest cover change in southwestern Central African Republic: a "what if" tool for protected area managers. Conservation Biology. | | | n/a |
| v | u | Research report: Wilkie, D.S., Morelli, G.A., Rotberg, F., and Shaw, E. 1999. Wetter isn't better: global warming and food security in the Congo Basin. Global Environmental Change 9, 323-328. | | | n/a |
| v | u | Research report: Wilkie, D.S. 1999. Assessing the potential for non-wood forest products (NWFPs) to contribute to forest conservation: rationale, priorities and status report. In Non-wood forest products of Central Africa: current research issues and prospects for conservation and development (eds. Sunderland, T.C.H., Clark, L.E., and Vantomme, P.), pp. 3-16. FAO/US Forest Service, Rome. | | | n/a |
| v | u | Strategic planning workshop: prioritizing investment in protected areas in the Congo Basin | | | n/a |
| u | t | CEFDHAC: intergovernmental ministerial level process to promote harmonization of forest management across the Congo Basin | | | n/a |
| u | t | Research report: Cerut, and AID Environment. 1999. The wealth of forests in Cameroon: results of field testing a methodology for the valuation of NTFPs in North-West and South-West Cameroon. 1999. | | | n/a |
| u | t | Research report: James Behin, 1999. The impact of the structural adjustment program on deforestation in Cameroon. | | | n/a |
| u | t | Research report by CIFOR : Bikié, H., Ndoye O., et Sunderlin, W.D. 1999. Crise économique, systèmes de production, et changement du couvert forestier dans la zone forestière humide du Cameroun. | | | n/a |
| u | t | POLICY BRIEF: Impact of market prices and monetary devaluation on agriculture-based forest clearing in Cameroon. | | | n/a |