

# MANAGEMENT CONTRACTS FOR OPERATING UNITS IN THE AFRICA BUREAU

AS OF

FEBRUARY 1996

"The management contract consists of the strategic plan (including strategic objectives and supporting results frameworks) together with the official record of the guidance emerging from the review of the plan. The management contract provides: a summary of agreements on a set of strategic and other objectives; confirmation of estimated resources over the strategic period; delegations of authority; and an overview of any special management concerns.

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# **MANAGEMENT CONTRACTS FOR OPERATING UNITS IN THE AFRICA BUREAU**

**As Categorized By**

**Strategic Objectives (SOs), Special Objectives (SPOs) and Strategic Support Objectives (SSOs) Under the  
Agency's Priority Areas**

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## I. FIELD OPERATING UNITS

<b><i>Country or Regional Program</i></b>	<b><i>Country Strategy Approval Date &amp; Time Frame</i></b>	<b><i>Economic Growth</i></b>	<b><i>Environment (NRM)</i></b>	<b><i>Population &amp; Health</i></b>	<b><i>Democracy &amp; Governance</i></b>	<b><i>Humanitarian Assistance/Transition</i></b>
<b>Angola (Transitional Strategy Paper)</b>	<b>7/95 1995-2000</b>	<b>SPO 1: Technical assistance support for a negotiated economic structural support program</b>			<b>SO2: Strengthening democracy and governance capacities</b>	<b>SO1: Increased resettlement of displaced Angolans</b>

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<b>Benin (CPSP)</b>	10/93 1994-1998	<b>SO1:</b> Assist in ensuring that an increasing number of school-age children receive, on a more equitable basis, an education which adequately prepares them for a productive role in their society		<b>SPO2:</b> Expanding the availability, quality, and use of sustainable family planning and HIV prevention services	<b>SPO 1:</b> Improve governance and reinforce democracy	
<b>Burundi (Action Plan)</b>	6/95 1995 - 1997				<b>SO1:</b> Promote dialogue, reconciliation and stability within a framework of democratic institutions	<b>SO2:</b> Provide short-term humanitarian assistance and aid post crisis transition to normalcy

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<b>Eritrea (Action Plan)</b>	7/95 1995 - 1997  (CSP to be submitted Spring '96)	<b>SO2:</b> Increased food security		<b>SO1:</b> Improved access to sustainable, integrated primary health care services benefitting Eritrean women and children	<b>SO3:</b> Increased capacity for democratic governance	
<b>Ethiopia (CPSP)</b>	9/93 Amended 4/94 1993 - 1998	<b>SO1:</b> Increased availability of selected domestically produced foodgrain crops <b>SO3:</b> Quality and equity of primary education improved in an expanded system		<b>SO2:</b> Increased use of primary and preventive health care services	<b>SO 4:</b> Increased access to and participation in a democratic system	<b>SPO:</b> Emergency humanitarian assistance provided to most vulnerable groups provided in a timely manner

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<b>Gambia (U.S. National Interest Strategy)</b>	2/95 1995 - 1997				<b>SO 1:</b> Promote the return of a democratically elected government and to mitigate the potential for regional stability <b>SPO 1:</b> Empowering local NGOs	
<b>Ghana (CPSP)</b>	2/92 1992 - 1996  (new CSP to be reviewed March '96)	<b>SO1:</b> Increase private sector non-traditional exports <b>SO3:</b> Improve the quality of primary education	<b>SPO 1:</b> Managing natural resources	<b>SO2:</b> Reduce fertility <b>SPO2:</b> Increasing knowledge and practice of HIV/AIDS risk reduction behavior and protecting human health	<b>SPO3:</b> Building democracy	
<b>Guinea (CPSP)</b>	11/91 1992 - 1996  (new CSP to be submitted Fall '96)	<b>SO1:</b> Growth in agricultural markets <b>SO3:</b> Increased enrollment in primary schools with emphasis on rural female participation	<b>SPO 2:</b> Protecting the Environment	<b>SO2:</b> Increased ability of families to determine household size	<b>SPO1:</b> Fostering civil society development and good governance	

<b>Country or Regional Program</b>	<b>Country Strategy Approval Date &amp; Time Frame</b>	<b>Economic Growth</b>	<b>Environment (NRM)</b>	<b>Population &amp; Health</b>	<b>Democracy &amp; Governance</b>	<b>Humanitarian Assistance/Transition</b>
<b>Initiative for Southern Africa (Strategic Start-up Framework)</b>	3/95 1995 - 1997	SO1: Enhancing the skills, knowledge base and capacity of individuals and organizations working to strengthen democratic processes and values in Southern Africa SO 2: Increased indigenous business development and ownership SO 3: Key regional conditions established that support sustainable increases	SO 3: see the first column		SO 1: see the first column	

<b>Country or Regional Program</b>	<b>Country Strategy Approval Date &amp; Time Frame</b>	<b>Economic Growth</b>	<b>Environment (NRM)</b>	<b>Population &amp; Health</b>	<b>Democracy &amp; Governance</b>	<b>Humanitarian Assistance/Transition</b>
<b>Initiative for Southern Africa - (continued)</b>		in productivity of agriculture and natural resources by smallholders. <b>SO 4:</b> Increased efficiency, reliability and competitiveness of regional transport and telecommunications				
<b>Kenya (CPSP)</b>	6/90 1990 - 1995  (new CSP to be reviewed March '96)	<b>SO2:</b> Increase agr. productivity and farm incomes <b>SO3:</b> Increase private enterprise employment	<b>SPO1:</b> Protecting the Environment	<b>SO1:</b> Decrease national fertility and reduce HIV/AIDS high risk behaviors	<b>SPO 2:</b> Building democracy	

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<b>Liberia (Joint Assessment Transition Report)</b>	1/94 1994 - ?					Crisis, Transition and Recovery
<b>Madagascar (CPSP)</b>	9/92 1993 - 1998	<b>SO1:</b> Foster a national policy, regulatory and resource environment in which private action can flourish <b>SO2:</b> Increase market access for neglected regions	<b>SO3:</b> Reduce natural resource depletion in target areas	<b>SO4:</b> Reduce total fertility	<b>SPO:</b> Strengthen civil society	

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<b>Malawi (CPSP)</b>	5/95 1995 - 2000	<b>SO1:</b> Increased agricultural incomes on per capita basis <b>SO4:</b> Increased access to and quality and efficiency of basic education, especially for girls	<b>SO2:</b> Increased sustainable use, conservation and management of renewable natural resources	<b>SO3:</b> Increased adoption of measures that reduce fertility and HIV/AIDS transmission while promoting child health practices	<b>SO 5:</b> Institutional base for democratic participation strengthened and broadened	

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<b>Mali (CSP)</b>	10/95  1996 - 2002	<b>SO1:</b> Changed social and economic behaviors among youth in targeted geographic areas <b>SO2:</b> Increased value-added of specific economic sectors to national income <b>SPO:</b> Improved access to and facilitated use of information	<b>SO2:</b> see the first column	<b>SO1:</b> see the first column	<b>SO3:</b> Community organizations play a leading role in governance, including development decision-making and planning in targeted geographic areas	

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<b>Mozambique (CSP)</b>	7/95  1996 - 2000	<b>SO1:</b> Rural household income increased in targeted areas		<b>SO3:</b> Increased use of essential maternal and child health/family planning services in focus areas	<b>SO2:</b> Government more accountable to citizens	<b>SPO 1:</b> Humanitarian relief <b>SPO 2:</b> Avoid drought-related and war-related famine and death <b>SPO 3:</b> Contribute to successful implementation of the peace process <b>SPO 4:</b> Contribute to reintegration of populations into stable and productive social and economic activities
<b>Namibia (Proposed CSP)</b>	1996-2000  (CSP to be reviewed February '96)	<b>SO1:</b> Improved performance and education /training opportunities for historically disadvantaged Namibians	<b>SO2:</b> Increased benefits to historically disadvantaged Namibians from sustainable local management of natural resources		<b>SO3:</b> Increased accountability of Parliament to all Namibian citizens	

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<b>Niger (CSP)</b>	4/95 1995 - 2002	<b>SO2:</b> Improved access to markets, especially through use of decentralized financial services.	<b>SO 3:</b> Sustained widespread adoption of management practices improving the conservation and productive use of Niger's forest, fields, waters, and pastures	<b>SO1:</b> Increased use of selected family planning and maternal child health (FP/MCH) services and disaster mitigation practices		
<b>Nigeria (CPSP)</b>	12/92 Updated 1/95 1993 - 2000			<b>SO1:</b> Increased voluntary use of family planning <b>SO2:</b> Improved maternal and child health care practices <b>SPO1:</b> Improved HIV/AIDS/STD prevention and control	<b>SPO 2:</b> Democracy and Governance	

<b>USAID/W Office or Regional Program</b>	<b>Strategy Approval Date &amp; Time Frame</b>	<b>Economic Growth</b>	<b>Population &amp; Health</b>	<b>Democracy &amp; Governance</b>	<b>Humanitarian Assistance</b>
<b>REDSO/ESA  (CSP)</b>	July 1995  1996-2000	<p><b>SSO 1:</b> Effective program and technical support to all ESA missions.</p> <p><b>SO 2:</b> Increased utilization of critical information by USAID and other decision makers in the region.</p> <p><b>SO 3:</b> Establish a strong basis for implementation of the Greater Horn of Africa Initiative.</p> <p><b>SO 4:</b> Effective delivery of USAID's humanitarian assistance.</p>			
<b>REDSO/WCA  (Provisional Strategy)</b>	4/95  1995-2000	<p><b>SSO 1:</b> Provide technical and management support services to bilateral field posts.</p> <p><b>SSO 2:</b> Support close-out operations of designated field posts and manage residual activities.</p> <p><b>SO 1:</b> Improve access to selected health and family planning services in the region.</p>			

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<b>Rwanda (Action Plan)</b>	1995 1995 - 1997				<b>SO1:</b> Improve systems for the administration of justice	<b>SO2:</b> Facilitate the reintegration of communities through public sector capacity building and humanitarian assistance
<b>Senegal (CPSP)</b>	4/91 1991 - 1997	<b>SO2:</b> Increased crop productivity through improved natural resource management in zones of reliable rainfall <b>SO3:</b> Increase liberalization of markets <b>SPO 3:</b> Credit	<b>SO2:</b> see the first column	<b>SO1:</b> Decrease family size <b>SPO1:</b> HIV/AIDS	<b>SPO2:</b> Democracy/Governance	

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<b>Somalia (Action Plan)</b>	7/95 CSP development in progress	SO1: Support the reintegration of target populations into productive economic activities		SO2: Stabilize health status of children and mothers in target areas	SPO 1: Support the development of local governance and civil society	SPO 2: Provide timely, effective and targeted emergency relief

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<b>South Africa (Concept Paper)</b>	3/93 amended June 1995  1993 - 1996  (new CSP to be submitted Spring '96)	SO2: To support the development of policies, systems and capacities for the integration of the education system SO 3: To increase opportunities for access to and ownership of assets by historically disadvantaged South Africans while supporting the necessary overall economic growth and development to make this possible		SO4: Support the development of a unified system to provide integrated primary health care services to underserved populations	SO1: To help consolidate sustainable democratic governance	

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<b>Tanzania (CPSP)</b>	7/92 amended 2/95  1993 - 1998  (new CSP to be submitted Spring '96)	<b>SO2:</b> Increase productive employment and income generating opportunities	<b>SO1:</b> Strengthen natural resources management <b>SPO1:</b> Strengthen GOT capacity to manage wildlife resources	<b>SO3:</b> Increased use of family planning and HIV/AIDS preventive measures	<b>SO4:</b> Improve democratic governance	<b>SPO 2:</b> Increasing services for orphans and their extended families
<b>Uganda (CPSP)</b>	6/92  1992 - 1996  (new CSP to be submitted Fall '96)	<b>SO1:</b> Increase rural men's and women's incomes <b>SO3:</b> Improve the quality and efficiency of basic education	<b>SO2:</b> Stabilize biodiversity in target areas	<b>SO4:</b> Stabilize the health status of Ugandans	<b>SPO:</b> To establish a constitutional democracy	

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<b>Zambia (CPSP)</b>	7/93 1993 - 1997	<b>SO1:</b> The state removed from the provision of private goods and services <b>SO2:</b> Appropriate policies, laws and regulations promulgated and enforced for increased agricultural production		<b>SO 3:</b> Increased use of modern contraceptives. <b>SO 4:</b> Improved HIV/AIDS/STD control practices by high risk individuals <b>SPO 2:</b> Child survival enhanced	<b>SO 1:</b> See the first column <b>SO 2:</b> See the first column <b>SPO 1:</b> Improved democratic governance	
<b>Zimbabwe (CPSP)</b>	9/93 1994 - 1998	<b>SO 2:</b> Broadened ownership and investment at all levels of the Zimbabwean economy	<b>SO1:</b> Increased household food security in communal areas of Natural Regions IV and V	<b>SO3:</b> Sustainable decrease in fertility <b>SPO 1:</b> Decreased HIV risk behavior by selected occupational groups		

## II. USAID/W OPERATING UNITS

<i><b>USAID/W Office or Regional Program</b></i>	<i><b>Strategy Approval Date &amp; Time Frame</b></i>	<i><b>Economic Growth</b></i>	<i><b>Environment (NRM)</b></i>	<i><b>Population &amp; Health</b></i>	<i><b>Democracy &amp; Governance</b></i>	<i><b>Humanitarian Assistance</b></i>	<i><b>Other</b></i>
<b>Office of Develop- ment Planning (AFR/DP)</b>							<b>SO 1: Broad-based support</b>

<b>USAID/W Office or Regional Program</b>	<b>Strategy Approval Date &amp; Time Frame</b>	<b>Economic Growth</b>	<b>Environment (NRM)</b>	<b>Population &amp; Health</b>	<b>Democracy &amp; Governance</b>	<b>Humanitarian Assistance</b>	<b>Other</b>
<b>Greater Horn of Africa Initiative (Action plan)</b>	Submit- ted 6/95	SO 3: Greater regional collaboration in promoting sustainable economic growth SO 1: Strengthened support for effective regional and national food security strategies				SO 2: Increased capacity in the region for crisis prevention, response, and conflict resolution SO 4: Regional and national strategies to ensure the transition from crises to broad- based sustainable growth	
<b>AFR/SD (Action plan)</b>	Submit- ted 6/95						SO 1: Improved policies, programs and strategies in Africa in selected areas
<b>AA/AFR/ DRCO (Action plan)</b>	Submit- ted 6/95					SO 1: Improved use of USAID resources to prevent, mitigate, and respond to humanitarian crises in FEWS and AELGA-active countries	

<b><i>USAID/W Office or Regional Program</i></b>	<b><i>Strategy Approval Date &amp; Time Frame</i></b>	<b><i>Economic Growth</i></b>	<b><i>Environment (NRM)</i></b>	<b><i>Population &amp; Health</i></b>	<b><i>Democracy &amp; Governance</i></b>	<b><i>Humanitarian Assistance</i></b>	<b><i>Other</i></b>
<b>Sahel Regional Program (Regional strategic plan)</b>	1/95  1995 - 2002	<b>SO 1: Assist national governments, regional institutions and private sector associations to identify, clarify and implement policy options which promote trade and investment in West Africa SO 2: Regional dialogue increased on the role of civil society and communal, local and national governments in achieving improved management of natural resources, food security, and market development</b>	<b>SO 2: see first column SO 3: see first column</b>	<b>SO 3: see first column</b>	<b>SO 1: see first column SO 2: see first column SO 3: see first column</b>		

<b>USAID/W Office or Regional Program</b>	<b>Strategy Approval Date &amp; Time Frame</b>	<b>Economic Growth</b>	<b>Environment (NRM)</b>	<b>Population &amp; Health</b>	<b>Democracy &amp; Governance</b>	<b>Humanitarian Assistance</b>	<b>Other</b>
<b>Sahel Regional Program</b>  <i>continued</i>		SO 3: Decision makers have ready access to relevant information on food security, population and the environment					
<b>Small Country Program {SCP}</b>  (SCP strategy)	3/92		<b>Congo - To improve capability of the government of the Republic of Congo (ROC) in natural forest conservation and management</b>	<b>Central African Republic - Reduce Infant mortality and incidence of HIV/AIDS</b>	<b>Sao Tome &amp; Principe - Promote grassroots empowerment through producer association development</b>	<b>Sierra Leone - Foster Rehabilitation and Recovery</b>	<b>Core programs: Equatorial Guinea, Gabon, and Mauritania. Activities include democracy/governance, human rights fund (116e), Peace Corps Special Program Assistance, Title II Emergency and Humanitarian assistance and Special self-help.</b>

### III. CLOSEOUT COUNTRIES

<b>Country or Regional Program</b>	<b>Country Closeout Date</b>	<b>Economic Growth</b>	<b>Environment (NRM)</b>	<b>Population &amp; Health</b>	<b>Democracy &amp; Governance</b>	<b>Humanitarian Assistance/ Transition</b>
<b>Botswana</b>	<b>9/95</b>	<b>SO 1: Increase the level and relevance of what students learn, their receptivity to additional training, and their preparedness for further education</b> <b>SPO 2: Enhance enabling environment for increased private investment and enterprise growth in non-mineral sectors of the economy</b>	<b>SPO 1: Demonstrate the socioeconomic sustainability of community-based natural resources management</b>	<b>SO 2: Positively modify behaviors associated with effective family planning and STD/AIDS prevention</b>		

<b>Country or Regional Program</b>	<b>Country Closeout Date</b>	<b>Economic Growth</b>	<b>Environment (NRM)</b>	<b>Population &amp; Health</b>	<b>Democracy &amp; Governance</b>	<b>Humanitarian Assistance/ Transition</b>
<b>Burkina Faso</b>	9/95	<b>SO 2:</b> Increase agricultural production through agricultural research and human resource development to help increase economic growth		<b>SO 1:</b> Improve the health of Burkina's women and children and reduce population growth		
<b>Cameroon</b>	12/31/94	<b>SO 3:</b> Increasing the role and efficiency of private markets	<b>SO 2:</b> Improved conditions for sustainable natural resources utilization <b>SPO 1:</b> Environment and natural resources mgmt.	<b>SO 1:</b> Increased access to and use of sustainable, effective, efficient PHC		
<b>Cape Verde</b>	Closing 9/30/96	<b>SO 1:</b> Expand private enterprise investment		<b>SO 2:</b> Reduce population growth and improve family health		

<b>Country or Regional Program</b>	<b>Country Closeout Date</b>	<b>Economic Growth</b>	<b>Environment (NRM)</b>	<b>Population &amp; Health</b>	<b>Democracy &amp; Governance</b>	<b>Humanitarian Assistance/ Transition</b>
<b>Chad</b>	9/95	<b>SO 2:</b> Improve the efficiency of the agricultural marketing system		<b>SO 1:</b> Improve the health status of Chadian infants, children and women of child-bearing age in the Moyen-Chari, Salamat and Logone Oriental regions		
<b>Cote d'Ivoire</b>	9/94		<b>SPO 1:</b> Environment and natural resources management	<b>SO 1:</b> Increased use of modern contraceptives and essential health services	<b>SO 2:</b> Improved governance at local and central levels	
<b>Lesotho</b>	9/95	<b>SO 1:</b> Improve the quality and efficiency of primary education <b>SO 2:</b> Sustain and improve output and productivity in selected agricultural subsectors				

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<b>Swaziland</b>	Closing 9/30/96	<b>SO 2:</b> Increase the no. of Swazis who direct, manage, and participate in national development <b>SO 3:</b> Increase the number and size of viable Swazi-owned businesses		<b>SO 1:</b> Increase the contraceptive prevalence rate		
<b>Togo</b>	7/94	<b>SO 2:</b> Increase rural savings and volume of crops stored <b>SO 3:</b> Increase non-traditional exports		<b>SO 1:</b> Reduce infant mortality and fertility		

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<b>Zaire</b>	6/94	<p><b>SO 2:</b> Increase agricultural production, productivity and rural household income, with emphasis on the Bandundu and Shaba regions</p> <p><b>SO 3:</b> Improve the provision of sustainable transport infrastructure services and maintain road and river infrastructure, particularly in Bandundu and Shaba</p> <p><b>SO 4:</b> Increase production and productivity of private enterprises, with emphasis on manufacturing, transport and agribusiness</p>	<p><b>SO 2:</b> see the first column</p> <p><b>SPO:</b> Increase protection of Zaire's tropical forests and biological diversity</p>	<p><b>SO 1:</b> Improve health status, with emphasis on increasing the rate of child survival and reducing the population growth rate</p>		

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