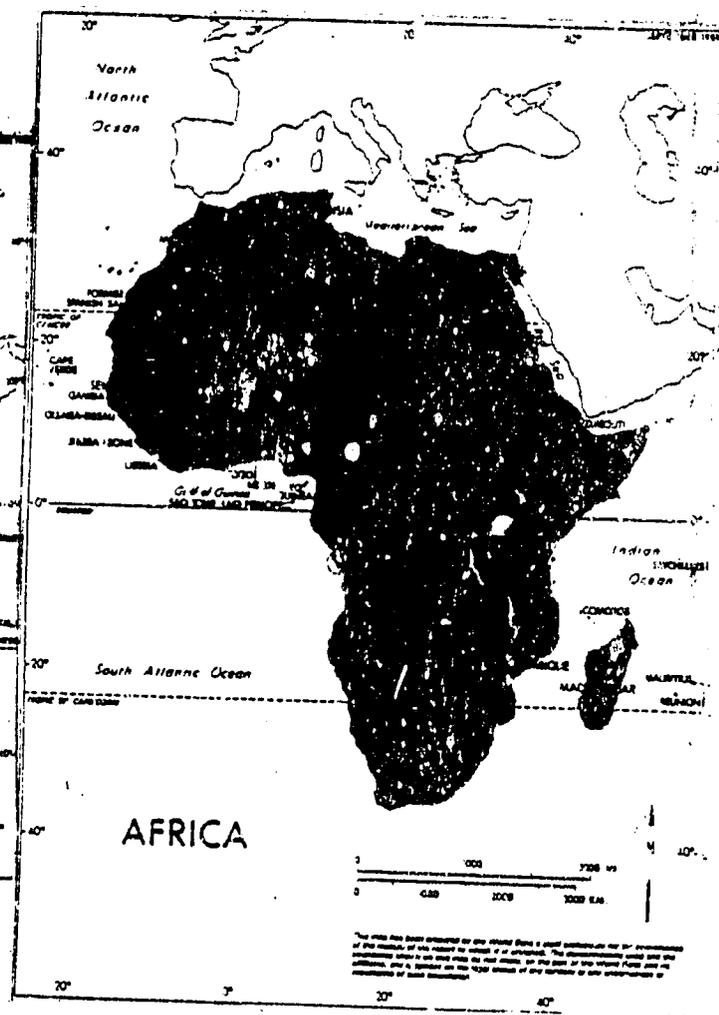
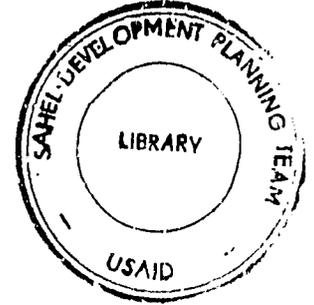


FY 1984 EVALUATION PLAN

AFRICA BUREAU



PREPARED BY AFR/DP
HARIADENE JOHNSON
DIRECTOR

NOVEMBER 1983

DEC 28 1983

MEMORANDUM

TO : AA/PPC, Mr. Richard Derham

FROM : AA/AFR, Mr. Frank J. Donatelli 

SUBJECT : Annual Evaluation Plan, Bureau for Africa

The attached document constitutes our Bureau Evaluation Plan for FY'84. It consists of a narrative section and seven attachments. The narrative summarizes our evaluation performance, reviews bureau and mission information needs and discusses the use of our evaluation staff. The attachments provide supporting data for the narrative. Our performance has continued to improve during the last year; accordingly, we expect the Africa Bureau to retain its first place in the Agency in evaluation performance.

As noted in the introduction of the Plan, Africa's evaluation performance has improved steadily since creating its evaluation unit in 1979. The number of evaluations carried out annually has increased from 72 to 97. Planning also has improved remarkably. The evaluations completed compared to those planned has increased steadily from 38 percent in FY-80 to 92 percent in FY-84. Management will continue to support evaluation; therefore, you can expect future performance and planning to continue at the present high level.

We in management regularly withhold approval of second phase projects until implementors deal with evaluation findings on the first phase. For example, AA/AFR withheld approval of second phase financing to the Entente Fund Project for one year pending receipt of an evaluation. The findings caused AA/AFR to continue to withhold and finally, one year later, to cancel further financing to the Project. Such signals of - no evaluation, no funds - have served to highlight the importance of evaluation to the Bureau's top management.

Attachment: AFR Annual Evaluation Plan

FY 1984 EVALUATION PLAN

A F R I C A B U R E A U

NOVEMBER 1983

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ANNUAL EVALUATION PLAN

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APPENDIX F	Evaluation of Private Enterprise Development
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A N N U A L E V A L U A T I O N P L A N
A F R I C A

INTRODUCTION: Missions have steadily improved their planning and performance of evaluations bringing Africa into first place in the Agency in FY-82 completing 85 percent of the number of evaluations planned. For FY-83 missions performed 92 percent of the number planned; evaluations performed will probably stabilize at around 90-95 evaluations per year. The following summary of Appendix A shows the details of planning and performance and shows the narrowing gap between planned and completed evaluations:

	<u>Planned Evaluations</u>	<u>Completed Evaluations</u>	<u>Percent</u>
FY 80	192	72	38
FY 81	183	80	44
FY 82	105	92	88
FY 83	106	97	92

We expect evaluation planning and performance to remain at its present level. Regarding planning, we now have adequate data by country to enable AFR to continue to develop accurate evaluation plans in the future. Regarding performance, field missions perform evaluation studies regularly to monitor as well as to evaluate projects. These demands for evaluation should remain level, at least for the next two years.

The requirement for evaluations before adding a second phase to a project also should remain level. Top management regularly withholds approval of second phases of projects until implementors deal with evaluation findings on the first phase. For example, AA/AFR withheld approval of second phase financing to an Entente Fund Project for one year pending receipt of an evaluation. The findings caused AA/AFR to continue to withhold and finally, one year later, to cancel further financing to the project. Such signals of - no evaluation, no funds - have served to highlight the importance of evaluation to top management.

We expect field missions and top management to continue their present practices and, accordingly, expect future evaluation planning and performance to track those of FY-82 and FY-83.

Twenty-nine missions plan to carry out 97 evaluations in FY 84. The number of evaluations planned varies from one in Rwanda, Uganda and Zambia to nine in Cameroon. Three sectors plan 77 evaluations: agriculture, 45; health, 13; and education, 19. Of the other evaluations six look at environment, one treats housing, four deal

with transportation, seven cover finance and two examine population. The Bureau plans to work with missions on evaluations in two areas this year: farming systems research and private enterprise development. Bureau work will consist of assistance in (1) developing a standard set of questions that each evaluation will treat, (2) tabulating and analyzing the data received from the entire set of evaluations, and (3) deriving the aggregate findings.

OVERVIEW OF BUREAU ISSUES: AFR's development task consists of transferring to developing countries in Africa improved technologies - knowledge, practices, techniques and hardware - that will improve their welfare and their economic efficiency. To accomplish this task we need information regarding:

- (1) phenomena, such as labor bottlenecks during the food crop harvest, that delay cotton planting, reduce cotton yields, and, as a result, constrain welfare and economic efficiency in the country;
- (2) methods, such as Farming Systems Research, for identifying constraints to development and for devising ways to overcome them;
- (3) methods, such as on-farm trials, for developing and testing new technologies;
- (4) improved technologies, such as latrines and hybrid seeds, that people have recently begun using to improve their health, productivity, income, or their general welfare;
- (5) the ability of various vehicles, such as extension agents, for making potential users aware of improved practices, and,
- (6) information on bringing about policy changes, such as allowing the market to set the prices of farm crops, that make it more profitable, countrywide, to adopt improved technologies and, as a result, stimulate development.

To provide the information in a usable form, AFR requires each evaluation report to include an information annex for executives. That annex consists of not more than five pages and contains answers to eleven specific questions. The questions derive from a survey of the information needs of AFR executives. We distribute copies of these annexes to mission directors and to office directors.

We have contracted BUCEN to assess the relevance of the information received in the annexes. Tentative results indicate that the questions that the annexes must address guide evaluators to the information AFR/W officers want and that the information annex holds high potential for expanding readership. We expect the final report by January 84. Next, AFR plans to study the quality of information in the annexes to ascertain whether that information needs upgrading.

FARMING SYSTEMS RESEARCH: AFR, in recent years, has invested heavily in farming systems research (FSR) to help countries increase their knowledge of small farmer agriculture. Some of the projects now

should have sufficient experience to tell us what kind of results we get "on the ground" from FSR. Accordingly, the Bureau plans to begin in FY-84 to examine its experience under some of the older projects. Four missions (Niger, Sierra Leone, Swaziland, and Tanzania) have listed issues in their annual evaluation plans regarding FSR. We will begin soon to discuss the feasibility of performing a joint examination with these missions of the FSR projects they plan to evaluate this year.

During the joint examination of FSR projects, the Bureau will search for data regarding the contributions, if any, FSR has made. Has it, for example, come up with better techniques for identifying obstacles that constrain smallholder production? Has it cut the time required to devise means to address them? What makes FSR different? What have we learned from FSR? How has FSR changed the variables we observe in searching out constraints faced by smallholders.?

The examination also will address the specific questions posed by the missions: (1) What specific changes has FSR brought to agricultural production in Niger? (2) What techniques has A.I.D. helped introduce to research and development institutions in Sierra Leone? (3) What evidence suggests that FSR improves information about constraints to smallholder production in Swaziland and about resolving them? (4) In what ways does FSR influence Tanzania's research priorities? (see Appendix E).

We plan to carryout the evaluation of FSR using direct hire technicians and evaluation specialists from the Bureau of Census. The evaluation specialists will assist AFR/DP with a literature search and with designing and planning the evaluation. We will coordinate design and planning activities with the missions involved.

PRIVATE ENTERPRISE DEVELOPMENT: Our investment in promoting private enterprise will increase 4,000 percent from FY-82 to FY-84. The returns from this investment will vary with the business climate. We, therefore, plan to analyze the actions recently taken by four countries - Kenya, Niger, Somalia, and Zimbabwe - to improve their business climates. This study will contain an analysis of the different initiatives used. It will cover the actions sought from these initiatives such as reducing subsidies, market pricing farm crops, and increasing market news. The study also will indicate the expected influence of these actions on the development of private enterprise. Moreover, the study will describe ongoing efforts to collect data to measure the growth of private enterprise in each country. (see Appendix F).

PROJECT MONITORING SYSTEM: AFR/TR Health and Nutrition has begun to test a newly developed internal project monitoring system. The test and accompanying redesign will continue during most of FY-84. Specialists from the Bureau of Census will assist with this task.

AFR health officers and Bureau of Census information specialists have worked for two years to develop a management information system for health projects. They want a system to produce information for answering congressional inquiries, for designing new projects, for estimating personnel requirements, for guiding implementation, for briefing people on projects, and for designing evaluations. The system should provide essential and reliable data in an organized and convenient manner. The information should provide continuity in spite of frequent staff changes. The ongoing evaluation will test the present design and test the feasibility of using such a system.

MISSION ISSUES: Appendix B summarizes by country the questions included in the evaluation plans of 29 missions. These missions plan to address 117 questions and issues in FY-84 evaluations. Seventy questions relate to the Administrator's four cornerstones of development assistance. Appendix C lists these 70 questions in the cornerstone categories. The questions breakdown as follows: technology transfer, 17; policy dialogue, 13; private enterprise promotion, 19; and institutional development, 21.

Appendix D lists the questions categorized according to the elements of the information appendix for executives. Each category contains the following number of questions: development constraints, 20; technology promoted, 14; existing technology, 1; adoption rationale, 2; adoption rate, 23; inducing public sector support, 5; incentives for private firms, 6; delivery systems, 15; training used, 4; and changes induced by adoption of new technologies, 12. The remaining questions cover issues that include recurrent costs and implementation problems.

PLAN IMPLEMENTATION: Four professionals will devote their time to evaluation work in FY-84 as follows: one professional, about 60 percent, and three professionals, about 30 percent. One professional has responsibility for the overall evaluation function and for the evaluation needs of designated countries. The other three cover the evaluation needs of countries assigned to them. In addition one paraprofessional, evaluation assistant, and one secretary work full-time in evaluation. The assistant monitors evaluation performance and distributes information. This year the assistant, thanks to an S&T programmer, can begin using the IBM personal computer to track evaluations through the submittal stage. This will enable her to spend less time on evaluation monitoring and more time on the information appendices for executives.

During the past year we instituted a monthly status report showing the number of evaluations received from each mission. This report speeded up noticeably the submission of completed evaluations. We had received only 16 by mid-year, in April, when the first report went out. Evaluations received increased to 28 by June, 57 by July, and 77 by September. Next year we expect this report to "bring in"

the evaluations as soon as missions complete them. We used to begin sending out reminders in July and used to receive most evaluations in September, October and November. PPC/E has complimented us on the report and has encouraged other Bureaus to adopt it. Appendix G contains a copy of the July report.

Regarding personnel to perform evaluations, we can generally borrow technicians from other bureaus when the need arises. Several technicians from PPC and S&T and one instructor from the DSP staff have assisted us with evaluation field work. M/SER assisted our experiment in Cape Verde in using a microcomputer for evaluation work. The word processing, financial analysis and benefit-cost programs saved time for the team. The programs also permitted the team to discuss the quantitative results with host government counterparts in the field instead of sending the results back later. However, they found the computer difficult to transport. We foresee using computers as standard evaluation equipment once the agency has portables.

S&T has also assisted us to computerize our evaluation monitoring system. An S&T programmer prepared a program using d base II that will enable us to track the status of the 100+ evaluations on our IBM computer. After some experience, the IBM should enable us to operate the monitoring system with a secretary.

The evaluation area of AFR remains in excellent health. The steady increase in the number of evaluations performed annually, 72 to 97 during the past four years, suggests that missions have developed a stable demand for them. The kind of data collected infers that missions undertake evaluations to obtain information for project implementation. Funds for most evaluations come from project budgets, therefore, we have run into no problems finding funds for properly planned evaluations. Missions have slowly improved their planning and performance of evaluations bringing Africa into first place in the Agency in FY-82 and, no doubt, also in FY-83. Accordingly, we have no plans for remedial measures.

Clearances:

AFR/DP, HJohnson (draft)
AFR/DP, LSaiers (draft)
AFR/TR, LHoldcroft (info)
AFR/PD, LHausman (draft)
AFR/TR/HRD, CGurney (info)
AFR/TR/HRD, GDeLuca (info)

Drafted: AFR/DP, HLMiles 10/31/83(0733G)

APPENDIX A
EVALUATION PERFORMANCE

COUNTRY	FY 1980		FY 1981		SCHED.	FY 1982 REVISED		SCHED.	FY 1983		FY 1984	
	SCHED.	REC'D	SCHED.	REC'D		REC'D	SCHED.		REVISED	REC'D	SCHED.	REV.
SA Rer.	-	-	-	-	-	-	-	-	-	-	-	-
AFR/RA	28	5	17	6	11	6	5	-	-	-	2	2
AFR/TR/EHR	-	-	-	-	-	-	-	-	-	-	9	6
REDSO/E	1	1	2	-	2	-	-	0	6	3	-	-
REDSO/W	2	2	7	4	3	2	2	-	-	1	-	-
BOTSWANA	9	7	16	9	10	2	4	1	-	-	-	-
BURUNDI	1	1	4	1	3	9	6	4	1	1	-	-
CAMEROON	9	4	9	2	9	4	2	3	4	3	7	6
CAPE VERDE	-	-	1	-	1	1	0	6	2	2	7	2
C.A.R	4	3	-	-	-	-	1	2	6	7	0	2
CHAD	-	-	-	-	-	-	-	2	2	2	3	3
CONGO	-	-	-	-	-	-	-	-	-	-	1	1
DJIBOUTI	-	-	-	-	-	-	-	-	-	-	1	1
GAMBIA	1	-	3	2	0	-	-	-	1	-	3	3
GHANA	12	4	4	2	0	4	5	-	-	1 (Zaire)	1	1
GUINEA	1	1	4	2	1	4	2	4	3	2 (PCRs)	2	2
G. GUINEA	1	-	-	-	1	1	-	3	2	2	3	2
KENYA	11	-	4	1	1	1	-	1	1	1	2	2
LESOTHO	8	7	14	11	10	10	0	11	1	1	2	2
LIBERIA	10	3	7	4	13	10	0	11	11	6	-	-
MALAWI	-	-	16	3	10	5	5	7	7	3	8	6
MALI	10	1	1	-	2	1	1	7	6	4	7	5
MAURITANIA	2	-	7	4	7	4	1	3	2	1	6	4
NIGER	-	-	6	4	5	4	-	-	-	1	1	1
RWANDA	2	2	5	-	7	4	2	4	4	-	3	2
SENEGAL	12	4	5	1	5	4	3	0	5	1	2	2
SIERRA LEONE	-	-	4	2	0	4	4	4	4	-	3	3
SOMALIA	3	-	4	4	2	5	4	9	5	-	1	1
SUDAN	10	1	5	-	3	2	2	-	-	6	9	7
SWAZILAND	11	6	12	3	3	1	1	7	5	1	2	2
TANZANIA	8	0	1	2	3	3	2	3	3	6	4	4
TOGO	2	1	11	6	6	3	2	4	4	1	4	3
UGANDA	-	-	-	1	7	4	5	10	7	5	2	2
UPPER VOLTA	19	1	-	-	-	4	3	3	2	2	-	2
ZAIRE	7	5	9	4	6	4	-	1	1	-	1	1
ZAMBIA	-	-	5	2	6	3	6	4	4	-	6	4
ZIMBABWE	-	-	-	-	-	3	1	6	6	10	5	3
TOTAL	192	72	183	80	160	105	92	126	106	79	120	98

AFRICA BUREAU

ANNUAL EVALUATION PLAN FY-84

APPENDIX B - EVALUATION ISSUES AND QUESTIONS

1. Africa Regional

- a. Has assistance to regional programs produced and disseminated plants resistant to insects and effective farming systems research techniques?
- b. Has support to African regional organizations moved them toward financial self-reliance?
- c. Have health services supported by regional projects achieved cost-effective results?
- d. Have African institutions receiving assistance from AID provided satisfactory training?
- e. What mix between regional and bilateral projects seems appropriate for addressing the sectoral needs of Africa?

2. Botswana

- a. What impact can the government expect from incorporating an agricultural degree program at the University of Botswana?
- b. Has transferring the Renewable Energy Project from the Botswana Technology Center to the Ministry of Mineral Resources and Water Affairs impacted measurably upon project performance?
- c. Which businesses have benefitted most from Small Enterprises Development Projects?
- d. What kind of assistance has benefitted small businesses most?

3. Burundi

- a. How should A.I.D. focus future assistance to Burundi?
- b. To what extent have assistance activities incorporated private farmers into the seed distribution system?
- c. Under what conditions have labor intensive techniques proven cost effective in road construction?
- d. Has the small contract system proved cost effective in constructing roads?

- e. Will the Department of Roads continue to use labor intensive construction techniques to build roads after termination of A.I.D. assistance?
- f. What progress has the government made in moving peat production into the private sector?

4. Cape Verde

Which technologies seem most cost effective for increasing the supply of water in various areas of Cape Verde?

5. Cameroon

- a. Does the extension service have the capacity to deliver new technical packages to farmers?
- b. Does the extension service have the institutional linkages needed to assure its permanence?

6. Chad

- a. Does the Directorate of Pharmacies have the ability to receive, register and inventory stock, and account for funds used to purchase office supplies and to pay for warehouse repairs?
- b. What measures could CARE/Chad adopt to improve the management of its resources?
- c. Has the Ministry of Health become aware of the relative efficiency of preventive medicine versus curative medicine?

7. Congo

- a. What roles have program recipients played in the implementation of each project?
- b. Will GPRC budgets include sufficient funds to finance projects after A.I.D. assistance terminates?
- c. Will Congolese acquire the management and technical skills required to implement projects before assistance terminates?

8. Djibouti

Should the government use mass media techniques to dispense nutrition information?

9. Gambia

- a. Have member education, credit, numeracy and other activities moved the government controlled Gambia Cooperative Union toward a private cooperative?
- b. How long will it take to complete the Integrated Rural Development Project?
- c. Does GOTG have the capacity to maintain the fuelwood plantation component of the Gambia Forestry Project?

10. Ghana

- a. Has assistance achieved the goal of establishing a commercial seed production and distribution entity?
- b. What impact has resulted from fifteen years of A.I.D. support to population and family planning activities?
- c. What policy interests have PL-480 title II programs served?

11. Guinea

Have PL-480 rice sales brought about disincentives to local rice production?

12. Guinea Bissau

No issues listed

13. Kenya

- a. How can A.I.D. expand assistance to the private sector most effectively?
- b. What type of ranking system would enable the GOK to efficiently weed out the least effective donor projects?
- c. Which potential projects would minimize GOK contributions and USAID management inputs?

14. Liberia

- a. Does the GOL have the capacity to meet its financial commitments to each project under implementation?
- b. Does the GOL have the capacity to meet the recurrent costs of each project after termination of assistance?

c. Should A.I.D. assume greater recurrent cost burden for those projects designed during a time when the GOL had more resources available?

15. Lesotho

- a. What specific improvements has A.I.D. assistance brought about in agricultural planning?
- b. To which specific concerns of the Ministry of Agriculture have agricultural planning activities responded?

16. Madagascar

No issues.

17. Malawi

- a. Has A.I.D. assistance helped to generate technologies suitable for smallholders or to increase the services and inputs available to them?
- b. What changes has the promotion of local private enterprise brought about for: (1) private sector income, (2) nonfarm employment for the poor, (3) export earnings or (4) the demand for U.S. technology and goods?
- c. What specific local capacity has A.I.D. assistance helped put in place to meet Malawi's expanding manpower needs in the public and private sectors?
- d. How much has the supply of safe water increased via gravity-fed, piped water systems?
- e. Does available evidence indicate that increases in safe water reduce the level of water-related diseases among villagers?

18. Mali

- a. What specific improvements has the Operation Haute Vallée project helped to bring about in agricultural administration, in meeting production goals and in fomenting agricultural reforms?
- b. What changes in curriculum and instructional materials would improve the preparation of extension agents?
- c. How can the government best employ land-use data to improve national and project planning?

d. What specific changes in price policy for cereal crops have PL-480 activities influenced?

19. Mauritania

- a. Have A.I.D. assisted activities built roads of acceptable quality?
- b. Could road projects use more efficient road construction methods?
- c. In what ways have the roads affected agricultural production and farmer income?
- d. Has the rural health project achieved an appropriate mix of fixed centers and mobile units?

20. Maritius, Seychelles & Conoros

Has A.I.D. assistance reduced USSR and increased U.S. access to these islands?

21. Niger

- a. What specific changes has farming systems research brought about in agricultural production?
- b. What activities have A.I.D. assisted cooperatives undertaken successfully?
- c. What percentage of farmer members actually participate in the operation and direction of A.I.D. assisted cooperatives?
- d. What techniques, acquired from agents of the Cooperative Training Center, do cooperative members regularly employ?

22. Rwanda

- a. What specific changes has the agricultural education project brought about to make schools more relevant to the needs of rural dwellers?
- b. How many new acceptors and continuing users does the family planning program have?
- c. What percentage of the population have access to MCH/FP services?
- d. Does Rwanda have an adequate immunization infrastructure?

- e. Can the GOR support the recurrent costs of the immunization program?
- f. Did the immunization program obtain accurate baseline data?
- g. How can cooperatives and their members obtain credit most effectively?

23. Senegal

- a. What policy reforms has A.I.D. nonproject assistance leveraged?
- b. Has assistance increased the relevance and quality of agricultural research and extension services?
- c. What institutional reforms has assistance effected?
- d. Have institutional reforms influenced rural production?
- e. What technical packages has A.I.D. assistance helped develop for the smallholder?

24. Sierra Leone

- a. What specific skills have rural businessmen used that they learned from entrepreneurial training activities?
- b. Has A.I.D. financed assistance improved the tax collection system and increased tax revenues?
- c. Has assistance strengthened local credit societies?
- d. Has assistance increased productivity or production of food crops?
- e. What techniques has A.I.D. assistance helped introduce to research and development institutions?

25. Somalia

- a. What policy reforms and policy dialogues has nonproject assistance influenced in Somalia? The goals of nonproject aid consist of:
 - 1. market pricing agricultural commodities.
 - 2. interest rates reflecting the real cost of capital.
 - 3. divestiture of inappropriate public enterprises.
- b. What activities has the GOS financed with A.I.D. generated local currency?

- c. How have delays in negotiating a Host Country Contract influenced the Bay Region Development Project?
- d. Have subsequent actions corrected the deficiencies surfaced in the 1983 evaluation of the Rural Health Delivery Project? Should the project continue to receive AID assistance?

26. Southern Africa Regional

- a. Do crop varieties exist that will resist the diseases and drought conditions found in southern Africa?
- b. What type of system would best facilitate coordination in agricultural research among nine countries?
- c. How can the area increase trade among its countries?
- d. What upgrading do management training institutions require in order to cover adequately the regions' needs in management training?

27. Sudan

- a. Which energy technologies best lend themselves to diffusion through private firms?
- b. Do the planning components of the Regional Finance and Planning Project remain relevant?
- c. What uses of PL-480 generations seem most effective?
- d. Have improved data influenced government policies on prices of agricultural products and marketing and trade strategies?
- e. Should A.I.D. change the mix of items financed by CIPs in order to enhance development or accelerate the growth of the private sector?

28. Swaziland

- a. Where should A.I.D. focus the proposed Manpower Development Project? (This project will include training for private sector employees.)
- b. What evidence suggests that farming systems research improves information about constraints to smallholder production and about resolving such constraints?

c. Do available data justify inclusion of preventive measures in national health programs?

29. Tanzania

a. Determine the distribution of DDT and chloroquin resistant mosquitos.

b. Determine the distribution of malaria.

c. Should villages provide credit to farmers and cooperatives?

d. In what ways does farming systems research influence research priorities?

30. Togo

No issues

31. Uganda

a. Which services has the cooperative movement rehabilitated with A.I.D. assistance?

b. Which areas of the cooperative movement that need assistance offer the most development potential?

32. Upper Volta

a. Increase host government involvement in evaluations.

b. Get evaluation findings to the attention of local officials.

c. Get action evaluation recommendations.

33. Zambia

What criteria should determine selection of participants?

34. Zaire

a. Have individual health projects reinforced each other in accomplishing their objectives?

b. Which methods have proven most effective in transferring management skills?

c. Which elements of projects should become independent of government financing?

- d. How can projects become less dependent on government financing?
- e. Have beneficiaries in general adopted technologies A.I.D. projects have promoted?
- f. How can donors use PVOs more effectively?
- g. Does improvement in child nutrition justify providing parents food to take home?
- h. What data should a project management information system collect?

35. Zimbabwe

- a. Regarding the improvement of neighborhoods, does upgrading provide a better solution than demolition and rebuilding?
- b. Which policies have proven most amenable to change through dialogue and assistance incentives?
- c. What alternative resource flows promote: (1) economic stabilization, (2) export development, and (3) growth?
- d. Which areas seem ripe for less-concessional aid?
- e. Has A.I.D. assistance relieved the manpower constraint in certain skill areas?
- f. Has the GOZ moved toward a low-cost housing policy based on aided self-help, affordability, and no subsidization?
- g. Has A.I.D. influenced population growth policies?
- h. How much foreign exchange has the CIP made available to the private sector?

AFRICA BUREAU

ANNUAL EVALUATION PLAN

APPENDIX C - EVALUATION ISSUES AND A.I.D.'s PILLARS OF DEVELOPMENT

Technology Transfer

1. (1.a) Has assistance to regional programs produced and disseminated plants resistant to insects and effective farming systems research techniques?
2. (3.c) Under what conditions have labor intensive techniques proven cost effective in constructing roads in Zaire?
3. (3.d) Has the small contract system used in Burundi proved cost effective in constructing roads?
4. (3.e) Will the Burundi Department of Roads continue to use labor intensive construction techniques to build roads after termination of A.I.D. assistance?
5. (4.) Which technologies seem most cost effective for increasing the supply of water in various areas of Cape Verde?
6. (6.c) Has Chad's Ministry of Health become aware of the relative efficiency of preventive medicine versus curative medicine?
7. (8.) Should Djibouti use mass media techniques to dispense nutrition information?
8. (17.a) Has A.I.D. contributed to the generation of agricultural technologies suitable for Malawi's smallholders or increased the services and inputs available to them?
9. (21.a) What specific changes has farming systems research brought about in agricultural production in Niger?
10. (21.d) What new techniques, acquired from agents of Niger's Cooperative Training Center, do cooperative members regularly employ?
11. (22.b) How many new acceptors and continuing users does Rwanda's family planning program have?
12. (23.e) What technical packages has A.I.D. assistance helped develop for Senegal's smallholder?

13. (24.e) What techniques has A.I.D. assistance helped introduce to Sierra Leone's research and development institutions?
14. (26.a) Do crop varieties exist that will resist the diseases and drought conditions found in southern Africa?
15. (28.b) What evidence suggests that farming systems research will increase the relevance of information generated about the constraints faced by smallholders in Swaziland and how to resolve them?
16. (28.c) Do available data justify inclusion of preventive techniques in national health programs in Swaziland.
17. (34.e) Have beneficiaries in general adopted technologies A.I.D. projects have promoted in Zaire?

II. Policy Change

1. (2.a) What impact can the government expect from incorporating an agricultural degree program at the University of Botswana?
2. (10.c) What policy interests have PL-480 title II programs served in Ghana?
3. (18.d) What specific changes in Mali's price policy for cereal crops have PL-480 activities influenced?
4. (23.a) What policy reforms has A.I.D. nonproject assistance leveraged in Senegal?
5. (25.a) What policy reforms and policy dialogues has nonproject assistance influenced in Somalia? The goals of nonproject aid consist of: market pricing of agricultural commodities, interest rates reflecting the real cost of capital, and divestiture of inappropriate public enterprises.
6. (27.d) Have improved data influenced Sudan's pricing policy for agricultural products and its marketing and trade strategies?
7. (29.d) In what ways does farming systems research influence Tanzania's research priorities?
8. (34.c) Which elements of projects in Zaire should become independent of government financing?

9. (34.d) How can projects in Zaïre become less dependent on government financing?
10. (35.a) Regarding the improvement of neighborhoods in Zimbabwe, does upgrading provide a better solution than demolition and rebuilding?
11. (35.b) Which of Zimbabwe's policies have proven most amenable to change through dialogue and assistance incentives?
12. (35.f) Has Zimbabwe moved toward a low-cost housing policy based on aided self-help, affordability, and no subsidization?
13. (35.g) Has A.I.D. influenced Zimbabwe's population growth policies?

III. Private Enterprise Development

1. (2.c) Which Botswana's businesses have benefitted most from Small Enterprises Development Projects?
2. (2.d) What kind of assistance has benefitted Botswana's small businesses most?
3. (3.b) To what extent have assistance activities incorporated Burundi's private farmers into the seed distribution system?
4. (3.f) What progress has Burundi made in moving peat production into the private sector?
5. (9.a) Have member education, credit, numeracy and other activities moved the government controlled Gambia Cooperative Union toward a private cooperative?
6. (10.a) Has assistance achieved the goal of establishing a commercial seed production and distribution entity in Ghana?
7. (11.) Have PL-480 rice sales to Guinea discouraged local rice production?
8. (13.a) How can A.I.D. expand assistance to Kenya's private sector most effectively?
9. (17.b) What changes has the promotion of local private enterprise in Malawi brought about for: (1) private sector income, (2) nonfarm employment for the poor, (3) export earnings or (4) the demand for U.S. technology and goods?

10. (21.b) What activities have A.I.D. assisted cooperatives in Niger undertaken successfully?
11. (24.a) What specific skills do rural businessmen in Sierra Leone use that they acquired from entrepreneurial training activities?
12. (24.c) Has assistance strengthened Sierra Leone's credit societies?
13. (27.a) Which energy technologies best lend themselves to diffusion through Sudan's private firms?
14. (27.e) Should A.I.D. change the mix of items financed by CIPs in order to enhance Sudan's development or accelerate the growth of its private sector?
15. (29.c) Should villages in Tanzania provide credit to farmers and cooperatives?
16. (31.a) Which services has Uganda's cooperative movement rehabilitated with A.I.D. assistance?
17. (31.b) Which areas of Uganda's cooperative movement need assistance and offer the most development potential?
18. (34.f) How can donors use FVOs in Zaire more effectively?
19. (34.g) Does improvement in child nutrition in Zaire justify providing parents food to take home?

IV. Institutional Development

1. (1.b) Has support to African regional organizations moved them toward financial self-reliance?
 2. (1.c) Have health services supported by regional projects achieved cost-effective results?
 3. (1.d) Have African institutions receiving assistance from A.I.D. provided satisfactory training?
 4. (5.a) Does Cameroon's extension service have the capacity to deliver new technical packages to farmers?
 5. (5.b) Does Cameroon's extension service have the institutional linkages needed to assure its permanence?
 6. (6.a) Does Chad's Directorate of Pharmacies have the ability to receive, register and inventory stock, and account for funds used to purchase office supplies and to pay for repairs to the warehouse?
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- (10.b) What impact has resulted from fifteen years of A.I.D. support to Ghana's population and family planning activities?
8. (15.a) What specific improvements has A.I.D. assistance brought to Lesotho's agricultural planning?
9. (17.c) What specific local capacity has A.I.D. assistance helped put in place to meet Malawi's expanding manpower needs in the public and private sectors?
10. (18.b) What changes in curriculum and instructional materials would improve the preparation of Mali's extension agents?
11. (18.c) How can Mali best employ land-use data to improve national and project planning?
12. (19.d) Has Mauritania's rural health project achieved an appropriate mix of fixed centers and mobile units?
13. (22.a) What specific changes has the agricultural education project brought about to make Rwanda's schools more relevant to the needs of rural dwellers?
14. (22.d) Does Rwanda have an adequate immunization infrastructure?
15. (23.b) Has assistance increased the relevance and quality of Senegal's agricultural research and extension services?
16. (23.c) What institutional reforms has A.I.D. assistance to Senegal affected?
17. (24.b) Has A.I.D. financed assistance improved Sierra Leone's tax collection system and increased tax revenues?
18. (26.b) What type of system would best facilitate coordination in agricultural research among nine countries in southern Africa?
19. (26.d) What upgrading do management training institutions require to become capable of providing southern Africa's needs in management training?
20. (34.b) Which methods have proven most effective in transferring management skills in Zaire?
21. (35.e) Has A.I.D. assistance relieved some of Zimbabwe's manpower constraints?

AFRICA BUREAU

ANNUAL EVALUATION PLAN FY-84

APPENDIX D ANALYSIS OF EVALUATION ISSUES

I. Development constraints

1. (3.a) How should A.I.D. focus future assistance to Burundi?
2. (6.b) What measures could CARE/Chad adopt to improve the management of its resources?
3. (6.c) Has the Ministry of Health become aware of the relative efficiency of preventive medicine versus curative medicine?
4. (13.a) How can A.I.D. expand assistance to the private sector most effectively?
5. (13.b) What type of ranking system would enable the GOK to efficiently weed out the least effective donor projects?
6. (19.b) Could the project use more efficient road construction methods.
7. (26.b) What type of system would best facilitate coordination agricultural research among nine countries?
8. (26.c) How can the area increase trade among its countries?
9. (26.d) What upgrading do management training institutions need in order to cover the region's needs in management training?
10. (26.b.) Do the planning components of the Regional Finance and Planning Project remain relevant?
11. (28.a) Where should A.I.D. focus the proposed Manpower Development Project? (This project will include training for private sector employees).
12. (28.b) What evidence suggests that farming systems research will come up with more relevant information regarding the constraints faced by smallholders in Swaziland and how to resolve them?
13. (29.a) Determine the distribution of DDT and chloroquin resistant mosquitos.
14. (29.b) Determine the distribution of malaria.
15. (29.c) Should villages provide credit to farmers and cooperatives?

16. (31.b) Which areas of the cooperative movement that need assistance offer the most development potential?
17. (34.g) Does improvement in child nutrition justify providing parents food to take home?
18. (35.d) Which areas seem ripe of less-concessional aid?
19. (35.e) Has A.I.D. assistance relieve the manpower constraint in certain skill areas?

II. Promoted technology

1. (1.a) Has assistance to regional programs produced and disseminated plants resistant to insects and effective farming systems research techniques?
2. (3.c) Under what conditions have labor intensive techniques proven cost effective in road construction?
3. (3.d) Has the small contract system proved cost effective in constructing roads?
4. (4.a) Which technologies seem most cost effective for increasing the supply of water in various areas of Cape Verde?
5. (7.c) Will Congolese acquire the management and technical skills required to implement projects before assistance terminates?
6. (8.a) Should the government use mass media techniques to dispense nutrition information?
7. (17.a) Have A.I.D. assisted activities generated technologies suitable for smallholders or increased the services and inputs available to them?
8. (19.a) Have A.I.D. assisted activities built roads of acceptable quality?
9. (22.g) How can cooperatives and their members obtain credit most effectively?
10. (23.b) Has assistance increased the relevance and quality of agricultural research and extension services.
11. (23.e) What technical packages has assistance developed for the smallholder?
12. (24.e) What techniques has assistance introduced to research and development institutions?
13. (26.a) Do crop varieties exist that will resist the diseases and drought and drought conditions found here?

14. (27.a) Which energy technologies best lend themselves to diffusion through private firms?

15. (35.a) Regarding the improvement of neighborhoods, does upgrading provide a better solution than demolition and rebuilding?

III. Existing technology

1. (22.f) Did the program obtain accurate baseline data?

IV. Adoption rationale

1. (28.c) Do available data demonstrate the merit of including preventive measures in national health programs.

2. (35.b) Which policies have proven most amenable to change through dialogue and assistance incentives?

V. Characteristics of recipients

VI. Adoption rate

1. (2.d) What kind of assistance has benefited small businesses most?

2. (3.e) Will the Department of Roads continue to use labor intensive construction techniques to build roads after termination of A.I.D. assistance?

3. (10.c) What policy interests have PL-480 title II programs served?

4. (15.a) What specific improvements has A.I.D. assistance brought about in agricultural planning?

5. (17.b) What changes has the promotion of local private enterprise brought about for: (1) private sector income, (2) nonfarm employment for the poor, (3) export earnings or (4) the demand for U.S. technology and goods?

6. (17.d) How much has the supply of safe water increased via gravity-fed, piped water systems?

7. (18.a) What specific improvements has the Operation Haute Vallee project help bring about in agricultural administration, in meeting production goals and in fomenting agricultural reforms?
8. (18.d) What specific changes in price policy for cereal crops have PL-480 activities influenced?
9. (21.a) What specific changes has farming systems research brought about in agricultural production?
10. (21.b) What activities have A.I.D. assisted cooperatives undertaken successfully?
11. (21.d) What techniques, acquired from agents of the Cooperative Training Center, do cooperative members regularly employ?
12. (22.a) What specific changes has the agricultural education project brought about to make schools more relevant to the needs of rural dwellers?
13. (22.b) How many new acceptors and continuing users does the family planning program have?
14. (23.a) What policy reforms has A.I.D. nonproject assistance leveraged?
15. (23.c) What institutional reforms has assistance effected?
16. (24.a) What specific skills have rural businessmen used that they learned from entrepreneurial training activities?
17. (25.a) What policy reforms and policy dialogues has nonproject assistance influenced in Somalia? The goals of nonproject aid consist of:
 1. market pricing of agricultural commodities.
 2. interest rates reflecting the real cost of capital.
 3. divestiture of inappropriate public enterprises.
18. (27.d) Have improved data influenced government policies on prices of agricultural products and marketing and trade strategies?
19. (29.d) In what ways does farming systems research influence research priorities?
20. (31.a) Which services has the cooperative movement rehabilitated with A.I.D. assistance?
21. (34.e) Have beneficiaries in general adopted technologies A.I.D. projects have promoted?

22. (35.f) Has the GOZ moved toward a low-cost housing policy based on aided self-help, affordability, and no subsidization.

23. (35.g) Has A.I.D. influenced population growth policies?

VII. Forces that induce public sector support to relieve constraints

1. (5.b) Does the extension service have the institutional linkages needed to assure its permanence?

2. (7.b) Will GPRC budgets include sufficient funds to finance projects after A.I.D. assistance terminates?

3. (9.c) Does GOTG have the capacity to maintain the fuelwood plantation component of the Gambia Forestry Project?

4. (14.a) Does the GOL have the capacity to meet its financial commitments to each project under implementation?

5. (14.b) Does the GOL have the capacity to meet the recurrent costs of each project after termination of assistance?

VIII. Incentives for involvement of private firms

1. (3.f) What progress has the government made in moving peat production into the private sector?

2. (9.a) Have member education, credit, numeracy and other activities moved the government controlled Gambia Cooperative Union toward a private cooperative?

3. (10.a) Has assistance achieved the goal of establishing a commercial seed production/distribution entity?

4. (34.c) Which elements of projects should become independent of government financing?

5. (34.d) How can projects become less dependent on government financing?

6. (34.f) How can donors use PVOs more effectively?

IX. Delivery system used

1. (1.b) Has A.I.D. support to African regional organizations moved them toward financial self-reliance?

2. (1.c) Have health services supported by regional projects achieved cost-effective results?

3. (1.d) Have African institutions receiving assistance from AID provided satisfactory training?
 4. (1.e) What mix between regional and bilateral projects seems appropriate for addressing the sectoral needs of Africa?
 5. (2.b) Has transferring the Renewable Energy Project from the Botswana Technology Center to the Ministry of Mineral Resources and Water Affairs impacted measurably upon project performance?
 6. (3.b) To what extent have assistance activities incorporated private farmers into the seed distribution system?
 7. (5.a) Does the extension service have the capacity to deliver new technical packages to farmers?
 8. (6.a) Does the Directorate of Pharmacies have the ability to receive, register and inventory stock, and account for funds used to purchase office supplies and to repair the warehouse?
 9. (7.a) What roles have program recipients played in the implementation of each project?
 10. (17.c) What specific local capacity has A.I.D. assistance helped put in place to meet Malawi's expanding manpower needs in the public and private sectors?
 11. (19.d) Has the rural health project achieved an appropriate mix of fixed centers and mobile units.
 12. (21.c) What percentage of farmer members actually participate in the operation and direction of A.I.D. assisted cooperatives?
 13. (22.c) What percentage of the population have access to MCH/FP services?
 14. (22.d) Does Rwanda have an adequate immunization infrastructure?
 15. (24.c) Has assistance strengthened local credit societies?
- X. Training used to develop delivery systems
1. (9.b) How long will it take to complete the Integrated Rural Development Project?
 2. (18.b) What changes in curriculum and instructional materials would improve the preparation of extension agents?

3. (18.c) How can the government of Mali best employ land use data to improve national and project planning?

4. (34.b) Which methods have proven most effective in transferring management skills?

XI. What changes did the new technologies induce?

1. (2.a) What impact can the government expect from incorporating an agricultural degree program at the University of Botswana?

2. (2.c) Which businesses have benefitted most from Small Enterprises Development Projects?

3. (10.b) What impact has resulted from fifteen years of A.I.D. support to population and family planning activities?

4. (17.e) Does available evidence indicate that increases in safe water reduce the level of water-related diseases among villagers?

5. (19.c) In what ways have upgraded roads effected agricultural production and farmer income?

6. (23.d) Have institutional reforms influenced rural production?

7. (24.b) Has A.I.D. financed assistance improved the tax collection system and increased tax revenues?

8. (24.d) Has assistance increased productivity or production of food crops?

9. (34.a) Have individual health projects reinforced each other in accomplishing their objectives?

XII. Recurrent costs

1. (1.c) Have health services supported by regional projects achieved cost-effective results?

2. (3.d) Has the small contract system proven cost effective in constructing roads?

3. (4) Which technologies seem most cost effective for increasing the supply of water in various areas of Cape Verde?

4. (13.c) Which potential projects would minimize GOK contributions and USAID management inputs?
5. (14.c) Should A.I.D. assume a greater recurrent cost burden for projects that began when the GOL had more resources available?
6. (22.e) Can the GOR support the recurrent costs of the immunization program?
7. (25.b) What activities has the GOS financed with A.I.D. generated local currency?
8. (35.c) What alternative resource flows promote: (1) economic stabilization, (2) export development, and (3) growth?
9. (35.h) How much foreign exchange has the CIP made available to the private sector?

XIII. Implementation issues

1. (2.b) Has transferring the Renewable Energy Project from the Botswana Technology Center to the Ministry of Mineral Resources and Water Affairs impacted measurably upon project performance?
2. (6.a) Does the Directorate of Pharmacies have the ability to receive, register and inventory stock, and account for funds used to purchase office supplies and to pay for warehouse repairs?
3. (6.b) What measures could CARE/Chad adopt to improve the management of its resources?
4. (7.a) What roles have program recipients played in the implementation of each project?
5. (15.b) To which specific concerns of the Ministry of Agriculture have agricultural planning activities responded?
6. (25.c) How have delays in negotiating a Host Country Contract influenced the Bay Region Development Project?
7. (25.d) Have implementors taken actions to correct the deficiencies surfaced in the 1983 evaluation of the Rural Health Delivery Project?
8. (32.a) Increase host government involvement in evaluations.
9. (32.b) Get evaluation findings to the attention of local officials.
10. (32.c) Get action on evaluation recommendations.

11. (33.a) What criteria should determine selection of participants?

12. (34.h) What data should a project management system collect?

XIV. Impact issues

1. (11.a) Have PL-480 rice sales brought about disincentives to local rice production?

2. (20) Has A.I.D. assistance reduced USSR and increased USA access to the islands of Mauritius, Seychelles and Conoros?

3. (27.c) What uses of PL-480 generations seem most effective?

4. (27.e) Should A.I.D. change the mix of items financed by CIPs in order to enhance development or accelerate the growth of the private sector?

AFRICA BUREAU
ANNUAL EVALUATION PLAN
APPENDIX E - MISSION ISSUES RELATING TO PLANNED
BUREAU LEVEL EVALUATIONS

I. Agriculture Inputs

1. (23.a) What policy reforms has A.I.D. nonproject assistance leveraged in Senegal?
2. (27.e) Should A.I.D. change the mix of items financed by CIPs in order to enhance development or accelerate the growth of Sudan's private sector?
3. (35.h) How much foreign exchange has the CIP made available to Zimbabwe's private sector?

II. Farming Systems Research

1. (21.a) What specific changes has FSR brought to agricultural production in Niger?
2. (24.e) What techniques has A.I.D. helped introduce to research and development institutions in Sierra Leone?
3. (28.b) What evidence suggests that FSR improves information about constraints to smallholder production in Swaziland and about resolving them?
4. (29.d) In what ways does FSR influence Tanzania's research priorities?

III. Primary Health Care

1. (6.c) Has Chad's MOH become aware of the relative efficiency of preventive versus curative medicine.
2. (28.c) Should villages in Tanzania provide credit to farmers and cooperatives?
3. (34.a) Have health projects in Zaire reinforced each other in accomplishing their objectives?

IV. Private Enterprise Development

1. (2.c) Which businesses have benefitted most from small enterprise development projects in Botswana?
2. (2.d) What kind of assistance has benefitted small businesses most in Botswana?
3. (3.b) To what extent have assistance activities incorporated private farmers into Burundi's seed distribution system?
4. (10.a) Has assistance to Ghana established a commercial production and distribution entity?
5. (13.a) How can A.I.D. expand assistance to the private sector in Kenya most effectively?
6. (17.b) What changes has the promotion of local private enterprise in Malawi brought about for: (1) private sector income, (2) nonfarm employment for the poor, (3) export earnings or (4) the demand for U.S. technology and goods?
7. (18.d) What specific changes in price policy for cereal crops have PL-480 activities influenced in Mali?
8. (24.a) What specific skills do rural businessmen in Sierra Leone use that they acquired from entrepreneurial training activities?
9. (25.a) What policy reforms and policy dialogues has nonproject assistance influenced in Somalia? The goals of nonproject aid consist of: market pricing of agricultural commodities, interest rates reflecting the real cost of capital, and divestiture of inappropriate public enterprises.
10. (26.d) What upgrading do management training institutions require in order to cover adequately the Southern Africa Region's needs in management training?
11. (27.a) Which energy technologies best lend themselves to diffusion through private Sudanese firms?
12. (27.d) Have improved data influenced government policies on prices of agricultural products and marketing and trade strategies in Sudan?
13. (27.e) Should A.I.D. change the mix of items financed by CIPs in order to enhance development or accelerate the growth of Sudan's private sector?
14. (34.b) Which methods have proven most effective in transferring management skills to managers in Zaire?
15. (34.f) How can donors use PVOs more effectively in Zaire?
16. (35.b) Which policies have proven most amenable to change through dialogue and assistance incentives?
17. (35.h) How much foreign exchange has the CIP made available to the private sector?

AFRICA BUREAU

ANNUAL EVALUATION PLAN FY-84

APPENDIX F

SPECIAL EVALUATION OF USAID PRIVATE ENTERPRISE DEVELOPMENT

Selected USAIDs: Kenya, Niger, Somalia and Zimbabwe

Mission Initiatives

1. ESF
2. DA
3. PL480
4. US Dialogue on Provisions in IMF, IBRD, other IFI Agreements
5. Other

Actions Sought From Governments (Illustrative)

1. changes in laws and administrative practices
2. increased allocation of foreign exchange to private sector
3. deregulation
4. reduction of subsidies
5. increased market news
6. moving services from public to private sector (health, ag inputs)
7. market pricing of agriculture products

I. Expected Influence on Private Enterprise Development

1. expansion of private market services and facilities
2. expansion of local business activity (by volume, products, number of firms)
3. increased employment in enterprises influenced by U.S. initiatives
4. increased foreign trade
5. increased African enterprise with U.S. private sector participation

Process for Evaluating Progress of Private Enterprise Development

What have these missions done to collect and analyze data needed for measuring the actions taken by their governments in response to U.S. initiatives to improve the business climate and for measuring the growth of private enterprise that resulted from those actions. What actions have missions taken to incorporate data collection and analysis as an integral part of each ESF, DA or other activity aimed at impacting on private enterprise? What arrangements have missions made to aggregate data across all such initiatives and to analyze the aggregate impact of those initiatives?

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TELEGRAM

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INFO AFDR-06 AFCE-01 HELD-01 HAST-01 IV-00 /015 AD
INFO OCT-80 AF-00 /045 R

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APPROVED BY AID/AFR/OP/PPEA:LCATERS
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AID/PPC/E/PCS:HWAGEBOECK (INFO)

AFR'S PERFORMANCE RATE STANDS AT 50 PERCENT FY11. THE AFRICA BUREAU TURNED IN THE AGENCY'S BEST EVALUATION PERFORMANCE IN FY-42: 87 PERCENT OF THE BUREAU'S PLANNING FIGURE. PLEASE SEND IN IMMEDIATELY ALL COMPLETED, BUT UNSUBMITTED, EVALUATIONS. WE NEED THOSE EVALUATIONS ASAP TO PERMIT COMPARISON OF PERFORMANCE TO DATE IN FY-43 WITH THE NUMBER OF EVALUATIONS PROPOSED IN THE AFS FOR FY-44.

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TO USAID MISSIONS IN AFRICA

4. TO ASSURE THAT YOUR SUBMITTED EVALUATIONS GET INCLUDED IN THE COUNT FOR THE REMAINING QUARTER, BESIDE FORWARDING A COPY TO HQ/PAN FOR PRINTING AND DISTRIBUTION, PLEASE SEND ONE TO THE EVALUATION OFFICE, AFR/OP/PPEA/E, ATTENTION M. COLEMAN.

ORIGAS STATE 12358

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TAGS:

SUBJECT: EVALUATION PERFORMANCE FY 43

5. ONE LAST NOTE - WE NEED TO CLARIFY THE TERM QUOTE BUREAU EXECUTIVE SUMMARY AND QUOTE REQUIRED TO BE PART OF ALL EVALUATIONS. AS USAID/TANZANIA SUGGESTS, THE TITLE EXECUTIVE SUMMARY DENOTES THAT THE 11 QUESTIONS PROVIDE A CAPITALIZED SUMMARY OF THE EVALUATION DOCUMENT. THE 11 QUESTION SUMMARY, HOWEVER, COME INTO EXISTENCE TO SATISFY THE INFORMATION NEEDS OF EXECUTIVE LEVEL PERSONNEL, I.E. KEY DECISIONMAKERS, IN AFR/W. WE DETACH THE SUMMARY, DUPLICATE IT, AND DISTRIBUTE IT ROUTINELY TO EXECUTIVES DOWN TO OFFICE DIRECTORS IN AFR/W AND TO MISSION DIRECTORS AND EVALUATION OFFICERS IN THE FIELD. THEREFORE, THIS SUMMARY BYS BECOMES A VERY IMPORTANT PART OF THE EVALUATION DOCUMENT FOR AFR/W. IN THE FUTURE, WE WILL IDENTIFY THE SUMMARY AS QUOTE INFORMATION APPENDIX FOR EXECUTIVE LEVEL OFFICERS E O ABOVE.

1. AS OF JULY 15, THE EVALUATION OFFICE HAS RECEIVED ONLY 38 EVALUATIONS OR 28 PERCENT OF THE 106 AFR PLANNED AT THE BEGINNING OF THE FISCAL YEAR; IN ADDITION, WE HAVE RECEIVED 27 EVALUATIONS THAT DO NOT APPEAR IN THE FY-43 PLAN.

2. A COMPLETE ACCOUNTING OF THE BUREAU'S PERFORMANCE FOLLOWS:

	FY 43 PLAN		
	EVALUATIONS SCHED	EVALUATIONS REC'D SCHED	UNSCHEM'D
AFR/EA	6	1	2
BERMUDA	1	-	-
BOTSWANA	4	2	1
BURUNDI	2	-	1
CAMEROON	6	-	1
CAPE VERDE	3	2	-
GAMBIA	3	1	1
GHANA	2	1	1
GUINEA	1	-	-
G. GUINEA	1	-	1
GUINEA	1	1	1
LESOTHO	12	3	2
LIBERIA	7	1	-
LIBERIA	6	1	1
MALAWI	2	1	-
MALI	-	-	-
MALIZANIA	4	-	2
SIERRA	5	-	1
SIERRA	4	-	-
SENEGAL	5	1	4
SERIALIA	5	3	2
SUDAN	3	1	-
TANZANIA	4	1	-
TANZANIA	7	5	-
Togo	2	-	2
UGANDA	1	-	-
UPPER VOLTA	4	-	-
ZAMBIA	6	3	4
ZAMBIA	-	-	1
ZIMBABWE	2	-	-
TOTAL	106	30	27

1. WITH LESS THAN ONE QUARTER LEFT IN THE FISCAL YEAR.