

**USAID/KENYA: PROGRAM EVALUATION AND
MANAGEMENT INFORMATION PILOT**

**ADVANCED PHASE — A PROGRAM EVALUATION
MANAGEMENT INFORMATION SYSTEM**

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Submitted to:

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ACRONYMS

ABS	Annual Budget Submission
AER/K	Agri-Energy Roundtable/Kenya
AFR/Dp	Africa Bureau Office of Development Planning
AMREF	
API	Assessment of Program Impact
APS	Agricultural Production Survey
AVSC	Association for Voluntary Surgical Contraceptive
BUCEN	Bureau of the Census
CB	Community-based
CBD	Community-based Distribution
CBK	Central Bank of Kenya
CBS	Central Bureau of Statistics
CEDPA	Centre for Population and Development Activities
CG	Consultative Group
CORAT	Christian Organizations Research Advisory Trust
CP	Congressional Presentation
CPSP	Country Program Strategic Plan
CSM	Contraceptive Social Marketing Project
CYP	Couple years of protection
DAR	District Annual Report
DFA	Development Fund for Africa
DFH	Division of Family Health
DHS	Demographic and Health Survey
EOPS	End of Project Status
EPZA	Export Promotion Zone Authority
ESAF	Enhanced Structural Adjustment Facility
FPIA	Family Planning International Assistance
FPMT	Family Planning Management Training
FPSS	Family Planning Services and Support Project
FSN	Foreign Service National
FVA	Bureau for Food for Peace and Voluntary Assistance
GDP	Gross Domestic Product
GNP	Gross National Product
GOK	Government of Kenya
HAPA	Africa Bureau Regional Project for AIDS
HBS	Household Budget Survey
HCDA	Horticultural Crops Development Authority
IBRD	International Bank for Reconstruction and Development (World Bank)
IESC	International Executive Service Corps
IFDC	International Fertilizer Development Cooperative
IMF	International Monetary Fund

INTRAH	Program for International Training in Health
IPC	Investment Promotion Centre
IPS	Investment Promotion Services
IRM	Information Resources Management
JHPIEGO	John Hopkins Program for International Education in Gynecology and Obstetrics
KAM	Kenya Association of Manufacturers
KARI	Kenya Agricultural Research Institute
KEC	Kenya Equity Capital
KEDS	Kenya Export Development Support Project
KEPI	Kenya Expanded Program of Immunization
KFS	Kenya Fertility Survey
KGGCU	Kenya Grain Growers Cooperative Union

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1. Introduction

A. Program Evaluation Assistance to USAID/Kenya

USAID/Kenya was assisted during 23 September -- 16 October 1990 in Nairobi by a Washington-based team in finalizing its program evaluation-management information system. The team consisted of Ms. Cheryl McCarthy, Desk Officer for East Africa, Dr. John Mason, an evaluation specialist in the Center for Development Information and Evaluation (CDIE), Dr. Samuel Taddesse, macro-economist-information consultant for Management Systems International, Inc. (MSI), and Ms. Gail Kostinko, an information management consultant for MSI.

The team in concert with USAID/Kenya completed program evaluation work begun by the Mission and an earlier CDIE, MSI and Africa Bureau (Office of Development Planning) team. At the commencement of the team's visit, each of the Mission's three major strategic objectives was at a different stage of definition, in part depending on the newness of the particular strategy. Stage of progress varied according to whether a strategic objective tree and logical framework had been completed, including the formulation of objectives and indicators for measuring program-level achievement. It also varied by the extent to which an evaluation and monitoring data base had been designed or developed.

B. Products of the Assistance

The team in cooperation with the Mission technical offices and the Program Office developed a program evaluation-management information system (MIS) which encompassed the entire program. More specifically, the program evaluation-MIS included the Population, Agriculture, and Private Enterprise strategic objectives, respectively, and the Mission's targets of opportunity and special interests.

The program evaluation-MIS shapes the flow of monitoring and evaluation (M&E) information for decision making, including reporting purposes. It also assigns specific responsibility for who does what and when with the M&E data for each Mission strategic objective, target of opportunity and, to the extent practicable, for special interests.

The Mission program evaluation-management information system is formalized as hard copy; the physical linking of the subsystems into a single, accessible computer system will be completed when the Mission's local area network and database management software package are installed. The program evaluation-MIS is operational to the extent that available data sets can be built on through ongoing data collection efforts and that these data sets can be reported for monitoring, evaluation and other management purposes. New data sets have been designated to fill in existing gaps in the reporting of strategic and other objectives.

C. USAID/Kenya in the Context of Program Evaluation Pilots

Of the many program evaluation-management information systems pilots which have been carried out in missions across the regional bureaus, the USAID/Kenya pilot is now furthest along in its development. Generally speaking, the program evaluation pilots are intended to support a more "results-oriented" development assistance program Agency-wide. The pilots are directed at helping to narrow mission program foci to a few or several major areas of national development where a USAID is or can ultimately have a significant impact and where results can be attributed to or directly associated with specific assistance.

USAID/Kenya has worked diligently over the past two years to define and organize its strategic, program objectives. Despite its position as the seventh largest (including multilateral) donor in the country, the Mission has aimed its program assistance at important, national targets of development. Furthermore, it has done so in such a way that it can presently and should in the future be able to take credit for its impact on Kenya's development.

One of the important lessons from the Kenya pilot concerns overall management support. First, Mission leadership has been essential in perceiving the benefit of the program evaluation-management information system approach to defining and measuring program results. It has also played an important part in supporting the development and implementation of this approach at all levels of Mission management.

Second, the role of the Program Office in providing a technical managerial role in supporting the Program Evaluation-MIS approach has been extremely important. In laying the groundwork for the logic of the Mission's goals, sub-goals, and strategic objectives and in providing guidance to the technical offices as well as to the Washington-based teams, that Office has advanced the work considerably.

Lastly, the importance of each technical office in going through the often laborious process of defining, refining, and finalizing goals, sub-goals, strategic objectives, targets and indicators such that these are both ambitious and at the same time in the Mission's manageable interest has been equally critical to achieving a practical, results-based program evaluation-MIS.

2. Background

A. The Pilot in the Context of the Development Fund for Africa

The desire for this final assistance team arose directly out of the forces which shaped the generation of the Country Program Strategic Plan (CPSP), namely the Development Fund for Africa (DFA). While eliminating functional accounts from A.I.D.'s Sub-Saharan African assistance program, and thereby increasing the Bureau's flexibility in programming and providing some budgetary protection, the DFA also increased Congressional reporting requirements. These requirements are that the

Africa Bureau more carefully outline needs, define objectives, clarify indicators, describe successes and make appropriate linkages between sectors. The CPSP, which combines elements of the former Country Development Strategy Statement and Action Plans, outlines needs, defines objectives, identifies indicators and makes linkages between sectors for the next five to seven years. It is not, however, per se, an evaluation, monitoring or reporting system.

This final phase of the pilot program management, evaluation and information system development is to directly aid the Mission in monitoring and reporting on both the project level and higher level impacts. In the simplest terms this means examining the existing information, monitoring and evaluation systems, assessing the level to which they can respond to impact reporting at various levels and suggesting how the Mission can compensate for missing elements and links.

B. Earlier Phases of the Pilot

USAID/Kenya began its focussed journey toward a program evaluation-management information system with a series of sector and sub-sector analyses between 1986 and 1988. These were followed in September 1988 by a four-day evaluation workshop, facilitated by Management Systems International, and then by a two-part Mission retreat (this and subsequent retreats are referred to as Brackenhurst) in October/November 1988 to elucidate the Mission's goal and preliminary strategic objectives. During the next six months, the Mission internalized the goal, rethinking its articulation and its linkages to the various offices and portfolios. In March 1989, the Mission held another Brackenhurst, during which the goal and objectives were debated and re-articulated.

In September 1989, the Africa Bureau, PPC/CDIE and Management Systems International sent a team to work with the Mission to refine its program logical framework, i.e., strategic objectives, targets and sub-targets. The Mission also developed preliminary indicators for each level of the logframe. Over the next four months (including one more Brackenhurst retreat), the Mission discussed, argued, negotiated and agreed upon the final program logframe which defined the Mission's Country Program Strategic Plan. The CPSP was presented to and approved by AID/W in March 1990. Following through on the earlier steps in the process, the Mission received the present, final team to assist it in developing a program evaluation-management information system.

C. Steps of Work in the Process of Arriving at a USAID/Kenya Program Performance-Management Information System

Program evaluation pilots have typically been thought of as having two major stages, based mainly on the practice of sequencing two, Washington-based technical assistance teams to work with missions. This view inadvertently underestimates the essential work of the mission itself in achieving the goal of an operational program evaluation-MIS. According to the two-

stage definition of the exercise, the first stage focuses on definition of program objectives, logical linkages among different USAID assistance elements or efforts, and indicators which measure results. The second concentrates on refining indicators, determining appropriate data sets and sources, and helping missions organize and operationalize information collection, analysis and reporting of program impact.

Earlier phases of the USAID/Kenya pilot preceding the present TDY, described above, give some flavor of the ongoing process which was essential in arriving at a useful and usable operational program evaluation-MIS. What follows is a brief summary listing of the events comprising the process by which that Mission arrived at its program evaluation-MIS. It is intended to both summarize and capture some of the complexity of the process and perhaps serve as a guide, where appropriate, for other missions developing their own program evaluation system. An important proviso is that these exact steps need not, and probably should not, be strictly replicated but rather should serve missions as guideposts for use in arriving at a usable program evaluation-MIS.

i. List of Steps Leading to the USAID/Kenya Program Evaluation-MIS

- Step 1:** Initial Planning Visit and Evaluation Workshop by management information specialist to assist Mission in its first cut at defining program or strategic objectives; included continuous probing of the logical linkages of program components and guidance on succeeding steps (September 1988).
- Step 2:** First Mission Retreat (referred to earlier as Brackenhurst) to hammer out the Mission goal and develop preliminary strategic objectives for each of its existing or new program portfolios, targets of opportunity, and special interests (October-November 1988); followed by six-month period of internalization in which USAID/Kenya worked with the new program evaluation concepts in refining its strategic objectives (late 1988-early 1989).
- Step 3:** Second Mission Retreat Debate and re-articulation of Mission program goal and strategic objectives (March 1989).
- Step 4:** First (formal) Stage Program Evaluation Technical Assistance by Washington-based team which helped the Mission give sharper definition to the program logical framework (logframe), including strategic objectives for each program portfolio and each portfolio's targets and sub-targets, as well as to linkages within and between portfolios, targets of opportunity, and special interests; assistance also given to identifying and selecting indicators (September 1989).
- Step 5:** Third Mission Retreat as a prelude to honing in on the Mission's final program logframe for use in drafting its Country Program Strategic Plan

(CPSP) and in designing its program evaluation-MIS (4 months during late 1989-early 1990).

- Step 6:** CPSP Review and Approval in AID/Washington (March 1990) followed by fine-tuning of newer, less evolved program elements.
- Step 7:** Indicators Assistance provided to USAID/Kenya technical offices by AID/W and REDSO/EA specialists in further developing measures of portfolio results (Summer 1990).
- Step 8:** Second (formal) Stage Program Evaluation Technical Assistance (September-October 1990) including the following three sub-steps:
- (a) Continue defining targets and sub-targets with technical offices; checking target definitions and indicators (progress rate may be different for each office, depending on the degree of elaboration of program elements);
 - (b) Identifying data requirements to match each indicator from goal to sub-target level, as well as selecting indicators for each activity and special interest; selecting and naming appropriate data set or sets for each indicator;
 - (c) Assistance in organizing the USAID program evaluation-MIS so that the system is ready to run, including assignment of name of person directly responsible for managing the flow of information into the data sets, timing of each data management task, and defining the different products of the task.

The above step-by-step scheme for arriving at the USAID/Kenya program evaluation-MIS, while perhaps obvious to most though still essential to underscore, is predicated on good sector analysis. In the absence of recent, quality analyses of sectors, the tasks of defining strategic and other-level program objectives and inferring logical linkages among program elements would never have been as straightforward as it was for the USAID/Kenya program. Neither would the selection of indicators or definition of data sets been as easily facilitated without the solid sector analyses.

Successful completion of the above steps is also based to a certain degree on a good substantive understanding of the full USAID/Kenya program by at least one person on the program evaluation-MIS team. Furthermore, for purposes of organizing information reporting functions a knowledge of regional bureau--in this case Africa Bureau--management and reporting requirements was also essential for at least one member of the team.

D. Suggestions for Upcoming Advanced-Phase Pilots based on the USAID/Kenya Experience

Assistance on the latest phase of the USAID/Kenya pilot is instructive for teams which shortly will be assisting other missions in the advanced (what has heretofore been called the 'second' phase) of their program evaluation-MISs. It is mainly in areas of team composition and interactions with mission staff that these suggestions are relevant.

i. Team Composition

The presence on the team of someone intimately familiar with the USAID/Kenya program both from the Mission operations side and the AID/W reporting (among other functions) side was invaluable to the process of formulating the program evaluation-MIS. In this case, the Kenya desk officer had several years' experience working on the desk and had a full grasp of the entire portfolio, including programs, targets of opportunity, special interests, and projects. For the AID/W perspective, the desk officer was fully knowledgeable about such aspects as funding cycles, reporting schedules, and other bureau requirements.

As to substantive expertise, a mix of some expertise on the team in population, agriculture, and private enterprise development -- the three major USAID/Kenya program thrusts -- proved effective. The presence of the information management specialist was clearly beneficial for advising on larger information systems matters as well as data access and organization questions at the portfolio level. For each portfolio there were conceptual matters remaining from the earlier team consultancy, especially for private enterprise, which required the attention of team members. In some cases more attention was given to examining data gaps, as in agriculture, and to recommending ways of filling those gaps. In others, effort was given to sorting out data unnecessary for measuring impact at the strategic level, such as in population. Much of the effort was devoted to assistance in delimiting and organizing data sets relevant to measuring people-level impact and to designing the overall MIS. In summary, a mixture of programmatic, substantive, and information and organization management skills on the part of team members is suggested for the advance stage.

ii. Team Interactions with Mission Staff

The presence of the desk officer was equally important to the more directly interactive part of the program evaluation team's assistance. That person's knowledge of whom in the Mission does what concerning which portfolios and projects, as well as the occurrence in many cases of an excellent collegial relationship with those persons, are both extremely useful for the task. Such knowledge is not exclusive to the advance visit by the team, but also applies to the earlier contacts with a mission. In addition to the above, the team benefitted from facilitating skills used in coordinating meetings with mission staff and team members.

In interactions with the USAID/Kenya staff, it became clear early on that Mission ownership of the program evaluation by the staff was critical to the team-staff interactions. This is a feeling nourished by the earlier team, by the Bureau, and former and present Missions directors. Clearly, Mission ownership must be introduced at the very outset of the program evaluation exercise and cultivated throughout the process.

3. Mission Program Evaluation, Management and Information Systems

A. Relationship of Evaluation and Reporting to Program Logframe and Strategy

In the process of rethinking and re-articulating strategy development and reporting, the Africa Bureau has standardized certain related terminology which are utilized throughout this report. The key definitions are:

<u>"program"</u>	country assistance program defined as the Mission's entire portfolio of project and non-project assistance plus policy analysis, dialogue and miscellaneous activities done by the Mission staff using A.I.D. human and financial resources in support of the recipient country's development efforts.
<u>"goal"</u>	over-arching, long-term objective intended to relate A.I.D.'s program to truly national objectives, but which is not achievable through A.I.D.'s action alone.
<u>"strategic objective"</u>	objectives whose achievement can be related to Mission action, i.e., which are in the "manageable interest" of the Mission, generally relevant for five or more years, derived from CPSP (or CDSS and Action Plan) analyses, and not necessarily sectoral.
<u>"target"</u>	more specific objectives toward which progress should be measurable in a short-to medium-term time frame (three to five years), likely to be stated in sub-sectoral terms but above the project level, expressed in impact terms rather than in action terms.
<u>"results"</u>	people level impact, not process indicators of actions undertaken nor intermediate indicators.
<u>"performance"</u>	how the Bureau, Mission or country does in terms of actually attaining the results it is shooting for.
<u>"effectiveness"</u>	assessment of how results are achieved.

B. Mission-Level Reporting Flow and Responsibility

Responding to the Congressional reporting requirements on results, impact and effectiveness under the DFA, the Africa Bureau has established the Assessment of Program Impact (API) which reports on program progress and impact based on the program logical framework developed and approved through the CPSP process. In the past, Mission reporting occurred in the Congressional Presentation, Project Implementation Review reports, mid-term and end of project evaluations and ad hoc impact assessments. None of these reported, on a regular basis, results and impact of other than project outputs and, occasionally, project purpose levels.

In direct contrast, the API is intended to report progress, impact and results at the target, strategic objective, sub-goal and goal levels. To do this, the USAID/Kenya Mission needed to examine its existing monitoring, evaluation and information systems for their appropriateness and ability to respond to both project and program impact reporting requirements.

C. The Mission Program Evaluation-Management Information System Chart.

The program evaluation-MIS chart was devised to provide a basis for analysis of the relationship between data sets and reporting requirements. In addition to inventorying and describing data sets, it specifically identifies responsibilities and resources involved in maintaining or developing each data set and the reporting utility of each. The chart for each Mission office (see Annexes 1 - 8) provides the following descriptive, management and use details for each data set presently used or planned for by the office:

Description:

- data set name
- source of data (government, contractor/grantee, project, other AID offices, special studies, other donors)
- form in which data is received (raw, aggregated, compiled, un-analyzed, anecdotal)
- physical format of data when received (hard copy or computer disk)
- where source data is processed
- frequency of updating source data
- level of aggregation of source data (national, regional, sub-regional, smaller)

- frequency of aggregating source data;

Management and Use:

- who in the Mission office is responsible for:
 - obtaining the data (sourcing)
 - aggregating the data
 - data input
 - data output
 - data analysis
 - interpretation and writing about data
- what reports data are used for
- level of reporting data support (sub-goal, strategic objective, target, sub-target, activity)
- frequency of each report
- deadline for each report
- who pays for:
- data collection (at the project, target, strategic objective and program levels)
- aggregation
- analysis
- reporting
- special studies.

4. Population/Health Office's Program Evaluation-Management Information Sub-System

The information, evaluation and reporting systems of the population portfolio are reviewed in terms of its reporting needs at various program levels. The pertinent objective tree and

program logical framework are presented graphically. The program evaluation-MIS chart can be found in Annex 1.

The major report toward which the office management information system contributes is the Assessment of Program Impact. Feeding into the Project Office's Cairo Management Information System, information from the Population/Health Office generates the Project Implementation Review Report. The Program Office uses data from the office to help prepare the Annual Budget Submission and Congressional Presentation. In addition, the office is responsible for providing data to AID/W for the Agency's Child Survival Report. The bulk of the office's information system is for project monitoring and evaluation. On a slightly less regular basis, the system also provides the information for sector analysis and the Country Program Strategic Plan.

A. Managing Information at Different Program Levels

The program levels against which the Program Evaluation-Management Information System is reviewed are: sub-goal, strategic objective, target, sub-target, activity and special interests. The Health Care Financing Project, although housed in the Population/Health Office, is a target of opportunity and addressed in section 7 of this report.

MISSION SUB-GOAL: Reduce Fertility and Population Growth Rate

INDICATORS: **Reduce population growth rate from 3.8% in 1989 to 3.2% by 1995; reduce fertility rate from 6.7% in 1989 to 6% by 1995**

DATA SET NAMES: **Population
Fertility
Mortality**

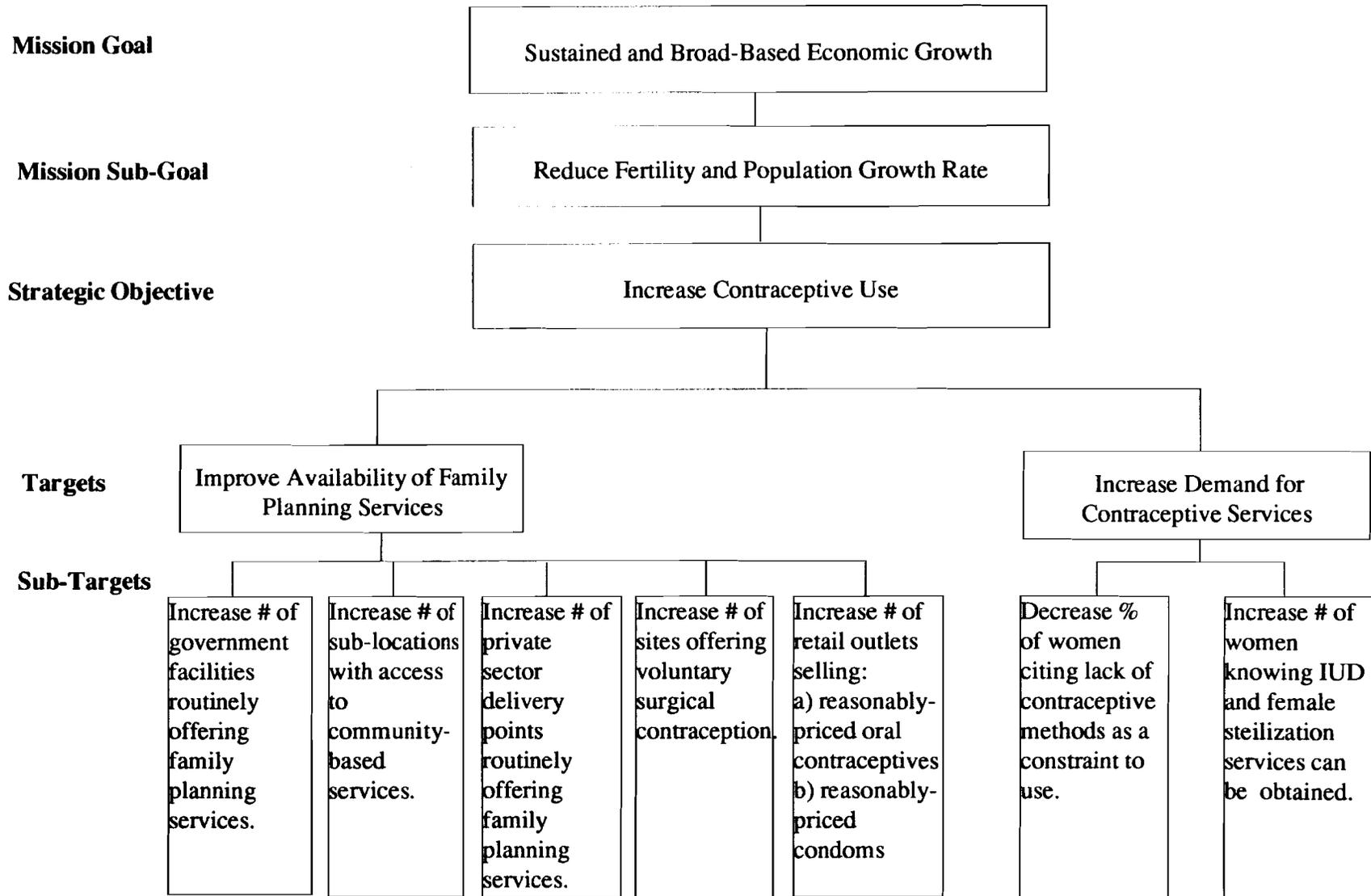
PERSONNEL & FUNDING: **PH Chief, Deputy Chief/OE funds for aggregation, analysis and reporting; Project funds for some collection**

NOTES: Of the three data sets used for measuring progress against the indicators for the sub-goal level, the only data set which can be used in a straightforward manner is "Fertility." The "Mortality" data set is the most problematic. None of the data sources included in this data set can be used without adjustment by the Population/Health Office. To provide consistency over the full strategy period, the Office should formalize the method used to adjust the UNICEF (1984) data and the reasons why the UNICEF figures serve as the database rather than the other data sources.

Program Logical Framework for Population & Health Office

<u>Goal Level</u>	<u>Indicators</u>	<u>Source(s)</u>	<u>Responsibility</u>
Sustained & Broad Based Economic Growth	GDP GNP Real Per Capita Income		Program Officer
Sub-Goal Level			
Reduce Fertility and Population Growth Rates	Reduce population growth rate from 3.8% in 1989 to 3.2% by 1995; reduce fertility rate from 6.7% in 1989 to 6.0% by 1995.	CBD, NCPD, DHS, KFS, KCPS, UNICEF	PH Chief/Deputy Chief
Strategic Objectives			
Increase Contraceptive Use	Increase prevalence from 27% in 1989 to 35% by 1995; increase CYP by xx%.	MOH, (DHF & LMIS) CBS, NCPD, DHS, NGOs, PSI/CIL	PH Chief/Deputy Chief Program. Assist./PH Specialist, Project Officer

Office of Population and Health Objective Tree



14

Target 1.

Improve Availability of Family Planning Services

Increase percent of sub-locations with CBS family planning services from 30% to 45%. Increase the number of registered private sector and government SDP routinely offering family planning services from 864 to 1,124 and 837 to 1,088 respectively. Increase # of private sector and government retail outlets selling reasonably-priced OCs and condoms from 0 to 120 and 120 to 580 respectively. Increase the number of sites offering voluntary surgical contraceptives from 47 to 78 by 1995.

MOH (DHF & LMIS) CBS, NCPD, DHS, NGOs, AVSC, UNICEF PSI/CIL

PH Deputy Chief Prog. Assist./PH Specialist

Sub-Target 1.1a

Increase the number of Government Facilities Routinely offering Family Planning Services.

Increase the number of facilities offering services from 837 in 1989 to 1,088 in 1995.

SDP
Contraceptives Issued
CBD

PH Deputy Chief Prog. Assist./PH Specialist

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Sub-Target 1.1b

Increase the number of Private Sector and NGO Service Delivery Points Routinely Offering Family Planning Services.

Increase Private Sector and NGO providers from 864 in 1989 to 1,124 by 1995.

SDP
Contraceptives Issued
CBD
CSM

PH Deputy Chief
Prog. Assist./PH
Specialist

Sub-Target 1.1c

Increase Number of Sites Offering Voluntary Surgical Contraceptive.

Increase the number of VSC sites from 47 in 1989 to 78 in 1995.

AVSC

PH Deputy Chief
Prog. Assist./PH
Specialist

Sub-Target 1.1d

Increase percent of Sub-locations with Access to Community-based (CB) Services.

Increase percent of sub-locations with access to CB services from 30% in 1989 to 45% by 1995.

SDP
CBD

PH Deputy Chief
Prog. Assist./PH
Specialist

Sub-Target 1.1e

Increase number of outlets selling:

- a. reasonably-priced oral contraceptives
- b. reasonably-priced condoms

Increase the number of outlets selling reasonably-priced oral contraceptives from 0 to 120 by 1995. Increase the number of retail outlets selling reasonably-priced condoms from 120 in 1989 to 580 by 1995.

CSM
Contraceptives Issued
Contraceptives Sold

PH Deputy Chief
Prog. Assist./PH
Specialists

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Target 2

Increase Demand for
Contraceptive Services

Decrease percentage of non-pregnant women citing lack of knowledge of contraceptive methods as a constraint to use. Increase percentage of women knowing where IUD and female sterilization services can be obtained.

Use of contraceptives
Knowledge of
Contraceptives
CSM

PH Deputy Chief
Prog. Assist./PH
Specialists

Sub-targets 2.1

Decrease % of Women
Citing Lack of
Contraceptive Methods as
a Constraint to Use.

Decrease from 23% in 1989
to 10% by 1990.

Contraceptive
Knowledge

PH Deputy Chief
Prog. Assist./PH
Specialists

Sub-target 2.2

Increase % of Women
Knowing Where IUD &
Female Sterilization
Services Can be Obtained

Increase 60% for IUD, 85%
for sterilization in 1989 to
75% for IUD, 95% for
sterilization by 1995.

Contraceptive
Knowledge

PH Deputy Chief
Prog. Assist./PH
Specialists

15

STRATEGIC OBJECTIVE: Increase Contraceptive Use

INDICATORS: Increase contraceptive prevalence from 27% in 1989 to 35% by 1995; increase CYP by 25% of 1991 baseline by 1995

DATA SET NAMES: CYP
Use of Contraceptives
Acceptors
AVSC Clients Age/Parity
AVSC Service/Training/Sites
Contraceptive Social Marketing
Situation Analysis (UNICEF)
Sales Data

PERSONNEL & FUNDING: PH Chief, Deputy Chief, Program Assistant, Population & Health Specialist, Project Officer/OE and Project funds for aggregation, analysis, reporting; Project funds for some collection and processing.

NOTES: Given the resources which the Office is dedicating to the development of the Logistic Management Information System (LMIS), there appears a real opportunity to reduce the number of data sets and sources which the Office is currently maintaining and accessing. As soon as possible after the arrival of the Logistics Management Advisor, priority should be given to incorporating all of the MOH (be it NCPD, DFH, PEPU or other) data sources into the LMIS and to turn the responsibility for processing the data to arrive at contraceptive prevalence and CYP over to the MOH. Prior to the Logistics Advisor's arrival, AVSC should be tasked with converting their data to CYP, with only this data being maintained by the Population and Health Office.

To the extent that conversion of data to CYP is straight forward, and until the processing function is turned over to the MOH, and that it is absolutely necessary for the Office to maintain a separate data set (e.g., for monitoring project output or EOPS), the task should be consolidated and responsibility assigned to one of the program specialists or assistants. Preferably, this individual would be project funded.

TARGET 1: Improve Availability of Family Planning Services

INDICATOR: Increase percent of sub-locations with CBD family planning services from 30% to 45%. Increase the number of registered private sector and government SDP routinely offering family planning services from 864 to 1,124 and 837 to 1,088 respectively. Increase the number of private sector and government retail outlets selling

reasonably-priced OCs and condoms from 0 to 120 and 120 to 580, respectively. Increase the number of sites offering voluntary surgical contraception from 47 to 78 by 1995.

DATA SET NAMES: Use of Contraceptives
Service Delivery Points (Identification list)
Service Delivery Points % w/Family Planning
CBD Services/Distributors
CBD by Organization/Location
AVSC Service/Training/Sites
Situation Analysis (UNICEF)
Contraceptive Social Marketing
Contraceptives Issued

PERSONNEL & FUNDING: PH Chief, Deputy Chief, Program Analyst, Population & Health Specialist/OE and Project funds for aggregation, analysis, reporting; Project funds for some collection and processing

SUBTARGET 1.1a Increase the number of Government Facilities Routinely Offering Family Planning Services

INDICATOR: Increase the number of facilities offering services from 837 in 1989 to 1,088 by 1995

DATA SET NAMES: Service Delivery Points % w/Family Planning
Service Delivery Points (identification list)
Contraceptives Issued
CBD Service/Distributors

PERSONNEL & FUNDING: PH Deputy Chief, Program Assistant, Population & Health Specialist/OE and Project funds for aggregation, analysis, reporting; Project funds for some collection, processing

SUB-TARGET 1.1b: Increase Number of Private Sector Service Delivery Points Routinely Offering Family Planning Services

INDICATOR: Increase number of private sector and NGO providers from 864 in 1989 to 1,124 by 1995

DATA SET NAMES: Service Delivery Points % w/Family Planning
Service Delivery Points (identification list)

Contraceptives Issued
CBD Service/Distributors
CBD by Organization/Location
CSM

PERSONNEL & FUNDING: PH Deputy Chief, Program Assistant, Population & Health Specialist/OE and Project funds for aggregation, analysis, reporting; Project funds for some collection, processing

SUB-TARGET 1.1c: Increase Number of Sites Offering Voluntary Surgical Contraception

INDICATOR: Increase number of VSC sites from 47 in 1989 to 78 by 1995

DATA SET NAMES: AVSC Sites by Organization/Location

PERSONNEL & FUNDING: PH Deputy Chief, Program Assistant/OE funds for aggregation, analysis, reporting; Project funds for collection, processing

SUB-TARGET 1.1d: Increase percent of sub-locations with access to community-based (CB) services.

INDICATOR: Increase percent of sub-locations with access to CB services from 30% in 1989 to 45% by 1995.

DATA SET NAMES: Service Delivery Points % w/Family Planning
CBD Services/Distributors
Service Delivery Points (Identification list)
CDB by Organization/Location

PERSONNEL & FUNDING: PH Deputy Chief, Program Assistant/OE funds for aggregation, analysis, reporting; Project funds for collection, processing

SUB-TARGET 1.1e: Increase number of retail outlets selling:
a). reasonably-priced oral contraceptives
b). reasonably-priced condoms

INDICATOR: Increase the number of retail outlets selling reasonably-priced oral contraceptives from 0 in 1989 to 120 By 1995.

Increase the number of retail outlets selling reasonably-priced condoms from 120 in 1989 to 580 by 1995.

DATA SET NAMES: Sales Data (CSM)
Contraceptives Issued
CSM
Contraceptives Stocked

PERSONNEL & FUNDING: PH Deputy Chief, Program Assistant/OE funds for aggregation, analysis, reporting; Project funds for collection, processing, aggregation

TARGET 2: Increase Demand for Contraceptive Services

INDICATOR: Decrease percentage of non-pregnant women citing lack of knowledge of contraceptive methods as a constraint to use.
Increase percentage of women knowing where IUD and female sterilization services can be obtained.

DATA SET NAMES: Use of Contraceptives
Knowledge of Contraceptives
Contraceptive Social Marketing

PERSONNEL & FUNDING: PH Deputy Chief, Program Assistant, Population & Health Specialist, Project Officer/OE funds for aggregation, analysis, reporting; Project funds for some collection, processing

NOTE: Revisiting the program logframe is not part of the scope of work for this section. However, in preparation for the API which is due shortly after this team's visit, the Population/Health Office has identified some inconsistencies between the 1984 baseline and the 1989 DHS. The inconsistencies, which consist of different formulations of the questions related to the sub-targets, do not permit direct comparison of the indicators. For the purposes of this API, the Office should establish the 1989 DHS as baseline for the strategy (1990 to 1995) and confine the discussion of the sub-targets indicators for this reporting period to more qualitative consideration of progress as represented by the other data sources.

SUB-TARGET 2.1: Decrease Percentage of Non-pregnant Women Citing Lack of Knowledge of Contraceptive Methods as a Constraint to Use

INDICATOR: Decrease from 23% in 1989 to 10% by 1995

DATA SET NAMES: Contraceptive Knowledge

PERSONNEL & FUNDING: PH Deputy Chief, Program Assistant, Population & Health Specialist/OE and Project funds for aggregation, analysis, reporting; Project funds for some collection, processing

SUB-TARGET 2.2: Increase Percentage of Women Knowing Where IUD and Female Sterilization Services Can Be Obtained

INDICATOR: Increase from 60% for IUD, 85% for sterilization in 1989 to 75% for IUD and 95% for sterilization by 1995

DATA SET NAMES: Contraceptive Knowledge

PERSONNEL & FUNDING: PH Dep. Chief, Program Assistant, Population & Health Specialist/OE and Project funds for aggregation, analysis, reporting; Project funds for some collection, processing

B. Managing Information at the Activity Level

As noted in the beginning of this section, the bulk of the data sets maintained in the Population/Health Office are for project monitoring and evaluation purposes. Given the development of the LMIS in the MOH, the Office should transfer as much of the responsibility for data maintenance and processing to the MOH and the LMIS as possible.

List of Data Set Name by Activity, Reporting Function and Linkage

Data Set Name	Activity	Activity Level Report	Linkage
Use of Contraceptives	FPSS CORAT PSFP CSM	--	API/ Strategic Objective & Targets
Knowledge of Contraceptives	FPSS	--	API/Target & Sub-target
Contraceptives Issued	FPSS CSM CORAT PSFP	--	API/Target & Sub-target
Contraceptives Stocked	FPSS CORAT PSFP CSM	--	API/Sub-target
SDP % w/Family Planning	FPSS CORAT	PIR	API/Target & Sub-target
SPD Identification List	FPSS	PIR	API/ Sub-Target
CBD Service	FPSS CORAT	PIR	API/target & Sub-target
CBD Distribution	FPSS CORAT	PIR	"
CBD by Organization & Location	FPSS CORAT	PIR	API/Sub-target
AVSC Clients by Age/Parity	FPSS	--	API/ Strategic Objective

AVSC Service/Training (BUYIN)	FPSS	PIR	API/Strategic Objective & Target
AVSC Sites by Org./Location	FPSS	PIR	API/Sub-target
AVSC Procedures by Project	FPSS	PIR	--
Contraceptive Social Marketing	CSM	PIR	API/Strategic Objective & Targets
IEC (Info/Ed/Comm-NGO Projects)	FPSS CORAT	PIR	
IEC Activities by District	FPSS CORAT	PIR	
ORT Knowledge	FPSS CORAT	Child Survival	
Measle Doses	FPSS CORAT	Child Survival	
Measles Coverage (Under one)	FPSS CORAT	Child Survival	
Child Survival Training	FPSS CORAT AMREF SAWSO WORLD VISION MIHV	Child Survival	
Training In-country	FPSS CORAT BUCEN JHPIEGO MEDEX IWTRAH FPMT FPIA PATHFINDER CEDPA	PIR	

Training Out-of-Country

FPSS

PTMS

FP Training Projections

FPSS

Annual Work
Plan

Financial

FPSS
PSFP
CORAT
CSM

PIR

i. Common Data Sets and Linkages

The Population Health Office operates in a very different context than do the other offices in the USAID. Almost all of their activities, with the exception of Health Care Financing and the HAPA buy-in, contribute to the same strategic objective. The principal distinction between these activities are the client approach, e.g., PVOs, private sector, retail outlets, public facilities. This has resulted in a blending and blurring of data sets and, to a certain extent, a proliferation of data sets. Already the Office has begun to address this problem by assisting in the development of the LMIS in the Ministry of Health (MOH). To the extent that this can be maximized and that the projects' logframes can be standardized in terms of EOPS and outputs, the duplication and proliferation can be minimized.

C. Special Interests

The special interests about which the Population Health Office reports are Women in Development (WID); child survival; health care financing (actually a target of opportunity in which AID/W is intensely interested); AIDS; and PVOs. Except for WID and PVOs, the Office has primary responsibilities for reporting on these special interests. Child Survival is the only annual formal report which is submitted. AIDS and health care financing are more ad hoc, often being reported only through the "Activity Code/Special Interest" table of the ABS and Congressional Presentation.

WID, PVOs and child survival are all special interests which, from a Mission perspective, cut across several offices. Currently, the linkages between data sets for the special interests are non-existent. The activities in the Office, at the moment, do not capture or disaggregate gender distinctions. The implications of this are addressed more fully in Section 7, as is the need to better link the overlapping activities of the PVOs. The Office already has integrated its training data sets with the Training Office.

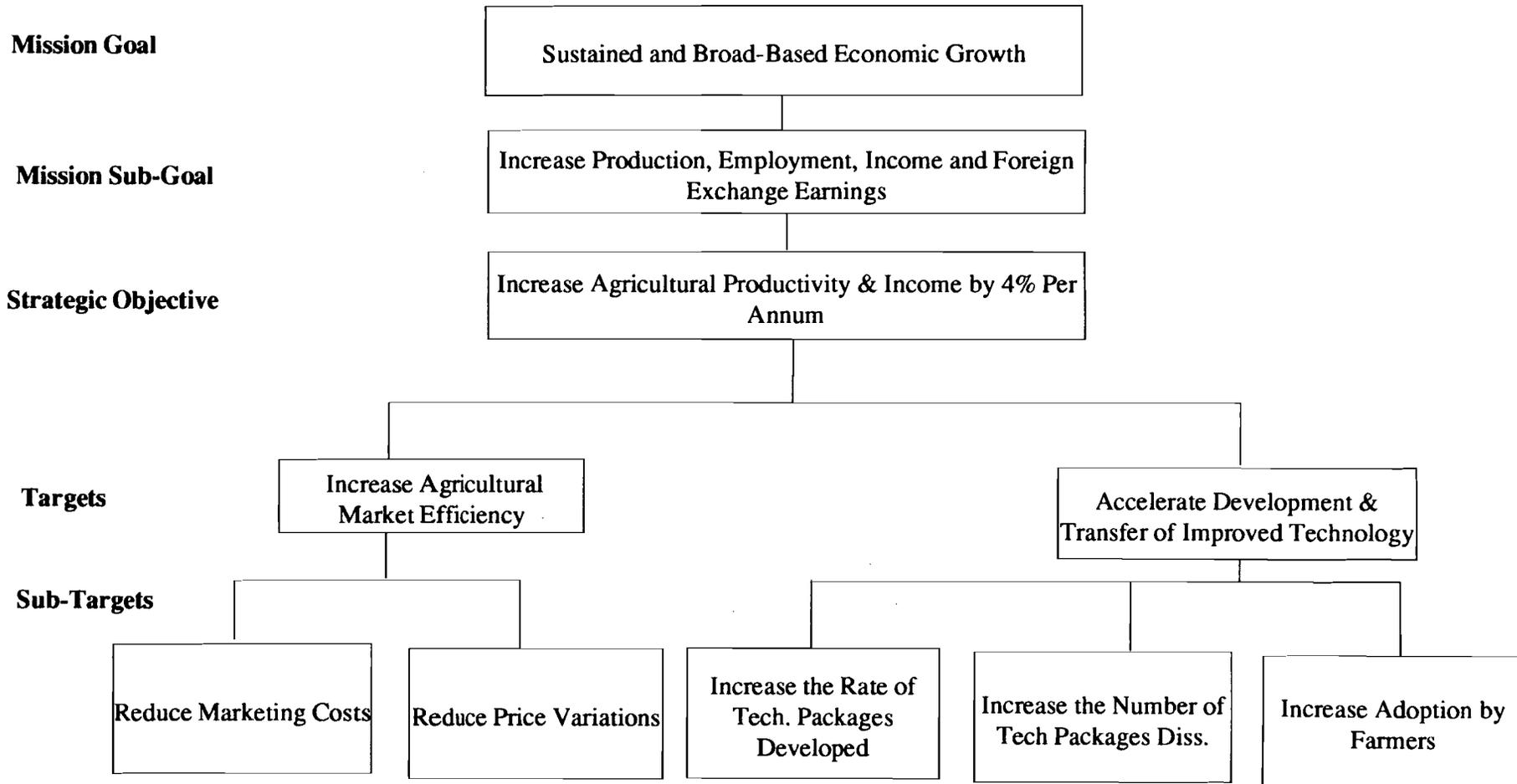
5. Agriculture Program Evaluation-Management Information Sub-System

The Office of Agriculture portfolio is reviewed in relation to its information, evaluation and reporting needs. The review follows the organization of the sector's program objective tree and logical framework (logframe), both of which are presented in the following pages. The review parallels the program evaluation-management information system (MIS) chart for the office of agriculture portfolio -- attached as Annex 2.

Major reporting requirements for the Office of Agriculture are embodied in both the Assessment of Program Impact (API) and Project Implementation Reviews (PIRs). However, the program evaluation-MIS formulated here goes beyond those specific reports. The proposed MIS addresses data sets used both in long-term planning documents, such as the Country Program Strategic Plan (CPSP), and in short-term documents, such as activity level monitoring and reporting.

The program evaluation-MIS system is used pro-actively to identify data gaps, thus directing attention, for example, to the need for a special study or, perhaps, instructions to a contractor or non-governmental organization (NGO) to organize data such that they flow more logically into the overall system. It is also used to identify methodological issues and database linkages (or their absence) to reporting functions. Some of the data elements required in the analysis, monitoring and reporting requirements for API are identified in the charts presented in Annex 2.

Office of Agriculture Objective Tree



Program Logical Framework for the Office of Agriculture

Goal Level

Sustained & Broad Based
Economic Growth

Indicators

GDP
GNP
Real Per Capita Income

Source(s)

CBS
USAID/Kenya
adjusted for inflation

Responsibility

Program Officer

Sub-Goal Level

Increase Production,
Employment, Income &
Foreign Exchange

Ag Sector Total Output
Total Employment
Net Foreign Exchange
Earnings

CBS
GOK Treasury
USAID/Kenya
(adjusted)

Program Economist

Strategic Objectives

1. Increase Ag.
Productivity

4% annual increase in food
grain yields per hectare for
small farmers.

PAM
District Annual
Reports
NCPB Yield Survey

Ag. Chief, Ag. Economist,
FSN

2. Increase Farm
Income

4% annual increase in net
on-farm income for small
farmers.

PAM
1981-82 HBS
Survey
1986/7 APS

Ag. Chief, Ag. Economist and
FSN

Target 1.

Increase Agricultural
Market Efficiency

Adoption of policy
recommendations by the
Government of Kenya.

Profitability of
Commodity Systems

Ag. Chief, Ag. Economist and
FSN

Sub-Target 1.a.

Achieve a reduction of
15% in marketing costs for
maize and beans by 1995.

Farm/Transporter cost,
freight handling fees and
"rent."

PAM
KMDP/Roads
MOPW
CBS

Ag. Chief, Ag. Economist, FSN

Sub-Target 1.b.

Achieve reduction in the
variations of regional and
seasonal maize prices by
1995. (Target to be
established).

Average Market Prices
Degree of price variations
across districts.

CBS - Market price
survey
NCPB

Ag. Chief, Ag. Economist and
FSN

Target 2.

Accelerate development &
transfer of improved
technologies.

Number of technologies
developed, disseminated and
adopted by smallholder
farmers.

Technology Transfer

Ag. Chief, Ag. Economist and
FSN

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Sub-Target 2.a.

Increase the rate of development of technical packages for specific agro-ecological conditions from 5 in 1989 to 15 by 1995.

New technology packages developed for maize, millet and sorghum.

KARI M&E System
KARI stations
annual reports.
SR-CRSP

Ag. Chief, Ag. Economist and
FSN

Sub-Target 2.b.

Increase the number of technologies released to dissemination agents from 3 in 1989 to 10 by 1995.

Technologies transferred to dissemination agents.
(Maize, millet and sorghum).

KARI M&E System
KARI stations
annual reports
SR-CRSP

Ag. Chief, Ag. Economist and
FSN

Sub-Target 2.c.

Increase adoption of new technologies. (Target to be established).

Number and distribution of input supply outlets and farmer adoption rates.

Kenya Seed Co. &
KGGCU
Fertilizer Program
Survey
Chemical firms

Ag. Chief, Economist and FSN

22

A. Managing Information at Different Program Levels

Information, evaluation and reporting needs are reviewed below for sub-goal, strategic objective, target, and sub-target levels.

MISSION SUB-GOAL: **Increase Production, Employment and Net foreign Exchange Earnings.**

INDICATORS: **Growth in: agricultural gross domestic product (GDP), agricultural sector employment, agricultural sector net foreign exchange earnings.**

DATA SET NAMES: **National Accounts**

PERSONNEL & FUNDING: **Program Economist/Overhead Expense (OE) Funds**

NOTES: Data elements used in measuring the agriculture sub-goal indicators are generated at the macro-economic level of data collection and analysis. They are channelled into the Mission program evaluation-MIS at the Program Office level. To the extent that divergent and inconsistent data from different sources pose problems, national statistics on output, employment, and net foreign exchange earnings must be carefully reviewed for their validity and reliability.

STRATEGIC OBJECTIVE: **Increase productivity and net farm income of smallholder farmers by 4 percent per annum.**

INDICATORS: **Growth in: food grain yields per hectare and net on-farm income (value added basis).**

DATA SET NAMES: **Yields, Farm Income**

PERSONNEL & FUNDING: **Ag Chief, Ag Economist and FSN to be hired; Project/OE funds**

NOTES: At the strategic objective level farm productivity (maize, sorghum and millet yield) and net-farm income indicators require the integration and analysis of data from different sources including the Policy Analysis Matrix (PAM), the Kenya Market Development Program (KMDP), the Central Bureau of Statistics (CBS) and District Annual Reports (DARs). The office of agriculture analysis will focus on nine districts that account for 75 % of maize production. The nine districts included in the production study are Nakuru, Uasin Gishu, Kericho, Nandi, T/Nzioa, Kisii, Kakamega, Bungoma, and South Nyanza.

The primary source of data for maize/bean production will be the Central Bureau of Statistics supplemented by the Ministry of Agriculture reports. PAM is also expected to generate data that will

be useful for monitoring yields for the major technological packages being adopted by smallholder farmers in selected districts. District Annual Reports provide aggregate yield data for maize for the districts. Another possible source of data is the National Cereal and Produce Board (NCPB) surveys on crop cutting yields for maize and wheat on small and large farms.

The Mission's Office of Agriculture anticipates that PAM will generate much useful information on net farm income data measured in terms of value added (value added = value of output minus value of input). Data from the Ministry of Agriculture-Farm Management Section can be used to supplement data obtained through PAM.

Data Gaps: Baseline data for tracking net farm income is expected to come from the 1981-82 Household Budget Survey (HBS), and the 1986 Agricultural Production Survey (APS). The data gathered through these surveys have not been thoroughly analyzed and sifted. Because Kenya has experienced dramatic economic changes over the last ten years these survey data have to be supplemented by more current information to establish a meaningful baseline.

Methodological Issues: Data gathered from the different sources have to be carefully reviewed, analyzed, reconciled and put into a format consistent with the Mission's monitoring and reporting requirements. The data sets developed for tracking the agriculture sector strategic objectives may include the following data elements:

Farming Area

Distribution of Farm Area by type of holder

Large Farms

Smallholder Farms

Production Estimates by type of holder

Large Farms

Smallholder Farms

Yield per hectare by type of holder

Large Farms

Smallholder Farms

On-Farm Grain Loss Estimates

Number of Smallholder Farmers adopting recommended on-farm grain drying & storage practices.

Farm-Gate Prices

Total Value of Farm Production (Gross Farm Income)

Total Value of Farm Input (labor, seeds, fertilizer, chemical, rents & depreciation, finance charges)

Net On-Farm Income

Inflation Factors

Most of these data can be collected through CBS and Ministry of Agriculture. In some cases, however, the data may have to be adjusted to create consistency.

The farm income data, on a national level for smallholder farmers can be approximated by estimating the gross farm revenue using CBS average prices and production data and by estimating the total cost of farm input (seeds, fertilizers and chemicals) using average input prices published by CBS. The difference between the gross revenue and cost of farm input should give a reasonable approximation of smallholder on-farm income. Where possible net farm income should be disaggregated by commodity composition (i.e., maize, sorghum, wheat, etc.).

TARGET 1: **Increase agricultural market efficiency.**

INDICATORS: **Adoption of policy recommendations by the Government of Kenya.**

DATA SET NAMES: **Profitability of commodity systems.**

PERSONNEL & FUNDING: **Ag Chief, Ag Economist and FSN to be hired; Project/OE funds**

NOTES: It is assumed that the Mission can contribute to increased net farmer income per hectare for selected crops through lower marketing costs and improved producers incentives for selected crops and inputs by improving the policy environment and by improving the availability and efficiency of marketing services in rural areas. The primary source of data for monitoring and reporting on these targets will be PAM and the KMDP impact reports.

Data Gaps: At the Target Level, reliable data are currently lacking on almost all key indicators -- marketing costs, improved producer incentives, and technology packaging and dissemination. Additional work is required to develop a database for monitoring and reporting the impacts of relaxing price controls, movement restrictions and increased emphasis on private small size wholesalers on producers incentives and profitability.

SUB-TARGET 1a.: **Achieve a reduction of 15% in marketing costs for maize and beans by 1995.**

INDICATORS: **Farm transportation cost, freight handling fees, and "rent".**

DATA SET NAMES: **Transport**

PERSONNEL & FUNDING: **Ag Chief, Ag Economist and FSN to be hired; Project/OE funds**

NOTES: The reduction in marketing cost is mainly to come from reductions in transportation expenses. Economies of scale achieved as a result of relaxation of movement restrictions, improvement of the existing road network, and the construction of additional roads are expected to reduce transportation expenses significantly to the smallholder farmers. Data for tracking marketing costs will come from PAM, the Ministry of Public Works (MOPW) traffic census data and the Central Bureau of Statistics (CBS) market price weekly survey. Other baseline data for marketing

cost indicators (i.e., transportation costs, handling fees and "rent") comes from the Economic and Social Soundness Analysis for the Kenya Market Development Program (KMDP) 1989 report.

Data Gaps: At the sub-target level, information is currently generated by individual projects, but often does not address upward linkages in the objective tree. For example, while market efficiency can be associated with increased opportunity to sell farm produce at the prevailing market price, it is not clear how an increase in farm income is achieved as a result of the narrowing of the variation in regional prices. At this sub-target level resources should be devoted to generating and maintaining the following data sets.

Marketing Cost Data

Transportation Cost

Handling Charges

"Rent" paid

As a result of contravention of movement regulation.

As a result of defects in vehicle conditions.

SUB-TARGET 1.b.: Achieve a reduction in the variations of regional and seasonal maize prices by 1995 (target to be established).

INDICATORS: Average market prices (farm-gate, wholesale and retail); degree of price variations across districts.

DATA SET NAMES: Market Prices

PERSONNEL & FUNDING: Ag Chief, Ag Economist and FSN to be hired; Project/OE funds; data will be collected by GOK.

NOTES: A primary source of data for monitoring price variation is the CBS weekly price survey. A possible alternative source of data is the National Cereal and Produce Board (NCPB), which is beginning the implementation of its own market price survey.

Data Gaps: Market price database needs to be developed in a consistent manner for monitoring and reporting purposes. The following types of data sets are required for monitoring and reporting purposes:

Market Prices by District

Average Farm-gate Prices

Average Wholesale Prices

Average Retail Prices

Methodological Issues: There is a concern for how the baseline data for the indicator and price variation (to reflect the expected impact of relaxations of price controls and movement restrictions in

the food crop markets) is to be established. A second concern is how to explain the linkage to on-farm income. These concerns have to be addressed immediately either through PAM, KMDP and/or a special study. Stability of price variations in one sense indicates that arbitragers are at work in the market place. They bring stability in the market place by buying and selling from surplus to deficit areas. It also implies that farmers are able to sell all their produce at the prevailing market price. It does not, however, imply that net farm income will increase as a result of the increase in market activities. Beneficiaries of such an efficient market system may be consumers and traders.

TARGET 2.: **Accelerate Development and Transfer of Improved Technologies (maize, sorghum and millet).**

INDICATORS: **Number of technology packages developed, disseminated and adopted by smallholder farmers.**

DATA SET NAMES: **Technology Transfer**

PERSONNEL & FUNDING: **Ag Chief, Ag Economist and FSN to be hired; Project/OE funds**

NOTES: Farm productivity will be enhanced for selected crops by developing, packaging, and disseminating improved technologies to smallholder farmers. Data and analysis developed at the sub-target level will feed into the target level indicators.

SUB-TARGET 2.a.: **Increase the rate of development of technological packages for specific agro-ecological conditions from 5 in 1989 to 15 technological packages by 1995.**

INDICATORS: **New technological packages developed for maize, millet and sorghum.**

DATA SET NAMES: **Technologies Development**

PERSONNEL & FUNDING: **Ag Chief, Ag Economist and FSN to be hired; Project/OE funds**

NOTES: Newly developed technologies, with the exception of new seed varieties, are defined as published recommendations or conclusions resulting from trials or other research activities. For seed varieties, the introduction of a new variety into the National Performance Trials (NPT) signifies that a new technology has been developed.

Data Gaps: The primary source of data for monitoring the development of new technological packages is the Kenya Agricultural Research Institute (KARI) station annual reports and relevant KARI monographs. A technology database has yet to be developed for monitoring and reporting purposes using KARI and other sources of information. Such a database should include the following data sets:

Number & nature of new technological packages developed and released
Number of new technological packages being tested on-farm
Divisibility of technology packages

SUB-TARGET 2.b.: **Increase the number of technological packages released to dissemination agents from 3 in 1989 to 10 by 1995.**

INDICATORS: **New technological packages transferred to dissemination agents.**

DATA SET NAMES: **Technologies Transfer**

PERSONNEL & FUNDING: **Ag Chief, Ag Economist and FSN to be hired; Project/OE funds**

NOTES: The primary sources of data for monitoring the dissemination of new technological packages are the Kenya Agricultural Research Institute (KARI) station annual reports and relevant KARI monographs.

Data Gaps: While data have been obtained on the release of new seed varieties, monitoring the release of agronomic recommendations and other technologies has been difficult. KARI's monitoring and evaluation system to track the release of new technologies must be strengthened through NARP. The data base developed for monitoring the number of new technologies released for farmer adoption should identify and break down those technologies that are related to, for example, improved farming methods and improved seed varieties.

SUB-TARGET 2.c.: **Increase adoption of new technologies by xx by 1995.**

INDICATORS: **Number and distribution of input supply outlets and farmer adoption rates.**

DATA SET NAMES: **Technologies Transfer**

PERSONNEL & FUNDING: **Ag Chief, Ag Economist and FSN to be hired; Project/OE funds**

NOTES: Growth in the sales of improved seeds, fertilizer and chemical are used as proxies for measuring adoption rates of new technologies. Primary sources of data on the sales of seeds are the Kenya Seed Company (KSC) and the Kenya Grain Growers Cooperative Union (KGGCU). The primary source of data for fertilizer sales is the IFDC report.

Other sources of data for farmer adoption of new technological packages are PAM, CBS (i.e., a World Bank-funded evaluation of the training and visit (T&V) extension system) and surveys funded by USAID/Kenya's fertilizer program.

Data Gaps: The appropriate data source for the sale of chemicals has not yet been developed. However, it is envisaged that the data can be compiled from individual chemical firm's databases. Of

more concern is the fact that the Mission also needs to develop an integrated database, using the above proxy variables, for monitoring and reporting farmer adoption rates. The data base should reflect the following data sets when cost-justified:

- Number of fertilizer outlets by district
- Volume of fertilizer allocated to outlets in each district
- Volume of fertilizer sold by district
 - Proportion sold to smallholder farmers
 - Proportion sold to women-operated farms
 - Proportion sold for food-crop farming

- Number of seed outlets by district
- Volume of seeds sold in each district by variety
 - Proportion sold to women-operated farms
- Volume of seeds in inventory (unsold)
- Number of chemical outlets by district
- Volume of chemicals sold by district
 - Proportion of fertilizer sold to women operated farms

Methodological Issues: While increase in the sales volume of seeds, fertilizer and chemicals and the increase in distribution outlets give an indication on availability of inputs and the rate of farmer adoption of new technologies, it is not clear exactly how the adoption rates by smallholder farmers for food crop production is to be measured from these data. There is also a methodological issue with regard to establishing a baseline data for these indicators. The Office of Agriculture should revisit this issue and establish clear and discrete baseline data. This effort should then be used to restructure the database to meet its monitoring and reporting requirements more adequately.

It should be note that analysis of the data, i.e., volume of seed sales over time has been flat and does not directly show increase in farm adoption. In addition, increased sales of fertilizers will not directly translate into increased adoption of new technologies developed for food crops. In most cases fertilizer is used for high value cash crops. The Office of Agriculture should, therefore, consider conducting direct adoption studies.

B. Managing Information at Activity Level

Activity-level information management in the Office of Agriculture portfolio refers to sub-target efforts labelled as activities, projects, and special interests. Many of the data sets referred to in the earlier discussion of Mission sub-goal, strategic objective, targets and sub-targets derive from the activity level below. In order to more effectively manage data at the activity level, a short discussion follows of the extent to which data sets for the Office of Agriculture portfolio overlap and link (both up and across the information chain) and, by definition, where there are gaps in the flow of information. The discussion also addresses the sufficiency of existing data sets. First, however, it is necessary to list the data sets by activity, by the type of reports generated, and the linkage across and up the Mission information management system.

List of Data Set Name by Activity, Reporting Function and Linkage

Data Set Name	Activity	Activity Level Report	Linkage
Income	KMDP	KMDP Impact Report	API/ Strategic Objective/Target/ Sub-Target
Yields	KMDP/NARP	"	"
Profitability of Commodity Systems	"	"	"
Transport	"	"	"
Market Prices	"	"	"
Fertilizer Availability & Distribution	Fertilizer Price & Market Reform	PIR	API/ Sub-Target
Fertilizer Price & Policy	"	"	"
Fertilizer Use Constraints	"	"	"
Fertilizer Environmental Impact	"	"	"
Technology Development	National Agricultural Research	"	API/ Sub-Target
Technology Transfer	"	"	"
On-Farm Grain Losses	On-Farm Grain Storage	"	API / Strategic Objective
Management Capacity Building	Agricultural Management	"	"

Training

"

"

"

"

Institution
Development &
Agricultural
Training

"

"

i. Common Data Sets and Linkages

The above list of data sets, presented according to activity, reporting function and linkages to higher levels of the Office of Agriculture sub-system, points to the integration of several data sets used for information management purposes. The following represents some of the linkages generated by common data sets.

a. Horizontal and Vertical Linkages

Data sets developed by the Office of Agriculture exhibit no apparent horizontal linkages. On the other hand the project/activity level data sets or results thereof aggregate or feed into higher level indicators, that is vertical linkages, to provide measures of results which lie higher up the objective tree. Here, they comprise indicators for results ranging between Mission sub-goals and sub-targets. For reporting purposes, all of the indicators from the sub-target up through sub-goal also serve as achievements reported in the annual API. Data sets which are not linked are in the category of outputs, not results.

b. Special Interests

The Office of Agriculture portfolio comprises of special interests -- Horticulture, Women in Development (WID) and Bio-diversity. The Office of Agriculture collects and maintains data on **horticultural** products. The Private Enterprise office also reports on horticultural products as non-traditional exports. The data generated and maintained by the Office of Agriculture should, therefore, be shared with the Private Enterprises office to avoid redundancy of the data collection effort.

In the Office of Agriculture portfolio **the role of women** in the smallholder farming system is very significant, generating farm employment of over 70 percent. Women maintain substantial roles in the production of commercial crops as well as the production of food for domestic consumption and sale. As shown below, efforts have been made by the Office of Agriculture to disaggregate data at project/activity level along gender lines through direct monitoring and/or through the use of special studies. This effort needs to be strengthened so that the gender data can be gathered and reported on a routine basis.

Level of Women Participation In Office of Agriculture Portfolio

Activity/Project

Agricultural Management, 615-0221.

Level of participation

Women makeup about 20% of the participants related to business management improvement efforts.

Institutional Development for Agricultural Training, 615-0239.

The monitoring and evaluation plan identifies the training of female faculty as an issue and includes women's access to research and outreach funds and programs and to programs of the Agricultural Resources Center as topics for examination.

On-Farm Grain Storage, 615-0190.

Impact of the project on women has been considered during project evaluations and reviews, and it was determined that about 40% of project recipients are women.

Kenya Market Development Program, 615-0242.

Implementation of KMDP is expected to increase the incomes of smallholder farmers (mostly women) and traders.

Fertilizer Pricing and Marketing Reform Program, 615-0243.

A large proportion of fertilizer buyers and users are women.

Bio-diversity data sets are not yet developed and monitored at the activity level. Higher level aggregation may become necessary at some point when the activity is expected to generate impact on agricultural production and income. The Bio-diversity project is designed to:

- strengthen the organization and management of the Kenya Wildlife Service through training, technical support and addressing policy issues related to management of natural resources.
- preserve and enhance the natural resource base at selected national parks and surrounding communities.

ii. Sufficiency of Existing Data Sets

Sufficiency of data sets has to a certain extent been addressed in section 5.A. There it was noted, for example, that data gaps and data source inconsistencies exist at all levels of the objective tree. The Office of Agriculture will need to develop its own set of data (derived from the various sources) using consistent assumptions and methodologies. These data sets should then be updated on a regular basis, again using the same set of assumptions and methodologies.

The currently chosen proxy variables used for monitoring and evaluating adoption of new technology packages are inappropriate. The Mission should strongly consider conducting direct adoption studies.

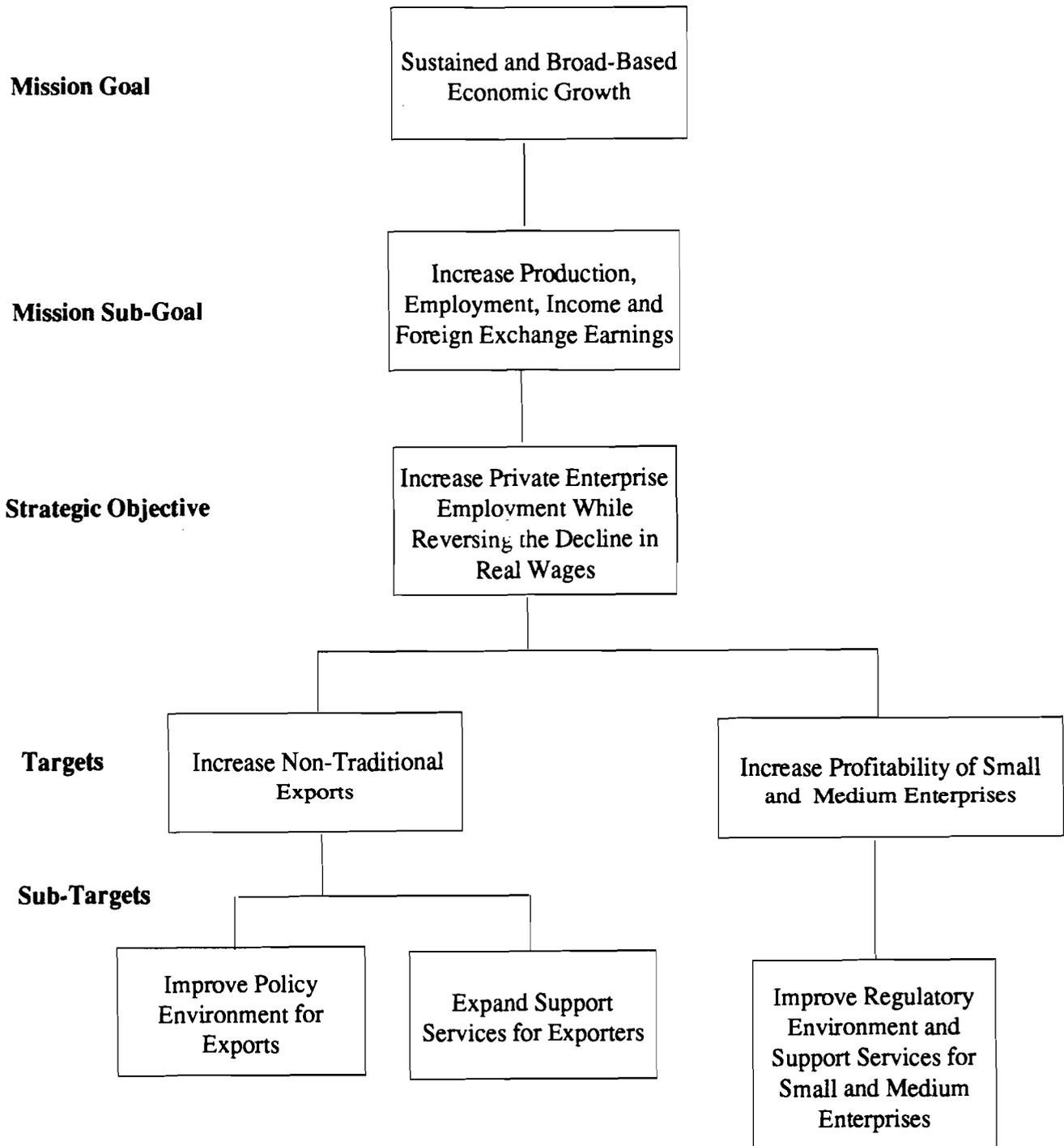
6. Private Enterprise Program Evaluation-Management Information Sub-System

The private enterprise portfolio is presently reviewed in relation to its management information and evaluation reporting needs. The review follows the organization of the private enterprise program objective tree and logframe, both of which are presented graphically in the following pages. It also parallels the program evaluation-management information sub-system chart for the private enterprise portfolio--attached as Annex 3.

Major reporting requirements for private enterprise are embodied in both the Assessment of Program Impact (API) and Project Implementation Reviews (PIRs). However, the sub-system formulated here goes beyond those specific reports to include, on one hand, such long-term planning documents as the CPSP and, on the other, short-term documents as activity-level monitoring and reporting. Furthermore, the program evaluation-MIS is used pro-actively in functions such as identifying data gaps, thus directing attention, for example, to the need for a special study or, perhaps, instructions to a contractor or NGO to organize data such that they flow directly into the private enterprise sub-system.

For the purpose of reviewing the private enterprise program evaluation-MIS emphasis will be given to such matters as data gaps, special studies necessary to fill those gaps, where they occur, methodological issues, and data-base linkages (or their absence) to reporting functions.

Private Enterprise Objective Tree



Program Logical Framework for Private Enterprise Office

Goal Level

Sustained & Broad Based
Economic Growth

Indicators

GDP
GNP
Real Per Capital Income Growth;
Growth in Average Real Wages

Sources

CBS
USAID/Kenya
adjusted for inflation

Responsibility

Program Officer

Sub-Goal Level

Increase Production,
Employment, Income &
Foreign Exchange
Earnings.

Growth in Total Real Output
Growth in Wage Employment
Growth in Total Employment
Net Foreign Exchange
Earnings Growth

CBS
GOK Treasury
USAID/Kenya
(adjusted)

PED Project Advisor
Program Economist

Strategic Objective

Increase Private Enterprise
Employment while
Reversing the Decline in
Real Wages.

National Real Wage Bill

- Growth by "x"% in formal sector employment.
- Growth by "x"% in formal sector average real wages.
- Growth by "x"% in informal sector employment and average real wages.

GOK Annual
Economic Survey
adjusted for USAID
inflation estimate
(1989 baseline
estimate).
1991, 1992 and 1995
special surveys of
informal sector
employment as proxy
for income.

Private Enterprise Chief
Program Economist

FSN-PE Policy Advisor
PE Chief

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Target 1

Increase Non-Traditional Exports

Increase in non-traditional export earnings (25% by 1995 and 50% by 1995 in nominal dollar terms)

GOK Annual Economic Survey

PE Chief/Program Economist
PED Project Advisor

Sub-Target 1.a.

Improve Policy Environment for Exports

Increase by "x"% investment in non-traditional export enterprises.

Investment Promotion Center (IPC)
Export Promotion Zone Authority (EPZA)

FSN-PE Specialist
PE Chief
PED Project Advisor

Sub-Target 1.b.

Expand Support Services for Exporters

Increase by "x" the number of non-traditional export enterprises

IPC, Agro-Energy Roundtable/Kenya (AER/K)
EPZA
Kenya Association of Manufacturers (KAM)
Kenya National Chambers of Commerce & Industry (KNCCI)
Project

FSN-PE Specialist
PE Project Advisor
PE Chief

hr

Target 2

Increase Profitability of SMEs

Increase by "x" the number of SME starts

Project Attorney General's Chambers
KAM, IPC, CBS,
NCCI, AER/K,
Treasury Special Study (survey of licensing fees)

FSN-PE Policy Advisor
PE Chief

Sub-Target 2.a.

Improve Regulatory Environment and Support Services for Small and Medium Enterprises

Increase by "x" the Amount of Investment in SMEs

Focused Survey of Firms

FSN-PE Policy Advisor
PE Chief

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A. Managing Information at Different Program Levels for Private Enterprise

Information, evaluation and reporting needs are reviewed below for sub-goal, strategic objective, target, and sub-target levels.

MISSION SUB-GOAL: **Increase Production, Employment, Income and Foreign Exchange Earnings**

INDICATORS: **Growth in: Total Real Output, in Wage employment, in Total Employment, in Net Foreign Exchange, in Export Earnings**

DATA SET NAMES: **Sales Increases
Employment Generated
Foreign Exchange Increases**

PERSONNEL & FUNDING: **PED Project Advisor/Project Funds; Program Economist/OE Funds**

NOTES: Data sets used in measuring indicators at the sub-goal level are generated at the macro-economic level of data collection and analysis. They are channeled to the Mission PE-MIS at the Program Office level. The only proviso is that national statistics on output, employment, foreign exchange, and export earnings must be carefully assessed for their validity and reliability.

STRATEGIC OBJECTIVE: **Increase Private Enterprise Employment while Reversing the Decline in Real Wages**

INDICATOR: **National Real Wage Bill, as Measured by Growth in: Formal Sector Employment, Formal Sector Average Real Wage, and Informal Sector Employment and Average Real Wage**

DATA SET NAMES: **National Real Wage Bill for Formal Sector; Informal Sector Income and Employment Survey**

PERSONNEL & FUNDING: **Private Enterprise (PE) Chief, Program Economist/OE Funds for Aggregate Measure; FSN-PE Policy Advisor and PE Chief; Project Funds for Firm-Conducted Survey**

NOTES: At the private enterprise strategic objective level the national real wage bill indicator requires data integration from several national-level sources as well as from USAID-generated planned special studies.

Special Study: Planned surveys of informal sector income and wages and employees are advised for 1991, 1993, and 1995. Survey-generated data are intended to answer questions about growth of

employment and of average real wage in the informal sector as a proportion of national employment and real wage growth.

Data Gaps: A concern is the absence of a recent data baseline for informal sector income, in which case the 1991 survey must in effect serve as a baseline for future measures. Presumably the informal sector survey would be largely urban-based, though consideration should be given to including small samples of rural informal sector employees. To the extent feasible, these proposed surveys should facilitate disaggregation along gender lines.

Methodological Issues: One concern about a measure of informal sector real wage growth is that it will have to take the form of a proxy indicator, since it is improbable that a precise wage or income measure can be accurately derived or inferred from an informal sector survey, due in part at least to a reticence to report wages or income.

In designing the survey sample framework, attention must be given to the question of defining "informal" both in quantitative and qualitative terms, namely, how many employees there are or is there just one employee-owner? And, how does an informal enterprise differ qualitatively from small and medium enterprises?

Methodologically, informal sector research is perhaps best structured as a rapid appraisal survey. CDIE can advise on an appropriate methodology for rapid surveys. In combination with the rapid survey, it is suggested that rapid appraisal methods of observation, key informant interviewing, and focus group interviewing be utilized. These methodologies are likewise available from CDIE.

Who Does the Survey? It is proposed that a local Kenyan consulting firm be contracted to design, conduct and analyze the informal sector research.

TARGET 1: Increase non-Traditional Exports

INDICATORS: Increase Non-Traditional Export Earnings: 25% by 1993 and 50% by 1995, in nominal \$ terms

DATA SET NAMES: Non-Traditional Export Earnings
Sales Increases
Assets Increases

PERSONNEL & FUNDING: PE Chief/Program Economist and OE Funds for Aggregation and Analysis PED Project Advisor and Funds for All Steps of Sales and Assets Information Management

NOTES: Measurement of the non-traditional export sector indicator requires national, macro-level data which are a component of the Government of Kenya's Annual Economic Survey. This target indicator is relatively straightforward.

SUB-TARGET 1a: Improve Policy Environment for Exports

INDICATORS: Increase by "X" Investment in Non-Traditional Export Enterprises

DATA SET NAMES: Non-Traditional Export Investments Investment Increases

PERSONNEL & FUNDING: FSN-PE Specialist and PE Chief/Program Funds for Collection/OE Funds for Aggregation and Analysis; PED Project Advisor and Funds for All Steps of Sales and Assets Information Management

NOTES: Measurement of this sub-target for non-traditional exports will derive directly from project and project-related components, in this case the Private Enterprise Development (PED) project. Reporting on this indicator is quarterly and the measure feeds directly into the target-level indicator.

SUB-TARGET 1b: Expand Support Services for Exporters

INDICATORS: Increase by "X" the Number of Non-Traditional Export Enterprises

DATA SET NAMES: Non-Traditional Export Enterprises

PERSONNEL & FUNDING: FSN-PE Specialist, PE Project Advisor, PE Chief; Project Funds for Collection; OE Funds for Aggregation, Analysis, Reporting

NOTE: The measure for the second non-traditional export sub-target is a bit more complex than the first, since data for the number of non-traditional export enterprises derive from several sources, including Kenyan NGOs and parastatals and the project level itself, namely Private Enterprise Development.

TARGET 2: Increase Profitability of Small and Medium Enterprises (SMEs)

INDICATORS: Increase by "X" the Number of SME Starts

DATA SET NAMES: SME Starts

PERSONNEL & FUNDING: FSN-PE Policy Advisor, PE Chief; Project Funds for Collection, Aggregation, Analysis; Program and OE Funds for Reporting

NOTES: In measuring this indicator for the small and medium enterprise (SME) target, a combination of macro-level, project and activity level, a special study data is necessary.

Methodology: The indicator is, first of all, a proxy for profitability. Even assuming the validity of the proxy, there is a question of how to count new starts. For example, while the Attorney General's Chambers has a count of new SME starts, as measured by new SME licenses issued, there is the issue of how to calculate the number of new starts as a proportion of the number of failed SMEs in a given time period. Because of uncertainties such as these, a number and variety of sources have been selected in the expectation that a realistic assessment of SME profitability can be made.

Special Study: A special study of licensing fees is included in the data source for SMEs. A survey of such fees will help to differentiate small and medium enterprises. On the understanding that different fee amounts are assessed according to size, volume of business, or tax rates, a differentiation between small and medium will be possible.

Who Does the Survey? As in the case of the informal sector survey, it is proposed that a Kenyan consulting firm be contracted to design, conduct, and analyze the research.

SUB-TARGET 2.a: **Improve Regulatory Environment and Support Services for SMEs**

INDICATORS: **Increase by "X" the Amount of Investment in SMEs**

DATA SET NAMES: **Investment in SMEs**

PERSONNEL & FUNDING: **FSN-PE Policy Advisor, PE Chief; Project Funds for Collection, Aggregation, Analysis; Project and OE Funds for Reporting**

B. Managing Information at the Activity Level

Activity-level information management in the private enterprise portfolio refers to sub-target efforts labelled as activities, projects, and special interests. Many of the data sets referred to in the earlier discussion of mission sub-goal, strategic objective, targets and sub-targets derive from the activity level or below. In order to manage data more effectively at the activity level, a short discussion follows of the extent to which data sets for private enterprise overlap and link (both up and across the information chain) and, by definition, where there are gaps and disjunctions in the flow of information. The discussion also addresses the sufficiency of existing data sets. First, however, it is necessary to list the data sets by activity, by the type of report generated, and the linkage across and up the Mission program evaluation-MIS.

List of Data Set Names by Activity, Reporting Function, and Linkage

Data Set Name	Activity	Activity Level Report	Linkage
National Real Wage Bill Informal Sector	PED	PIR	API/Strategic Object
Non-Traditional Export Investments	KEDS	PIR	API/Sub-target
Non-Traditional Export Enterprises	KEDS	PIR	"
SME Starts	KEDS	PIR	API/target
Investments in SMEs	KEDS	PIR	API/sub-target
Employment Generated	PED/KEDS	PIR	API/sub-goal
Sales Increases	PED/KEDS	PIR	API/sub-goal/target
Investment Increases	PED/KEDS	PIR	API/sub-target
Assets Increases	PED/KEDS	PIR	API/target
Foreign Exchange Increases	PED/KEDS	PIR	API/sub-goal
Business Persons Trained	PED	PIR	--
Association Membership Increases	PED/KEDS	PIR	--
IPC Investment Approved	PED	PIR	--
KAM Policy Studies	PED	PIR	--
KEC/IPS Equity Projects	PED	PIR	--

K-MAP Clients	PED	PIR	--
IESC Clients	PED	PIR	--
REP Sub-Projects	PED	PIR	--

i. Common Data Sets and Linkages

The above list of data sets, presented according to activity, reporting function and linkage to higher levels of the private enterprise sub-system, points to the integration of several data sets used for information management purposes. The following represent some of the linkages generated by common data sets:

a. Horizontal and Vertical Linkages

Horizontal linkages are indicated in the above list by the combined symbols PED/KEDS, Private Enterprise Development (project) and Kenya Export Development Support (project), respectively. This combination denotes that both of these projects generate data which aggregate at higher levels, that is, vertical linkages, to provide measures of results which lie higher up the objective tree. Here, they comprise indicators for results ranging between Mission sub-goals and sub-targets. For reporting purposes, all of the indicators from the sub-target up through sub-goal also serve as achievements reported in the annual API. Data sets which are not linked are those comprising the PED project, which are in the category of outputs, not results.

Horticulture A strong horizontal link exists between private enterprise and agriculture through export-oriented horticulture. This link occurs at the level of private enterprise and agriculture strategic objectives as well as at target and sub-target levels. The logic for this link is that horticulture exports comprise one of the important non-traditional export areas. Since the agriculture office regularly aggregates data on horticulture exports it is reasonable and practicable for that office to continue this practice and to channel the results to private enterprise for the strategic objective, target, and sub-target indicators managed by the latter office.

b. Special Interests

Private enterprise includes the special interests Women in Development (WID) and Training. For WID there is an excellent opportunity through the proposed Informal Sector Income and Employment Survey (Section 6.A.) to collect the relevant data along gender lines. So, too, in the proposed special survey of new SME starts, gender disaggregation is a possibility. This is perhaps somewhat more difficult to achieve than is the case for the informal sector survey, since license recording practices may not accommodate the gender distinction. Wherever it is feasible in the information management process, gender disaggregation and reporting should be accomplished.

Training directed at private enterprise development, as shown in the above List of Data Sets, rests at the activity level, is reported as a project output, and, thus, does not get aggregated at any higher level for reporting purposes.

ii. Sufficiency of Existing Data Sets

Sufficiency of data sets has to a certain extent been addressed in Section 6.A. There it was noted, for example, that derivation of the data necessary to measure the national wage bill required a

linkage of formal and informal sector employment and wage figures. That necessitates an informal sector survey which is essential for monitoring and evaluating impact at the strategic objective level. In addition, such survey results could be very useful generally for monitoring progress of SME development at the target level, on the assumption that some informals are moving up into the SME category of growth. A time series study of the kind proposed here could begin to look at such progress from informal to SME status. As well, the survey will provide information and understanding useful for building on USAID's positive record in supporting informal sector development during the past decade.

7. Targets of opportunity and Other Evaluation System Needs

Targets of opportunity and special interests present special challenges to the Mission's program evaluation-MIS. By definition, targets of opportunity are activities outside the program logframe and somewhat peripheral to the Mission's strategy. For the most part, USAID/Kenya maintains a separate, self-contained, monitoring, information, evaluation and reporting system for each target of opportunity which currently are the Health Care Financing project, the Natural Resources projects and grants, the PVO Co-Financing project, Training for Development project and economic stabilization project (see Annex 4 -8).

The project implementation report is the primary locus for the targets of opportunity to intersect with the Mission's internal management information system. Secondary loci include the ABS (budget) and Congressional Presentation. Although all three loci can be considered as part of the program evaluation-MIS, only the first incorporates the targets of opportunity explicitly. The second two, which are principally AID/W - driven require reporting on targets of opportunity in two ways: through Table IV which presents obligation and expenditure by project and functional account and through the "Activity Code/Special Interest" table.

Because the principal locus for monitoring and evaluation of the targets of opportunity is the project implementation report, it is essential that the PIR capture information at the project purpose level and below. With the increasing emphasis on program impact, to which the targets of opportunity do not significantly contribute, Mission management will need to be careful that these activities are adequately covered by the Mission's program evaluation-MIS. In implementing the Cairo Management Information System (see Annex 8), the Mission may wish to retain more of the EOPS and output focus for the targets of opportunity than the current version of the PIR does.

Despite the nominally peripheral nature of most of the targets of opportunity, some components of the activities actually directly contribute toward achievement of all three strategic objectives and their associated targets. The PVO Co-Financing Project, Training for Development and HRDA have made an effort to design data sets which include indicators from all three strategic objectives (mostly at the target and sub-target level). With the formalization of the program evaluation-MIS and the installation of the LAN system, technical offices will be able to examine and use relevant pieces from the targets of opportunity data sets for their own reporting purposes.

Special interests and their monitoring and reporting present unusual problems for the Mission's program evaluation-MIS. The primary way in which the Mission reports on all special interest (e.g., WID, Bio-diversity, natural resources, AID, child survival, PVOs, etc) is through the "Activity Code/Special Interests" tables in the ABs and Congressional Presentations. However, in order to prepare these tables, the Mission must disaggregate bits and pieces of information from data sets which are not designed to track such special interests.

The problem of disaggregation for special interests is endemic to almost all of the Mission's databases. One exception is for WID statistics in PVO Co-Financing, the training activities data sets and some of the planned private enterprise data sets. On WID, much more could be easily built into existing data sets (across the board, not just in the targets of opportunity) for all strategic objectives and targets and certainly designed into new data sets (e.g., private enterprise and agriculture).

As defined by the Africa Bureau, the special interest Bio-diversity/natural resources, in common with WID, suffers from both the disaggregation problem and from a lack of incorporation as a data set or subset under existing activities. Like WID, it requires an explicit effort to identify which existing data sets can be modified and activities for which new data sets will be required. Given Kenya's high visibility, generally recognized environmental fragility and population growth rate, the Mission needs to formalize its ability to report on this special interest.

As the Local Area Network (LAN) is brought on-line, Mission management should give serious consideration to placing the supervision and overall management of the databases related to DFA reporting in the Program Office. Because the special interests cut across data sets and offices and the Program Office already prepares the Activity Codes/Special Interest tables and the API, having access to the data sets (with the disaggregation built in) would facilitate reporting and minimize the workload on other offices. The Assistant Program Officer and Evaluation Officer could be tasked with maintenance and reporting, respectively.

An activity which seems to fall outside any characterization (neither part of strategy nor target of opportunity) is the PL 480 Title II. This activity currently consists of Mission supervision of AID/W (FVA) Matching Grants. In light of the modest growth in the number of grants and the increasing complexity of the activities, the Mission's involvement has grown. There is every indication that this trend will continue (modestly). The General Development Officer responsible for the Title II activities is beginning to think about developing an internal (within USAID) database. A review of the current grantees and their activities indicates a strong complementarity with grants provided to the same organizations under the PVO Co-Financing project. Any data sets developed should follow closely those currently being used by the PVO Co-Financing Project, appropriately modified/expanded to include the unique facets of Title II and should maximize use of those already existing in the agriculture office for the Title III program (e.g., for Bellmon, market prices, wheat/maize balance sheets, etc).

A similar recommendation is appropriate for the target of opportunity natural resources management/bio-diversity. A significant amount of financial resources is being committed to this target of opportunity (which is also a special interest). Much of these resources will be directed

toward PVOs. Indicators and data sets should be developed jointly between the PVO Co-Financing project and the agriculture office, the two conduits for assistance, again keeping in mind that the natural resources project will have greater and unique data requirements than the PVO Co-Financing project does.

Economic stabilization, a target of opportunity, is an activity which is predominantly not a project or NPA. As can be seen in Annex 6, data sets and reporting do not lead into any of the Mission's normal program reporting documents (i.e, API, PIR, ABS, CP). While not ad hoc, the monitoring and reporting are not tied to the Mission's deadlines, but are responsive to GOK and Multilateral Assistance Agencies time tables. It is important that Mission management factor in these requirements when establishing monitoring plans and budgets.

The Program Office, although the site of responsibility for the API and evaluation, does not feed anything directly into the program evaluation-MIS. However, it is responsible for generating and maintaining the "Activity Code/Special Interest" table for the Mission. The obvious implication of this reinforces the need for the office to have control over the DFA databases which they can use to extract reports on special interests and other crosscutting issues.

As the program evaluation-MIS matures, and the evaluation function evolves, the Program Office will need to establish data sets related to this function. The Evaluation Officer and data manager, in anticipation should begin to define exactly what they will need in order to minimize unnecessary duplication and redundancy and factor it into the decisions on software choices.

8. Implications for USAID/Kenya of the Program Evaluation - Management Information System

Implications for USAID/Kenya of the program evaluation management information system are presently discussed along lines of (a) technical and substantive considerations, (b) management factors, and (c) budget factors. Recommendations derived from this discussion will follow.

A. Technical and Substantive Considerations

i. Technical Considerations

Management of Data: A recent IRM study (August 1990) on the feasibility of installing a PC-based Local Area Network (LAN) in the A.I.D. Kenya complex has resulted in the decision to implement LAN installation in stages. The first priority stage will link the PCs of the USAID/Kenya Project and Program Offices. The LAN hardware and software were ordered in September; installation is scheduled for January 1991 and staff training classes will begin shortly thereafter.

The LAN will provide the vehicle for data sharing between program and activity level reporting. However, the issue of database management software remains to be addressed. The software used

for data storage, analysis and retrieval varies somewhat among offices. Many use Lotus spreadsheets; a few use statistical analysis programs and some are using database management software, specifically dBase III. (The IRM LAN report provides an inventory of the software used in each office.)

Given the amount of data the Program Office is likely to be handling, consideration should be given to acquiring a database management software package. While dBase is the best known off-the-shelf package, there are alternatives that provide more ease in terms of data entry, manipulation and report generation. Alternatives to dBase will have to be weighed not only for their database management capabilities but also in terms of local expertise available to provide short and long term support. Long term support will be essential for maintaining flexibility within the system since reporting requirements and the corresponding database structure will inevitably evolve and change over time.

Before selecting a database management software package the Program Office should do the following:

- Survey local firms to determine what packages are offered and supported. If local support is available for either PARADOX or Q&A, strong consideration should be given to acquiring either of these packages.
- If no local support is available for dBase alternatives, determine the possibility of developing in-house expertise, specifically, the time and financial resources available for training dBase users is other packages. (It should be noted that a copy of PARADOX is available for review in REDSO.)
- Determine what plans the Data Processing Center has for developing expertise in the new database management software package that will run on equipment replacing the Wang VS. While replacement of the VS will be staged over the next two years, IRM/Washington will be making the final selection of the UNIX-based database management software that will run on both mini and microcomputers in the immediate future.

Management of Data Source: A review of the MIS charts for each technical office indicates that the vast majority of data is received in hard copy, often in document form. Management of these documents that are data sources is an issue which needs to be addressed.

The documents are currently held in individual office mini-libraries. During preliminary discussions held with the REDSO Library (in June of this year), the Library indicated its willingness to do technical processing (cataloging and classification) of the document collections, using the CDIE-developed software MicroDIS. All of the Technical Offices and the Program Office either neglected or did not consider it a functional component of the system. The availability of both the technical tools and expertise needed to integrate this component into the Mission's program evaluation-MIS is an advantage which should not be ignored.

The sharing of data between program and activity levels will be greatly enhanced when the Project, Technical and Program Offices' PCs are linked through a LAN. The procurement stage for the LAN is underway and installation is scheduled for the near future.

ii. Substantive Considerations

Income At the Mission sub-goal level and strategic objective level for both agriculture and private sector, the measurement of income poses a constraint to arriving at a reasonable assessment of results at those levels. While this point has been debated extensively in the Mission, the derivation of income figures for both the rural smallholder and informal sector owner/employee remains a concern. PAM and the proposed informal sector income and employment survey will account for some income data generation and measurement. Nevertheless, since the Mission is accountable for the income indicator it is important to continue monitoring that variable and to seek new ways of assessing it.

Other special studies such as the Mukui study of income assets and distribution will contribute to understanding income. Support of CBS, where possible, in analyzing such studies as the Urban Labor Force Survey to derive wage, earnings, and employment data might also be a productive use of USAID's resource. It is certainly important to create a data base on income over time, one which is consistent if not fully accurate.

Another route to understanding income and employment together is to look at a specific production area or sub-sector within a sector, for example, furniture-making. This could be useful in terms of employment and income questions. Similarly, it might be fruitful to take one commodity in the non-traditional export sector and track it backwards to its source to find who is producing it, at what cost and profit, with how many employees, what kinds of firms, and with what kind of growth.

Public Divestiture This is an area to which the Mission has not given a great deal of attention. Since divestiture bears heavily on the question of employment and income, it seems important that this area be monitored. Periodic key informant interviews could go a long way to monitoring the policy side of divestiture.

Special Interests These are not dealt with by one, single office in the Mission. Moreover, very few offices are geared to disaggregate by special interest or element. This is a function in part of the fact that special interests are often very project oriented and, therefore, treated as if they do not have impact at a higher level. Except in the cases of child survival and women in development, it is difficult to determine if disaggregation of each special interest is in the manageable interest of a given office. It is judged at this time that at least one other special interest should be disaggregated at this time, which is the natural resource/bio-diversity effort, since the Bureau reports on it.

A final note on special interests is the necessity of Mission leadership to promote and support effective management of special interests and to develop the capacity to monitor and report on them, as needed.

B. Management Factors

The Mission program evaluation-MIS clearly and precisely delineates the management functions and responsibilities required to make the system operational. Given the occurrence of common data sets and cross-linkages, especially as one moves up the objective tree, higher-level management decisions are required. These have been specified in the text, to the extent practicable, for each of the relevant offices.

Coordination and Administration of the Program Evaluation-MIS Database Implementation of the computerized program evaluation-MIS will require management to delineate functions and responsibilities for system maintenance. Presently, the Population and Health Office has a designated database administrator for their internal MIS. Both the Agriculture and Program Offices are in the process of creating and filling similar positions. In the Private Enterprise section of the Projects Office, the U.S. Project Advisor has developed and currently administers the Private Enterprise database. In the future, this office will be determining whether or not administration of the database should continue to be a function of the Project Advisor position. In addition to having or bringing on board database administrators, the Population and Health and Agriculture Offices are contracting individuals to provide short-term assistance to further develop and refine their internal systems.

A coherent approach to the routine administration of the program evaluation-MIS would place overall coordinating responsibility in the Program Office. The database administrator for each sectoral office would also serve as the system database focal point, that is, the principal person with whom the Program Office database coordinator would interact. The database coordinator would be required to have a thorough knowledge of the operations of each sectoral office's system and should be consulted before the sectoral systems are modified in any way.

Population Data Management: As suggested in the section on population, there is presently a very good opportunity to reduce the number of data sets presently being maintained and accessed by the population office. It is suggested that the arrival of the Logistics Management Advisor is an opportune time to ease the data management burden in that office. With the arrival of that advisor priority should be given to incorporating all Ministry of Health data sources into the Logistics Management Information System and to turn over the responsibility for data processing on couple years of protection.

Targets of Opportunity and Special Interests Management: At present only a limited number of targets of opportunity and special interests are reported systematically. Some of these, such as natural resources, WID, bio-diversity, AIDS, and child survival, have data base cross-linkages which are not at present reflected in the Mission program evaluation-management information system. At this time it is too early to determine the managerial and budgetary implications for bringing these cross-linkages into the overall Mission program evaluation-MIS. It may be that the optimal mode of dealing with these is the present, respond-as-needed, mode.

C. Budgetary Factors

The program evaluation-MIS developed here is not heavily dependent on operating expenses (OE) for its operational costs. Given that the Mission is increasingly facing OE reductions, it is becoming more and more imperative to transfer evaluation and information management costs to projects and other activity-level interests. In this way the costs of personnel who implement the program evaluation-MIS or subsystems, with some exceptions, will be borne by projects. The team feels this is an efficient and effective use of both personnel and financial resources. Importantly, using project sources for funding also eliminates the need for rigidly "fixed costs" and thereby introduces an element of flexibility to the important requirement of evaluating Mission program performance.

POPULATION/HEALTH

Name of Data Set	Sources for Data Sets							Form Data received					Physical Format	
	COK	Contractor/Grantees	Project	USAID	AID/W	Special Studies	Others	Raw	Aggreg	compiled	Unanal	Anec	Disk	Hard
POP (population)	CBS79					DHS	UNICEF		X	X				X
FERTMORT						DHS			X	X				X
Fertility	KFS								X	X				X
	CBS								X	X				X
Mortality	NCPD									X				X
	CBS79						UNICEFB4 (adjusted)			X				X
CYP														
LMIS	DHF	CBONGOs		PH				X	X	X			X	X
AVSC ?		NGOs						X	X	X			X	X
Sales Data		Firms	CSM	PH		Private Sector		X	X				X	X
		PSI/CIL												
KNOW/USE (Cont. use/knowledge)	CBS					DHS & others			X	X				X
	NCPD								X	X				X
CON (issued & stocked)	LMIS										X			X
	CSM	PSI/CIL												
ACCEPT(er)	LMIS								X	X			X	X
SDPNUM	MOH	NGOs	FPSS					X	X	X			X	X
AVSCAGPR		AVSC							X	X				X
AVSCSITE		AVSC								X				X
CBOSERV and CBODIST	LMIS		FPSS					X	X	X			X	X
	NCPD	NGOs							X	X				X
ORTKNOW	DHF	PRITECH	FPSS						X	X				X
MEASDOSE	KEPI	REACH	FPSS						X	X				X
	DHF								X	X				X
MEASCOV	KEPI	REACH	FPSS			DHS			X	X				X
	DHF								X	X				X
CSTRHC		MSI								X				X

POPULATION/HEALTH

Name of Data Set	Sources for Data Sets							Form Data received				Physical Format		
	GOK	Contractor Grantees	Project	USAID	AID/W	Special Studies	Others	Raw	Aggregated	Compiled	Unanal.	Anal.	Diag.	Hard
	IECDIST	NCPD	NGOs								X			
TRNG (in-country)	MOH/ NCPD		FPSS					X		X				X
PARTTRNG				HRD						X				X
PLANTRNG			FPSS							X				X
CBD	LWIS CBDDIST SDPNUM	NGOs Pathfinder	FPSS PSFP				Donors	X X	X X	X X			X X	X X
SDP (list of SDPs)	LWIS	NGOs Pathfinder	FPSS PSFP							X			X	X
AIDBUYIN (AVSC)		AVSC								X				X
KENSTATS (procedures by project)		AVSC								X				X
CSM		PSI/CIL	CSM							X				X
SITUATION ANALYSIS						UNICEF				X				X
FINANCIAL		various	various	CONT	various			X	X	X				X

POPULATION/HEALTH

Name of Data Set	Where Source Data Processed			Frequency of Updating	Aggregation Level of Data				Frequency of Aggregation
	Raw	Tabbed/ initial	Processed		Nat'l	Reg'l	Sub-reg'l	Smaller	
POP (population)	CBS	CBS	CBS	every 10 yrs	X	X	X		every 10 yrs
	DHS(US)	DHS(US)	DHS(US)	every 4 yrs	X	X	X		every 4 yrs
	UNICEF/CoK	UNICEF/CoK	UNICEF/CoK	irregular	X	X	X		irregular
FERTMORT Fertility	CBS	CBS		Irregular	X	X	X		Irregular
	CBS	CBS	CBS	every 10 yrs	X	X	X		every 10 yrs
	NCPD	NCPD	NCPD	irregular	X				irregular
	Mortality	UNICEF	UNICEF	UNICEF	irregular	X	X	X	irregular
	CBS	CBS	CBS	every 10 yrs	X	X	X		every 10 yrs
CYP LMIS AVSC ? Sales Data	MOH	MOH	MOH/NCOs	Quarterly	X				Quarterly
	PH	PH	PH	Quarterly	X				Quarterly
	PH	PH	PH	Quarterly	X				Quarterly
KNOW/USE (Cont. use/knowledge)			CBS	every 10 yrs	X				every 10 yrs
			NCPD	irregular	X				irregular
	MOH	MOH	MOH	Quarterly	X				Quarterly
CON (issued & stocked)	MOH	MOH(CMS)	Project	monthly	X	X	X		monthly
	PSI/CIL	PH	PH	monthly	X				monthly
ACCEPT(or)			MOH		X				
SDPNUM	MOH/PH	MOH/PH	MOH/PH	Quarterly	X	X	X		Quarterly
AVSCAGPR	AVSC	PH	PH	annual	X				annual
AVSCSITE	AVSC	PH	PH	annual	X				annual
CBDSERV	MOH/PH	MOH/PH	MOH/PH	Quarterly	X				Quarterly
	MOH/PH	MOH/PH	MOH/PH	Quarterly	X				Quarterly
IEC	NCOs	MOH(NCPD)	MOH(NCPD)	Quarterly	X				Quarterly
ORTKNOW	MOH(DFH)	PRITECH	PRITECH	periodic	X				periodic
MEASDOSE	PRITECH	PRITECH	PRITECH	irregular	X				irregular
	PRITECH	PRITECH	PRITECH	irregular	X				irregular
MEASCOV	PRITECH	PRITECH	PRITECH	irregular	X				irregular
	PRITECH	PRITECH	PRITECH	irregular	X				irregular
OSTRNG			Project	irregular	X				irregular
				(as needed)					

POPULATION/HEALTH

Name of Data Set	Where Source Data Processed			Frequency of Updating	Aggregation Level of Data				Frequency of Aggregation
	Raw	Tabbed/ initial	Processed Project		Nat'l	Reg'l	Sub-reg'l	Smaller	
IECDIST				annual	X				annual
TRNG (in-country)	PH	PH	PH	irregular	X				irregular
PARITRNG	HRD	HRD	HRD	continual	X				semi-annual
PLANTRNG			PH/MOH	yearly	X				yearly
CBD	PH/MOH	PH/MOH	PH	Quarterly	X	X	X		Quarterly
	PH/MOH	PH/MOH	PH	Quarterly	X	X	X		Quarterly
	PH/MOH	PH/MOH	PH	Quarterly	X	X	X		Quarterly
SDP (list of SDPs)	PH/MOH	PH/MOH	PH	monthly	X				Quarterly
ANBUYIN (AVSC)	AVSC	AVSC	AVSC	Quarterly	X				Quarterly
KENSTATS (procedures by project)	AVSC	AVSC	AVSC	quarterly	X				quarterly
CSM	PH	PH	PH	quarterly	X				quarterly
SITUATION ANALYSIS	UNICEF	UNICEF	UNICEF	Irregular	X	X	X		Irregular
FINANCIAL	PH	PH	PH	continual				X	continual

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POPULATION/HEALTH

Management and Use of Data Set: Person/position responsible for

Name of Data Set	Sourcing	Aggregate	Input	Output	Analysis	In/Out/write
POP (population)	Chief/Dep Chief of PH	Dep Chief	Adm Sec'y	Adm Sec'y	Chief/Dep Chief	Chief/Dep Chief
	"		Adm Sec'y	Adm Sec'y	Chief/Dep Chief	Chief/Dep Chief
	"		Adm Sec'y	Adm Sec'y	Chief/Dep Chief	Chief/Dep Chief
FERTMORT Fertility	Chief/Dep Chief of PH	Dep Chief	Adm Sec'y	Adm Sec'y	Chief/Dep Chief	Chief/Dep Chief
	"	Dep Chief	Adm Sec'y	Adm Sec'y	Chief/Dep Chief	Chief/Dep Chief
	"	Dep Chief	Adm Sec'y	Adm Sec'y	Chief/Dep Chief	Chief/Dep Chief
Mortality	Chief/Dep Chief of PH	Dep Chief	Adm Sec'y	Adm Sec'y	Chief/Dep Chief	Chief/Dep Chief
	"	Dep Chief	Adm Sec'y	Adm Sec'y	Chief/Dep Chief	Chief/Dep Chief
CYP LMIS AVSC ? Sales Data	Program Spec and Dep Chief	Prog Assistant	Adm Sec'y	Adm Sec'y	Chief/Dep Chief	Chief/Dep Chief
	Dep Chief	Dep Chief	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
	Dep Chief	Dep Chief	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
KNOW/USE (Cont. use/knowledge)	Dep Chief	Dep Chief	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
	Pop/Health Spec and Prog Assiste	and Prog Assiste	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
	Pop/Health Spec and Prog Assiste	and Prog Assiste	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
CON (issued & stocked)	Pop/Health Spec	Pop/Health Spec	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
	Project Officer	Project Officer	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
ACCEPT(or)	Pop/Health Spec and Prog Assiste		Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
SDPNUM	Pop/Health Spec and Prog Assiste		Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
AVSCAGPR	Dep Chief and Program Assistant		Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
AVSCSITE	Dep Chief and Program Assistant		Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
CBDSERV CBDDIST	Pop/Health Spec and Prog Assiste		Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
	Pop/Health Spec and Prog Assiste		Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
IEC	Program Assistant	Program Assiste	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
ORTKNOW	Project Officer	Project Officer	Adm Sec'y	Adm Sec'y	Project Officer	Project Officer
MEASDOSE	Project Officer	Project Officer	Adm Sec'y	Adm Sec'y	Project Officer	Project Officer
	Project Officer	Project Officer	Adm Sec'y	Adm Sec'y	Project Officer	Project Officer
MEASCOV	Project Officer	Project Officer	Adm Sec'y	Adm Sec'y	Project Officer	Project Officer
	Project Officer	Project Officer	Adm Sec'y	Adm Sec'y	Project Officer	Project Officer
CSTRNG	Project Officer	Project Officer	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief

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POPULATION/HEALTH

Name of Data Set	Management and Use of Data Set: Person/position responsible for					
	Sourcing	Aggregate	Input	Output	Analysis	InKpt/write
IECDIST	Program Assistant	Program Assistant	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
TRNG (in-country)	Program Assistant	Program Assistant	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
	Program Assistant	Program Assistant	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
PARTTRNG	Program Assistant	Program Assistant	HRD	HRD	Dep Chief	Dep Chief
PLANTRNG	Program Assistant	Program Assistant	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
CBD	Pop/Health Spec	and Prog Assist	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
	Pop/Health Spec	and Prog Assist	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
	Pop/Health Spec	Pop/Health Sp	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
SDP (list of SDPs)	Pop/Health Spec	Pop/Health Sp	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
	Dep Chief	Dep Chief	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
AIDBUYIN (AVSC)	Program Assistant	Program Assistant	Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
KENSTATS (procedures by project)	Dep Chief and Program Assistant		Adm Sec'y	Adm Sec'y	Dep Chief	Dep Chief
CSM	Project Officer	Project Officer	Adm Sec'y	Adm Sec'y	Project Officer	Project Officer
SITUATION ANALYSIS	Dep Chief	Dep Chief	Adm Sec'y	Adm Sec'y	Chief/Dep Chief	Chief/Dep Chief
FINANCIAL	Financial Analyst	Financial Analyst	Financial Analyst	Financial Analyst	Financial Analyst	Financial Analyst

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POPULATION/HEALTH Name of Data Set	Reports Generated Name of Report	Level of Reporting				Activity	Frequency of Report	Deadline
		Sub- Goal	S.O. Target	Sub- target				
POP (population)	API	X					annual	15 Oct
	API	X					annual	15 Oct
	API	X					annual	15 Oct
FERTMORT Fertility	API	X					annual	15 Oct
		X					annual	15 Oct
		X					annual	15 Oct
Mortality	API	X					annual	15 Oct
		X						
CYP LMIS AVSC ? Sales Data	API		X				annual	15 Oct
	API		X				annual	15 Oct
	API		X				annual	15 Oct
	API		X				annual	15 Oct
KNOW/USE (Cont. use/knowledge)	API		X	X	X	X	annual	15 Oct
	API		X	X	X	X	annual	15 Oct
	API					X	annual	15 Oct
CON (Issued & stocked)	API				X	X	annual periodic	15 Oct
ACCEPT(or)	API		X				annual	15 Oct
SDPNUM	API			X	X		annual	15 Oct
	PIR					X	semi-annual	15 Apr/Oct
AVSCAGPR	PIR					X	semi-annual	15 Apr/Oct
AVSCSITE	API		X	X	X		annual	15 Oct
	API			X	X	X	semi-annual	15 Apr/Oct
	PIR						annual	15 Oct
CBDSERV	API			X	X		annual	15 Oct
	API			X	X		annual	15 Oct
IEC	PIR					X	semi-annual	15 Apr/Oct
ORTKNOW	Child Survival					X	annual	
MEASDOSE	"					X	annual	
	"					X	annual	
MEASCOV	"					X	annual	
	"					X	annual	
CSTRNG	"					X	annual	

POPULATION/HEALTH

Name of Data Set	Reports Generated Name of Report	Level of Reporting				Sub- target	Activity	Frequency of Report	Deadline
		Sub- Goal	S.O.	Target	Sub- target				
IECDIST	PIR					X	semi-annual	15 Apr/Oct	
TRNG (in-country)	PIR					X	semi-annual	15 Apr/Oct	
						X	semi-annual	15 Apr/Oct	
PARTTRNG	PTMS					X	semi-annual	15 Apr/Oct	
PLANTRNG	Yrly Work Plan					X	yearly		
CBD	API				X		annual	15 Oct	
	PIR					X	semi-annual	15 Apr/Oct	
	PIR					X	semi-annual	15 Apr/Oct	
SDP (list of SDPs)	API				X		annual	15 Oct	
AIDBUYIN (AVSC)	API		X	X			annual	15 Oct	
	PIR					X	semi-annual	15 Apr/Oct	
KENSTATS (procedures by project)	PIR					X	semi-annual	15 Apr/Oct	
CSM	PIR					X	semi-annual	15 Apr/Oct	
	API		X	X			annual	15 Oct	
SITUATION ANALYSIS	API		X	X			annual	15 Oct	
FINANCIAL	PIR					X	semi-annual	15 Apr/Oct	

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POPULATION/HEALTH

Name of Data Set	Who pays for data collection at levels				Who pays for			Special Studies
	Project	Target	S.O.	Program	Aggregation	Analysis	Reporting	
POP (population)	Project/GOK/ other donors			GOK (CBS)	OE	OE	OE	Project
FERTMORT								
Fertility	Projects, GOK & other donors				OE	OE	OE	Projects, GOK & other donors
Mortality					OE	OE	OE	
CYP								
LMIS	Project/GOK		Project/GOK		Project/OE	OE	OE	
AVSC ?	Project		Project		OE	OE	OE	
Sales Data	Project		Project		OE	OE	OE	
KNOW/USE (Cont. use/knowledge)	Project/GOK other donors	Project/GOK other donors	Project/GOK other donors		Project/OE	OE	OE	Project/GOK other donors
CON (issued & stocked)	Project/GOK				Project/OE	OE	OE	
ACCEPT(or)	Project/GOK		Project/GOK		Project/OE	OE	OE	
SDPNUM	Project/GOK	Project/GOK			Project/OE	OE	OE	
AVSCACPR	Project				OE	OE	OE	
AVSCSITE	Project				OE	OE	OE	
CBOSERV	Project/GOK		Project/GOK		Project/OE	OE	OE	
CBDDIST	Project/GOK		Project/GOK		Project/OE	OE	OE	
IEC	Project/GOK				OE	OE	OE	
ORTKNOW	Project/GOK				OE	OE	OE	
MEASDOSE	Project/GOK				OE	OE	OE	
MEASCOV	Project/GOK				OE	OE	OE	Project/Other Donors
CSTRNG	Project				OE	OE	OE	

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POPULATION/HEALTH

Name of Data Set	Who pays for data collection at levels				Who pays for			Special Studies
	Project	Target	S.O.	Program	Aggregation	Analysis	Reporting	
IECDIST	Project/GOK				OE	OE	OE	
TRNG (in-country)	Project/GOK				OE	OE	OE	
PARTTRNG	OE				OE	OE	OE	
PLANTRNG	OE				OE	OE	OE	
CBD	Project/GOK		Project/GOK		Project/OE	OE	OE	
SDP (list of SDPs)	Project/GOK		Project/GOK		Project/OE	OE	OE	
ADBUN (AVSC)	Project				OE	OE	OE	
KENSTATS (procedures by project)	Project				OE	OE	OE	
CSM	Project	Project	Project		OE	OE	OE	
SITUATION ANALYSIS	Donor/GOK	Donor/GOK	Donor/GOK		OE	OE	OE	
FINANCIAL	Project	Project	Project		Project	Project	Project	

AGRICULTURE

Name of Data Set	Sources for Data Sets							Farm Data received					Physical Format	
	GOK	Contractor/Grantees	Project	USAID	AID/W	Special Studies	Others	Flow	Aggregated	Completed	Unanal.	Anec.	Disk	Hard
Incomes			PAM							X	X		X	X
Yields			PAM						X	X			X	X
Profitability			PAM						X	X			X	X
Transport			PAM						X	X				X
Market Prices	CBS NCPB									X	X			X
Technology Dev--Maize	KARI									X				X
Tech Dev--Sorghum/Millet	KARI									X				X
Tech Transfer--Seed Sales	KSC							X						X
Tech Transfer--Chemicals							Chemical Firms	X						X
Tech Transfer--Fertilizer	CBS Survey					X			X					X
Fertilizer--Avail & Dist		PM							X	X			X	X
Fertilizer--Price & Policy		IFDC				X			X	X			X	X
Fertilizer--Use Constraints		AGRVET				X			X	X			X	X
Fertilizer--Environ Impact	KARI					X			X	X				X
ICRP		MIAC							X					X
Hort Crop Labor Req.						X		X					?	X
Hort Crop Commodity Exports	HCDI												X	X

AGRICULTURE

Name of Data Set	Where Source Data Processed				Aggregation Level of Data				Frequency of Aggregation
	Raw	Tabbed/ Initial	Processed	Frequency of Updating	Natl	Regl	Sub-regl	Smaller	
Incomes	PAM	PAM	PAM	annual			X		annual
Yields	PAM	PAM	PAM	annual			X		annual
Profitability	PAM	PAM	PAM	annual			X		annual
Transport	PAM	PAM	PAM	annual			X		annual
Market Prices	CBS NCPB	CBS NCPB	CBS NCPB	weekly weekly	X				weekly weekly
Technology Dev--Maize	KARI	KARI	KARI	annual	X	X			annual
Tech Dev--Sorghum/Millet	KARI	KARI	KARI	annual	X	X			annual
Tech Transfer--Seed Sales	KenyaSeedCo	AGR	AGR	annual	X				annual
Tech Transfer--Chemicals	Ind Companies	?	?	annual	X				annual
Tech Transfer--Fertilizer	CBS	CBS	CBS	?annual	X				annual
Fertilizer--Avail & Dist	Contractor	Contractor	Contractor	monthly	X	X	X	X	monthly
Fertilizer--Price & Policy	IFDC	IFDC	IFDC	one time study	X				one time study
Fertilizer--Use Constraints	AGRMET	AGRMET	AGRMET	one time study	X				one time study
Fertilizer--Environ Impact	KARI	KARI	KARI	semi annual				X	semi annual
NARP	MIC	MIC	MIC	quarterly/annual	X	X			quarterly/annual
Hort Crop Labor Req.	?	?	?	one time study				X	one time study
Hort Crop Commodity Export	HODA	HODA	HODA	monthly/annual	X				monthly/annual

AGRICULTURE

Name of Data Set	Management and Use of Data Set: Person/position responsible for					
	Sourcing	Analysis	Input	Output	Analysis	Int'l/writ.
Incomes	Ag Economist	FSN-MIS	FSN-MIS	FSN-MIS	Ag Chief	Ag Chief
Yields	Ag Economist	FSN-MIS	FSN-MIS	FSN-MIS	Ag Chief	Ag Chief
Profitability	Ag Economist	FSN-MIS	FSN-MIS	FSN-MIS	Ag Chief	Ag Chief
Transport	Ag Economist	FSN-MIS	FSN-MIS	FSN-MIS	Ag Chief	Ag Chief
Market Prices	Ag Economist	FSN-MIS	FSN-MIS	FSN-MIS	Ag Chief	Ag Chief
Technology Dev--Maize	Ag Officer	Ag Officer	Ag Officer	Ag Officer	Ag Officer	Ag Officer
Tech Dev--Sorghum/Millet	Ag Officer	Ag Officer	Ag Officer	Ag Officer	Ag Officer	Ag Officer
Tech Transfer--Seed Sales	Ag Officer	Ag Officer	Ag Officer	Ag Officer	Ag Officer	Ag Officer
Tech Transfer--Chemicals	Ag Officer	Ag Officer	Ag Officer	Ag Officer	Ag Officer	Ag Officer
Tech Transfer--Fertilizer	Ag Officer	Ag Officer	Ag Officer	Ag Officer	Ag Officer	Ag Officer
Fertilizer--Avail & Dist	Ag Economist	Ag Economist	Ag Economist	Ag Economist	Ag Economist	Ag Economist
Fertilizer--Price & Policy	Ag Economist	Ag Economist	Ag Economist	Ag Economist	Ag Economist	Ag Economist
Fertilizer--Use Constraints	Ag Economist	Ag Economist	Ag Economist	Ag Economist	Ag Economist	Ag Economist
Fertilizer--Environ Impact	Ag Economist	Ag Economist	Ag Economist	Ag Economist	Ag Economist	Ag Economist
NARP	Ag Officer	Ag Officer	Ag Officer	Ag Officer	Ag Officer	Ag Officer
Hort Coop Labor Req.	Ag Officer??	Ag Officer??	Ag Officer??	Ag Officer??	Ag Officer??	Ag Officer??
Hort Coop Commodity Export	Ag Officer??	Ag Officer??	Ag Officer??	Ag Officer??	Ag Officer??	Ag Officer??

AGRICULTURE

Name of Data Set	Reports Generated Name of Report	Level of Reporting				Activity	Frequency of Report	Deadline
		Sub-Goal	S.O.	Target	Sub-Target			
Incomes	API	X	X			X	annual	Oct
	KNDP impact					X	annual	Oct
Yields	API	X	X			X	annual	Oct
	KNDP impact					X	annual	Oct
Profitability	API	X	X	X		X	annual	Oct
	KNDP impact					X	annual	Oct
Transport	API				X		annual	Oct
	KNDP impact					X	annual	Oct
Market Prices	API				X		annual	Oct
	KNDP impact					X	annual	Oct
Technology Dev--Maize	API				X		annual	Oct
Tech Dev--Sorghum/Millet	API				X		annual	Oct
Tech Transfer--Seed Sales	API				X		annual	Oct
Tech Transfer--Chemicals	API				X		annual	Oct
Tech Transfer--Fertilizer	API				X		annual	Oct
Fertilizer--Avail & Dist						X	on-going	Oct
Fertilizer--Price & Policy	API				X		annual	Oct
	PIR					X	semiannual	15 Apr/Oct
Fertilizer--Use Constraints	API				X		annual	Oct
	PIR					X	semiannual	15 Apr/Oct
Fertilizer--Environ Impact	PIR					X	semi annual	15 Apr/Oct
NARP	PIR					X	semiannual	15 Apr/Oct
Hort. Coop. Labor Req.							for project design	77
Hort. Coop. Community Exports							for project design	77

AGRICULTURE

Name of Data Set	Who pays for data collection at levels				Who pays for			
	Project	Target	SU	Program	Aggregation	Analysis	Reporting	Special Studies
Incomes	Project		??	??	Project	OE	OE	
Yields	Project		??	??	Project	OE	OE	
Profitability	Project	??	??	??	Project	OE	OE	
Transport	Project				Project	OE	OE	
Market Prices	GBS NCPB				Project Project	OE	OE	
Technology Dev--Maize		KARI			OE	OE	OE	
Tech Dev--Sorghum/Millet		KARI			OE	OE	OE	
Tech Transfer--Seed Sales		KenyaSeedCo			OE	OE	OE	
Tech Transfer--Chemicals		ChemicalFirms			OE	OE	OE	
Tech Transfer--Fertilizer		GDK			OE	OE	OE	
Fertilizer--Avail & Dist	Project				Project	OE	OE	
Fertilizer--Price & Policy	Project				Project	OE	OE	Project
Fertilizer--Use Constraints	Project				Project	OE	OE	Project
Fertilizer--Environ Impact	Project				Project	OE	OE	Project
NARP	Project							
Hort Crop Labor Req.								PC&S
Hort Crop Commodity Export								PC&S

PRIVATE ENTERPRISE

Name of Data Set	Sources for Data Sets							Form Data received					Physical Format	
	GOK	Contractor/Grantees	Project	USAID	AID/W	Special Studies	Others	Raw	Agreed	compiled	Unanal	Anal	Disk	Hard
Employment Generated	IPC	NGO	PED							X	X			X
Sales Increases	IPC	NGO	PED							X	X			X
Investment Increases	IPC	NGO	PED							X	X			X
Assets Increases	IPC	NGO	PED							X	X			X
Foreign Exchange Increases	IPC	NGO	PED							X	X			X
Business Persons Trained	IPC	NGO	PED							X	X			X
Association Membership Increases		NGOs	PED							X	X			X
IPC Investments Approved	IPC									X	X			X
KAM Policy Studies		KAM				Several				X	X			X
KEC/IPS Equity Projects		Contractor								X	X			X
K-MAP Clients		K-MAP								X	X			X
IESC Clients		IESC								X	X			X
REP Subprojects		REP								X	X			X
National Real Wage Bill Formal Sector	CBS									X	X			X
National Real Wage Bill Informal Sector		(TBD)				Planned			X	X				X
Non-Traditional Export Earnings	CBS									X	X			X
Non-Traditional Export Investments	IPC EPZA									X				X
Non-Traditional Export Enterprises (#)	IPC EPZA	NGOs	PED							X				X
SME Starts						Planned			X	X			X	X
Investment in SMEs						Planned			X	X			X	X

PRIVATE ENTERPRISE

Name of Data Set	Where Source Data Processed			Frequency of Updating	Aggregation Level of Data				Frequency of Aggregation
	Raw	Tabbed/Initial	Processed		Nat'l	Reg'l	Sub-reg'l	Smaller	
Employment Generated	IPC/KAM	IPC/KAM	IPC/KAM	semiannual				X	semiannual
Sales Increases	IPC/KAM	IPC/KAM	IPC/KAM	semiannual				X	semiannual
Investment Increases	IPC/KAM	IPC/KAM	IPC/KAM	semiannual				X	semiannual
Assets Increases	IPC/KAM	IPC/KAM	IPC/KAM	semiannual				X	semiannual
Foreign Exchange Increases	IPC/KAM	IPC/KAM	IPC/KAM	semiannual				X	semiannual
Business Persons Trained	IPC/KAM	IPC/KAM	IPC/KAM	semiannual				X	semiannual
Association Membership Increases	NGOs	NGOs	NGOs	semiannual				X	semiannual
IPC Investments Approved	IPC	IPC	IPC	semiannual				X	semiannual
KAM Policy Studies	KAM	KAM	KAM	Irregular				X	Irregular
KEC/IPS Equity Projects	Contractor	Contractor	Contractor	semiannual				X	semiannual
K-MAP Clients	K-MAP	K-MAP	K-MAP	semiannual				X	semiannual
IESC Clients	IESC	IESC	IESC	semiannual				X	semiannual
REP Subprojects	REP	REP	REP	semiannual				X	semiannual
National Real Wage Bill Informal Sector	CBS	CBS	CBS	annual	X				annual
National Real Wage Bill Informal Sector	Contractor	Contractor	Contractor	biennial	X				biennial
Non-Traditional Export Earnings	CBS	CBS	CBS	annual	X				annual
Non-Traditional Export Investments	IPC EPZA	IPC EPZA	IPC EPZA	quarterly quarterly	X X				quarterly quarterly
Non-Traditional Export Enterprises (#)	IPC EPZA NGOs PED	IPC EPZA NGOs PED	IPC EPZA NGOs PED	quarterly quarterly quarterly quarterly	X X X X				quarterly quarterly quarterly quarterly
SME Starts	Contractors	Contractors	Contractors	irregular	X				irregular
Investment in SMEs	Contractors	Contractors	Contractors	irregular	X				irregular

PRIVATE ENTERPRISE

Name of Data Set	Reports Generated	Level of Reporting				Activity	Frequency of Report	Deadline
	Name of Report	Sub-Goal	S.O.	Target	Sub-target			
Employment Generated	API	X					annual	15 Oct
	PIR		X			X	semiannual	15 Apr/Oct
Sales Increases	API	X					annual	15 Oct
	PIR		X			X	semiannual	15 Apr/Oct
Investment Increases	API				X		annual	15 Oct
	PIR					X	semiannual	15 Apr/Oct
Assets Increases	API			X			annual	15 Oct
	PIR					X	semiannual	15 Apr/Oct
Foreign Exchange Increases	API	X					annual	15 Oct
	PIR					X	semiannual	15 Apr/Oct
Business Persons Trained	PIR					X	semiannual	15 Apr/Oct
	PIR					X	semiannual	15 Apr/Oct
Association Membership Increases	PIR					X	semiannual	15 Apr/Oct
IPC Investments Approved	PIR					X	semiannual	15 Apr/Oct
KAM Policy Studies	PIR					X	semiannual	15 Apr/Oct
KEC/IPS Equity Projects	PIR					X	semiannual	15 Apr/Oct
K-MAP Clients	PIR					X	semiannual	15 Apr/Oct
IESC Clients	PIR					X	semiannual	15 Apr/Oct
REP Subprojects	PIR					X	semiannual	15 Apr/Oct
National Real Wage Bill Formal Sector	API		X				annual	15 Oct
National Real Wage Bill Informal Sector	API		X				annual	15 Oct
	PIR					X	semiannual	15 Apr/Oct
Non-Traditional Export Earnings	API			X			annual	15 Oct
Non-Traditional Export Investments	API				X		annual	15 Oct
	PIR					X	semiannual	15 Apr/Oct
Non-Traditional Export Enterprises (#)	API				X		annual	15 Oct
	PIR					X	semiannual	15 Apr/Oct
SME Starts	API			X			annual	15 Oct
	PIR					X	semiannual	15 Apr/Oct
Investment in SMEs	API				X		annual	15 Oct
	PIR					X	semiannual	15 Apr/Oct

PRIVATE ENTERPRISE

Name of Data Set	Who pays for data collection at levels			Who pays for				Special Studies
	Project	Target	S.O.	Program	Aggregation	Analysis	Reporting	
Employment Generated	PED				PED	PED	PED	
Sales Increases	PED				PED	PED	PED	
Investment Increases	PED				PED	PED	PED	
Assets Increases	PED				PED	PED	PED	
Foreign Exchange Increases	PED				PED	PED	PED	
Business Persons Trained	PED				PED	PED	PED	
Association Membership Increases	PED				PED	PED	PED	
IPC Investments Approved	PED				PED	PED	PED	
KAM Policy Studies	PED				PED	PED	PED	PED
KEC/IPS Equity Projects	PED				PED	PED	PED	
K-MAP Clients	PED				PED	PED	PED	
IESC Clients	PED				PED	PED	PED	
REP Subprojects	PED				PED	PED	PED	
National Real Wage Bill Formal Sector	GOK				OE	OE	OE	
National Real Wage Bill Informal Sector	PED				PED	PED	OE	PED
Non-Traditional Export Earnings	GOK				OE	OE	OE	
Non-Traditional Export Investments	GOK PED				OE	OE	OE	
Non-Traditional Export Enterprises (#)	GOK PED				OE PED	OE PED	OE	
SME Starts	PED				PED	PED	OE	PED
Investment in SMEs	PED				PED	PED	OE	PED

PVO CO-FINANCING

Name of Data Set	Sources for Data Sets						Form Data received					Physical Format		
	GOK	Contractor Grantees	Project	USAID	AID/W	Special Studies	Others	Raw	Aggreg	compiled	Unanal	Anal	Disk	Hard
Every PVO grantee has a separate data set		PVO								X				X
Aggregate Indicators of Project Activity				HRD				X	X	X			X	

PVO CD-FINANCING

Name of Data Set	Where Source Data Processed			Frequency of Updating	Aggregation Level of Data				Frequency of Aggregation
	Raw	Tabbed/Initial	Processed		Natl	Regl	Sub-regl	Smaller	
Every PVO grantee has a separate data set	PVOs	HRD	HRD	quarterly	X			X	quarterly
Aggregate Indicators of Project Activity	HRD	HRD	HRD	semiannually	X				semiannually

PVO CO-FINANCING

Name of Data Set	Management and Use of Data Set: Person/position responsible for					
	Sourcing	Aggregat	Input	Output	Analysis	Int'pt/write
Every PVO grantee has a separate data set	FSN Project Officer and Staff	FSN Project Officer and Staff	FSN Project Officer and Sta	FSN Project Officer and Staff	FSN Project Officer and Staff	FSN Proj Officer
Aggregate Indicators of Project Activity	FSN Proj Officer	FSN Proj Officer	PVO Co-Fi Staff	FSN Project Officer and Staff	FSN Proj Officer Chief HRD	

PVO CO-FINANCING

Name of Data Set	Reports Generated Name of Report	Level of Reporting				Sub- target	Activity	Frequency of Report	Deadline
		Sub- Goal	S.O. Target	Target	Activity				
Every PVO grantee has a separate data set	PIR		some	some	some	X	semiannual	15Apr/Oct	
Aggregate Indicators of Project Activity	Aggregate Indicators of Project Activity PIR		some	some	some	X	semiannual	15Apr/Oct	
			some	some	some	X	semiannual	15Apr/Oct	

PVO CO-FINANCING

Name of Data Set	Who pays for data collection at levels				Who pays for			Special Studies
	Project	Target	S.O.	Program	Aggregation	Analysis	Reporting	
Every PVO grantee has a separate data set	Project	Project	Project		Project	Project/OE	OE	
Aggregate Indicators of Project Activity	Project	Project	Project/OE		Project/OE	OE	OE	

TRAINING

Name of Data Set	Sources for Data Sets							Form Data received					Physical Format	
	COK	Contractor Grantees	Project	USND	AID/W	Special Studies	Others	Raw	Aggregated	Compiled	Unanal	Anec	Disk	Hard
PTMS (no in-country)		Various contractors	Various	AGR/PH/PE/HRD	S&T/other Centrally			PIO/Pe						X
Training for Development Database (Evaluation Plan)		TBD	TID	HRD				X						X
Impact Evaluation of in-country training	DPM	TBD	HRDA	HRD				X						X
TRNG				PH						X				X
PARTTRNG				PH				X						X
PLANTRNG				PH						X				X

TRAINING

Name of Data Set	Where Source Data Processed			Frequency of Updating	Aggregation Level of Data				Frequency of Aggregation
	Raw	Tabbed/ Initial	Processed		Nat'l	Reg'l	Sub-reg'l	Smaller	
PTMS	Training Office (HRD)	Training Office (HRD)	Training Office (HRD)	continual	X				Semi-annually on demand
Training for Development Database (Evaluation Plan)	Contractor	Contractor	Contractor/HRD	Continual	X				Semi-annually on demand
Impact Evaluation of in-country training	Training Office	Training Office	Training Office	One time study	X				One time study
TRNG	PH	PH	PH	Irregular	X				
PARTTRNG	HRD	HRD	HRD	continual	X				
PLANTRNG	PH	PH	PH	yearly	X				

TRAINING

Name of Data Set	Management and Use of Data Set: Person/position responsible for					
	Sourcing	Aggregate	Input	Output	Analysis	InKpt/write
PTMS	Training Officer		Currently Data Soon to be Training Office	Processing Center		
Training for Development Database (Evaluation Plan)	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor
Impact Evaluation of In-country training	Contractor	Contractor	Contractor	Contractor	Contractor	Training Office
TRNG	PH					
PARTTRNG	Training Officer	Currently Data	Processing Center	Soon to be	Dep Chief PH	Dep Chief PH
PLANTRNG	N.Mwanzia	N.Mwanzia	Training Officer PH Adm Sec'y	PH Adm Sec'y	Dep Chief PH	Dep Chief PH

TRAINING

Name of Data Set	Reports Generated Name of Report	Level of Reporting				Activity	Frequency of Report	Deadline
		Sub-Goal	S.O. Target	Sub-target				
PTMS	PTMS		SELECTED		Mostly	Semi-annually	15 April	
	PIR Reports on		SELECTED		Mostly	Semi-annually	15 Oct	
Training for Development Database (Evaluation Plan)	PIR		SELECTED		Mostly	Semi-annually or as contractor determines need	15 April & 15 Oct	
Impact Evaluation of in-country training	Impact Eval of In-country trng		SELECTED		Mostly			
TRNG	PIR				X	semiannual	15 Apr/Oct	
PARTTRNG	PTMS				X	semiannual	15 Apr/Oct	
	PIR				X	semiannual	15 Apr/Oct	
PLANTRNG	PH Yrly Work Plan				X	yearly		

TRAINING

Name of Data Set	Who pays for data collection at levels			Who pays for			Special Studies	
	Project	Target	S.O.	Program	Aggregation	Analysis		Reporting
PTMS	OE OE OE	OE OE OE	OE OE OE		OE OE OE	OE OE OE	OE OE OE	
Training for Development Database (Evaluation Plan)	Project (T/D)	Project (T/D)	Project (T/D)		Project (T/D)	Project (T/D)	OE	
Impact Evaluation of in-country training	HRDA	HRDA	HRDA		HRDA	HRDA	OE	HRDA
TRNG	Project				OE	OE	OE	
PARTTRNG	OE OE				OE OE	OE OE	OE OE	
PLANTRNG	OE				OE	OE	OE	

ECONOMIC STABILIZATION

Name of Data Set	Sources for Data Sets							Form Data received					Physical Format	
	GOK	Contractor Grantless	Project	USAID	AID/W	Special Studies	Others	Raw	Aggreg	compiled	Unanal	Anec	Disk	Hard
	Economic Survey	CBS								X				
Statistical Abstract	CBS								X					X
Quarterly Economic Review	CBK							X	X	X				X
Economic Report	CBK								X					X
5 Year Development Plan	MOF								X					X
Kenya Country Profile						The Economist Intell Unit			X					X
Budget Out-turn	MOF							X	analyzed	little				X
Central Bank Econ Report (Monetary)	CBK							X	analyzed	little				X
Central Bank Econ Report (BOP)	CBK							X	analyzed	little				X
Development Estimates	MOF							X	X	X				X
Recurrent Estimates	MOF								X	X				X
Forward Budget	MOF								X	X				X
Country Econ Memo (CEM)							IBRD		X					X
Recent Econ Developments							IMF		X					X
Budget speech	MOF								?					X
ESAF							IMF		X					X
PFP	MOF						IMF/IBRD		X					X
Sust Growth Equity LT Persp SSA						IBRD			X					X
World Development Report							IBRD		X					X
The Economist							The Economist		X					X
AID's Economic & Social Data Service (ESDS)													X	
African Econ & Fin Data									X				X	
Kenya Gazette	GOKprinters								X					X

ECONOMIC STABILIZATION

Name of Data Set	Where Source Data Processed			Frequency of Updating	Aggregation Level of Data				Frequency of Aggregation
	Raw	Tabbed/initial	Processed		Natl	Regl	Sub-regl	Smaller	
Economic Survey	CBS	CBS	CBS	annual	prime	second			annually
Statistical Abstract	CBS	CBS	CBS	annual	prime	second			annually
Quarterly Economic Review	CBK	CBK	CBK	quarterly	X			by sectors	annually
Economic Report	CBK	CBK	CBK	annual	X			by sectors	annually
5 Year Development Plan	MOF	MOF	MOF	every 5 years	X			by sectors	every 5 years
Kenya Country Profile	The Economist	Intelligence Unit	xxxx	yearly	X				annually
Budget Out-turn	MOF	MOF	MOF	quarterly	X				
Central Bank Econ Report (Monetary)	CBK	CBK	CBK	quarterly	X				monthly
Central Bank Econ Report (BOP)	CBK	CBK	CBK	quarterly	X				annually
Development Estimates	MOF	MOF	MOF	yearly	X			by projects & ministry	annually
Recurrent Estimates	MOF	MOF	MOF	yearly	X			by projects & ministry	annually
Forward Budget	MOF	MOF	MOF	yearly	X			by projects & ministry	annually
Country Econ Memo (CEM)	IBRD	IBRD	IBRD	periodically	X			sectors	~biannually
Recent Econ Developments	IMF	IMF	IMF	~yearly	X			sectors	~annually
Budget speech	MOF	MOF	MOF	yearly	X				annually
ESAF	IMF	IMF	IMF	annually	X				annually
PFPP	IMF/IBRD	IMF/IBRD	IMF/IBRD	by credit	X			sectors	biannually
Sust Growth Equity LT Persp SSA	IBRD	IBRD	IBRD	special study				sectors	as required
World Development Report	IBRD	IBRD	IBRD	annually	X			sectors	annually
The Economist	The Economist	The Economist	The Economist	as required	X				as required
AID's Economic & Social Data Service (ESDS)	various & PPC/CDIE	PPC/CDIE	PPC/CDIE	yearly?	X			?	annually?
African Econ & Fin Data	various	AFR/DP	AFR/DP	yearly?	X			?	annually?
Kenya Gazette	GOK Printers	xxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxx	weekly	X	X			N/A

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ECONOMIC STABILIZATION

Name of Data Set	Management and Use of Data Set: Person/position responsible for					
	Sourcing	Aggregat	Input	Output	Analysis	In'pt/write
Economic Survey	Economist	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
Statistical Abstract	Economist	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
Quarterly Economic Review	Economist	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
Economic Report	Economist	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
5 Year Development Plan	Economist	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
Kenya Country Profile	Economist	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
Budget Out-turn	Economist	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
Central Bank EconReport(Monetary)	Economist	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
Central Bank Econ Report (BOP)	Economist	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
Development Estimates	Econ/Prog Asst	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
Recurrent Estimates	Econ/Prog Asst	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
Forward Budget	Econ/Prog Asst	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
Country Econ Memo (CEM)	Program Economist/Economist		Program Economist/Economist	Program Economist/Economist		
Recent Econ Developments	Program Economist/Economist		Program Economist/Economist	Program Economist/Economist		
Budget speech	Economist	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
ESAF	Program Economist/Economist		Program Economist/Economist	Program Economist/Economist		
PFP	Program Economist/Economist		Program Economist/Economist	Program Economist/Economist		
Sust Growth Equity LT Persp SSA	Program Economist/Economist		Program Economist/Economist	Program Economist/Economist		
World Development Report	Program Economist/Economist		Program Economist/Economist	Program Economist/Economist		
The Economist	Program Economist	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
AID's Economic & Social Data Service (ESDS)	Program Economist	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
African Econ & Fin Data	Program Economist	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx
Kenya Gazette	Economist	Program Economist/Economist	Program Economist/Economist	Program Economist/Economist	xxx	xxxxxxxxxxxxxxxx

AD

ECONOMIC STABILIZATION

Name of Data Set	Reports Generated Name of Report	Level of Reporting					Frequency of Report	Deadline
		Sub-Goal	S.O.	Target	Sub-target	Activity		
Economic Survey	Various Sector Analyses	X	X	X			Continuous	Continuous
Statistical Abstract	Various Sector Analyses	X	X	X			Continuous	Continuous
Quarterly Economic Review	Various Sector Analyses	X	X	X			Continuous	Continuous
Economic Report	Various Sector Analyses	X	X	X			Continuous	Continuous
5 Year Development Plan	Analysis of Dev Plan	X	X	X			Every 5 years	w/in month
Kenya Country Profile	Briefing Fiscal Trends	X	X	X			quarterly	
Budget Out-turn	Briefing Fiscal Trends	X	X	X			quarterly	
Central Bank EconReport(Monetary)	Briefs on Trends in the BOP and monetary supply	X	X	X			quarterly	
Central Bank Econ Report (BOP)	Briefs on Trends in the BOP and monetary supply	X	X	X			quarterly	
Development Estimates	Public Finance Report		X	X			annual	January
Recurrent Estimates	Public Finance Report		X	X			annual	January
Forward Budget	Public Finance Report		X	X			annual	January
Country Econ Memo (CEM)	CG Discussion Paper	X	X	X			biannually	November
Recent Econ Developments	CG Discussion Paper	X	X	X			biannually	November
Budget speech	Analysis of Budget	X	X	X			annually	w/in month
ESAF	Various Sector Analyses	X	X	X			continuous	continuous
PPP	Various Sector Analyses	X	X	X			continuous	continuous
Sust Growth Equity LT Persp SSA	Various Sector Analyses	X	X	X			continuous	continuous
World Development Report	Various Sector Analyses	X	X	X			continuous	continuous
The Economist	Various Sector Analyses	X	X	X			continuous	continuous
AID's Economic & Social Data Service (ESDS)	Various Sector Analyses	X	X	X			continuous	continuous
African Econ & Fin Data	Various Sector Analyses	X	X	X			continuous	continuous
Kenya Gazette	Various Sector Analyses	X	X	X			continuous	continuous

ECONOMIC STABILIZATION

Name of Data Set	Who pays for data collection at levels				Who pays for			Special Studies
	Project	Target	S.O.	Program	Aggregation	Analysis	Reporting	
Economic Survey		GOK	GOK	GOK	OE	OE	OE	
Statistical Abstract		GOK	GOK	GOK	OE	OE	OE	
Quarterly Economic Review		GOK	GOK	GOK	OE	OE	OE	
Economic Report		GOK	GOK	GOK	OE	OE	OE	
5 Year Development Plan	GOK	GOK	GOK	GOK	OE	OE	OE	
Kenya Country Profile	The Economist	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	OE	OE	OE	
Budget Out-turn	GOK	GOK	GOK	GOK	OE	OE	OE	
Central Bank EconReport(Monetary)		GOK	GOK	GOK	OE	OE	OE	
Central Bank Econ Report (BOP)		GOK	GOK	GOK	OE	OE	OE	
Development Estimates	GOK	GOK	GOK	GOK	OE	OE	OE	
Recurrent Estimates	GOK	GOK	GOK	GOK	OE	OE	OE	
Forward Budget	GOK	GOK	GOK	GOK	OE	OE	OE	
Country Econ Memo (CEM)	IBRD/GOK	IBRD	IBRD	IBRD	OE	OE	OE	
Recent Econ Developments	IMF/GOK	IMF	IMF	IMF	OE	OE	OE	
Budget speech	GOK	GOK	GOK	GOK	OE	OE	OE	
ESAF	IMF	IMF	IMF	IMF	OE	OE	OE	
PPP	IMF/IBRD	IMF/IBRD	IMF/IBRD	IMF/IBRD	OE	OE	OE	
Sust Growth Equity LT Parap SSA	IBRD	IBRD	IBRD		OE	OE	OE	
World Development Report	IBRD	IBRD	IBRD		OE	OE	OE	
The Economist	The Economist	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	OE	OE	OE	
AD's Economic & Social Data Service (ESDS)	IBRD/CDNE/ various	OE	OE	OE	OE	OE	OE	
African Econ & Fin Data	OE	OE	OE	OE	OE	OE	OE	
Kenya Gazette				GOK	OE	OE	OE	

PROJECTS OFFICE

Name of Data Set	Sources for Data Sets						Form Data received					Physical Format		
	GOK	Contractor/ Grantees	Project	USAID	AID/W	Special Studies	Others	Raw	Aggreg	compiled	Unanal	Assoc	Disk	Hard
CIP Administrative Database														
Application							Importers	X						X
FX Permit							Importers/BOK	X						X
Letter of Credit							Comm Banks	X						X
Peat Marwick (PM)														
End use	Port						Importers	X	X	X				X
Local Currency Deposit	BOK	PM					Banks	X	X	X				X
Cairo MIS														
MACS		various	various	various	FM					X		X		
Word Processing				various						X				X
Internal Management				various	FM			X	X					X
Grey Amendment				CONT Proj Officers							X		X	X
Ad hoc				various				X	X	X				X

PROJECTS OFFICE

Name of Data Set	Where Source Data Processed			Frequency of Updating	Aggregation Level of Data				Frequency of Aggregation
	Raw	Tabbed/ Initial	Processed		Nat'l	Reg'l	Sub-reg'l	Smaller	
CIP Administrative Database									
Application	PRJ	PRJ	PRJ	Continual	X				Monthly
FX Permit	PRJ	PRJ	PRJ	Continual	X				Monthly
Letter of Credit	Comm Banks	AID/W	AID/W	Continual	X				Monthly
Peat Marwick (PM)									
End use	Peat Marwick	Peat Marwick	Peat Marwick	Monthly	X				Monthly
Local Currency Deposit	"	"	"	Monthly	X				Monthly
Cairo MIS									
MACS	Tech officers	CONT	PRJ	Quarterly	X				Quarterly
Word Processing	Tech officers	Tech officers	PRJ	Semi-annually	X				Semi-annually
Internal Management	Tech officers	Tech officers	PRJ	Semi-annually	X				Semi-annually
Grey Amendment									
	CONT	PRJ	PRJ	Quarterly	X				Quarterly
	Tech officers	PRJ	PRJ	Quarterly	X				Quarterly
Ad hocs	PRJ	PRJ	PRJ	as needed	X				as needed

PROJECTS OFFICE

Name of Data Set	Management and Use of Data Set: Person/position responsible for					
	Sourcing	Aggregate	Input	Output	Analysis	In/Out/write
CIP Administrative Database						
Application	Importer		Adm Asst	Tartar	Tartar	Tartar
FX Permit	Importer		Adm Asst	Tartar	Tartar	Tartar
Letter of Credit	Comm Banks		AID/W	AID/W	None	FM
Peat Marwick (PM)						
End use	Peat Marwick		Peat Marwick	Peat Marwick	Peat Marwick	Peat Marwick
Local Currency Deposit	Peat Marwick		Peat Marwick	Peat Marwick	Peat Marwick	Peat Marwick
Cairo MIS						
MACS	CONT/Proj Offrs	CONT	Data Process	CONT	PRJ	PRJ/Tech officer
Word Processing	Proj Officers	Proj Officers	Center	Tartar & Barbiero	Tartar	PRJ/Tech officer
Internal Management	J. Tartar	Tartar/Barbiero	Adm Asst	Tartar/Barbiero	Tartar/Barbiero	Tartar/Barbiero
Grey Amendment						
	Adm Asst	Adm Asst	Adm Asst	Adm Asst		
	Adm Asst	Adm Asst	Adm Asst	Adm Asst		
Ad hoc	Tartar/Barbiero	Tartar/Barbiero	PRJ/Tech off	PRJ	PRJ	PRJ

PROGRAM OFFICE

Name of Data Set	Sources for Data Sets							Form Data received					Physical Format	
	GOK	Contractor/ Grantees	Project	USAID	AID/W	Special Studies	Others	Raw	Aggreg	compiled	Unanal	Anec	Disk	Hard
AC/SI				all offices				X			X			X
Table IV				all offices				X						X
Budget					AFR/DP		OMB	X						X
Local Currency	MOF		all	all offices				X			X			X
API				all offices					X	X				X

PROGRAM OFFICE

Name of Data Set	Where Source Data Processed			Frequency of Updating	Aggregation Level of Data				Frequency of Aggregation
	Raw	Tabbed/ initial	Processed		Nat'l	Reg'l	Sub-reg'l	Smaller	
AC/SI	Prog Office	Prog Office	Prog Office	semi-annual	X	X	X	X	semi-annually
Table IV	Prog Office	Prog Office	Prog Office	semi-annual	X				semi-annually
Budget	Prog Office	Prog Office	Prog Office	semi-annual	X				monthly
Local Currency	Program/MOF	Program/MOF	Program/MOF	every 4 mos	X				every 4 mos
API	Each USAID office	xxxxxxxxxx	Prog Office	annually	X	X			annually

PROGRAM OFFICE

Name of Data Set	Management and Use of Data Set: Person/position responsible for					
	Sourcing	Aggregat	Input	Output	Analysis	Int'pt/write
AC/SI	Program Asst	Program Asst	Program Asst	Program Asst	Program Officer	Program Officer
Table IV	Program Asst	Program Asst	Program Asst	Program Asst	Program Officer	Program Officer
Budget	Program Asst	Program Asst	Program Asst	Program Asst	Program Officer	Program Officer
Local Currency	Project offices	Prog Asst/MOF	Desk Officer	XXXXXXXXXXXXXXXXXXXX	Prog Officer/Director PS MOF/MOF Desk	Prog Officer/MOF
API	Data Mgr	Data Mgr	Data Mgr	Data Mgr/Prog Econ	Data Mgr/Prog Econ	Data Mgr/Prog Econ

