

Technical Performance Volume

Supplement to the 1997 Agency Performance Report

Prepared for:

**United States Agency for International Development (USAID)
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Center for Development Information and Evaluation (CDIE)
Performance Measurement and Evaluation Division (PME)**

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Executive Summary

Purpose of *Technical Performance Volume*

This *Technical Performance Volume* serves as a supplement to the 1997 *Agency Performance Report (APR)*, examining in more detail some of the technical and methodological issues underlying the APR process. The purpose of this *Technical Performance Volume* is to see what we can learn from the Results Review and Resource Request (R4) tables and Bureau Budget Submission (BBS) data, imperfect as they may be, regarding the overall Agency program, the status of performance measurement data, and the systems of performance assessment. The analysis in this volume is performed with the database created and maintained by the Performance Measurement Analysis (PMA) Project for the Center for Development Information and Evaluation (CDIE).

In the first interim report on USAID's implementation of the Government Performance and Results Act (GPRA), USAID's inspector general found that USAID has made substantial progress in developing an Agency Strategic Plan and in establishing performance monitoring systems to report results. USAID's R4 reporting process is part of the re-engineering process developed as a central component of managing for results through performance measurement. During 1997, every operating unit receiving program funds was required to submit an R4 reporting on 1996 results. The data contained in the tables of the Results Review portion of the R4 provide one of the cornerstones of the development of Agency-wide operating unit level results reporting.

This *Technical Performance Volume* contributes to USAID's development of Agency-wide results reporting in two ways.

- First, it provides a review of the state of performance measurement based on the R4 process, including the extent to which operating units are providing the data necessary for performance measurement and analysis through their R4s.
- Second, the volume compares the several pictures of Agency performance that can be derived from existing measurement systems based upon R4 table data, on one hand, and data from the full technical review that contributes to the Bureau Budget Submission process, on the other hand.

The various analyses and comparisons contained in this volume do not judge the alternative systems of performance assessment or presume that one system is superior to another. It is understood that the systems serve very different purposes. The juxtaposition of different systems of performance assessment used by the Agency offers insights into the strengths and weaknesses of the overall effort at performance measurement. It also provides insights into how the performance measurement and assessment processes might be strengthened and, perhaps most important, made more efficient. Finally, it provides an indication of the degree of convergence of judgment on the performance accomplishments of the Agency.

Overview of sections in the *Technical Performance Volume*

This *Technical Performance Volume* is organized into six sections

Section 1—**Institutional Context of Performance Data**—describes the policy, guidance, and processes that govern and produce performance data within the agency. It also presents the data sets utilized for the several analyses contained in this volume.

Section 2—**Program Portrait**—overviews USAID's program, describing the types and numbers of objectives supporting USAID's goals, as well as presenting the geographic and sector distribution of objectives

Section 3—**Status of Performance Measurement Apparatus**—describes the 1997 status of performance measurement in USAID, focusing on the number of strategic objectives with full monitoring plans, i.e., possessing indicators with baseline data, 1996 annual targets, and reported 1996 actual accomplishments¹

Section 4—**Performance Analysis**—compares the general performance assessments arising from R4 Table-based and BBS-based performance assessment systems, and identifies the major areas of agreement and divergence, including sectoral and regional variations

Section 5—**R4 Data and the BBS Process Head-to-Head Comparisons**—examines the extent to which the R4 performance assessment matches the BBS assessment when applied to individual SOs. The section also explores the validity of the inference that R4 performance table data might serve as a predictor of BBS performance and composite rankings, or as a screening device for management and performance assessment processes

Section 6—**Conclusions**—presents the conclusions that emerge from the analyses in this volume and indicates how the utilization of R4 data in the future could add efficiencies to the BBS review process and provide some assistance in bureau management processes

Appendices include (A) a complete set of detailed tables for all analyses in the *Technical Performance Volume*, and (B) a list of all SOs by region and operating units, showing their scores under all rating systems

Key Findings

Status of Performance Reporting. In the second full year of R4 reporting, only 39 percent of all SOs are able to report SO level actual data against targets

However, this is tempered somewhat by the fact that an additional 22 percent of the SOs have data at the intermediate results (IR) level, and 13 percent are new and therefore not expected to report

The database identifies 27 operating units (OPUs) that did not report SO level data for any of the indicators for any of their SOs. Focus on assisting these OPUs to come into minimal compliance would greatly improve the overall level of reporting

¹ Throughout this document, the "1997 R4 Reports" refers to the R4s submitted in that calendar year, reporting on CY 1996 data. These are officially the R4s for FY 1999

Performance Assessments. Overall, the BBS performance data and the R4 table data yield similar portraits of the performance of USAID at the level of operating units' strategic objectives. Especially striking is the similarity of the picture across the diverse regions where USAID works. There is much greater variation in performance among the sectors, as well as greater variation among the three scoring systems within each sector. This finding suggests that all regions encounter measurement difficulties in individual sectors, which average out when looking at the region as a whole.

Head-to-Head Matches. The process of assessing exact matches in the various scoring techniques when applied to specific SOs reveals that there is a high level of agreement (83 percent) between the R4 table data and the BBS performance scoring, provided one is concerned with a two-part ranking separating those SOs that are not performing from those that are. The number of matches drops considerably on a three-part scale of "unmet", "met", and "exceeded".

BBS Performance and Composite Matches. Regarding the relationship between BBS performance scores and the final composite ranking of an SO, the data show that the final ranking is strongly rooted in performance. SOs that can report strong performance scores generally have strengths in the non-performance factors of assessment as well.

Conclusions

Performance reporting:

1. **Too many SOs are not yet reporting targets and actuals *at the SO level* on an annual basis.** At present the Agency is spending a great deal of its resources on its performance measurement system without yet reaping the full benefits. Thirty-nine percent reporting of data for SO level indicators is not adequate, even if one takes into account the number that are reporting at the IR level and the number of SOs that are new.
2. **There are indications of improvement for next year.** There is reason for optimism regarding an improvement in reporting in 1998. Over half of those not reporting SO level data in 1997 were either new SOs or SOs with data at the level of their intermediate results (IRs). Also, some of the non-reporting in 1997 was the result of guidance (especially from the Africa Bureau) that has now been sharpened for the new R4 cycle. Additionally, other SO level indicators (38) established baselines and future targets in their 1997 R4 Reports in preparation for full performance reporting in 1998. The PMA database will be able to track the future reporting of those SOs.

Although only 39 percent reported SO level indicator data in 1997, over 60 percent of all SOs reported at either the SO or IR levels. With this year's stronger guidance and further experience with performance measurement, SO level performance reporting could conceivably approach 60 percent in the 1998 R4 reporting cycle.

Convergence of performance results assessments:

3. **R4 table and BBS performance data provide similar portraits of USAID's performance.** In the instances where reported, the R4 table data provide a portrait of USAID performance that closely parallels the portrait presented by the BBS performance scoring. The BBS performance scoring is

based on a broader range of quantitative and qualitative considerations, and includes a larger set of SOs. Both systems indicate that approximately 80 percent of SOs are either exceeding or meeting their targets. This convergence of performance portraits from two semi-independent assessment systems provides some comfort that the general assessments are valid. There is also a high level of agreement (83%) on scoring of specific SOs, for those SOs reporting SO level indicator data.

Management utilization of R4 table data:

4. **R4 indicator data can provide an *efficient tool* to assist the bureaus' performance assessments of OPUs' SOs during the R4 review and budget submission processes.** The R4 indicator table data provide a relatively efficient tool for making the preliminary assessment of an SO's performance. The more time-consuming and more complete assessment efforts rarely change the essential assessment of the SO. More reliance on R4 indicator table data could free up the BBS review resources to focus more on special and troubled cases. Obviously, more complete reporting on SO level indicators by the operating units would further enhance the usefulness of the R4 indicator table data to the BBS process.
5. **The analysis of the R4 data can be utilized more fully to assist in improving performance measurement.** There are two ways in which the data from the R4 tables can assist in improving USAID's management tasks.
 - **Operating Units.** The R4 PMA data provides a simple means of identifying and locating non-performing and low performing operating units. Those operating units, for instance, that are unable to report indicator data for any of their SOs should certainly be on a short list for locations in need of technical assistance or stronger pressures to comply with reporting requirements.
 - **Sectors.** The R4 PMA data also identify sectors that appear to require continued or increased efforts to develop more effective indicators that can be relatively efficiently tracked in developing country situations. Effective indicators thus developed should be shared with operating units exhibiting difficulties with their performance reporting.

1. Institutional Context of Performance Data

1.1 Guidance and Policy for Performance Reporting

USAID's Automated Directives System (ADS - Chapter 201 5 16a, *Content of the R4*) and the 1996 R4 Guidance Cable provide the foundation for performance reporting of the agency's operating units. These documents stipulate that performance analysis should "focus on the objective level and the most significant intermediate results (IRs), i.e., those whose performance has been most important in determining the extent of progress toward achieving the objective" (R4 Guidance Cable Section B 1, *Performance Analysis*). Furthermore, "a good performance assessment will describe progress over the past year relative to planned results, as reflected by the objective's indicators, baselines and targets" (R4 Guidance Cable Section B 1 *Performance Analysis*).

The Transition Guidance Cables (TGC) provide further details on performance monitoring under reengineering. Specifically, Transition Guidance Cable 10 (November 1, 1995) reiterates the requirement that all operating units that manage program funds develop and maintain performance monitoring systems that include performance indicators, performance baselines, and performance targets for all strategic objectives, strategic support objectives, special objectives, and USAID-funded intermediate results (TGC 10, Section V, *Performance Monitoring Systems*). The Cable further states that operating units are required to collect performance data annually, including comparable data on the results each year for at least one of the performance indicators for each strategic objective, strategic support objective, special objective, and USAID-funded intermediate result.

1.2 Data sets and processes

CDIE's Performance Measurement Analysis (PMA) Database The Performance Measurement Analysis (PMA) Database was developed by the Center for Development Information and Evaluation to collect and analyze performance measurement data to support Agency-wide results reporting. The PMA database collates data from operating unit R4s on strategic objectives, intermediate results, and indicators into a standardized database, and codes objectives and results by Agency Goal area, Objective and Approach. A major contribution of the database to Agency-wide reporting is its ability to provide descriptive statistics on the distribution of USAID programs by goal and region. It also provides an important linkage between the many strategies of 93 diverse operating units and the overall strategic plan of the Agency. Another contribution of the database is that it permits the analysis of SO- and IR-level results data across all the regions and sectors where the Agency operates.

Results reporting and Bureau Budget Submission (BBS) review. The 1997 R4 Guidance Cable (for the FY 1999 R4 reports) specified that the purpose of the Bureau Budget Submission review process is to ensure that resource allocations are linked to results and that Bureau and Agency objectives are achieved (Memorandum to AAs from Richard Nygard AA/M, Acting, Subject *FY 1999 Bureau Budget Guidance*).

- **BBS "Performance" Assessment of SOs.** Operating unit R4s provide critical performance data required for performance measurement and bureau management including performance data tables that present indicators with baselines and targets, performance narratives, performance track records, and other evaluative information. However, R4 SO level performance data is but one factor in the BBS performance assessment, which is based on many factors including such judgements as the likelihood of the SO's timely success, the quality of management actions, and the perceived progress.

at the intermediate results (IR) level. As we shall see, for over half the SOs, the BBS performance assessment process proceeded without the benefit of SO level performance data in relation to targets.

- **BBS “Composite” Ranking of SOs.** The R4 Guidance states that composite performance scores are developed from three weighted common factors: objective performance (35 percent), contribution to USAID’s goals, including technical, sectoral, and foreign policy priorities (30 percent), and the contribution of the objective to development initiatives, including bureau-specific priorities and the overall quality of the development partnership (35 percent). In practice, the bureaus are given some leeway in assigning weights to these common factors, but are asked to explain how non-performance factors (including need, quality of partnership, and foreign policy objectives) influenced budgetary decisions especially where they modify performance based judgements.

The different bureaus use a variety of processes and measurement scales. Assessments are based on various factors, including whether or not targets were achieved, the extent to which the operating unit demonstrates that it is managing for results, and a technical review that considers past performance and general program expectations. The objective of the ranking is to identify objectives requiring special management attention rather than to identify “bad” performance.

After assigning scores for the non-performance common factors, bureaus rank objectives by their composite scores into quartiles. The top 25 percent of all objectives ranked by composite scores are classified as *high* performers. The middle 50 percent are classified as *medium* performers. The bottom 25 percent are classified in the *low* performing category. Thus the BBS composite scores are thus “graded on a curve.” In some instances, objectives are coded to more than one Agency sector due to multiple funding sources, and therefore receive separate scores for each sector ranking. One bureau codes education-related SOs as a separate category instead of as part of the list of economic growth objectives.

1.3 Data used for the *Technical Performance Review* analyses

The analyses that constitute this volume are based on comparisons within a database that has a hybrid character, matching and combining information from the R4 reporting process and the BBS process (which itself relies in part on R4 reported information). Given the several steps and institutional processes that create these data, it is not surprising that the data are inevitably incomplete and occasionally ambiguous.

Except for certain clearly stated instances, the unit of analysis and comparison throughout this volume is the Strategic Objective (SO). The volume takes as its starting point all those SOs that are listed in the Bureau Budget Submissions and which received sector coding, for a total of 420 SOs². These strategic objectives make up what is referred to in this volume as the “BBS list.” This list includes SOs that are counted twice in the BBS process because they are funded from two different sources. It does not include the 32 SOs from the two central bureaus: Global and Humanitarian Response.

The central bureaus’ SOs are omitted from most comparative analyses in this volume, with one important exception. For the purposes of describing the overall distribution of SOs and Agency Approaches supporting Agency Goals, the Global and Humanitarian Response bureaus’ SOs are included.

² The list includes strategic objectives, strategic support objectives, and special objectives.

The *Performance Analysis* section of this volume compares the general views provided by two data sources the R4 tables and BBS performance assessments. This analysis is done with those R4 SOs for which performance data are reported at the SO level, and with those BBS SOs that have been ranked and scored by the bureaus. As we shall see, some of the 420 SOs were not scored and ranked in the BBS process, and many SOs did not report SO level target and actual 1996 performance data in their R4 performance data tables.

- **BBS.** Of the total 420 sector-coded SOs, 364 were ranked and scored by the BBS submissions. The other 56 were not ranked or scored for various reasons including that they were too new, or as yet unfunded, or subject to some type of program-imperiling crisis.
- **R4 Reports.** The R4 report tables from the four regional bureaus provide 1996 target and actual performance data for 163 BBS-sector-coded SOs. These 163 SOs provide the universe that could be judged by an analysis of R4 reports' tables to exceed, meet, or fail to meet their 1996 targets. For the other SOs no data were reported as 1996 "actuals" in relation to the established 1996 "target" for any of the SO level indicators.

The final section of this volume compares the BBS scoring and ranking with the R4 systems using only those 156 SOs where both systems make an assessment, examining the number of individual SOs for which both systems assign the same score. There is also an analysis of the relationship between the BBS performance scores and final composite rankings, based on 364 BBS-ranked SOs.

2. Portrait of USAID's Programming

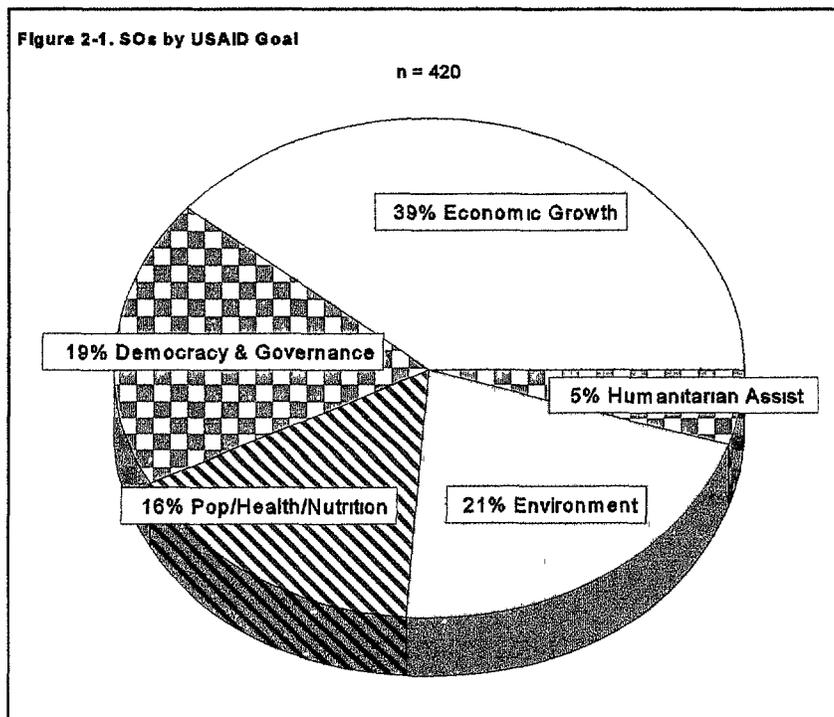
This section presents an overview of the distribution of USAID's programming. In 1996, 83 regional operating units submitted R4s. The four regions consist of Africa (AFR), Asia and the Near East (ANE), Europe and the New Independent States (ENI) and Latin America and the Caribbean (LAC). Within each region, USAID supports sustainable development through activities in five general sectors or "goal areas." These are:

- Economic growth and education
- Democracy and governance
- Population, health and nutrition
- Environment
- Humanitarian assistance

The sections that follow present the distribution of USAID activities. First, section 2.1 reviews the distribution of Agency strategic objectives (SOs) by sector, then sections 2.2 and 2.3 provide greater detail about each sector/goal area.

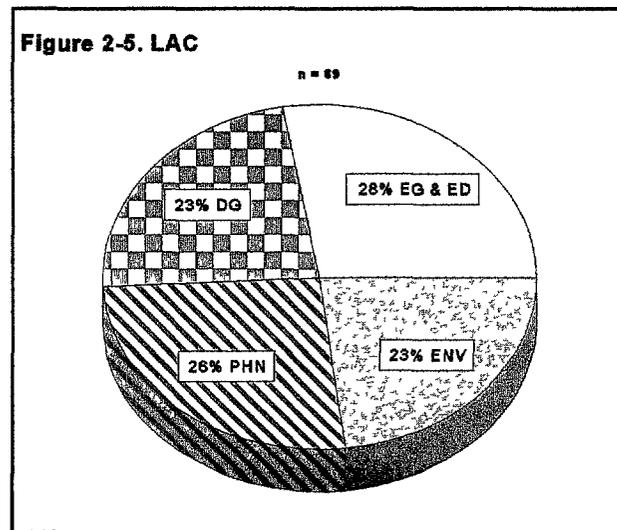
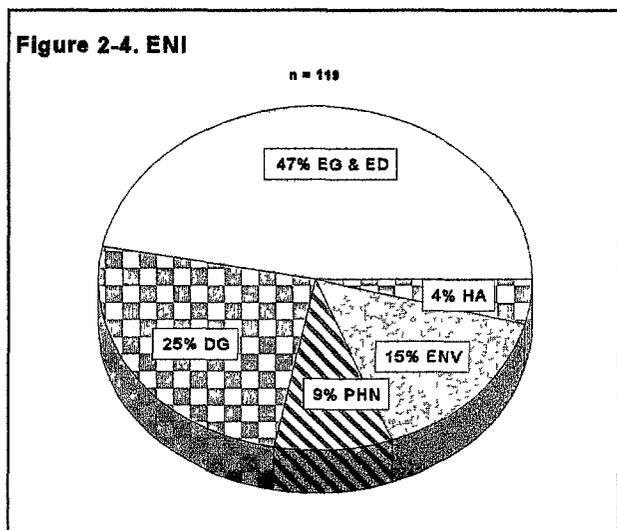
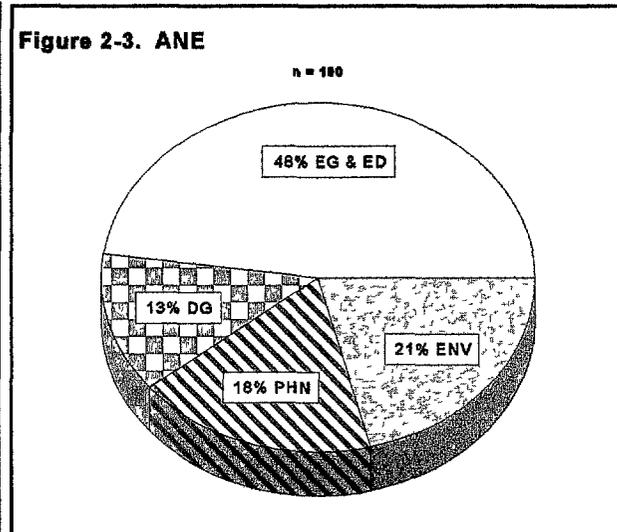
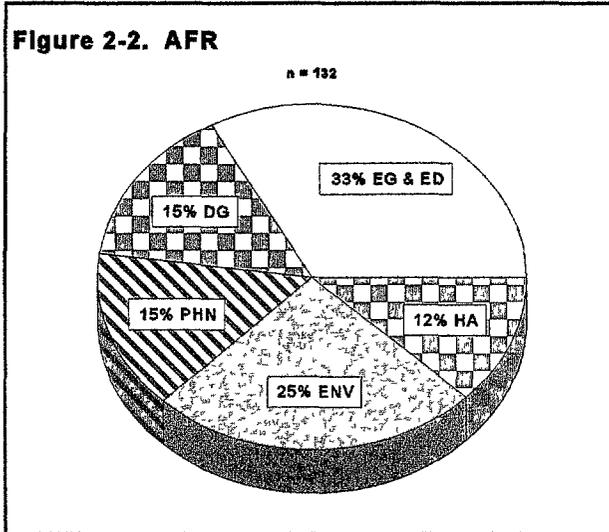
2.1 Distribution of strategic objectives by sector

Figure 2-1 shows the distribution of operating units' 420 strategic objectives by sector. The largest percentage is in economic growth and education, followed by environment, democracy and governance, population, health and nutrition, and finally humanitarian assistance. It should be noted that this distribution of objectives does not reflect the budgetary allocations.



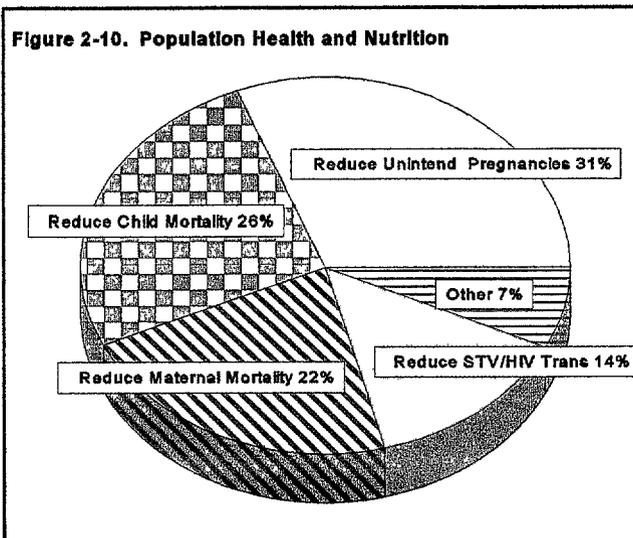
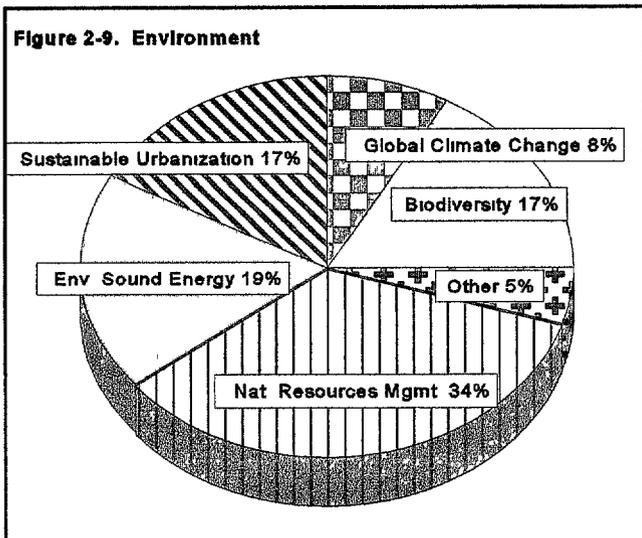
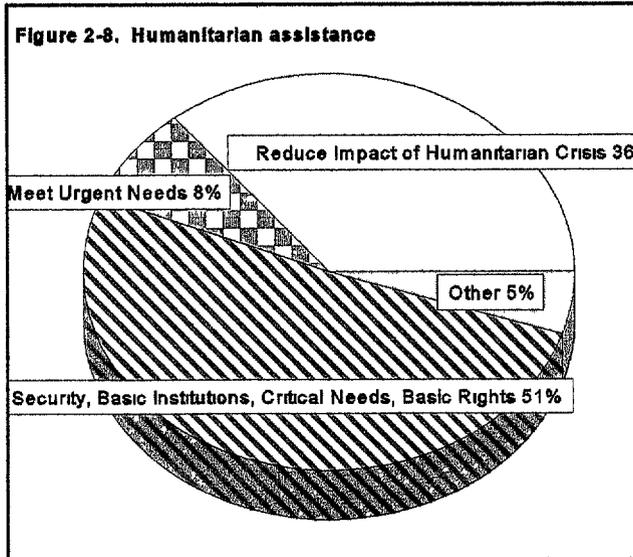
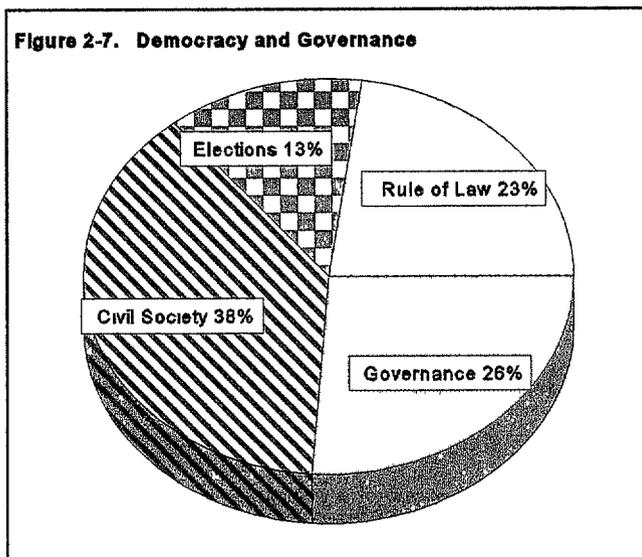
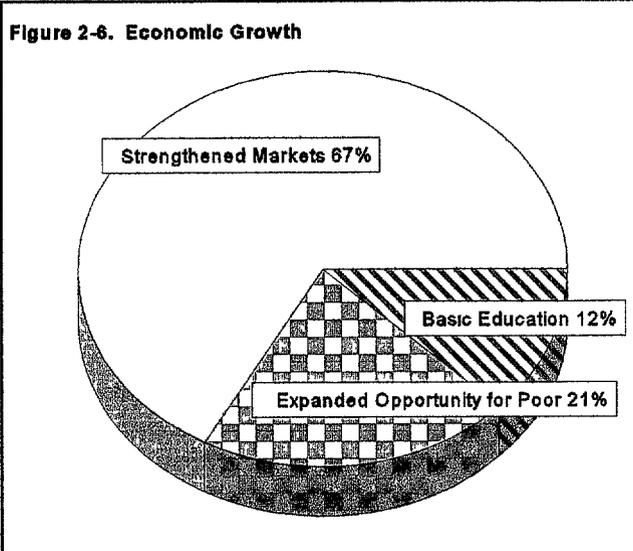
2.2 Distribution of strategic objectives by region

Figures 2-2 through 2-5 below show the distribution of SOs by region, based on Bureau Budget Submission (BBS) reporting. These figures clearly show the high proportion of economic growth/education strategic objectives in Africa, ANE and ENI. The distribution of strategic objectives in LAC, in contrast, is much more even. Other regional variations emerge in the graphic. For example, ANE has the lowest proportion of democracy and governance strategic objectives. Humanitarian assistance (HA) programming is concentrated in Africa and ENI where localized regional conflicts have resulted in war or where the threat of drought and other natural disasters is the greatest.



2.3 Distribution of Agency Objectives within each sector

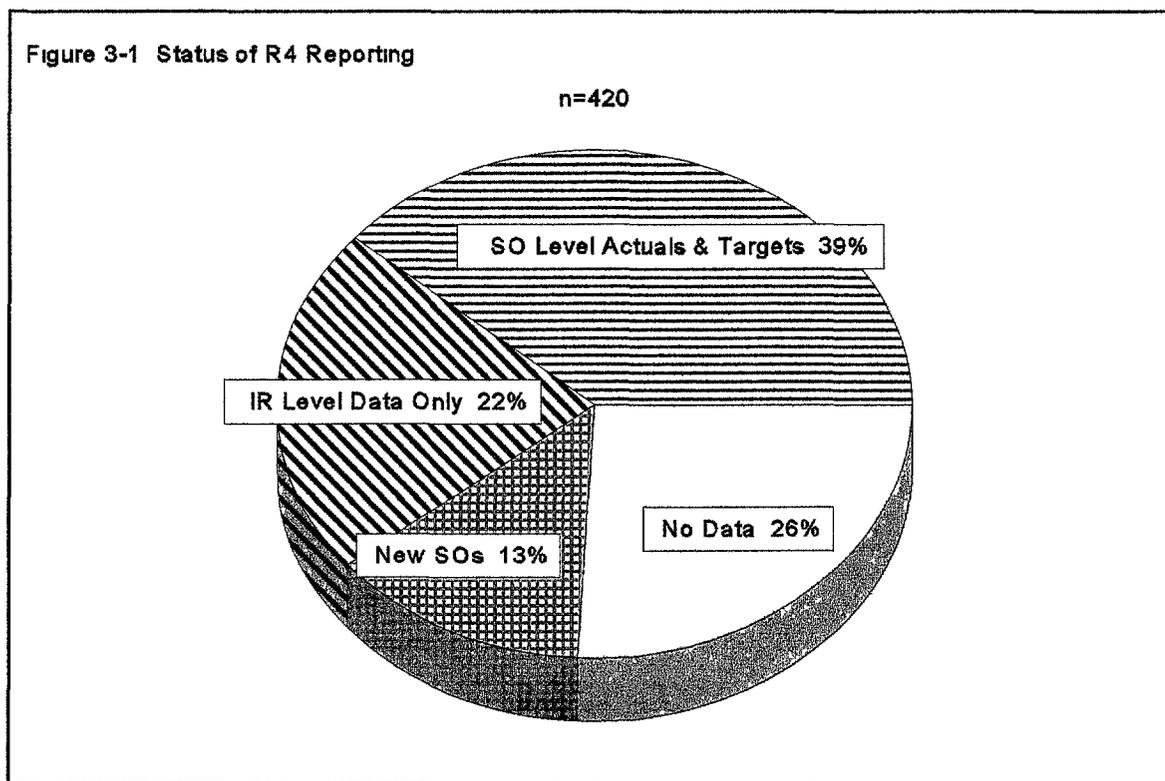
USAID has developed "Agency Objectives" that contribute to the achievement of each Agency goal of the Agency Strategic Framework. Figures 2-6 through 2-10 illustrate the distribution of operating unit level SOs among the Agency Objectives within each goal of the Agency Strategic Framework. This process of coding the SOs reported in the operating units' R4s provides an important link between the 93 separate strategies of the operating units and the overall agency strategy. Figures 2-6 through 2-10 include data from the Global and Humanitarian Response Bureaus. Many operating unit SOs are coded in support of more than one agency objective, and these graphs reflect that multiple coding. There is one figure for each goal area.



3. The Status of Performance Measurement in R4s

This section reports on the state of performance measurement within USAID, as reflected in R4 reports. Analysts reviewed each strategic objective rated by the Bureau Budget Submissions to determine which SOs had at least one indicator at the SO level with 1996 target and actual data. Overall, 39 percent of all 420 strategic objectives on the final BBS list met those criteria. Reporting annually at the SO level, whenever possible, is the standard for good performance assessment expressed in the ADS and related guidance cables (See section 1.1, page 5, of this report for a discussion of the requirements of the guidance.)

An additional 22 percent of strategic objectives, while unable to report at the SO level, reported 1996 actuals and targets for at least one of the indicators of at least one associated intermediate result (IR). Thus, 61% of SOs reported performance data at either the SO or IR levels. Finally, 13 percent of strategic objectives were new³, and therefore not expected to report.

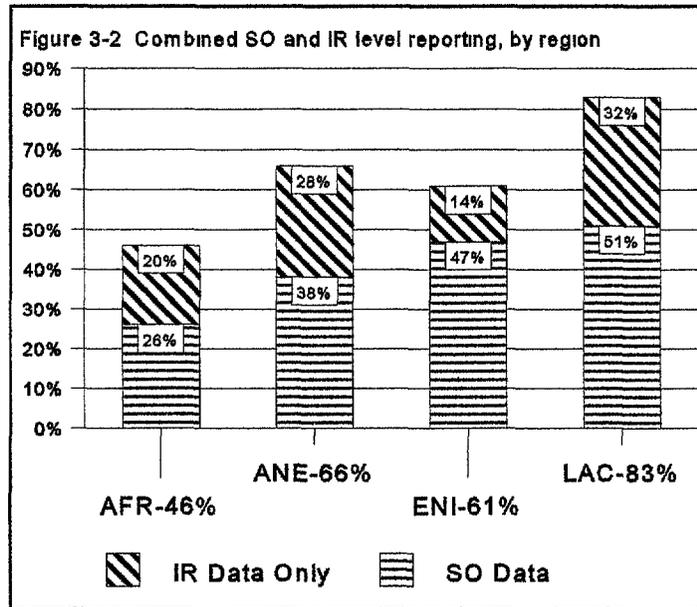


³ These appear on the final BBS list as "new SOs", unranked by the BBS process. Other new SOs were excluded entirely from the final BBS list.

3.1 SOs and IRs with target and actual data by region

Figure 3-2 also shows both the SO level data and the IR level data. For example, 46 percent of AFR's 132 SOs reported actuals and targets at *either the SO or IR level*. AFR's relatively low reporting level is partly related to the fact that it had the highest number of new SOs (19) and the highest number of SOs (16) in the difficult area of Humanitarian Assistance. The percentages in Figure 3-2 are based on the following numbers of SOs with SO and IR level data.

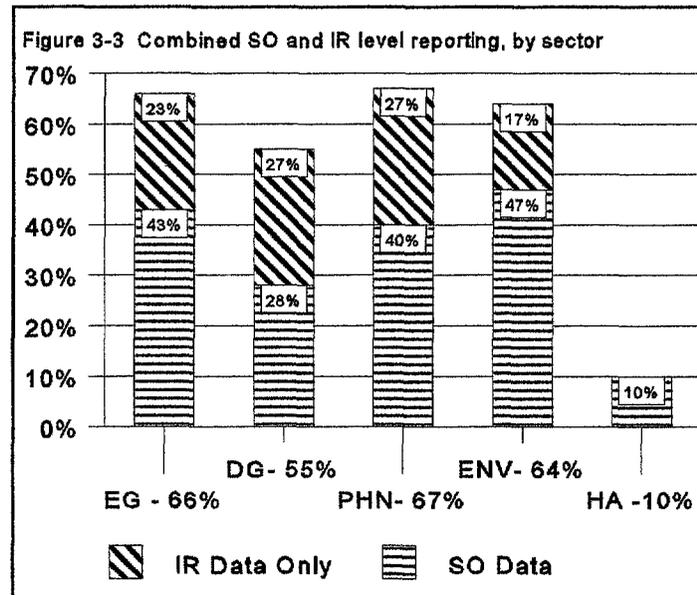
- AFR n = 34 SOs & 26 IRs of 132 SOs
- ANE n = 38 SOs & 28 IRs of 100 SOs
- ENI n = 56 SOs & 17 IRs of 119 SOs
- LAC n = 35 SOs & 22 IRs of 69 SOs
- Total n =163 SOs & 93 IRs of 420 SOs



3.2 SOs and IRs with 1996 target and actual data by sector

Looking at the situation by sector (fig 3-3), there is little variation among EG, PHN and ENV, either at the level of SO reporting or combined SO and IR level reporting. However DG, with 55% percent of its SOs reporting at either the SO or IR levels, falls below the average HA with 10 percent of its SOs reporting has clearly not found a way to do performance measurement in its special and difficult circumstances. The percentages of SOs with data by sector are based on the following

- EG n = 71 SOs & 39 IRs of 166 SOs
- DG n = 22 SOs & 21 IRs of 78 SOs
- PHN n = 27 SOs & 18 IRs of 67 SOs
- ENV n = 41 SOs & 15 IRs of 88 SOs
- HA n = 2 SOs & 0 IRs of 21 SOs
- Total n =163 SOs & 93 IRs of 420 SOs



Figures 3.4 and 3-5 (next page) illustrate the regional programs broken out by sectors. Figure 3-4 shows the combined SO and IR level reporting, figure 3-5 shows SO level reporting only

Figure 3-5. SOs with SO level target and actual data, by sector and region

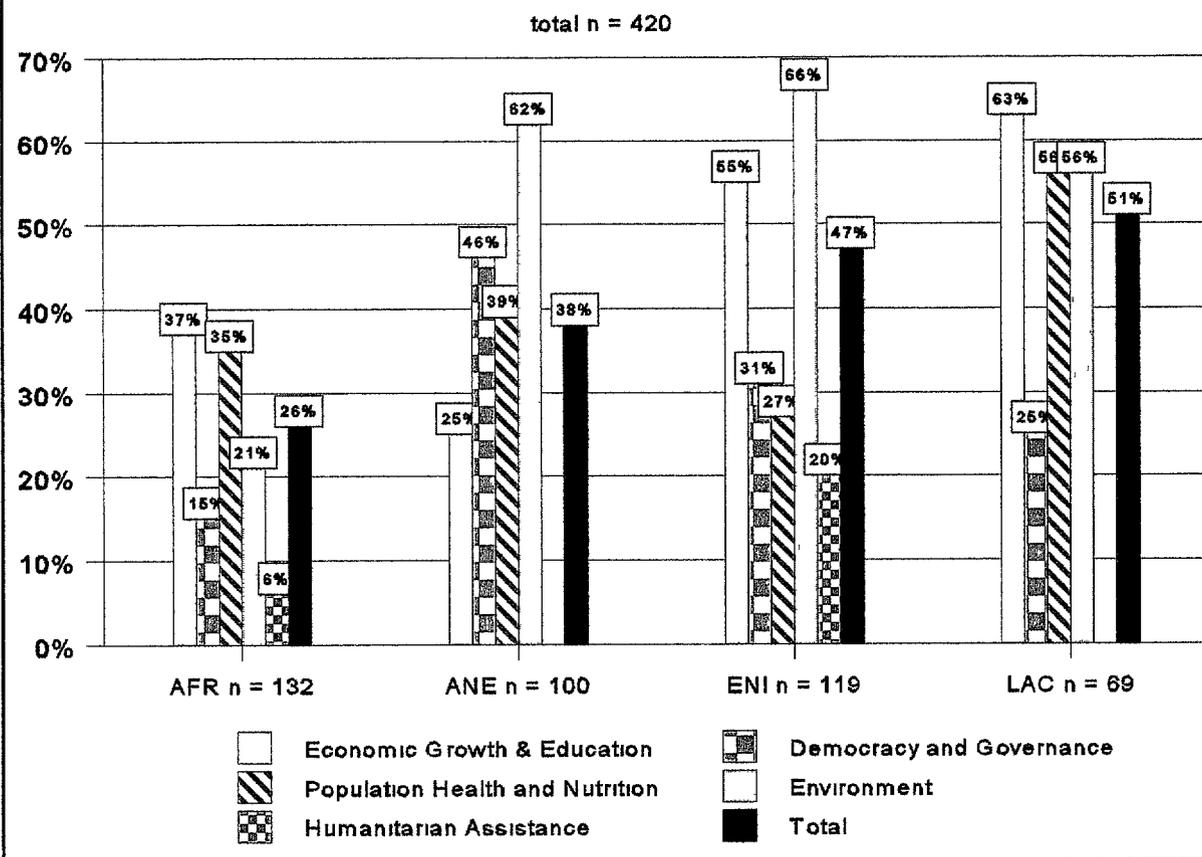
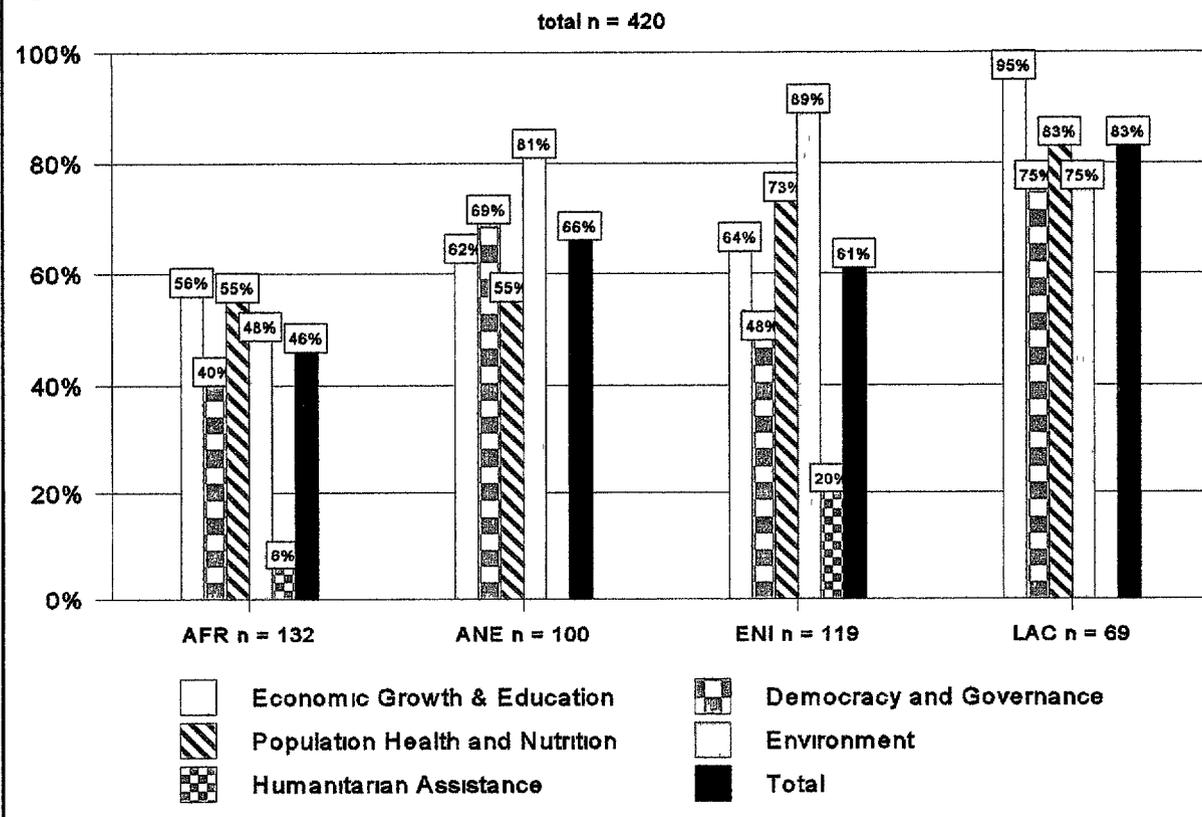


Figure 3-4. SOs with SO or IR level data, by region & sector



3.3 Status of operating units with targets and actual data

The analysis throughout this volume focuses on the status of data availability for strategic objectives. However, it is also revealing to review how well specific operating units - especially country missions - are faring in performance monitoring. Of 83 operating units in the four regional bureaus, 51 (61 percent) have SO level indicator data for at least one of their strategic objectives. However, only five countries (six percent) have SO-level data for all strategic objectives. Twenty-seven countries, or 33 percent, have no data for any SO level indicators of any SOs (Table 3-2). Africa has the highest proportion of operating units without any SO level indicator data, followed by ENI. Overall, operating units in LAC have the most data available.

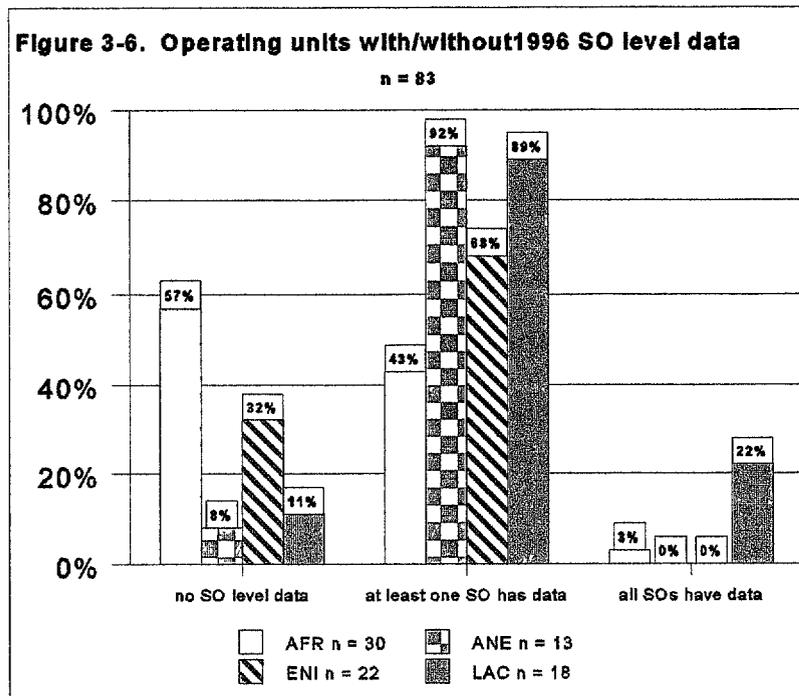


Figure 3-6 (above) illustrates some of the regional variations. Africa has the highest percentage of operating units with no data, followed by ENI. Many of the newer strategic objectives are located in those regions. In contrast, LAC has the highest concentration of operating units with complete SO level data. ANE has the most operating units reporting some data, but none reporting full data. Table 3-1 (below) presents the actual numbers of operating units with and without SO indicator data for each region.

Table 3-1. Number of operating units reporting SO data by region

Region	No Data	At least one (but not all) SOs have data	All SOs have data	Total
AFR	17	12	1	30
ANE	1	12	0	13
ENI	7	15	0	22
LAC	2	12	4	18
Total	27	51	5	83

3.5 Summary

In the second full year of R4 reporting, only 39 percent of SOs are able to report SO level actual data against targets. However, this is tempered somewhat by the fact that an additional 22 percent of the SOs have data at the IR level. Additionally, 13 percent of the BBS-listed SOs are new, and therefore not required to report

The database identifies 27 OPU's that did not report data for any of the SO level indicators for any of their SOs. Focus on assisting these OPU's to come into minimal compliance would greatly improve the overall level of reporting.

In order for OPU level performance reporting to contribute to meeting GPRA requirements, USAID will need to continue to encourage all operating units to collect and report SO level performance data on their strategic objectives. Important ongoing activities in this regard are:

- The continuing development of recommended indicators by the Global Centers,
- The development and implementation of improved information systems for tracking and reporting performance data; and
- Technical assistance to those operating units facing considerable performance measurement challenges.

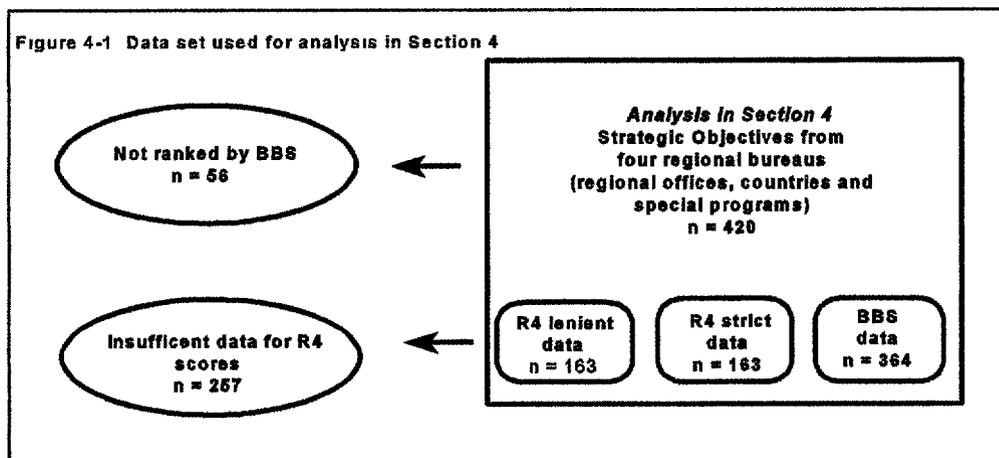
4. Performance Analysis

The overall question posed in this section is to what extent two different data sets (R4 tables and BBS list) and different scoring techniques provide similar pictures of Agency performance.

4.1 Methodology

USAID performance reporting starts with the Results Review and Resource Requests (R4) prepared by the various operating units, which provide the data required for performance measurement and bureau management. Bureaus score the performance of each strategic objective of their operating units as part of the Bureau Budget Submission (BBS) process. This BBS performance score is the first of three scores for the comparisons in this section. Bureaus scored and ranked a total of 364 strategic objectives using this system.

In 1997, these R4 data were also entered into the Performance Measurement Analysis (PMA) database under a project supported by the Center for Development Information and Evaluation (CDIE). For the purpose of this analysis, two methods of scoring ("lenient" and "strict") were applied to the R4 table data by PMA analysts. These are the second and third of the three scores used in the comparisons. In order to make this comparison, only SO level indicator data is used. Sufficient data were available from the R4 tables to score the performance of 163 strategic objectives. Figure 4-1 illustrates the composition of the data used for analysis in this section.



BBS review and performance scoring process

BBS performance scoring of SOs combines the assessment of

- SO level data, when available;
- Review of lower level indicator data, and
- Informed judgement on how the SO is progressing, and how well it is being managed

There is considerable variation in the scales used by bureaus in developing their SO performance scores. For example, one bureau's scores range from 1 to 30 and another bureau ranks objectives on a scale of 1 to 3. The bureaus standardize BBS scores for purposes of the analysis in this document by translating their performance scores into a three-part scale of exceeded, met and unmet. This allows for comparison with the R4 scores coded by PMA sector experts.

PMA scoring of R4 data

PMA scores are based on the SO level performance indicators reported in each operating unit's R4 tables. They are referred to here as R4 scores to differentiate them from the BBS scores. Sector analysts reviewed R4s and scored them as having exceeded, met, or not met their targets. If the actual value of the indicator was exactly equal to the target, then it was scored as "met". All others were scored "exceeded" or "not met" as appropriate.

For the purpose of analysis and comparison, PMA analysts scored each SO according to two systems, a *lenient* scoring system and a *strict* scoring system. These scoring systems sought to test a range of assessment standards, from the minimal requirements of a "lenient" approach to the more demanding requirements of the more "strict" system. These scoring systems were developed purely for the purpose of this analysis, and other, slightly different systems could be devised and applied.

Lenient system. Based on R4 guidance that required that operating units report at least one indicator at the strategic objective level, the R4 lenient assessment assigns a score based on the best result obtained from any of the SO's indicators. For example, if three indicators for one strategic objective have different scores, the SO is assigned the score of the best performing of its indicators.

Strict system. The strict method of scoring R4 data uses a simple majority rule (fifty percent plus one). Since there are several possible combinations of performance scores, the following rules were applied. For those indicators that have actual and target values for 1996, the performance expectations of the strategic objective are

exceeded if

- more than half of the sector-specific indicators exceeded their targets,

met if

- half of the sector-specific indicators met their targets and half exceeded their targets, or
- more than half of the sector-specific indicators met their targets, or
- half of the sector-specific indicators exceeded their targets while half of the sector-specific indicators did not meet their targets, or
- half of the sector-specific indicators met their targets while the balance of the indicators exceeded and did not meet their targets. In this case, the previous condition governs the balance of the indicators.

unmet if

- more than half of the sector-specific indicators did not meet their targets, or
- half of the sector-specific indicators did not meet their targets and half met their targets. This condition includes the case where half the remaining indicators met their targets and half exceeded their targets.

Obviously, this scoring system is a construct, designed to explore what might be the most meaningful way to analyze R4 table data. Differently constructed scoring rules would yield different results.

The BBS and both R4 table scores define three levels of performance: (1) exceeded performance targets, (2) met performance targets, and (3) did not meet performance targets.

Missing data

All three methods of scoring resulted in missing data for some strategic objectives. Out of the total of 420 SOs on the BBS list, 56 strategic objectives were not ranked by the BBS (new, crisis, unfunded), and 257 strategic objectives were not scored by the R4 PMA scoring (lacking targets and actual data for an SO level indicator). Notice that there are considerably more missing data for the R4 table scores than for BBS performance scores. BBS performance scores are assigned even without SO level indicator data, whereas the R4 scores rely exclusively on the SO level indicator data presented in the tables of the R4 reports.

Table 4.1 summarizes information about the distribution of existing data available for each region and for the total number of USAID's strategic objectives. It also provides the distribution of performance scores obtained by each of the three scoring systems. The data in this table provide the basis for the graphs and analysis presented on the following pages.

Table 4-1. Distribution of existing and missing data for SOs across regions by type of score

Distribution of total strategic objectives Total n = 420	Africa			Asia/Near East			Europe & the Newly Independent States			Latin America and the Caribbean			Total		
	BBS	R4L*	R4S*	BBS	R4L	R4S	BBS	R4L	R4S	BBS	R4L	R4S	BBS	R4L	R4S
Exceed	30	22	14	20	31	18	10	35	23	15	25	15	75	113	70
Met	65	6	13	45	4	13	66	9	16	46	8	14	222	27	56
Unmet	16	5	6	20	4	8	24	12	17	7	2	6	67	23	37
Total with data	111	33	33	85	39	39	100	56	56	68	35	35	364	163	163
Missing data	21	99	99	15	61	61	19	63	63	1	34	34	56	257	257
Total number of SO's	132	132	132	100	100	100	119	119	119	69	69	69	420	420	420

* R4L = lenient scoring R4S = strict scoring

4.2 Three assessments of overall USAID performance

The first question for this analysis is how much agreement there is among the three scores regarding the performance record of operating units' strategic objectives. Using the distribution of data presented in Table 4 1, the following three figures show the percentages of each score for all strategic objectives

Lenient scoring. As shown in Figure 4 1, when R4 are scored using the lenient criteria, 69 percent of strategic objectives exceed targeted results Seventeen percent meet targeted results and only 14 percent of objectives do not meet targets

Strict scoring. Results from the strict scoring of R4 data are presented in Figure 4.2 As expected from the scoring rules, the R4 lenient scores more strategic objectives as having exceeded targets than does the R4 strict scoring The lenient approach requires that only one indicator for a strategic objective exceed the target to be scored "exceeded" In contrast, the strict approach requires that over half of the indicators must exceed their targets for such a score

Figure 4 2 shows that with R4 strict scoring of data, 43 percent of strategic objectives exceeded targets The percentage of objectives with results that meet targets is raised from 17 to 34 percent as compared to R4 lenient scoring

These two scoring systems, therefore, report success rates (SOs that are either meeting or exceeding targets) of 77 percent (strict) and 86 percent (lenient) for those of USAID's strategic objectives for which 1996 data are available

BBS performance scores. BBS scoring is based on a combination of performance data and qualitative assessments Compared with both R4 scores (lenient and strict), the BBS scores fewer strategic objectives as having exceeded their targets (figure 4-3) Keep in mind that all of these percentages are calculated based on the strategic objectives that had data for scoring with the respective criteria of each score

In summary, when one examines all three scores

Figure 4-1 R4 lenient scoring/performance of total USAID SOs

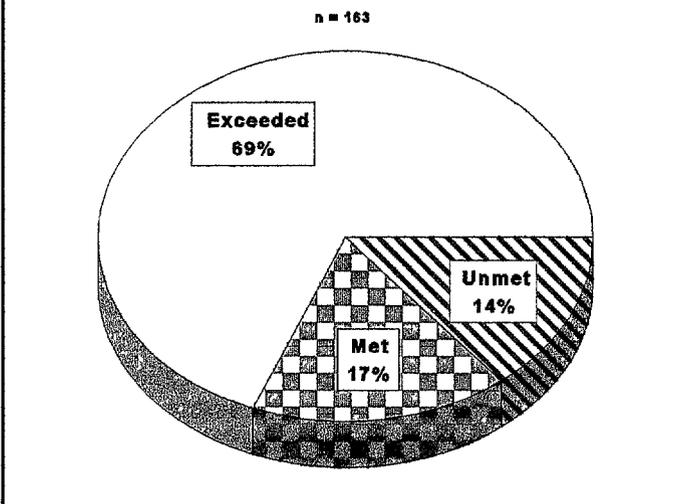


Figure 4-2 R4 strict scoring/performance of USAID's SOs

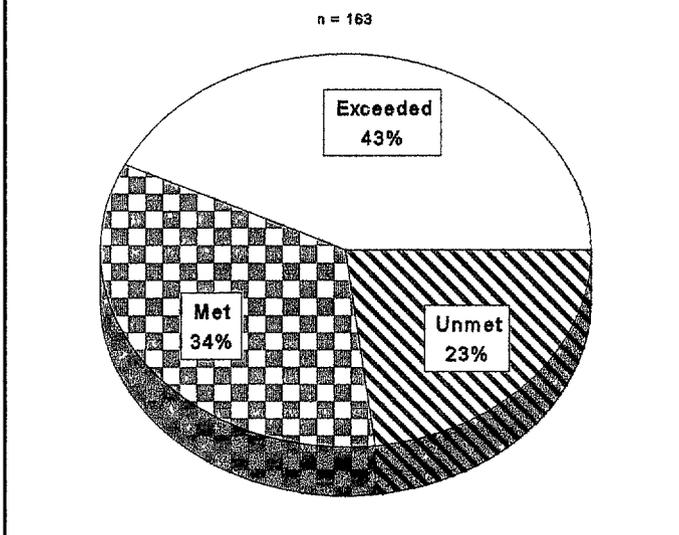
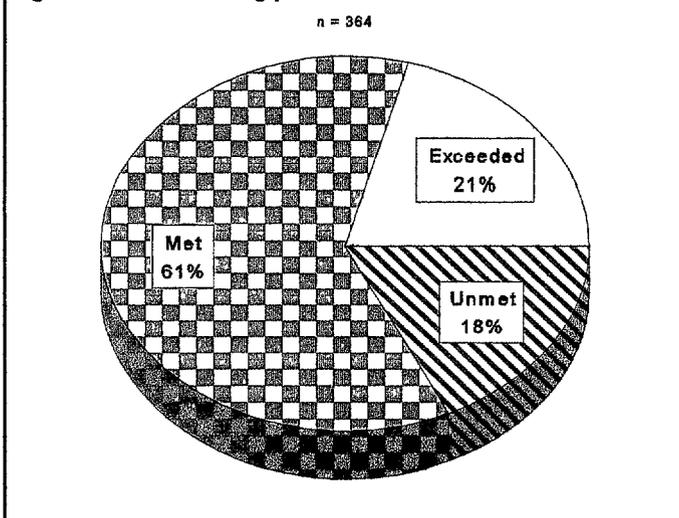


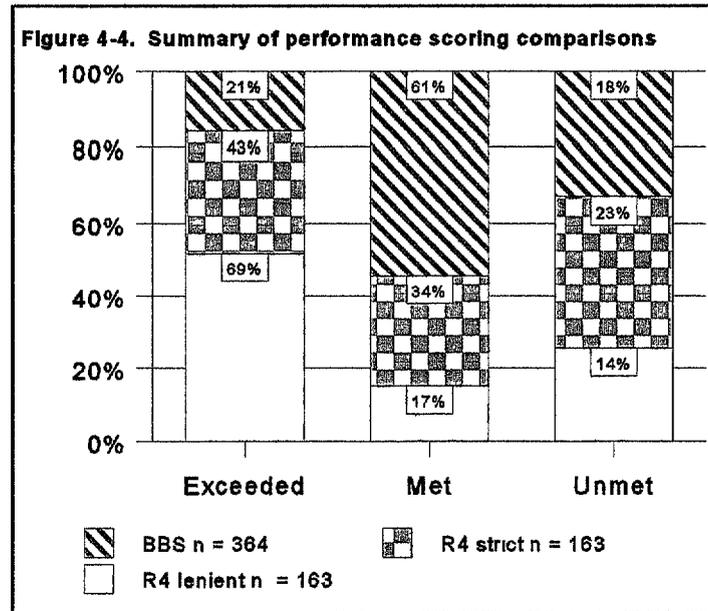
Figure 4-3 BBS scoring/performance of total USAID SOs



- The R4 lenient scoring shows the highest percentage of strategic objectives that exceeded targets,
- The R4 strict scoring shows the highest percentage of strategic objectives that did not meet targets; and
- The BBS scoring shows the highest percentage of strategic objectives that met their targets

Summary percentages are shown in Figure 4-4. The major difference between the R4 and BBS scoring is in their assessments of successful SOs. The BBS tends to score most successful strategic objectives in the category of "met". Lenient R4 coding tends to score most successful SOs as "exceeded". Strict coding of R4s provides a more balanced discrimination between "met" and "exceeds".

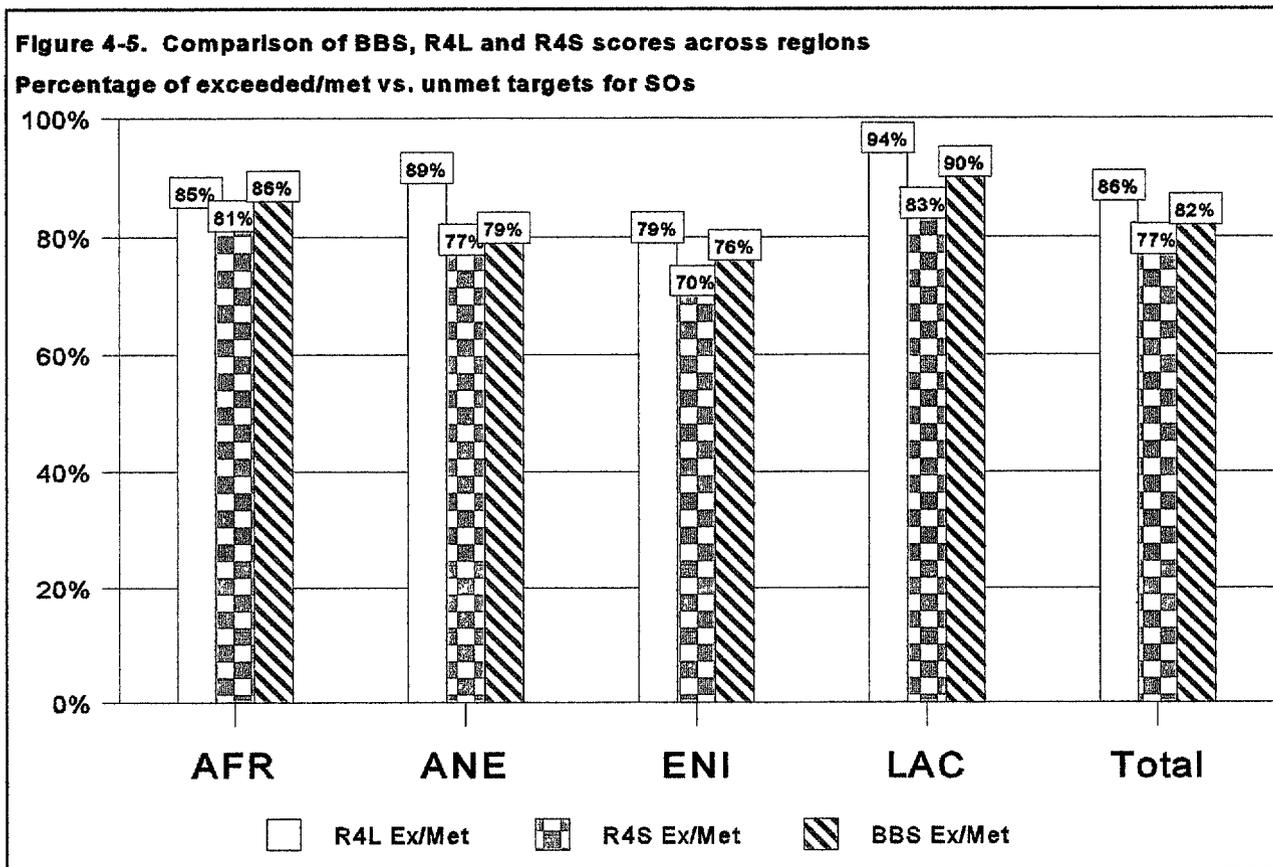
Combining exceeded and met. When the exceeded and met percentages are combined, however, there is a strong similarity of results. The BBS reports that 82 percent of USAID's strategic objectives met or exceeded their targets. This figure is between the lenient and strict scores of 77 and 86 percent.



4.3 Performance assessments across regions

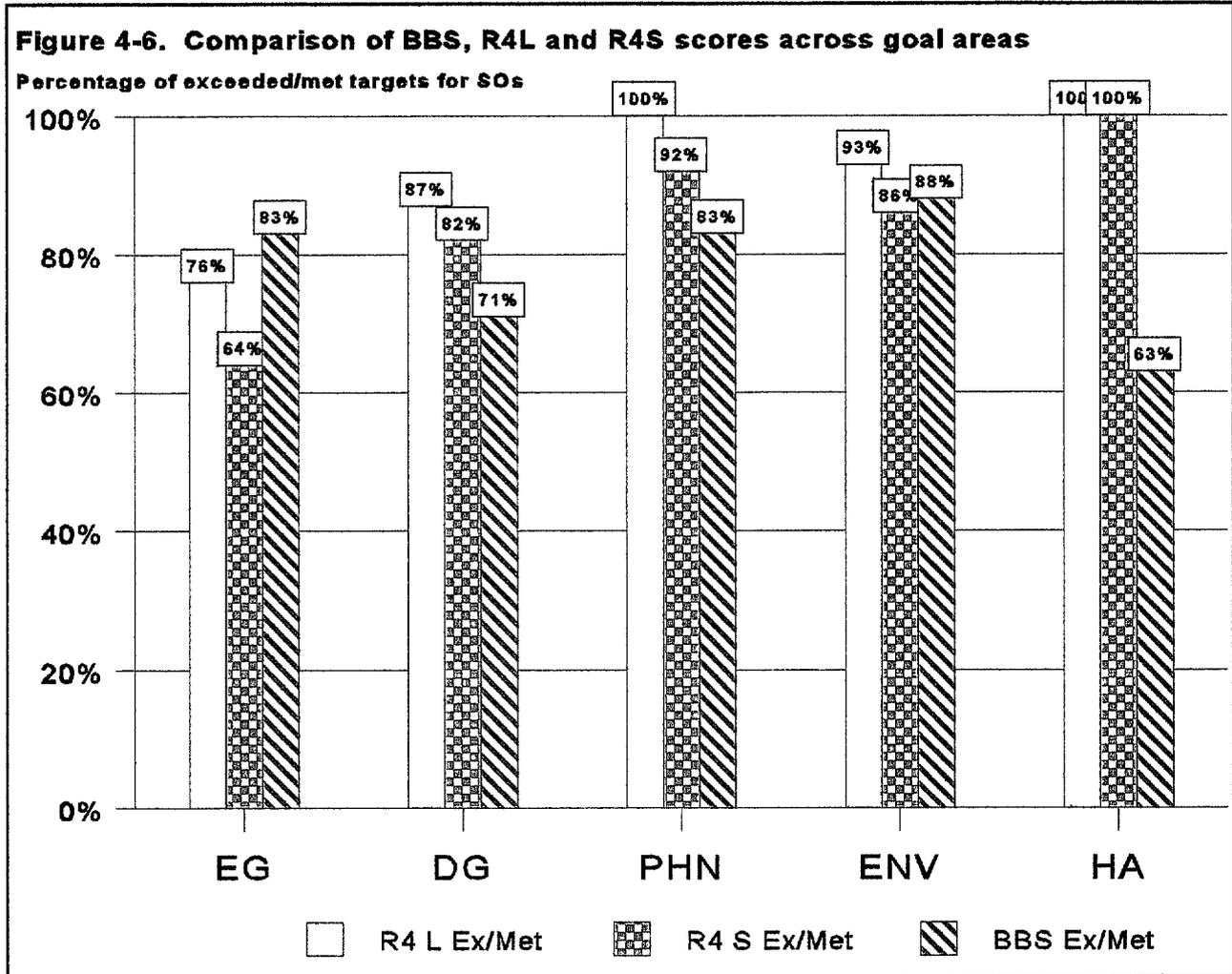
The percentage of SOs for which targets were met or exceeded is similar for all three scoring systems. Figure 4-5 shows the percentages of scored strategic objectives that exceeded or met their targets, by region.

The three performance measurement scoring systems are surprisingly similar across regions. The pattern of relationships among scores is consistent with the pattern for the total of USAID's strategic objectives. Different regions vary greatly in size, number and makeup of their programs. Specific strategic objectives under each sector or USAID goal are designed to respond to the needs and priorities of a given country. The targets and indicators for success are different from situation to situation. Yet three ways of scoring success agree that programs within and across regions are largely successful (between 77 and 86 percent), and that the differences between these success rates among regions are minimal.



4.4 Performance assessments across Agency goals

The comparison by Agency goals shows much more variation than the comparison by regions. There is a wider variation among the three scoring systems within each goal area (with the exception of ENV). Furthermore, there is a wider variation in average scoring among the five goal areas. Figure 4.6 gives the percentages for strategic objectives that exceeded or met targets for each goal area.



Goal 1: Broad-based economic growth achieved (EG) As shown in Figure 4.6, the R4 strict scoring reports a lower level of success for USAID's first goal than for other goal areas. It is interesting to note that economic growth is the only sector where PMA R4 data table assessments are lower than the BBS, which relies on other factors in addition to indicator data.

Goal 2: Sustainable democracies built (DG) For the strategic objectives with data reported (23 and 29 percent, respectively), both R4 scoring systems show about 85 percent of those objectives as having exceeded or met targets. BBS scoring is somewhat lower, 71 percent. The BBS scored 91 percent of all democracy strategic objectives. By using both quantitative and qualitative information, the BBS shows USAID met targets for almost three quarters of its democracy and governance strategic objectives.

Goal 3: World's population stabilized and human health protected (PHN). Analysis of data for this goal area indicates a high level of success according to all three scores. Both R4 scores show 100 percent of strategic objectives in this area as having met or exceeded targets. When qualitative factors from the BBS performance scoring are included in the assessment, however, the level of success is lower (83 percent).

Goal 4: Environment managed for long-term sustainability (ENV). As shown in Figure 4.6, the results from the three scores are very close for this sector. The R4 strict scoring and the BBS scoring are virtually identical, with only two percent difference (86 percent and 88 percent respectively). The R4 lenient scoring is only slightly higher at 93 percent.

Goal 5: Lives saved, suffering reduced, and development potential reinforced (HA). Both R4 scores result in a 100 percent "exceeded" targets for strategic objectives for this goal area. BBS scoring is considerably lower, at only 63 percent. This is the biggest difference among scores for all goals. However, there are only a total of three HA strategic objectives with data that can be objectively scored.

4.5 Summary

Overall, the BBS performance data and the R4 table data yield similar portraits of the performance of USAID at the level of operating units' strategic objectives. Especially striking is the similarity of the picture across the diverse regions where USAID works. With the exception of environment, the range of variation of performance scores both within and among sectors is greater than among regions. This finding suggests that all regions encounter measurement difficulties in individual sectors, which average out when looking at the region as a whole. This indicates the need for further investigation of sector specific measurement issues.

5. R4 Data and the BBS Process: Head-to-Head Comparisons

Two questions are answered in this section:

- In how many instances do the R4 PMA assessment and BBS performance assessment agree on the rating for the same specific SO?
- In how many instances does the BBS performance score match the final BBS composite rank?

The first question compares the BBS performance score of each SO with its score from the R4 table data, using both the lenient and strict methods of R4 coding. This comparison is done once with the two-part distinction of “exceed/met” versus “unmet”, and once with the three part distinction of “exceed” versus “met” versus “unmet”

The second analysis compares the BBS composite ranking of each SO with its narrower performance assessments from the BBS performance score. The purpose of this comparison is to see what light the data shed on the relationship between the performance score and the overall composite ranking of an SO

5.1 Exact matches of scoring for individual SOs

Data set for exact matches. The comparisons performed here are limited to those SOs for which there are both R4 and BBS data. This provides a data set of 156 SOs upon which a direct comparison is possible. In other words, we are able to do a direct one-on-one comparison for 37 percent of all SOs.

Issues. Comparing the BBS performance and R4 indicator data in exact matches has implications for the management of the SO and OPU assessment processes. To what extent do the R4 indicator table data for a specific SO provide an accurate indication of its broader BBS performance and composite assessments? The data at hand in the PMA database and from the BBS process allow us to explore the issue and reflect upon its implications. It is likely that Agency performance assessments will rely increasingly on more “automated” data (residing in the New Management System or other information systems). Furthermore, there are inevitable pressures to improve the efficiency of the bureaus’ processes of SO and OPU assessment. The analysis presented in this section suggests the possible advantages and disadvantages of a trend toward making fuller use of “automated” performance data in management and assessment processes.

Table 5-1. Number of matched scores between the BBS and lenient R4 scoring

Performance		BBS		
		Exceed or Met	Unmet	Total
R4 Lenient	Exceed or Met	124	10	134
	Unmet	17	5	22
	Total	141	15	156

Met/Exceed vs. Unmet. There is a high level of agreement between the BBS performance and R4 PMA assessments when the distinction is simply between “success” (met or exceeded) and “unmet”. In Table 5-1, the shaded diagonal shows that 129 out of a total of 156 SOs (83 percent) received the same score from both the BBS performance scoring and the lenient version of the R4 scoring.

Table 5-2 makes the same comparison using the stricter scoring method for the R4 data. The percentage of instances with a matched score between the BBS and strict R4 rankings decreases slightly under this scenario, with 119 matches out of a total of 156 SOs (on the shaded diagonal). This still provides a strong match of 76 percent under the strict scoring system.

Table 5-2. Number of matched scores between the BBS and strict R4 scoring

Performance		BBS		
		Exceed or Met	Unmet	Total
R4 Strict	Exceed or Met	112	8	120
	Unmet	29	7	36
	Total	141	15	156

Exceed/Met/Unmet. When the comparisons consider the three-part ranking of exceed, met, and unmet, the degree of convergence decreases markedly. Table 5-3 shows that with the lenient R4 scoring system, only 38 percent (60 out of 156) of the BBS and R4 scores are a match. The strict R4 scoring system (Table 5-4) fares slightly better, showing a 45 percent match (70 out of 156).

Table 5-3. Number of matched scores between BBS and lenient R4 scoring

Performance		BBS			
		Exceed	Met	Unmet	Total
R4 Lenient	Exceed	35	65	9	109
	Met	4	20	1	25
	Unmet	4	13	5	22
	Total	43	98	15	156

Table 5-4: Number of matched scores between BBS and strict R4 scoring

Performance		BBS			
		Exceed	Met	Unmet	Total
R4 Strict	Exceed	25	40	3	68
	Met	9	38	5	52
	Unmet	9	20	7	36
	Total	43	98	15	156

This decline in the number of matching scores with the three categories is not surprising since the data presented in Section 4 have already established that the BBS and R4 scoring systems differ sharply on the overall numbers of SOs in the Exceeded and Met categories. The BBS process tends to group a large number of SOs in the "met" category, whereas the R4 table scoring systems place a much greater number in the "exceeded" category. This difference derives directly and logically from the fact that the PMA database judges an SO to meet its target only when the indicator data and target are exactly the same number.

5.2 Performance scores and the BBS composite ranking

As specified in the 1997 R4 Guidance Cable, BBS composite scores are based on three weighted components: objective performance (35 percent), contribution to USAID's goals (30 percent) and the contribution of the objective to development initiatives (35 percent). From this weighted assessment of quantitative data measuring success in meeting specific targets and a more qualitative assessment of other contributions to development, the bureaus classified their strategic objectives as high, medium or low performers.

Table 5-5 compares the BBS performance rankings ("exceed", "met", "unmet") with the final BBS composite rankings of "high"(top quartile), "medium"(middle two quartiles), and "low" (bottom quartile). In 63 percent of the cases, the final composite quartile ranking matches the performance score.

Table 5-5. Number of matches between BBS performance score and BBS composite ranking

		BBS Composite			
		High	Medium	Low	Total
BBS Performance	Exceed	56	17	1	74
	Met	43	138	40	221
	Unmet	1	31	35	67
	Total	100	186	76	362

In other words, during the BBS composite ranking process, the factoring in of non-performance criteria alters the final composite ranking of the SO in 36 percent of the cases. In 75 cases (those to the left of the shaded diagonal in Fig 5-5), 21 percent of the total, the ranking was raised as a result of the composite ranking. The final ranking was lowered in 58 cases (right of the shaded diagonal), 16 percent of the total.

This shows that the final composite ranking of SOs is, as it should be, well anchored in the objective performance, but tempered by other important concerns. Also, it seems appropriate that other, non-performance issues lower the overall ranking almost as often as they raise it.

5.3 Summary

The process of assessing exact matches in the various scoring techniques as they applied to specific SOs reveals that there is a high level of agreement between the R4 table data and the BBS performance scoring, provided one is concerned with a two-part ranking separating those SOs that are not performing well from those that are.

Regarding the relationship between BBS performance scores and the final composite ranking of an SO, the data show that the final ranking is strongly rooted in performance. SOs that can report strong performance scores generally have strengths in the non-performance factors of assessment as well.

6. Conclusions

The overall conclusions from the investigations in this volume relate to the status of performance measurement reporting, the reliability of the R4 table data in relation to the broader BBS assessments, and the utility of the R4 table data for improving management and assessment of strategic objectives. These issues are summarized in the following five conclusions:

Performance reporting:

1. **Too many SOs are not yet reporting targets and actuals at the SO level on an annual basis.** At present the Agency is spending a great deal of its resources on its performance measurement system without yet reaping the full benefits. Thirty-nine percent reporting of data for SO level indicators is not adequate, even if one takes into account the number that are reporting at the IR level and the number of SOs that are new.
2. **There are indications of improvement for next year.** There is reason for optimism regarding an improvement in reporting in 1998. Over half of those not reporting SO level data in 1997 were either new SOs or SOs with data at the level of their intermediate results (IRs). Also, some of the non-reporting in 1997 was the result of guidance (especially from the Africa Bureau) that has now been sharpened for the new R4 cycle. Additionally, other SO level indicators (38) established baselines and future targets in their 1997 R4 Reports in preparation for full performance reporting in 1998. The PMA database will be able to track the future reporting of those SOs.

Although only 39 percent reported SO level indicator data in 1997, over 60 percent of all SOs reported at either the SO or IR levels. With this year's stronger guidance and further experience with performance measurement, SO level performance reporting could conceivably approach 60 percent in the 1998 R4 reporting cycle.

Convergence of performance results assessments:

3. **R4 table and BBS performance data provide similar portraits of USAID's performance.** In the instances where reported, the R4 table data provide a portrait of USAID performance that closely parallels the portrait presented by the BBS performance scoring. The BBS performance scoring is based on a broader range of quantitative and qualitative considerations, and includes a larger set of SOs. Both systems indicate that approximately 80 percent of SOs are either exceeding or meeting their targets. This convergence of performance portraits from two semi-independent assessment systems provides some comfort that the general assessments are valid. There is also a high level of agreement (83%) on scoring of specific SOs, for those SOs reporting SO level indicator data.

Management utilization of R4 table data:

4. **R4 indicator data can provide an *efficient tool* to assist the bureaus' performance assessments of OPU's SOs during the R4 review and budget submission processes.** The R4 indicator table data provide a relatively efficient tool for making the preliminary assessment of an SO's performance. The more time-consuming and more complete assessment efforts rarely change the essential assessment of the SO. More reliance on R4 indicator table data could free up the BBS review resources to focus more on special and troubled cases. Obviously, more complete reporting on SO level indicators by the OPUs would further enhance the usefulness of the R4 indicator table data to the BBS process.
5. **The analysis of the R4 data can be utilized more fully to assist in improving performance measurement.** There are two ways in which the data from the R4 tables might assist in improving USAID's management tasks.

- **Operating Units.** The R4 PMA data provides a simple means of identifying and locating non-performing and low performing operating units. Those operating units, for instance, that are unable to report indicator data for any of their SOs should certainly be on a short list for locations in need of technical assistance or stronger guidance to comply with reporting requirements
- **Sectors.** The R4 PMA data also identify sectors that appear to require continued or increased efforts to develop more effective indicators that can be relatively efficiently tracked in developing country situations. Effective indicators thus developed should be shared with operating units exhibiting difficulties with their performance reporting.

Appendix A: Descriptive and Performance Data Tables

General Notes 1) The term SO used throughout is inclusive of Strategic Objectives, Special Objectives, and Strategic Support Objectives 2) In tables with percentages, row and column totals may not always come to a total of exactly 100 percent due to rounding of figures, i.e., adding rounded row or column percentages may result in a total that is ± 1 percent different than 100 percent

SECTION TWO — SUPPORTING TABLES

Table 1: Distribution of SOs by Agency Goal Area and Region

	AFR	ANE	ENI	LAC	Total
EG	43	48	56	19	166
DG	20	13	29	16	78
PHN	20	18	11	18	67
ENV	33	21	18	16	88
HA	16	na	5	na	21
Total	132	100	119	69	420

Note Counts of SOs by BBS sector codes SOs may be counted multiple times as a result of multiple sector coding Sector numbers do not always sum to regional or bureau totals because SOs may be coded to multiple sector

Table 2: Distribution of SOs by Agency Objective (SO Count)

Note Counts of SOs by PMA sector codes SOs may be counted multiple times as a result of multiple sector coding

Table 2a: Economic Growth and Education

<u>Agency Goal 1</u> Economic Growth & Education	<u>AO 1.1</u> Strengthened Markets	<u>AO 1.2</u> Expanded Access and Opportunity for the Poor	<u>AO 1.3</u> Basic Education	Total
	131	41	24	196

Table 2b: Democracy and Governance

<u>Agency Goal 2</u> Democracy and Governance	<u>AO 2.1</u> Rule of Law	<u>AO 2.2</u> Political Processes	<u>AO 2.3</u> Civil Society	<u>AO 2.4</u> Transparent and Accountable Government	Total
	31	18	52	35	136

Table 2c: Population, Health and Nutrition

<u>Agency Goal 3</u> Population, Health, and Nutrition	<u>AO 3.1</u> Reduction in Unintended Pregnancies	<u>AO 3.2</u> Reduction in Child Mortality	<u>AO 3.3</u> Reduction in Maternal Mortality	<u>AO 3.4</u> Reduction in STI/HIV Transmission	Total (incl 11 other PHN)
	50	42	36	23	162

Table 2d: Environment

<u>Agency Goal 4</u> Environment	<u>AO 4.1</u> Biodiversity Conserved	<u>AO 4.2</u> Global Climate Change threat reduced	<u>AO 4.3</u> Sustainable urbanization promoted and pollution management improved	<u>AO 4.4</u> Increased provisions of environmentally sound energy services	<u>AO 4.5</u> Sustainable natural resource management	Total (incl 7 “ENV policy” 4 6)
	22	10	22	24	44	129

Table 2e: Humanitarian Assistance

<u>Agency Goal 5</u> Humanitarian Assistance	<u>AO 5.1</u> Potential Impact of humanitarian crises reduced	<u>AO 5.2</u> Urgent needs met in crisis situations	<u>AO 5.3</u> Security established and basic institutions functioning to meet critical needs and basic rights	Total (incl 2 “other” HA)
	14	3	20	39

SECTION THREE — SUPPORTING TABLE

Table 3: Number of SOs with 1996 Target and Actual Data by Sector and Region

	AFR		ANE		ENI		LAC		All SOs	
	Target & Actual	Total								
EG	16	43	12	48	31	56	12	19	71	166
DG	3	20	6	13	9	29	4	16	22	78
PHN	7	20	7	18	3	11	10	18	27	67
ENV	7	33	13	21	12	18	9	16	41	88
HA	1	16	na	na	1	5	na	na	2	21
All SOs	34	132	38	100	56	119	35	69	163	420

Note Count of SOs with BBS sector coding with at least one indicator having 1996 target and 1996 actual data compared to total number of SOs

SECTION FOUR — SUPPORTING TABLES

Table 4: Distribution of R4 and BBS Performance Assessments by Region

NOTE Table 4 presents data for assessed/scored SOs only

Table 4a-1: Percentage Distribution—Lenient Assessment

R4/BBS	AFR		ANE		ENI		LAC		Total	
	R4	BBS	R4	BBS	R4	BBS	R4	BBS	R4	BBS
Unmet	15	14	10	24	21	24	6	10	14	18
Met	18	59	10	53	16	66	23	68	17	61
Exceeded	67	27	79	24	63	10	71	22	69	21
Total	100	100	100	100	100	100	100	100	100	100

Table 4a-2: SO Count Distribution—Lenient Assessment

R4/BBS	AFR		ANE		ENI		LAC		Total	
	R4	BBS	R4	BBS	R4	BBS	R4	BBS	R4	BBS
Unmet	5	16	4	20	12	24	2	7	23	67
Met	6	65	4	45	9	66	8	46	27	222
Exceeded	22	30	31	20	35	10	25	15	113	75
Total	33	111	39	85	56	100	35	68	163	364

Table 4b-1: Percentage Distribution—Strict Assessment

R4/BBS	AFR		ANE		ENI		LAC		Total	
	R4	BBS	R4	BBS	R4	BBS	R4	BBS	R4	BBS
Unmet	18	14	21	24	30	24	17	10	23	18
Met	39	59	33	53	29	66	40	68	34	61
Exceeded	42	27	46	24	41	10	43	22	43	21
Total	100	100	100	100	100	100	100	100	100	100

Table 4b-2: SO Count Distribution—Strict Assessment

R4/BBS	AFR		ANE		ENI		LAC		Total	
	R4	BBS	R4	BBS	R4	BBS	R4	BBS	R4	BBS
Unmet	6	16	8	20	17	24	6	7	37	67
Met	13	65	13	45	16	66	14	46	56	222
Exceeded	14	30	18	20	23	10	15	15	70	75
Total	33	111	39	85	56	100	35	68	163	364

Table 5: Distribution of R4 and BBS Performance Assessments by Sector

NOTE: Table 4 presents data for assessed/scored SOs only.

Table 5a-1: Percentage Distribution—Lenient Assessment

R4/BBS	EG		DG		PHN		ENV		HA		Total	
	R4	BBS	R4	BBS								
Unmet	24	17	13	28	0	16	7	12	0	38	14	18
Met	13	60	30	56	26	56	10	72	0	50	17	61
Exceeded	63	23	57	15	74	27	83	16	100	13	69	21
Total	100	100	100	100	100	100	100	100	100	100	100	100

Table 5a-2: SO Count Distribution—Lenient Assessment

R4/BBS	EG		DG		PHN		ENV		HA		Total	
	R4	BBS	R4	BBS	R4	BBS	R4	BBS	R4	BBS	R4	BBS
Unmet	17	24	3	20	0	10	3	10	0	3	23	67
Met	9	85	7	40	7	35	4	58	0	4	27	222
Exceeded	44	33	13	11	20	17	35	13	1	1	113	75
Total	70	142	23	71	27	62	42	81	1	8	163	364

Table 5b-1: Percentage Distribution—Strict Assessment

R4/BBS	EG		DG		PHN		ENV		HA		Total	
	R4	BBS	R4	BBS								
Unmet	36	17	17	28	7	16	14	12	0	38	23	18
Met	27	60	43	56	44	56	36	72	0	50	34	61
Exceeded	37	23	39	15	48	27	50	16	100	13	43	21
Total	100	100	100	100	100	100	100	100	100	100	100	100

Table 5b-2: SO Count Distribution—Strict Assessment

R4/BBS	EG		DG		PHN		ENV		HA		Total	
	R4	BBS	R4	BBS	R4	BBS	R4	BBS	R4	BBS	R4	BBS
Unmet	25	24	4	20	2	10	6	10	0	3	37	67
Met	19	85	10	40	12	35	15	58	0	4	56	222
Exceeded	26	33	9	11	13	17	21	13	1	1	70	75
Total	70	142	23	71	27	62	42	81	1	8	163	364

SECTION FIVE — SUPPORTING TABLES

Table 6: SO Performance Category Match Between R4 and BBS Performance Assessments

Note *Universe of SOs for Table 6 includes only those SOs scored under both R4 criteria and BBS Performance*

6a-1: SO Count Match—Lenient R4 Criteria

Performance		BBS			
		Exceed	Met	Unmet	Total
R4	Exceed	35	65	9	109
	Met	4	20	1	25
	Unmet	4	13	5	22
	Total	43	98	15	156

6a-2: Percentage Match: Distribution of R4 Assessments by BBS Assessment Category—Lenient R4 Criteria

Performance		BBS			
		Exceed	Met	Unmet	Total
R4	Exceed	81	66	60	70
	Met	9	20	7	16
	Unmet	9	13	33	14
	Total	100	100	100	100

Note *Figures represent percentage of SOs assessed in each BBS assessment category matching the R4-based assessment categories. E.g., the figure in the northwest cell above (81 percent) signifies that 81 percent of SOs ranked as "Exceeded" in the BBS approach were also ranked "Exceeded" by the R4-based assessment. In the cell immediately below, 9 percent of all SOs with a BBS assessment of "Exceeded" were ranked as "Met" in the R4-based assessment.*

6a-3: Percentage Match: Distribution of BBS Assessments by R4 Assessment Category—Lenient R4 Criteria

Performance		BBS			
		Exceed	Met	Unmet	Total
R4	Exceed	32	60	8	100
	Met	16	80	4	100
	Unmet	18	59	23	100
	Total	28	63	10	100

Note: *Figures represent percentage of SOs assessed in each R4 assessment category matching the BBS-based assessment categories. E.g., the figure in the northwest cell above (32 percent) signifies that 32 percent of SOs ranked as "Exceeded" in the R4 approach were also ranked "Exceeded" by the BBS-based assessment. In the cell immediately below, 16 percent of all SOs with an R4 assessment of "Exceeded" were ranked as "Met" in the BBS-based assessment.*

6b-1: SO Count Match—Strict R4 Criteria

Performance		BBS			
		Exceed	Met	Unmet	Total
R4	Exceed	25	40	3	68
	Met	9	38	5	52
	Unmet	9	20	7	36
	Total	43	98	15	156

6b-2: Percentage Match: Distribution of R4 Assessments by BBS Assessment Category—Strict R4 Criteria

Performance		BBS			
		Exceed	Met	Unmet	Total
R4	Exceed	58	41	20	44
	Met	21	39	33	33
	Unmet	21	20	47	23
	Total	100	100	100	100

Note: Figures represent percentage of SOs assessed in each BBS assessment category matching the R4-based assessment categories. E.g., the figure in the northwest cell above (58 percent) signifies that 58 percent of SOs ranked as "Exceeded" in the BBS approach were also ranked "Exceeded" by the R4-based assessment. In the cell immediately below, 21 percent of all SOs with a BBS assessment of "Exceeded" were ranked as "Met" in the R4-based assessment.

6b-3: Percentage Match: Distribution of BBS Assessments by R4 Assessment Category—Strict R4 Criteria

Performance		BBS			
		Exceed	Met	Unmet	Total
R4	Exceed	37	59	4	100
	Met	17	73	10	100
	Unmet	25	56	19	100
	Total	28	63	10	100

Note: Figures represent percentage of SOs assessed in each R4 assessment category matching the BBS-based assessment categories. E.g., the figure in the northwest cell above (37 percent) signifies that 37 percent of SOs ranked as "Exceeded" in the R4 approach were also ranked "Exceeded" by the BBS-based assessment. In the cell immediately below, 17 percent of all SOs with an R4 assessment of "Exceeded" were ranked as "Met" in the BBS-based assessment.

Table 7: Percentage Match between BBS Performance and Composite Assessments

7a: SO Count Match

BBS Assessment		Composite			
		High	Medium	Low	Total
Performance	Exceed	56	17	1	74
	Met	43	138	40	221
	Unmet	1	31	35	67
	Total	100	186	76	362

7b: Percentage Match: Distribution of BBS Performance by BBS Composite Assessment Category

BBS Assessment		Composite			
		High	Medium	Low	Total
Performance	Exceed	56	9	1	21
	Met	43	74	53	61
	Unmet	1	17	46	19
	Total	100	100	100	100

Note: Figures represent percentage of SOs assessed in each BBS composite assessment category matching the BBS performance-based assessment categories. E.g., the figure in the northwest cell above (56 percent) signifies that 56 percent of SOs ranked as "High" in the BBS composite assessment were ranked as "Exceeded" by the BBS performance-based assessment. In the cell immediately below, 43 percent of all SOs with a BBS Composite assessment of "High" were ranked as "Met" in the BBS performance-based assessment.

7c: Percentage Match: Distribution of BBS Composite by BBS Performance Assessment Category

BBS Assessment		Composite			
		High	Medium	Low	Total
Performance	Exceed	76	23	1	100
	Met	19	62	18	100
	Unmet	1	46	52	100
	Total	28	51	21	100

Note: Figures represent percentage of SOs assessed in each BBS performance assessment category matching the BBS composite-based assessment categories. E.g., the figure in the northwest cell above (76 percent) signifies that 76 percent of SOs ranked as "Exceeded" in the BBS performance assessment were ranked as "High" by the BBS composite-based assessment. In the cell immediately below, 19 percent of all SOs with a BBS performance assessment of "Met" were ranked as "High" in the BBS composite-based assessment.

Table 8: Percentage SO Match Between R4 Assessment and BBS Composite Assessment

8a-1: Summary Table for All SOs—Lenient R4 Criteria

Assessment		BBS Composite			
		High	Medium	Low	Total
R4	Exceed	44	46	19	109
	Met	5	17	3	25
	Unmet	6	16	0	22
	Total	55	79	22	156

8a-2: Percentage Match: Distribution of R4 Assessments by BBS Composite Category—Lenient R4 Criteria

Assessment		BBS Composite			
		High	Medium	Low	Total
R4	Exceed	80	58	86	70
	Met	9	22	14	16
	Unmet	11	20	0	14
	Total	100	100	100	100

Note: Figures represent percentage of SOs assessed in each BBS assessment category matching the R4-based assessment categories. E.g., the figure in the northwest cell above (80 percent) signifies that 80 percent of SOs ranked as “High” in the BBS approach were ranked “Exceeded” by the R4-based assessment. In the cell immediately below, 9 percent of all SOs with a BBS assessment of “High” were ranked as “Met” in the R4-based assessment.

8a-3: Percentage Match: Distribution of BBS Composite by R4 Assessment Category—Lenient R4 Criteria

Assessment		BBS Composite			
		High	Medium	Low	Total
R4	Exceed	40	42	17	100
	Met	20	68	12	100
	Unmet	27	73	0	100
	Total	35	51	14	100

Note: Figures represent percentage of SOs assessed in each R4 assessment category matching the BBS-based assessment categories. E.g., the figure in the northwest cell above (40 percent) signifies that 40 percent of SOs ranked as “Exceeded” in the R4 approach were ranked as “High” by the BBS-based assessment. In the cell immediately below, 20 percent of all SOs with an R4 assessment of “Met” were ranked as “High” in the BBS-based assessment.

8b-1: SO Count Match—Strict R4 Criteria

Assessment		BBS Composite			
		High	Medium	Low	Total
R4	Exceed	34	25	9	68
	Met	11	32	9	52
	Unmet	10	22	4	36
	Total	55	79	22	156

8b-2: Percentage Match: Distribution of R4 Assessments by BBS Composite Category—Strict R4 Criteria

Assessment		BBS Composite			
		High	Medium	Low	Total
R4	Exceed	62	32	41	44
	Met	20	41	41	33
	Unmet	18	28	18	23
	Total	100	100	100	100

Note: Figures represent percentage of SOs assessed in each BBS assessment category matching the R4-based assessment categories. E.g., the figure in the northwest cell above (62 percent) signifies that 62 percent of SOs ranked as “High” in the BBS approach were ranked “Exceeded” by the R4-based assessment. In the cell immediately below, 20 percent of all SOs with a BBS assessment of “High” were ranked as “Met” in the R4-based assessment.

8b-3: Percentage Match: Distribution of BBS Composite by R4 Assessment Category—Strict R4 Criteria

Assessment		BBS Composite			
		High	Medium	Low	Total
R4	Exceed	50	37	13	100
	Met	21	62	17	100
	Unmet	28	61	11	100
	Total	35	51	14	100

Note: Figures represent percentage of SOs assessed in each R4 assessment category matching the BBS-based assessment categories. E.g., the figure in the northwest cell above (50 percent) signifies that 50 percent of SOs ranked as “Exceeded” in the R4 approach were ranked as “High” by the BBS-based assessment. In the cell immediately below, 21 percent of all SOs with an R4 assessment of “Met” were ranked as “High” in the BBS-based assessment.

Appendix B:

**List of SOs by Region and Operating Unit,
Showing Performance Scoring by All Methods**

Region: AFR

Country Name AFR/DisasterResponseCoordination

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	An improved use of USAID resources to prevent, mitigate, and respond to humanitarian crises in sub-Saharan Africa	Insuff Data	Insuff Data	Met	Medium	HA
1	An improved use of USAID resources to prevent, mitigate, and respond to humanitarian crises in sub-Saharan Africa	Insuff Data	Insuff Data	Met	Medium	ENV
2	Improved environmentally-safe approaches to prevent and mitigate agricultural pest crises adopted by host countries, regional institutions, and international organizations in sub-Saharan Africa	Insuff Data	Insuff Data	Unmet	Low	HA
2	Improved environmentally-safe approaches to prevent and mitigate agricultural pest crises adopted by host countries, regional institutions, and international organizations in sub-Saharan Africa	Insuff Data	Insuff Data	Unmet	Low	ENV
3	Conflict resolution: Searching for common ground in Africa	Insuff Data	Insuff Data	Unranked	New	HA

Country Name Africa/Sustainable Development

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Improved policies, programs, and strategies in the area of economic growth in a sustainable way	Insuff Data	Insuff. Data	Met	Medium	ENV
1	Improved policies, programs, and strategies in the area of economic growth in a sustainable way	Exceeded	Exceeded	Exceeded	High	EG
2	Improved policies, programs, and strategies in population and health in a sustainable way	Exceeded	Met	Met	Medium	HLTH
3	Improved policies, programs, and strategies in protecting the environment in a sustainable way	Insuff Data	Insuff Data	Met	Medium	ENV
4	Improved policies, programs, and strategies in building democracy in a sustainable way	Insuff Data	Insuff Data	Unranked	New	DG

Country Name Angola

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased resettlement of displaced Angolans	Insuff Data	Insuff Data	Unranked	New	HA
1	Increased resettlement of displaced Angolans	Insuff Data	Insuff Data	Met	Medium	ENV
2	Strengthened democracy and governance	Insuff Data	Insuff Data	Unranked	New	HA
3	Technical assistance supports a negotiated economic structural support program	Insuff Data	Insuff Data	Unranked	New	HA

Country Name Benin

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Assist the GOB in ensuring that an increasing number of school-age children receive, on a more equitable basis, an education which adequately prepares them for a productive role in their society	Insuff Data	Insuff Data	Exceeded	Medium	EG
2	Improve governance and reinforce democracy	Insuff Data	Insuff Data	Met	High	DG
3	Expand the availability, quality, and use of family health and HIV/AIDS prevention services	Insuff Data	Insuff Data	Met	Low	HLTH

Country Name Eritrea

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased use of sustainable, integrated primary health care services by Eritreans	Insuff Data	Insuff Data	Met	Medium	HLTH
2	Increased income of enterprises, primarily rural, with emphasis on exports	Insuff Data	Insuff Data	Unranked	New	EG
2	Increased income of enterprises, primarily rural, with emphasis on exports	Insuff Data	Insuff Data	Met	High	ENV
3	Increased capacity for accountable, democratic governance at local and national levels	Insuff Data	Insuff Data	Met	Medium	- DG

Country Name Ethiopia

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased availability of selected domestically produced food grains	Insuff Data	Insuff Data	Met	Low	EG
1	Increased availability of selected domestically produced food grains	Insuff Data	Insuff Data	Unmet	Medium	ENV
2	Increased use of primary and preventive health care services	Insuff Data	Insuff Data	Met	Low	HLTH
3	Quality and equity of primary education improved in an expanded system	Insuff Data	Insuff Data	Met	Low	EG
4	Increased access to and participation in a democratic system	Insuff Data	Insuff Data	Unmet	Low	DG
4	Increased access to and participation in a democratic system	Insuff Data	Insuff Data	Met	Medium	ENV
5	Enhanced household food security in target areas	Insuff Data	Insuff Data	Unranked	New	HA
5	Enhanced household food security in target areas	Insuff Data	Insuff Data	Met	High	ENV

Country Name Ghana

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased non-traditional exports	Insuff Data	Insuff Data	Met	Low	ENV
1	Increased non-traditional exports	Exceeded	Exceeded	Exceeded	High	EG
2	Improved quality of primary education	Exceeded	Met	Exceeded	Medium	EG
3	Improved family health	Insuff Data	Insuff Data	Met	Medium	HLTH
4	To create an open, credible voter registry, and increase confidence and broaden participation in the electoral process	Exceeded	Met	Met	High	DG

Country Name Greater Horn of Africa Init.

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increase capacity in the region to prevent man-made crisis	Insuff Data	Insuff Data	Unranked	New	HA
1	Increase capacity in the region to prevent man-made crisis	Insuff Data	Insuff Data	Met	High	ENV
2	Implement strategies and procedures to maximize linkages between relief and development					-
3	Promote African ability to sustain food security within a regional context	Insuff Data	Insuff Data	Unmet	Low	EG
3	Promote African ability to sustain food security within a regional context	Insuff Data	Insuff Data	Met	High	ENV

Country Name Guinea

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Growth in agricultural markets	Exceeded	Exceeded	Met	Medium	EG
2	Increased ability of families to determine household size	Exceeded	Met	Met	Medium	HLTH
3	Increased enrollment in primary schools with emphasis on female and rural participation	Exceeded	Exceeded	Exceeded	High	EG
4	Fostering civil society development and good governance	Insuff Data	Insuff Data	Met	Medium	DG
5	Protection of the environment	Exceeded	Exceeded	Exceeded	High	ENV

Country Name Guinea-Bissau

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased private sector trade and investment	Insuff Data	Insuff Data	Met	Medium	EG

Country Name Kenya

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Effective demand for sustainable political, constitutional and legal reform created	Insuff Data	Insuff Data	Met	High	DG
2	Increased commercialization of smallholder agriculture and natural resource management	Exceeded	Exceeded	Met	Medium	ENV
2	Increased commercialization of smallholder agriculture and natural resource management	Unmet	Unmet	Exceeded	High	EG
3	Reduce fertility and the risk of HIV/AIDS transmission through sustainable, integrated family planning and health services	Met	Met	Exceeded	High	HLTH

Country Name Liberia

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Successful democratic transition includes free and fair elections	Insuff Data	Insuff Data	Unranked	New	HA
1	Successful democratic transition includes free and fair elections	Insuff Data	Insuff Data	Unmet	Medium	DG
2	Successful transition from relief to recovery through a community reintegration program	Insuff Data	Insuff Data	Unranked	New	HA

Country Name Madagascar

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Foster an environment in which private enterprise can flourish					
2	Smaller, healthier families	Met	Met	Exceeded	High	HLTH
3	Reduce natural resources depletion	Unmet	Unmet	Exceeded	High	ENV

Country Name Malawi

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased agricultural incomes on a per capita basis	Exceeded	Exceeded	Exceeded	High	EG
2	Increase sustainable use, conservation, and management of natural resources	Insuff Data	Insuff Data	Met	High	ENV
3	Increased adoption of measures that reduce fertility and risk of HIV transmission, including improved child health practices	Exceeded	Exceeded	Exceeded	High	HLTH
4	Increased access to and quality and efficiency of basic education, especially for girls	Insuff Data	Insuff Data	Exceeded	Medium	EG
5	Institutional base for democratic participation strengthened and broadened	Unmet	Unmet	Met	Medium	DG

Country Name Mali

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Improved social and economic behaviors among youth	Insuff Data	Insuff Data	Unmet	Low	HLTH
1	Improved social and economic behaviors among youth	Exceeded	Exceeded	Exceeded	Medium	EG
2	Sustainable economic growth	Insuff Data	Insuff Data	Met	Low	EG
2	Sustainable economic growth	Insuff Data	Insuff. Data	Unmet	Medium	ENV
20	The people of Northern Mali are confident	Insuff Data	Insuff Data	Unranked	New	EG
3	Community organizations in target communes are effective partners in democratic governance, including development decision making and planning	Insuff Data	Insuff Data	Met	Medium	DG
4	Information and communications	Insuff Data	Insuff Data	Unranked	New	EG

Country Name Mozambique

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased rural household income increased in targeted areas	Insuff Data	Insuff Data	Exceeded	Medium	EG
1	Increased rural household income increased in targeted areas	Insuff Data	Insuff Data	Met	Medium	ENV
2	Government and civil society are effective partners in democratic governance at national and local levels	Insuff Data	Insuff Data	Met	Medium	DG
3	Increased use of essential maternal and child health and family planning services in focus areas	Insuff Data	Insuff Data	Met	Medium	HLTH

Country Name Namibia

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGO, and private sector organizations	Exceeded	Met	Met	Low	EG
2	Improved delivery of quality primary education to Namibian learners in grades 1-4 in the most disadvantaged schools	Met	Met	Exceeded	Medium	EG
3	Increased benefits to historically disadvantaged Namibians from sustainable local management of natural resources	Exceeded	Unmet	Exceeded	Low	ENV
4	Increased accountability of Parliament to all Namibian citizens	Exceeded	Met	Met	High	DG

Country Name Niger

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased use of selected family planning and MCH and disaster mitigation practices and HIV/AIDS control practices					
2	Restoration of democratic governance and stronger civil society	Insuff Data	Insuff Data	Unmet	Low	DG
2	Restoration of democratic governance and	Insuff Data	Insuff Data	Exceeded	Medium	ENV

Region: AFR

Country Name Niger

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
	stronger civil society					
3	Increased use of natural resource management with NGOs					

Country Name Nigeria

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased voluntary use of family planning	Insuff Data	Insuff Data	Met	Medium	HLTH
2	Improved maternal and child health practices	Insuff Data	Insuff Data	Exceeded	Medium	HLTH
3	Improved HIV/AIDS/STD prevention and control practices	Insuff Data	Insuff Data	Met	Low	HLTH
4	Strengthened civil society contributions to democratic participation and respect for civil rights (democracy/governance)	Insuff Data	Insuff Data	Unmet	Medium	DG

Country Name RCSA

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Enhance the skills, knowledge base, and capacity of individuals and organizations working to strengthen democratic values and processes in southern Africa	Insuff Data	Insuff Data	Unmet	Low	DG
2	Increased indigenous business development and ownership	Insuff Data	Insuff Data	Unmet	Low	EG
3	Key regional conditions established that support sustainable increases in productivity of agriculture and natural resources by smallholders	Met	Met	Met	Medium	ENV
4	Improved efficiency, reliability and competitiveness of regional transport and telecommunications infrastructure	Insuff Data	Insuff Data	Met	Medium	EG

Country Name REDSO/ESA

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Effective program and technical support to all ESA missions	Insuff Data	Insuff Data	Unranked	Support	EG
1	Effective program and technical support to all ESA missions	Insuff Data	Insuff Data	Met	Medium	ENV
2	Increased utilization of critical information by USAID and other decision-makers in the region	Exceeded	Exceeded	Met	Medium	EG
2	Increased utilization of critical information by USAID and other decision-makers in the region	Exceeded	Exceeded	Met	Medium	ENV
3	Establish a strong basis for implementation of the Greater Horn of Africa Initiative	Unmet	Unmet	Met	Medium	EG
3	Establish a strong basis for implementation of the Greater Horn of Africa Initiative	Unmet	Unmet	Met	Medium	ENV

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Region: AFR

Country Name REDSO/ESA

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
4	Effective delivery of USAID's humanitarian assistance	Exceeded	Exceeded	Exceeded	High	HA

Country Name REDSO/WCA

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Improve access to and use of family planning, maternal and child health, and HIV/AIDS prevention services	Insuff Data	Insuff Data	Met	Medium	HLTH
2	Provide effective technical and management support services to USAID assistance programs in West and Central Africa	Insuff Data	Insuff Data	Met	Low	EG
2	Provide effective technical and management support services to USAID assistance programs in West and Central Africa	Insuff Data	Insuff Data	Met	Low	ENV
3	Improve the capacity of the African Development Bank to incorporate environmental and private sector considerations into the loan application review process					

Country Name Rwanda

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased rule of law and accountability in governance	Insuff Data	Insuff Data	Unranked	New	HA
2	Increased Rwandan capacity to provide effective, decentralized, and sustainable primary health care and basic social services	Insuff Data	Insuff Data	Unranked	New	HA
3	Increased ability of rural families in targeted communities to improve household food security	Insuff Data	Insuff Data	Unranked	New	HA

Country Name SAHEL REGIONAL PROGRAM

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Assist national governments, regional institutions and private sector associations to identify, clarify and implement policy options which promote trade and investment in West Africa	Met	Met	Met	Medium	EG
2	Regional dialogue increased on the role of civil society and communal, local and national governments in achieving improved management of natural resources, food security, and market development	Insuff Data	Insuff Data	Exceeded	High	DG
3	Decision makers have ready access to relevant information on food security, population, and the environment	Insuff Data	Insuff Data	Met	Medium	EG
3	Decision makers have ready access to relevant information on food security, population, and the environment	Insuff Data	Insuff Data	Exceeded	High	ENV

Country Name Senegal

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Decrease family size	Exceeded	Exceeded	Met	Medium	HLTH
2	Increase crop productivity through improved natural resource management (NRM) in zones of reliable rainfall	Insuff Data	Insuff Data	Met	Medium	EG
2	Increase crop productivity through improved natural resource management (NRM) in zones of reliable rainfall	Insuff Data	Insuff Data	Unmet	Medium	ENV
3	Increase liberalization of the market for agricultural and natural resource-based products	Exceeded	Met	Exceeded	High	EG
4	Democracy and good governance					

Country Name Somalia

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Improved foundation for food crop production in target areas	Insuff Data	Insuff Data	Unranked	New	EG
2	Critical needs met for targeted vulnerable groups	Insuff Data	Insuff Data	Unranked	New	HA
3	Increased community capacity to meet its own needs	Insuff Data	Insuff Data	Unranked	New	HA
3	Increased community capacity to meet its own needs	Insuff Data	Insuff Data	Met	Low	ENV

Country Name South Africa

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Democratic institutions strengthened through civil society participation	Insuff Data	Insuff Data	Met	High	DG
2	Transformed education system based on equity of access and quality	Insuff Data	Insuff Data	Exceeded	Medium	EG
3	More equitable, unified, and sustainable system delivering integrated PHC services to all South Africans	Insuff Data	Insuff Data	Unmet	Low	HLTH
4	Improved capacity of key government and non-government entities to formulate, evaluate, and implement economic policies	Insuff Data	Insuff Data	Unranked	New	EG
5	Increased access to financial markets for the historically disadvantaged population	Met	Met	Met	Medium	EG
6	Improved access to environmentally sustainable housing and urban services for the historically disadvantaged population (HDP)	Insuff Data	Insuff Data	Met	Medium	ENV

Country Name Tanzania

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased use of family planning and maternal and child health and HIV/AIDS preventive measures	Exceeded	Exceeded	Exceeded	High	HLTH
2	Foundation established for adoption of environmentally sustainable natural resource management practices in Tanzania	Insuff Data	Insuff Data	Unmet	Medium	ENV
3	Foundation for the transition to democratic governance established	Insuff Data	Insuff Data	Met	Medium	DG

Region: AFR

Country Name: Tanzania

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
4	Increased micro and small enterprise participation in the economy	Exceeded	Exceeded	Met	Medium	EG
5	Rural roads improved in a sustainable manner	Insuff. Data	Insuff. Data	Met	Medium	EG

Country Name: Uganda

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased rural household income in targeted regions	Insuff. Data	Insuff. Data	Exceeded	High	EG
2	Critical ecosystem conserved to sustain biological diversity and to enhance benefits to society	Insuff. Data	Insuff. Data	Exceeded	High	ENV
3	Quality basic education for an increased percentage of Ugandan children	Insuff. Data	Insuff. Data	Exceeded	High	EG
4	Increased service utilization and changed behaviours, related to reproductive/maternal/child health in selected districts	Insuff. Data	Insuff. Data	Exceeded	High	HLTH
5	Civic pluralism expanded and constitutional checks and balances implemented	Insuff. Data	Insuff. Data	Met	Medium	DG

Country Name: Zambia

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Reduce the state's role in the provision of goods and services	Insuff. Data	Insuff. Data	Exceeded	High	EG
2	Increase the productive participation of rural enterprises and communities in the national economy	Insuff. Data	Insuff. Data	Met	Medium	EG
2	Increase the productive participation of rural enterprises and communities in the national economy	Insuff. Data	Insuff. Data	Met	Low	ENV
3	Increased use of practices that improve child and reproductive health	Insuff. Data	Insuff. Data	Met	Medium	HLTH
4	A more sustainable multi-party democracy built	Insuff. Data	Insuff. Data	Unmet	Low	DG

Country Name: Zimbabwe

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased household food security in communal areas of natural regions IV and V	Insuff. Data	Insuff. Data	Met	Low	ENV
2	Broadened ownership and investment at all levels of the Zimbabwean economy (proposed)	Insuff. Data	Insuff. Data	Met	Medium	EG
20	Foundation	Insuff. Data	Insuff. Data	Unranked	New	EG
3	Reduced fertility and increased use of HIV/AIDS prevention methods					

Region: ANE

Country Name Asia Environmental Partnership

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Promote an Asian clean industrial revolution	Exceeded	Met	Met	Medium	ENV

Country Name Bangladesh

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Use of high impact family planning and maternal and child health services increased and rendered sustainable (SO 1-3)	Insuff Data	Insuff Data	Exceeded	High	EG
1	Use of high impact family planning and maternal and child health services increased and rendered sustainable (SO 1-3)	Insuff Data	Insuff Data	Exceeded	High	HLTH
4	Diets of the poor nutritionally enhanced	Insuff Data	Insuff Data	Met	Medium	EG
4	Diets of the poor nutritionally enhanced	Exceeded	Exceeded	Met	Medium	HLTH
5	Agricultural productivity per hectare increased	Unmet	Unmet	Met	Medium	EG
5	Agricultural productivity per hectare increased	Insuff Data	Insuff Data	Unmet	Low	ENV
6	Real household incomes of the poor increased	Unmet	Unmet	Unmet	Medium	EG
6	Real household incomes of the poor increased	Insuff Data	Insuff Data	Unranked	New	ENV
7	Enhanced participation in local decision making	Met	Met	Met	High	DG
8	More accessible and equitable justice, especially for women	Met	Met	Met	Medium	DG

Country Name Cambodia

SOIR	Result Statement	R4 Perf Lenient	R4 Perf Strict	Performance BBS	Composite BBS	BBS Sector
1	Strengthened democratic processes and respect for human rights	Exceeded	Exceeded	Met	High	DG
2	Increased farm production and incomes in Northwest provinces	Insuff Data	Insuff Data	Unranked	New	EG
2	Increased farm production and incomes in Northwest provinces	Insuff Data	Insuff Data	Unranked	Low	ENV
3	Improved quality of primary education	Insuff Data	Insuff Data	Met	Medium	EG
4	Improved maternal and child health	Insuff Data	Insuff Data	Met	High	EG
4	Improved maternal and child health	Insuff Data	Insuff Data	Met	High	HLTH
5	Enhanced assistance for war and mine victims	Insuff Data	Insuff Data	Met	Medium	EG
6	Reduced transmission of STI and HIV/AIDS	Insuff Data	Insuff Data	Unranked	New	EG
6	Reduced transmission of STI and HIV/AIDS	Insuff Data	Insuff Data	Unranked	New	HLTH

Region: ANE

Country Name Cambodia

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
7	Improved government and NGO capacity to manage natural resources	Insuff Data	Insuff Data	Met	High	ENV

Country Name Egypt

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased private sector led, export oriented growth	Exceeded	Unmet	Met	Medium	EG
1	Increased private sector led, export oriented growth	Insuff Data	Insuff Data	Met	Medium	ENV
10	Reduced generation of air pollution	Exceeded	Met	Met	Medium	ENV
11	Approaches to sustainable tourism demonstrated	Exceeded	Met	Met	Medium	ENV
12	Improved human capacity development system linked to strategic priority areas	Insuff Data	Insuff Data	Unmet	Medium	EG
2	Increased participation of girls in quality basic education	Insuff Data	Insuff Data	Unmet	Medium	EG
3	Increased use of Egyptian universities in quality, demand-driven applied research	Insuff Data	Insuff Data	Unmet	Medium	EG
4	Increased citizen participation in public decision making	Insuff Data	Insuff Data	Met	Medium	DG
5	Increased use of information services by the legislature in decision making					
6	Improved Civil Legal System	Insuff Data	Insuff Data	Unmet	Low	DG
7	Reduced fertility	Insuff Data	Insuff Data	Unmet	Medium	EG
7	Reduced fertility	Insuff Data	Insuff Data	Unmet	Medium	HLTH
8	Sustainable improvements in the health of women and children	Insuff Data	Insuff Data	Met	High	EG
8	Sustainable improvements in the health of women and children	Insuff Data	Insuff Data	Met	High	HLTH
9	Increased access to and sustainability of water and wastewater services	Insuff Data	Insuff Data	Unranked	New	EG
9	Increased access to and sustainability of water and wastewater services	Insuff Data	Insuff Data	Unranked	New	HLTH

Country Name India

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased mobilization of capital through financial sector reforms	Unmet	Unmet	Met	Medium	EG
2	Reduced fertility in North India	Insuff Data	insuff Data	Unmet	Low	EG
2	Reduced fertility in North India	Insuff Data	Insuff Data	Unmet	Low	HLTH
3	Increased child survival and improved nutrition in selected states	Insuff Data	Insuff Data	Met	Medium	EG
3	Increased child survival and improved nutrition in selected states	Insuff Data	Insuff Data	Met	Medium	HLTH
4	Improved environmental and financial sustainability in energy sector	Exceeded	Met	Exceeded	High	ENV
4	Improved environmental and financial sustainability in energy sector	Unmet	Unmet	Met		EG
5	Improved air and water quality at selected industrial sites and municipalities	Exceeded	Unmet	Met	Medium	ENV
6	Increased conservation and availability of crop-related germplasm	Met	Met	Unranked	New	ENV
7	Reduced transmission of HIV infections	Insuff Data	insuff Data	Unmet	Low	EG
7	Reduced transmission of HIV infections	Insuff Data	Insuff Data	Unmet	Low	HLTH
8	Increased investment in agribusiness by private firms	Exceeded	Exceeded	Exceeded	High	EG
9	Expanded role of women in decision making	Insuff Data	Insuff Data	Unranked	New	EG
9	Expanded role of women in decision making	Insuff Data	Insuff Data	Unranked	New	OG

Country Name Indonesia

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Sustained liberalization of international trade and domestic competition policies for the mutual benefit of Indonesia and the United States	Insuff Data	Insuff Data	Exceeded	High	EG
2	Sustained improvements in health and reduced fertility	Insuff Data	Insuff Data	Exceeded	High	EG
2	Sustained improvements in health and reduced fertility	Exceeded	Exceeded	Exceeded	High	HLTH
3	Decentralized and strengthened natural resources management	Exceeded	Met	Met	Low	ENV
4	Strengthened urban environmental management	Exceeded	Exceeded	Exceeded	High	ENV
5	Increased effectiveness of selected institutions which promote democracy	Exceeded	Exceeded	Exceeded	High	OG

Country Name Jordan

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Improved water resource management	Exceeded	Exceeded	Met	Low	EG
1	Improved water resource management	Exceeded	Met	Met	Medium	ENV
2	Increased practice of family planning with an emphasis on modern methods	Insuff Data	Insuff Data	Exceeded	High	EG
2	Increased practice of family planning with an emphasis on modern methods	Exceeded	Exceeded	Exceeded	High	HLTH
3	Other activities in support of Agency Objectives					
4	Increased economic opportunities for Jordanians	Insuff Data	Insuff Data	Unranked	New	EG

Country Name Mongolia

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	A policy and institutional framework conducive to rapid private-sector expansion created	Insuff Data	Insuff Data	Met	Medium	EG
2	Gains in the transparency, accountability, competency and responsiveness of Mongolia's primary institutions of democracy consolidated	Insuff Data	Insuff Data	Met	Medium	DG
3	Emergency support provided to the Mongolian power production system	Insuff Data	Insuff Data	Met	Medium	EG

Country Name Morocco

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Reduced fertility and improved health of children under five and women of child bearing age	Insuff Data	Insuff Data	Met	Medium	EG
1	Reduced fertility and improved health of children under five and women of child bearing age	Exceeded	Met	Met	Medium	HLTH
2	Improved water resources management in the agricultural, urban and industrial sectors	Exceeded	Met	Exceeded	Medium	ENV
3	Expanded base of stakeholders in the economy, targeting people of below-median income	Insuff Data	Insuff Data	Met	Medium	EG
4	Increased primary school attainment among girls in selected rural areas	Insuff Data	Insuff Data	Met	Medium	EG

Country Name Nepal

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased sustainable production and sales of forest and high-value agricultural products	Exceeded	Exceeded	Exceeded	High	EG
1	Increased sustainable production and sales of forest and high-value agricultural products	Exceeded	Exceeded	Met	Medium	ENV
2	Reduced fertility and improved maternal and child health	Insuff Data	Insuff Data	Exceeded	High	EG
2	Reduced fertility and improved maternal and child health	Exceeded	Exceeded	Exceeded	High	HLTH

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Region: ANE

Country Name Nepal

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
20	HIV/AIDS	Insuff Data	Insuff Data	Unranked	New	HLTH
20	HIV/AIDS	Insuff Data	Insuff Data	Unranked	New	EG
3	Increased women's empowerment	Insuff Data	Insuff Data	Met	Medium	EG
3	Increased women's empowerment	Insuff Data	Insuff Data	Exceeded	High	DG
4	Increased investment in environmentally sound hydropower	Insuff Data	Insuff Data	Exceeded	High	EG
4	Increased investment in environmentally sound hydropower	Insuff Data	Insuff Data	Met	Medium	ENV

Country Name Philippines

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Accelerate economic transformation of Mindanao	Exceeded	Exceeded	Exceeded	High	EG
2	Improved national systems for trade and investment	Exceeded	Unmet	Exceeded	High	EG
3	Reduced fertility rate and improved maternal and child health	Insuff Data	Insuff Data	Met	Medium	EG
3	Reduced fertility rate and improved maternal and child health	Exceeded	Exceeded	Met	Medium	HLTH
4	Enhanced management of renewable natural resources	Exceeded	Exceeded	Met	Medium	ENV
5	Reduce emission of greenhouse gases	Insuff Data	Insuff Data	Met	Medium	ENV
6	Broadened participation in the formulation and implementation of public policies in selected areas	Exceeded	Exceeded	Exceeded	High	DG
7	Rapid increase of HIV/AIDS prevented	Insuff Data	Insuff Data	Met	Medium	EG
7	Rapid increase of HIV/AIDS prevented	Met	Met	Met	Medium	HLTH
8	Assistance to Amerasians	Insuff Data	Insuff Data	Unranked	New	EG

Country Name Sri Lanka

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased private sector employment and income	Exceeded	Met	Unmet	Low	EG
2	Improved environmental practices to support sustainable development	Exceeded	Unmet	Unmet	Low	ENV
20	Quality of life for disadvantaged people	Insuff Data	Insuff Data	Unranked	New	EG
21	HIV/AIDS	Insuff Data	Insuff Data	Unmet	Low	EG

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Region: ANE
 Country Name Sri Lanka

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
3	Greater empowerment of people to participate in democracy	Insuff Data	Insuff Data	Unmet	Low	DG

Country Name West Bank/Gaza

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Expanded private sector economic opportunities	Insuff Data	Insuff Data	Unmet	Medium	EG
2	Greater access to and more effective use of scarce water resources	Insuff Data	Insuff Data	Unmet	Low	ENV
20	HIV/AIDS	Insuff Data	Insuff Data	Unmet	Low	HLTH
3	More responsive and accountable governance	Insuff Data	Insuff Data	Met	Medium	DG
4	Transition to self-rule facilitated	Exceeded	Exceeded	Unmet	Low	DG
5	Selected development needs addressed	Exceeded	Exceeded	Met	Medium	EG

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Region: BHR

Country Name Food for Peace

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Critical food need of targeted groups met			Met		

Country Name OFDA

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Critical needs met of targeted vulnerable groups in emergency situations			Met		
2	Increased adoption of mitigation measures in countries at greatest risk of natural and man-made disasters			Met		

Country Name OTI

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Political transitions successfully advanced in priority, conflict-prone countries			Met		

Country Name PVC

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased capability of PVC's PVO partners to achieve sustainable service delivery			Met		

Region: ENI

Country Name Armenia

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased soundness of fiscal policies and management practices	Insuff Data	Insuff Data	Unmet	Medium	EG
2	Accelerated development and growth of private enterprise	Exceeded	Met	Unmet	Medium	EG
20	Improved the sustainability of social benefits and services	Insuff Data	Insuff Data	Unranked	New	HLTH
21	Increased transfer of state owned assets	Insuff Data	Insuff Data	Unranked	New	EG
22	More effective, responsible and accountable local governments	Insuff Data	Insuff Data	Unranked	New	DG
3	A more competitive and market-responsive financial sector	Exceeded	Met	Met	Medium	EG
4	A more economically sustainable and environmentally sound energy sector	Insuff Data	Insuff Data	Met	Low	EG
4	A more economically sustainable and environmentally sound energy sector	Insuff Data	Insuff Data	Met	Low	ENV
5	Increased, better informed citizens' participation in political and economic decision-making	Insuff Data	Insuff Data	Unmet	Medium	DG
6	Legal systems that better support democratic processes and market reforms	Insuff Data	Insuff Data	Met	Medium	BG
7	Reduced human suffering and crisis impact	Insuff Data	Insuff Data	Met	Low	HA
8	Special initiatives					
9	Cross-cutting programs					

Country Name Azerbaijan

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Accelerated development and growth of private enterprise	Insuff Data	Insuff Data	Unmet	Low	EG
2	Increased, better informed citizens participation in political and economic decision making	Insuff Data	Insuff Data	Unmet	Medium	DG
3	Reduced human suffering and crisis impact	Insuff Data	Insuff Data	Met	Medium	HA
4	Special initiatives and cross-cutting programs					

Country Name Belarus

SOIR	Result Statement	R4 Perf Lenient	R4 Perf Strict	Performance BBS	Composite BBS	BBS Sector
1	Economic restructuring					
2	NGO development					
3	Democracy building					
4	Health					
5	Training					

Country Name Bulgaria

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased transfer of state owned assets to the private sector	Exceeded	Met	Unranked	No Funds	EG
2	Increased growth of private firms in a competitive environment	Exceeded	Exceeded	Met	Medium	EG
20	A more competitive and market responsive financial sector	Insuff Data	Insuff Data	Unranked	New	EG
3	Increased better-informed citizens' participation in public policy decision-making	Exceeded	Exceeded	Unmet	Low	DG
4	More effective and accountable local government	Insuff Data	Insuff Data	Exceeded	High	DG
5	Improved fiscal sustainability of social benefits and services	Insuff Data	Insuff Data	Exceeded	Medium	HLTH
6	Special initiatives	Insuff Data	Insuff Data	Unranked	New	ENV
7	Cross-cutting programs					

Country Name Central Asia Regional

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	A more economically sound and environmentally sustainable energy system as the primary engine of economic growth for Central Asia	Exceeded	Exceeded	Met	High	ENV
2	Reduction in regional economic and political tensions generated by transboundary environmental issues	Exceeded	Exceeded	Met	Medium	ENV

Country Name Croatia

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Reintegration of populations affected by Erdut Agreement	Exceeded	Exceeded	Exceeded	High	DG
2	More competitive, market responsive private financial sector	Exceeded	Exceeded	Met	Medium	EG
3	More effective, responsive and accountable local governance					
4	Increased, better-informed citizens' participation in political process	Insuff Data	Insuff Data	Met	Medium	DG
5	Cross-cutting activities and special initiatives					

Country Name Georgia

SOIR	Result Statement	R4 Perf Lenient	R4 Perf Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased soundness of fiscal policies and management practices	Exceeded	Unmet	Unmet	Medium	EG
10	Cross-cutting programs					
2	Accelerated development and growth of private enterprise	Exceeded	Exceeded	Met	High	EG
20	Reduction in regional economic and political tensions generated by transboundary environmental issues	Exceeded	Exceeded	Unranked	New	ENV
21	Increased transfer of state owned assets	Insuff Data	Insuff Data	Unranked	New	EG
3	A more competitive and market-responsive financial sector	Insuff Data	Insuff Data	Met	Medium	EG
4	A more economically sustainable and	Insuff Data	Insuff Data	Unmet	Medium	EG

Region: ENI
Country Name: Georgia

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
4	environmentally sound gas and electric industry A more economically sustainable and environmentally sound gas and electric industry	Insuff Data	Insuff Data	Unmet	Medium	ENV
5	increased, better-informed citizens' participation in political and economic decision-making	Insuff Data	Insuff Data	Met	High	DG
6	Legal systems that better support democratic processes and market reforms	Insuff Data	Insuff Data	Met	High	DG
7	More effective, responsive, and accountable local government	Insuff Data	Insuff Data	Unmet	Low	DG
8	Reduce human suffering and crisis impact	Insuff Data	Insuff Data	Met	Low	HA
9	Special initiatives					

Country Name: Hungary

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Improved operations of small and medium sized enterprises					
2	Increased soundness of fiscal policies and fiscal management practices					
3	A more competitive and market responsive private financial sector					
4	An economically sustainable, restructured energy sector	Unmet	Unmet	Unranked	No Funds	ENV
5	Better informed citizens increase their participation in decision making at the local level					

Country Name: Kazakhstan

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased transfer of state-owned assets to the private sector					
2	Increased soundness of fiscal policies and fiscal management practices	Met	Met	Met	Medium	EG
20	Reduction in regional economic and political tensions generated by transboundary environmental issues	Exceeded	Exceeded	Met	Medium	ENV
21	A more economically sound and environmentally sustainable energy system as the primary engine of economic growth	Exceeded	Exceeded	Met	High	ENV
21	A more economically sound and environmentally sustainable energy system as the primary engine of economic growth	Insuff Data	Insuff Data	Met	High	EG
3	Accelerated development and growth of private enterprises	Exceeded	Exceeded	Exceeded	High	EG
4	A more competitive and market responsive private financial sector	Met	Unmet	Met	Medium	EG
5	Increased, better informed citizens' participation in political and economic decision making	Insuff Data	Insuff Data	Met	Low	DG
6	More effective, responsible, and accountable local government	Met	Met	Unranked	New	DG
7	Reform strategies in selected social sectors developed and implemented	Insuff Data	Insuff Data	Exceeded	High	HLTH

Region: ENI

Country Name Kazakhstan

SOIR	Result Statement	R4 Perf Lenient	R4 Perf Strict	Performance BBS	Composite BBS	BBS Sector
8	Special initiatives					
9	Cross-cutting programs					

Country Name Kyrgyzstan

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased transfer of state-owned assets to the private sector					
2	Increased soundness of fiscal policies and fiscal management practices	Unmet	Unmet	Unmet	Medium	EG
20	Reduction in regional economic and political tensions generated by transboundary and environmental issues	Exceeded	Exceeded	Met	Medium	ENV
21	A more economically sound and environmentally sustainable energy system as the primary engine of economic growth	Exceeded	Exceeded	Met	High	ENV
21	A more economically sound and environmentally sustainable energy system as the primary engine of economic growth	Insuff Data	Insuff Data	Met	High	EG
3	Accelerated development and growth of private enterprises	Insuff Data	Insuff Data	Met	High	EG
4	A more competitive and market responsive private financial sector	Exceeded	Met	Met	Medium	EG
5	Increased better-informed citizens' participation in political and economic decision making	Insuff Data	Insuff Data	Met	Medium	DG
6	More effective, responsible, and accountable local government	Exceeded	Exceeded	Unranked	New	DG
7	Improved sustainability of social benefits and services	Insuff Data	Insuff Data	Exceeded	High	HLTH
8	Special initiatives					

Country Name Latvia

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased transfer of state-owned assets to the private sector					
2	Increased soundness of fiscal policies and fiscal management practices					
3	Accelerated development and growth of private enterprise					
4	A more competitive and market-responsive private financial sector					
5	A more economically sustainable and environmentally sound energy sector	Exceeded	Met	Unranked		ENV
6	Increased, better-informed citizen's participation in political and economic decision-making					
7	Legal systems that better support democratic processes and market reform					

Country Name Lithuania

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Strengthened fiscal management	Unmet	Unmet	Met	Medium	EG
2	Improved enabling policy environment conducive to sustained private sector growth	Unmet	Unmet	Met	Medium	EG
3	More stable financial environment	Exceeded	Unmet	Met	Low	EG
4	Increased, sustained collaboration of NGOs and local governments to develop policies and services which reflect community interests					
5	Special initiatives					

Country Name Macedonia

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Private Sector	Insuff Data	Insuff Data	Met	High	EG
2	Better-informed citizens increase involvement in political and economic decision making	Insuff Data	Insuff Data	Unmet	Low	DG
3	Other Activities					

Country Name Moldova

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased transfer of state-owned assets to the private sector	Insuff Data	Insuff Data	Met	Medium	EG
2	Increased soundness of fiscal policies and fiscal management practices	Unmet	Unmet	Met	Medium	EG
20	Increased better informed citizens participation in political and economic decision making	Insuff Data	Insuff Data	Unranked	New	DG
3	Accelerated development and growth of private enterprises	Exceeded	Exceeded	Met	High	EG
4	A more competitive and market-responsive private financial sector	Exceeded	Exceeded	Met	Medium	EG
5	A more economically sustainable and environmentally sound gas and electric sector	Insuff Data	Insuff Data	Unranked	New	EG
6	Special initiatives					

Country Name Poland

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	State-owned assets transferred to the private sector					
2	Private sector development is stimulated at the firm level	Met	Met	Met	Medium	EG
3	A competitive, market-oriented private financial sector is developed	Exceeded	Met	Met	Medium	EG
4	Local government is effective, responsive, and accountable	Exceeded	Exceeded	Met	Medium	DG
5	Special initiatives					
6	Cross-cutting initiatives					

Country Name Romania

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Development and growth of private enterprises	Unmet	Unmet	Met	High	EG
2	A more competitive and market responsive private financial sector	Exceeded	Exceeded	Exceeded	High	EG
20	Improve the sustainability of social benefits and services	Insuff Data	Insuff Data	Unmet	Medium	HLTH
3	A more economically sustainable and environmentally sound energy sector	Exceeded	Met	Unmet	Low	EG
4	Increased, better-informed citizen's participation in political and economic decision-making through pluralistic mechanisms	Unmet	Unmet	Met	Medium	DG
5	More effective, responsive and accountable local government	Insuff Data	Insuff Data	Met	Medium	DG
6	Increased use of alternative family planning systems					
7	Reduced exposure to contaminants in severely-polluted areas	Insuff Data	Insuff Data	Met	Low	HLTH

Country Name Russia

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Tax system reformed to correspond to a decentralized market economy	Unmet	Unmet	Unmet	Medium	EG
2	Accelerated development and growth of private enterprises	Exceeded	Unmet	Exceeded	High	EG
3	A robust and market-supportive financial sector	Unmet	Unmet	Exceeded	High	EG
4	A more economically and environmentally sound energy system	Insuff Data	Insuff Data	Met	Medium	EG
4	A more economically and environmentally sound energy system	Insuff Data	Insuff Data	Met	Medium	ENV
5	Increased, better informed citizens participation in political and economic decision making	Met	Unmet	Exceeded	High	DG
6	Legal systems that better support democratic processes and market reforms	Met	Met	Met	Medium	DG
7	More effective, responsive, and accountable local government in selected cities					
8	Improved effectiveness of selected social benefits and services	Met	Met	Met	Medium	HLTH
9	Increased capacity to deal with environmental pollution as a threat to public health	Exceeded	Met	Met	High	ENV
9	Increased capacity to deal with environmental pollution as a threat to public health	Exceeded	Met	Met	High	HLTH

Country Name Slovakia

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased soundness of fiscal policies and financial management practices					
2	Accelerated development and growth of private enterprises (SME)					
3	A more competitive and market-responsive private financial sector					
4	Increased, better informed citizens' participation in community, political, and economic decision making	Insuff Data	Insuff Data	Met	Medium	DG
5	More effective, responsive, and accountable local government					
6	Reduced environmental risks to public health					
7	Special initiatives					
8	Cross-cutting programs					

Country Name Tajikistan

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Accelerated growth and development of private enterprises	Insuff Data	Insuff Data	Unranked	New	EG
2	A more competitive market-responsive private financial sector	Insuff Data	Insuff Data	Unmet	Low	EG
20	Reduction in regional economic and political tensions generated by transboundary environmental issues	Exceeded	Exceeded	Met	Low	ENV
21	Environmentally sustainable and economically sound energy sector	Insuff Data	Insuff Data	Met	Low	EG
3	Increased, better-informed citizens' participation in political and economic decision-making	Insuff Data	Insuff Data	Met	Medium	DG
4	Reduced human suffering and impact of crisis	Insuff Data	Insuff Data	Unmet	Medium	HA
5	Special initiatives					

Country Name Turkmenistan

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased soundness of fiscal policies and fiscal management practices	Insuff Data	Insuff Data	Unmet	Low	EG
2	Accelerated development and growth of private enterprises	Insuff Data	Insuff Data	Unranked	New	EG
20	A more economically sound and environmentally sustainable energy sector as the primary engine of economic growth	Exceeded	Exceeded	Met	Medium	ENV
20	A more economically sound and environmentally sustainable energy sector as the primary engine of economic growth	Insuff Data	Insuff Data	Met	Medium	EG
21	Reduction in regional economic and political tensions generated by transboundary environmental issues	Exceeded	Exceeded	Met	Low	ENV
22	Increased, better informed citizen participation in political and economic decision making	Insuff Data	Insuff Data	Unranked	New	DG
3	Special Initiative					

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Country Name Ukraine

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased transfer of state-owned assets to the private sector	Exceeded	Exceeded	Met	High	EG
10	Improved sustainability of social benefits and services	Insuff Data	Insuff Data	Met	Medium	HLTH
11	Increased capacity to deal with pollution as a threat to public health	Met	Met	Met	Medium	HLTH
12	Special initiatives					
2	Increased soundness of fiscal policies and fiscal management practices	Met	Met	Met	High	EG
3	Accelerated development and growth of private enterprises	Exceeded	Exceeded	Met	High	EG
4	A more competitive and market responsive private financial sector	Unmet	Unmet	Met	Medium	EG
5	A more economically sustainable and environmentally sound energy sector	Insuff Data	Insuff Data	Met	High	EG
6	Increased, better-informed citizens' participation in political and economic decision-making	Insuff Data	Insuff Data	Unmet	Medium	DG
7	Legal systems that better support democratic processes and market reforms	Unmet	Unmet	Unmet	Medium	DG
8	More effective, responsible, and accountable local government	Insuff Data	Insuff Data	Met	Medium	DG
9	Reduced human suffering and negative consequences of crises	Unmet	Unmet	Unmet	Medium	HA

Country Name Uzbekistan

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased soundness of fiscal policies and fiscal management practices	Unmet	Unmet	Met	Medium	EG
2	Accelerated development and growth of private enterprises	Insuff Data	Insuff Data	Unranked	New	EG
20	A more environmentally sustainable and economically sound energy sector as the primary engine of economic growth	Insuff Data	Insuff Data	Met	Low	EG
3	A more competitive and market responsive private financial sector	Insuff Data	Insuff Data	Unmet	Low	EG
4	Increased, better-informed citizens' participation in political and economic decision making	Insuff Data	Insuff Data	Unmet	Low	DG
5	Improved sustainability of social benefits and services	Insuff Data	Insuff Data	Unranked	New	HLTH
6	Special initiatives					

Region: G

Country Name G/DG

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Rule of law: legal systems operate more effectively to embody democratic principles and protect human rights			Met		
2	Elections and political processes: Political processes, including elections are competitive and more effectively reflect the will of an informed citizenry			Met		
3	Civil society informed citizens' groups effectively contribute to more responsive government			Unmet		
4	Governance national and local government institutions more openly and effectively perform their public responsibilities			Met		

Country Name G/EG Center

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Improved access to financial and non-financial services for micro-enterprises of the poor			Met		
2	Improved food availability, economic growth, and conservation of natural resources through agricultural development			Met		
3	Support appropriate and functioning economic policies, market reforms, and institutions in selected emerging markets and priority countries			Met		
4	Better access to finance, technology, and information for micro-enterprises and small businesses			Met		
5	Enhance the ability of indigenous businesses to become viable within emerging markets			Met		
6	Expand technology transfer by U S business			Met		
7	Increased science and technology cooperation among Middle Eastern and developing countries, and utilization of U S and Israeli technical expertise by developing countries			Met		

Country Name G/ENV Center

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased and improved protection and sustainable use of natural resources, principally forests, biodiversity, and freshwater and coastal ecosystems in key areas			Met		
2	Sustainable urbanization and pollution prevented			Met		
3	More sustainable energy production and use			Met		

Country Name G/HCD Center

SOIR	Result Statement	R4 Perf Lenient	R4 Perf Strict	Performance BBS	Composite BBS	BBS Sector
1	Improved and expanded basic education and learning systems			Met		
2	Target countries use partnerships to revitalize higher education (in areas of child & maternal mortality, biological diversity & NRM, markets & opportunities for the poor, human rights, civil society)			Met		
3	Countries increase and enhance employment			Met		

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Region: G

Country Name G/HCD Center

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
	and human productive capacity through improved responsiveness to workforce development needs					
4	Training improves performance of individuals and effectiveness of host country organizations			Met		
5	Expanded and more affordable telecommunications services			Met		

Country Name G/PHN Center

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased use by women and men of voluntary practices that contribute to reduced fertility			Met		
2	Increased use of safe pregnancy, women's nutrition, family planning, and other key reproductive health interventions			Met		
3	Increased use of key child health and nutrition interventions			Met		
4	Increased use of improved, effective, and sustainable responses to reduce HIV transmission and to mitigate the impact of the HIV/AIDS pandemic			Met		

Country Name G/WID Office

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Improved economic status of women in Latin American and the Caribbean, Asia and the Near East, and Africa			Met		
2	Improved educational opportunities for girls in South Asia and Africa			Unmet		
3	Improved women's legal and property rights and increased participation in governance and civil society			Met		
4	Support integration of gender issues through USAID regional and country programs			Met		

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Region: LAC
Country Name: Bolivia

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Social base of democracy broadened and governance strengthened	Insuff Data	Insuff Data	Met	High	DG
2	Expanded economic opportunity and access	Exceeded	Met	Met	Medium	EG
3	Improved family health throughout Bolivia	Exceeded	Exceeded	Exceeded	High	HLTH
4	Degradation of forest, soil and water resources reduced and biodiversity protected	Exceeded	Exceeded	Exceeded	High	ENV

Country Name: Brazil

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased access to contraceptive methods and integrated family planning services to improve women's reproductive health	Met	Unmet	Met	Medium	HLTH
2	Environmentally and socio-economically sustainable alternatives for sound land use adopted beyond target areas	Exceeded	Met	Exceeded	Medium	ENV
3	Reduced incidence of sexually-transmitted HIV infection in target populations in two geographic regions	Exceeded	Unmet	Exceeded	Medium	HLTH
4	Improved quality of life for at-risk youth in target areas	Insuff Data	Insuff Data	Met	Medium	HLTH
5	Improved capacity of prosecutors and police to fight organized crime	Insuff Data	Insuff Data	Met	Low	DG
6	Increased environmentally sound energy production and use	Insuff Data	Insuff Data	Met	Medium	ENV

Country Name: Colombia

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Improve the effectiveness of the Colombian criminal justice system, with emphasis on the regional and other selected prosecutorial units and criminal courts	Insuff Data	Insuff Data	Met	Low	DG
2	Improve management of environmental endowments and other natural resources funding mechanisms to ensure long-term, sustainable financing	Insuff Data	Insuff Data	Met	Medium	ENV

Country Name: Dominican Republic

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased economic opportunities and benefits for the Dominican majority	Exceeded	Unmet	Met	Low	EG
2	Increased use of effective primary health care services by underserved populations	Exceeded	Exceeded	Exceeded	Medium	HLTH
3	Increased participation in democratization	Exceeded	Met	Exceeded	Medium	DG

Region: LAC

Country Name Dominican Republic

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
4	Increased availability and use of environmentally-sound energy sources	Exceeded	Met	Met	Low	ENV

Country Name Ecuador

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Sustainable economic growth for a broad base of the population					
2	Reduced levels of mortality and fertility	Exceeded	Exceeded	Met	Medium	HLTH
20	Increased access to financial services	Insuff Data	Insuff Data	Unranked	New	EG
3	Strengthened sustainable democracy	Met	Met	Unmet	Low	DG
4	The environment managed for long-term sustainability	Met	Met	Met	Medium	ENV

Country Name El Salvador

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Expanded access and economic opportunity for El Salvador's rural poor families	Insuff Data	Insuff Data	Met	Medium	EG
2	More inclusive and effective democratic processes	Insuff Data	Insuff Data	Met	Medium	DG
3	Sustainable improvements in health of women and children	Insuff Data	Insuff Data	Met	Medium	HLTH
4	Increased use of environmentally sound practices in selected fragile areas	Insuff Data	Insuff Data	Met	Low	ENV
5	Assist El Salvador to make the transition from war to peace	Insuff Data	Insuff Data	Met	Medium	EG

Country Name Guatemala

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	More effective and participatory democracy	Insuff Data	Insuff Data	Exceeded	High	DG
2	Better health for rural women and children	Insuff Data	Insuff Data	Met	High	HLTH
3	Sustainable land use management and conservation of biodiversity in priority areas	Exceeded	Exceeded	Exceeded	High	ENV
4	Increased Guatemalan participation in global markets	Exceeded	Exceeded	Met	High	EG
5	Better educated children in rural areas	Unmet	Unmet	Unmet	High	EG
6	Support the implementation of the Peace Accords					

Country Name Guatemala - Central Am Programs

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased Central American participation in the global economy	Exceeded	Exceeded	Met	Medium	EG
2	Effective regional stewardship of natural resources	Insuff Data	Insuff Data	Met	Medium	ENV
3	Enhanced Central American capacity to respond to the HIV crisis	Insuff Data	Insuff Data	Met	Low	HLTH
4	Increased investment in private sector energy services in Central America					

Country Name Guyana

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Expanded economic opportunities for the urban and rural poor	Insuff Data	Insuff Data	Exceeded		EG
2	Strengthened democratic institutions and processes	Met	Met	Met	Medium	DG

Country Name Haiti

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Foster more effective and responsive democratic institutions and empowered communities	Exceeded	Met	Unmet	Medium	DG
2	Broad-based, environmentally sound and sustainable increases in agriculture and urban incomes and employment	Insuff Data	Insuff Data	Met	Medium	EG
3	Smaller, better nourished and better educated families	Insuff Data	Insuff Data	Unmet	Medium	HLTH

Country Name Honduras

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Enhanced economic participation and increased incomes of the poor	Exceeded	Unmet	Met	High	EG
2	Effective stewardship of key natural resources for sustainable economic growth	Exceeded	Exceeded	Met	Medium	ENV
3	Improved family health	Exceeded	Met	Met	High	HLTH
4	More responsive democratic process with greater citizen participation	Insuff Data	Insuff Data	Met	Medium	DG

Country Name Jamaica

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Increased participation for economic growth	Exceeded	Exceeded	Met	Low	EG
2	Increased protection of key natural resources in environmentally and economically significant areas	Met	Met	Met	Low	ENV
3	Young Jamaicans better-equipped for the 21st century	Exceeded	Met	Met	Low	HLTH

Region: LAC

Country Name Jamaica

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
2	Improved human resource policies adopted in selected LAC countries	Insuff Data	Insuff Data	Met	Low	EG

Country Name LAC Regional

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Progress toward resolving key market issues impeding environmentally sound and equitable free trade in the hemisphere	Met	Met	Met	Medium	EG
3	More effective delivery of selected health services and policy interventions	Met	Met	Met	Medium	HLTH
4	Protection of selected LAC parks and reserves important to conserve the Hemisphere's biological diversity	Insuff Data	Insuff Data	Met	High	ENV
5	Reinforcement of regional trends that deepen democracy in LAC	Insuff Data	Insuff Data	Met	Medium	DG
6	A broad base of leaders and potential leaders in LAC countries equipped with technical skills, training and academic education	Insuff Data	Insuff. Data	Met	Medium	EG

Country Name Mexico

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Sustainable increase in contraceptive prevalence	Insuff Data	Insuff Data	Met	Medium	HLTH
2	Environmentally-sound natural resource and energy use increased	Exceeded	Exceeded	Met	High	ENV
3	Increased performance of target institutions in selected legal/regulatory areas related to NAFTA	Met	Met	Met	Low	EG
4	Strengthened capacity of target institutions to deal with selected democracy/human rights issues	Insuff Data	Insuff Data	Met	Medium	DG
5	Improved knowledge of modes of transmission and prevention of HIV/AIDS	Insuff Data	Insuff Data	Unmet	Low	HLTH

Country Name Nicaragua

SOIR	Result Statement	R4 Perf Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	More political participation, transparency, and compromise	Insuff Data	Insuff Data	Met	High	DG
2	Sustainable growth of employment and income	Exceeded	Exceeded	Exceeded	High	EG
3	Better educated, healthier, smaller families	Exceeded	Exceeded	Unmet	Medium	HLTH

Country Name Panama

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Capacity and commitment of Panama and the international community established to assure sustainable management of the Panama Canal Watershed (PCW)	Exceeded	Exceeded	Met	Low	ENV
2	Economic contribution of reverted areas attains by December 31, 1999, a level equivalent to at least 50 percent of the level attributable to U S military presence in December, 1994	Exceeded	Exceeded	Met	Low	EG
20	To strengthen civilian government institutions	Insuff Data	Insuff Data	Unmet	Low	DG

Country Name Paraguay

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Improved responsiveness and accountability of key democratic institutions	Insuff Data	Insuff Data	Exceeded	Medium	DG
2	Improved management of an expanded protected areas system	Insuff Data	Insuff Data	Met	Medium	ENV
3	Increased use of voluntary family planning services	Exceeded	Exceeded	Met	Low	HLTH

Country Name Peru

SOIR	Result Statement	R4 Perf. Lenient	R4 Perf. Strict	Performance BBS	Composite BBS	BBS Sector
1	Broader citizen participation in democratic processes	Insuff Data	Insuff Data	Exceeded	High	DG
2	Increased incomes of the poor	Unmet	Unmet	Exceeded	High	EG
3	Improved health, including family planning, of high-risk populations	Insuff Data	Insuff Data	Exceeded	High	HLTH
4	Improved environmental management of targeted sectors	Insuff Data	Insuff Data	Exceeded	Medium	ENV
5	Reduced illicit coca production in target areas in Peru					