

**TRACKING PROGRAM PERFORMANCE:
A REVIEW OF OBJECTIVES AND INDICATORS**

Prepared for

AID/CDIE

MANAGEMENT SYSTEMS INTERNATIONAL

600 Water Street S.W., NBU 7-7
Washington, D.C. 20024

telephone: (202) 484-7170
telex: 4990821MANSY fax: (202) 488-0754

This paper has been developed in response to AID's need to increase its information base as it considers instituting a centralized system of program performance monitoring. The proposal is challenging, given the breadth of the agency's commitments, and the diversity of the contexts in which they are implemented.

In preparation for an agency meeting to further explore options in this area MSI was contracted to review bureau and mission-level documentation of strategic objectives, targets and indicators, in order to identify areas of commonality and differences among them, within and between regions. Of principal interest was the possible emergence of core programs and the indicators being used to track them.

Materials for this task were gathered from a variety of sources, principally AID bureau and CDIE resources, and MSI's own documentation. The documents reviewed included MSI reports on its Phase I Pilot Program to Introduce Program Performance Information Systems into USAID Missions, carried out under a contract with the Agency, a number of mission action plans, documents from technical offices, e.g. microenterprise, health, environment, as well as all of the AFR Bureau's API reports. In addition to these, a key document was the MSI report to the LAC Bureau on LAC Strategic Objectives and Program Performance Assessment--Summary Conclusions. This study looked at the same issues for the region, and has been integrated into this paper for the LAC data. While the API reports reviewed were very detailed, material from the Asia region consisted of short summaries of strategic objectives and their respective indicators. The seven countries in this group included Bangladesh, Indonesia, India, Nepal, the Philippines, Sri Lanka, Thailand and the ASEAN.

Findings:

1. The principal finding of the review was that notwithstanding the diversity in programs and regional-country situations, there was a great consistency of program emphases at the level of strategic objectives, once they were analyzed for core thrusts. This held true within regions and between regions.

The "core" program concerns that emerged across the board were: increased, privatized, market-driven trade, investment and agriculture, and maternal-child health. Ancillary to them were technology transfer, reduced government intervention and regulation, employment generation and effective natural resources management in support of agricultural development and trade.

The differences that emerged were related to specific regional issues, e.g. democratic initiatives, appearing significantly in the LAC and Asia regions, and not at all in Africa, where food security is a more urgent issue. Within the AFR region there appeared to be a fairly high correlation of programs with the strategic objectives and targets of the Development Fund for Africa, despite the great variety of programs and disparity among the countries.

2. The research showed that understandings and interpretation of terminology in the mission documentation and presentations varies considerably in all regions. "Target" in the Africa Bureau is an outcome, whereas in other Bureaus it is used as a specific measure of achievement. Missions within the AFR region itself showed considerable variation in its interpretation, providing a challenge for the researcher. Variations of other terminology abound in all regions, and present an issue that will need to be addressed in seeking an agency-wide evaluation and monitoring system.

3. Identifying goals, objectives, targets and indicators is further complicated by the fact that a given statement may be a strategic objective in one program, a sub-target in another, and even an indicator in yet another. Levels of strategic objectives, targets and indicators vary considerably, presenting an even greater challenge for determining comparability in a given area.

4. While the review rarely found cross-cutting issues (e.g WID, environment, bio-diversity), at the level of strategic objectives, they emerged to a somewhat greater extent among related indicators and still more in country action plans, posing the problem of how to track them in a future monitoring system.

5. Although the technical offices within bureaus were helpful in providing available material, all of them indicated that they, too, were in the process of identifying evaluation and monitoring systems, and consequently could not contribute either models or data at this time.

The annexes to this report contain the following material:

Annex 1: AID, LAC Bureau and Mission Objectives

Annex 2: Analysis of the Current LAC Portfolio

Annex 3: AFR Bureau: Key Mission Strategic Objectives

Annex 4: AFR Bureau: Analysis of the Current Portfolio by Key Indicators

Annex 5: Analysis of the Current Africa Portfolio (all objectives, targets indicators)

Annex 6: Asia Portfolio: Key Mission Strategic Objectives

Annex 7: Asia Portfolio: Analysis by Key Indicators

Annex 8: Analysis of the Current Asia Portfolio (all objectives and indicators)

An effort was made in the listings to combine those objectives and indicators that appeared to be close enough to warrant this, in order to bring out commonalities and trends. When this occurred, the respective countries were listed after the objective. The same held true for indicators. In all cases the relevant countries are identified.

ANNEX 1

AID, LAC BUREAU, AND MISSION PROGRAM OBJECTIVES

ANNEX 1

AID, LAC BUREAU, AND MISSION PROGRAM OBJECTIVES				
			Frequency (%) of appearance in country planning documents	
Objective Statements	AID	LAC	Mission	ADC
Support for free markets & broad based economic growth	×	×		
Adopt/adhere to economic policies that promote investment, employment, export-led growth		×	69	33
Vigorous response by private sector to policies		×	8	0
Strengthening the private sector (participation)			46	17
Promote, expand, diversify export (NTE)	×	×	69	17
Expand/diversify private sector investment and employment			15	33
Increase employment			8	0
Sustainable economic growth			15	0
Rapid & sustained growth			8	0
Key sectoral policy reforms to encourage sustained growth with equity			8	0
Increased Ag. production			38	0
Microenterprise development			15	17
Alternative development: investment/production/ employment in non-coca exports			8	0
Export promotion of non-coca exports			8	0
National rehabilitation of drug areas			0	17
Economic stabilization			54	0
Economic recovery			8	0

AID, LAC BUREAU, AND MISSION PROGRAM OBJECTIVES				
Objective Statements	AID	LAC	Frequency (%) of appearance in country planning documents	
			Mission	ADC
Reliance on market forces for resource allocation			8	0
Public sector efficiency			15	0
Privatize public sector entities			8	0
Expand/improve infrastructure			8	0
Debt management/public sector financial management			15	17
Increase savings (and investment)			8	0
Financial market development/credit institutions			23	0
Strengthen private enterprise promotion institutions and public sector			8	0
Promote relations among US and LDC institutions & promote free market system & link to US technology			0	33
Science/technology exchanges			0	1
Concern for individuals econ-social well being	x			
More opportunities for participation of disadvantaged		x	0	0
Maternal/child health			46	50
Educational opportunities			62	0
Family planning (access to)			54	66
AIDS prevention			8	33
Participant training			0	33
Wider sharing of benefits of growth			31	17

AID, LAC BUREAU, AND MISSION PROGRAM OBJECTIVES				
			Frequency (%) of appearance in country planning documents	
Objective Statements	AID	LAC	Mission	ADC
Address critical needs of poor			8	0
Improve/expand delivery of social services			8	0
Improve health, health services			31	0
Improve housing			8	0
Support for Democracy	×			
Evolution of stable, democratic societies		×	15	0
Strengthen competent civilian government institutions			23	17
Democratic institutions		×	15	0
Public financial management			8	17
Pluralism, tolerance, democratic values through NGOs		×	0	0
Effectiveness/access of key democratic institutions			8	0
Public sector efficiency			15	0
AIFLD			0	0
Transition to democracy			0	17
Elections			8	0
Administration of justice			46	17
Legislative, Human rights			15 8	0 0
Responsible environment/natural resources policies & management	×		15	33

AID, LAC BUREAU, AND MISSION PROGRAM OBJECTIVES				
Objective Statements	AID	LAC	Frequency (%) of appearance in country planning documents	
			Mission	ADC
Preservation & sustainable use of NR base		×	38	17
Preserving and managing natural resources			0	33
Global warming/forests			0	33
Biological diversity			8	0
Environmental conservation			8	17
Support for lasting solutions to transnational problems	×			
Response for international cooperation in drugs, terrorism, environmental degradation, refugees, disasters		×	0	17
AIDS			0	17
Humanitarian assistance and disasters	×			

ANNEX 2

ANALYSIS OF CURRENT LAC PORTFOLIO

ANNEX 2

Analysis of Current LAC Portfolio

1. Education:

goals = literacy; democratic participation; labor productivity; entrepreneurship; improved management

strategic objectives = expanded and/or improved basic education, contribution to other economic or DI objectives, sustainability of service delivery

components = basic education, participant training, management and technical/vocational training

indicators = basic education: enrollment rates [by gender], years to sixth grade, quality [e.g., non-personnel expenditure/student, percent trained teachers, teacher/student ratio], financial sustainability; other areas: tracer studies

program outputs = better trained teachers, better curriculum and materials, budgetary/policy changes, private provision of services, better links to labor force needs

2. Health:

goals = reduced morbidity and mortality, especially in mothers and children

strategic objectives = reduced morbidity and mortality [for specific groups from specific causes], sustainability of service delivery

components = child survival, MCH, preventable diseases, water and sanitation, health management/administration

indicators = IMR, deaths averted, cases of preventable diseases, malnourished children under five, external subsidy

program outputs = better trained professionals, improved efficiency in distribution of key services, coverage, budgetary/policy changes, private provision of services, population served with water and sanitation

3. Population:

goals = reduced fertility and population growth; increased per capita income; reduced maternal mortality, reduced infant and child mortality

strategic objectives = increased use of modern contraceptive methods

indicators = contraceptive prevalence rates, couple years of protection, external subsidy

program outputs = better trained professionals, improved outreach network, supplies distributed, budgetary/policy changes, private provision of services

4. Trade and Investment:

goals = increased commercial trade; increased net exports; economic diversification; economic growth; increased employment and incomes

strategic objectives = increased [non-traditional; agricultural and non-agricultural] exports; increased private investment [foreign and domestic]

components = trade promotion, investment promotion [foreign and domestic]

indicators = value added in exports, trade balance, private investment, foreign investment, new products exported, jobs created

program outputs = reduction of tariff and non-tariff barriers, economic policy reform (see no. 9), improved institutional infrastructure for trade and investment (including direct investment/trade promotion, improved market information linkages, technology transfer and dissemination), better trained entrepreneurs, agricultural diversification (see no. 7 below), improved physical infrastructure for trade and investment

5. Environment/NRM:

goals = reduced pollution and deterioration of natural resources [domestically and globally]; sustainable production [agriculture, forestry, fisheries]; biodiversity

strategic objectives = reduced pollution and/or deterioration [of specific natural resources; from specific causes]; preservation of specific species and habitats

components = preservation, land and/or water conservation/protection, forestry and fisheries management, integrated pest management, pollution control

indicators = hectares protected, pollution sources eliminated/reduced, species protected

program outputs = policy changes, better trained professionals, areas protected or put to alternative use, increased public awareness and knowledge, adoption of improved NRM practices, strengthened regulatory and other environmental organizations

6. Democratic Initiatives:

goals = stable democracy; fair, accessible and accountable political and administrative systems

strategic objectives = "sectoral" objectives [press, electoral system, judiciary, etc.] and/or cross-cutting objectives [e.g., human rights]

components = performance of public institutions, civic participation and pluralism

indicators = at program output level only; synthesis and judgement to reach conclusions at higher levels

program outputs = improved systems and procedures, personnel, new administrative/consultative mechanisms, policy changes

7. Rural/Agricultural Production:

goals = incomes; economic growth; economic diversification; exports

strategic objectives = increased rural incomes [for specific groups], increased production and yields [for specific crops and/or from specific sources], increased [non-traditional] agricultural exports (see no. 4 above)

components = technology development and dissemination, markets efficiency, microenterprise

indicators = household incomes, off-farm employment [micro-enterprise], production levels, yields, agricultural diversification, on-farm investment

program outputs = adoption of new technologies, improved service coverage, improved physical or institutional infrastructure, better trained personnel, policy changes, private provision of services

8. Alternative Development:

goals = coca replacement; maintenance of stable, democratic institutions

strategic objectives = economic diversification

components = pure substitution, modified substitution, broad economic growth

indicators = non-coca employment, non-coca exports

program outputs = investments in non-coca economic activities, negative attitudes towards narcotics, policy changes

9. Economic Policy:

goals = economic stability; accelerated and sustainable growth

strategic objectives = fiscal and monetary stability, strengthened financial markets, market-determined prices [for specific factors of production, goods and services]

components = stabilization and structural adjustment

indicators = inflation, financing of fiscal deficit, domestic savings mobilization, positive real interest rates, elimination of price controls

program outputs = policies implemented, better trained policy makers

ANNEX 3

AFR BUREAU: KEY MISSION STRATEGIES

ANNEX 3

AID, AFR BUREAU, KEY MISSION STRATEGIC OBJECTIVES	
STRATEGIC OBJECTIVE STATEMENTS	Frequency (%) of appearance in APIs
Key Category: (With related Objectives)	
1. Reduce role of the public sector, increase its efficiency Contribute to administrative and financial stability of the government	7
2. Strengthen competitive markets to promote private sector growth Increase role of the market in allocating productive resources to private producers Remove structural constraints to agriculture-related development Establish a policy environment conducive to private agricultural production, marketings and exports	42
3. Support for long-term increases in productivity Increase portion of population with basic skills for labor force entry Increase efficiency of agricultural research, higher agricultural education and health Increase agricultural incomes thru economically use of natural resources	15
4. Promote private economic growth Create/strengthen a supportive environment for economic growth Increase the number and size of viable businesses	11
5. Promote private sector employment Increase private enterprise employment Increase off-farm employment	11

ANNEX 3 (Cont'd)

AID, AFR BUREAU, KEY MISSION STRATEGIC OBJECTIVES	
STRATEGIC OBJECTIVE STATEMENTS	Frequency (%) of appearance in APIs
6. Increase production and productivity of private sector enterprises Increase production and productivity of private enterprises, with emphasis on manufacturing, transport and agribusiness	4
7. Diversify private sector investment Diversify the private sector economy	4
8. Increase exports Increase non-traditional exports	4
9. Increase sustained agricultural growth Improve agricultural growth on a sustainable basis, and increase production, productivity and farm income in selected agricultural subsectors	42
10. Increase savings and investment Increase rural savings and volume of food crops stored	4
11. Maternal/child health Improve health status, with emphasis on child survival and reduced fertility	38
12. Family planning Increase contraceptive prevalence	12
13. AIDS prevention, control Control the spread of AIDS	3
14. Improve, expand education Improve the delivery, quality and relevance of education services	19

ANNEX 4

**ANALYSIS OF CURRENT AFR PORTFOLIO
BY KEY INDICATORS**

The following are synthesized from key indicators listed under both the strategic objectives and targets included in Annex 5, A Review of Objectives and Indicators in the AFR portfolio. A fuller description of these indicators is found in Annex 5. The present list roughly corresponds to the LAC Bureau section of this paper, in order to facilitate comparability.

- Basic education: enrollment rates (by gender)
- Years to completion
- Quality (non-personnel expenditure/student, percent trained teachers, teacher student ratio)
- Financial sustainability, quality/relevance of curriculum

- Level of primary health care budget
- Morbidity, mortality rates
- Fully vaccinated children in at-risk categories and women of child-bearing age
- Ort/Ors availability, treatment
- Correct use of protocols in health facilities
- Fully staffed/stocked community level health centers
- Primary health care budget
- Lowered risk of HIV/AIDS

- Contraceptive prevalence rates
- Couple years of protection
- Demand for services
- Access to contraceptives

- Value added in exports
- Trade balance
- Financial market resources available to private sector
- Job created, non-agricultural sector
- Private investment
- Non-traditional exports
- Institutional, policy infrastructure for trade and investment
- Market information linkages
- Liberalization/privatization of the trade/investment/ag. mkts.
- Micro-enterprise/SME/MLE development
- Regulatory environment
- Transportation infrastructure

- Natural resources conservation and management policy
- Forest, range, crop land management
- Soil improvement

- Agriculture production levels, yields
- Diversification of agriculture
- On-farm investment
- Off-farm employment
- Household incomes
- Technology transfer

- Public sector debt management, fiscal stability
- Domestic savings mobilization
- Positive real interest rates
- Elimination of price controls

ANNEX 5
ANALYSIS OF THE CURRENT AFRICA PORTFOLIO

TRACKING PROGRAM PERFORMANCE
A Review of Objectives and Indicators
ANALYSIS OF THE AFRICA PORTFOLIO

STRATEGIC OBJECTIVES	# times
<p>1. Contribute to administrative and financial stability of the gov't (Ch, Sen [no indicators],</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> -Publication and implementation of annual recurrent and development budgets (Ch, -Response to major budget obligations (Ch, -Budget deficit reduced (Ch, 	2
<p>2. Create/reinforce a supportive environment for private sector growth (Bis, Mali, Gam,</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> -Private sector economic growth as measured by GDP (Bis, Gam, -Private sector investment (Bis, Mali, Gam -Barriers to market entry and maintenance of operations (Bis, -New firms obtaining business licenses (Mali, Gam, -Diversified domestically produced exports (Gam, 	3
<p>3. Increase private enterprise employment (K,Gh,</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> -Real wage bill growth rate (K, -Formal private sector employment growth rate (K, -Private sector real wage growth rate (K, -Growth rate in private and agricultural sectors (Gh, 	2
<p>4. Increase production and productivity of private enterprises, with emphasis on manufacturing, transport and agribusiness (Zai,</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> -Manufacturing GDP (Zai -Capacity utilization rate of medium-sized manufacturing firms (Zai, 	1

5. Increased role of the market in allocating productive resources to private producers (Moz) 1
- Indicators: None for Mozambique
- Benchmarks:
- No. state farms and total hectarage divested to private commercial and family farmers (Moz
 - Reduction of real subsidies and credit to state farms (Moz
 - Increased private sector share of foreign exchange allocations (Moz
6. Diversify private sector economy (Bot, 1
- Indicators:
- Domestic and foreign investment in non-mineral private sectors of the economy (Bot
7. Increase non-traditional exports (Togo) 1
- Indicators:
- Establish an export processing zone (Togo
 - Promotion of export processing zone (Togo
 - Private firm contracted to manage export processing zone,manage sites (Togo
 - Foreign investments attracted (Togo
 - Non-traditional export sector promoted (Togo
8. Increase the number and size of viable businesses (Swz, Bis) 2
- Indicators:
- No. new microenterprises established (Swz,
 - No. producers in non-traditional commercial agricultural activities (Swz,
 - No. SMEs established, wi. significant % graduated from micro-enterprises (Swz,
 - Percentage of small enterprises graduated to medium sized (Swz,
 - No. of new small/medium enterprises established (Bis,
 - No. of new jobs created in SME subsector (Bis,
 - Incomes of participating SMEs increased (Bis,
9. Increase off-farm employment (Mwi, 1
- Indicators:
- Employment on estates increases (Mwi,
 - Employment in SMEs increases (Mwi,
 - Employment in MLEs increases (Mwi,

10. Increase portion of population with basic skills for labor force entry (Lth, 1
- Indicators:
- Enrollment of 6-12 age group in primary schools (Lth,
 - Primary school enrollment (Lth,
 - Primary schools with all 7 standards available (Lth,
 - Percent primary school enrollees completing 7th standard and Primary School Leaving Examination (Lth,
11. Increase agricultural incomes, production and food security (Zam, Ch, Mali, Bur, Nger, Lth, Mwi, Zai, K, Ug, Gh, 11
- Indicators:
- Farm family income, increase (Zam,
 - Percentage of disposable income spent on food, decrease (Zam,
 - No. of privately owned oxcarts, increase (Zam,
 - Agricultural production (Mali
 - Value of agricultural exports, including livestock (Mali
 - Employment generated by private businesses (Ch,
 - Level of production indicators (Ch,
 - Adequate self-produced food supply (Ch,
 - Food consumption (Zai, Bur
 - Gross foodcrop production (Mwi,
 - Tonnage of domestic high value crop production (Lth,
 - Output of crop yields (Nger, Zai, Mwi, K
 - Real returns to crop labor hours (Zai
 - Per capita farm production index (Bur,
 - Percent of rangeland under improved management (Lth,
 - On-farm real income (K, Zai
 - Agricultural research (Ug,
12. Increase rural savings, volume of food crops stored (Togo 1
- Indicators:
- Number of credit unions (Togo
 - Membership in credit unions (Togo
 - Outstanding savings and loans (Togo
 - Long-term delinquency (Togo
 - Number of user groups storing and marketing food crops (Togo
13. Remove structural constraints to agriculture-related development (Gui, 1
- Indicators:
- Agricultural output as % of GDP (Gui,
 - Growth rate of agricultural output (Gui,

14. Establish a policy environment conducive to private agricultural production, marketing and exports (Ug, Moz,Gui,Cam,Sen, 5

Indicators:

- Human capacity building (Ug,
- Increased availability of foreign exchange (Ug,
- Enhanced development of private sector markets (Ug,
- Increased availability of production, processing and inputs for domestic market and export crops (Ug,
- Agricultural inputs delivered to smallholders at reduced cost
- Reforms in policies and administrative procedures (Ug,
- Share of marketed output channeled thru private traders (Moz,-benchmark)
- Marketing of food and cash crops (Moz-benchmark)
- Producers receive higher % of FOB price for crops (Cam

15. Increase efficiency of public services in agricultural research, higher agricultural education and health (Cam 1

Indicators:

- Generation of economically relevant/acceptable staple food technologies at sustainable research cost (Cam,
- Policy impact of information/analytical capabilities (Cam
- Relevant student training achieved at lower/student cost (Cam

16. Improve and maintain sustainable transport infrastructure services and infrastructure (Zai, Ch,

Indicators:

- Increase flow of goods and services on roads and rivers (Zai, Ch,
- Level of freight rates on key routes (Ch

17. Sustain an effective food safety net for the urban poor and those displaced and severely affected by war and natural disasters (Moz 1

Indicators: No indicators for Mozambique

Benchmarks:

- National food requirements relative to total supply (Moz
- Percentage of children with growth faltering (Moz,
- National infant mortality rate (Moz

18. Reduce dependence among target population groups on external food aid to meet subsistence requirements (Moz) 1
- Indicators: None for Mozambique
- Benchmarks:
- Reliance on local production and markets rather than emergency food aid (Moz)
 - Growth faltering rates (Moz)
19. Increase agricultural incomes thru economically efficient use of natural resources (Gam, 1
- Indicators:
- Soil fertility (Gam,
 - Soil conservation (Gam
 - National environmental education program (Gam
 - Management of forest land, establishment of protected areas (Gam
20. Improve health status, with emphasis on child survival and reduced fertility (Nger, Lth, Mali, Zai, Mwi, Bur, Ch, Gh, Togo, Sen 10
- Indicators:
- Infant mortality rate (Nger, Mali, Zai, Mwi, Bur,Ch, Sen,
 - Child mortality rate (Ch,
 - Infant morbidity rate (Mwi, Bur
 - Maternal mortality rate (Ch,
 - Contraceptive prevalence, (Zai,
 - Repeat visits to centers for child spacing services (Ch
 - Total fertility rate (Mwi,Gh,
21. Increase contraceptive prevalence (K,Bot,Swz, 3
- Indicators:
- Contraceptive prevalence rate (K,Bot,Swz,
 - Increased couple years of protection (K,
22. Control the spread of AIDS (Mwi 1
- Indicators:
- Incidence of STDs reduced (Mwi
 - Rate of increase in HIV Seroprevalence for representative target population (Mwi,
23. Improve delivery, quality and relevance of education services

(Mali, Swz, Bot, Gh

4

Indicators:

- Number of school children completing primary grades (Mali, Swz
- Performance levels of graduation level students, by gender (Bot,
- Student achievement on math and English standardized tests (Swz
- No. of tertiary enrollees in business and accounting (Swz
- Productivity as measured by increases of participants' real salaries and promotions (Swz
- Capital budget rate of implementation (Swz,
- Primary school retention rates (Swz,

24. Country achieves educational financial sustainability (Gh 1

Indicators:

- 100% of primary education is financed from gov't recurrent budget by year 2000. (Gh
- Gov't resource allocation to education and primary education, as a percentage of GDP (Gh

TARGETS:

1. Sound macroeconomic and free market policies sustained (Gam, Zai, Moz 3

Indicators:

- Fiscal deficit as percent of GDP (Gam, Zai
- Balance of payments as percent of GDP (Gam,
- Inflation rate (Gam, Zai,
- Gap between official and parallel exchange rates (Zai,
- Privatization activities (Gam
- Economic policy reforms (Gam

2. Increased non-traditional export earnings (K, 1

Indicators:

- Increased non-traditional export earnings (K,
- Improved policy environment for exports (K,
- Expanded support services for exporters (K,
- Increased profitability of SMEs (K,
- Improved regulatory environment & support services for SMEs (K,

24

3. Restore financial stability in the budget and balance of payments accounts (Gui, Sen) 2

Indicators:

- No. of civil servants (Gui,
- Fiscal deficit as % of GDP (Gui,
- Subsidies to parastatals (Gui,
- Budgetary monitoring control mechanism (Gui,
- Government procurement code (Gui,
- Budget deficit as a % of GDP (Sen
- Public expenditures as % of GDP (Sen
- Balance of payments deficit as % of GDP (Sen
- Central Bank arrears level, Gui

4. Civil service reform (Ch, 1

Indicators:

- Percent of established base salary paid to civil servants (Ch,
- Increase in budget expenditures of key development ministries (Ch,
- Civil servants trained (Ch
- Gov't analysis of data from civil service census (Ch,
- Gov't analysis of need for policy and organizational reform in the civil service (Ch,
- Computerization of gov't payroll system (Ch

5. Expand financial market resources and availability to private sector (Mwi,Mali,Gam,Zai,Swz) 4

Indicators:

- Domestic savings and time deposits as % of GDP (Mwi,Gam,Zai
- Private/public sector domestic credit (Mwi,
- Share of private sector total domestic credit (Zai,
- Rural financial markets study (Zai,
- Baseline data established for measurement of economic impact of savings and lending (Zai
- Real interest rates in %/annum, (Gam
- Gross domestic investment/GDP increases (Mwi,
- Private/public domestic fixed investment increases (Mwi
- Spread between lending and deposit rates (Mwi, Gam
- Bank credit to SMEs (Mwi, Mali
- Credit share to non-commercial (production, transformation, marketing) activities (Mali
- First time borrowers receiving first and repeat loans (Swz

6. Develop a legal framework which strengthens the private sector (Bis, 1
- Indicators:
- Increase in business registrations, licenses (Bis,
7. Effective private-public policy Dialogue to reduce regulatory and procedural constraints (Bot, 1
- Indicators:
- Public sector regulation of the private sector (Bot
8. Improved regulatory policies, laws and practices (Mali,Gam,Cam,Swz,
- Indicators:
- Laws/regulations/administrative changes enacted facilitating private sector activities (Mali, Gam, Cam,
 - Privatization of parastatals (Mali
 - Stimulation of private agricultural transport (Mali
9. Decrease fiscal burden on private sector (Mali 1
- Indicators:
- Minimum business profit and payroll tax rates (Mali
 - Elimination of all export taxes (Mali
 - Increase in number of taxpayers (Mali
10. Improve public sector fiscal performance (Mali 1
- Indicators:
- Fiscal deficit as percentage of GDP (Mali
 - Tax revenue promotion thru expansion of base & equity (Mali
11. Establish incentives to promote labor-intensive enterprises (Bot 1
- Indicators:
(None provided)
12. Increase private sector job opportunities (Mali 1
- Indicators:
- Private sector employment (Mali
13. Expand employment in SMEs/MLEs (Mwi, 1
- Indicators:

- Number of SMEs increases (by gender) (MWI,
 - Sales of SMEs/MLEs increase (Mwi,
 - Average employment per SME increases (Mwi,
 - Average wage for SME/MLE employees increase (Mwi,
14. Reduce discrepancies in input and output prices faced by estates and smallholders (Mwi, 1
- Indicators:
- Private sector sales of fertilizer increase (Mwi,
 - Private sector sales of HYV maize seed increase (Mwi,
 - Smallholder sales of burley tobacco at auction increase (Mwi,
15. Liberalize/privatize input and producer marketing with free and equal access (Gui,Cam,Gh, Sen 4
- Indicators:
- Level of private activity in import/use of agricultural inputs (Gui,Gh, Sen
 - Volume of food imports through private channels (Gui,
 - Elimination of public sector importation of subsidized fertilizer (Cam,
 - Domestic fertilizer distribution costs (Cam,
 - CIF price of fertilizer (Cam,
 - Fertilizer supplied by private sector (Sen,
 - No. employed in private sector trade of inputs (Gh,
16. Expand the private sector role in agro-pastoral marketing and continue liberalization of domestic and foreign trade regulations (Nger, 1
- Indicators:
- Quantity of exports (Nger,
 - Number of steps to conduct export formalities (Nger,
 - Level of export tax on agro-pastoral products (Nger,
 - Input subsidies as a % of delivered cost of inputs (Nger,
17. Increase livestock exports (Mali 1
- Indicators:
- Abolish export taxes and simplified procedures for livestock exports (Mali
 - Vaccination rates for livestock (Mali
 - Number of private veterinary practitioners (Mal
18. Strengthen producer and marketing organizations (Bis, Ch, 2

Indicators:

- Functional agriculture-based associations organized and operating (Bis, Ch,
- Assets of rural associations (Bis,
- Participation by farmers in agriculture-based organizations (Bis,
- Improved management of producer/mkting organizations (Bis,
- Number of marketing options (Ch,

19. Promote participation in economic activities by community-based cooperatives (Nger)

1

Indicators:

- No. of cooperatives engaged in commercial activities (Nger,
- No. of cooperatives capable of producing financial statements (Nger,
- No. of coop. participants (men/women) receiving literacy training (Nger,
- No. and value of marketing loans extended (Nger,

20. Develop/increase village credit union system to mobilize savings and provide access to credit (Nger,Cam,

2

Indicators:

- No. of credit unions established (disaggregated by gender) (Nger,
- Number of members (Nger,Cam
- Total savings, loans (Nger,
- Loan delinquency rate (Cam
- Funds from central liquidity faciity lent (Cam,

21. Provide/strengthen appropriate business and technical support services to SMEs (Bis, Mwi

2

Indicators:

- Number of SMEs receive and use appropriate management info systems (Bis, Mwi[gend.],
- Number of SMEs develop and sell new/improved products and services (Bis,
- Number of SMEs utilizing timely marketing information (Bis,
- Comparative increase in sales, employment, wages of SMEs receiving support services over those not receiving services (Mwi,
- Failure rate of SMEs receiving services reduced (Mwi,

22. Improve skills base to support private sector expansion (Bis, Gam, Bot, Swz,

4

Indicators:

- Business training of entrepreneurs, including women (Bot, Swz,
- Literacy/numeracy skills provided and in use, (Bis, Gam [gen],
- Technically trained people functioning in and managing SMEs (Bis,
- Improved management skills in SMEs (Bis,
- Number higher grade jobs filled by training present workers, by gender (Gam

23. Market-oriented policy and institutional incentives provided for rural agricultural enterprises (Zai, Moz) 2

Indicators:

- Regulations and practices restricting the inter-regional flow of agricultural commodities (Zai, Moz,
- Regulations and practices involving administrative determination of crop marketing seasons (Zai
- Compulsory cropping regulations and practices (Zai,
- Policies supporting establishment and operation of a viable food crop seed production and distribution system,
- Government refines data base on major agricultural crops (Zai,
- Timely/sound economic analysis of investment for consideration in agricultural program planning (Zai,
- Percentage of national investment budget going to agriculture (Zai,
- Wholesaling opportunities for any licensed traders (Moz-bchmk,

24. Increase agricultural production and productivity (Mali, Zai, Ch, Sen) 4

Indicators:

- Grain production rate (Mali, Sen
- Intra-annual grain price variation (Mali
- Credit extended to cooperatives (Mali
- Production/tons of specific crops (Zai,
- Real returns to specific crop labor hours (Zai
- Market surplus for specific crops (Zai
- Development of soil conservation and natural resources management technologies (Zai,
- Pest control (Ch,
- New technologies developed and adopted by farmers (Mali
- Development and adoption of a nat'l agricultural research strategy (Mali,
- Adoption of improved farming practices (Mali
- Approval of land use and forest policies favoring agro-forestry (Mali

25. Intensify smallholder production of foodcrops (Mwi, Sen) 1

Indicators:

- Increase in smallholder production of maize/unit of land (Mwi,
 - Smallholder purchases of maize seed increases (Mwi,
 - Smallholder purchases of fertilizer increases (Mwi,
 - Smallholder use of farm credit increases (Mwi,
26. Privatization of the agriculture sector (Zam, Moz, 2
- Indicators:
- Percentage increase in privately traded fertilizer (Zam,
 - Increase in private milling services (Zam,
 - Percentage increase in privately-traded specific crops (Zam,
 - Reduced no.of parastatals involved in direct production and marketing activities (Zam
 - Increased village income from wildlife mngement source (Zam,
 - Divestiture of state farms to (Moz.-bchmk),
 - Identification and analysis of issues/policies to be addressed in divestiture program (Moz-bchmk),
27. Improve agricultural market efficiency (K, 1
- Indicators:
- Reduced marketing costs for maize and beans (K,
 - Reduced variations in regional and seasonal maize prices (K,
28. Accelerate development and transfer of improved agricultural technologies (K, Nger, Bur, Ch, Gui, Lth, Cam, Sen 8
- Indicators:
- Nature and quality of public sector services for private agriculture development (Gui,
 - Level of agricultural statistics (Gui,
 - Decentralization of technical information networks (Nger,
 - Research undertaken tailored to small farmer needs (Bur, (Gui,
 - Rate of dev't of technological packages (K, Nger,
 - No. of tech. packages transferred to dissemination agencies (K, Nger,
 - Farming systems/program role in research priority setting, design and implementation (Cam,
 - Farmer participation in research implementation (Cam,
 - Extension collaboration in research (Cam
 - Adoption of new technologies (K,Nger, Ch,
 - Average yields of new agricultural varieties (Nger,
 - No. of Ph.D., Masters level research staff trained (Nger, Bur.,
 - No. of research workshops (Bur
 - Level of ag. research institute participation in gov't agricultural planning and policy development (Bur,

- Increase in smallholder production of maize/unit of land (Mwi,
 - Smallholder purchases of maize seed increases (Mwi,
 - Smallholder purchases of fertilizer increases (Mwi,
 - Smallholder use of farm credit increases (Mwi,
26. Privatization of the agriculture sector (Zam, Moz, 2
- Indicators:
- Percentage increase in privately traded fertilizer (Zam,
 - Increase in private milling services (Zam,
 - Percentage increase in privately-traded specific crops (Zam,
 - Reduced no.of parastatals involved in direct production and marketing activities (Zam
 - Increased village income from wildlife mngement source (Zam,
 - Divestiture of state farms to (Moz.-bchmk),
 - Identification and analysis of issues/policies to be addressed in divestiture program (Moz-bchmk),
27. Improve agricultural market efficiency (K, 1
- Indicators:
- Reduced marketing costs for maize and beans (K,
 - Reduced variations in regional and seasonal maize prices (K,
28. Accelerate development and transfer of improved agricultural technologies (K, Nger, Bur, Ch, Gui, Lth, Cam, Sen 8
- Indicators:
- Nature and quality of public sector services for private agriculture development (Gui,
 - Level of agricultural statistics (Gui,
 - Decentralization of technical information networks (Nger,
 - Research undertaken tailored to small farmer needs (Bur, (Gui,
 - Rate of dev't of technological packages (K, Nger,
 - No. of tech. packages transferred to dissemination agencies (K, Nger,
 - Farming systems/program role in research priority setting, design and implementation (Cam,
 - Farmer participation in research implementation (Cam,
 - Extension collaboration in research (Cam
 - Adoption of new technologies (K,Nger, Ch,
 - Average yields of new agricultural varieties (Nger,
 - No. of Ph.D., Masters level research staff trained (Nger, Bur.,
 - No. of research workshops (Bur
 - Level of ag. research institute participation in gov't agricultural planning and policy development (Bur,

29. Increase the availability and allocation of credit (Gui, 1
- Indicators:
- Credit available for private enterprises (Gui,
 - Interest rate policy (Gui,
 - Consistent commercial and investment codes, with equal access for the private sector (Gui
30. Liberalization/privatization of internal and external marketing of specified crops (Cam, Sen, 2
- Indicators:
- Full and open competition under free market pricing in specific crop markets, (Cam, Sen
 - competitive pricing established at all levels in specific crop marketing zones (Cam, Sen
31. Increase access to markets (Swz, 1
- Indicators:
- Domestic share of fresh produce in local markets (Swz,
 - Value of non-traditional exports (Swz,
 - Additional local businesses providing goods/services to large firms and government (Swz,
32. Increase efficiency/diversity of export marketing by establishing a privately managed free trade zone regime for domestic and foreign owned export industries (Cam, 1
- Indicators:
- Private export investments approved (Cam
 - New investments in non-traditional exports (Cam,
 - Number of government entities involved for approval of typical investment proposal (Cam
33. Reinforce/help develop policies which promote rational agricultural resource allocation, promote private production and marketing (Bis, Sen 2
- Indicators:
- A cereals policy is adopted and implemented (Bis, Sen
 - Aggregate rice production is responsive to market signals (Bis,
 - Crop diversification takes place in response to market opportunities, (Bis,

34. Promote small (rural) enterprise development (Gui, 1
- Indicators:
- Progress of privatization program (Gui,
35. Expand, improve, maintain, finance, manage transportation infrastructure (Zai, Gui, Chad, Gh 4
- Indicators:
- Correspondence of fuel prices to import prices/distribution costs (Zai,
 - User share of financial responsibility for roads (Zai
 - Correspondence of annual road plans to available annual funding (Zai,
 - Identification of investment options for maintenance, rehabilitation and new construction (Zai
 - Ratio of increase in usage to travel time (Zai
 - Tonnage on roads (Zai,
 - Competition among/number of transport entities (Ch,
 - Private sector share of responsibility for construction and maintenance activities (Zai,
 - Delegation of authority to parastatal and regional offices for planning, construction and administration (Zai, Ch,
 - Training of personnel (Ch,
 - Kilometers of roads rehabilitated (Zai, Gui, Chad
 - Private entrepreneurs trained to successfully bid/execute contracts to maintain feeder roads (Gh
 - Short-term jobs created in rural areas on private contracts for feeder road rehabilitation (Gh
36. Reform and strengthen agricultural institutional framework (Mwi, 1
- Indicators:
- Agricultural budget increases (Mwi,
 - Agricultural research budget increases (Mwi,
 - Fuel expenditures for extension services expand (Mwi,
 - Increasing no. of smallholders adopt agroforestry techniques (Mwi,
 - Increasing proportion smallholder lands devoted to HYV maize (Mwi,
37. Increase the scale, diversity and efficiency of agro-pastoral markets (Nger, 1
- Indicators:
- Percent of production marketed locally and for export (Nger,
 - Marketing and transportation costs (Nger,
 - Farm-gate prices (Nger,

38. Decrease imports and increase domestic production of high value crops (Lth, 1

Indicators:

-Ratio of local to imported high value crops (Lth,

39. Increase land utilization on large estates (Mwi, 1

Indicators:

-Land utilization rates increase (Mwi,
-Effective average estate wage increase (Mwi,

40. Meet a percent of annual emergency food needs of those displaced and severely affected by war or natural disasters. (Moz 1

Indicators: None

Benchmark:

-Free food distribution requirements relative to donor pledges (Moz
-Stability of supply in emergency food aid pipeline (Moz
-Percentage beneficiaries in target areas who receive full rations 100 of time (Moz

41. Increase rural employment, production capacity and cash income (Moz 1

Indicators: None for Mozambique

Benchmarks:

-No. of households with cash income in target areas (Moz
-No. of households with full/part-time wage-earning family members in target areas (Moz,
-Total household agricultural production for own consumption or sale in target areas.

42. Develop sustainable cost recovery and containment policies, readjust resource allocations to improve health service delivery (Nger, 1

Indicators:

-Percent of primary health care facilities implementing a cost recovery system (Nger,
-Percent of primary health care facilities with a full range of essential drugs (Nger,
-Percent of primary health care facilities with appropriate

allocation of health personnel (Nger,

43. Strengthen institutional capability of public/private health institutions to increase quality/supply/delivery of primary/preventative services, including child survival (Mwi,Mali,Zai,Ch,Moz,Nger,Lth,Ug, Bur,Moz,Bot,Togo, Sen

13

Indicators:

- Primary health care budget increases in real terms (Mwi, Mali, Zai
 - Improved accounting and cost control systems (Zai,
 - National per capita health surveillance personnel increases (Mwi,
 - National system for gathering, processing & analysing demographic health data established (Mwi, Ch, Togo,
 - Access to under-five clinics (Zai,
 - Private sector provision of health services expands (Mwi, Mali
 - Village health centers established, professionally staffed (Mali, Sen
 - Percentage of village pharmacies stocked with pharmaceuticals and contraceptives (Mali
 - Percentage of disease episodes treated (Mali
 - Infant mortality rate (Bot, Sen
 - Population's use of health facilities (Ch,
 - Percent of health facilities using correct malaria protocol (Nger, Mwi,
 - Mortality rate due to malaria (Bur, Zai
 - Percent malaria cases correctly treated (Mwi, Zai,Bur,Togo
 - Percent of children treated with ORT/ORS for diarrhea in health facility and at home (Nger, Lth, Mwi, Zai,Bur, Ch,Togo,
 - Mortality rate due to diarrhea (Bur, Mwi
 - Percent of children fully vaccinated (Nger, Lth, Bur, Mali, Zai, Moz, Bot, Togo,
 - Pregnant women completing minimum desirable prenatal visits (Ch,Bot
 - Percent of women of reproductive age vaccinated/tetanus toxoid (Mali, Bur,Moz,
 - Lowered risk of HIV/AIDS (Ug, Zai,
 - Access to piped, potable water for targeted population (Mwi, Zai,Moz
44. Establish a drug procurement system incorporating privatization, decentralization, and cost recovery (Ch, Sen

2

Indicators:

- Decentralization decree permits local level collection of fees and retention of percentage for operations (Ch,
- Public sector pharmacy procurement of essential drugs from non-profit supply houses (Ch

45. Establish and strengthen capacity of public/private sector health and educational institutions to plan and implement AIDS control program (Mwi) 1
- Indicators:
- Number people receiving AIDS related services increases (Mwi,
 - Number people receiving AIDS related info from community based health workers increases (Mwi,
 - AIDS program integrated into preventative health care system (Mwi,
 - Surveillance systems providing current & timely reporting of HIV seroprevalence and AIDS cases operational (Mwi
 - Systemization of public reporting on the incidence of AIDS (Mwi
 - Condom sales and distribution among target population increases (Mwi
 - Knowledge of AIDS and how to prevent it increases (Mwi
 - No new incidence of HIV seroprevalence in target population (Mwi,
46. Improve health conditions (Zam, 1
- Indicator:
- Decrease average # of offsprings (Zam,
 - Birth spacing increases (Zam,
 - Reduction in rate of AIDS increase as % of sexually active population (Zam,
 - Decreased malnutrition in under-2 deaths/1000 (Zam,
 - Reduction in diseases for which immunization available, deaths/1000, age group 5-14 years (Zam,
47. Establish a national policy environment supportive of family planning (Bot, 1
- Indicators:
- Formulation of a national population strategy (Bot
 - Population incorporated into national development plan (Bot
48. Anti-contraceptive law abrogated (Ch 1
- Indicator:
- Law abrogated (Ch
49. Increase contraceptive prevalence rate (Mwi, Mali,Zai,K, Cam,Gh,Togo 7
- Indicators:
- Contraceptive prevalence rate (Mwi, Mali, Zai,K,Gh,Togo 6

50. Improve the availability of family planning services (K, Nger, Ug, Mwi, Ch, Cam, Swz) 7

Indicators:

- No. of gov't health facilities offering family planning services. (K, Mwi, Cam, Swz,
- No. of private sector and NGO service delivery points routinely offering family planning services (K, Mwi, Swz,
- No. of sites offering voluntary surgical contraception (K,
- Sub-locations with access to community-based services (K, Mwi
- Sales of contraceptives by health centers, social mktng distributors and pharmacies (K, Mwi, Cam, Swz,
- Community-based distribution of contraceptions (Swz,
- Use of modern contraceptive methods (Nger, Cam,
- Repeat visits to health centers for child-spacing services

51. Increased demand for contraceptive services (K, Bot, Swz) 3

Indicators:

- Decreased % of non-pregnant women citing lack of knowledge of contraceptive methods as constraint to use (K, Swz,
- Increased % of women knowing where services can be obtained for contraceptive methods (K, Bot,

52. Develop a supportive national education policy environment (Bot) 1

Indicators:

- National education development plan (Bot,
- Formal mechanisms and procedures to strengthen collaboration among educational departments (Bot

53. Improve financial resources for primary education (Lth, Mali)

Indicators:

- Percent government budget for MOE (Lth, Mali
- Percent MOE budget for primary schools (Lth, Mali

54. Improve quality, efficiency and effectiveness of primary education (Lth, Mali, Bot, Gh) 4

Indicators:

- Percent increase in no. of children enrolled in grades 1-6 (Mali
- PSLE pass rate (Lth,
- Percentage increase in girls enrolled in grades 1-6 (Mali
- Teachers and other staff receive in-service training (Mali, Lth, Bot, Gh,

- Percentage increase in number of useable classrooms (Mali
 - Materials and curriculum development (Lth, Bot
 - Years to produce completer of graduation year and PSLE (Lth,
 - Increase accessibility of primary school (Gh
 - Reduce cost of educating students until they meet established criteria in basic skills (Gh,
55. Improve alternative education program for basic skills (Lth, 1
- Indicators:
- Quality of alternative skills training center (Lth,
56. Land conservation and reforestation efforts to sustain production (Gui, Nger, Lth, Zai, Sen 5
- Indicators:
- Status of national natural resource conservation and management policy (Gui,
 - Level of degraded acidic soil rehabilitated (Gui,
 - Level of slash and burn agricultural practices (Gui,
 - Community controlled woodland management sites (Nger,
 - Managed agricultural lands (Nger,
 - Size of protected areas (Zai,
 - Funding for natural resources management (Zai
57. Maintain productivity of the mountain rangeland resource by bringing carrying capacity and herd size into closer balance. (Lth 1
- Indicators:
- Changes in range condition scores (Lth,
 - Percent of test areas showing improvement in range condition trends (Lth,
 - Animal quality inside versus outside range mgt. areas (Lth,
58. Management of natural resources for sustained forestry, tourism and biological research (Ug 1
- Indicators:
- Conservation (Ug,
 - Foreign exchange generation (Ug,
 - Site-specific employment generation (Ug,

ANNEX 6

ASIA PORTFOLIO: KEY MISSION STRATEGIC OBJECTIVES

ANNEX 6

AID, APRE: KEY MISSION STRATEGIC OBJECTIVES	
STRATEGIC OBJECTIVE STATEMENTS	Frequency (%) of appearance in APIs
<p>Key Category: (With related objectives)</p> <p>1. Increased non-agriculture private sector investment</p> <p>Increased non-agricultural private sector investment (Bangladesh)</p> <p>Develop a more open, market-driven system of trade and investment (Indonesia, Philippines)</p>	3
<p>2. Increased on-farm investment</p> <p>Increased private investment in agricultural production, processing and marketing (Bangladesh)</p>	1
<p>3. Savings mobilization</p> <p>Increase the scale of financial resources available for public sector and private sector investments, as reflected in (a) the combined values of bank deposits and shares on the stock market, and (b) increased assumption of infrastructure costs at the local level. (Indonesia)</p>	1
<p>4. Reduce role of the public sector</p> <p>Redefine the role of government under a more open markets/private sector economy (Indonesia)</p> <p>Promote improvements in government policies as the relate to trade (Nepal)</p> <p>Assist government to identify ways and means to provide public services through the private sector. (Thailand, Nepal)</p>	4
<p>5. Enhance competition</p> <p>Enhance competition in selected domestic markets (Sri Lanka)</p>	1

ANNEX 6 (Cont'd)

AID, APRE: KEY MISSION STRATEGIC OBJECTIVES	
STRATEGIC OBJECTIVE STATEMENTS	Frequency (%) of appearance in APIs
<p>Key Category: (With related objectives)</p> <p>6. Increased agricultural productivity</p> <p>Increase productivity in agriculture (crop diversification, expanded sustainable irrigation) (Sri Lanka)</p> <p>Strengthen key open market, pluralistic mechanisms and support systems that increase the sustainable productivity of agricultural and natural resources. (India, Nepal)</p>	3
<p>7. Protect, manage natural resources</p> <p>Sustain the natural resource base (Indonesia)</p> <p>Raise the efficiency of natural resource use (Sri Lanka)</p> <p>Increase control of groups over natural resources (Nepal)</p> <p>Promote institutional changes which give groups increased control over natural resources (Nepal)</p> <p>Establish partnerships between local and U.S. public and private sectors to find sustainable solutions to address environmental and natural resource issues. (Thailand)</p>	5
<p>8. Increased access to effective family planning and health services</p> <p>Increased access to efficient family planning and health services, including enhanced private sector participation (Bangladesh, India, Nepal, Philippines)</p>	4
<p>9. Strengthen democratic institutions</p> <p>Strengthen democratic institutions, increased voice and choice in local and national government (Bangladesh, Indonesia, Nepal)</p> <p>Promote increased political pluralism through a new constitution, reform laws, and strengthened legislative and judicial institutions (Nepal)</p>	4

ANNEX 6 (Cont'd)

AID, APRE: KEY MISSION STRATEGIC OBJECTIVES	
STRATEGIC OBJECTIVE STATEMENTS	Frequency (%) of appearance in APIs
<p>Key Category: (With related objectives)</p> <p>10. Promote private sector employment Redefine the role of government under a more open, market-oriented sector economy (Indonesia)</p>	1
<p>11. Support for long-term increases in productivity Increase market-oriented research and development (India)</p> <p>Assist modernization of the economy, particularly in the transition to higher-technology-based production. (Thailand)</p> <p>Assist government to meet its priority human capital needs (Thailand)</p>	3

ANNEX 7

ANALYSIS OF THE ASIA PORTFOLIO BY KEY INDICATORS

The following are synthesized from key indicators listed under both the strategic objectives and targets included in Annex 7, Analysis of the Asia Portfolio. A fuller description of these indicators is found in Annex 7. The present list roughly corresponds to the LAC Bureau section of this paper in order to facilitate comparability.

- Number of pilot training projects that address priority human resource needs, involving public/private sector collaboration
- Contraceptive prevalence rate
- Percentage increase of eligible couples who understand the principles of family planning services
- Percentage increase in immunizations of all at-risk children
- Percentage increase in DOH health centers delivering a broad range of family planning services
- Percentage annual increase in proportion of mothers who can correctly mix oral rehydration solution
- Percentage increase of pregnant women with tetanus toxoid immunization
- Private service sales of selected child survival goods (ORS, etc.) and services
- Number of rural clinics
- National institutions providing leadership in environmental and natural resources policy and management
- National forest lands managed on an economically and ecologically sustainable basis
- Park/conservation areas engaging local residents in management planning, decision making and implementation
- Degrees of support for free and fair elections
- Number of NGO coalitions in agroforestry, disaster preparedness
- Level of active participation by private sector associations
- Promote increased political pluralism through a new constitution, reform laws and strengthened legislative and judicial institutions
- Evidence of ability of assisted organizations to articulate the interests of their constituents (or the public at large), and to channel represented viewpoints effectively and responsibly to influence government decisions and/or public opinion
- Increase in limit of dollar amounts and time required for bank approval of loans
- Privatization of nationalized banks
- Percentage increase in lending to SMEs and women's microenterprises.
- Percentage increase in loan repayment rates of SMEs and women microentrepreneurs
- Increased private investment in agricultural production, processing and marketing
- Improved market information
- Number of firms assisted by the Science and Technology Development Board.
- Stimulate exports

- Increased private investment in agricultural production, processing and marketing
- Level of government subsidies in the fertilizaer market
- Total savings and total lending in rural banking units
- Percentage increase in the share of the private sector, in value terms, in the production and marketing of seeds
- Percentage increase in the share of the private sector, in value terms, in the production and marketing of seeds
- Percentage increase of pooled pension funds managed by professional money managers

- Annual change in private sector R&D expenditure in selected industry groups
- Number of firms assisted by the Science & Technology Development Board
- Percentage increase in private investment in the use of electricity for irrigation
- Level of government subsidies in the fertilizer market
- Increased private grain marketing over imports

ANNEX 8

ANALYSIS OF THE CURRENT ASIA PORTFOLIO

**TRACKING PROGRAM PERFORMANCE:
A REVIEW OF OBJECTIVES AND INDICATORS
ANALYSIS OF THE ASIA PORTFOLIO**

STRATEGIC OBJECTIVES

1. Increased non-agricultural private sector investment (Bangla 1

Indicators:

- Increase in limit of dollar amounts and time required for bank approval of loans (Bangla
- Reduction in time of duty draw back (Bangla
- Market/profit-oriented banking for private investors (Bangla
- Privatization of nationalized banks (Bangla
- Percentage increase in lending to SMEs and women's microenterprises (Bangla,
- Percentage increase in loan repayment rates of SMEs and women microentrepreneurs (Bangla

2. Increased private investment in agricultural production, processing and marketing. (Bangla

Indicators: 1

- Open world market prices (Bangla
- Increased private grain marketing over imports (Bangla,
- Percentage increase in marketing of domestic over imported fertilizer (Bangla,
- Percentage increase in private investment in the use of electricity for irrigation, agribusiness (Bangla

3. Develop a more open, market-driven system of trade and investment. (Indo, Philippines 2

Indicators:

- Level of government subsidies in the fertilizer market (Indo
- Level of poultry export growth once flock size regulations are relaxed (Indo
- Percentage reduction of the average effective rate of protection, including the exchange rate effect. (Phil.

-Percentage increase in the am't of credit provided at prevailing market interest rates by the private banking system outside the national capital region.

-Annual increase in real terms in the internal revenue allotments to LGUs and real property tax collections for local governments.

4. Increase the scale of financial resources available for public sector and private sector investments, as reflected in (a) the combined values of bank deposits and shares on the stock markets, and (b) increased assumption of infrastructure costs at the local level(Indo

Indicators:

-Total savings and total lending in USAID-supported rural banking units (Indo

-Average volume of debt and equity issues traded daily on the stock exchange (Indo

-Number of new debt and equity issues available for public trading (Indo

5. Redefine the role of government under a more open markets/private sector economy (Indonesia)

Indicators:

-Total amount of capital investment for urban infrastructure/services projects attributable to the private sector (Indo

-Number of contraceptive users served by the private sector (Indo

6. Expand employment and generate incomes in industry (Sri Lanka

Indicators:

-Increase in estimated value of discounted (incremental) income streams attributable to USAID interventions (Sri Lanka

-Increase in value of shares transferred to foreign and domestic private investors (Sri Lanka

7. Enhance competition in selected domestic markets (Sri Lanka

Indicators:

-Percentage increase in the share of the private sector, in value terms, in the production and marketing of seeds (Sri Lanka

-Percentage increase in respondents in public opinion survey expressing confidence in financial institutions. (Sri Lanka

8. Increase market-oriented research and development (India)

Indicators:

- Annual change in private sector R&D expenditure in selected industry groups (India)
- Private sector share in total industrial R&D expenditure of selected industry groups (India)
- Private sector R&D expenditures as a proportion of gross revenues in selected industry groups (India)

9. To assist in the modernization of the economy, particularly in the transition to higher-technology based production. (Thai)

Indicators:

- Number of firms assisted by the Science & Technology Development Board, (STDB) and agriculture technology transfer programs. (Thai)

- Progress toward sustainability of institutional mechanisms that support the commercialization of technology, as reflected in the following benchmarks:

- Legislative accomplishments leading to the establishment of a permanent STDB, and increased financial support to assure sustainability after USAID assistance (Thai)

- Budgetary resources allocated to continue the industrial R&D program and all STDB operations and programs (Thai)

10. Assist government to meet its priority human capital needs. (Thai)

Indicators:

- Number of pilot training projects that address priority human resource needs involving public/private sector collaboration, and the number of participants in such programs.

- Number of linkages initiated between U.S. and local universities oriented toward private sector manpower requirements.

- Number of students and companies with cooperative, work-study programs involving US. and local universities or secondary schools and private sector firms.

11. Promote improvements in government policies as they relate to trade, investment and the operation of the private sector (Nepal)

Indicators:

- Government reduces number of required forms paperwork, and regulation of business (Nepal)
- Establishment of joint USAID/gov't committee to review policy studies, and analyze economic trends (Nepal)

12. Assist gov't to identify ways and means to provide public services through the private sector, including privatization of state owned enterprises and capital projects development. Improve the efficiency of local financial markets, esp. in areas involving financing for infrastructure. (Thai, Phil.

Indicators:

- Privatizations completed (Thai,
- Percentage increase of pooled pension and insurance funds managed by professional money managers. (Thai
- Time for clearance and settlements of securities transactions reduced, enabling expanding the number of transactions (Thai
- Percentage annual completion of privatization or liquidation of government-owned corporations (Phil
- Reduction of "factor" bias of investment incentives. (Phil.

13. Promote infrastructure that facilitates expanded private sector activity (Phil.

Indicators:

- Percentage annual increase in tonnage of goods shipped through selected AID-improved ports (Phil.
- Kilometers of AID-funded roads constructed or improved annually
- Percentage annual increase in volume of air freighted goods

14. Increased commercialization of key energy efficient technologies and adoption of market-oriented energy policies (India

Indicators:

- Share of improved efficiency capital goods in total sales of selected capital goods. (India
- Annual change in total national electricity output generated using FBC

boilers and co-generation (India)

15. Establish a financially sound, market-oriented housing finance system that makes long-term finance available to a wide range of households, including those below the median income. (India)

Indicators

-Change in the total loan volume by market-oriented housing finance companies (India)

-Total volume of housing credit provided by market-oriented housing finance companies to below median income households (India)

16. Increase productivity in agriculture (crop diversification, expanded sustainable irrigation) (Sri Lanka)

Indicators:

-Percentage increase in non-traditional agricultural commodities (Sri Lanka,,)

-Total area of irrigated crops harvested in both planting seasons in the dry zone major and medium irrigation systems, relative to water availability (precipitation) (Sri Lanka)

17. Strengthen key open market, pluralistic mechanisms and support systems that increase the sustainable productivity of agricultural and natural resources (India, Nepal)

2

Indicators:

-Number of hectares under private farm forestry (India)

-Number of irrigation command areas in which water users groups have been established. (India)

-Number of germ plasm samples provided to private and joint sector R&D organizations. (India)

-Total R&D expenditures by private companies in key agriculture and natural resource related industry sub-sectors, i.e. seed, fertilizer, agricultural chemical and agricultural machinery industries, and tissue culture and information services. (India)

-Cash sales of non-subsistence farmers (Nepal)

-Number of farmers engaging in new or significantly expanded cash crop production (Nepal)

- Percentage increase in number of agro-enterprises receiving business loans from the Agricultural Development Bank (Nepal)
- Chambers of commerce and industry establishment of a marketing and technical information facility for agro-enterprises.
- Appointment of private sector representatives to national sector regulatory and promotion councils (Nepal)

18. Sustain the natural resource base (Indo)

Indicators:

- National institutions providing leadership in environmental and natural resources policy and management (Indo)
- National forest lands managed on an economically and ecologically sustainable basis. (Indo)

19. Raise the efficiency of natural resource use (Sri Lanka)

Indicators:

- Percent increase of secondary and tertiary irrigation systems turned over to farmer organizations (Sri Lanka)
- Percentage increase in number of land titles issued/processed (Sri Lanka)

20. Increase control of groups over natural resources (Nepal)

Indicators:

- Private and leasehold forest permits granted, and forest user groups registered (Nepal)
- Total hectares of forest land granted/leased to private users (Nepal)
- Number of registered water user associations, and irrigation and command hectareage turned over to water users by the Dept. of Irrigation (Nepal)
- Park/conservation areas engaging local residents in management planning, decision making and implementation (Nepal)

21. Promote institutional changes which give groups increased control over natural resources (Nepal)

Indicators:

5b

-Implementation of draft forest legislation and issuance of regulations/operational guidance needed to facilitate hand-over or lease of forest to private groups and users (Nepal)

-Implementation of regulations, including instructions and guidelines for turning over irrigation systems to local management systems. (Nepal)

-Integration of new curricula and courses which emphasize community involvement and management into professional training programs (Nepal)

22. Establish partnerships and linkages between local and U.S. public and private sectors to find sustainable solutions to address environmental and natural resource issues. (THAI)

Sub-objective: Educate the general public and the gov't on critical environmental and natural resources issues.

Indicators:

-Percentage increase in public's environmental awareness of environmental awareness.

Sub-objective: Assist government to formulate and implement policies and regulations required to address environmental issues.

Indicator:

-Progress toward an environment/natural resources policy agenda. (Thai)

Sub-objective: Strengthen staff capability of selected agencies to analyze and address environmental laws and regulations. (Thai)

Indicators:

-Percentage increase in the number of environmental impact assessments

-Percentage increase in selected agencies' budgets for ENR management and education.

23. Increased access to efficient family planning and health services, including enhanced private sector participation (Bangla, India, Nepal (Phillipines)).

Indicators:

-Number of rural clinics (Bangla)

- Percentage increase in couples relying on private sector for family planning services (Bangla
- Percentage increase in NGO sales of services (Bangla
- Percentage increase in private SMC cost recovery (Bangla
- NGO cost recovery plans (Bangla,
- Percentage urban EPI (Bangla
- Percentage increase in FPI coverages rates for specific antigens (Nepal
- Percentage increase in effective use of SMC from ORS (Bangla,
- Percentage annual increase in proportion of mothers who can correctly mix and use oral rehydration solution (Nepal
- Percentage of couples protected by temporary family planning methods (India,
- Percentage increase in number of eligible couples with access to year-round (institutionalized) family planning services (Nepal
- Contraceptive prevalence rate (Nepal, Philippines,
- Private service sales of selected child survival goods and services i.e. ORS packets, etc. (India
- Percentage of increase in eligible couples who understand principles of family planning and method options (Nepal
- Number of children under three years of age and pregnant women receiving services (India
- Percentage increase in immunizations of all at-risk children (Phil.
- Percentage increase in DOH health centers delivering a broad range of family planning services. (Phil.
- Percentage increase of pregnant women with tetanus toxoid immunization (Phil.
- Private provision of preventive and curative health services.

24. Strengthen democratic institutions, increased voice and choice in local and national government (Bangla, Indon, Nepal

Indicators:

57

- Degree of support for free and fair elections (Bangla
 - Number of NGO coalitions in agroforestry, disaster preparedness and women's markets (Bangla,
 - Level of active participation by private sector associations (Bangla, Nepal,
 - Time required for approval of NGOs (Bangla
 - Utilization of a parliamentary service to supply background and position papers for legislators (Indo
 - Evidence of ability of assisted organizations to articulate the interests of their constituents (or the public at large), and to channel represented viewpoints effectively and responsibly to influence government decisions and/or public opinion (Indo
 - Level of public awareness and sympathy for open-market policy positions, as measured in public opinion surveys (Sri Lanka
25. Promote increased political pluralism through a new constitution, reform laws, and strengthened legislative and judicial institutions (Nepal)

Indicators:

- Workshops and seminars planned, including public fora, to facilitate public debate and discussion of constitutional issues. (Nepal)
- A new multi-party constitution drafted. (Nepal)
- A free, well-managed parliamentary election, with significant technical assistance and equipment (Nepal)
- Completion of studies of property rights, contract dispute resolution, election law, habeas corpus, and eminent domain by public interest law groups. (Nepal)

56