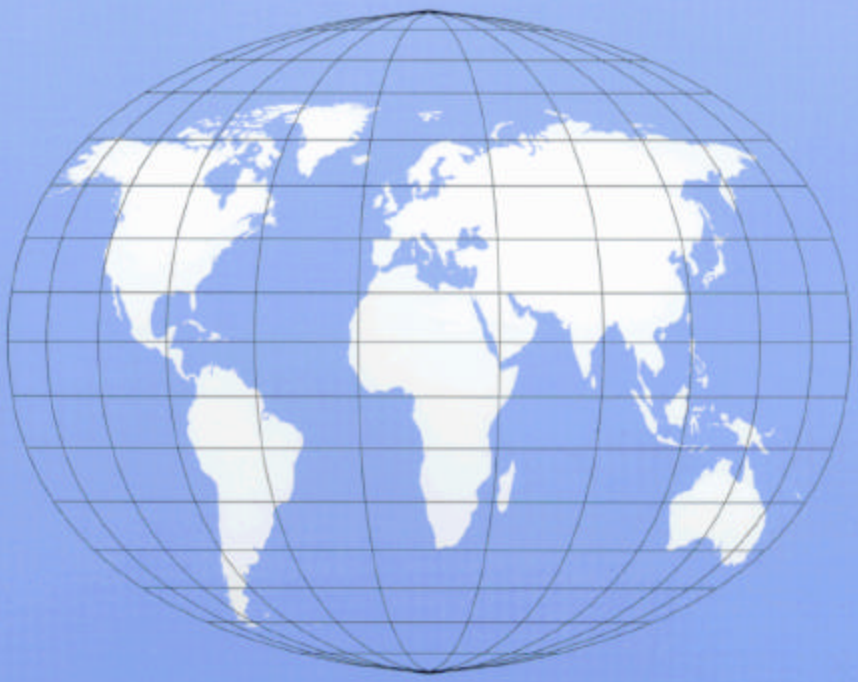
Report of Audit

Audit of USAID/Egypt's Performance Monitoring for Indicators Appearing in the FY 2002 Results Review and Resources Request Report

Audit Report No. 6-263-01-003-P
March 20, 2001



Cairo, Egypt

OFFICE OF INSPECTOR GENERAL
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

UNITED STATES OF AMERICA
AGENCY FOR INTERNATIONAL DEVELOPMENT
OFFICE OF REGIONAL INSPECTOR GENERAL

CAIRO, EGYPT

March 20, 2001

MEMORANDUM

TO: USAID/Egypt Director, Willard J. Pearson, Jr.

FROM: Acting RIG/Cairo, Thomas C. Asmus Thomas C. Asmus

SUBJECT: Audit of USAID/Egypt's Performance Monitoring for Indicators Appearing in the FY 2002 Results Review and Resources Request Report (Report No. 6-263-01-003-P)

This memorandum is our final report on the subject audit. We reviewed your comments to our draft report and included them as Appendix II to this report.

The report contains two recommendations for USAID/Egypt to establish procedures to ensure, in accordance with USAID guidance, that (a) performance monitoring plans are reviewed, approved, and updated and (b) data reported in the Mission's Results Review and Resources Request reports include disclosure of any data limitations. Based on your comments to our draft report, we consider that management decisions have been reached on both recommendations. Please notify M/MPI when final action is complete.

I appreciate the cooperation and courtesies extended to my staff during the audit.

Background

The Government Performance and Results Act of 1993 (Results Act) was passed to improve federal program effectiveness and public accountability by promoting a new focus on results, service quality, and customer satisfaction. The Results Act was expected to improve federal managers' service delivery by requiring that they plan for meeting program objectives and by providing them with information about program results and service quality. Congressional decision making was also expected to be improved by receipt of more objective information on the status of efforts to achieve statutory objectives and on the relative effectiveness and efficiency of federal programs and spending.

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In 1995, the U.S. Agency for International Development (USAID) developed a new reporting system that included the Results Review and Resources Request (R4) report. This is the most significant performance report that operating units send annually to their respective bureaus. USAID's Automated Directives System (ADS) requires that information in the R4s be used, as appropriate, for internal analyses, responding to external inquiries, and USAID-wide results reporting.

In April 2000, USAID/Egypt submitted its annual R4, which highlighted 1999 program accomplishments and strategic directions for fiscal years 2000 through 2002. Underpinning the Mission's annual R4 report is a USAID-prescribed performance monitoring system, which encompasses: (1) establishing performance indicators, (2) preparing performance monitoring plans, (3) setting performance baselines, (4) collecting performance data, and (5) assessing data quality.

Audit Objective

This audit represents one of a worldwide series of audits that were requested by USAID's Bureau for Policy and Program Coordination (PPC) and are being carried out by USAID's Office of Inspector General. The audit objective and methodology for this series of audits were developed in coordination with PPC. This audit was performed by the Office of Inspector General's regional office in Cairo, Egypt and answered the following audit objective:

> **Did USAID/Egypt monitor performance in accordance with Automated Directives System E203.5.5 and other relevant guidance as demonstrated by indicators appearing in its Results Review and Resources Request report for FY 2002?**

Appendix I contains a discussion of the scope and methodology for the audit.

Audit Findings

Did USAID/Egypt monitor performance in accordance with Automated Directives System E203.5.5 and other relevant guidance as demonstrated by indicators appearing in its Results Review and Resources Request report for FY 2002?

USAID/Egypt generally monitored performance in accordance with ADS E203.5.5 as demonstrated by indicators appearing in its R4 report for fiscal year 2002, except that its performance monitoring plans did not meet standards and certain data limitations were not disclosed.

USAID/Egypt's R4 report included 42 performance indicators to measure the progress of its programs. Our audit reviewed 11 indicators within seven of the Mission's eight strategic objective areas and within one special objective area. Based on the indicators reviewed, the

Mission had generally (a) established performance reporting baselines, (b) provided support for reported 1999 performance results, and (c) performed data quality assessments. However, the Mission had not:

- prepared complete and detailed performance monitoring plans, or
- disclosed data limitations applicable to two indicators in its fiscal year 2002 R4 report.

To improve its performance monitoring system, the Mission needs to establish a process to (1) ensure that performance monitoring plans are prepared, approved, and when appropriate, updated and (2) disclose data limitations. These opportunities for improvement are discussed below and summarized in Appendices III and IV.

Performance Monitoring
Plans Were Not Complete

Contrary to USAID guidance, USAID/Egypt did not have complete performance monitoring plans for any of the 11 indicators reviewed. This occurred because the Mission had not established a process for reviewing, approving, and updating its performance monitoring plans. As a result, the Mission lacked critical tools for planning, managing, and documenting data collection and thus, did not have assurance that it was maintaining the controls that are essential to the operation of a performance-based management system.

> **Recommendation No. 1: We recommend that USAID/Egypt establish procedures to ensure that performance monitoring plans are reviewed, approved, and updated in accordance USAID's Automated Directives System.**

The following paragraphs describe this opportunity for improvement in detail.

For the performance monitoring plans prepared for the seven strategic objectives and one special objective that we reviewed, we found that the plans were not as complete as required by USAID guidance. Specifically, the plans did not always meet USAID standards that require: (1) a precise indicator definition, (2) identification of the specific data source(s), (3) a description of the data collection method, (4) specification of a data collection frequency and schedule, and (5) designation of responsibility for data collection. Appendix IV provides details on how the Mission's performance monitoring plans did not meet the requirements of Automated Directives System E203.5.5b[1].

Strategic objective team members stated that one cause for these shortcomings was that during fiscal year 1999 Mission officials focused on the development of a new 10-year country strategy covering fiscal years 2000 – 2009. That is, because the development of the Mission's new strategy was a priority, strategic objective teams focused during fiscal year

[1] ADS E203.5.5 was superceded by ADS 201.3.4.13 after the period under audit. The new provisions are more stringent than the old. For example, the new guidance requires strategic objective teams to review and update their performance monitoring plans at least annually and for the head of the operating unit (i.e., the Mission Director) to review and approve the plans.

1999 on the development of new strategic objectives, performance indicators, and related performance monitoring plans. Accordingly, they did not focus on their fiscal year 1999 performance indicators because they did not know which indicators would be carrying forward to the new country strategy; and thus, they did not review, update, and/or complete the performance monitoring plans for these indicators. However, without complete fiscal year 1999 performance monitoring plans being used to prepare the fiscal year 2002 R4, the Mission did not have assurance that it was maintaining the controls that are essential to the operation of a performance-based management system.

In May 2000 the Mission hired a contractor to assist strategic objective teams in preparing performance monitoring plans for indicators included in the Mission's new strategic plan. These new performance monitoring plans are expected to be finalized in the near future and used for the preparation of the fiscal year 2003 R4.

During the course of our audit we reviewed draft versions of the new performance monitoring plans and found that the weaknesses we had identified in the fiscal year 1999 performance monitoring plans had largely been corrected. That is, the new performance plans included precise indicator definitions, specific data sources, and detailed data collection methodologies and frequencies. The plans also clearly assigned responsibility for data collection to an individual or office. Accordingly, the performance monitoring weaknesses described in Appendix IV have largely already been addressed and thus, we are not making a recommendation for the Mission to correct the weaknesses in the performance monitoring plans that we reviewed.

Although, as mentioned above, the weaknesses in the performance monitoring plans were primarily caused by the Mission's focus on what it considered to be a higher priority (i.e., the development of a new 10-year strategic plan), another principal cause related to the decentralized nature of the Mission's performance monitoring plan development process and a lack of procedures for ensuring that plans were reviewed, approved, and updated. As a result, we found that the quality of the Mission's performance monitoring plans varied by strategic objective team and as mentioned previously, that the performance monitoring plans did not meet USAID requirements. To ensure that future performance monitoring plans meet USAID requirements, we have recommended that USAID/Egypt establish procedures for reviewing, approving, and updating performance monitoring plans.

Data Limitations Were
<u>Not Always Disclosed</u>

Contrary to USAID guidance, USAID/Egypt did not disclose data limitations in the R4 report for 2 of 11 indicators reviewed. This occurred because Mission officials were either unaware of the data limitations or were unaware of the need to include the data limitations in the Mission's R4. As a result, USAID management, Congress, and the public did not have sufficient information to determine how much reliance could be placed on the data reported for the two indicators in question.

<u>Recommendation No. 2:</u> We recommend that USAID/Egypt develop procedures to ensure that data reported in the Mission's Results Review and Resources Request reports include disclosure of any data limitations in accordance with USAID guidance.

The following paragraphs describe this opportunity for improvement in detail.

In December 1999, USAID's Bureau for Policy and Program Coordination (PPC) issued guidance to operating units for preparing their fiscal year 2002 R4 reports. That guidance required operating units to use the comments section of their reports for reporting on data quality issues. Specifically, the comments section of the R4 report was to be used to discuss, among other things, significant data limitations and their implications for measuring performance results against anticipated performance targets. Data limitations are defined as errors that would lead to an inaccurate assessment of a program's progress towards achieving its goals.

Contrary to PPC's guidance, 2 of 11 indicators reviewed had data limitations that were not disclosed in the R4 report. Those limitations were not disclosed because Mission officials were either unaware of the data limitations or were unaware of the need to include the data limitations in the Mission's R4. The following paragraphs describe both examples in detail.

- Girls receiving basic education: The Mission reported that the cumulative number of "girls receiving quality basic education through USAID intervention" in 1999/2000 was 41,489. However, the Mission did not disclose in its R4 that the reported figure may have included some girls twice. That is, because contractors were not required to disaggregate girl beneficiaries and since a single girl could have participated in one, two, or three educational areas, some girls may have been counted more than once in the reported cumulative total. Although the strategic objective team did estimate the number of girls that it believed had benefited from more than one education program and excluded them from its reported total of 41,489, the reported total still may have duplicate beneficiaries. Accordingly, we believe that the team should have disclosed this data limitation in the R4.

- Alexandria wastewater conveyance and primary treatment facilities: The Mission reported under this indicator that 2.7 million people were served by USAID-funded infrastructure. However, the Mission did not disclose that the reported figure was based on (1) population projections that were obtained from a utility master planning exercise and (2) an estimate that 78 percent of the population of Alexandria is served by USAID infrastructure. We believe that the Mission should have (1) disclosed that the reported 2.7 million people was an estimate and (2) explained the bases surrounding the estimate.

As a result of not disclosing the above data limitations, readers of the Mission's R4 might misinterpret reported results as being accurate figures and make incorrect judgments in measuring performance results against anticipated performance targets. That is, when data limitations are not disclosed, USAID management, Congress, and the public may place an unjustified degree of reliance on reported data. To help ensure that data limitations are

disclosed in future R4 reports, we recommend that the Mission develop procedures to ensure that data reported in the Mission's R4 reports include the disclosure of any data limitations in accordance with USAID guidance.

Management Comments and Our Evaluation

In responding our draft report, USAID/Egypt agreed with the report's two recommendations and stated that it realized that the performance monitoring plans prepared prior to its new FY 2000 – 2009 strategic plan were not as complete as required by USAID guidance.

In regards to Recommendation No. 1, USAID/Egypt stated that it is drafting a Mission Order to address the recommended procedural actions to ensure consistent application of USAID's guidance. In regards to Recommendation No. 2, USAID/Egypt stated that the above mentioned Mission Order will include procedures to ensure that data reported in the Mission's R4 reports include disclosure of any data limitations in accordance with USAID guidance. Based on the Mission's comments and its planned actions to develop procedures to strengthen its performance monitoring plan process and to ensure that data limitations are reported in its R4, we consider that USAID/Egypt has made management decisions to address both Recommendations No. 1 and 2. USAID's Office of Management Planning and Innovation should be advised when final action has been completed.

SCOPE AND METHODOLOGY

Scope

This audit of USAID/Egypt's controls over performance monitoring was conducted in accordance with generally accepted government auditing standards. The audit assessed the Mission's internal controls governing the quality of data reported in its fiscal year 2002 R4 report. Specifically, the audit addressed whether: (1) baselines were established, (2) adequate performance monitoring plans were completed, (3) data quality assessments were performed, and (4) data reported in the subject R4 report complied with reporting requirements.

This audit did not review USAID/Egypt's entire R4 report for fiscal year 2002, which was published in April 2000. Instead, the audit examined 11 of the 42 indicators reported in the R4 report. The 11 indicators were judgmentally selected, with the assistance of Mission officials, from seven of the Mission's eight strategic objectives and from one of the Mission's three special objectives.

We reviewed performance monitoring documentation including: strategic planning documentation; performance monitoring plans; and the R4 report for fiscal year 2002. We also reviewed documentation to support the 1999 results and baselines (when available) and data quality assessments (if performed) and interviewed program officials. The audit did not assess the performance indicators themselves, and only limited tests were performed of the data itself.

The fieldwork was conducted in Cairo, Egypt from August 29, 2000 through December 6, 2000.

Methodology

The audit began with a series of meetings with program officials to discuss each indicator reported in the R4. Based on those meetings, a judgmental sample of indicators was selected for review. Using ADS E203.5.5 and other guidance, the basic controls tested were whether USAID/Egypt:

- Established indicator baseline data in the R4;

- Prepared performance monitoring plans that (1) contained a detailed definition of the indicator that set forth precisely all technical elements of the indicator, (2) identified all

data sources, (3) described the data collection method in sufficient detail to enable it to be applied consistently in subsequent years, (4) specified frequency and schedule of data collection, and (5) assigned responsibility for collecting data;

- Completed an assessment of data quality for the indicators at an interval of no greater than three years;
- Reported data that was adequately supported by source documents;
- Reported baseline data in the R4 that were comparable to the data reported for the indicator; and
- Disclosed known data limitations (if any) in the comments section of the R4 report.

The underlying premise for this audit was that performance monitoring provides reasonable assurance that data reported meet USAID's quality standards.

An error threshold of plus or minus five percent was used to assess whether the reported results agreed with source documentation. In forming an overall opinion on whether the Mission monitored performance in accordance with USAID guidance, we reviewed a summary of the Mission's performance monitoring controls in four areas: (1) establishing baselines, (2) preparing performance monitoring plans, (3) assessing data quality, and (4) reporting results in the R4 report. (Appendix III summarizes the results our review of these controls.)

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USAID

UNITED STATES AGENCY for INTERNATIONAL DEVELOPMENT

CAIRO, EGYPT

08 MAR 2001

RECEIVED
12 MAR 2001

MEMORANDUM

TO : RIG/Cairo, Darryl T. Burris

FROM : DIR, Willard Pearson

SUBJECT: Audit of USAID/Egypt's Performance Monitoring for Indicators Appearing in the FY 2002 Results Review and Resource Request Report No. 6-263-01-XXX-P. Report Dated January 25, 2001

Following is the Mission's response to Recommendations No. 1 and 2 under the subject audit:

Recommendation No. 1: We recommend that USAID/Egypt establish procedures to ensure that performance monitoring plans are reviewed, approved, and updated in accordance with USAID's Automated Directives System.

Mission Response:

Mission realizes that the performance monitoring plans (PMPs) prepared prior to our new FY 2000-2009 strategic plan were not as complete as required by USAID guidance. The Mission also agrees to establish procedures using a Mission Order to address the recommended actions.

Mission is currently drafting the Mission Order to address the recommended procedural actions to ensure consistent application of USAID's guidance. USAID/Egypt has already prepared a new consolidated performance monitoring plan for the new USAID/Egypt Strategy (approved in January 2000 for the period 2000-2009) which complies with USAID guidance as stated in the Automated Directive System (ADS) 200 (dated September 2000) specifically in item 201.3.4.13. The new PMP provides: (1) a detailed description of the performance indicators to be tracked, (2) identification of the specific data sources, (3) a description of the data collection method, (4) specification of a data collection frequency and schedule, and (5) designation of responsibility for data collection. During the audit field-

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testing, the audit team reviewed the draft new PMP. The audit report stated that: "During the course of our audit we reviewed draft versions of the new performance monitoring plans and found that the weaknesses we had identified in the fiscal year 1999 performance monitoring plans had largely been corrected. That is, the new performance plans included precise indicator definitions, specific data sources, and detailed data collection methodologies and frequencies. The plans also clearly assigned responsibility for data collection to an individual or office. Accordingly, the performance monitoring weaknesses described in Appendix IV have largely already been addressed and thus, we are not making a recommendation for the Mission to correct the weaknesses in the performance monitoring plans that we reviewed".

SCS is currently reviewing the new PMP for final approval by the Mission Director and plans to submit the new PMPs to Washington by mid-March 2001.

Based on the above, the Mission believes that a management decision has been made and requests *resolution* of Recommendation No. 1. Upon the issuance of the Mission Order stating the process of developing, reviewing, approving and updating of performance monitoring plans the Mission will request M/MPI to close Recommendation No. 1.

> Recommendation No. 2: We recommend that USAID/Egypt develop procedures to ensure that data reported in the Mission's Results Review and Resources Request reports include disclosure of any data limitations in accordance with USAID guidance.

Mission Response:

The Mission developed a format for the new PMP, which includes a section dedicated to identifying data limitations and quality assessment procedures. As mentioned above, SCS will be drafting a Mission Order defining the process of developing, reviewing, approving and updating of performance monitoring plans. The Mission Order will include procedures to ensure that data reported in the Mission's R4 reports include disclosure of any data limitations in accordance with USAID guidance.

Based on the above, the Mission believes that a management decision has been made on Recommendation No. 2 and requests

resolution of Recommendation No. 2. Upon issuance of the Mission Order, which will include addressing the issue of the data limitation, the Mission will request M/MPI to close Recommendation No. 2.

Summary Schedule of USAID/Egypt's Performance Monitoring Controls for Indicators Appearing in its FY 2002 R4 Report

Indicator	1. Baseline Established	In the Performance Monitoring Plan…					7. Data Quality Assessment Done	In the R4…		
		2. Indicator Precisely Defined	3. Data Sources Identified	4. Data Collection Method Described	5. Data Collection Frequency & Schedule	6. Responsibility Assigned		8. Data Agrees to Source	9. Comparable Baseline	10. Data Limitations Disclosed
Girls Receiving Quality Basic Education Through USAID Interventions	**Yes**	**No**	**No**	**No**	**No**	**Yes**	**Yes**	**Yes**	**Yes**	**No**
Contraceptive Prevalence Rate	**Yes**	**Yes**	**Yes**	**No**	**No**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**
Infant Mortality Rate	**Yes**	**Yes**	**Yes**	**No**	**No**	**No**	**Yes**	**Yes**	**Yes**	**Yes**
New Tourism Development Sites Where Environmental Safeguards Are Undertaken To Eliminate the Practice of Coastal Alterations That Threaten Fringing Reefs and Mangroves	**Yes**	**No**	**No**	**No**	**No**	**No**	**No**	**Yes**	**Yes**	**Yes**
Value of Agricultural Production per Thousand Cubic Meters of Water	**Yes**	**No**	**No**	**No**	**No**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**
Small Business Credit Extended	**Yes**	**No**	**No**	**No**	**No**	**No**	**Yes**	**Yes**	**Yes**	**N/A[5]**
Value of Private, Non-Petroleum Exports	**Yes**	**No**	**No**	**No**	**No**	**Yes**	**Yes**	**Yes**	**Yes**	**N/A[5]**
Alexandria Wastewater Conveyance and Primary Treatment Facilities	**Yes**	**Yes**	**No**	**No**	**Yes**	**Yes**	**N/A[1]**	**Yes**	**Yes**	**No**
Alexandria Wastewater Operation & Maintenance Cost Covered by Generated Revenues	**Yes**	**No**	**No**	**Yes**	**Yes**	**Yes**	**N/A[2]**	**Yes**	**Yes**	**N/A[5]**
Public Decision Maker Acknowledgements of Positions Held by Civil Society Organizations	**Yes**	**Yes**	**No**	**No**	**No**	**No**	**N/A[3]**	**Yes**	**Yes**	**N/A[5]**
Documented Pilot Court System Tested And Accepted For Replication By Ministry of Justice	**Yes**	**No**	**No**	**Yes**	**Yes**	**Yes**	**N/A[4]**	**Yes**	**Yes**	**N/A[5]**
Total "No"s (xx out of 11)	**0**	**7**	**9**	**9**	**8**	**4**	**1**	**0**	**0**	**2**

Footnotes for the chart on the previous page:

[1] The cited population figure comes from a Master Planning Exercise, which was performed to determine how large a water treatment plant needed to be to meet current and future population needs. Accordingly, the population estimate from the exercise was considered to be of reasonable quality. However, as noted on page 5 we believe the Mission should have disclosed in its R4 that the reported 2.7 million people was an estimate and the bases for the estimate.

[2] Data for this indicator comes from audited wastewater utility financial statements.

[3] Three years have not yet passed for the strategic objective team to have been required to perform a data quality assessment on the indicator.

[4] The Mission had not yet collected any data on this indicator (i.e., it had reported "0" for years 1997, 1998, and 1999). Accordingly, there was no data to assess.

[5] No known data limitations.

DETAILED PERFORMANCE MONITORING PLAN-RELATED WEAKNESSES

Indicators were not always precisely defined

We found that 7 of 11 indicators that we reviewed were not precisely defined. The following examples illustrate what we found:

- Value of private, non-petroleum exports: The performance monitoring plan (PMP) did not include a definition of the indicator.
- Girls receiving basic education: The PMP included a definition of the indicator, but it would have been more precisely worded if it had defined "girls" (e.g., girls aged 6 – 10 or girls 6 – 16).
- Alexandria wastewater operation and maintenance cost covered by generated revenues: The PMP did not include a definition of the indicator.
- Documented pilot court system tested and accepted: The PMP included a definition of the indicator, but it would have been more precisely worded if it had defined the term "court system."
- New tourism sites where environmental safeguards are undertaken: There was no PMP for this indicator and thus, there was no definition of the indicator.
- Small business credit extended: The PMP did not include a definition of the indicator.
- Value of agricultural production per thousand cubic meters: The PMP did not include a definition of the indicator.

Data sources were not always clearly identified

We found that 9 of 11 performance monitoring plans did not clearly identify data sources.

- Value of private, non-petroleum exports: The PMP identified the data source, i.e., the Central Bank of Egypt, but it did not specify the type of document to be received from the Bank.
- Girls receiving basic education: The PMP identified data sources, including the Ministry of Education and grantees, but it did not identify the type of documents to be received from each organization.
- Alexandria wastewater conveyance and primary treatment facilities: The PMP identified the data source, but it did not identify the document to be collected.
- Alexandria wastewater operation and maintenance cost covered by generated revenues: The PMP identified the data source, but it did not identify the document to be collected.
- Documented pilot court system tested and accepted: The PMP stated "MOJ records," and thus, did not clearly define the data source.

- Public decision maker acknowledgements of positions held by civil society organizations (CSO): The PMP identifies data source organizations, but does not specify the type of documents to be received from the organizations.
- New tourism sites where environmental safeguards are undertaken: There was no PMP for this indicator and thus, data sources were not clearly identified.
- Small business credit extended: The PMP did not identify a data source for the indicator.
- Value of agricultural production per thousand cubic meters: The PMP only identified one of three data sources used for the indicator.

Data collection methodologies were not always clearly described

We found that 9 of 11 performance monitoring plans did not adequately describe the data collection methodology to be used to gather results to be reported in the Results Review and Resources Request (R4) report.

- Contraceptive prevalence rate (CPR): The PMP under "method/approach to collect data" stated, "CPR measures directly whether the level of contraceptive use is increasing over time" and thus, did not describe a data collection methodology.
- Infant mortality rate: The PMP did not specify a data collection methodology.
- Value of private, non-petroleum exports: The PMP did not include a method for collecting data. Instead, it stated "to be collected."
- Girls receiving basic education: The PMP did not include a method for compiling and summarizing results received from the strategic objective team's partners.
- Alexandria wastewater conveyance and primary treatment facilities: The PMP did not explain in detail the data collection/calculation process. Further, we found that the data collection method listed in the plan was not the data collection method that was actually used for the reported 2.7 million people served by USAID-funded infrastructure.
- Public decision maker acknowledgements of positions held by CSOs: The PMP only stated, "CSOs collect." Including an explanation/formula for how results reported from CSOs would be aggregated and reported in the R4 could have strengthened the PMP.
- New tourism sites where environmental safeguards are undertaken: There was no PMP for this indicator and thus, no data collection procedures were specified.
- Small business credit extended: The PMP did not specify a data collection methodology.
- Value of agricultural production per thousand cubic meters: The PMP did not include an explanation of the method to be used to collect data.

Data collection frequencies and schedules were not always documented

We found that 8 of 11 performance monitoring plans did not document data collection frequencies and schedules.

- Contraceptive prevalence rate: The PMP stated under "Schedule/Frequency," "Preliminary results of the 1995 survey currently available" rather than specifying a data collection schedule.
- Infant mortality rate: The PMP did not include the data collection frequency. Instead it stated, "1992; 1996; data available early the following year."
- Value of private, non-petroleum exports: The PMP states that data will be collected in "late December/early January," but it does not specify the data collection period (e.g., July 1 through June 30, or Oct. 1 through September 30).
- Girls receiving basic education: The PMP does not include a schedule to collect data.
- Public decision maker acknowledgements of positions held by CSOs: The PMP did not define the data collection period (e.g., July 1 through June 30).
- New tourism sites where environmental safeguards are undertaken: There was no PMP for this indicator and thus, there was no data collection frequency or schedule for the indicator.
- Small business credit extended: The PMP did not include a schedule or frequency of data collection.
- Value of agricultural production per thousand cubic meters: The PMP did not include a schedule or frequency for data collection.

Responsibility for data collection was not always clearly assigned

We found that 4 of 11 performance monitoring plans did not clearly assign responsibility for data collection.

- Infant mortality rate: The PMP assigned data collection responsibility to an individual, but that person had been transferred to another Mission and thus, was not the person who was responsible for collecting data for the FY 2002 R4.
- Public decision maker acknowledgements of positions held by CSOs: The PMP did not assign responsibility for collecting data.
- New tourism sites where environmental safeguards are undertaken: There was no PMP for this indicator and thus, the plan did not clearly assign data collection responsibility.
- Small business credit extended: The PMP did not identify a responsible person or office for data collection.