USAID/Tanzania

Performance Management Plan

June 2015

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I. OVERVIEW

Tanzania has one of Africa's fastest growing economies. The per capita gross domestic product (GDP) has increased from $1,025 in 2004 to $1,380 in 2012.[1] Yet, widespread poverty persists with 44 percent (2012) of Tanzania's population living below the extreme poverty line of $1.25 per day.[2] Tanzania's nearly 7 percent annual national GDP growth since 2000 has been hardly perceptible among Tanzania's predominantly rural (73 percent) population.[3] Inclusive broad-based growth is stymied by: (a) low productivity growth in labor intensive sectors (agriculture employs 77 percent out of total national employment, but the sector grew just 4 percent per year over the past decade) and (b) an unchanging and high population growth rate.[4] Forty-four percent of Tanzania's current population of 45 million is under 15 years of age. At the current growth rate, Tanzania's population is projected to reach 70 million by 2025.[5] In addition, women make up 50 percent of the population, yet gender inequities continue to persist: salaries paid to women are on average 63 percent lower than those paid to men, and when women own businesses, they make 2.4 times less profit than men.[6]

Tanzania has an opportunity in the five-year period of this Country Development Cooperation Strategy (CDCS) to enact policies and promote investments that reduce extreme poverty and advance the country's socio-economic transformation toward middle income status. By empowering women and youth; sustaining inclusive broad-based economic growth; and improving effective democratic governance, Tanzania stands to make huge gains toward the goals envisioned in the Government of Tanzania's (GOT) National Strategy for Growth and Reduction of Poverty (MKUKUTA II[7] and MKUZA II[8]) and Development Vision 2025[9]. This CDCS supports Tanzania's National Strategy which aims to improve the standard of living and social welfare of Tanzanians; accelerate economic growth and reduce poverty; and promote good governance and accountability.

This strategy's hypothesis is – if Tanzania empowers its women and youth,[10] sustains inclusive broad-based economic growth, and makes governance more effective, its socio-economic transformation toward middle income status by 2025 will be significantly advanced. In fact, reducing extreme poverty can best be achieved by capitalizing on Tanzania's most marginalized, untapped resources, women and youth, and investing in key sectors of the economy, namely

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[1] World Bank. World Development Indicators. 2012. Purchasing Power Parity measured in U.S. dollars.
[2] Ibid.
[3] Tanzania's Long Term Perspective Plan recognizes the average growth rate did not have a significant impact on poverty reduction.
[4] Tanzania Demographic and Health Survey. 2010.
[5] Tanzania in Figures, 2012, NBS; projection figure from TZ's Population Planning Commission, 2007.
[6] World Bank, 2012.
[7] http://www.povertymonitoring.go.tz/
[8] http://zanzibar.go.tz/admin/uploads/MKUZA%20II%20Final.pdf
[9] http://www.mof.go.tz/mofdocs/overarch/Vision2025.pdf
[10] Youth is defined as those from 15-35 years of age, per Tanzania's 2012 Census.

agriculture, natural resources and energy. USAID/Tanzania's Cross-Cutting Intermediate Result (CCIR) will sharpen our focus on advancing systems and actions to achieve results across the Results Framework through greater and more effective data gathering, analysis and learning. If the hypothesis in this CDCS is realized, Tanzania will have advanced toward "one of the greatest moral aspirations ever imagined…answering President Obama's historic call to end extreme poverty in the next two decades."[11]

USAID/Tanzania has developed a rigorous Performance Management Plan (PMP) as well as a monitoring, evaluation and learning (MEL) system through which to measure progress toward the results outlined in the Results Framework. The Development Hypotheses that structure the program logic for results achievement at the Goal, Development Objective (DO), Intermediate Result (IR), and sub-IR levels, including the assumptions and risks related to the Development Hypotheses, will be tracked for data, analyses, trends, and game changers.[12]

To launch MEL efforts under the new CDCS, USAID developed the Mission's PMP following the approval of the CDCS. The PMP identifies indicators at all levels of the Results Framework, illustrative performance evaluation questions, and opportunities for impact evaluation. It incorporates both standard and custom performance indicators and outline roles and responsibilities among Development Objective Working Group (DOW) teams and Mission offices, specifying how USAID maintains accountability for the results achievement, tracking, evaluation, and learning.

All programs (all projects and other activities that are associated with a particular DO) will be aligned to:

- Produce accurate and high-quality data through performance monitoring and through results measurement, which will be used to inform and facilitate decision-making for program improvement and CDCS hypothesis validation;
- Implement the Mission's collaboration, learning, and adaptation (CLA) approach, which fosters collaboration, coordination and knowledge sharing among various stakeholders to strengthen management practices, enable timely course corrections, and apply adaptive management practices;
- Measure and document USAID program achievements and impact through success stories and evaluations (both performance and impact);
- Capture data specific to gender equality and women and youth empowerment, including but not limited to data disaggregated by sex and age at the individual level, to better understand the impact and effectiveness of programming on these important populations; and
- Enhance geographical mapping of USAID/Tanzania activities to integrate project design and monitoring.

[11] USAID Administrator Rajiv Shah, Annual Letter 2014, May 16, 2014.

[12] Broad conditions that are beyond the Mission's control but could evolve to impede strategy implementation.

Baseline data and appropriate targets are or will be reflected in the PMP. Where baseline data is not available, USAID/Tanzania will conduct baseline studies for DO, IR, and sub-IR level indicators after PMP approval. Baseline studies, indicators and targets will be sex and age disaggregated, where possible, and efforts will be made to include measurement of gender and youth specific changes in line with USAID’s Gender Equality and Female Empowerment Strategy and Youth in Development Strategy.

Performance evaluations will be conducted at the DO, IR, and sub-IR levels to complement routine performance monitoring efforts with more rigorous, in-depth external and internal evaluations. Expected evaluations and assessments (including required and non-required) are identified in the Evaluation and Assessment Plan, which is part of this PMP, and the Mission will monitor and update the plan on a regular basis to keep it current. Impact evaluations included in the Evaluation and Assessment Plan shall be informed by the CDCS, which identifies illustrative opportunities for impact evaluations for each DO.

In alignment with USAID Forward, USAID/Tanzania prioritizes the building of evaluation capacity within Tanzania. The mission-wide Monitoring, Evaluation, and Learning Program (MELP) contract will build the capacity of existing Tanzanian firms and individuals who conduct evaluations and assessments for USAID/Tanzania. Inclusion of Tanzanians in evaluation work will be vital for the efficacy and sustainability of USAID work in Tanzania. MELP will adhere to USAID Forward reforms and USAID/Tanzania's utilization and support to strengthening local organizations in Tanzania.

MEL will be incorporated throughout all stages of the Program Cycle. The CDCS outlines the strategic approach and identifies the expected results as well as highlights evaluation and learning opportunities. The strategy feeds into project design. Project designs will include M&E Plans that link project logical framework results and indicators to the CDCS/PMP results framework and the CDCS illustrative indicators. Project designs also build from and inform the PMP Evaluation and Assessment Plan, which is also informed by the CDCS illustrative evaluation questions. Activities or implementing mechanisms (IMs) maintain a similar link with the Project M&E Plans, and activity implementation monitoring, informal reviews, evaluations and other assessments provide feedback loops for improving programming – informing strategy and project design. In support of the evaluation policy and project design best practices, continuing streams of monitoring and evaluation data and feedback will add value at every stage of implementation, from design through close-out.

An important part of these feedback loops are the Mission Portfolio Reviews, which will provide critical opportunities to review and assess results and evaluation findings, conclusions and recommendations. Through Portfolio Reviews, recommendations will be made on the need for projects, activities, and implementing mechanisms to adapt or change course from the evidence available during those reviews. AIDTracker+, or a similar database system, will be used for programmatic performance information management and reporting. The PMP and project/activity monitoring and evaluation plans will be updated as required based on learning.

Adaptive management and implementation processes on the part of USAID/Tanzania staff and implementing partners will be strengthened by synthesizing new learning, monitoring game-changing trends and other contextual changes across the DO, IR and sub-IR levels and all related projects and activities. Learning networks and other configurations will be created to assess their implications for USAID programs, and to address constraints to iterative adaptation for better results. Project and activity monitoring and evaluation plans will be updated based on learning as well.

To enhance learning, key partners will be identified for strategic collaboration through use of collaboration mapping, NetMapping or other stakeholder analysis approaches where appropriate. USAID/Tanzania will emphasize close collaboration with implementing partners and government counterparts to foster peer-to-peer collaboration and exchange of lessons learned around what is working, what is not working and why. Learning emerging from monitoring and evaluation efforts will be utilized in strategy assessments and project designs and fed back in appropriate forms to implementing partners, the GOT, and other donors. Learning within the East African region will also be promoted with other USAID and donor missions in other countries, and by connecting Tanzanian partners with regional counterparts. Further as part of collaborative learning, a CDCS Consultative Group has been formed to help ensure the USAID/Tanzania strategy and programs are aligned with the country’s priorities, appropriate for the country context, and founded on local expertise. To guide adaptive management, the PMP will be updated and adapted as required based on analysis and learning from performance monitoring and evaluation.

II. RESULTS FRAMEWORK

GOAL

Tanzania's socio-economic transformation toward middle income status by 2025 advanced

Development Objective 1
Tanzanian women and youth empowered

Development Objective 2
Inclusive broad-based economic growth sustained

Development Objective 3
Effective democratic governance improved

<u>Development Hypothesis</u>: If Tanzania empowers its women and youth, sustains inclusive broad-based economic growth, and makes governance more effective, then its transformation toward achieving middle income status by 2025 will be advanced.

Cross-Cutting Intermediate Result:
Data-driven decision-making, planning and implementation

Development Objective 1: Tanzanian women and youth empowered

Development Objective 1

Tanzanian women and youth empowered

IR 1.1
Gender equality increased

IR 1.2
Health status improved

IR 1.3
Lifelong learning skills improved

<u>Development Hypothesis</u>: Tanzanian women and youth will be empowered if they have equitable rights, use quality health services and are provided the skills for lifelong learning.

Development Objective 2: Inclusive broad-based economic growth sustained

Development Objective 2
Inclusive broad-based economic growth sustained

IR 2.1
Binding constraints to private sector investment reduced

IR 2.2
Agricultural productivity and profitability increased in targeted value chains

IR 2.3
Stewardship of natural resources improved

IR 2.4
Unmet need for family planning reduced

Development Hypothesis: If binding constraints to private sector investment are reduced, agricultural productivity and profitability are increased, stewardship of natural resources is improved and the unmet need for family planning is reduced, then inclusive broad-based economic growth will be sustained.

Development Objective 3: Effective democratic governance improved

Development Objective 3
Effective democratic governance improved

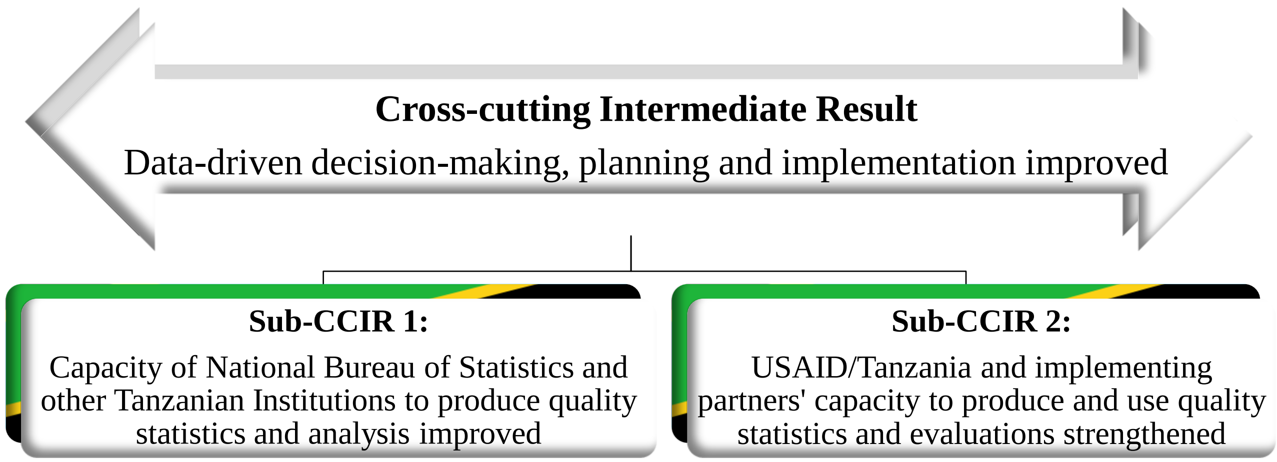
IR 3.1
Citizen engagement made more effective

IR 3.2
Government delivery of services improved

IR 3.3
Government accountability increased

Development Hypothesis: If citizen demand is made more effective, government delivery of services is improved and government accountability is increased, then democratic governance will be more effective.

Crosscutting Intermediate Result: Data-drive decision-making, planning, and implementation improved



Development Hypothesis: If Tanzanians are able to generate useful, comprehensive, comprehensible, comparable and open data in a timely manner, have the means to interpret this data and make it accessible to various stakeholders, and apply collaboration and learning for adaptation, then the management and GOT's policy decisions and action plan implementation for all sectors will be improved.

III. PERFORMANCE INDICATOR LIST

Below is a list of Performance Indicators which will be used to measure progress toward achievement of the CDCS Goal, DOs, IRs, and sub-IRs. As appropriate and based on evidence, these indicators may be updated to better measure a specific result; however, considerable effort shall be given to keeping indicators consistent over time to allow for comparative analysis over the life of the CDCS.

GOAL	
Goal: Tanzania's socio-economic transformation toward middle income status by 2025 advanced	Human Development Index -UNDP
	GNI per capita (Atlas method) - World Bank
	Major sectoral value-added share to GDP (Agriculture, industry, services sector) -World Bank
CROSS-CUTTING IR	
INDICATOR # AND	**INDICATOR TITLE**

DESCRIPTION	
CCIR: Data-driven decision-making, planning and implementation improved	Statistical Capacity Indicator (national level- World Bank)
	Number of policy reforms initiated and implemented due to informed use of data and evidence as result of USG assistance-Implementing Partners (IPs)
CCIR Sub-IR1: Capacity of National Bureau of Statistics and other Tanzanian Institutions to produce quality statistics and analysis improved	Number of NBS & GOT staff trained & retained to generate data & conduct analysis - IPs
	Number of individuals with improved policy analytical capacity as a result of USG assistance - IPs
CCIR Sub-IR2: USAID/Tanzania and implementing partners capacity to produce and use quality statistics and evaluations strengthened	Proportion of required assessments /evaluations for USG funded projects/activities conducted & findings disseminated - IP (MELP)
	Number/Percentage of USAID/Tanzania-funded evaluations and assessments that are used for programmatic decisions- IP (MELP)

DEVELOPMENT OBJECTIVE 1

INDICATOR # AND DESCRIPTION	INDICATOR TITLE
DO1: Tanzanian women and youth empowered	Gender Inequality Index -UNDP
	Maternal Mortality Ratio -DHS
	Proportion of females who complete primary school due to USG assistance-IPs
IR1.1: Gender equality increased	Percentage of women and men age 15-49 who participate in the 3 common household decisions -DHS
	Median age at first marriage among women and men - DHS
	Percentage of women who have achieved gender parity with respect to their male counterparts -DHS
	Percentage of youth unemployed or in vulnerable employment[13] – NBS
Sub-IR1.1.1: Enabling environment promoting gender equality strengthened	Number of laws, policies, or procedures drafted, proposed, adopted or amended with U.S. Government assistance, designed to promote gender equality - (standard GNDR-1) -IPs
	Number of people reached with gender norms activities due to USG assistance -IPs
	Number of people receiving GBV care due to USG assistance -IPs
Sub-IR1.1.2: Leadership and community platforms strengthened	Number of community leaders and resource personnel promoting gender equity and women and youth empowerment within their spheres of influence due to

[13] The 1.1 team has agreed to this indicator although the design is still in progress and adjustments might be made as the design reaches completion.

	USG assistance -IPs
	Number of community leaders trained in gender equity due to USG assistance- IPs
	Proportion of women and youth represented in USG-assisted community empowerment groups-IPs
IR1.2: Health status improved	Under Five Mortality Rate -DHS
	HIV incidence - HIV/AIDS Impact Assessment (HIA)
	Prevalence of stunted children under five years of age - DHS
Sub-IR1.2.1: Access to quality integrated services, with a focus on maternal, neonatal and child health increased	Percent of live births attended by skilled health personnel -DHS
	Percent of infants who received at least 3 doses of DPT by 12 months of age in USG assisted programs -DHS
	Percent of HIV+ pregnant women who received Antiretroviral therapy (ART) to reduce risk of mother to child transmission -DHS
Sub-IR1.2.2: Adoption of healthy behaviors, including healthcare seeking behavior and balanced nutrition improved	Number of people gaining access to an improved drinking water source -(standard 3.1.8.1-2)-IPs
	Percent of adults and children known to be alive and on treatment 12 months after initiation of antiretroviral therapy - (standard 3.1.1-78) -IPs
	Prevalence of exclusive breastfeeding of children under six month of age -DHS
	Percent of children under-five who slept under an insecticide-treated net the previous night –DHS/MIS
IR1.3: Lifelong learning skills improved	Proportion of students who, by the end of two grades of primary schooling, demonstrate that they can read and understand the meaning of grade level text –(standard 3.2.1-27) -IPs
Sub-IR1.3.1: Basic skills instruction improved	Number of teachers/educators/teaching assistants who successfully completed in-service training or received intensive coaching or mentoring with USG support -(standard 3.2.1-31) -IPs
	Percent early grade teachers meeting or surpassing minimum performance levels as defined by national 3Rs teacher competence framework.- Ministry of Education
	Number of textbooks and other teaching and learning materials (TLM) provided with USG assistance -(standard 3.2.1-33) -IPs
Sub-IR1.3.2: Basic skills delivery systems strengthened	Number of laws, policies, regulations, or guidelines developed or modified to improve primary grade reading programs or increase equitable access -(standard 3.2.1-38) -IPs
	Percent of schools that have received coaching/mentoring

	visits -IPs
Sub-IR1.3.3: Parental and community engagement in education enhanced	Number of PTAs or similar 'school' governance structures supported -(standard 3.2.1-18) -IPs
	Number of learners enrolled in primary schools and/or equivalent non-school based settings with USG support -(standard 3.2.1-14) -IPs
DEVELOPMENT OBJECTIVE 2	
INDICATOR # AND DESCRIPTION	**INDICATOR TITLE**
DO2: Inclusive broad-based economic growth sustained	Total demand satisfied for Family Planning by contraceptive use -DHS
	Women's Empowerment in Agriculture Index for Tanzania (WEAI) -National Panel Survey
	Daily per capita expenditures (as a proxy for income) in USG-assisted areas --National Panel Survey
	Prevalence of poverty: percent of people living on less than $1.25/day - National Panel Survey
IR2.1: Binding constraints to private sector investment reduced	Number of selected policy reforms (including laws, regulations and administrative procedures) to facilitate private sector participation and competitive markets completing the following processes/steps of development as a result of USG assistance: 1) analysis 2) stakeholder consultation/public debate 3) drafting or revision 4) approval 5) implementation- for high level policy reforms -(standard 4.4.1-33) -IPs
	Value of gross fixed private capital formation for Tanzania -National Accounts of Tanzania Mainland
	Tanzania's "Distance to Frontier" for the World Bank Doing Business Indicator for Protecting Investors-World Bank
Sub-IR2.1.1: Rural farm to market roads in targeted areas improved	Kilometers of roads improved or constructed -(standard 4.5.1-17) -IPs
	Time to market for selected value chain products in USG focus geographic areas -IPs
	Average cost of transport from farm to market for selected value chain products in USG focus geographic areas -IPs
Sub-IR2.1.2: Reliable energy supply increased	Number of connections added (grid and off-grid) during the year. (Power Africa indicator) -TANESCO , EWURA, and REA
	Number of households, businesses, municipalities, and industrial clusters with improved energy services due to USG assistance (Power Africa indicator) -MEM, TANESCO, EWURA, and REA.
	Megawatts (MW) of installed capacity (Power Africa

	indicator) -TANESCO and energy suppliers
Sub-IR 2.1.3: Predictable, coherent policies promoting private investment implemented	see CCIR indicator on policy analytical capacity -disaggregated for private investment sector to measure IR2.1.3
Sub-IR2.1.4: Potential of Public-Private Partnership to mobilize private investment demonstrated	Number of companies (firms, enterprises) that commit resources to public-private activities as a result of USG assistance -IPs
	Amount of private dollars leveraged through public-private partnerships with USAID - focus on health and education sector -IPs
IR2.2: Agricultural productivity and profitability increased in targeted value chains	Gross margins per hectare (animal or cage) of selected product - focus on hectares -(standard 4.5-16) -IPs
	Yield per hectare (animal or cage) of selected products by USG-assisted farmers (focus on hectares) –Ips
Sub-IR2.2.1: Farmers and other value chain actors adopt new technology or management practices	Number of farmers and others who have applied new technologies or management practices as a result of USG assistance -(standard 4.5.2-5) -IPs[14]
	Number of hectares of land under improved technologies or management practices as a result of USG assistance -(standard 4.5.2-2) -IPs
Sub-IR2.2.2: Output and sales in targeted agricultural value chains increased	Value of incremental sales (collected at farm-level) attributed to Feed the Future implementation -(standard 4.5.2-23) -IPs
	Metric tons of production of grain staples by USG-assisted farmers -IPs
Sub-IR2.2.3: Human resources and local organizational capacity in agriculture domain increased	Average percent change in score on key areas of organization capacity amongst USG direct and indirect local implementing partners -(standard 4.5.1-27) -IPs
	Number of individuals who have received USG-supported short-term agricultural sector productivity or food security training -(standard 4.5.2-7) -IPs
IR2.3: Stewardship of natural resources improved	Number of hectares in areas of biological significance or natural resources showing improved biophysical conditions as a result of USG assistance -(standard 4.8.1-1) -IPs
	Value of revenue collected and distributed from payment for ecosystem services in target areas -IPs
Sub-IR2.3.1: Governance, institutions and policy for landscape scale natural resources management improved	Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance -(standard 4.8.1-25) -IPs

[14] This indicator will disaggregate by sex, and the DO2 is researching the feasibility of disaggregating by age to better track women and youth empowerment as evidenced by their decision to apply new technologies and management practices.

	Number of institutions/committees/associations with improved capacity in land and water management as a result of USG assistance- disaggregated by type; using OCA- IPs
	Number of integrated laws/policies, strategies, plans, agreements or regulations addressing climate change and/or biodiversity conservation officially proposed, adopted, or implemented as a result of USG assistance - (standard 4.4.2-28) -IPs
Sub-IR2.3.2: Economic benefits from conservation based enterprises for women and youth improved	Income in dollars generated from environmentally friendly enterprises in targeted landscapes as a result of USG assistance -IPs
	Percent of female participants in USG programs designed to increase access to productive economic resources: assets, credit, income or employment -(standard GNDR2) -IPs
Sub-IR2.3.3: New technologies and approaches for climate resilience introduced and adopted by communities	Number of stakeholders with increased capacity to adapt to the impacts of climate change as a result of USG assistance -(standard 4.8.2-26) -IPs
	Number of institutions with improved capacity to address climate change issues -(standard 4.8.2-14) -IPs
IR2.4: Unmet need for family planning reduced	Couple-years of protection (CYP) provided with USG support -(standard 3.1.7.1-1) –IPs
	Contraceptive Prevalence Rate -DHS
Sub-IR2.4.1: Access to and use of long-acting and permanent contraception increased	Percent of family planning clients using long-acting and permanent contraceptive methods -DHS
	Number of people trained in family planning/reproductive health with USG funds, including long-acting and permanent methods -IPs
Sub-IR2.4.2: Contraceptive security improved	Percent of USG-assisted service delivery points (SDPs) that experience a stock out at any time during the reporting period of any contraceptive method that the SDP is expected to provide (ILMS) -(standard 3.1.7.1-2) -IPs
Sub-IR2.4.3: Family planning and reproductive health services provided to youth increased	Number of people trained in youth-friendly family planning/reproductive health with USG funds -IPs
	Number of youth who have received family planning/reproductive health services with USG assistance -IPs

DEVELOPMENT OBJECTIVE 3

INDICATOR # AND DESCRIPTION	INDICATOR TITLE
DO3: Effective democratic governance improved	Afro Barometer perception of corruption and government performance in targeted regions -USAID/W

	Percentage of citizens who perceive democracy in Tanzania has improved over the past year -IPs
IR3.1: Citizen engagement made more effective	Percentage of targeted LGAs that incorporate feedback from citizens -PS3
	Percentage of citizens who perceive citizen participation is effective in making government more responsive to citizens' needs -SATC survey and PS3
Sub-IR3.1.1: Citizen access to information increased	Number of CSO requests for information to LGAs/IOAs that are met -IPs
	Percentage of citizens who report being aware of district development plans, district level budgets, investments in key infrastructure projects -SATC survey
	Number of simplified audit reports circulated to citizens IPs
Sub-IR3.1.2: Institutional capacity of CSOs increased	CSO Sustainability Index -USAID/W
	Score, in percent, of combined key areas of organization capacity among USG direct and indirect local implementing partners –IPs
Sub-IR3.1.3: CSOs successful oversight at national and sub-national levels advocated and conducted	Number of CSOs receiving USG assistance engaged in advocacy interventions -(standard 2.4.1-9) -USAID/W
	Number of national and local policies that have input from CSOs -IPs
	Number of CSOs and IoAs reporting constructive engagement -IPs
IR3.2: Government delivery of services improved	Percentage of citizens who report being satisfied by public services provided in targeted districts -IPs
	Number/percentage of targeted LGAs that meet defined standards of good management of service delivery -PS3
	TBD - gender budget sensitive indicator -source TGNP - Tanzania Gender Networking Program
Sub-IR3.2.1: Sustainable financing for government services increased	Percentage change of total targeted LGA budget that is local own source revenue -PS3
	Percentage change in district allocation budget disaggregated by sector -PS3
Sub-IR3.2.2: Workforce distribution to deliver GOT services to underserved populations improved	Percentage of approved posts which are vacant at the targeted LGA level, disaggregated by sector and cadre -PS3
	Proportion of targeted LGAs with nurses/nurse midwives <= 3/10,000 population -PAF
	Percentage of targeted districts with Pupils-Teachers ratio ≤ 50 in Primary Schools -PAF
IR3.3: Government accountability increased	Percentage of CAG/NAOT audit recommendations implemented by the targeted government agencies - IPs

	Percentage of citizens who report having sought assistance or presented a request to targeted government offices in the past year and had their requests addressed - SATC survey
	Percentage of targeted LGAs with clean audit reports - PS3
Sub-IR3.3.1: Citizen oversight of public resources increased	Number of mechanisms improved or created for external oversight of public resources -IPs
	Number of actions taken by partner IOAs in response to issues raised by citizens - IPs
Sub-IR3.3.2: Institutions of accountability strengthened at the national and subnational level	Percentage of compliance level noted during procurement and value for money audits - IPs
	Percentage of the total number of disciplinary actions taken for the Public Leadership Code of Ethics breaches and forwarded to the Ethics Tribunal found justified and convicted - IPs
Sub-IR3.3.3: Participation of citizens, including women, youth and other minorities in electoral processes increased	Number of individuals receiving voter and civic education through USG-assisted programs -USAID/W
	Proportion of women, youth and persons with disabilities who contest in local, district, and national government leadership roles in the 2015 elections - IPs
	Percentage of women serving on local facility and school committees for targeted LGAs -PS3
CONTEXT INDICATORS	
INDICATOR # AND DESCRIPTION	**INDICATOR TITLE**
GOAL: Tanzania's socio-economic transformation toward middle income status by 2025 advanced	Budget deficit as percentage of GDP (World Bank)
	Sectoral budget execution rate (World Bank)
	National debt as percentage of GDP (World Bank)
	TZ's degree of support to EAC's/SADC's agreement and other regional integration efforts (USAID)[15]
	Domestic tax revenue and non-tax revenue as share of GDP (World Bank)[16]
DO1: Tanzanian women and youth empowered	Percentage of domestic public and private health financing as percentage of total health expenditures
	Marriage Act amended to increase marriage age of girls to 18
DO2: Inclusive broad-based economic growth sustained	Transparency International Corruption Perception Index
	Foreign Direct Investment in dollars (World Bank)
DO3: Effective democratic governance improved	Percentage of Key Results Areas (KRA) achieved in the BRN initiatives as proxy for political will

[15] The USAID/T team acknowledges that this will be a difficult indicator to track but is currently researching applicable regional indicators that might already track how East African nations support regional agreements.
[16] Tanzania's Mission Economist and Health Systems Strengthening Team Lead worked with Program Office to decide on this indicator as a proxy for domestic resource mobilization.

	Alignment of LGA budgets to their priorities
Uncategorized Context Indicators	
INDICATOR # AND DESCRIPTION	**INDICATOR TITLE**
Context	Percent of Big Results Now Key Indicators (KPI) achieved
	Percent of civil society and GOT milestones in Open Government Partnership (OGP) achieved
	Score on Ibrahim Index of African Governance
Other	Program Office would like to include all indicators being reported on in the PMP. There are indicators, for example, reported on in the PPR which do not directly measure a CDCS result. Program Office recommends reviewing all PPR indicators (and indicators reported for other purposes) and adding those that should/must continue to be reported on into a separate sub-section of the PMP, and discontinuing reporting on other indicators (particularly custom indicators that do not measure CDCS results). This would mean developing additional PIRS.

Many current activities are reporting on PMP indicators. Annex 2 (the switchboard) identifies each indicator and the responsible activity/implementing partner.

IV. MISSION APPROACHES TO MONITORING, EVALUATION, & LEARNING

Monitoring

Performance monitoring is a data-intensive and detailed endeavor. Given the sheer volume of data and number of changes—from adding, refining, and dropping indicators to updating targets and actuals—maintaining a current and authoritative PMP can be challenging. Under the Program Cycle, performance monitoring systems are inter-connected, from the mission-wide PMP to the Project M&E Plan to the Activity/IM M&E Plan—a change in one ripples across the others (see Figure 2 in ADS 203.3.5 for an illustration). As such, it is important to ensure that Activity/IM M&E Plans are consistent with the Project M&E Plan and the mission-wide PMP.

Performance monitoring is also critical to the Mission's ability to track progress toward the results identified in its CDCS results framework. The mission-wide PMP serves as a tool to measure achievement of the CDCS results framework; the Project M&E plan measures achievement of the Project Logframe (which is derived from the CDCS results framework). The Activity/IM M&E Plans contribute to the Project M&E Plan and, ultimately the PMP, and measure achievement of relevant portions of the Project Logframe. Annex 7 is the CDCS Results

Master Tracker Template, which is a tool that DO leaders can use to track results achieved against targets set on an annual basis.

The Program Office will lead the Mission's performance monitoring efforts, supported by staff throughout the Mission. To conduct coordinated Mission-wide performance monitoring, the Mission will identify monitoring points of contact:

- **Program Office Performance Monitoring Point of Contact (PMPOC):** Per ADS 203.3.2.1, missions must designate a performance monitoring point of contact within the Mission Program Office. This individual will ensure compliance with performance monitoring across the breadth of the Mission's portfolio, and will collaborate with DOW team staff in the Mission.

Technical Office Performance Monitoring Points of Contact (MPOC): In addition to the PMPOC in the Program Office, each technical team's MPOC will coordinate M&E tasks with the Program Office. AOR/CORs will also serve as a MPOC for the Activity/Mechanism that they manage.

To guide the Mission's performance monitoring work, the Mission will maintain the following schedules, which will be posted on the intranet and/or Google drive for access to all Mission staff:

- **Program Cycle Schedule:** A schedule generated and maintained by the Program Office, laying out important benchmarks in the Program Cycle for the coming year. This will include recurring items/deadlines such as the Performance Plan and Report (PPR), Mission Resource Request (MRR), Portfolio Reviews (see Portfolio Review Mission Order) and Financial Reviews (see Budget Mission Order).

- **Site Visit Schedule:** A schedule maintained by the Program Office and generated with input from all technical offices. The Site Visit Schedule will comprise a record of planned activity site visits for the coming year and include a list of visits made over the prior year with highlighted findings from each visit.

Monitoring will be an on-going, collaborative process with the participation of the implementing partner(s), USAID, host country counterparts, GOT and other stakeholders. The Mission will implement key principles and tasks outlined in the updated ADS 203 through a variety measures. These measures include but are not limited to the following:

- Adopting the standardized Performance Monitoring Mission Order and assigning monitoring roles and responsibilities to Technical and Program Office personnel as required.
- Harmonizing data collection methodology across multiple implementing partners.

- Consolidating activity and project-level monitoring information as well as GIS data into a centralized data repository and keeping the data current and updated to inform management decisions.
- Refining the PMP to reflect the outcomes of analyses/synthesis undertaken during project design/PAD development, revisiting PMP indicators to address the lessons learned during project implementation, and organizing events and meetings to share and analyze monitoring data internally within the Mission and externally with in-country stakeholders.

Evaluation

Consistent with USAID's Evaluation Policy, the Mission will strive to perform at least one impact and several performance evaluations as identified below for each DO over the course of the CDCS. The number of performance evaluations will be higher than the number of impact evaluations due to the complexity and higher cost of impact evaluations. The Mission will identify "large projects" that will require one evaluation during their lifetime. Evaluations will be implemented at project level and mostly referred to at IR level if the project is at this level or Sub –IR level if the project is at that level. Evaluations will identify the most important issues and will examine why interventions are or are not achieving the intended results as well as generate learning opportunities that will inform performance management and future project designs. The CDCS identified illustrative evaluation questions for the sectors covered by the strategy. USAID/Tanzania will go back to those questions periodically and while developing/revising the Evaluation and Assessment plan to identify those that will be most relevant each year.

MELP will provide timely and quality evaluation work and enable the Mission to obtain services for conducting external/independent performance and impact evaluations over the course of five years, in line with USAID evaluation policy. In addition, based on USAID requirements, MELP will build local evaluation-related capacity and involve local organization/consultant in evaluations.

The Mission Evaluation and Assessment Plan

A Mission-wide Evaluation and Assessment Plan is included as part of the Mission PMP. The Program Office will maintain this multi-year plan that corresponds with the life of the Country Development Cooperation Strategies (CDCS). The plan identifies evaluations to be completed during the life of the CDCS, plus any planned in out-years to ensure sufficient lead-time for the planning of evaluations. The plan includes evaluations required by the USAID policy as well as evaluations that are not required. The Evaluation Plan includes the required information about each planned evaluation as described in **ADS 203.3.3.1**. To support adaptive management and ensure adequate planning for the Mission's learning needs, the plan also includes assessments expected over the five-year CDCS timeframe. Assessments include sectoral, thematic, or other studies to answer Mission learning questions, understand the country development context, and support project design and programmatic adaptation.

Evaluation and Assessment Plan Maintenance

While the Evaluation Plan is initially drafted and approved with the Mission PMP, it is fully expected that through project design, learning, and unforeseen changes, the plan will change.

- The Evaluation and Assessment Plan will be updated on an ongoing basis by the Program Office Evaluation POC (EPOC) in coordination with each DOW team as projects are developed, new information during program/project/activity implementation "triggers" a need for an evaluation (**ADS 203.3.1.3**), or details for already planned evaluations are filled-in or changed.
- Generally, major decisions on changes must be made through some other formal decision process, for example, as decided in a portfolio review (see **Portfolio Review Mission Order**), a Project Appraisal Document's (PAD) review meeting, or a Financial Review meeting. Major decisions would include the addition or subtraction of an evaluation, the re-classification of an evaluation from required to non-required, and a change in evaluation type. However, there will also be routine maintenance, such as updating budget estimates to actuals and changing names and dates. In both cases, DOW teams should share new information with the EPOC, and the EPOC will simply enter the new information into the Evaluation Plan to keep it up to date.
- Updates must be made on an annual basis, so that the plan may serve as the basis for the Evaluation Registry, submitted as part of the PPR.
- The EPOC will make the Evaluation and Assessment Plan for available for Mission either through the intranet, Google drive or other shared drive location.

Responding to Evaluation Findings

Following the completion of an evaluation, the Program Office will lead relevant Mission staff through the process of responding to evaluation findings as described in **ADS 203.3.1.9**. This process will lead to the development of an action plan for addressing the evaluation findings, conclusions, and recommendations the Mission has accepted or any other actions it deems necessary as a result of evaluation findings, conclusions, and recommendations. If necessary, the Mission may submit a statement of differences as an annex to the evaluation report. During Portfolio Reviews, the status of action plans for evaluation findings and their use in respective decisions will be discussed and documented. In order to enhance learning and transparency, evaluation and assessment reports will be posted on the Development Experience Clearinghouse (DEC) website through the following link: dec.usaid.gov. For evaluation reports, the submission must be done within three months of the evaluation's conclusion. Evaluation and assessment reports will also be posted on the Mission's CCIR eLibrary. Evaluation and assessment reports will then be accessible for planning and assessing other programs.

Required Evaluations

For each project, consideration will be given during design to the performance evaluation(s) or impact evaluation(s) that will be undertaken (see **Project Design Mission Order**), including identification of key evaluation questions. The Program Office will determine if the project under design is subject to the "large project" evaluation requirement or the "pilot activity" evaluation requirement.

Currently, the following projects require an evaluation based on the large project calculation:

1) Health Facilities (IR 1.2)
2) Community Health (IR 1.2)
3) Agriculture (IR 2.2)
4) NRM (IR 2.3)
5) PS3 (IR 3.2)

No activities currently meet the criteria for a "pilot" and so no evaluations are required based on this criterion.

- Large projects: A large project is one that equals or exceeds the mean (average) project size in dollar value for the DO. To determine this, USAID/Tanzania will divide the total CDCS DO funding by the number of planned or on-going projects within each DO to calculate the average project funding total per DO. This average dollar amount per project at the DO level is the starting point for identifying the "large" projects that will require evaluation. Each project above the average funding total in each DO will be deemed "large" with a requirement for evaluation.

- Pilot activities: Any activity within a project involving untested hypotheses or demonstrating new approaches that may be expanded in scale or scope through U.S. Government foreign assistance or other funding sources will, if feasible, undergo an external impact evaluation. DOW teams should identify pilot activities at the design stage. If it is not possible to effectively undertake an impact evaluation, the DOW team may instead propose a performance evaluation, with Program Office approval.

- DO impact evaluation: In accordance with ADS 203.3.1.3, USAID/Tanzania DOW teams will identify at least one opportunity for an impact evaluation for each DO.

- Non-required evaluations: Projects/programs/activity/IMs that are not subject to the "large project" or "pilot activities requirement" may still be evaluated. This may include, for instance, DOW level evaluations or evaluations based on the high-priority evaluation questions identified in the CDCS or learning plan or projects or activities that represent key U.S. Government or Government of Tanzania priorities. These evaluations may be proposed by DOW teams, the Program Office, the CCIR team, or the Front Office for inclusion in the Mission Evaluation and Assessment Plan.

Calculating Large Projects

Below is the large project calculation, which lists the PAD budgets by DO and shows the average project value by DO.

DO1	Project Budgets
IR 1.1	Gender Equality = **$8 M** (CDCS)
IR 1.2	Health Facilities = **$685 M** (PAD)
	Community Health = **$300 M** (PAD)
IR 1.3	Tusome Pamoja = **$69 M** (PAD)
DO 1 total	$1,062 M (CDCS)
Average project size	**$265 M**

DO2	Project Budgets
IR 2.1	Enabling Environ = **$42 M** (CDCS)
IR 2.2	Agriculture = **$245.4** M (PAD)
IR 2.3	NRM = **$131.3 M** (PAD)
IR 2.4	Included in IR1.2
DO 2 total	$ 418 M (CDCS)
Average project size	**$139 M**

DO3	Project Budgets
IR 3.1	Governance = **$ 60 M** (CDCS)
IR 3.2	SDSS = **$451 M** (PAD)
IR 3.3	Election = **$3.1 M** (CDCS)
DO 3 total	$514.1 M (CDCS)
Average project size	**$171 M**

In identifying evaluations for inclusion in the Evaluation and Assessment Plan, USAID/Tanzania is considering a number of factors including:

1) Which projects will be required to be evaluated as per the Evaluation Policy;
2) Illustrative evaluation questions included in the Mission's CDCS; and
3) Additional learning or management decision needs as well as other triggers for initiation of evaluations as described in ADS 203.

Learning

The Mission will use a variety of approaches to assess project performance and achievement of the CDCS. The Mission will regularly collect, analyze, review, and use information gathered through its performance management systems, evaluations, portfolio reviews, partners' meetings, and field visits. By using these approaches, the Mission will improve its ability to learn from experience and plan for continuous performance improvement.

At the heart of the PMP and the CDCS is learning and adaptation. To ensure effective programming that will achieve the CDCS goal and objectives, the Mission must institute processes that provide for and make available important data and information, facilitate and strengthen collaboration and cooperation with key partners and stakeholders, promote reflection and analysis of the information, and allow for changes to activities, programs, the PMP, the CDCS, and management functions. USAID/Tanzania will develop an adaptive management approach (collaboration, learning and adapting (CLA) approach) and specific learning plans for each DO with the assistance of MELP.

Data and information to be analyzed will include data showing progress on all CDCS indicators. Analysis will also include the suitability of the set of indicators for each CDCS result, the need for any changes to the identified indicators, and a determination of cost versus value of data collection methods for CDCS indicator measurement. The annual Performance Plan and Report (PPR) preparation process will serve as another trigger for initiating review of results, indicators, and issues connected with data collection and reporting.

Data and information will also be provided through evaluations and assessments. Teams will discuss specific evaluation findings and identify/prioritize findings that need immediate attention. Teams will also discuss lessons learned from evaluation planning and evaluation implementation to improve this process. During portfolio reviews the Mission will review informational gaps and issues that need more attention, which will contribute to updates to the Evaluation and Assessment Plan. Data and information will be shared with key stakeholders as part of the collaborative learning approach. For evaluations, the Mission will organize stakeholder surveys and/or workshops to share evaluation results. Learning will also happen through evaluation team debriefs, brown bag discussions along with more formal training sessions on new developments in Agency policies and strategies that might be of direct relevance to the CDCS implementation and learning. The Mission will have periodic reflection (at least annually) on evaluation implementation lessons learned.

Given the time and effort that is expended in planning and conducting evaluations, it is essential that the Mission use evaluations to understand performance, test development hypotheses, question assumptions and cause and effect relationships and, ultimately, manage for results and learning. Per **ADS 203.3.1**, to ensure that evaluations are used and learning occurs, it is important to respond to and share evaluation findings.

The Mission will also have access to the CDCS Consultative Group (CG), a group of experienced and knowledgeable Tanzanian citizens from the public and private sector as well as civil society. The Mission will periodically explore with them the major issues and trends affecting the design and impact of USAID’s strategy, programs, and projects, especially the key context indicators related to major assumptions and risks. The CG will meet at least once a year and travel up to twice a year to visit a sample of USAID's field activities. They will discuss their findings, conclusions, and recommendations with the mission as they deliberate and advise on trends, prospects and emerging issues with potential to affect achievement of the CDCS goal and three major development objectives. USAID will utilize outcomes from CG sessions to better understand and report on trends associated with each DO, and to contribute to the Mission portfolio-wide learning agenda. Finally, we expect the CG advice to be critical inputs for adaptive management to improve results achievement.

Portfolio Reviews

ADS 203.3.12 requires that Missions conduct at least one Portfolio Review per year focused on the higher levels of the CDCS Results Framework but recommends that missions programming $20 million or more per year conduct two reviews. USAID/Tanzania will conduct two Portfolio Reviews per year. The first Portfolio Review will be a Strategic Portfolio Review conducted close to the time of preparation and submission of the annual Performance Plan and Report (PPR). The review will be focused on internal strategy and project performance leading to implementation decision-making. Performance results from the Portfolio Review will be shared with the CDCS consultative group, which is made up of Tanzanian public, private, and civil sector stakeholders, and a summary of the performance will be posted publicly. The first Portfolio Review (the Strategic Portfolio Review) will focus on the higher levels of the CDCS Results Framework. It should focus on Development Objectives (DO) performance and examine a sample of indicators at the DO, Intermediate Result (IR), and sub-IR levels contained in the PMP as well as relevant evaluation findings and action plans based on those findings. For additional specifics on content of the Strategic Portfolio Review, see the **Portfolio Review Mission Order**.

The Mission will prepare for portfolio reviews by collecting and cleaning data. DOW Team Leaders, project managers, and Agreement Officer’s Representatives/Contracting Officer’s Representatives/Activity Managers will review indicator data to determine quality and gaps relevant to their respective areas as well as analyze the data for programmatic decision making. It is critical that prior to the review the DOW team and others understand what the data mean and possible directions for adaptive management: does performance monitoring data show everything to be working as expected? Does it signal poor IP performance or something deeper? Does it reveal an unexpected positive trend that the team should take advantage of? For the portfolio review process to be an effective strategic management tool and means to foster learning within the Mission, the discussion must be well documented and the decisions and other results consistently followed-up and acted upon. An action tracker will be kept and updated for each Portfolio Review, and action items will be revisited periodically prior to subsequent Portfolio Reviews. For additional information on the expectations and processes for Portfolio Reviews, see the **Portfolio Review Mission Order**.

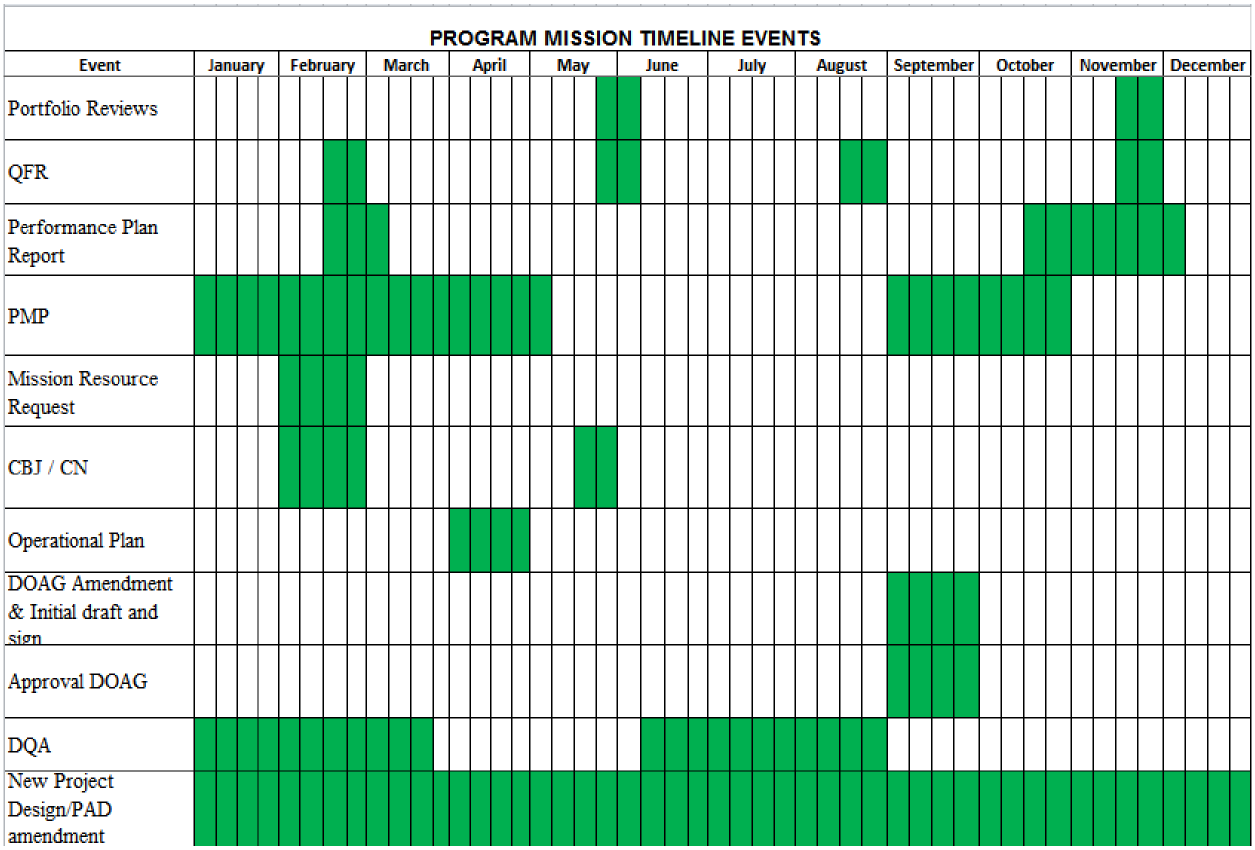
Learning Plan

The Program Office will coordinate the development of a Mission-wide Learning Plan. DOW teams will work with the CCIR team to identify learning questions and plans for collaboration, learning and adapting specific to each DO. The support from MELP will be provided to guide in the development and implementation of the Mission-wide Learning Plan. The Learning Plan will be multi-year, aligned with the timeframe of the CDCS and will include plans for learning and adapting related to the CDCS development hypothesis and game changers. It is anticipated that the detailed Learning Plan will be formulated by December 2015 and included as part of an update to the PMP. As the PMP is a living document, the Learning Plan will be periodically reviewed and updated to ensure it is relevant for implementation and achievement of the CDCS results.

V. PERFORMANCE MANAGEMENT TASKS & SCHEDULE

Performance management is an ongoing process that takes place throughout the Program Cycle and as such the PMP has connections to all stages of the Program Cycle. The Mission will refine information pertinent for performance management through the project design process and will update the PMP during the course of the strategy. For instance, project designs will reveal new information that, in turn, will change indicators and targets in the Mission PMP. Similarly, after designing activities under the project, implementers will further refine and identify new information for more realistic targets or better indicators, which in turn will affect the project's M&E Plan and possibly the PMP. Change is also introduced by Portfolio Reviews and learning, a key part of the Program Cycle, which may involve adding, subtracting, or revising indicators and targets mid-strategy. Finally, many projects will include activities that are pre-existing and must be incorporated through a portfolio alignment process (see ADS 201.3.4.3), adding more complexity to these tasks. Three major areas for navigating this complex system are: good performance monitoring planning; clear, efficient procedures during implementation when data is collected; and planning and integrating learning to improve development impact, while maintaining documentation.

To guide performance management and ensure proper planning and lead times, the Program Office will maintain an annual schedule of Program Cycle related tasks. Below is the current plan:



The following outlines the monitoring roles of the DOW team leader, PMPOC, and COR/AORs.

- The DOW Team Leader is ultimately responsible for achievement of the targets for the high-level indicators for his/her DO. Similarly, IR Leads monitor and analyze results achievement at the IR level.

- The PMPOC updates relevant performance indicators (including baselines and targets) and evaluation details from Project M&E Plans in the Mission-wide PMP within one month of approval of project authorization (see ADS 203.3.4.2). If changes are made from the original PMP based on the Project M&E plan (i.e., original IR or sub-IR indicators dropped, new indicators added), the relevant field of the Performance Indicator Reference Sheet for the changed indicator must also be modified.

- The COR/AOR/AM/G2G Manager track and analyze results for their activity as identified in the Activity M&E Plan and ensure appropriate data collection and reporting, including reporting into electronic database systems.

Mission PMP updates:

The Mission PMP will be updated at least annually. The PMPOC will make all modifications to the Mission PMP. Decision-making for PMP modifications will be inclusive, transparent and coordinated, as outlined in the two bullets below.

- Substantial modifications are those that occur because of a change to the results framework, or learning and adapting during program implementation. These changes will be decided through the process outlined for strategy modifications (see Strategy Mission Order), or in a formal decision-making forum, such as a portfolio review, and approved by the Mission Director.

- Routine modifications (such as the updates needed after approval or modification of a Project M&E Plan) should be made by the PMPOC in collaboration with DOW teams as updated information becomes available, documenting the rationale for the change in either the PIRS or performance monitoring information system.

The Mission will continue reporting on current PPR indicators, even if they are not identified as a measure of a CDCS result to allow for continuity in reporting for the Agency since all PPR indicators are relevant for measuring lower level results that support achievement of the CDCS. In addition to the existing PPR indicators, the Mission will report on a few custom indicators identified in the Mission PMP that show progress toward the CDCS. The Mission will need to decide which custom indicators will be included in the PPR prior to the next PPR, after baselines have been collected and targets have been set for all PMP indicators. The Mission will also roll out the PMP to existing implementing partners and integrate PMP indicators into relevant Activity M&E Plans. In consultation with implementing partners, DOW teams may need to reassess the adequacy and usefulness of selected indicators based on the implementing partners' experience and other considerations, such as time and costs involved in data collection.

VI. DATA QUALITY ASSESSMENTS

The goal of Data Quality Assessments (DQAs) is to ensure that decision-makers are fully aware of data strengths and weaknesses and the extent to which data can be trusted when making management decisions and reporting. DQAs are required for any indicators reported externally (i.e. those included in the PPR). For the USAID/Tanzania PMP, standard F indicators are used when they are a valid measurement of the result. Custom indicators have been developed when standard indicators are not valid, or when standard indicators capture only outputs. National indicators have been used where appropriate and possible to capture results at the CDCS Goal and DO levels. DQAs must be conducted at least six months prior to reporting data to Washington for new indicators and DQAs must be updated at least every three years. The Mission plans to conduct DQAs for all PPR indicators and all CDCS indicators. The Technical

Offices and the Program Office will track the DQA schedule for all the indicators in the PMP and will need to ensure updates to the DQA plan as new indicators are included in the PMP or PPR, or as new implementing partners begin reporting on any of the PMP and PPR indicators.

DQA Procedures and Roles:

DQA procedures will be agreed upon among the AORs, CORs, project manager and the implementing partners. Data will be checked against the five standards of quality: validity, integrity, precision, reliability and timeliness. For the Mission, this will entail the review of partners' systems and approaches for collection of data and determining whether they are likely to produce data of an acceptable quality over time. In some situations, implementing partners may be requested to complete DQA checklists. As a result of DQAs, AORs/CORs and project managers, in close coordination with implementing partners, will flag data quality issues and limitations and ensure that necessary steps are taken to resolve any data quality problems.

Missions must verify the quality of the indicator data collected. For best results, the individual closest to the data should perform the analysis of data quality. Below are the responsibilities related to DQAs in the Mission:

- The COR/AOR/AM/G2G manager is responsible for overseeing the DQAs for indicators in their Activity/IM's M&E Plan that are included in this PMP. If the COR/AOR/AM /G2G manager does not conduct the DQA, they are responsible for certifying the DQA and for addressing findings and ensuring that corrective actions are taken.

- Project Managers (or their designees) are responsible for ensuring the comparability of data for the same indicator collected by different mechanisms and performing DQAs for PMP indicators in the Project M&E Plan that are not collected by activities. They should ensure that the COR/AOR/AM/G2G manager is on track for conducting DQAs and following up on corrective actions.

- The PMPOC is responsible for conducting the DQA of PMP indicators that are not contained in Project and Activity/IM M&E Plans as well as ensuring that important findings and follow-up actions from DQAs are tracked.

Relevant parties (as identified above) shall ensure that finalized DQAs are posted at; P:\SALAMPUB\M&E\DQA Reports (or other location designated by the PMPOC) A standardized DQA form is included in the Annex of the PMP for use by the Mission.

For more information on DQAs see ADS 203.3.11 and the Performance Monitoring Mission Order.

VII. BUDGETING FOR PERFORMANCE MONITORING, EVALUATION, AND LEARNING

The Mission's portfolio is heavily earmarked, and currently includes 27 initiatives, many of which have funding restrictions or limitations. The MEL budget is made up of three discrete Monitoring, Evaluation and Learning mechanisms, two of which are specific to meeting the requirements of PEPFAR (Measure Evaluation and SIMS). The other mechanism is MELP, which will provide MEL services to the entire Mission portfolio on a demand-driven basis to include evaluations, assessments, baselines, DQAs, CLA support and capacity building. The budgets as identified for the five-year CDCS time period are illustrated in the tables below:

A. MELP Budget

	YEAR 2015	YEAR 2016	YEAR 2017	YEAR 2018	YEAR 2019
Salaries and wages (contractor)	2,900,500	2,938,951	3,092,689	3,243,091	3,413,113
Equipment & supplies (GIS, database,)	1,632,000	168,000	176,400	185,220	194,481
Data quality assessments	250,000	250,000	250,000	250,000	250,000
Evaluations (performance & impact)	3,500,000	4,020,000	4,221,000	4,432,050	4,653,652
Assessments (baselines and sector)	1,200,000	1,260,000	1,323,000	1,389,150	1,458,608
Other direct costs (including training, CLA)	1,791,950	1,424,229	1,945,150	2,054,485	2,170,495
Total	**11,274,450**	**10,061,180**	**11,008,239**	**11,553,996**	**12,140,349**

B. **MEASURE Evaluation & SIMS Budget (PEPFAR)**

	YEAR 2015	YEAR 2016	YEAR 2017	YEAR 2018	YEAR 2019
Salaries & wages (contractor)	127,698	146,160	134,814	133,766	559,935
Equipment & supplies	8,603	114	92	94	122
Data quality assessments	2,631,120	2,107,768	1,472,398	1,367,280	1,508,423
Other direct costs	1,002,953	1,002,798	1,002,760	1,002,843	1,003,044
Data collection (SIMS)	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Total budget for PEPFAR m&e	**8,270,374**	**7,756,840**	**7,110,064**	**7,003,983**	**7,571,524**

C. **Total Mission ME&L Budget (A+B)**

	YEAR 2015	YEAR 2016	YEAR 2017	YEAR 2018	YEAR 2019
Salaries & wages (contractor)	3,028,198	3,085,111	3,227,503	3,376,857	3,973,048
Equipment & supplies (GIS, database,)	1,640,603	168,114	176,492	185,314	194,603
Data quality assessments	2,881,120	2,357,768	1,722,398	1,617,280	1,758,423
Evaluations (performance and impact)	3,500,000	4,020,000	4,221,000	4,432,050	4,653,652
Assessments (baselines and sector)	1,200,000	1,260,000	1,323,000	1,389,150	1,458,608
Other direct costs (including training, CLA)	2,794,903	2,427,027	2,947,910	3,057,328	3,173,539
Data collection (SIMS)	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Total mission MEL budget	**19,544,824**	**17,818,020**	**18,118,303**	**18,557,979**	**19,711,873**
Total mission (CDCS) budget	**406,394,000**	**406,394,000**	**394,202,000**	**382,376,000**	**370,905,000**
% of MEL budget to mission budget	**4.8%**	**4.4%**	**4.6%**	**4.9%**	**5.3%**
% Evaluation budget to mission budget	**0.86%**	**0.99%**	**1.07%**	**1.16%**	**1.25%**

VIII. ANNEXES

1. CDCS Illustrative Indicator Changes
2. Indicator by Implementing Partner/Activity Crosswalk
3. Other Indicators for Reporting
4. Data Quality Assessment Plan
5. Evaluation and Assessment Plan
6. Performance Indicator Tracking Tables
7. CDCS Results Master Tracker Template
8. Site Visit Schedule
9. DQA Template
10. Performance Indicator Reference Sheets

Annex 1

CDCS Illustrative Indicator Changes

Most of the illustrative indicators identified in the Country Development Cooperation Strategy (CDCS) are included in the Performance Management Plan (PMP). Below are the list of CDCS illustrative activities which were not included in the PMP along with the explanations:

Goal-Level Indicators

- **Gender Inequality Index to IR1.1**.
  The Gender Inequality Index was moved from the Goal level to IR 1.1. It is a more direct measure of IR 1.1 (gender equality increased) than of the goal (Tanzania's transformation to middle-incomes status). In addition, several other relevant high level indicators are listed for the Goal.

DEVELOPMENT OBJECTIVE 1

IR 1.2

- **HIV prevalence - CDCS indicator.**
  The only change to the illustrative indicators included in the CDCS for IR 1.2 is a replacement of the HIV prevalence indicator with an HIV incidence indicator. Measuring the programmatic impact on reducing the number of new infections better reflects an improvement in health status. Tanzania is currently planning its first national survey to collect HIV incidence data, and will provide a source for this indicator.

IR 1.3

- **IR 1.3 -students who demonstrate understanding in basic skill areas.**
  There is no data source for demonstrating understanding in basic skills areas other than the Primary School Leaving Examination (PSLE), which is administered by the National Examination Council of Tanzania (NECTA). This source does not provide a robust measure of our intervention, and its validity and integrity are limited so it does not meet USAID data quality standards. Therefore, this indicator was dropped.

DEVELOPMENT OBJECTIVE 2

- **Agriculture value added to GDP:**
  The agricultural value added to GDP indicator is a higher level indicator that would encompass both 2.1 and 2.2 and is not a direct enough measure of our portfolio at the DO or IR levels. The CDCS goal has an indicator to reflect sectoral value to GDP; it is better placed at this level given the level of contribution by USAID towards this result.

- **Number of regional trade barriers removed to facilitate commerce and investment**.

This indicator is being dropped in favor of the policy indicator in IR 2.1 and the indicator "Tanzania's "Distance to Frontier" the World Bank Doing Business Indicator for Protecting Investors" which are better aligned with the DO2 efforts on trade reform and investment promotion and will therefore be a stronger measure of our results in this area.

- **Employment to population ratio (female and youth)**
  The DOW team believes that the poverty rate indicator combined with the per capita expenditure indicator provide better, more robust information on household and individual improvement, and are such better measures of the result

<u>IR 2.1</u>

- **Beneficiaries with improve energy services.**
  This indicator was revised to align with Power Africa. It is now worded as the standard Power Africa indicator: "Number of households, businesses, municipalities, and industrial clusters with improved energy services due to USG assistance." The indicator "Number of connections added (grid and off-grid) during the year," which is a BRN indicator, was also added in order to align with the Government of Tanzania.

- **Value of private sector investment.**
  This indicator was revised to the indicator "Amount of private sector dollars leveraged through public-private partnerships". This revised indicator focuses the investment on public-private partnership which is more closely aligned with the portfolio's activities and with therefore better measure USAID/Tanzania efforts.

- **Foreign direct investment.**
  This indicator was replaced with two indicators, namely "Number of companies (firms, enterprises) that commit resources to public-private activities" and "Value of gross fixed private capital formation." Foreign direct investment is a macro-level indicator which USAID/Tanzania's program will have limited attribution. The new indicators will more directly measure the Mission's efforts.

<u>IR 2.2</u>

- **Growth of Agricultural GDP.**
  This indicator is a higher level indicator that would encompass both 2.1 and 2.2 and is not a direct enough measure of our portfolio at the IR levels. The CDCS goal has an indicator to reflect sectoral value to GDP, which is and will show similar results and is more appropriately placed given the level of contribution by USAID towards this result.

- **Institutions using climate change information.**
  The adoption of climate smart technologies and information is incorporated in activities promoting new technologies and will be captured under the indictor measuring technology applied (under 2.2.1). The technologies indicator is disaggregated by technology type; so the DOW team will be able to measure the use of climate change related technologies. The indicator listed in the CDCS on use of climate change information is not directly aligned with the DO2

program, and so was removed given how related information can be captured through the technology indicator.

- **Reduced tariff and non-tariff barriers.**
  Trade related activities are being measured through the policy reform indicator in IR 2.1. To reduce data collection burden and more directly align indicators with USAID/Tanzania programs, the tariff indicator has been dropped.

DEVELOPMENT OBJECTIVE 3

- **Transparency international indicator from CDCS .**
  Corruption and perceptions of corruption will be tracked through the Afro barometer rather than the Transparency International Corruption Perception Index. The Afro barometer is a better measure for the Development Objective because it is based on a national survey of more than 2,400 citizens. In contrast, the TI corruption perception index is based on expert opinions and interviews with a limited number of scholars.

IR 3.1

- **Number of targeted LGA's budget cycle phases that incorporate feedback from citizens**.
  The indicator listed in the CDCS is specific to budget cycles. DO3 has replaced this proposed indicator with a broader indicator that allows for overall feedback from citizens on a variety of decisions made by LGA's, including budgets. This is a better measure of the IR which is also not specific only to budgets.

- **Proportion of women and youth participating in elections.**
  The CDCS lists this election indicator under IR 3.1 which is focused on citizen engagement. Election programming and indicators should fall under sub-IR 3.3.3. Instead of moving this election indicator under IR 3.3.3, the DOW team decided to replace it with "Proportion of women, youth and PWDs who contest in local, district, and national government leadership roles in the 2015 elections (UN Women)" because there is no data breakdown from official sources on the numbers of women and youth participating in the elections. Since NEC does not have gender or age disaggregated data, data collection would be too cumbersome and costly and would likely have validity issues. The proposed replacement indicator shows engagement of women and youth at a higher level and has a reliable available data source.

IR 3.2

- **Government institutions of accountability oversight materials available.**
  The DOW team has identified that this indicator fits more logically under IR 3.3 rather than IR 3.2 sine it is more directly related to oversight than improved services. It has been included under 3.3.1 Citizens oversight of public resources.

- **Perception of quality of public and civil services**

This indicator was replaced with a very similar indicator, “Percentage of citizens who report being satisfied by public services provided in targeted districts”. The new indicator more directly related to our programming. It allows the Mission to identify the services LGAs provide and then ask directly the degree of satisfaction with each service. Ultimately it would measure if citizens are more satisfied with the delivery of some services over others as well as whether service delivery in any specific sectors is improving.

<u>IR 3.3</u>

- **Number of Clean Audits completed by the NAO.**
  The DO3 team has replaced this indicator with a similar indicator more focused on implementation of audit recommendations. The DO3 team feels that capturing the actions after the audit is more informative, particularly capturing if the recommendations from the audit reports are implemented by the institutions.

- **Country Policy and Institutional Assessment (CPIA)**
  Transparency and Accountability: This indicator is a country-wide index that would measure a result above the IR level. Because of this, USAID/Tanzania’s program would have very limited attribution to this indicator, and it is therefore not a strong indicator for this IR.