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# TANZANIA MONITORING AND EVALUATION MANAGEMENT SERVICES (TMEMS II)

CONTRACT NO. 621-C-00-11-00006-00

FINAL YEAR FOUR (EXTENSION PERIOD) WORK PLAN (SEPTEMBER 2, 2014)  
(JUNE 2, 2014 – MAY 31, 2015)

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## LIST OF ACRONYMS

ADS	Automated Directives System
CAS	Country Assistance Strategy
CDCS	Country Development Cooperation Strategies
COR/AOR	Contracting Officer's Representative/Agreement Officer's Representative
DCL	Diligent Consulting Limited
DG	Democracy & Governance
DQA	Data Quality Assessment
ESRF	Economic and Social Research Foundation
FY	Fiscal Year
GoT	Government of Tanzania
IPs	Implementing Partners
IPRS	Implementing Partners Reporting System
MEMS	Monitoring and Evaluation Management Services
M&E	Monitoring and Evaluations
NRM/EG	Natural Resources Management/ Economic Growth
PIRS	Performance Indicator Reference Sheet
PMI	Presidential Malaria Initiative
PMP	Performance Management Plan
PPR	Performance Plan and Report
PO	Program Office
SOW	Scope of Work
TMG/HQ	The Mitchell Group Incorporated/Headquarters

## I. INTRODUCTION

USAID/Tanzania entered into a contractual agreement with The Mitchell Group, Inc. (TMG) on June 01, 2011, (Contract #621-C-00-11-00006-00, as a follow-on to the Tanzania Monitoring and Evaluation Management Services Project (TMEMS I), to continue providing technical assistance in monitoring and evaluation to the Mission and its Implementing Partners (IPs), under the follow-on project: Tanzania Monitoring and Evaluation Management Services Project (TMEMS II).

The primary objectives of TMEMS II, are: 1) to enhance and improve the functionality and usage of the Implementing Partners Reporting System (IPRS), and 2) improve the regularity and quality of data.

During Year Three of implementation, TMEMS II strengthened the monitoring support services to USAID/Tanzania Teams and their IPs and achieved the following results:

- Conducted second DQAs for FY 2013 to 5 IPs and a total of 8 indicators were assessed and reports submitted to USAID.
- Completed to solicit user feedback on IPRS and agreed on modifications with Mission. The table below shows modifications/improvements requested and their status:
- The new functionalities, detailed in Table 1 below, have been rolled-out and they are fully functional.

**Table: 1. List of New IPRS Features and Functionalities Developed and their Status**

No	Feature/Functionality	Status
1	Email notification to remind AO/CORs and IP Data verifiers to verify data	Completed
2	Read-only database system, which will allow IPs to practice more using the test database system than using the live database system for practice	Completed
3	Review and improve the Excel data entry mode through which users can enter data on an Excel template, and then upload the data when they have access to internet	Completed
4	Multiple district data entry screen	Completed
5	Improve the IPRS to enable the generation of reports on information related to inactive indicators	Completed

- Conducted a one-week Data Quality Assessment (DQA) training workshop (from 20<sup>th</sup> - 25<sup>th</sup> October 2013). A total of 26 participants from 17 IPs attended the training and received certificates of attendance.
- Conducted orientation training for IPs on the IPRS. A total of 18 IPs and 32 individuals were provided with technical support. IPs were oriented on various IPRS functionalities and features and how to use each functionality. In addition, the IPs were trained on new or enhanced features and functionalities of the IPRS, that were developed based on IPs' feedbacks and lessons learned.
- Provided technical support to Mission Teams (Health, NRM, Education and DG Teams) as preparation for PPR reporting. TMEMS II generated data reports, analyzed and reviewed data to identify gaps. Identified gaps were shared back to IPs for comments and correction for errors and finally, the cleaned data were submitted to Mission Teams for PPR reporting.
- Conducted data entry analysis for Quarter One through Quarter Four for FY 2013 to identify the over and under achievements for each IPs' indicators, and the analysis was shared with Mission teams. This exercise was part of the preparation for the Portfolio Review and the Performance Plan and Report (PPR) that were conducted in November FY 2013.
- Worked closely with the Mission Teams to identify, confirm and schedule the needed indicators for DQAs for the FY 2014 PPR.
- Conducted 1<sup>st</sup> Round DQAs for FY 2014 (January 20, 2014 to February 25, 2014) for eight IPs); assessed nine indicators; and wrote detailed DQA reports.
- Populated the DQA tracker for FY 2013 and FY 2014 DQAs to and provided technical support to two Organizations: TACCI and URI.
- Assisted three staff from the Institute of Resources Assessment (IRA) from the University of Dar es Salaam in refining their PMP and orientation training on different functionalities and features of the IPRS and reporting procedures.
- Provided technical support IPs on data entry in the IPRS.
- Conducted a half-day workshop for Capacity Developed for Partnership Accountability (CDPA) on IPRS functionalities and features.
- Conducted a customer satisfaction online survey to assess the level of satisfaction with TMEMS II support services to partners.
- Conducted an orientation to the use of the IPRS for the M&E staff of the Ariel Glaser Pediatric AIDS Healthcare Initiative (AGPAHI). The staff were oriented on various IPRS functionalities and features and how to use each functionality.
- Conducted two brown bags sessions with the Institute of Resource Assessment (IRA). Topics discussed were: Developing results framework, how to link results statements and indicators; IPRS functionalities and features and the reporting procedures.
- Conducted one brown bag training to Chemonics International, which included 12 Chemonics International' sub-partners. The training workshop was a continuation of the M&E training, which was conducted and organized by CDPA. The brown bag session was held in Bagamoyo and covered training on IPRS functionalities and features and the reporting procedures. A total of 22 participants attended the brown bag session.
- Supported the implementation of recommendations to improve data quality for those IPs that had poor DQA outcomes-TACCI and URI.

The period of June 2, 2014 to May 31, 2015 marks an extension of the TMEMS II Project for an additional year. In addition to the implementation activities required by the contract, TMG-HQ/TMEMS II staff will also implement a Transition Plan to ensure the smooth hand-over of its M&E functions to the Mission's staff so that the USAID/Tanzania M&E system will continue to function efficiently at the end of the contract.

### **I. Key Results Areas of TMEMS II Extension Period (June 1, 2014-May 31, 2015)**

Technical assistance under TMEMS II during this extension period will be provided to implement activities in support of the following key objectives/result areas:

- **Continued Management and Transition of the Implementing Partners Reporting System (IPRS)**
- **Training of New Implementing Partners (IPs) On Data Collection and Use of IPRS for FY 2014 and FY 2015 PPR Reporting**
- **Aggregate IPRS Data for Reporting During FY 2014 PPR**
- **Conduct Data Quality Assessments (DQAs) for 20 Indicators (FY 2014 and 2015 Reporting)**
- **Conduct Data Quality Assessments Training Workshop to improve data quality.**
- **Conduct internal assessment to determine whether the DQA training has been useful in improving the quality of data collected by IPs.**

TMEMS II will continue to provide support to the five Mission Teams (Education; Health; Economic Growth; Natural Resources Management and Democracy and Governance) and their respective IPs. This Extension Year Work Plan reflects the priorities of the Program Office (PO), Mission Teams, and IPs in terms of activities that will be implemented under the six key Results Areas.

#### **a. Guiding Principles**

During the extension period, TMEMS II will continue to operate in accordance with the four guiding principles contained in USAID's programming policy (ADS 200, 02/10/2012). These include:

- Managing for Results
- Maintaining Customer Focus
- Building Teamwork and Participation
- Valuing Diversity

## **1. Manage for Results, and be Responsive to the Diverse Needs of the USAID/Tanzania Teams**

The Tanzania Mission Teams and IPs have diverse performance monitoring needs. The Extension Year (Year Four) Work Plan is, therefore, designed to provide services to meet the specific needs of each Team.

## **2. Establish a Team of Tanzania Experts to Provide Customer Support and Performance Monitoring, Evaluation, and Management Services**

The capacity of the IPs to monitor and report on the performance of their respective activities is central to the success of a performance management system. The TMEMS II will continue to focus on strengthening and supporting the IPs to carry out their monitoring and reporting responsibilities with the assistance from a purely Tanzanian Team of M&E and IT/Database Specialists. The experts will continue to provide support on the IPRS and for DQAs to the Mission Teams and their IPs, and will be backstopped and closely monitored by the TMG/HQ Project Manager and Senior Technical Advisor and other M&E Virtual Advisors from TMG/HQ who will be available on-demand.

## **3. Building Teamwork and Participation**

Teamwork, coordination and participation by all stakeholders in the performance monitoring processes will continue to provide the management framework for the implementation of TMEMS II. During the implementation of TMEMS I, communication was effected through M&E Focal Points within the Mission to liaise with the wider IP teams and provide oversight on all M&E related-issues. The key Mission staff was encouraged to participate in implementing some of their M&E core activities such as DQAs. Under TMEMS II, this practice has improved to include meetings between the TMEMS II Project staff and Mission Team especially M&E Focal Points to make sure that everybody is on the same page. For instance, TMEMS had managed to convene meetings with NRM, Education and Health. TMEMS II staff will continue to share DQA schedules with the Mission, while coordinating closely with the IPs in order to encourage harmonized schedules and to ensure the DQAs go smoothly.

## **4. Valuing Diversity**

TMEMS II has a skilled local staff, and is backstopped by a multi-cultural work force that brings together experts from different sources. These sources consist of the TMG Home Office (TMG/HQ); a Senior Technical Advisor (STA), Ms. Patricia Rainey, with specialized M&E expertise and experience; a recently recruited DQA expert, Dr. Dan Blumhagen; and on-demand M&E specialists. We believe that bringing together a diverse team of experts with different backgrounds and skills will enable TMEMS II to continue to effectively serve the needs of the Mission and its partners throughout the country.

## **II. THE TMEMS II EXTENSION (YEAR FOUR) WORK PLAN**

The TMEMS II Extension (Year Four) Work Plan described in the following sections is organized by results and their respective activity categories. The Work Plan is supported by a Project Implementation Plan that is outlined in a Gantt Chart in **Annex A**. A realigned budget will be prepared and submitted upon approval of the Work Plan.

During the extension year (year four) of implementation, the focus of the project will remain on assisting Mission Teams and IPs to manage and review the data entered into the IPRS, and on conducting rigorous DQAs that will ensure better quality data is entered into the system.

### **RESULT 1: 1. Continue to Manage the IPRS, Develop and Execute a Handover Plan of the System to the Mission**

#### **➤ ACTION 1.1 Enhancing the Functionality of the Database**

As the USAID/Tanzania Country Development Cooperation Strategy (CDCS) is still under development and an accompanying PMP has not yet been developed, The TMEMS II staff does not envisage any major modifications to the IPRS for Year Four as the system has been functioning well and user feedback has been satisfactory.

Nonetheless, TMEMS II will continue to hold meetings with the M&E Focal Person/Point on each Mission Team to obtain feedback on database functionalities, and any new areas that could require improvement. Also, TMEMS II will continue to receive feedback from IPs on database functionalities and make necessary improvements accordingly.

Suggested areas of improvements that TMEMS II will concentrate on in Year Four are:

- Follow up on the effectiveness of the developed email notification function to remind CORs and IPs about data certification and verification;
- Reviewing and Improving the off-line Data Entry through which user can enter data on excel template and upload the data when they have access to internet;
- Orientation to IPs and Mission staff to use the developed read-only system that allow IPs and Mission staff to practice more on using the database; and
- Provide technical support to IPs on data entry using the developed multiple districts data entry screen of the IPRS.
- Developing a report for inactive indicators to enable retrieval of information

The following series of tasks will be implemented to accomplish Action 1.1 comprise the following:

- a) Agree on system improvements with the Mission to include new functionalities based on the Mission's and IPs' feedback.
- b) TMEMS II Database Specialists will work closely with the M&E Specialists to conduct a thorough system check to identify errors, such as features not working correctly.
- c) Based on the system review, address and correct identified system errors.

- d) Develop the new functionalities and pilot.
- e) Implement system improvements and maintain a fully functioning database.
- f) Launch new features and orient Mission staff and IPs, as appropriate.

TMEMS II staff will conduct detailed discussions with the Mission about how to best archive the data in the IPRS, since the system will need to be completely restructured once a new PMP is developed to track the CDCS.

➤ **ACTION 1.2 Improve User-Friendliness of the Database**

Anecdotal feedback from system users has been good, and we can conclude that the system is user-friendly. Users have appreciated the easy report generation, query retrieval and User Role display features of the IPRS. TMEMS II will continue to solicit informal feedback, systematically monitor user feedback and report on the related performance indicators during the course of Year Four..

➤ **ACTION 1.3 Improve Regularity and Quality of Data**

TMEMS II succeeded in reducing the number of incomplete data entries from two IPs in Quarter Two of FY 2013 to Zero in the Q1 and Q2 of FY 2014 by generating Data Gap Reports. The reports were shared with the Mission's Teams, and then TMEMS II followed up with the IPs to ensure that the all data for each indicator were entered into the IPRS. This practice will be continued in Year Four.

Additionally, in Year Four TMEMS II will continue to perform the following routine services:

- a) Review the FY 2015 targets and actual data reported in the IPRS for completeness
- b) Request the Mission Teams to review and submit their FY 2015 targets in the IPRS at the beginning of the new fiscal year, i.e., November 2014 for FY 2015 targets, so that the targets can be checked, when necessary, for consistency against the aggregate of IP targets
- c) Generate IP Data Gap Reports, which red flags data for reconciliation, and Result Summaries for the Mission Teams

➤ **ACTION 1.4 Improve Utility of Database Reports**

Feedback from the Mission indicated that the generation of reports and their usefulness have improved since the addition of the five report formats that meet the Mission's specifications. The five report formats are: the Regional Reports; IP Reports; PPR Report; GIS Report and the Dashboards. In Year Four, TMEMS II will maintain these reports to completely align them with the Teams preference and needs.

➤ **ACTION 1.5 Improve Usage of Data by Mission Staff**

In Year Four, TMEMS II will continue to prepare Results Summaries on a team basis ahead of Portfolio Reviews and provide rack-ups of the data. The staff will also encourage more IPs to upload success stories to the IPRS using the templates in an effort to expand the number of such stories available to the Mission.

An additional Management Quarterly Report showing the number of database logins by Mission users will also assist TMEMS II to better track Mission database usage.

➤ **ACTION 1.6 Handover/Transition of IPRS**

Three months to the end of contract, TMG will implement a Transition Plan to ensure the smooth handover of the selected M&E functions exercised by the project to Mission staff.

Selected Mission staff members will be trained in all aspects of IPRS administration via a series of Web-Ex based virtual training sessions and an in-country visit by the developer. We propose that at least two members from each Mission Team, a member of the Program Office and one or two IT Department Support staff be selected and trained. This will ensure that there is a sufficient number of staff to support the rest of the Mission and the IP community. We propose also that the Mission nominate an IPRS Systems Administrator to handle such tasks as notifying the Mission and IPs of database opening and closing dates, certification periods etc.

Protocols will be developed by the TMEMS II staff on how to prepare the products for Portfolio Reviews and the PPR, including the steps for setting the parameters in the database for data entry, certification etc. The target audiences for these protocols are the M&E Officer in the Program Office and the M&E Focal points on each team.

We also propose that the Mission enter into an IPRS maintenance agreement with the developer of the database for ongoing system maintenance after the end of the TMEMS Project. This is a practice that was adopted at the end of the Uganda Monitoring and Evaluation Management Services Project implemented by TMG and that has proven successful.

**RESULT 2: Train new IPs on Data Collection and Use of IPRS for FY 2014 and FY 2015 PPR Reporting**

➤ **ACTION 2.1: Training IPs on Data Collection**

TMG will employ all of the above strategies in training IPs on data collection. TMEMS II will also continue to provide one-on-one/desk-to-desk sessions with users on an as-needed basis, since this has proved to be an effective mode of training in database use. The Project's staff will also provide approximately three group orientation sessions to IPs on how to use the database.

➤ **ACTION 2.2: Conduct Brown-Bag Sessions on IPRS Utility and Data Quality**

TMEMS II will continue conducting brown-bag sessions, building on those conducted under the TMEMS I Project and TMEMS II Project, with the focus on the IPRS and data quality issues.

TMG will offer a brown bag each quarter starting in the June-September 2014 quarter with a view to inviting approximately 25 participants per brown bag. TMEMS II will use its conference facilities for the sessions in Dar es Salaam, and IPs will be asked to provide a venue for the sessions in the regions. TMEMS II will update the IPRS User Manual prior to the end of the project.

### **RESULT 3: Aggregate IPRS Data for Reporting During FY 2014 Performance Plan and Report (PPR)**

#### **➤ ACTION 3.1: Q3/Q4 Data Entry in IPRS and 2015/2016 Targets Revisions in IPRS**

TMEMS II will follow up with IPs for Q3 and Q4 data entry in the IPRS and FY 2015 and 2016 Targets revisions in the IPRS. After actual and Target data entry, TMEMS II will review the accuracy and consistency of the data entered in the IPRS. We will further work with Teams M&E focal points to certify the information in the IPRS to ensure that they match with IPs' Quarterly reports and locked for any changes.

#### **➤ ACTION 3.2 Annual Data Entry Analysis**

TMEMS II will also conduct annual data entry analyses and solicit comments from IPs for any indicator with over/under achievement. The analyses/comments will be shared with Mission Teams for their review. After the Mission's review, TMEMS II will then generate annual data from the IPRS for each team for the indicators that will be required for FY 2014 Portfolio Review (PR) and Performance Plan and Report (PPR). For each indicator, data will be reviewed for its completeness and analyzed to assess IPs' indicator performance.

#### **➤ ACTION 3.3 Under/Over Reporting of Indicators**

TMEMS II will work in collaboration with Mission Program Office and Teams to include comments for indicators with over/under achievement in the generated PPR. After data have been generated and comments solicited, data will be aggregated according to Mission Teams (Health, Education, Natural Resource Management and Democracy and Governance) and shared with Program Office, who will share with Mission Teams for review and as inputs in the preparations for the portfolio review and PPR.

#### **➤ ACTION 3.4: Additional Information for Portfolio Review and PPR**

TMEMS II will also provide any additional information required for Portfolio Review and Performance Plan and Report. Specifically, TMEMS II will also work with PMI Team to provide information for PMI reporting. This will include generating aggregated information by zone which is Mainland and Zanzibar as PMI requirements. TMEMS II team will enter the aggregated information in a PMI report template, solicit comments from IPs for each indicator with over/under achievement and share with PMI team for their review. TMEMS II will be ready to assist for any additional information as per FY 2014 PMI requirements.

## **RESULT 4: Conduct DQA for 20 Indicators to Meet the Requirement of ADS 203.3.5.2, For the FY 2014 and FY 2015 Reporting**

In Year Three, TMEMS II performed DQAs for 20 indicators and a similar number are expected in Year Four. TMEMS II will work closely with the Mission's Teams and Program Office to determine which indicators will need a DQA. The list of indicators and a schedule will be shared with the IPs four weeks ahead of the start of a DQA.

TMEMS II will meet with Mission Teams' M&E Focal Points and the PO to identify and schedule the DQAs required ahead of the FY 2014 and FY 2015 PPRs. In the absence of a new CDCS and associated PMP, TMG anticipates conducting the same number of DQAs as in previous years, but will be mindful of the contract's requirement to conduct DQA for 20 indicators. TMEMS II will then develop a draft schedule for the DQAs for the Mission's approval. The schedule will be communicated to the relevant IPs before actual implementation of the DQAs. TMEMS II will prepare and disseminate the findings of the DQA in a concise DQA Report. TMEMS II will simultaneously email the IP DQA Report to the IP, the relevant COR/AOR, Mission M&E Focal Point and Program Office. In the absence of any feedback from these parties, the reports will be considered final.

In conducting DQAs and improving on our systems and tools, TMEMS II will review DQA best practices and lessons learned over the TMEMS II project as well as from other TMG M&E Projects globally, including the following:

- IPs with dedicated M&E staff have better and improved performance management practices as compared to IPs without dedicated M&E staff.
- Timely sharing of relevant documentation, especially the PMP and Project SOWs, among an IP's staff (particularly field staff), increases the staff's knowledge about their project.
- IPs who internally validate their performance data via formal validation mechanisms have better data quality compared to those who do not.
- Regular M&E Review/Experience Sharing Meetings among an IP's staff helps to build M&E capacity and strengthen M&E Systems.
- Joint monitoring between USAID, IPs, and host country partners increases a stakeholder's participation and ownership, thereby, enhancing the likelihood of achieving sustainability.
- Feedback from USAID and the IPs on DQA reports allows TMEMS II to further support improvement of the IPs' M&E Systems.
- Follow-up on DQA recommendations and the immediate implementation of the recommendations greatly improves the DQA process and improves M&E Systems.

### **➤ ACTION 4.1 Conduct Follow-up of the FY 2014 DQA Recommendations**

Given the poor outcomes of some of the Year Three DQAs, follow-up visits are clearly needed and worth the investment of resources. TMEMS II, therefore, plans at least one monitoring visit per quarter to IPs outside of the capital's environs to ensure that data quality improves.

TMEMS II will follow the sequence of steps below to follow up on the implementation of DQA recommendations:

- Develop a Follow-up Tracker for the FY 2014 DQAs.
- Populate the FY 2014 DQA Follow-up Tracker and provide feedback to the Mission's Teams and Program Office on the extent to which IPs are implementing the recommendations.
- TMEMS II M&E Specialists will follow up with the IPs to make sure that any deficiencies have been addressed prior to the IPs' next submission of their data for those indicators.

➤ **ACTION 4.2 Conduct Data Quality Assessments for FY 2014 and FY 2015**

TMEMS II will meet with the Mission Teams' M&E Focal Points and the PO to identify and schedule the DQAs required ahead of the FY 2014 and FY 2015 PPRs. TMEMS II will develop a draft schedule for conducting the DQAs for the Mission's approval. The schedule will be communicated to the relevant IPs before actual implementation of the DQAs. TMEMS II will prepare and disseminate the findings of the DQAs in a concise DQA Report. TMEMS II will simultaneously email the IP DQA Reports to the IPs, the relevant COR/AORs, Mission M&E Focal Points and Program Office. In the absence of any feedback from these parties, the reports will be considered final.

➤ **ACTION 4.3 Disseminate FY 2014/2015 Data Quality Assessment Findings**

TMEMS II will follow the steps below in disseminating the DQA findings within the Mission:

- Submit Draft DQA Main Reports
- Prepare and deliver Power Point Presentations on the data quality issues for each Mission Team
- Incorporate feedback from the IPs and the Mission's Teams into the DQA Main Reports
- Submit Final DQA Main Reports
- Upload Mission DQA checklists for all the relevant indicators in the IPRS
- When the data do not meet the five data quality standards, provide narrative descriptions about their shortcomings for inclusion in the PPR
- Provide feedback to the IPs on the recommendations
- Include IPs whose data quality requires improvement on the DQA Tracker

➤ **ACTION 4.4 Plan for FY 2014/2015 DQAs**

TMEMS II will follow the steps below for the FY2014/2015 DQAs:

- Populate the FY 2013/2014 DQA Follow-up Tracker and provide feedback on the status of the implementation of the recommendations to Mission Teams and Program Office.
- Meet with Mission Teams' M&E Focal Point/Person and PO to identify and schedule DQAs for FY 2014/2015 data across all of the Teams.
- Develop a schedule for DQAs such that the DQAs are completed by May 31, 2015, the end of the TMEMS II Project's 4<sup>th</sup> option year.

- Conducting DQAs for the identified indicators to be reported in FY2014/2015 PPRs
- DQA Report Submission.

## **RESULT 5: Train IPs on Data Quality Assessment Process To Improve On Quality of Data Reported**

### **➤ ACTION 5.1 Conduct Training Workshops on DQA**

In Year Three, TMEMS II conducted a five-day DQA training course whose comparison of pre-training test and post-training test results showed that overall the score obtained by the participants increased from an average of 65% to 80%, an increase of only 15%, because most of the training attendees still lacked an understanding of basic M&E concepts because of the little time used to cover the course. A workshop on data quality presumes a minimum understanding of key concepts in M&E and the content of such a workshop is generally conceptually more difficult than the content of a basic M&E workshop.

TMEMS II will again offer a training course on DQA for all IPs and interested Mission staff but will endeavor to ensure that the outcomes are improved by (1) requiring potential participants to undertake a course on basic M&E concepts; (2) increasing the duration of the course to two weeks so that the material can be covered at a slower pace and (3) offering the course on a modular basis.

Based on a model successfully used during the last DQA training, this five-day course will include extended field work as participants carry out one of a series of guided DQAs to better contextualize the sometimes difficult theoretical concepts that underpin data quality. Participants gave this course good reviews with respect to how it was able to operationalize the concepts. A small number of IPs will be selected as the venues for carrying out these exercises, with the choice guided in part by the outcomes of the M&E Systems Assessment outlined above and partly by the nature of the data problems we wish to highlight. Initially participants will be introduced in the classroom context to the theoretical principles of measurement and data quality and in group work sessions will review a set of manipulated data (i.e., data that is deliberately falsified) and its related Performance Indicator Reference Sheet. After two days in the classroom, participants will take the guided DQA exercise on the third day in the Dar es Salaam area. They will work together to write the DQA report/s on the fourth day and prepare to present them in a plenary session. The final day of the workshop will be devoted to wrapping up the plenary sessions and facilitating the discussions between IPs and their CORs based on the outcomes of their IP M&E Systems Assessment.

## **RESULT 6: TMEMS II Efficiently and Effectively Managed**

TMG/HQ will continue to monitor and manage the technical and cost control/expenditure elements of the contract in accordance with established policies, procedures, and internal controls. The established procedures for measuring and reporting performance will insure that progress under the contract continues to occur within scheduled time frames and cost parameters. TMG/HQ management support will be provided by:

- Jenkins Cooper, TMG’s Vice President, and Lans Kumalah, Director of Operations, will continue to provide overall oversight for the implementation of the project and ensure the quality of deliverables.
- TMG’s Controller/Financial Management Specialist, Abi Fasosin, will continue to exercise key responsibilities for the administrative and financial oversight of TMEMS II activities and coordinate the smooth functioning of the IPRS. He will review the Project’s financial reports to ensure they are clear and accurately reflect the nature, time and source of expenditures, with receipts attached for all expenditures in full compliance with U.S. Government regulations.
- TMG/HQ Administrative/Logistical Support Backstop Officer, Walidah Willoughby, will provide administrative and logistics support to the field team, regarding recruitment and fielding of consultants, commodity procurement, etc.

The Senior IT/Database subcontractor, Hennice, Inc., will continue to provide technical backstopping to the IT/Database Specialist, and will be available to work with all parties to efficiently respond in a timely manner to resolve any problems identified.

Ms. Patricia Rainey, TMEMS II STA and/or Dr. Dan Blumhagen, TMG/HQ M&E Specialist, will provide virtual and in-country support for the TMEMS II’s staff on general M&E issues and data quality. This team will provide day-to-day support to the staff by conducting a weekly SKYPE meeting, the focus of which will be progress on the annual work plan and any management issues arising from its implementation. Support is likely to focus on the conduct of DQAs, entailing technical guidance and report reviewing and editing. Ms. Rainey or another M&E Specialist will also make in-country visits on an as-needed basis under a separate Scope of Work.

In addition to the above staff, TMEMS II will have access to international, regional and local consultants, who will complement field interventions and/or address special needs that may arise during implementation within the scope of the current contract. Their services may range from providing training targeted on how to conduct DQAs, supporting the actual conduct of the DQAs to undertaking special requests by the teams.

➤ **ACTION 6.1 TMEMS II Management and Technical Capacity Improved**

Improved communications and ensuring quick and easy access to TMEMS II’s services and staff will continue to be a priority under TMEMS II in order to narrow the communications gap between the Project’s staff and the Mission’s CORs/AORs. Communication between the Project’s staff and the Mission’s M&E Focal Points is good. TMEMS II will focus on building personal relationships with the CORs and AORS and seek out M&E champions in the Mission who may be able to influence their fellow staff members. TMEMS II will continue to post the Project’s Work Plan and the presentations from the Brown Bag Sessions on TMEMS II’s website: [www.tanzaniamems.com](http://www.tanzaniamems.com); a practice that is greatly appreciated by the IPs.

### ➤ **ACTION 6.2 Prepare Required Reports and Documents**

Quarterly Performance and Financial Reports will continue to be submitted in accordance with the U.S. Government's fiscal year calendar. Other documentation includes, but is not limited to the following:

- Training Reports
- Customer Satisfaction Survey Findings
- DQA Reports
- Status of Performance Indicator Data Entry in the IPRS
- Project Final Report

### ➤ **ACTION 6.3 TMEMS II and TMG/HQ Coordination, Implementation and Monitoring Support**

TMEMS II will continue its regular monthly meetings with the USAID TMEMS II COR review on-going activities and to plan for upcoming activities. We also propose to hold quarterly meetings between the TMG staff and the Mission Teams and IPs. The Project Coordinator will assume responsibility for communicating with the USAID Teams on management matters via the project's COR. The TMG/HQ will continue to regularly review project progress and be actively involved in monitoring both project and staff performance. TMG will make the following field visits: 1) an mid-project year assessment visit in **November, 2014** to consult with the field team, USAID/Tanzania and other stakeholder to assess project progress and transition issues against the work plan; and begin to develop transition protocols for key interventions (IPRS, DQAs, etc.); and 2) a close-out visit in **May, 2015**.

## **RESULT 7: Develop and Implement a TMEMS II Transition Plan**

As Year Four is the last of the option years to be exercised under the TMEMS II contract, TMG will develop and implement a Transition Plan to ensure the smooth handover of the selected M&E functions exercised by TMEMS II to the Mission staff.

Selected Mission staff members will be trained in all aspects of IPRS administration via a series of Web-Ex based virtual training sessions and an in-country visit by the developer. We propose that at least two members from each Mission Team, a member of the Program Office and one or two IT Department Support staff be selected and trained. This will ensure that there is a sufficient number of staff to support the rest of the Mission and the IP community. We propose also that the Mission nominate an IPRS Systems Administrator to handle such tasks as notifying the Mission and IPs of database opening and closing dates, certification periods etc.

Protocols will be developed by TMEMS II on how to prepare the products for Portfolio Reviews and the PPR, including the steps for setting the parameters in the database for data entry, certification, etc. The target audiences for these protocols are the M&E Officers in the Program Office and the M&E Focal points on each Mission team.

We also propose that the Mission enter into an IPRS maintenance agreement with the developer of the database for ongoing system maintenance after the end of the TMEMS II Project. This is a practice that was adopted at the end of the Uganda Monitoring and Evaluation Management Services (UMEMS) Project implemented by TMG that has proven successful.

The TMEMS II STA and local M&E Specialists will also provide protocols on how to organize DQAs and conduct training sessions for the Mission staff on how to conduct DQAs. We propose a short version of the DQA course offered in Year Two that included a morning session on how to conduct a DQA, a half-day field exercise conducting a DQA and a half-day session on writing a DQA Report. TMEMS II proposes that the Mission make this short training mandatory for CORs. Again, following a successful practice used for USAID/Uganda, TMG will prepare a SOW for the Mission to use in the event it wishes to contract out the DQA exercises to local sub-contractors.

### **III. PROPOSED IMPLEMENTATION SCHEDULE/TIMELINE**

Because of a delay in signing the contract amendment and the need for the field team to rapidly mobilize to conduct DQAs, TMG did not formally mobilize and field its start-up team as planned to develop the work plan and conduct a team building exercise for the staff. Instead, the work plan was developed remotely, working closely with the field team whenever they were available. For the most part, they were inaccessible, as they were conducting DQAs and often did not have internet access. The key TMG/HQ team assigned to manage this contract and conduct field monitoring and implementation visits, include: 1) TMG Home Office Project Manager, Jenkins Cooper; 2) Financial Management Specialist, Abi Fasosin; and 3) the IT/Database Subcontractor, Hennice, Inc. (Niyi Fajemidupe).

Despite the TMG/HQ Team not formally fielded specifically for the start-up period of the extension, TMG successfully re-employed staff already with TMEMS II; arranged new office facilities, locating their project to a slightly bigger office, conference room, etc. All staff were available to start work almost immediately.

During its mid-project assessment visit, TMG plans to undertake a series of meetings with the Program Office and Development Objectives Teams to assess project progress and make implementation adjustments as necessary, as well as begin consultation on transition issues. The IPRS subcontractor, Hennice Inc. and the local IT/Database specialists will work closely with the Mission to fully identify urgent needs related to the IPRS. Upon approval of the Work Plan, we will update our Quality Assurance Surveillance Plan (QASP) to incorporate other performance indicators requested by USAID and IPs to measure the quality of services provided and the resulting improvement in the activities those services were designed to assist. We will work closely with the Mission and IPs to ensure that all of our targets are achieved on schedule and with the intended impact.

The following Implementation Schedule/Timeline (**Annex A**) presents key milestones and actions envisioned in the RFP and others designed specifically by TMG to meet the overall requirements of the project over the 12-month duration of the project.

## ANNEX A: TMEMS II PROJECT GANTT CHART FOR YEAR FOUR

TMEMS II GOAL: To Enhance Database Functionality & Improve Data Quality					Qtr 4 FY 14				Qtr 1 FY 15			Qtr 2 FY 15			Qtr 3 FY 15		
Key Result Areas & their Actions	Milestones	Assumptions	Lead Staff	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
<b>RESULT 1: Continue to Manage the IPRS, Develop and Execute a Handover Plan of the System to the Mission</b>																	
<b>ACTION 1.1 Enhancing the Functionality of the Database</b>																	
a) Agree on System Improvements with the Mission and IPs to Include New Features and Functionalities Based on Mission and IPs Feedbacks	List of Approved Functionalities	Availability of Mission Teams M&E Focal Points/Persons and IPs and their willingness to provide feedbacks based on experience and lesson learned	TMEMS II PC, IT/Database Specialist, and Mission Teams M&E Focal Points/Persons														
b) The Project Database Specialists to work closely with the M&E Specialists to conduct a thorough system check to identify errors, such as features not working correctly	List of Errors to be Fixed	N/A	Senior Database Designer, IT/Database Specialist & M&E Specialists														
c) Based on the system review, address and correct identified system errors	List of Fixed Improvements	N/A	Senior Database Designer & IT/Database Specialist														
d) Develop the new functionalities and pilot	List of Fixed Improvements	N/A	Senior Database Designer & IT/Database Specialist														
e) Conduct Database Orientation for New IPs and New M&E Staff Coming on Board	Updated List of New IPs	Notification about new IPs by Mission Teams M&E Focal Points/Persons	IT/Database Specialist														
f) Implement System Improvements & Maintain Fully Functioning Database	Fully Functional Database as Per Agreed Improvements	N/A	Senior Database Designer & IT/Database Specialist														
g) Launch new features and orient Mission staff and IPs as appropriate.	List of new IPRS features & functions	N/A	Senior Database Designer & IT/Database Specialist														
<b>ACTION 1.2 Improve User-Friendliness of the Database</b>																	
a) Solicit User Feedback on IPRS	List of Features to be Improved	N/A	Senior Database Designer, IT/Database Specialist & M&E Specialists														
b) Agree Modifications with Mission	List of Features to be Improved	N/A	TMEMS II PC														
c) Make Modifications	Improved System	N/A	Senior Database Designer														
d) Review and Improve the off-line Data Entry Through Which User Can Enter Data on Excel Template and Upload the Data When They Have Access to Internet	Improved System	N/A	Database specialists and Senior Database Designer														
e) Provide Technical support to IPs and Mission on the develop Multiple District Data Entry Screen	Improved System	N/A	Database specialists and Senior Database Designer														
f) Promote IPs to use the developed Read-only System Which Allow IPs to do more Practices on Database Use	Improved System	N/A	Database specialists and Senior Database Designer														
<b>ACTION 1.3 Improve Regularity and Quality of data</b>																	
a) Follow-up with IPs to ensure usage of IP Data Verifier Role		N/A	IT/Database Specialist and M&E Specialists														

b) Review the FY 2014 and 2015 targets and actual data reported in the IPRS for completeness	Complete Data Sets in the IPRS	IPs will meet deadlines for targets and actuals	TMEMS II M&E Specialists														
<b>Tanzania MEMS II GOAL: To Enhance Database Functionality &amp; Improve Data Quality</b>				<b>Qtr 4 FY 14</b>			<b>Qtr 1 FY 15</b>			<b>Qtr 2 FY 15</b>			<b>Qtr 3 FY 15</b>				
<b>Key Result Areas &amp; their Actions</b>		<b>Milestones</b>	<b>Assumptions</b>	<b>Lead Staff</b>	<b>June</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>
c) Request Teams to review and submit their FY 2015 targets for consistency with IP total targets in the IPRS where necessary		Consistent Team & IP FY 2014 Targets	Mission Teams (CORs/AORs) will respond in timely manner	TMEMS II M&E Specialists and Mission Teams M&E Focal Points/Persons													
d) Generate IP Data Gap Reports, Red Flags for Reconciliation and Result Summaries for Mission Teams		Data Reports and Result Summaries	Availability of Mission Teams M&E Focal Points/Persons	TMEMS II M&E Specialists and Mission Teams M&E Focal Points/Persons													
<b>ACTION 1.4 Improve Utility of Database Reports</b>																	
a) Maintain available reports to completely align with the Mission Teams and IPs preference and needs			Strong support from AORs/CORs to encourage IPs to collect this t data timely	TMEMS II M&E Specialists and Mission Teams M&E Focal Points/Persons													
b) Develop a report for inactive indicators to enable retrieval of information for inactivated indicators		Report of inactive indicators		IT/Database Specialist													
<b>ACTION 1.5 Improve Usage of Data by Mission Staff</b>																	
a) Develop Results Summaries		Complete Accurate Results Summaries	Data available and complete	IT/Database Specialist and M&E Specialists													
b) Promote uploading of Success stories to IPRS		Wide Range of Success Stories Available	IPs aware of different templates available	Senior Database Designer & IP M&E Specialists													
c) Enhancement of Dashboards and GIS to include variety of Data analyses				Senior Database Designer & IP M&E Specialists													
<b>Action 1.6 Handover/Transition of IPRS</b>																	
a) Select Mission staff members who will be trained in all aspects of IPRS administration				TMEMS II M&E Specialists and Mission Teams M&E Focal Points/Persons													
b) Develop Protocols on how to prepare the products for Portfolio Reviews and the PPR				IT/Database Specialist and M&E Specialists													
<b>RESULT 2: Train new IPs on Data Collection and Use of IPRS for FY 2014 and FY 2015 PPR Reporting</b>																	
<b>ACTION 2.1 Training IPs on Data Collection and IPRS Use</b>																	
a) Provide one-on-one/desk-to-desk sessions with users on and as-needed basis,		Training sessions	N/A	IT/Database Specialist and M&E Specialists													
b) Provide group orientation sessions to IPs on how to use the database.		Orientation sessions	Willingness of IPs to participate in the trainings	IT/Database Specialist and M&E Specialists													

Tanzania MEMS II GOAL: To Enhance Database Functionality & Improve Data Quality				Qtr 4 FY 14				Qtr 1 FY 15			Qtr 2 FY 15			Qtr 3 FY 15		
Key Result Areas & their Actions	Milestones	Assumptions	Lead Staff	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>ACTION 2.2 Conduct Brown-Bag Session on IPRS Utility and Data Quality</b>																
a) Conduct brown-bag sessions, with the focus on the IPRS and data quality issues		IPs will be willing to attend brown bag sessions	M&E Advisor & TMEMS II PC													
b) Update the IPRS User Manual prior to the end of the project.			IT/Database Specialist													
<b>RESULT 3: Aggregate IPRS Data for Reporting During FY 2014 Performance Plan and Report (PPR)</b>																
<b>ACTION 3.1 Q3/Q4 Data Entry in IPRS and 2015/2016 Targets Revisions in IPRS</b>																
a) Conduct follow up with IPs for Q3 and Q4 data entry in the IPRS and FY 2015 and 2016 Targets revisions in the IPRS		N/A	T/Database Specialist													
b) Review the accuracy and consistency of the data entered in the IPRS.			T/Database Specialist and M&E Specialists													
<b>ACTION 3.2 Annual Data Entry Analysis</b>																
a) Conduct annual data entry analyses and solicit comments from IPs for any indicator with over/under achievement		N/A	T/Database Specialist and M&E Specialists													
b) Share the analyses/comments with Mission Teams for their review			T/Database Specialist and M&E Specialists													
c) Generate annual data from the IPRS for each team for the indicators that will be required for FY 2014 Portfolio Review (PR) and Performance Plan and Report (PPR)			T/Database Specialist													
<b>ACTION 3.3 Under and Over Reporting of Indicators</b>																
a) Work in collaboration with Mission Program Office and Teams to include comments for indicators with over/under achievement in the generated PPR			T/Database Specialist and M&E Specialists													
b) Aggregated data according to Mission Teams (Health, Education, Natural Resource Management and Democracy and Governance) and shared with Program Office, who will share with Mission Teams for review and as inputs in the preparations for the portfolio review and PPR			IT/Database Specialist													
<b>Action 3.4 Additional Information for Portfolio Review and PPR</b>																
a) Provide any additional information required for Portfolio Review and Performance Plan and Report			TMEMS II M&E Specialists and Mission													
b) Work with PMI Team to provide information for PMI reporting			TMEMS IT Specialist													
c) Generate aggregated information by zone which is Mainland and Zanzibar as PMI requirements.			TMEMS IT Specialist													
d) Enter the aggregated information in a PMI report template, solicit comments from IPs for each indicator with over/under achievement and share with PMI team for their review			TMEMS IT Specialist													

Tanzania MEMS II GOAL: To Enhance Database Functionality & Improve Data Quality					Qtr 4 FY 14				Qtr 1 FY 15			Qtr 2 FY 15			Qtr 3 FY 15		
Key Result Areas & their Actions		Milestones	Assumptions	Lead Staff	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>RESULT 4: Conduct DQA for 20 Indicators to Meet the Requirement of ADS 203.3.5.2, For the FY 2014 and FY 2015 Reporting</b>																	
<b>Action 4.1 Conduct Follow-up of the FY 2014 DQA Recommendations</b>																	
a) Develop a Follow-up Tracker for the FY 2014 DQAs		Follow up Tracker		M&E Specialists													
b) Populate the FY 2014 DQA Follow-up Tracker and provide feedback to the Mission's Teams and Program Office on the extent to which IPs are implementing the recommendations.		Follow up Tracker		M&E Specialists													
c) Conduct follow up with the IPs to make sure that any deficiencies have been addressed prior to the IPs' next submission of their data for those indicators.		Follow up		M&E Specialists													
<b>Action 4.2 Conduct Data Quality Assessments for FY 2014 and FY 2015</b>																	
a) Meet with the Mission Teams' M&E Focal Points and the PO to identify and schedule the DQAs required ahead of the FY 2014 and FY 2015 PPRs		List of Needed DQAs for FY 2014/15	Mission Teams (CORs/AORs) will respond in a timely manner	TMEMS II M&E Specialists													
b) Develop a draft schedule for conducting the DQAs for the Mission's approval		DQAs Schedule	N/A	TMEMS II M&E Specialists													
c) Develop final Schedule for DQAs and share with relevant IPs before actual implementation of the DQAs		DQAs Schedule	N/A	TMEMS II M&E Specialists													
d) Conduct DQAs for the scheduled indicators		Completed DQAs	Availability of IPs willing to participate in DQA	TMEMS II M&E Specialists													
e) Prepare IP DQA Summaries and DQA Main Reports		DQA Reports	Mission Teams (CORs/AORs) will respond with substantive comments in a timely manner	TMEMS II M&E Specialists													
<b>Action 4.3 Disseminate FY 2014/2015 Data Quality Assessment Findings</b>																	
a) Submit Draft DQA Main Reports		Indicator DQA report	N/A	TMEMS II M&E Specialists													
b) Incorporate feedback from the Mission's Teams into the DQA Main Reports		Feedback on DQAs	Mission Teams (CORs/AORs) will respond with substantive comments in a timely manner	TMEMS II M&E Specialists													
c) Submit Final DQA Main Reports		Final DQA Reports	N/A	TMEMS II M&E Specialists													
d) Upload Mission DQA checklists for all the relevant indicators in the IPRS		Mission DQA Checklists	N/A	TMEMS II M&E Specialists													
c) Provide feedback to the IPs on the recommendations		Feedback	N/A	TMEMS II M&E Specialists													
d) Populate DQA Tracker to IPs whose data quality requires improvement		DQA Tracker	N/A	TMEMS II M&E Specialists													

Tanzania MEMS II GOAL: To Enhance Database Functionality & Improve Data Quality				Qtr 4 FY 14				Qtr 1 FY 15			Qtr 2 FY 15			Qtr 3 FY 15		
Key Result Areas & their Actions	Milestones	Assumptions	Lead Staff	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>Action 4.4 Plan for FY 2014/2015 DQAs</b>																
a) Populate the FY 2013/2014 DQA Follow-up Tracker and provide feedback on the status of the implementation of the recommendations to Mission Teams and Program Office			TMEMS II M&E Specialists													
b) Meet with Mission Teams' M&E Focal Point/Person and PO to identify and schedule DQAs for FY 2014/2015 data across all of the Teams	List of indicators for DQA	Mission Teams (CORs/AORs) will respond in a timely manner	TMEMS II M&E Specialists													
c) Develop a schedule for DQAs such that the DQAs are completed by May 31, 2015	DQA schedule	N/A	TMEMS II M&E Specialists													
d) Conducting DQAs for the identified indicators to be reported in FY2014/2015 PPRs	Completed DQAs	N/A	TMEMS II M&E Specialists													
e) DQA Report Submission.	DQA report	N/A	TMEMS II M&E Specialists													
<b>Result 5: Train IPs on Data Quality Assessment Process to Improve on Quality of Data Reported</b>																
<b>ACTION 5.1 Conduct Training Workshops on DQA</b>																
a) Draft SOW for Conducting DQA Training Workshop	SOW for M&E Training	TMEMS II COR will respond with substantive comments in timely manner	M&E Advisor & TMEMS II PC													
b) Design a Two-week Course	DQA Course	IPs and Mission staff interested in participating	TMG STTA & TMEMS II M&E Specialists													
c) Conduct the Training Course	Training course completed	IPs willing to attend the training	TMG STTA & TMEMS II M&E Specialists													
d) Conduct internal assessment to determine whether DQA Trainings have improved data quality from IPs																
<b>Result 6: TMEMS II Efficiently and Effectively Managed</b>																
<b>Action 6.1 TMEMS II Management and Technical Capacity Improved</b>																
a) TMEMS II Office Operations Managed Efficiently	Quality and timely submission of	N/A	TMEMS II PC													
b) TMG/HQ Technical Backstopping	Technical and Management Specialists	Ongoing and On-demand	TMG/HQ													
c) TMG/HQ Staff Conducts Mid-Project Assessment Visit/Develop Transition Instruments/Protocols in November, 2014 and Implements Close-out Visit, May/June 2015	Development/Submission of Transition Plan and Protocols	N/A	TMG/HQ Project Manager, Jenkins Cooper													

Tanzania MEMS II GOAL: To Enhance Database Functionality & Improve Data Quality				Qtr 4 FY 14				Qtr 1 FY 15			Qtr 2 FY 15			Qtr 3 FY 15		
Key Result Areas & their Actions	Milestones	Assumptions	Lead Staff	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>Action 6.2 Prepare Required Reports and Documents</b>																
a) Submit TMEMS II Quarterly e Financial Reports	Reports	Consistent with TMG contract	TMEMS II and TMG/HQ Staff													
b) Submit End of Project Project Report	Year Four /Final Report (combined)	N/A	TMEMS II PC, M&E Specialists and TMG/HQ Staff													
<b>Action 6.3 TMEMS II and TMG/HQ Coordination, Implementation and Monitoring Support</b>																
a) Conduct regular monthly meetings with the USAID TMEMS II COR review on-going activities and to plan for upcoming activities	Monthly meetings		TMEMS II Staff and COR													
b) hold quarterly meetings between the TMG staff and the Mission Teams and IPs			Tmg Staff & Mission Teams													
c) Conduct regularly review project progress and be actively involved in monitoring both project and staff performance			TMG/HQ													
<b>Result 7: Implement a Transition Plan</b>																
a)IPRS Transition Plan developed and submitted	Plan developed and completed		Database Manager & IT/Database Specialist													
b) DQA Transition Plan developed and submitted	Plan developed and completed		Senior Technical Advisor and M&E Specialists													
c)Transition Trainings on the IPRS	Trainings completed	Availability of Mission staff	Database Manager & IT/Database Specialist													
d)Transition Training on DQAs	Trainings completed	Availability of Mission staff	Senior Technical Advisor and M&E Specialists													
e) Develop Protocols for key M&E Processes & Post on IPRS	Protocols posted		Senior Technical Advisor and M&E													

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