

USAID/TANZANIA PROGRAM PERFORMANCE ASSESSMENT PLAN

Draft Report

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PREPARED FOR: USAID/Tanzania

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ACRONYMS

ABS	-	Annual Budget Submission
ADS	-	African Development Support Program
AEPRP	-	Africa Economic Policy Reform Program
AID/W	-	Agency for International Development/Washington
ATAP	-	Agricultural Transport Assistance Program
ATLAS	-	African Training for Advanced Leadership Skills
CP	-	Congressional Presentation
CPR	-	Contraceptives Prevalence Rate
CPS	-	Commodity Procurement Specialist
DHS	-	Demographic and Health Survey
ESAP	-	Economic and Social Action Plan
FP	-	Family Planning
FPFS	-	Family Planning Services Support
FSN	-	Foreign Services National
GDP	-	Gross Domestic Product
GOT	-	The Government of Tanzania
HIV	-	Human Immune-deficiency Virus
HRDA	-	Human Resources Development Assistance
IDA	-	International Development Assistance
IEC	-	Information, Education and Communication
IMF	-	International Monetary Fund
IMR	-	Infant Mortality Rate
IRP	-	Integrated Rural Roads
KAP	-	Knowledge, Attitude and Practices survey
LMIS	-	Logistic Management Information System
LOP	-	Life of Project
MCH	-	Maternal and Child Health
MOF	-	Ministry of Finance
MOH	-	Ministry of Health
MOW	-	Ministry of Works
NACP	-	National AIDS Control Program
PFP	-	Policy Framework Paper
REDSO/ESA	-	Regional Economic Support Office for East and Southern Africa
SADCC	-	Southern African Development Coordination Conference
TAZARA	-	Tanzania-Zambia Railway Authority
TDB	-	To be determined
UMATI	-	The Family Planning Association of Tanzania
WID	-	Women In Development

Chapter I. INTRODUCTION

A. Purpose and Scope of Work

The purpose of this report is to help USAID/Tanzania establish a Program Performance Assessment Plan for its key programmatic interventions. When the system is up and running, USAID/Tanzania should be able to, on a regular basis, judge the impact of its various programs and progress towards the achievement of the Mission's higher-level goal. The information generated can be used for the Mission's own management purposes and for reporting to A.I.D./Washington and Congress.

B. Methodology

The team visited Tanzania from October 6th through October 18th, 1991, and worked closely throughout the entire process with the Program Office and Mission Technical Offices who were generous with their time and of great assistance throughout the assignment on technical and administrative matters, and who participated fully in developing this Program Performance Assessment Plan (PPAP).

The team took as points of departure the Mission goals and strategic objectives established at the first phase of the Program Performance Assessment Plan exercise performed in September 1990, the Mission's current pattern of funding allocations, basic program documents, historical records, current and planned portfolio, recent evaluation experience and the latest Action Plan. The objectives implicitly or explicitly reflected in these documents were scrutinized from three perspectives: their congruence with overall Agency and Bureau objectives; their consistency with the values and judgements of the Mission staff; and their feasibility given projected resource levels.

In order to familiarize USAID staff with the methodology, objectives and definitions related to program planning and Logical Framework development, a one-hour working session was conducted with direct hires and FSN staff. This session provided a common framework from which staff could review and critique their previous work and consider revised goal statements and strategic objectives for the Tanzania program.

During the team's visit program objectives were arranged in a hierarchical fashion to clarify the relationships among the Mission's development interventions. For each such program objective, initial analysis was carried out using the following framework of definitions:

Program: A program is the sum of the project, non-project, Title III food aid and policy dialogue actions undertaken by an A.I.D. field mission in pursuit of a given strategic objective.

Strategic Objectives: The highest level objectives in USAID/Tanzania's Program Logical Framework which the USAID accepts as within their manageable interest. These objectives should be stated in terms of results which are as close as possible to positive changes in the lives of people -i.e. people level impact. The results at this level should be attainable in five to seven years.

Performance Indicators: Criteria for measuring progress in the attainment of Strategic Objectives.

Program Performance Assessment Plan: An institutionalized system for collecting and reporting program performance data on a periodic (usually annual) basis.

Program Activities: The inputs (projects, non-project activities, etc.) provided to achieve program targets and sub-targets that in turn contribute to achieving the Strategic Objective.

Program Targets: The major accomplishments an A.I.D. field mission is willing to assume direct responsibility for in its efforts to achieve Strategic Objectives. The results at this level should be obtainable in three to five years.

Program Sub-Targets: Accomplishments that contribute to achieving a Program Target.

Program Target Indicators: Measures which quantitatively or qualitatively demonstrate progress (or lack of same) in achieving Mission country program objectives. They should be clearly associated with points in time so as to enable judgements of that program's performance in achieving its objectives.

Program Goal: The highest level objective in the USAID Program Logical Framework. It should be stated in terms of results which are as close as possible to positive changes in the lives of people. The results to be produced at this level may be very long term - i.e. ten to twenty or more years into the future.

Sub-Goal: An intervening level objective between the strategic objective and the goal in the USAID's Program Logical Framework. By definition, it is above the

level of Mission manageable interest. Results at this level should be obtainable in less time than at the goal level.

Target of Opportunity: An objective or activity incidental to the A.I.D. field mission's basic program strategy but nevertheless included in its portfolio for historical, political, humanitarian, or public relations reasons.

Cross-Cutting Issue: An issue of programmatic or policy concern that permeates an A.I.D. field mission's portfolio and warrants unified planning and monitoring but which does not constitute a separate Strategic Objective.

Manageable Interest: Those elements of a USAID Program Logical Framework for which management accepts responsibility for achievement, monitoring, evaluation, and reporting. USAID will probably not control all the necessary and sufficient elements which produce the results for which it is taking responsibility. For those elements which it does not control, USAID must monitor whether progress is being made so it can know if its objectives can and will be achieved.

Through iterations with individual USAID offices, the team proposed and revised statements of strategic objectives, program targets, and outputs in order to arrive at ones that reflect USAID's own views of its program. Furthermore, the Mission is in the process of developing a concept and sectoral analysis to identify new private sector interventions. The present report should be considered an iteration in the Mission's process of defining a strategy and preparing its 1992 CPSP, therefore, objectives and outputs stated in this report are subject to further refinement.

Progress was also made in identifying Country Trend, Performance, and Program Indicators to measure progress on the Program Goal, Program Sub-Goal, Strategic Objectives, Program Targets, and Sub-Targets, but further work on these indicators and their associated data sources is still required.

C. Role of Senior Mission Management

Based on prior strategic planning exercises, it has been MSI's experience that these assignments to develop program performance monitoring systems are most meaningful and productive when there is active participation from senior Mission management. Strategic objectives represent the manageable interest of Office Directors and therefore reaching consensus on strategic objectives often requires extensive dialogue and negotiation between technical management and staff, and between Office Directors and senior management. The strategic objective should represent a management contract

between the Mission Director and the objective's manager (most often an office director).

In order that the exercise have a high degree of utility, responsible office directors should be willing to have their performance assessments based on the achievement of strategic objectives. (After all results have been defined to be within their manageable interest.) When this process is earnestly undertaken, then a significant amount of analytical work is required to identify manageable interest and reduce assumptions (externalities). It is hoped that identifying and accepting the implications of critical assumptions will assist in the process of designing effective development interventions. To the extent that externalities can be minimized, then USAID's "manageable interest" will increase and the probability of successful performance will also increase.

Just as the strategic objective represents a management contract between the Mission Director and Office Directors, the sum of the strategic objectives (a Mission program) represents the management contract between AID/Washington and USAID field Mission.

D. Organization of the Report

The following chapter begins with a presentation of the USAID's program and sets forth the rationale for the Strategic Objectives that support achievement of the USAID Program Goal.

- For each Strategic Objective, Chapter II then notes its relation to the Program Goal, identifies performance indicators, program targets and other program outputs.
- Chapter III presents next steps for the further development and implementation of Performance Monitoring.
- The report contains two annexes:
 1. A matrix for use to inventory available data;
 2. A matrix for assessing effective institutional strengthening interventions.

Chapter II. Strategic Objectives and Performance Indicators

Mission Goals and Sub-Goals

The Mission's overall program goal is stated as follows:

MISSION PROGRAM GOAL: Achieve sustained growth in real income and improve social welfare of Tanzanian men, women and children.

The Mission's program goal was directly drawn from the Government of Tanzania's (GOT) second phase economic recovery program, known as the Economic and Social Action Plan (ESAP). This goal emphasizes the fact that the GOT has chosen to focus on improving the social welfare of its citizens and since independence the GOT has invested heavily in social sectors. USAID seeks a balanced goal of progress in both economic and social sectors. The Mission's overall program objective tree is presented in the following page. Achievement of the goal can be measured in terms of:

- Growth in per capita GDP
- Growth in real per capita income
- Reduction in the inflation rate
- Increase in life expectancy at birth
- Increase in non-traditional exports
- Increase in foreign exchange earnings (Current account balance)
- Increase in percentage of the productive population earning above the minimum wage rate

Data for these performance indicators are generally available from the GOT, World Bank, IMF and USAID sources.

The Mission has identified two Sub-Goals to directly support this program goal:

SUB-GOAL No. 1: Increased income and employment from agriculture, commerce and other private sectors for men and women.

Achievement of this sub-goal can be measured in terms of:

- Growth in average value-added in agriculture and industry
- Growth in the value and volume of agricultural production
- Growth in average real wages

- Decrease in the unemployment rate
- Decrease in underemployment as measured by the proportion of productive population earning above the minimum wage rate

Data for these performance indicators are available from the Central Bank of Tanzania, Ministry of Labor, IMF, the World Bank and USAID.

SUB-GOAL No. 2: Improved health of Tanzanian men, women and children.

Achievement of progress towards achieving this sub-goal can be measured in terms of:

- Reduced Fertility Rate
- Reduced HIV Seroprevalence Rate
- Decreased Infant Mortality Rate
- Reduced Maternal Mortality Rate

These indicators will be tracked and reported at the national level. Data for measuring these performance indicators are available from the Ministry of Health, the World Health Organization and UNICEF.

The USAID management is constantly engaged in policy dialogue and donor coordination in support of the GOT's structural adjustment and policy reforms program in addition to the policy dialogue activities directly related to each strategic objective. These policy dialogue and donor coordination activities have a wider implication and success in these areas benefits all the sectors regardless of whether or not the Mission is active in those sectors. In this sense it can be argued that the Mission activities in policy dialogue and donor coordination, in addition to programs undertaken to support strategic objectives, strongly contribute to the achievement of the Mission goal and sub-goals. Specific accomplishments in these areas should therefore be monitored and reported.

STRATEGIC OBJECTIVE No. 1. (Rural Roads Program)

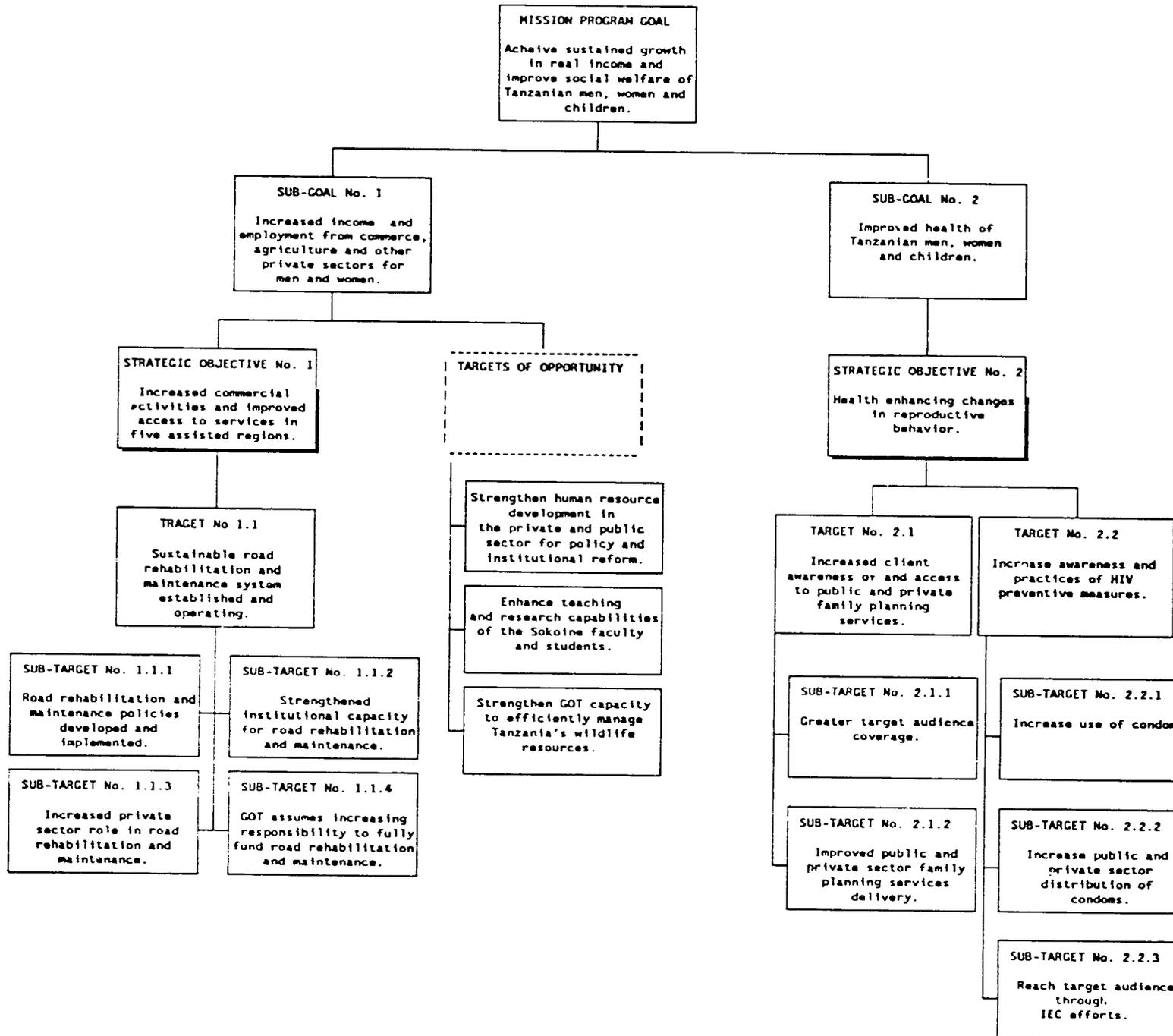
A. Introduction

The information, evaluation and reporting systems of the rural roads program were reviewed in terms of reporting needs at different program levels. The pertinent objective tree is presented graphically in the following page.

More than 80 percent of Tanzania's population live in rural areas and are dependent directly or indirectly on agriculture. The agricultural sector accounts for over 45 percent of GDP, 90 percent of employment and 85 percent of foreign exchange earnings.

Agricultural activities are widely dispersed and most areas are accessible only by road. Over 70 percent of Tanzanian freight moves by road. USAID/Tanzania, therefore, recognizing that a well maintained road network is very critical for distributing farm inputs and for marketing food and export crops, has chosen to make the rural roads program a critical element of the Mission's overall strategy. The Mission's manageable interest for this sector, as stated in the strategic objectives, is:

UNITED REPUBLIC OF TANZANIA
Mission Program Objective Tree



STRATEGIC OBJECTIVE No. 1: Increased commercial activities and improved access to services in five assisted regions (i.e., Mwanza, Shinyanga, Kilimanjaro, Iringa and Ruvuma).

This objective feeds directly into the higher-level Sub-Goal No. 1, to increase employment and income from agriculture, commerce and other private sectors for men and women. Furthermore, the sub-goal contributes directly to the overall program goal, which is to achieve sustained growth in real income and improve social welfare of Tanzanian men, women and children. A menu of performance indicators for this objective and the associated target and sub-targets are presented in Table 1. Table 1 also identifies sources of data and management responsibilities for data gathering, analysis and database maintenance. Preliminary baseline data and projected performance targets are presented in Table 2 along with key assumptions. Where the data on certain indicators is soft or currently unavailable it is expected that the responsible office will immediately develop the appropriate data.

B. Managing Information at Different Program Levels

The Manageable interest of the Mission lies in the earlier-stated strategic objective: increased commercial activities and improved access to services in the five assisted regions. This is the key to the Rural Roads Program, as seen in the program objective tree and the program logical framework.

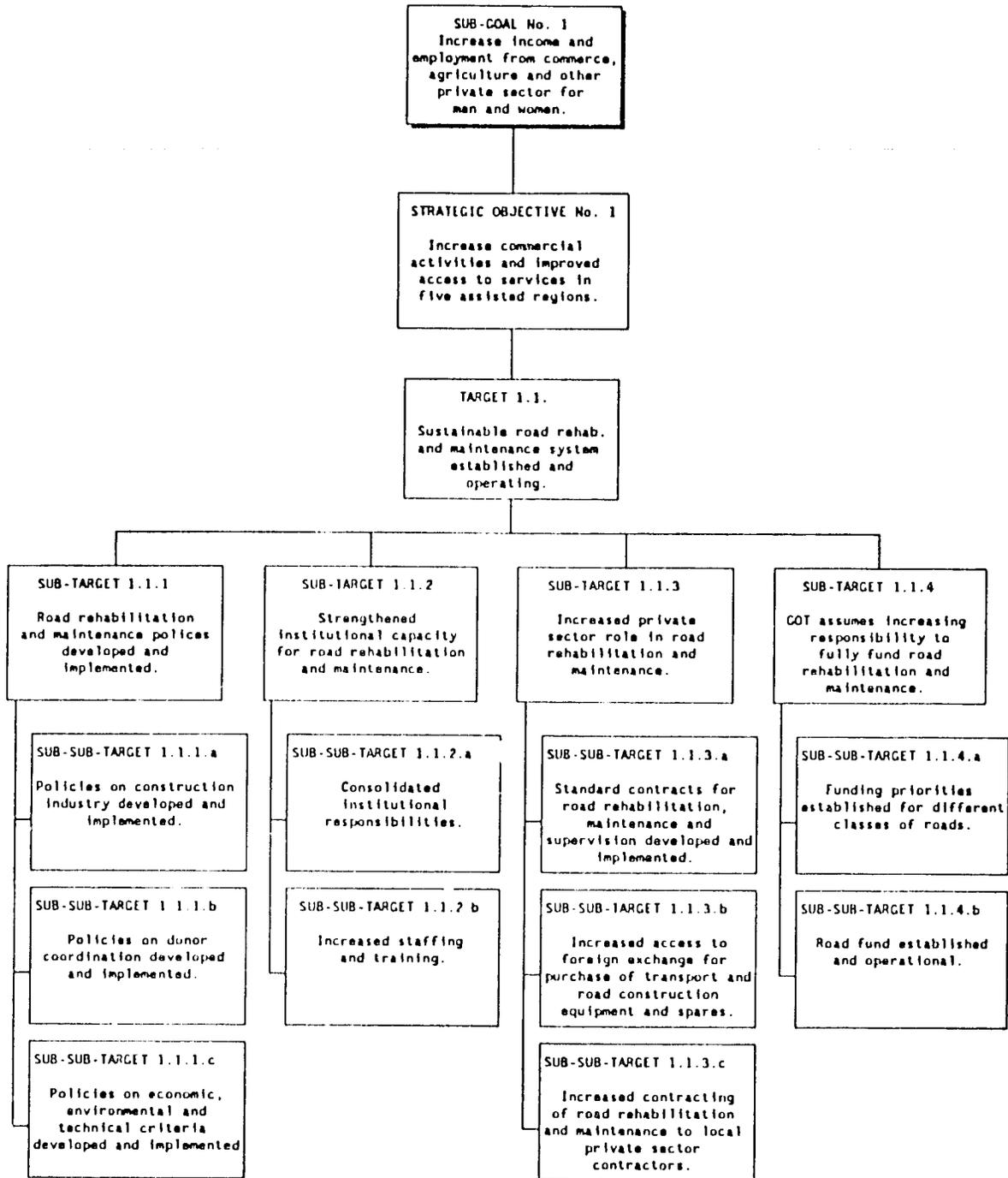
1. Program Targets and Sub-Targets

The various Rural Roads program targets flow directly into the strategic objective. Program target for Strategic Objective No. 1: **increased commercial activities and improved access to services in five assisted regions** is:

TARGET 1.1: Sustainable road rehabilitation and maintenance system established and operating.

A number of program sub-targets and sub-sub-targets contribute to achieving the program target, which is primarily due to a requisite series of steps to improve productivity and the institutional capacity of the Ministry of Works (MOW) and other organizations engaged in rural roads rehabilitation and maintenance.

STRATEGIC OBJECTIVE No. 1
Rural Road
Rehabilitation & Maintenance



2. Special Considerations

An important note of concern is the Rural Roads Program information system. The project is implemented by the Project Development / Engineering Officer and the monitoring and evaluation of the program is done by that office and by the Rural Economic Advisor's (REA) office. The Agricultural Transport Assistance Program (ATAP) funds technical advisor, stationed in the Ministry of Works, is also responsible for collecting data for many of the sub-targets and sub-sub-targets. The focus of the program has change since the rural roads baseline survey was designed and conducted. Therefore, considerable attention must be given to updating the existing baseline survey in a way that is consistent with the present strategic objectives, major program targets and sub-targets and against which the proposed indicators can be accurately measured. Likewise, performance targets over the DFA program horizon have to be carefully established for each indicator.

C. USAID Inputs

1. Agricultural Transport Assistance Program (ATAP) - \$ 7.2 million - FY88 -93
2. Agricultural Transport Assistance Program (ATAP) Amendment 1
- \$ 5.2 million - FY89 - 93
3. Agricultural Transport Assistance Program (ATAP) Amendment 2 - \$ 19.6 million - FY91 - 95
4. Africa Economic Policy Reform Program (AEPRP) - \$ 12.0 million - FY87 - Dec. 1990

Table 1. - Rural Road Rehabilitation and Maintenance - Data Sources & Responsibilities

LEVEL	INDICATORS	SOURCES	RESPONSIBILITY
<p>STRATEGIC OBJECTIVE No. 1</p> <p>Improved socio-economic well being in the five assisted regions (i.e. Mwanza, Shinyanga, Kilimanjaro, Iringa and Ruvuma).</p>	<ul style="list-style-type: none"> . Value/Volume of crops, livestock and farm inputs hauled . Income proxies: <ul style="list-style-type: none"> - Housing conditions -- roofing, flooring, etc. - Value/Variety of goods in stores - Decrease in vehicle maintenance & operating costs - Increase in road traffic - Decrease in transportation/freight costs - Increase in passenger traffic . Number of businesses operating in the regions . Number of contracts and contractors operating in the regions . Increase in employment in the construction industry - by gender . Number of educational & health facilities . Attendance in clinics - staff, patients . Inventory of drugs in clinics 	<p>Baseline socio-economic survey and yearly updates</p> <p>" "</p> <p>MOW</p> <p>MOW</p> <p>Baseline socio-economic survey & yearly updates.</p>	<p>REA</p> <p>" "</p> <p>ATAP Project Officer</p> <p>" "</p> <p>REA</p>

LEVEL	INDICATORS	SOURCES	RESPONSIBILITY
<p>SUB-SUB-TARGET 1.1.1.b:</p> <p>Policies on donor coordination developed and implemented.</p>	<ul style="list-style-type: none"> . Uniform contract conditions adopted . Reduction of force accounts as % of total donor activities . Increased ratio of local private sector contractors to foreign contractors - # and value of contracts . Improved quality of management information system 	<p>MOW road contracts</p> <p>MOW/Donor records</p> <p>" "</p> <p>MOW</p>	<p>ATAP Project Officer</p> <p>" "</p> <p>" "</p> <p>" "</p>
<p>SUB-SUB-TARGET 1.1.1.c</p> <p>Policies on economic, environmental and technical criteria developed and implemented.</p>	<ul style="list-style-type: none"> . Criteria established and adopted by MOW . Funds spent on core roads as a % of funds spent on non-core roads 	<p>MOW records</p> <p>" "</p>	<p>ATAP Project Officer</p>
<p>SUB-TARGET 1.1.2</p> <p>Strengthened institutional capacity for road rehabilitation and maintenance.</p>	<ul style="list-style-type: none"> . Improved road conditions . Lower vehicle maintenance & operating costs . Increase in freight hauled . Increase in passenger traffic 	<p>MOW Road Condition Survey</p> <p>Baseline Socio-economic Survey Update</p> <p>" "</p> <p>" "</p>	<p>ATAP Project Officer</p> <p>REA</p> <p>" "</p> <p>" "</p>

LEVEL	INDICATORS	SOURCES	RESPONSIBILITY
<p>SUB-SUB-TARGET 1.1.2.a</p> <p>Consolidated institutional responsibilities.</p>	<ul style="list-style-type: none"> . Shorter time to tender and award contracts . Implement the IRP interim procurement procedures 	<p>MOW records</p> <p>MOW</p>	<p>ATAP Project Officer</p> <p>" "</p>
<p>SUB-SUB-TARGET 1.1.2.b</p> <p>Increased staffing and training.</p>	<ul style="list-style-type: none"> . Reduced long-term TA man-months as a result of developing in-house capabilities in the regions and HQ . Reduced time to tender and award contracts . Number of staff in the regions and HQ: <ul style="list-style-type: none"> - Engineers - Planners - Accountants - Supervisors - Technicians - Others . Increased % of trained staff to total staff level 	<p>MOW records</p> <p>MOW contracts</p> <p>MOW records</p> <p>MOW - Training Office</p>	<p>ATAP Project Officer</p> <p>" "</p> <p>" "</p> <p>" "</p>
<p>SUB-TARGET 1.1.3</p> <p>Increased private sector role in road rehabilitation and maintenance.</p>	<ul style="list-style-type: none"> . % of total number of contracts awarded to private sector contractors . Value of contracts awarded to the private sector as a % of total value of contracts . Reduction in the average unit cost of construction 	<p>MOW records</p> <p>" "</p> <p>" "</p>	<p>ATAP Project Officer</p> <p>" "</p> <p>" "</p>

LEVEL	INDICATORS	SOURCES	RESPONSIBILITY
<p>SUB-SUB-TARGET 1.1.3.a</p> <p>Standardized contracts and procedures for road rehabilitation, maintenance and supervision developed and implemented.</p>	<ul style="list-style-type: none"> . Increase in number of private sector contractors . Reduction in tendering time and cost 	<p>MOW records</p> <p>" "</p>	<p>ATAP Project Officer</p>
<p>SUB-SUB-TARGET 1.1.3.b</p> <p>Increased access to foreign exchange for purchase of transport and road construction equipment and spares.</p>	<ul style="list-style-type: none"> . Increase in the # of import licenses . Increase in the value of imports . Dollar drawdown 	<p>OGL, Other Donors</p> <p>USAID Import Support</p> <p>" "</p>	<p>USAID</p> <p>CPS</p>
<p>SUB-SUB-TARGET 1.1.3.c</p> <p>Increased contracting of road rehabilitation and maintenance to local private sector contractors.</p>	<ul style="list-style-type: none"> . Increase in the number of local private sector contracts as a % of total contracts . Increase in the value of local private sector contracts as a % of the value of total contracts . Increase in the number of local private sector contractors - by gender 	<p>MOW records</p> <p>" "</p> <p>" "</p>	<p>ATAP Project Officer</p> <p>" "</p> <p>" ", WID Officer</p>
<p>SUB-TARGET 1.1.4</p> <p>GOT assumes increasing responsibility to fully fund road rehabilitation and maintenance.</p>	<ul style="list-style-type: none"> . Increase in GOT funding as a % of total required funding <ul style="list-style-type: none"> - Routine maintenance - Periodic maintenance 	<p>MOW budget & records</p>	<p>ATAP Project Officer</p>

LEVEL	INDICATORS	SOURCES	RESPONSIBILITY
<p>SUB-SUB-TARGET 1.1.4.a</p> <p>Funding priorities established for different classes of roads.</p>	<ul style="list-style-type: none"> . Increase in expenditures on high priority roads as a % of total expenditures 	<p>MOW expenditure records</p>	<p>ATAP Project Officer</p>
<p>SUB-SUB-TARGET 1.1.4.b</p> <p>Road fund established and operational.</p>	<ul style="list-style-type: none"> . Increase in expenditures as a % of revenues generated . Increase in proportion of total revenues allocated to road rehabilitation and maintenance 	<p>MOF records</p> <p>" "</p>	<p>ATAP Project Officer</p>

Table 2. - Rural Road Rehabilitation and Maintenance - Baseline and Target Data

LEVEL	INDICATORS	BASELINE	TARGETS - 1995	KEY ASSUMPTIONS
STRATEGIC OBJECTIVE No. 1				
Improved socio-economic well being in the five assisted regions (i.e. Mwanza, Shinyanga, Kilimanjaro, Iringa and Ruvuma).	. Value/Volume of crops, livestock and farm inputs hauled	8,300 T/Yr TSH 204 M	11,000 T/Yr '95 TSH 300 M '95	Good weather prevails during the planning period and that the agricultural sector is privatized so that farmers get better prices for their produce.
	. Income proxies:			
	- Housing conditions -- roofing, flooring, etc	33% tin roofs	55% tin roofs '95	
	- Value/Variety of goods in stores	TSH 28,000/day; 43 items	TSH 37,000/day; 55 items	
	- Decrease in vehicle maintenance & operating costs	TSH 78/Km	TSH 52/Km	
	- Increase in road traffic	31 per day	50 per day	
	- Decrease in transportation/freight costs	TSH 19/Person/Km TSH 9/T/Km	TSH14/Person/Km TSH 7/T/Km	
	- Increase # of passengers	29 person/day	40 person/day	
	. Number of businesses operating in the regions	82	110	
	. Number of contracts and contractors operating in the regions	5	23	
	. Increase in employment in the construction industry - by gender	To be determined		
	. Number of educational & health facilities			
. Attendance in clinics - staff, patients				
. Inventory of drugs in clinics				

LEVEL	INDICATORS	BASELINE	TARGETS - 1995	KEY ASSUMPTIONS
<p>TARGET 1.1:</p> <p>Sustainable road rehabilitation and maintenance system established and operating.</p>	<ul style="list-style-type: none"> . Increased funding out of GOT revenues for road rehabilitation and maintenance <ul style="list-style-type: none"> - Routine maintenance - Periodic maintenance . Operating budget by source <ul style="list-style-type: none"> - GOT revenues - Donors . Improvement in road conditions . Reduction in the average unit cost of construction 	<p>Negligible</p> <p>Negligible</p> <p>Negligible</p> <p>\$ 3 million</p> <p>P=60%; F=30%; G=10%</p> <p>\$ 35,000/Km</p>	<p>\$180,000 by 1995</p> <p>\$2 m by 1995</p> <p>\$ 2.2 m by 1995</p> <p>\$ 1.9 m by 1995</p> <p>P=40%; F=26%; G=34% by 1995</p> <p>\$ 30,000/Km by 1995</p>	<p>GOT honors its commitment to assume full responsibility to fund 100% of routine maintenance and 50% of periodic maintenance by 1995 time frame.</p>
<p>SUB-TARGET 1.1.1:</p> <p>Road rehabilitation and maintenance policies developed and implemented.</p>	<ul style="list-style-type: none"> . Policies adopted by GOT . % of work contracted to private sector - # and value . KM of roads rehabilitated . KM of roads maintained on a routine basis 	<p>No policies</p> <p>50% in road rehabilitation & none in routine maint.</p> <p>150 Km</p> <p>1000 Km</p>	<p>Policies adopted & impl. by 1994</p> <p>85% in road rehab.</p> <p>65% in routine maint.</p> <p>600 Km</p> <p>4,400 Km/Yr</p>	<p>No political obstacles encountered within the GOT.</p>

LEVEL	INDICATORS	BASELINE	TARGETS - 1995	KEY ASSUMPTIONS
<p>SUB-SUB-TARGET 1.1.1.a:</p> <p>Policies on construction industry developed and implemented.</p>	<ul style="list-style-type: none"> . % of work contracted to private sector - # and value <ul style="list-style-type: none"> - Routine - Periodic 	<p>nii rii</p>	<p>60% by 1994 70% by 1994</p>	<p>The importance of the private sector continues to be recognized by the GOT.</p>
<p>SUB-SUB-TARGET 1.1.1.b:</p> <p>Policies on donor coordination developed and implemented.</p>	<ul style="list-style-type: none"> . Uniform contract conditions adopted . Reduction of force accounts as % of total donor activities . Increased ratio of local private sector contractors to foreign contractors - # and value of contracts . Improved quality of management information system 	<p>Contracts not uniform</p> <p>50% in 1991</p> <p>1:5 in 1991</p> <p>No coordinated reporting system</p>	<p>Uniform contracts adopted by 1995 0% by 1995</p> <p>3:2 by 1995</p> <p>System up and running by 1994</p>	<p>Donors continue to have positive attitude toward GOT's coordination efforts.</p>
<p>SUB-SUB-TARGET 1.1.1.c</p> <p>Policies on economic, environmental and technical criteria developed and implemented.</p>	<ul style="list-style-type: none"> . Criteria established and adopted by MOW . Funds spent on core roads as a % of funds spent on non-core roads 	<p>None</p> <p>50%</p>	<p>Criteria adopted by 1993 100% by 1995</p>	<p>No political obstacles encountered.</p>

LEVEL	INDICATORS	BASELINE	TARGETS - 1995	KEY ASSUMPTIONS
<p>SUB-TARGET 1.1.2</p> <p>Strengthened institutional capacity for road rehabilitation and maintenance.</p>	<ul style="list-style-type: none"> . Improved road conditions . Lower vehicle maintenance & operating costs . Increase in freight hauled . Increase in passenger traffic 	<p>P=60%; F=30%; G=10%</p> <p>TSH 78/Km</p> <p>8,300 T/Yr</p> <p>29 persons/day</p>	<p>P=40%; F=26%; G=34% by 1995</p> <p>TSH 50/Km by '95</p> <p>11,300 T/yr by '95</p> <p>50/persons/day '95</p>	<p>GOT continues to support strengthening of institutional capacity.</p>
<p>SUB-SUB-TARGET 1.1.2.a</p> <p>Consolidated institutional responsibilities.</p>	<ul style="list-style-type: none"> . Shorter time to tender and award contracts . Implement the IRP interim procurement procedures 	<p>One year</p> <p>Not implemented</p>	<p>4 mths by 1995</p> <p>Implemented by 1992</p>	<p>GOT establishes positions and provides funds.</p>

LEVEL	INDICATORS	BASELINE	TARGETS - 1995	KEY ASSUMPTIONS
<p>SUB-SUB-TARGET 1.1.2.b</p> <p>Increased staffing and training.</p>	<ul style="list-style-type: none"> . Reduced long-term TA man-months as a result of developing in-house capabilities in the regions and HQ . Reduced time to tender and award contracts . Number of staff in the regions and HQ: <ul style="list-style-type: none"> - Engineers - Planners - Accountants - Supervisors - Technicians - Others . Increased % of trained staff to total staff level 	<p>50 man-month HQ 150 man-month Regions</p> <p>One year</p> <p>To be determined</p>	<p>0 by 1995 0 by 1995</p> <p>4 mths by 1995</p>	<p>GOT establishes positions and provides funds.</p>
<p>SUB-TARGET 1.1.3</p> <p>Increased private sector role in road rehabilitation and maintenance.</p>	<ul style="list-style-type: none"> . % of total number of contracts awarded to private sector contractors . Value of contracts awarded to the private sector as a % of total value of contracts . Reduction in the average unit cost of construction 	<p>30 %</p> <p>Rehab=50%; Routine=0%; Periodic=10%</p> <p>\$35,000/Km</p>	<p>60% by 1995</p> <p>Rehab=85% by Routine=20% Periodic=70%</p> <p>\$30,000/Km</p>	

LEVEL	INDICATORS	BASELINE	TARGETS - 1995	KEY ASSUMPTIONS
<p>SUB-SUB-TARGET 1.1.3.a</p> <p>Standardized contracts and procedures for road rehabilitation, maintenance and supervision developed and implemented.</p>	<ul style="list-style-type: none"> . Increase in number of private sector contractors . Reduction in tendering time and cost 	<p>5</p> <p>One year</p>	<p>30 by 1995</p> <p>4 mths by '95</p>	
<p>SUB-SUB-TARGET 1.1.3.b</p> <p>Increased access to foreign exchange for purchase of transport and road construction equipment and spares.</p>	<ul style="list-style-type: none"> . Increase in the # of import licenses . Increase in the value of imports . Dollar drawdown 	<p>To be determined</p>		
<p>SUB-SUB-TARGET 1.1.3.c</p> <p>Increased contracting of road rehabilitation and maintenance to local private sector contractors.</p>	<ul style="list-style-type: none"> . Increase in the number of local private sector contracts as a % of total contracts . Increase in the value of local private sector contracts as a % of the value of total contracts . Increase in the number of local private sector contractors - by gender 	<p>30 %</p> <p>Rehab=50%; Routine=0% Periodic=10% 5:0 M:F</p>	<p>60% by 1995</p> <p>Rehab=55%; Routine=20% Periodic=70% 20:3 M:F by 1995</p>	

LEVEL	INDICATORS	BASELINE	TARGETS - 1995	KEY ASSUMPTIONS
<p>SUB-TARGET 1.1.4</p> <p>GOT assumes increasing responsibility to fully fund road rehabilitation and maintenance.</p>	<ul style="list-style-type: none"> · Increase in GOT funding as a % of total required funding <ul style="list-style-type: none"> - Routine maintenance - Periodic maintenance 	<p>20%</p> <p>10%</p>	<p>100% by 1995</p> <p>50% by 1995</p>	
<p>SUB-SUB-TARGET 1.1.4.a</p> <p>Funding priorities established for different classes of roads.</p>	<ul style="list-style-type: none"> · Increase in expenditures on high priority roads as a % of total expenditures 	<p>50%</p>	<p>100% by 1995</p>	
<p>SUB-SUB-TARGET 1.1.4.b</p> <p>Road fund established and operational.</p>	<ul style="list-style-type: none"> · Increase in expenditures as a % of revenues generated · Increase in proportion of total revenues allocated to road rehabilitation and maintenance 	<p>To be determined</p>		

STRATEGIC OBJECTIVE No. 2 (Family Planning and HIV Prevention)

A. Introduction

The monitoring, evaluation and reporting system of the family planning and HIV prevention program was reviewed and refined according to the reporting requirements at each level of program activity. The objective tree which follows illustrates the hierarchical relationship of the program.

Tanzania is experiencing rapid population growth of 2.8% per year, doubling after every twenty five years. Unchecked population pressure will severely strain the GOT's ability to meet the social welfare needs of Tanzanians. Approximately 47% of the total population is under 15 years of age. Assuming both fertility and the proportion of students enrolled in primary and secondary schools remain the same, the GOT can expect to treble in real terms its recurrent expenditures on education by the year 2015. Estimates of maternal mortality range from 185 to 370 per 100,000 live births reported. Infant mortality remains high at an estimated 107 per 1000 live births.

Hopes for economic recovery are further diminished by the rampant spread of AIDS. HIV strikes the Tanzanian labor force particularly hard. The National AIDS Control Program estimates that 800,000 people, or 3.2% of the population is infected with AIDS. Cumulative Official AIDS cases totalled 27,396 by June 1991.

USAID/Tanzania recognizes the dire need for a comprehensive program of family planning and HIV prevention. To this end, USAID/Tanzania joins with the GOT in supporting birth-spacing activities. Support for family planning is long-standing in Tanzania. UMATI (Family Planning Association of Tanzania), a local NGO affiliate of the International Planned Parenthood Federation, was established in 1959. The Ministry of Health (MOH) first incorporated family planning into its Maternal and Child Health (MCH) services in 1974. More recently, the MOH launched a National Family Planning Program with the publication of its first five-year Plan of Operations. The 1989 Plan was accompanied by the removal of key policy and operational constraints and an appeal for greater donor assistance.

USAID/Tanzania chose to contribute to the overall goal of improving the health of Tanzanian women, children and men through the reduction of the fertility rate and HIV seroprevalence. The Mission's manageable interest in this sector as stated in the strategic objective is:

STRATEGIC OBJECTIVE No. 2: Health enhancing changes in reproductive behavior.

Strategic objective No. 2 directly addresses the macro level sub-goals through changes in the contraceptive prevalence rate. In addition, USAID/Tanzania chose to promote the health of the population through a program of HIV prevention as measured by an increase in the use of prophylaxis. Both activities contribute to the overall Mission goal of achieving sustained growth in real income and improving the social welfare of Tanzanian women, children and men. Table 3 contains the indicators, data sources by which USAID/Tanzania will measure its performance and impact upon the lives of Tanzanians. Preliminary baseline data and projected performance targets are presented in Table 4.

B. Managing Information at Different Program Levels

USAID/Tanzania chose Strategic Objective No. 2 based upon the Mission's manageable interest in the sectors of family planning and HIV intervention. The Mission feels it can make a substantive impact upon the lives of Tanzanians and measure that impact through a series of performance indicators.

1. Program Targets and Sub-Targets

The objective tree for Strategic Objective No. 2, "Health enhancing changes in reproductive behavior", illustrates the vertical hierarchy by which project level outputs flow up through the program to arrive at targets and ultimately the strategic objective.

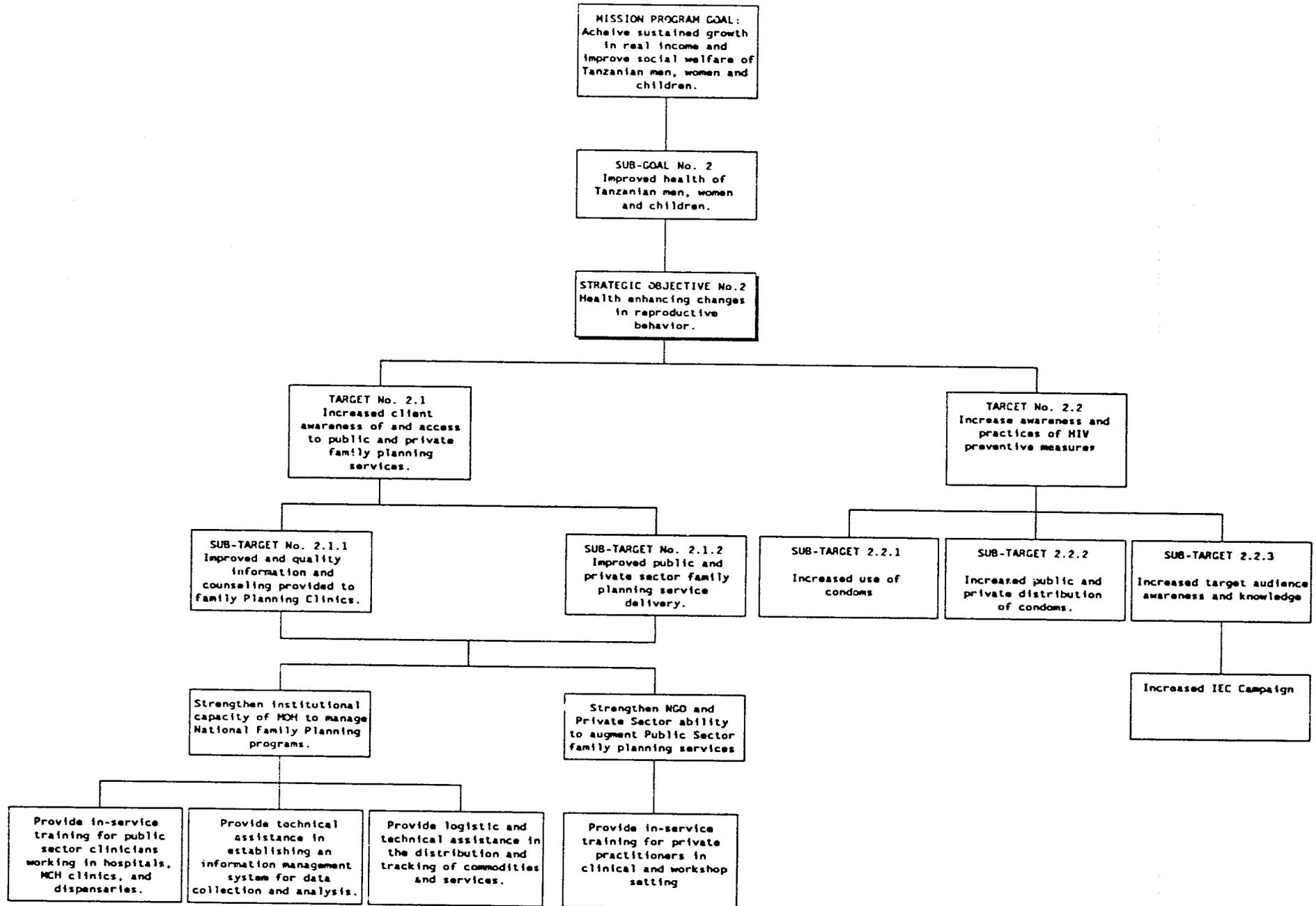
Target 2.1: Increase Client Awareness of and Access to Public and Private Sector Family Planning Services

The family planning component of strategic objective No. 2 is directly linked to the project level. As a result, the target is grounded in project inputs on the sub-target level of information dissemination and service delivery in both the public and private sectors. USAID/Tanzania recognizes the need to promote sustainable programs through institution strengthening activities.

Target 2.2 Increase Awareness and Practice of HIV Preventive Measures

USAID/Tanzania recognizes HIV prevention programs to be a significant contributor to the overall health and welfare of Tanzanian women, children and men. Based upon the family planning inputs already in place, USAID/Tanzania chose to address AIDS prevention through prophylaxis and education. In this way, the Mission exercises its comparative advantage in provided condoms and information to increase the awareness and practice of HIV preventive measures. The indicators necessary to monitor the effort are in place as a part of the project outputs. [See Table 3 & 4]

USAID/Tanzania
Mission Program Objective Tree



2. Special Considerations

The key to the successful monitoring of performance and impact will be the Demographic and Health Survey (DHS) now in progress. While many of the indicators will be collected directly from project outputs, most of the macro indicators will come from the DHS. Preliminary findings are expected by early 1992. As a result, USAID/Tanzania must wait until then to establish a baseline for fertility, contraceptive prevalence rate (CPR) and couple years of protection (CYP). [See Table III & IV]

Another factor contributing to the long-term success of monitoring impact is the reliance upon information supplied by the MOH. Measuring the HIV prevention target will depend largely upon MOH tracking of condom distribution and service provision. USAID/Tanzania can expect the quality of MOH indicators to improve as information management reforms within the Ministry take effect.

The AIDS component of strategic objective No. 2 is presently a centrally-funded S&T/H project with little oversight on the part of the Mission. USAID/T recognizes their role in contributing to the efforts to reduce the spread of AIDS and plans to explore the possibility of future HIV intervention projects. Because of USAID/T's lack of involvement with the implementation of the HAPA HIV/AIDS Prevention program, the indicators necessary to measure the impact of the program have yet to be determined.

C. USAID Inputs

1. Family Planning Services Support Program -- 1990 - 1997; \$ 20 million.
2. HAPA HIV/AIDS Prevention in Africa -- 1990 - 1995; \$ 1.33 million.

Table 3. Health, Population and Nutrition - Data Sources and Responsibilities

LEVEL	INDICATORS	SOURCES	RESPONSIBILITY
STRATEGIC OBJECTIVE No. 2 Health Enhancing Changes in Reproductive Behavior	% Increase in Contraceptive Prevalence Rate % increase in Condom Consumption Rate	DHS KAP	A.I.D. Project Manager
TARGET 2.1: Increase Client Awareness of and Access to Public and Private Sector Family Planning Services	% Increase in Couple Years of Protection (CYP) # New Acceptors Increases % Increase in MCH Centers and Private clinics provide long-acting methods	DHS KAP LMIS Project Outputs/Records	A.I.D. Project Manager
SUB-TARGET 2.1.1: Improve the quality of information and counseling provided to Family Planning clients.	National FP logo produced # Materials produced for service providers Increases # Materials produced for FP clients Increases	KAP Listener Survey (To Be Planned) Project Outputs/Reports	A.I.D. Project Manager

LEVEL	INDICATORS	SOURCES	RESPONSIBILITY
<p>SUB-TARGET 2.1.2:</p> <p>Improve Public and Private Sector Family Planning Service Delivery</p>	<p># Nurse, MA and RMA Tutors Trained Increases</p> <p># Medical and Nursing School Curricula Developed Increases</p> <p># Service Providers Trained in Districts Increases</p> <p># of Attendees at Regional Seminars for Regional/District Policy Makers Increases</p> <p>Strategic planning exercise for UMATI completed</p>	<p>Project Outputs/ Reports</p>	<p>A.I.D. Project Manager</p>
<p>SUB-SUB-TARGET 2.1.2.a:</p> <p>Strengthen Institutional Capacity of MOH to Manage National Family Planning Program</p>	<p>Family Planning Unit fully Staffed</p> <p>Establishment of Functioning MIS</p> <p>Establishment of Functioning Logistics System (LMIS)</p> <p>Technical assistance contract in place</p>	<p>Project Reports</p>	<p>A.I.D. Project Manager</p>

LEVEL	INDICATORS	SOURCES	RESPONSIBILITY
<p>SUB-SUB-TARGET 2.1.2.b:</p> <p>Strengthen NGO and Private Sector Ability to Augment Public Sector Family Planning Services.</p>	<p># Persons Trained by UMATI for public sector</p> <p># Persons Trained by UMATI for private sector</p> <p># of Films for Motivators Produced</p> <p># of Clinics Equipped</p>	<p>Project Outputs/ Reports</p>	<p>A.I.D. Project Manager</p>
<p>TARGET 2.2.:</p> <p>Increase Awareness and Practice of HIV Preventive Measures</p>	<p>% Increase in Condom Consumption Rate</p> <p>Increase in # Respondents with Knowledge of HIV Preventive Measures</p> <p>Increase in # Condoms Distributed by District (MCH and AIDS Clinics)</p>	<p>DHS</p> <p>KAP</p> <p>MOH, MIS</p> <p>NACP, MIS</p>	<p>A.I.D. Project Manager</p>
<p>SUB-TARGET 2.2.1.:</p> <p>Increase Use of Condoms</p>	<p>% Change in Condom Consumption Rate</p>	<p>DHS, KAP</p>	<p>A.I.D. Project Manager</p>

LEVEL	INDICATORS	SOURCES	RESPONSIBILITY
<p>SUB-TARGET 2.2.2.:</p> <p>Increase Public and Private Distribution of Condoms</p>	<p>Increase in # Condoms Distributed by District (MCH and AIDS Clinics)</p> <p>Increase in # Condoms Imported by Donors</p>	<p>Project Outputs/ Records</p> <p>Donor Reports</p>	<p>A.I.D. Project Manager</p>
<p>SUB-TARGET 2.2.3.:</p> <p>Reach Target Audience Through IEC Efforts</p>	<p># of Respondents with Knowledge of HIV and its Prevention</p>	<p>DHS, KAP</p>	<p>A.I.D. Project Manager</p>

Table 4. Health, Population and Nutrition - Baseline and Target Data

LEVEL	INDICATORS	BASELINE	TARGETS	ASSUMPTIONS
<p>STRATEGIC OBJECTIVE No. 2</p> <p>Health Enhancing Changes in Reproductive Behavior</p>	<p>% Increase in Contraceptive Prevalence Rate</p> <p>% increase in Condom Consumption Rate</p>	<p>CPR OF 7%</p> <p>5% Using Condoms</p>	<p>1% per year</p> <p>10% per year</p>	<p>1. FP policy and service standards by the MOH remain steady</p> <p>2. Donors continue present commitment to import condoms</p> <p>3. NFPP management remains stable</p> <p>4. DHS baseline successfully established</p>
<p>TARGET 2.1:</p> <p>Increase Client Awareness of and Access to Public and Private Sector Family Planning Services</p>	<p>% Increase in Couple Years of Protection (CYP)</p> <p># New Acceptors Increases</p> <p>% Increase in MCH Centers and Private clinics provide long-acting methods</p>	<p>TBD</p> <p>TBD</p> <p>TBD</p>	<p>50% rise in CYP over LOP</p> <p>100% rise in New Acceptors (LOP)</p> <p>50% increase in long acting methods (LOP)</p>	<p>1. Increased demand for FP</p> <p>2. Commodities are imported</p> <p>3. Greater demand for long-acting methods</p>

LEVEL	INDICATORS	BASELINE	TARGETS	ASSUMPTIONS
<p>SUB-TARGET 2.1.1:</p> <p>Improve the quality of information and counseling provided to Family Planning clients.</p>	<p>National FP logo produced</p> <p># Materials produced for service providers Increases</p> <p># Materials produced for FP clients Increases</p>	<p>0</p> <p>0</p> <p>0</p>	<p>1 Logo</p> <p>10,000 Service Provider Handbooks</p> <p>Client Materials: (LOP) 4,000 Wallcharts, 20,000 Posters, 500,000 Leaflets</p>	<p>1. No design or production delays for materials (FP logo, charts, posters, leaflets)</p> <p>2. Materials properly distributed</p> <p>3. Materials properly utilized</p>

LEVEL	INDICATORS	BASELINE	TARGETS	ASSUMPTIONS
<p>SUB-TARGET 2.1.2:</p> <p>Improve Public and Private Sector Family Planning Service Delivery</p>	<p># Nurse, MA and RMA Tutors Trained Increases</p> <p>Medical/Nursing School Curricula Developed</p> <p># Service Providers Trained in Districts Increases</p> <p># of Attendees at Regional Seminars for Regional/District Policy Makers Increases</p> <p>Strategic Planning Exercise for UMATI Completed</p>	<p>40 Nurses Tutors</p> <p>2</p> <p>TBD</p> <p>TBD</p> <p>In progress</p>	<p>100 Nurse Tutors (LOP) 40 MA/RMA (LOP)</p> <p>2</p> <p>Train in 50% of Districts (LOP)</p> <p>TBD</p> <p>Completed</p>	<p>1. Policy of free health care remains constant 2. Private sector continues willingness to be involve in FP services 3. Public sector maintains commitment of program</p>

LEVEL	INDICATORS	BASELINE	TARGETS	ASSUMPTIONS
<p>SUB-SUB-TARGET 2.1.2.a:</p> <p>Strengthen Institutional Capacity of MOH to Manage National Family Planning Program</p>	<p>Family Planning Unit fully Staffed</p> <p>Establishment of Functioning MIS</p> <p>Establishment of Functioning Logistics System</p> <p>Technical assistance contract in place</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>4 (Full Staff) (LOP)</p> <p>MIS Designed and Running</p> <p>LMIS Designed and Running</p> <p>TA Contract</p>	<p>1. Family Planning Unit continues to fill vacancies</p> <p>2. TA in MIS/LMIS provided</p> <p>3. Computer equipment bought and delivered</p> <p>4. SEATS staff arrived by 1/92</p>
<p>SUB-SUB-TARGET 2.1.2.b:</p> <p>Strengthen NGO and Private Sector Ability to Augment Public Sector Family Planning Services.</p>	<p># Persons Trained for private sector</p> <p># of Films for Motivators Produced</p> <p># of Clinics Equipped</p>	<p>0</p> <p>0</p> <p>0</p>	<p>40 (LOP)</p> <p>2 (LOP)</p> <p>20 (LOP)</p>	<p>1. NGOs are interested in participating in Family Planning</p> <p>2. TA is available</p>

LEVEL	INDICATORS	BASELINE	TARGETS	ASSUMPTIONS
TARGET 2.2.:				
Increase Awareness and Practice of HIV Preventive Measures	% Increase in Condom Consumption Rate	TBD	TBD	1. USAID/T buys into new S&T/H AIDS project 2. People become more aware of the threat of AIDS
	% Increase in # Respondents with Knowledge of HIV Preventive Measures	TBD	TBD	
	% Increase in # Condoms Distributed by District (MCH and AIDS Clinics)	TBD	TBD	
SUB-TARGET 2.2.1.:				
Increase Use of Condoms	% Change in Condom Consumption Rate	TBD	TBD	1. Buy into new project
SUB-TARGET 2.2.2.:				
Increase Public and Private Distribution of Condoms	% Increase in Condom Consumption Rate	TBD	TBD	1. Buy into new project
SUB-TARGET 2.2.3.:				
Reach Target Audience Through IEC Efforts	# of Respondents with Knowledge of HIV and its Prevention	TBD	TBD	1. Buy into new project

Target of Opportunity

The team has identified three Targets of Opportunity to be included in the Mission's program portfolio:

1. Strengthen human resources development in the public and private sector for policy and institutional reform;
2. Strengthen GOT capacity to effectively manage Tanzania's wildlife resources; and
3. Enhance teaching and research capability of Sokoine faculty and students.

One activity identified as a Target of Opportunity in the January 1991 Action Plan (Reduce Sexual Transmission of HIV) has been incorporated as a program target under a revised Strategic Objective No. 2. The TAZARA Target of Opportunity has been deleted from the Mission's program logframe since, as a regional program, it is included under the SADCC program. Each Target of Opportunity is outlined below:

1. Strengthen human resource development in the public and private sector for policy and institutional reform. Buy-ins to HRDA/ATLAS; approximately \$2.0 million per year. Since the Government of Tanzania's Economic and Social Action Plan (ESAP) is focused on policy and institutional reform, the revised wording more appropriately captures USAID's support to the Government of Tanzania's human resources development through A.I.D.'s Human Resources Development Assistance (HRDA) and African Training for Advanced Leadership Skills (ATLAS) Projects. This Target of Opportunity directly contributes to the Mission's program and sub-goals since human resources development will assist all Tanzanians at both the macroeconomic and sectoral levels. Fifty percent of training is targeted to the private sector and 50 percent to women. Principal areas of training include Entrepreneurs International, public administration, finance, economics and business.

Human resources development activities generate their own data through use of a returned participant questionnaire developed by the USAID Training Office. The questionnaire provides data disaggregated by gender and will assist USAID in tracking targets on an annual basis. Tables 5 and 6 identify those indicators, sources, and baseline data for which USAID will be responsible for monitoring. The indicators have been chosen based on information being obtained through the USAID returned participant questionnaire. One issue, however, that USAID needs to address so that annual tracking will be done systematically is that of installing the Participant Training and Management System (PTMS) in the Training Office. The results of this questionnaire, which is provided to returned participants six months after their return to Tanzania, and updated thereafter on a quarterly basis, will eventually be incorporated into the PTMS when it is installed. The questionnaire has yielded excellent responses to date regarding the impact of A.I.D.-funded training on individuals and their expectations of further job advancement and professional satisfaction. However, updating this information is time-consuming since much of it is done by hand. Meeting annual targets for A.I.D.-supported human resources development should be obtainable if systematic updating of the present and future participant training data is followed for returned participants.

Table 5. Human Resources Development - Data Sources and Responsibilities

LEVEL	INDICATORS	SOURCES	RESPONSIBILITY
<p>PURPOSE</p> <p>Strengthen human resource development in the public and private sector for policy and institutional reform</p>	<ul style="list-style-type: none"> - Returned participants placed in key ministries, institutions and businesses where they can influence policy and institutional reform 	<p>PTMS Returned participant questionnaire</p>	<p>USAID Training Officer</p>
<p>TARGET 1</p> <p>Strengthen technical skills of men and women</p>	<ul style="list-style-type: none"> - Returned female participants apply learned skills as a result of U.S., third country or in-country training - Returned male participants apply learned skills as a result of U.S., third country or in-country training 	<p>PTMS Returned participant questionnaire</p>	<p>USAID Training Officer</p>
<p>TARGET 2</p> <p>Strengthen managerial skills of men and women</p>	<ul style="list-style-type: none"> - Returned women participants apply learned management skills as a result of U.S. or third-country training - Returned male participants apply learned management skills as a result of U.S. or third-country training 	<p>PTMS Returned participant questionnaire</p>	<p>USAID Training Officer</p>

Table 6. Human Resources Development - Baseline and Target Data

LEVEL	INDICATORS	BASELINE	TARGETS	ASSUMPTIONS
PURPOSE			'91 '92 '93 '94 '95	
Strengthen human resource development in the public and private sector for policy and institutional reform	- Returned participants placed in key ministries, institutions and businesses where they can influence policy and institutional reform	1990 18	20 25 25 30 40	Economic policy environment in Tanzania will allow returned participants to apply new knowledge and skills
TARGET 1				
Strengthen technical skills of men and women	- Returned female participants apply learned skills as a result of U.S., third country or in-country training - Returned male participants apply learned skills as a result of U.S., third country or in-country training	1990 10 women 1990 15 men	37 66 127 140 160 women 36 66 125 140 160 men	Technicians from the public and private sectors will be available to attend 2-3 week in-country training courses in years 93-95.
TARGET 2				
Strengthen managerial skills of men and women	- Returned women participants apply learned management skills as a result of U.S. or third-country training - Returned male participants apply learned management skills as a result of U.S. or third-country training	1990 15 women 1990 10 men	37 36 41 16 8 women 36 39 41 16 8 men	Both official and self-nominations will continue to attract high-caliber candidates, particularly females.

2. Enhance teaching and research capability of Sokoine faculty and students. This activity has been identified as a Target of Opportunity because of the management oversight provided by USAID through a grant to Tuskegee University, and AID/W emphasis on supporting historically-Black institutions.

This activity does not generate its own data and USAID/Tanzania will need to verify the data sources (see Tables 7 and 8). No baseline data has been identified. The team has identified a set of indicators for this project which would allow USAID to monitor project activities once a baseline has been provided. Data will need to be gender disaggregated where appropriate, i.e. number of students participating in field practical. USAID should verify that annual targets as shown on Table 8 are correct and achievable.

Table 7. Tuskegee/Sokoine University Linkages Project- Data Sources and Responsibilities

LEVEL	INDICATORS	SOURCES	RESPONSIBILITY
PURPOSE Enhance teaching and research capability of Sokoine Faculty and Students	<ul style="list-style-type: none"> - Number of faculty-initiated research activities - Number of farmer-oriented courses developed - Number of farmer-oriented modules added to curricula 	Sokoine University of Agriculture	Tuskegee University International Programs (grantee)
TARGET Reorient Institute of Continuing Education and Faculty of Agriculture to respond to farm-level needs of men and women	<ul style="list-style-type: none"> - Number of village visits per year - Number of faculty receiving specialized training - Number of students participating in field practicals 	Sokoine University of Agriculture, Faculty of Agriculture Institute of Cont. Education	Same as above

Table 8. Tuskegee/Sokoine University Linkages Project - Baseline and Target Data

LEVEL	INDICATORS	BASELINE	YEAR BY YEAR TARGET	ASSUMPTIONS
PURPOSE			91 92 93 94 95	
Enhance teaching and research capability of Sokoine University faculty and students	- Number of faculty-initiated research activities	1990 TBD	2 per year	Sokoine University student enrollment and studies not interrupted by student and faculty dissatisfactions or university closing. GOT continues to provide financial support to Sokoine University.
	- Number of farmer-oriented courses developed	1990 TBD	- same -	
	- Number of farmer-oriented modules added to curricula	1990 TBD	- same -	
TARGET				
Reorient Institute of Continuing Education and Faculty of Agriculture to respond to farm-level needs of men and women	- Number of village visits per year	1990 TBD	5 per year	Sokoine/Tuskegee continue to provide enough incentives to attract students and faculty to implement practicals.
	- Number of faculty receiving specialized training	1990 TBD	2 per year	
	- Number of students participating in field practicals	1990 TBD	5 per year	

3. Strengthen GOT capacity to effectively manage Tanzania's wildlife resources. This project has also been identified as a Target of Opportunity because of the Government of Tanzania's interest in stimulating the economy through an increase in wildlife tourism, AID/W interest in protecting the environment, and USAID's management oversight. The U.S. Private Voluntary Organization, African Wildlife Foundation, is implementing this activity through a direct grant provided by USAID/Tanzania.

This activity should be relatively easy to monitor once baseline and annual targets are established (Table 9). Indicators have been identified, but USAID will need to verify their sources (Table 10). Data source information should be obtainable from Government of Tanzania official records as well as project records. A project management information system (MIS), once properly functioning, should facilitate tracking annual targets.

USAID Inputs

1. HRDA/ATLAS buy-in. \$ 2.0 million per year.
2. Sokoine University of Agriculture Project - 1990-1995; \$2.5 million.
3. African Wildlife Management Assessment Project - 1990-1993; \$2.5 million.

Table 9. Planning and Assessment for Wildlife Management - Data Sources and Responsibilities

LEVEL	INDICATORS	SOURCES	RESPONSIBILITY
PURPOSE Strengthen GOT capacity to effectively manage Tanzania's wildlife resources	<ul style="list-style-type: none"> - Enactment of National Wildlife Plan implemented and working - Increased public and private investment in wildlife sector 	GOT law promulgated GOT records	African Wildlife Fund (grantee)
TARGET 1 Prepare wildlife management plans at national and local levels	<ul style="list-style-type: none"> - Increased number of wildlife management plans in existence at national and local levels - Number of wildlife activities designed and implemented 	Wildlife Division records	Same as above
TARGET 2 Improved management information/evaluation system for wildlife management	<ul style="list-style-type: none"> - MIS system organized and functioning effectively 	Wildlife Division records	Same as above

Table 10. Planning and Assessment for Wildlife Management - Baseline and Target Data

LEVEL	INDICATORS	BASELINE	YEAR BY YEAR TARGET	ASSUMPTIONS
<p>PURPOSE</p> <p>Strengthen GOT capacity to effectively manage Tanzania's wildlife resources</p>	<ul style="list-style-type: none"> - Enactment of National Wildlife Plan implemented and working - Increased public and private investment in wildlife sector 	TBD	TBD	Continued GOT support, legal and financial in wildlife sector. Public and private sectors understand value of wildlife conservation and act accordingly.
<p>TARGET 1</p> <p>Prepare wildlife management plans at national and local levels</p>	<ul style="list-style-type: none"> - Increased number of wildlife management plans in existence at national and local levels - Number of wildlife activities designed and implemented 	TBD TBD	TBD TBD	Timely design and implementation of wildlife management plans and activities
<p>TARGET 2</p> <p>Improved management information/evaluation system for wildlife management</p>	<ul style="list-style-type: none"> - MIS system organized and functioning effectively 	TBD	TBD	Appropriate baseline studies are prepared and utilized in creating MIS system

Chapter III. NEXT STEPS IN DEVELOPING AND IMPLEMENTING USAID/Tanzania' PERFORMANCE MONITORING SYSTEM

This chapter suggests next steps for USAID/Tanzania in developing and implementing a Program Performance Assessment System.

A. Further Development of Performance Monitoring

USAID should review the present report and make revisions, as it sees fit, to the program goal, sub-goals, strategic objectives, program targets, sub-targets, sub-sub-targets and program inputs. The PPA Team has provided a selection of performance indicators. The Mission should review, revise and select the appropriate performance indicators for each of the strategic objectives, targets and sub-targets.

Once the Mission has established its program strategic objectives, program targets and selected performance indicators, the following steps are suggested:

- Identify data sources. In some cases, individual USAID projects will generate the necessary data; in other cases, national data (e.g., foreign exchange earnings) may suffice. But for some indicators obtaining data will require additional work. If the data collection effort is very expensive, consideration should be given to alternative indicators.
- Establish baseline levels for each indicator. Data should be disaggregated by gender where possible.
- To the extent possible, establish quantified levels to be achieved annually (targets) for each strategic objective performance indicators.
- The data sets that each technical office will need to develop and maintain in order to report on the selected performance indicators need to be identified in the PRISM Work Flow Chart provided in the Annex.
- The methodology and process for aggregating data upward from project and program sub-target to the strategic objectives should be defined and established. The collection, analysis and organization of the data needed for internal management and external reporting should be identified and reporting formats, including sample tables, should be designed in advance to facilitate data presentation for ongoing management review and preparation of reports for AID/W.
- The methodology and process for gathering data on program and project outputs should, where applicable, identify gender-specific indicators. Gender-specific data should be updated periodically and should be part of the Mission's report.

USAID has various options available for carrying out the above tasks. Requisite Washington staff, one of whom helped to undertake this assignment, may be able to provide further assistance. Or USAID could employ a contractor to carry out the activities with, of course, the active participation of USAID itself. Or USAID could use its own staff and the services of contractors presently employed on various projects.

B. Scope of Work for Third MER Team

The third Monitoring, Evaluation and Reporting (MER) team can come to assist the mission complete the MER task perhaps in the January or February 1992 time frame. The specific tasks to be performed by the team will be along the following lines.

1. Review and confirm indicators, data sources, baselines, and annual performance targets.
2. Personally visit and inspect all "data sources" to confirm (a) availability of data, (b) quality of data, and (c) data format and suitability for AID's purposes.
3. Where data sources are still unspecified, confirm what steps are being taken to establish the data sources e.g., OHS/KAP.
4. Based on the above, prepare for each project manager a "next 12 months" activity plan that gives direction on:
 - what needs to be done to collect data from specified data sources; and
 - what needs to be done to establish data sources if necessary.
5. Prepare standardized reporting formats (tables, charts, graphs) in both hardcopy and electronic form that can be used by individual project managers to present indicator data and to monitor changes.

C. Women in Development

Women are very important players in the economic and commercial development of Tanzania. USAID Tanzania's specific mention of gender in the program goal and sub-goal statements is purposeful and reflects a determined effort to integrate gender into the programming process. The USAID women in development (WID) goal is to establish an environment in which women are afforded an equal opportunity to participate in and benefit from the ESAP. The methodology and process for gathering data on program and project outputs should, therefore, identify gender-specific indicators. Gender-specific data should be updated periodically and should be part of the Mission's report.

D. Assignment of Responsibilities

At present, specific individuals have monitoring and reporting responsibilities for individual projects and non-project activities. It is suggested that USAID adopt (with revisions it deems appropriate) the strategic objectives and their supporting program targets as its principal vehicle for monitoring and reporting on its overall program.

At the program target level, monitoring tasks may be delegated to some extent to contractors, but project managers should be responsible for ensuring that it is done.

It is recommended that USAID's present monitoring assignments be reviewed, updated and revised as necessary so that the strategic objectives and program targets are covered by assigned individuals. It is important that the individuals involved understand their responsibilities, believe in the objectives they are asked to pursue, and accept that the proposed Performance Indicators represent fair criteria for judging program effectiveness.

The establishment and maintenance of a Program Performance Assessment Plan profits greatly from the presence of an individual or organization specializing in information management and evaluation. The individual would work with program managers and office directors to clarify data sources, and to compile and present data on key indicators. This same individual/group would assist in preparing USAID-wide compilations and analyses, to assist individual offices in preparing monitoring and evaluation plans for new projects, and to coordinate the development of cross-office monitoring and evaluation plans for obtaining baseline data, managing contracts and tracking future program performance.

E. Modification of Monitoring and Evaluation Strategies for Ongoing Projects

Once objectives and indicators are agreed upon, a review of the monitoring and evaluation systems of individual projects should be undertaken to ensure that such systems are as useful as possible in collecting, analyzing and presenting information on the designated program-level indicators and targets. In a similar vein, future evaluations should, as appropriate, include in their scopes of work the development of program level information and/or the review of existing program monitoring procedures. Cross-office monitoring and evaluation systems will be needed in some cases.

ANNEX

PRISM WORK FLOW CHART

Name of Data Set	Level of Reporting/Linkages					Source of Data Sets						Form Data Received					Physical Format	
	Goal	Sub-Goal	S.O.	Prog. Output	Sub-Output	GOS	Contract Grantees	Project	USAID	Special Studies	Other	Raw	Aggreg	Compiled	Unanal	Anec	Disk	Hard

FD

Name of Data Set	Where Source Data Processed	Aggregation Level of Data				Updating Frequency	Mgt. & Use of Data Set: Person/Pos Responsible	Reports Generated Name of Report	Who pays for Data?	
		Natl	Regl	Sub-Reg	Smaller				Collect.	Analysis

10/1

ANNEX 2: A FRAMEWORK FOR ASSESSING INSTITUTIONAL DEVELOPMENT

The Mission has stated that institutional strengthening is a primary objective in its interventions across all sectors. In light of USAID's emphasis on institutional strengthening it might be useful for the Mission to devise guidelines (a Mission approach) to its interventions in this regard. The following questions are among those which would need to be addressed:

What is the Mission's definition of institutionally strengthening? How does this differ between private and public institutions?

What percentage of recurrent costs should be covered from fee-for service revenues, and at what point does USAID believe it can withdraw financial support and be assured the institution has a reasonable chance of continuing to exist and offer a similar level and quality of services?

What are the Mission's primary analysis factors in determining interventions to increase the viability (sustainability) of an institution?

How does the Mission assess and rate the need for increased administrative skills, policies (e.g. procurement, personnel), diversification of funding sources?

The following tables are examples of matrices that could be useful in assisting Mission management to assess its overall institutional strengthening progress and tactics.

A FRAMEWORK FOR ASSESSING INSTITUTIONAL DEVELOPMENT

Institution: (Name)	1991	1992	1993	1994	1995
Annual Budget:	\$				
Amount (and percent) of Annual Budget Supplied by USAID	\$ (%)				
Amount (and percent) of Annual Budget Recovered through Revenue Generation	\$ (%)				
Major Revenue Generation Activities: 1. 2. 3.					
a) Amount and b) Percentage of Annual Budget Provided by Each of the Above Activities: 1a. 1b. 2a. 2b. 3a. 3b.					

Institution: (Name)	1991	1992	1993	1994	1995
a) Other donors and b) Amount/Percentage of Funding Supplied by Other Major Donors: 1a. 1b. 2a. 2b. 3a. 3b.					
No. of Staff					
Per Capita Amount of Annual Expenditures (total operating budget/number of staff)					
Rating for quality of Procurement systems:					
Are personnel policies in place and adequate?/Strategic Plans?					

USAID CONTRIBUTIONS TO SUPPORTED INSTITUTIONS

YEAR: 1991

INSTITUTION	TOTAL OPERATING BUDGET (ANNUAL)	ANNUAL USAID CONTRIBUTION	PERCENTAGE OF OPERATIONS BUDGET SUPPLIED BY USAID
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
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17.			
18.			
19.			
20.			