USAID/Tanzania

Performance Management Plan

June 2022

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I. Introduction and Overview:

USAID/Tanzania's [Country Development Cooperation Strategy](#) (CDCS) was approved in October 2020. The CDCS, which will be implemented from 2020 through 2025, embraces and seeks to nurture the potential that young Tanzanians have to shape the future of their country by advancing its long-term prosperity and journey to self-reliance.

The Performance Management Plan (PMP) is a mission-wide tool to measure progress towards achieving the mission's development objectives, as articulated under the CDCS. The PMP framework will guide efforts to monitor, evaluate, and learn from our implementation of the CDCS. Together, with Activity Monitoring, Evaluation, and Learning (MEL) Plans and other mission documents, the PMP meets the 2016 Foreign Aid Transparency and Accountability Act requirement to establish annual objectives for monitoring, evaluating, analyzing progress, and applying learning toward achieving results.

This plan incorporates a learning agenda throughout USAID/Tanzania's portfolio and will help the mission achieve its active portfolio management and adaptive programming goals. In line with ADS 201.3.2.15, the PMP will be a living document, and will be reviewed and updated, as appropriate, at least annually. As a living document, the PMP will evolve along with the operating environment in Tanzania, adapting to political, economic, and social changes in order to support successful implementation and learning from the CDCS.

The mission's CDCS provides a blueprint for engaging with a variety of state and non-state partners to enhance Tanzania's capacity and strengthen its commitment to becoming more self-reliant. Beyond monitoring and evaluating USAID's work, the PMP will provide a foundation for collaborative learning from the successes and challenges of CDCS implementation, and identifying best practices and lessons learned. Such learning promises to be important to actors in Tanzania and beyond.
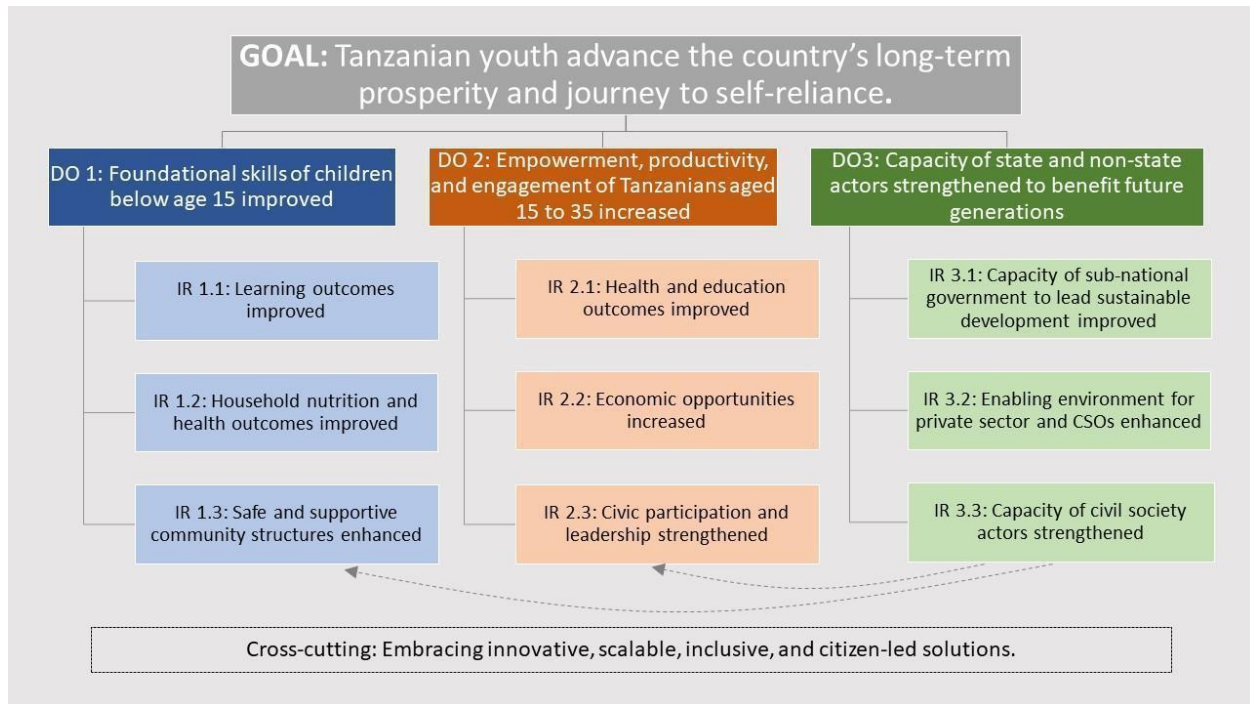
The PMP begins with a brief summary of the mission's Results Framework and Theory of Change before discussing the mission's learning priorities, identifying indicators, and detailing plans for measuring achievement.

II.   Results Framework:

Tanzania's growing and youthful population represents tremendous potential, but their full potential can only be reached by providing them with the tools and supporting societal structures to become thriving and engaged citizens. In order for Tanzania to achieve significant development gains, the country's youth require adequate support from an early age. In the short-term, this group represents a significant draw on scarce services and resources. We recognize that Tanzania is not currently able to fully meet the needs of its children and youth, and that the ongoing underinvestment in human capital will hamper the long-term growth required to ensure that youth are healthy, educated, and in possession of the hard and soft skills they will need as they enter the labor market. Youth are overwhelmingly energized, motivated, and committed, and the Government of Tanzania (GOT) and development partners will do well to recognize and take advantage of their talents and desires by making investments that develop empowered, productive, and engaged Tanzanians. Ultimately, the country cannot become more self-reliant if its citizens' aspirations, and those of youth in particular, are frustrated due to a lack of voice, means, or opportunity to shape their society and pursue their ambitions.

Our programming will focus predominantly on improving citizen capacity, including education, health, and income generation: all of which have disproportionate impacts on children and young adults. We will also foster a commitment to open and accountable governance and a thriving economy, areas where young voices will bring energy and where investments that create a cadre of informed and engaged youth will provide long-term dividends towards self-reliance. As an overarching principle, we will employ age-targeted approaches that develop an individual's agency and improve the enabling environment for youth, including young women and other marginalized populations, to become more healthy, productive, and civically engaged.

The mission arrived at this vision through widespread consultations with Tanzanians including representatives of the GOT, civil society, the private sector, academia, youth, and citizens across the country. In addition, a series of three mission-wide consultations identified a clear set of shared priorities among mission staff related to the needs of youth. Data analysis supported these consultations and conversations, and ultimately led us to conclude that the most strategic investments in Tanzania at the moment are those focusing on youth.

GOAL: Tanzanian youth advance the country's long-term prosperity and journey to self-reliance.

DO 1: Foundational skills of children below age 15 improved

IR 1.1: Learning outcomes improved

IR 1.2: Household nutrition and health outcomes improved

IR 1.3: Safe and supportive community structures enhanced

DO 2: Empowerment, productivity, and engagement of Tanzanians aged 15 to 35 increased

IR 2.1: Health and education outcomes improved

IR 2.2: Economic opportunities increased

IR 2.3: Civic participation and leadership strengthened

DO3: Capacity of state and non-state actors strengthened to benefit future generations

IR 3.1: Capacity of sub-national government to lead sustainable development improved

IR 3.2: Enabling environment for private sector and CSOs enhanced

IR 3.3: Capacity of civil society actors strengthened

Cross-cutting: Embracing innovative, scalable, inclusive, and citizen-led solutions.

III. Learning Priorities:

The mission's overall priority for MEL under this strategy is to effectively measure how targeting investments to youth impacts the country's ability to both pursue and eventually achieve self-reliance. This is a long-term goal, and results that show improvements in both capacity and commitment may take years to become evident. Therefore, it is essential that USAID establish and identify metrics that will inform the mission's progress throughout the strategy and allow the mission to make informed decisions and adapt programming as needed. USAID/Tanzania recognizes that across its portfolio, the way that young women, young men, and children will interact with and benefit from its programs will vary. Throughout its monitoring and evaluation efforts, the mission will collect and report on the various ways that programming impacts the lives of young women and young men.

The mission will focus its learning along two lines of efforts - internal efforts focused on how well the mission fulfills its mandate to prioritize youth in its programming, continues to engage with and learn from Tanzanian youth, and how collaboration, learning, and adapting (CLA) is applied in the mission. External efforts will focus on how the mission's intentional focus on youth impacts its intended beneficiaries and what impact this has on Tanzania's journey to self-reliance. The mission will employ various M&E tools to measure both internal and external learning outcomes.

Priority learning questions that the mission seeks to answer throughout and at the end of CDCS implementation include:

- Internal: To what extent is USAID/Tanzania truly focusing its investments on/toward youth? What adaptations has/is the mission making to target youth through ongoing programming?
  - *Why*: This CDCS shifts USAID's focus from a sector approach to a specific beneficiary focus. This question will help the mission understand what intentional steps it is taking to shift resources, designs, and impacts to a population, as opposed to a sector.
  - *How*: The mission will use portfolio reviews to monitor this question - requiring activities and Development Objective (DO) teams to report on specific youth engagement and present any disaggregated data that is available on youth reached. Additionally, the mission will establish a youth focus group/consultative group made up of external stakeholders/partners that will help USAID assess and discuss activities and how they target and involve youth, or can do so better.
  - *Learning*: Answering this question will capture best practices for shifting toward youth programming, reporting, and engagement. Learning will be shared through portfolio reviews and key findings disseminated to key USAID audiences (Agency Youth Coordinator, Africa Bureau, etc.).
- External: Does USAID's intentional focus on youth impact youth's perceptions of their ability to be leaders and participate in their communities? Does this focus impact the perception of youth (from others) within the communities in which they live?
  - *Why*: USAID/Tanzania's hypothesis is that a focus on youth will prepare youth to be leaders today and tomorrow. By measuring perception of youth and their communities USAID can better understand how its interventions are empowering youth to lead within their communities.
  - *How:* Commission a rolling perceptions study/survey within targeted communities where USAID is implementing activities. The survey should be conducted at least three times - baseline, midline, and endline - and more, if resources and conditions permit.
  - *Learning:* Understanding the perceptions of youth and those around them will be indicative of their ability to lead and their agency within their communities. If perceptions are not changing at the midline, USAID will be able to critically look at its portfolio and adjust as needed.
- External: What types of interventions are most effective in engaging youth?
  - *Why:* The mission will implement activities across health, education, civic, and economic sectors. The mission will strive to design and implement cross-sectoral

programming, drawing on funds, expertise, and networks from multiple sectors - but how can the mission target its resources to support youth where they need it most? Is the mission able to leverage sector-specific funding to pivot resources to interventions that more effectively engage youth?

- *How:* Monitoring activities' ability to engage youth through measuring youth beneficiaries as a percentage of total beneficiaries. Longitudinal measurements of impacts on youth beneficiaries and feedback from youth. Performance indicator reference sheets (PIRS) for all indicators will be required to include age disaggregated collection methods with standard national age brackets: at a minimum, 0-15, 16-35, and 35 and over. Where appropriate, additional brackets can be included, such as national standard age disaggregates (<1, 1-4, 5-9, 10-14, 15-19, etc). Indicators should also include a rural and urban disaggregation and gender where applicable.
- *Learning:* This question will help identify whether the mission is appropriately resourced to engage youth - and where investments that target youth will have the highest return on investment.

- External: How successful is the mission in prioritizing the geographic focus of its interventions? Does this focus have an impact on desired development outcomes?
  - *Why:* The mission has expanded its use of geographic information systems to inform decision making and strategic activity development. Mission investments to date are reflective of the need for this tool to better monitor and report on our activities and tell our story.
  - *How:* M&E activities - specifically, designing impact evaluations where appropriate to measure the effects of USAID's investments in specific geographic areas. Using concept reviews and portfolio reviews to explore how geographic targeting/focus drives decisions and impacts programming. The mission's third party M&E platform will continue providing GIS services for the mission.
  - *Learning:* This question will help answer how (and if) geographic targeting works for a highly mobile youth population. How can the agency use demographic data to enhance impact and sustainability of investments.

USAID places a heavy emphasis on the importance of adaptive management. As this strategy is implemented, the mission will continue to pursue effective learning through field visits, reporting, collaboration among partners, and third-party mechanisms.

Monitoring:

The mission will transition to the Development Information System (DIS) early in the life of this CDCS. This, coupled with continued, routine data collection from monitoring and quarterly/annual reporting will allow the mission to continue to collect and report relevant data for decision making.

Monitoring for each activity is unique - the frequency, number of indicators, and methods vary depending on the type of intervention. However, in support of the mission's learning priorities on youth programming and interventions, the mission will require, as appropriate, activities to capture/document age-disaggregated data. This will help inform CDCS implementation, identifying areas where more focus may be needed to reach intended beneficiaries, and also capture feedback from youth and the communities in which we work.

Monitoring results will be shared across the mission several times throughout the year. In mission-wide portfolio reviews, DO teams will be required to share activity-level, and DO-level results, in addition to any steps taken that address under/over achievement for activities. The mission is also intentional about learning from portfolio reviews, and A/CORs will be required to share adaptations and adjustments they have made to activity implementation based on monitoring activities. Lastly, the mission will use a third-party M&E support platform to continue building mission capacity to conduct [data quality assessments](#) (DQAs) , with the goal that A/CORs lead and own this process within the life of the CDCS, except in exceptional circumstances. DQAs are critically important to monitoring efforts as they ensure that the Agency requirements for externally reported data (validity, reliability, timeliness, precision, and integrity) are met.

In some instances, it may be difficult to collect disaggregated data on children under the age of 18, where parental consent may be needed. To mitigate this challenge, and address other reporting questions, the mission's MEL team will meet with implementing partners to ensure that their MEL plans include appropriate approaches and procedures to report on indicators by both age and sex. The mission's MEL support platform will also share best practices for seeking parental consent when and where needed to ensure adequate reporting.

Site Visits

The mission will use site visits to monitor and report on activity performance while seeking feedback from various stakeholders (beneficiaries, target communities, local government, and civil society) about the impact and relevance of USAID's interventions. Site visits provide an opportunity for verification of results and quick learning to enable timely correction. Site visit reports will be required, and debriefing sessions to encourage information sharing will be recommended. The mission, to the extent

possible, will encourage cross-DO, cross-office, embassy-wide, and GOT involvement, encouraging joint learning.

Collaboration, Learning, and Adaptation (CLA):
The mission's primary learning takes place through both formal and informal structures. The mission will place a heavy emphasis on taking into account how beneficiaries experience and interact with our activities so that we can capture diverse perspectives. Partners will be required, as appropriate, to disaggregate reporting by age and sex, helping the mission ensure that it is effectively reaching youth beneficiaries. These efforts advance the mission's goal of inclusivity and enable us to better design and implement activities.

To ensure that collaborating, learning, and adapting occur throughout activity implementation, USAID/Tanzania will:

- Facilitate implementing partners' efforts to collaborate and share information with each other through various forums, such as Development Objective meetings with implementing partners, portfolio reviews, partners' quarterly and semi-annual meetings, etc. Each A/COR will be responsible for ensuring that their implementing partner's work plans are coordinated with and open to developing and implementing joint work planning within and across sectors and among partners working in the same geographic areas.

- Hold mission wide Implementing Partner meetings to enhance collaboration and learning. The aim of these meetings is to enhance interaction between USAID and its partners, increase linkages between partners, create feedback loops, and share lessons learned and best practices.

Mission staff will contribute to planning and implementing collaborative approaches among implementing partners and other stakeholders (Development Partners, Government of Tanzania at various levels, civil society, and private sector). These efforts will enable partners and other stakeholders to better understand a full range of USAID-supported efforts to promote knowledge sharing and reduce duplication of effort within and across sectors.

IV. Performance Indicator Information for Intermediate Results:

DO 1: Foundational Skills of Children Below Age 15 improved

Development Hypothesis Statement: *If children are healthy, well-nourished, educated, and supported by their caregivers and communities, then they will have the necessary foundational skills to become productive young adults, well-positioned to pursue and achieve their aspirations.*

While the future offers seemingly unlimited potential for young people to innovate, connect, and share information, basic failures related to the emotional, social, and physical development of young children, and girls in particular, have a direct effect on their overall development and on the adults they will become. Almost every investment made with this age group has multifaceted benefits.

In order to achieve greater learning outcomes, USAID will increase the quality of instruction in schools by improving the professional development of teachers. USAID will also improve the participation of parents, particularly parents of girls, both in school administration and increasing learning opportunities at home. In order to have a strong foundation, children need good health, supported by available quality maternal and child health services which address both age and disease-specific needs. Family-centered care will increase the capacity of children to take responsibility for their own health as they transition to adolescence.

Development Objective 1
• Number/proportion of youth who have completed primary education (PO-RALG and IM data) • Proportion of children, under 5, with improved nutrition status in the areas of USAID interventions (TBD-ZOI surveys)) • Child mortality estimates (Neonatal Mortality Rate, Infant Mortality Rate, Under 5 Mortality Rate) (TDHS/MOH Annual Performance Report)
Intermediate Result 1.1: Learning outcomes improved
• ES.1-1: Percent of learners targeted for USG assistance who attain a minimum grade-level proficiency in reading at the end of grade 2 (IM data) • SUPP-4: Percent of learners with an increase of at least one proficiency level in math at the end of grade 2 with USG assistance (IM data)

● ES.1-47: Percent of learners with a disability targeted for USG assistance who attain a minimum grade-level proficiency in reading at the end of grade 2 (IM data)

Intermediate Result 1.2: Household nutrition and health outcomes improved
● HL.9-1 Number of children under five (0-59 months) reached with nutrition-specific interventions through USG-supported programs (DHIS2/IPRS) ● HL.9-2 Number of children under two (0-23 months) reached with community-level nutrition interventions through USG-supported programs (DHIS2/IPRS) ● Custom: Percentage of children under 5 years that are correctly assessed and treated using the integrated management of common childhood illnesses (IMCI) algorithm (DIS) ● TX_CURR number of children currently receiving antiretroviral therapy (ART) (DATIM/IPRS)

Intermediate Result 1.3: Safe and supportive community structures enhanced
● GNDR-6: Number of people reached by a USG-funded intervention providing GBV services (IM data) ● ES.1-51: Number of learning environments supported by USG assistance that have improved safety, according to locally defined criteria (IM data) ● SUPP-7 Number of parents or community members trained to support children's education with USG assistance (IM data)

DO 2: Empowerment, productivity, and engagement of Tanzanians aged 15 to 35 Increased

Development Hypothesis Statement: *If Tanzanians aged 15 to 35 have access to and use quality health and education services, they acquire in demand skills and establish sources of income, and are able to actively participate in and lead efforts in civic life, then they will be empowered, productive and engaged citizens.*

This DO will build on and utilize the strengths of young Tanzanians, providing them with the health and education services, economic opportunities, and leadership skills they need. DO2 will improve health and education outcomes for Tanzanians aged 15-35. USAID's youth-focused programming will address the challenges and barriers that young Tanzanians encounter when seeking employment or entrepreneurial opportunities. USAID will seek private sector partnerships to improve youth-focused

education to promote in demand skills and encourage opportunities for young people to gain experience in the workforce, one of the first hurdles youth face when seeking employment.

DO2 will strengthen civic participation and leadership among 15-35 year olds, creating opportunities for improved engagement. Through targeted investments, USAID will develop the capacity of young Tanzanians to be active in civil society, advocating for their rights as champions in shaping a Tanzania that reflects their aspirations. By expanding the ability of youth to meaningfully contribute to local development efforts, young Tanzanians will be better positioned to serve as agents of development change and stewards of democracy.

Development Objective 2
- Youth unemployment rate (Data Source; TBD - proxy might be poverty index if age disaggregation is possible)   - TB Treatment Success Rate in supported regions   - Viral load suppression among people living with HIV (PLHIV) (Source DATIM) in focused regions   - Case fatality rate from direct obstetric causes(DHIS2)   - Poverty rate FTF indicator

Intermediate Result 2.1: Health and education outcomes improved
- Proportion of women giving birth in a health facility receiving USG support (DHIS2)   - Couple Years protection in USG supported programs (Source DHIS2)   "Number of youth trained in soft skills/life skills through USG- assisted programs (Youth-1)"   - HL.3-18 Proportion of antenatal care clients receiving intermittent preventive treatment in pregnancy among the total number of antenatal care clients(DHIS2/DIS)   - TB Case Detection Rate in supported regions(DHIS2)   - Number of youth who have accessed youth friendly services through referral and / or linkage system(DIS)
Intermediate Result 2.2: Economic opportunities increased
- Percent of individuals with new employment following participation in USG-assisted workforce development programs (EG. 6-12)"   - EG.6-13: Number of individuals with improved skills following completion of USG-assisted workforce development programs (IM data)

- EG.3.2-26: Value of annual sales of producers and firms receiving USG assistance or coordinating/ partnering with USG funded activities (IM data)
- CBLD-9: Percent of USG-assisted organizations with improved performance (IM data)
- YOUTH-3: Percentage of youth participants in USG-assisted programs designed to increase access to productive economic resources. (IM data)

Intermediate Result 2.3: Civic participation and leadership strengthened
- Number of initiatives led or organized by youth that contribute to development dynamics of their community (IM Data)   - Number/proportion (%) of youth represented or participating in youth councils, local government committees, community decision-making processes, or other decision-making (IM Data)   - Number/proportion (%) of youth who participate in civil society activities due to social or leadership skills training or initiatives from USG assisted programs (IM Data)   - YOUTH-2 Number of laws, policies or procedures adopted or implemented with USG assistance designed to promote youth participation at the regional, national or local level.

DO 3: Capacity of state and non-state actors strengthened to benefit future generations

Development Hypothesis Statement: *If state and non-state actors become more capable, engaged, and resilient partners in Tanzania's development, can preserve the country's natural resources, and demonstrably advance the interests of citizens (particularly young people), then future generations will benefit from stronger institutional and governance frameworks that advance and reflect their aspirations.*

Investments under DO3 will promote accountable and capable local state institutions, in part through a redefined relationship with the GOT that prioritizes engagement with local authorities. Work under this DO will also build a resilient civil society, a vibrant private sector, and preserve Tanzania's natural resource base for future generations. By strengthening these broader institutional structures and promoting a more favorable enabling environment, results under this objective will serve to sustain the gains made under DOs 1 and 2.

Development Objective 3
CBLD-9: Percent of USG-assisted organizations with improved performance. This includes government agencies, civil society partners, and/or service delivery sites. (IM Data)

- Number of positive/enabling business related policy changes adopted/passed (Context Indicator)

Intermediate Result 3.1: Capacity of sub-national governments to lead sustainable development improved

- Number of local government actors whose organizational capacity assessment (OCA) index scores improved following USG assistance.
- Number of national-level policies, regulations, or guidelines drafted or approved consistent with citizen input
- Number of local-level policies, regulations, or guidelines drafted or approved consistent with citizen input (IM Data)
- EG.10.2-2: Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance (IM Data)

Intermediate Result 3.2: Enabling environment for private sector and CSOs enhanced

- Legal Environment Sustainability Measure: Assessment of the legal and regulatory environment governing the CSO sector and its implementation (CSO Sustainability Index)
- Value (in USD) of investment associated with USG assistance to improve the business enabling environment (IM Data)
- Number of financial and non-financial institutions benefiting from USG financing assistance (IM Data)
- Number of convenings by USAID staff with the purpose of engaging the private sector that were attended by private sector participants (DIS)

Intermediate Result 3.3: Capacity and resilience of civil society actors strengthened

- Number of Civil Society actors whose organizational capacity assessment (OCA) index scores improved following USG assistance
- Number of USG assisted CSOs, private sector associations and other local organizations that participate in policy, regulatory, or legislative proceedings and/or engage in advocacy with local authorities or national legislature (IM Data)
- DR.4.2-3: USAID CSO Sustainability Index - Africa: Dimensions: organizational capacity, service provision (CSO Sustainability Index)