

Feed the Future Tanzania Enabling Growth through Investment and Enterprise (ENGINE)

Leader with Associate Cooperative Agreement EEM-A-00-04-00002-00 Associate Cooperative
Agreement No. AID-621-LA-16-00002

MONITORING, EVALUATION, AND LEARNING (MEL) PLAN

FINAL SUBMISSION

This was made possible through support provided by Feed the Future through the U.S. Agency for International Development. The opinions expressed herein are the sole responsibility of VEGA/IESC and do not necessarily reflect the views of USAID or the United States Government.

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Prepared under the Cooperative Agreement No. EEM-A-00-04-00002-00
Associate Cooperative Agreement No. AID-621-LA-16-00002

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Acronyms

AO:	Agreement Officer
AOR:	Agreement Officer's Representative
BDS:	Business Development Services
CAADP:	Comprehensive Africa Agriculture Development Program
CA:	Cooperative Agreement
CSO:	Civil Society Organization
COP:	Chief of Party
DADP:	District Agricultural Development Plan
DAC:	District Advisory Committee
DCA:	Development Credit Authority
DCOP:	Deputy Chief of Party
DDP:	District Development Plan
ENGINE:	Enabling Growth Through Investment and Enterprise
IAF:	Institutional Architecture Framework
ICMA:	International City/County Management Association
ICT:	Information and Communications Technologies
IESC:	International Executive Service Corps
LGA:	Local Government Authority
LGACI:	Local Government Authority Competitiveness Index
MEDA:	Mennonite Economic Development Associates
MEL:	Monitoring, Evaluating, and Learning
MFI:	Microfinance Institution
OPIC:	Overseas Private Investment Corporation
PPD:	Public-Private Dialogue
PPT:	Policy Prioritization Tool
PMO-RALG:	Prime Minister's Office for Regional Administration and Local Government
RRC:	Regional Consultative Committee
SAGCOT:	Southern Agricultural Growth Corridor of Tanzania
SME:	Small and Medium Enterprises
USAID:	United States Agency for International Development
USD:	United States Dollars
TCCIA:	Tanzania Chamber of Commerce, Industry and Agriculture Associations
TPSF:	Tanzania Private Sector Foundation
TNBC:	Tanzania National Business Council
TZS:	Tanzanian Schilling
ZOI:	Zone of Influence

Program Description

Pursuant to the Volunteers for Economic Growth Leader-with-Associate Cooperative Agreement No. EEM-A-00-04-00002-00, Associate Cooperative Agreement No. AID-621-LA-16-00002, VEGA/IESC will implement the Feed the Future Tanzania Enabling Growth Through Investment and Enterprise Program (ENGINE). The period of performance for the agreement is September 1, 2016 – August 31, 2020.

The International Executive Service Corps (IESC) is the lead implementer of ENGINE, joined by Mennonite Economic Development Association (MEDA), International City/County Managers Association (ICMA), and critical local partner Diligent Consulting Limited. Under this Agreement, VEGA/IESC will support USAID's development objective 2: Inclusive broad-based economic growth sustained.

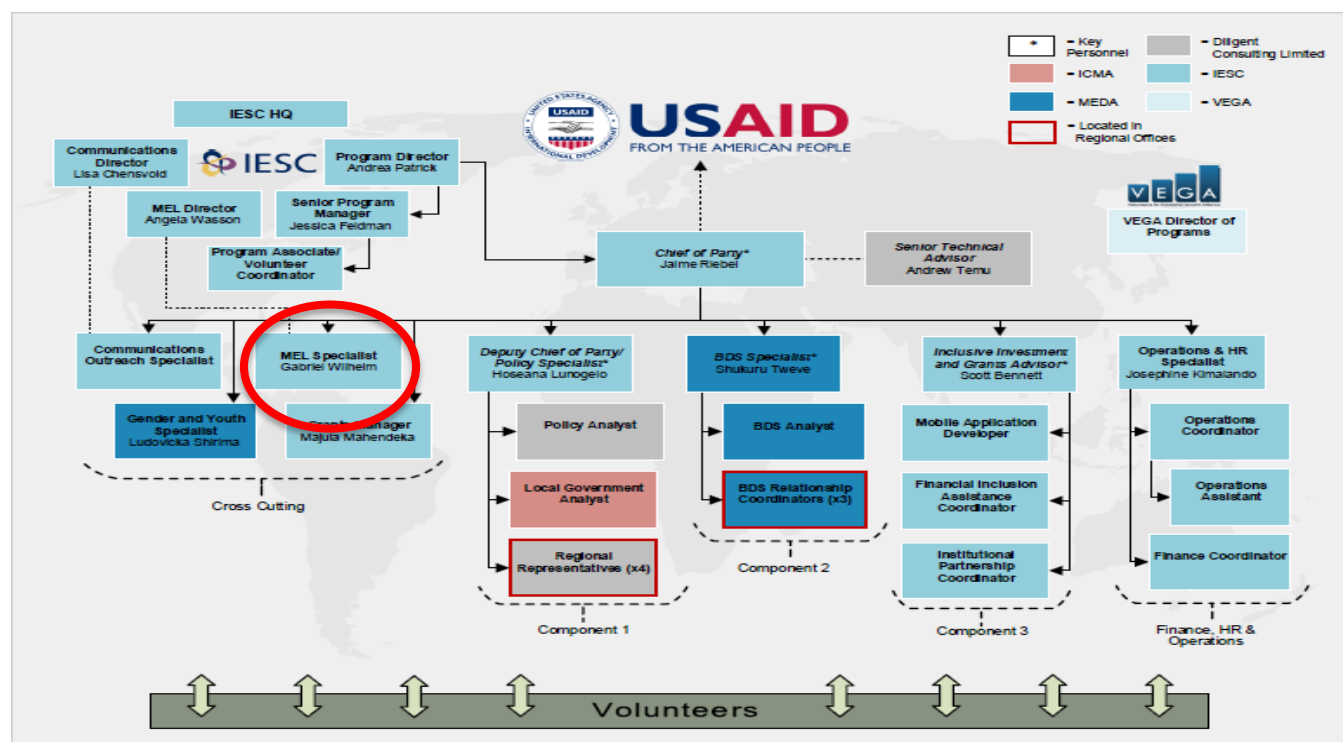
Overview and Technical Approach

The purpose of the program is to increase private sector investment leading to inclusive, broad-based economic growth in the SAGCOT regions of Mbeya, Morogoro, and Iringa, and also in Zanzibar. This goal will be achieved through ENGINE's three component objectives:

1. Build the capacity of the private sector to effectively dialogue with the government to set the policy agenda and improve the capacity of the public sector to implement policies that promote an enabling business environment, resulting in **20 policy reforms fully implemented** (or not implemented, in the case of a repeal) and a **20 percent increase in businesses with licenses** in targeted LGAs (**Component 1 - Implementing Policies for Growth**);
2. Foster the growth and capacity of a sustainable market for business development services (BDS) in Tanzania, resulting in **at least 12 BDS suppliers made sustainable** by the end of the project (**Component 2 - Equipping for Growth**); and
3. Broaden access to finance for SMEs, specifically women and youth entrepreneurs, to facilitate increased investment and growth, resulting in **nearly \$7 million of DCA loans extended to women- and youth-owned businesses** (**Component 3 - Financing for Growth**).

Team Structure

ENGINE's team structure is shown in the chart below. The Dar es Salaam-based MEL Specialist, Gabriel Wilhelm, will report to the Chief of Party, Jaime Reibel, and will be supported by the IESC headquarters MEL team.



Development Hypothesis and Results Framework

ENGINE's vision for impact is premised on the development hypothesis that:

If policy dialogue between the national government and local government authorities (LGAs), and between the LGAs and the private sector, is strengthened to develop and implement enabling policies for investment; and if the private sector has improved business skills and greater access to finance; then the binding constraints to private sector investment will be reduced, and agriculture productivity and profitability will be increased. **Through these activities, Tanzania's inclusive broad-based growth will be placed on a path to sustainability in the Southern Agricultural Growth Corridor of Tanzania and in Zanzibar.** This development hypothesis is also visually illustrated in our results framework.

USAID/Tanzania Development Objective 2
Inclusive broad-based economic growth sustained

IR 2.1
Binding constraints to private sector investment reduced

IR 2.2
Agricultural productivity and profitability increased in targeted value chains

ENGINE Activity Purpose

Increase private sector investment leading to inclusive, broad-based economic growth in the SAGCOT, plus Zanzibar

- **A1** 30% of target LGAs with improved or maintained LGA Competitiveness Index scores
- **A2** \$10M in new private sector capital investment in ag sector or food chain leveraged by FTF implementation (EG 3.2-22)

C1 Implementing Policies for Growth

Sub-component 1.1 Predictability, coherency and transparency of policies impacting private sector investment increased

- 1.1A** 100% of investment-related policies in target LGAs reviewed for reform*
- 1.1B** 200 policy reform recommendations made to the proper mandated authority in forums with key stakeholders present
- 1.1C** 12 roadmaps for regulations and administrative procedures made publicly available and updated annually in target LGAs

Sub-component 1.2 Pro-economic growth and investment policies fully and effectively implemented

- 1.2A** 536 individuals trained on the job in gender analysis, policy analysis, policy design, advocacy, and implementation*
- 1.2B** At least 20% increase in business licenses issued across all target LGAs*

Sub-component 1.3 Effective policy reform frameworks sustained

- 1.3A** Number of agricultural and nutritional enabling environment policies analyzed (240), consulted on (120), drafted or revised (60), approved (40), and implemented (20) with USG assistance (EG 3.1-12)
- 1.3B** 57% of operating units across target LGAs and anchor institutions receiving policy analysis capacity building
- 1.3C** 12 broad stakeholder agriculture policy and private sector forums for sharing information and drafting unified policy option positions for government consideration

C2 Equipping for Growth

Sub-component 2.1 Increase the supply of accessible, quality MSME BDS

- 2.1A** 60 BDS providers receiving ENGINE assistance *
- 2.1B** \$1.3M in sales by ENGINE-supported BDS providers

Sub-component 2.2 Increase demand for formal BDS

- 2.2A** 1,040 MSMEs purchase services (at least 30% women-owned) from ENGINE-supported BDS providers*
- 2.2B** 15% increase in revenue of MSMEs within the ZOI purchasing services from ENGINE-supported BDS providers*
- 2.2C** 3,000 jobs created by private enterprises, business associations, and CBOs within the ZOI that received ENGINE assistance (at least 1,000 filled by youth either full-time or part-time)*
- 2.2D** 235 firms (excluding farms) or CSOs engaged in agricultural and food-security related manufacturing and services that have increased profits or become financially self-sufficient with USG assistance* (EG 3.2-21)

C3 Financing for Growth

Sub-component 3.1 Leverage DCA loan guarantees

- 3.1A** 45% DCA Utilization Rate
- 3.1B** 288 MSMEs, including farmers, receiving ag-related credit as a result of USG assistance* (EG 3.2-3)
- 3.1C** 1,200 potentially bankable SMEs reached
- 3.1D** \$6.6M worth of DCA-backed loans to women- and youth-owned businesses within ZOI*
- 3.1E** 219 loans to women- and youth-owned businesses within the ZOI*

Sub-component 3.2 Increase availability of financial services

- 3.2A** \$8.7M value of loans facilitated*
- 3.2B** 5 partner financial institutions that have purposely revised its policies or practices to cater to overlooked clients as a result of ENGINE assistance*

Cross-Cutting Indicators

- CC1** 117 VE assignments mobilized*
- CC2** 3,548 days of VE service delivered*
- CC3** \$1,894,400 value of VE service*

Critical Assumptions

- LGAs are committed to coordinating with businesses for policy reform
- LGAs have enough authority to achieve reforms, or can easily get national buy-in
- Businesses see the value of paying for BDS, breaking donor dependency
- Existing FTF programs and others cooperate with ENGINE to identify bankable SMEs
- Partner FIs make a concerted effort to diversify client base

Overview of Performance Indicators

ENGINE will monitor 26 performance indicators, of which four are Bureau of Foreign Affairs at State and Feed the Future (F/FTF) standard indicators and 22 are custom indicators. ENGINE's highest-level activity indicators are comprised of a standard indicator that measures the value of new private sector capital investment in the agriculture sector leveraged by FTF implementation (EG 3.2-22) and a custom indicator that measures improvement on a local government authority competitiveness index (LGACI).

The LGACI is an assessment tool designed to measure the local business climate in the SAGCOT areas and Zanzibar. An enabling business climate depends in large part on good local governance. Principles such as provision of quality public services, transparency, accountability, and establishing clear rules create and strengthen private investment opportunities and promote local economic development. Deloitte was engaged to assist in the development of the LGACI assessment tool during the first 60 days of the program.

ENGINE will also track a key standard indicator under Component 1 that combines both output- and outcome-level results: "Number of agricultural and nutritional enabling environment policies analyzed, consulted on, drafted or revised, approved, and implemented with USG assistance" (EG 3.1-12).

A complete indicator chart can be found in Annex A and the performance indicator reference sheet (PIRS) for each indicator can be found in Annex B.

DISAGGREGATION

Per ADS 203.3.8, more than half of the indicators will track disaggregated data on sex and age (youth is defined by GOT as individuals between 15 and 35 years of age). In addition and where relevant, data will be disaggregated by:

- Region (Morogoro, Iringa, Mbeya, Dar es Salaam, and Zanzibar);
- Target LGA;
- Size of enterprise (micro enterprises have less than 5 employees; small enterprises have 5 – 49 employees and/or capital investments of TZS less than 200,000,000; medium enterprises have 50 – 99 employees and/or capital investments between TZS 200,000,000 and 800,000,000);
- Whether an enterprise is woman- or youth-owned defined as having at least one woman or youth owner/shareholder or managed by a woman or youth;
- DCA partner financial institution (e.g., CRDB Bank, PRIDE Tanzania, Akiba, and Covenant Bank for Women);

- Whether it is an agriculture-specific or business investment-supportive policy where agriculture is not the primary benefitting sector; and
- At what stage a policy reform or regulation is (analyzed, consulted on, drafted or revised, approved (or appealed), and implemented).

BASELINE ANALYSIS

In all but six of our performance indicators, the baseline is zero because they are outputs or results of an activity or service that is new (i.e., not provided previously or before ENGINE's time). We will collect baseline data for the following:

- **A1: Percent of target LGAs with improved or maintained Local Government Authority Competitiveness Index (LGACI) scores.**

ENGINE has engaged the services of Deloitte East Africa to create and tailor an initial LGACI framework, including sub-indices and a weighted scoring system, to the Tanzanian context. Deloitte used comments from a stakeholder workshop, where the draft framework was presented, on October 24, 2016 to further improve the LGACI. Once the initial LGACI framework receives concurrence from USAID, we will select a local policy think tank or university to create the LGACI survey instrument (via a grant). They will pre-test, analyze, revise it, and administer to the first four LGAs scheduled to receive assistance namely Morogoro municipality, Mbeya city, Kilolo district council in Iringa, and Zanzibar urban municipality. IESC estimates that baseline data will be collected in April 2017 with scores established in May for the first four LGAs. We will collect data for the next four LGAs at the beginning of year two and the last four LGAs at the beginning of year three. Baseline data collection is staggered because LGA assistance will also be phased in. We will document lessons learned from the first phase and apply them to the next iteration of data collection. We will ensure that baseline LGACI scores are established before any significant activities commence in the other eight target LGAs, as in the first four LGAs.

- **1.2B: Average percent change from previous year in business licenses issued across all target LGAs**

It appears that all LGA information available online (www.pmoralg.go.tz) are not disaggregated to the administrative unit (i.e., district level) that ENGINE needs and are not updated (latest data was as of 2013). As a result, we have sent letters to the LGA directors to request data on business licenses issued. If available, we will also collect information from at least the past three years to determine whether it is trending upwards, downwards, or staying level. In addition, we have requested a meeting with the President's Office - Regional Administration and Local Government (PO-RALG) to comply with proper protocols and are awaiting an introduction meeting. Please note

that the program is differentiating between businesses registered vs businesses with licenses. The latter is a more meaningful measure because it tracks *active* businesses. As of December 2016, we have not heard back from the LGAs so we will continue to follow-up.

- **2.2B: Percent change in revenue of MSMEs within the ZOI purchasing services from ENGINE-supported BDS providers**

The data from the 2012 MSME National Baseline Survey Report is helpful in understanding the context in which Tanzanian MSMEs operate. However, this data is not disaggregated to the level that ENGINE requires for MEL analysis. Therefore, we will obtain baseline figures once implementation begins by collecting revenue estimates (a range is acceptable) from target BDS providers and their clients using an intake form. Complementary to this indicator are three other indicators, which would benefit from historical baseline data for context purposes (although baseline data are set to zero): 2.1B Value of sales by ENGINE-supported BDS providers, 2.2A Number of MSMEs purchasing services from ENGINE-supported BDS providers, and 2.2D Number of firms (excluding farms) or CSOs engaged in ag and food security-related manufacturing and services that have increased profits or become financially self-sufficient with USG assistance (EG 3.2-21).

- **3.1A: Percent of DCA utilization among partner financial institutions**

We have confirmed from the DCA's Credit Management System (CMS) that the baseline figures for CDRB, Akiba, and Covenant Bank for Women are all 0% and 4.67% for PRIDE as of November 2016.

- **3.1D and 3.1E: Number and value of business loans to women- and youth-owned businesses within the ZOI from financial institutions receiving USG assistance**

Baseline annual loan values over the past three years have been requested from the four DCA partner banks. We are currently following up to complete collection.

As part of monitoring results for component 1.2, pro-economic growth and investment policies fully and effectively implemented, we will track average percent change from the previous year in "own-source" revenue collected without assigning targets to it. Because any change in own-source revenue of LGAs will be difficult to control or attribute to the program, ENGINE plan to track it as a context indicator rather than a performance indicator. ENGINE has found FY 2012/2013 revenue data for the first three target LGAs in SAGCOT and included it in Annex D. The program will continue to check for more recent revenue data as well as revenue data for Zanzibar.

TARGETS

In addition to prescribed targets within the solicitation itself, aggressive but realistic annual and life-of-program targets are also proposed in the indicator chart in Annex A. The MEL specialist, together with the chief of party, will facilitate the review of targets annually to determine if they continue to be realistic, and if not, will propose adjustments to USAID and VEGA accordingly.

ENGINE's key targets include an environment of healthy competition between target LGAs measured by at least 30 percent of target LGAs with improved or maintained (in the case of already high-scoring LGAs) LGACI scores, at least \$10 million USD in private sector capital investment leveraged, 20% increase in businesses with licenses, at least 12 BDS suppliers that are self-sufficient, 3,000 jobs created, about \$6.6 million USD in financing (loans) accessed by women and youth, and 20 policy reforms implemented (or not, in the case of repeal) by the end of the program.

DATA SOURCES AND COLLECTION METHODS

ENGINE's main data sources will be the LGAs, BDS providers, ENGINE activity records, partner financial institutions, and micro, small and medium-sized enterprises (MSMEs). It's important to note that some LGAs, BDS providers, and MSMEs may not routinely update their records according to normal standards, if they do at all, and this is a known data source limitation. As part of building capacity to improve their recordkeeping systems, ENGINE will work with local government officials and BDS providers, to the extent possible, to ensure that their own data is regularly updated for their own performance monitoring. This is an important element of the ENGINE sustainability approach. ENGINE will also observe the "do no harm" principle during data collection and dissemination of findings. This is in line with one of the program's principles of protecting sensitive information.

The MEL specialist and relevant technical staff will collect data using a mixed methods approach using surveys for the LGACI, document review of LGAs, BDS providers, and financial institution records, standardized program trackers, direct observation, and interviews (or focus groups, as needed) during field visits.

Data for the LGACI will be collected by administering an in-person questionnaire that targets both LGAs and MSME owners. Secondary data will be collected through a literature and data review of business and economic development records for respective LGAs. Focus group discussions (FGDs) may be used when they are deemed relevant.

For policy or LGA-related data, Component 1 technical staff led by the proposed component one team leader will track these closely using forum meeting minutes, document reviews of

available LGA documents, and interactions with LGA officials. Note that most publicly available data are not disaggregated to the level useful to ENGINE (i.e., by target LGA) so the component one team leader will plan to submit special request letters to the LGA directors on a regular basis until a more systematic approach is agreed upon and established. ENGINE will link the community development department and trade department within each target LGA and provide assistance to build a system for tracking their own data (including data on business licenses issued).

For BDS and MSME-related data, the MEL specialist will collect these via an intake forms, post-assistance survey calls, and site visits. All anticipated beneficiaries complete an intake form before receiving ENGINE assistance. The intake form template will be translated into Swahili. If a beneficiary is unable to complete the form by himself/herself, our staff will assist in filling it out. For anticipated loan beneficiaries, the intake form will ask for the purpose of the loan (capital investment vs working capital) for indicator A2. The program will use a post-assistance survey phone call or site visit to collect jobs, sales, revenue, and capital investment data. The program will endeavor to do a follow-up call or site visit in tranches every quarter, time permitting. Beneficiaries will be grouped in cohorts based on when ENGINE assistance was completed and follow-up calls will be conducted per cohort by the MEL specialist, BDS specialist, BDS analyst, or BDS relationship coordinators.

For all financial institution-related data, our main data source will be program records and DCA's Credit Management System (CMS). In addition to extracting data from the CMS, which is not usually updated in near real-time, the finance specialist and the MEL specialist will meet with partner financial institutions (PFIs) every month to collect or verify data. The MEL specialist will complete a PFI form before every meeting with available data the program has for relevant indicators including: 1) individual loan values submitted, approved, and disbursed, 2) dates on which loans were submitted, approved, and disbursed, 3) any loans pending approval or in the pipeline, and 4) total number of loans to women and youth to-date. The data will then be confirmed during the monthly meetings to facilitate timeliness and accuracy of loan-related results. During these meetings, the finance specialist will ask whether the partner institution have implemented any revised policies or practices that caters to overlooked segments of the population (i.e., women and youth entrepreneurs). This two-pronged approach to data collection (CMS and monthly meeting with partner bank) ensures the team verifies information and increases the likelihood of receiving timely and accurate data.

For indicators tracking outreach/event and training attendance, the program staff present during or overseeing the event (it will not always be the MEL specialist) will ensure that attendance sheets are distributed and completed accurately with relevant data points (contact info, sex, age, etc.).

For every field visit where collecting or verifying data is involved, the field staff will complete a field visit log identifying items such as relevant indicator, type of data collected/received, data source, observations, and a date/time stamp, at a minimum. The MEL specialist will facilitate the maintenance of field visit logs.

A detailed data collection method for each indicator can be found in the indicator table in Annex A and the performance indicator reference sheets (PIRS) in Annex B.

Data Quality Control

The program will use IESC's standard multi-tiered approach to internal data quality assurance. We will establish a system for verifying validity, reliability, timeliness, precision, and integrity of data using three levels of quality control when data comes in. The first level is the technical team. They are best placed to provide initial quality reviews because they have the technical background to interpret data that comes in. The second level of quality control is the MEL specialist who will check for calculation errors and confirm out-of-range numbers. The third and last level of quality control is with the chief of party and the home office program team before data in quarterly and annual reports is submitted.

ENGINE has developed PIRS for every custom performance indicator. For all standard indicators, the program will follow the standard PIRS. Every PIRS contains a detailed definition and collection/calculation method. By specifying each indicator in detail, we can ensure consistent and accurate handling of data until the end of the program.

ENGINE's staff will cooperate with USAID as it conducts a formal data quality assessment (DQA) for selected indicators at the required frequency.

Each technical staff member is responsible for data quality and monitoring progress on one or more performance indicators. Please refer to Table 1 for the assignment of responsibilities. The MEL specialist and chief of party will adjust staff responsibilities as needed.

Indicator	Supporting/back-up documentation	Staff responsible
A1 Percent of target LGAs with improved or maintained MCI scores	MCI scoresheet	COP
A2 Value of new private sector capital investment in ag sector or food chain leveraged by FTF implementation (EG 3.2-22)	Follow up call log and loan sheet	COP

Indicator	Supporting/back-up documentation	Staff responsible
1.1A Percent of investment-related policies reviewed for reform	Forum meeting minutes or interview notes with relevant LGA official	Component One Team Leader
1.1B Number of policy reform recommendations made to the proper mandated authority in forums with key stakeholders present	Forum meeting minutes or official letter/memo of recommendations	Component One Team Leader
1.1C Number of roadmaps for regulations and administrative procedures made publicly available and updated annually	Copies of roadmaps	Policy Analyst
1.2A Number of individuals trained on the job in gender analysis, policy analysis, policy design, advocacy, and implementation	Training attendance sheets and technical assistance tracker	Policy Analyst
1.2B Average percent change from previous year in business license issued across all target LGAs	Letter from LGA directors	Local Government Analyst
1.3A Number of ag and nutritional enabling environment policies analyzed, consulted on, drafted or revised, approved, and implemented with USG assistance (EG 3.1-12)	Forum meeting minutes, official documents showing policy is going through any of the five stages	Component One Team Leader
1.3B Percent of operating units across target LGAs and anchor institutions receiving policy analysis capacity building	Training attendance sheets or technical assistance tracker	Policy Analyst
1.3C Number of broad stakeholder ag policy and private sector forums established and supported annually	Annual forum meeting meetings	Policy Analyst
2.1A Number of BDS suppliers receiving ENGINE assistance	Technical assistance tracker and follow-up call log	BDS Specialist
2.1B Value of sales by ENGINE-supported BDS providers	Follow-up call/site visit log or BDS provider records	BDS Analyst
2.2A Number of SMEs purchasing services from ENGINE-supported BDS providers	BDS provider records	BDS Analyst
2.2B Percent change in revenue of SMEs within the ZOI purchase services from ENGINE-supported BDS providers	Intake forms, follow-up call log, or BDS provider records	BDS Analyst

Indicator	Supporting/back-up documentation	Staff responsible
2.2C Number of jobs created by private enterprises, business associations, and CSOs within the ZOI who received ENGINE assistance	Intake forms and follow-up call log	BDS Specialist
2.2D Number of firms (excluding farms) or CSOs engaged in ag and food-security related manufacturing and services that have increased profits or become financially self-sufficient with USG assistance (EG 3.2-21)	Intake forms and follow-up call log	BDS Specialist
3.1A Percent of DCA utilization among partner financial institutions	CMS printout	Finance Specialist
3.1B Number of MSMEs, including farmers, receiving ag-related credit as a result of USG assistance (EG 3.2-3)	Completed PFI forms and list of loans with disbursement dates	Finance Specialist
3.1C Number of potentially bankable SMEs reached	Outreach and training attendance sheets	Institutional Partnership Coordinator
3.1D Value of business loans to women- and youth-owned businesses within the ZOI from financial institutions receiving ENGINE assistance	Completed PFI forms	Finance Specialist
3.1E Number of business loans to women- and youth-owned businesses within the ZOI from financial institutions receiving ENGINE-assistance	Completed PFI forms	Finance Specialist
3.2A Value of loans facilitated	List of loans with approval dates	Finance Specialist
3.2B Number of partner financial institutions that have purposely revised its policies or practices to cater to overlooked clients as a result of ENGINE assistance	Completed and dated PFI form stating revised policy or practice	Finance Specialist
CC1 Number of volunteer expert assignments mobilized	Print out of relevant volunteer database page	IESC HOME OFFICE program manager
CC2 Number of days of volunteer expert services delivered	Print out of relevant volunteer database page	IESC HOME OFFICE program manager
CC3 Value of volunteer expert services	Calculation sheet	IESC HOME OFFICE program manager

Data Storage

ENGINE and its team, including sub-agreement partners' employees, will utilize IESC's customized SharePoint-based system for sharing data between the field staff and home office. Data will be stored in two places: in the M&E folder on OneDrive used by both home office and field staff and in the M&E hard copy files in the field office. Electronic data will be available to all staff, but editing access to the master tracker is limited to the MEL specialist, select field staff, and home office staff to maximize data integrity. Relevant excel spreadsheets in our system will be password-protected with only the MEL specialist and home office staff with editing access (and the chief of party as a back-up in case the MEL specialist is out of the office). All supporting documentation (e.g., training and outreach event attendance sheets, etc.) will be scanned and saved electronically by the MEL specialist. Once scanned, he will file it in the M&E filing cabinet. All back up documentation is saved on OneDrive. The M&E filing cabinet will be locked and the key kept by the MEL specialist. The M&E files in the cabinet will be physically checked during every home office visit to the field. The electronic M&E files on OneDrive are checked and maintained regularly by the home office program team.

Data Analysis and Reporting

Initial data analysis will be conducted at the technical level given staff expertise. The MEL specialist will conduct the second analysis for inclusion in reports, including the quarterly reports, annual reports, and final report. We will provide contextual analysis when factors beyond our control affect our data and/or results. The annual report will contain analysis of annual and cumulative progress against targets, discussions of hurdles, and success stories, lessons learned, and best practices.

All required data will be entered into the FTFMS on a quarterly basis (although data for some indicators will only be available annually).

All training data will be entered in TRAINET once the MEL specialist is granted login information by USAID.

All relevant datasets will be submitted to the Development Data Library (DDL). Determination of which datasets will be discussed with the AOR.

Staff Responsibilities

MEL Specialist (TBD). The MEL specialist is responsible for coordinating ENGINE's M&E efforts. He will ensure that timely data collection is ongoing and provide a second level quality check for any data ENGINE receives and subsequently reports. He is responsible for maintaining ENGINE's electronic and physical M&E files, including collecting supporting/back-up documentation from technical staff and ensuring that back-up documentation is scanned.

He is not solely responsible for data collection. He will be responsible for providing the updated indicator table to home office staff to be included in quarterly and annual report submissions. He will also be responsible for ensuring that training attendance sheets and outreach event sign-in sheets are valid and complete. He will provide instructions to the trainers or technical staff facilitating an event on how to accurately obtain information on the attendance and sign-in sheets prior to the events.

Chief of Party (Jaime Reibel). The chief of party has ultimate responsibility for ensuring that the M&E system is effective and operational. He will lead review of and reflection on progress on indicators and use data to inform decisions regarding implementation of activities.

Technical team. Component leads and technical staff will participate in collecting or verifying data for indicators directly under their component and maintaining supporting/back-up documentation. They are responsible for providing a first level review of data that comes in from partner financial institutions, MSMEs, and BDS providers.

IESC Home Office Support. The IESC home office staff is responsible for delivering the quarterly and annual reports to VEGA for review and submission to USAID. They support the field-based staff on all M&E issues, including coordinating assistance from the IESC home office MEL Director, Angela Wasson, or other M&E consultants as needed. They serve as the third and final check of data prior to inclusion in official ENGINE reports and communication products.

Learning Plan

The strength of our M&E system lies in its ability to provide timely, consistent, and actionable information to ENGINE staff, USAID staff, key private- and public-sector decision-makers, and direct beneficiaries, which allows for continuous learning, adapting, and results-based management. We are committed to not only track our progress towards ENGINE's intended short- and long-term outcomes, but also to test whether the underlying development hypothesis is proving valid and effective. The intent of our learning plan is to ensure that the

causal pathway is continuously assessed and adjusted to yield the most effective course of action.

Below is our proposed learning agenda to achieve the following cross-component objectives, which will be coordinated by a learning committee comprised of the chief of party, senior adviser, component leads, MEL specialist, gender and youth specialist, and communications and outreach specialist. By designating a learning committee we commit to incorporating adaptive management in the DNA of ENGINE and branding it as a tangible approach for ENGINE staff to embody.

Maximizing ENGINE's success. Led by our senior technical staff in support of an effective systems approach, we will coordinate (as needed) and actively participate in synergy meetings across ENGINE's three components and amongst key players in this space. Synergy meetings are big picture reflection meetings to see where synergies and cross-implementer opportunities are emerging. These meetings will reduce the likelihood of duplication efforts, eliminate working at cross-purposes, and leverage any overlapping activities. However, to facilitate movement on specific action items we will call for smaller intensive working meetings.

Given Tanzania's complex business and investment environment context, we have mapped who's doing what where (i.e., collaboration mapping)¹ specifically in the policy reform space amongst Tanzania Agriculture and Food Security Investment Plan (TAFSIP) and Comprehensive Africa Agriculture Development Programme (CAADP), both part of the Agricultural Sector Development Programme II under the Ministry of Agriculture, Livestock, and Fisheries (MALF). In addition, we have also included SAGCOT's Catalytic Fund and Best-Dialogue (for planned forums) in the mapping exercise. We will then establish collaboration opportunities based on mutual interest. This approach is in line with one of the program's principles of coordination and collaboration.

The MEL specialist will engage with the Mission's future M&E implementing partner that maintains the central repository of Mission-related data and Feed the Future data (Feed the Future Monitoring System - FTFMS).

Realize learning opportunities regarding an integrated approach. The availability and quality of data in the Tanzanian business and investment environment may be uneven so ENGINE will prioritize methods and techniques, which will enable us to fill these gaps. In terms of data availability, ENGINE's staff will contribute to the collective technical learning

¹ The actual map lives in the ENGINE work plan.

agenda of the GOT, USAID, and FTF by purposely paying attention to unintended impacts and unanticipated developments to allow for reflection and articulation of necessary course corrections. Unintended and unanticipated results are a key part of verifying whether the causal pathway is still working or if we need to adjust our original assumptions. We will also keep an eye out for and collect data from “positive deviants” (see the below) amongst staff and direct beneficiaries for potentially innovative solutions.

Particularly in the operating environment of Tanzania where resources are scarce, there will likely be individuals or LGAs employing uncommon but successful

behaviors or strategies that work and can be scaled in that context. In terms of data quality, one way ENGINE plans to increase this to complete the feedback loop with direct beneficiaries, which reduces the likelihood of respondent fatigue, increases locally driven quality data, and catalyzes learning on both sides.

The foundation of basic information management is “always connecting the dots”. Data and knowledge should flow where it needs to flow and should not stay on the shelf. Led by our MEL specialist, we will ensure that the most recent and valid information always gets to the people who need it (e.g., technical staff). When providing information, our field-based MEL and communications team will localize learning and customize materials to different groups of stakeholders to increase the likelihood that information is actually absorbed considering literacy and numeracy levels. We will also encourage informal and tacit knowledge exchange (e.g., candid/hallway conversations) as this can sometimes yield the most effective learning (e.g., experiential knowledge of how best to work with the Tanzanian government).

Leverage opportunities to build local organizational capacity. We act on the premise that beneficiaries are not, and should not be, passive when it comes to their own development. ENGINE will build local capacity by promoting a ‘learn by doing’ approach with our local partners. As previously mentioned, a known data limitation is that some LGAs, MSMEs, and BDS providers may not routinely update their records according to acceptable standards. To build their capacity in information management, we will work with local government officials, MSMEs, and BDS providers to ensure their own data is regularly captured and updated for their own performance management and learning. In addition, our gender and youth approach includes a baseline assessment and a plan for continuous monitoring of how large numbers of women and youth can effectively enter and participate in

Positive Deviance (PD)

Refers to a behavioral and social change approach which is premised on the observation that in any context, certain individuals confronting similar challenges, constraints, and resource deprivations to their peers, will nonetheless employ uncommon but successful behaviors or strategies which enable them to find better solutions. Through the study of these individuals– subjects referred to as “positive deviants” - the PD approach suggests that innovative solutions to such challenges may be identified and refined from their outlying behavior.

the private sector. We will build on MEDA's gender focused research conducted in the SAGCOT corridor.

Gender Analysis

IESC's partner, MEDA, conducted a rapid gender analysis in the four target districts of the program. The primary purpose is to better understand the role gender plays in the Tanzanian business context. An excerpt from the executive summary is below:

In Tanzania, women entrepreneurs play a significant role in the micro, small, and medium enterprise (MSME) space, with women-owned enterprises accounting for 54% of all MSMEs. But, the need for women to support themselves and their family first often leads women business owners to primarily fill business ownership representation at the micro level. In Tanzania, it is estimated that 99% of women-owned enterprises are micro. Even though women are starting businesses at a greater rate than men, their enterprises are more vulnerable.

Overall, women entrepreneurs operate informally and face more difficulty to grow from the micro-level. MEDA's analysis and research indicates that while there are low barriers to entry at the micro-level, with advancement, there are increasingly high barriers that prevent business growth and expansion. Women are concentrated in sectors marked by low prices and intense competitiveness: trade, food vending, tailoring, batik making, beauty salons, decoration, local brewing, catering, pottery, food processing and charcoal selling. Traditional reproductive roles and unequal power relations are also key contributing factors to women's challenging business scenario. Women are often times discouraged by their families to engage in entrepreneurship.

Annex E with the full copy of Gender Assessment's report was submitted within a week of the MEL Plan. Given the short time period for the analysis, the report is meant to be seen as a working document that can be expanded upon and amended as implementation progresses.

Annex A: Indicator Table

No.	Indicator	Type	Definition	Disaggregate	Data Collection Method	Data Reliability and Timeliness	Indicator Validity	Baseline (Yr)	End of Year Target (cumulative)			
									Y1	Y2	Y3	Y4
Activity Purpose: Increase private sector investment leading to inclusive, broad-based economic growth in the SAGCOT, plus Zanzibar												
A1	Percent of target LGAs with improved or maintained Local Government Authority Competitiveness Index (LGACI) scores	Custom/ Outcome	It measures the progress or constraints related to key variables to investors with the purpose of promoting a business-friendly environment and encouraging a healthy competition among municipalities. Includes sub-indices, which are weighted for scoring.	LGA; region	Conduct two surveys: one with business owners with fixed establishments (sampling frame TBD) and one with LGA officials. This is combined with quantitative data for certain sub-indices. Scoring is on a scale of 1 to 10 (highest) for each sub-index.	Surveys will be conducted on an annual basis using standard questions to allow for comparison over time. MCI will measure municipalities on the same basis.	Through the LGACI, the LGAs have a better means of tracking progress. The Regional Secretariat has a better means of evaluation. The business community can identify municipalities which offer better conditions to invest and operate their businesses.	TBD	At least 50% of first 4 target LGAs improve their scores (within or above bands); 25% of other 8 target LGAs improve their scores. No decrease for target LGAs scoring as high performer. Bands: Low performer (below 4), good performer (4-6), high performer (7-10)			

No.	Indicator	Type	Definition	Disaggregate	Data Collection Method	Data Reliability and Timeliness	Indicator Validity	Baseline (Yr)	End of Year Target (cumulative)			
									Y1	Y2	Y3	Y4
A2	Value of new private sector capital investment in agriculture sector or food chain leveraged by FTF implementation	EG 3.2-22/ Outcome	Refer to FTF Indicator Handbook (p93) ² for complete definition. This indicator only includes capital investments (not operating capital such as inputs or inventory).	Region	We will collect this data from MSMEs that received direct ENGINE assistance using interviews in-person or by phone at least 3 months after assistance is completed, then every quarter after that. Loan data will come from financial institutions. LGAs will also report on investments in their regions through the annual survey.	Data will be mainly self-reported (except in the case of loans via partner banks), which is a limitation, so random site visits to verify may be conducted.	This indicator is a direct measure of the activity purpose of increasing private sector investment.	Zero	\$260,000	\$1M	\$5M	At least \$10M
Component 1: Implementing policies for growth												
Sub-component 1.1: Predictability, coherency, and transparency of policies impacting private sector investment increased												

² FTF Indicator Handbook September 2016

No.	Indicator	Type	Definition	Disaggregate	Data Collection Method	Data Reliability and Timeliness	Indicator Validity	Baseline (Yr)	End of Year Target (cumulative)			
									Y1	Y2	Y3	Y4
1.1A	Percent of investment-related policies reviewed for reform	Custom/ Output	Policy ³ is defined in footnote. "Reviewed for reform" means reviewed for importance, potential reason for reform, gender analytics, and action plan recommendations.	LGA; region	Collected via document reviews of forum meeting minutes or interviews with LGA officials.	Data will be collected after every known forum meeting.	This is an output-level measure towards predictability and coherency. Reviewing policies for possible reform promotes a stable and predictable investment climate.	0%	100% in first 4 target LGAs	100% in the next 4 target LGAs	100% in the next 4 target LGAs	100% in 12 LGAs total
1.1B	Number of policy reform recommendations made to the proper mandated authority in forums with key stakeholders present	Custom/ Outcome	A policy ⁴ reform recommendation is action-oriented with clear next steps. Forums could include those created or supported by ENGINE with public and private actors (key stakeholders).	LGA; region	Collected via document reviews of forum meeting minutes or official letters/memo of recommendations.	Data will be collected after every known forum meeting.	This is an outcome-level measure towards public-private collaboration and transparency of policies.	Zero	40	80	160	200

³ Policy is defined as an individual or set of laws, decrees, legal frameworks, regulations, admin procedures, by-laws or institutional arrangements at national and sub level.

⁴ See policy definition above.

No.	Indicator	Type	Definition	Disaggregate	Data Collection Method	Data Reliability and Timeliness	Indicator Validity	Baseline (Yr)	End of Year Target (cumulative)			
									Y1	Y2	Y3	Y4
1.1C	Number of roadmaps for regulations and administrative procedures made publicly available and updated annually	Custom/ Output	Roadmap for regulations and administrative procedures required for business establishment, licensing, and annual operation.	LGA	Tracked via program records and what is made (and can be found) publicly available.	Annual data collection frequency checks for updates to the roadmaps.	This is an output-level measure towards transparency of policies.	Zero	4	8	12	12
Sub-component 1.2: Pro-economic growth and investment policies fully and effectively implemented												
1.2A	Number of individuals trained on the job in gender analysis, policy analysis, policy design, advocacy, and implementation	Custom/ Output	Trained could be classroom-based, one-on-one assistance, or 'learn by doing' on the job capacity building. Include people from anchor institutions. Can count an individual per fiscal year.	Sex and age of individual; public or private affiliation	Training attendance sheets and technical assistance trackers	Training data collected at every event. Each individual will have his/her own unique ID in our system to monitor potential duplication	This is an output-level measure that leads to increased capacity to fully and effectively implement policies.	Zero	89	160	348	536

No.	Indicator	Type	Definition	Disaggregate	Data Collection Method	Data Reliability and Timeliness	Indicator Validity	Baseline (Yr)	End of Year Target (cumulative)			
									Y1	Y2	Y3	Y4
1.2B	Average percent change from previous year in business licenses issued across all target LGAs	Custom/ Outcome	Count those in possession of a government-issued license to operate business	LGA; region; sector	Data source will be LGA records. We will submit special request letters to the LGA directors to obtain this information until a more systematic approach is agreed upon with LGAs	Will work with LGAs to track new formal businesses due to improved biz policies or other (previously existing 'informal' businesses)	An increase in number of business licenses issued indicates business-friendly policies have been fully and effectively implemented.	TBD	0%	5%	12%	At least 20% increase
Sub-component 1.3: Effective policy reform frameworks sustained												
1.3A	Number of agricultural and nutritional enabling environment policies analyzed, consulted on, drafted or revised, approved, and implemented with USG assistance	EG 3.1-12/ Output and Outcome	Refer to FTF Indicator Handbook (p69) ⁵ for complete definition. Policy is defined as ⁶	Policy area (agriculture-specific or private sector investment-supportive); process/step; total policies passing	Collected via document reviews of and interviews with LGA officials. Data triangulated using program trackers and staff knowledge of context and activities.	For processes/steps 1-3, repetition may be frequent, and this is acceptable and often what happens on the ground.	This indicator measures the number of policies completing the various steps required to create effective policy reform.	Zero	Stage 1 (analyzed): 80	Stage 1: 160 Stage 2 (consulted on): 40	Stage 2: 80 Stages 3 and 4 (drafted/approved): 40	Stage 1: 240 Stage 2: 120 Stages 3 and 4: 100 Stage 5: 20

⁵ FTF Indicator Handbook September 2016

⁶ Policy is defined as an individual or set of laws, decrees, legal frameworks, regulations, admin procedures, by-laws or institutional arrangements at national and sub level.

No.	Indicator	Type	Definition	Disaggregate	Data Collection Method	Data Reliability and Timeliness	Indicator Validity	Baseline (Yr)	End of Year Target (cumulative)			
									Y1	Y2	Y3	Y4
				through one or more steps								
1.3B	Percent of operating units across target LGAs and anchor institutions receiving policy analysis capacity building	Custom/ Output	Capacity building includes classroom training, one-on-one assistance, or 'learn by doing' on the job. Operating units at the district level include: personnel/admin, planning & finance, engineering or works, education and culture, trade/econ affairs, urban planning, health and social welfare, cooperative, ag and livestock development, and community development.	Operating units vs anchor institutions	Tracked via training attendance sheets and technical assistance trackers	Training data collected at every event and capacity building technical assistance tracked quarterly using standard program trackers.	Policy analysis capacity is necessary for effective policy reform.	0%	75% in each of the first 4 target LGAs	50% in the next 4 LGAs	50% in the last 4 LGAs	57% across all target LGAs

No.	Indicator	Type	Definition	Disaggregate	Data Collection Method	Data Reliability and Timeliness	Indicator Validity	Baseline (Yr)	End of Year Target (cumulative)			
									Y1	Y2	Y3	Y4
1.3C	Number of broad stakeholder agriculture policy and private sector forums established or supported annually	Custom/ Output	Forums are intended for sharing information and drafting unified policy option positions for government consideration.	Region	Monitored via program trackers and verified by staff knowledge of context and activities.	Establishment of forums will be tracked as they happen and follow-up conducted annually to verify continued support.	Existence of operational broad stakeholder forums pave the way for effective policy reform.	Zero	4	8	12	12
Component 2: Equipping for growth												
Sub-component 2.1: Increase the supply of accessible, quality SME business development services												
2.1A	Number of BDS providers receiving ENGINE assistance	Custom/ Outcome	Assistance could include tech/financial assistance. Self-sustaining means it operates primarily from own source revenues (non grant fee-based services). Count provider once/year.	Sex and age of owner; region; new vs. repeating; vs non-self sustaining	Collected via intake forms. The BDS team will follow-up with BDS providers categorized as likely self-sustaining via phone or site visit.	Data collected on a quarterly basis. Self-sustaining status determined at least 6 months after initial assistance is completed.	Measures supply (number) of BDS and reach of ENGINE assistance.	Zero	8	20	50	60
2.1B	Value of sales by ENGINE-supported BDS providers	Custom/ Outcome	Sales from fee-based services (free-standing or bundled with input supplier/financial institution).	Type of service (free-standing product or bundled)	Collected via document reviews of and interviews with BDS providers. The BDS team will follow-up	Data collected on a semi-annual basis after initial assistance.	Measures accessibility of BDS, and quality indirectly. Assumes that low quality BDS will not result in sales.	Zero	\$100K	\$340K	\$780K	\$1.3M

No.	Indicator	Type	Definition	Disaggregate	Data Collection Method	Data Reliability and Timeliness	Indicator Validity	Baseline (Yr)	End of Year Target (cumulative)			
									Y1	Y2	Y3	Y4
					with BDS providers via phone or site visit.							
Sub-component 2.2: Increase demand for formal business development services												
2.2A	Number of MSMEs purchasing services from ENGINE-supported BDS providers	Custom/ Output	This counts the number of new and repeating clients purchasing services from assisted BDS providers.	Region; size of enterprise; new vs repeating client	Data collected via document review of BDS provider records.	Data collected on a quarterly basis after initial assistance.	Measures direct demand for formal BDS.	Zero	120	340	680	1,040 (At least 30% women-owned)
2.2B	Percent change in revenue of MSMEs within the ZOI purchase services from ENGINE-supported BDS providers	Custom/ Outcome	This counts the change in revenue of clients of assisted BDS providers on an annual basis at a minimum.	Region; size of enterprise	We will work with BDS providers to collect this data from their clients using an intake form for baseline and follow-up questions after completion of service, with a minimum of annual frequency.	Data collected on an annual basis.	An increase in MSME revenue because of BDS leads to higher demand for BDS.	TBD	0%	15% increase on average		

No.	Indicator	Type	Definition	Disaggregate	Data Collection Method	Data Reliability and Timeliness	Indicator Validity	Baseline (Yr)	End of Year Target (cumulative)			
									Y1	Y2	Y3	Y4
2.2C	Number of jobs created by private enterprises, business associations, and CSOs within the ZOI who received ENGINE assistance	Custom/ Outcome	Jobs can be either part-time or full-time but ongoing for least 30 consecutive days. Created means it did not exist prior to ENGINE assistance.	Sex and age of employee; region; size of enterprise	Collected via document reviews and interviews with BDS providers. For MSMEs that received loans, we will track employee size.	Data collected on an annual basis after initial assistance.	An increase in SME revenue may lead to business growth and job creation.	Zero	100	950	2,550	3,000, of which 1,000 filled by youth (15 – 35 yrs)
2.2D	Number of firms (excluding farms) or CSOs engaged in ag and food security-related manufacturing and services that have increased profits or become financially self-sufficient with USG assistance	EG 3.2-21/ Outcome	Refer to FTF Indicator Handbook (p92) ⁷ for complete definition.	Size of enterprise; firm/CSO	Collected via document reviews and interviews with BDS providers. We will also track this with MSMEs that received loans with ENGINE assistance.	Data collected on an annual basis after initial assistance using standardized trackers.	Profitability of firms and self-sufficiency of CSOs is one way to demonstrate viability and sustainability of the firms/CSOs in which we invest.	Zero	9	63	153	235

Component 3: Financing for growth

⁷ FTF Indicator Handbook September 2016

No.	Indicator	Type	Definition	Disaggregate	Data Collection Method	Data Reliability and Timeliness	Indicator Validity	Baseline (Yr)	End of Year Target (cumulative)			
									Y1	Y2	Y3	Y4
Sub-component 3.1: Leverage DCA loan guarantees												
3.1A	Percent of DCA utilization among partner financial institutions	Custom/ Outcome	This indicator measures the extent to which loans backed by DCA guarantee in partner banks are used. To calculate the percent, divide total USD value of DCA backed loans that have been disbursed (numerator) by the total available USD value of DCA loans	Partner institution (CDRB, PRIDE Tanzania, Akiba, and Covenant Bank for Women)	This will be obtained from the CMS. Simultaneously, we will meet with partner financial institutions monthly to discuss status of pending DCA loans and verify information.	To ensure program staff have the latest information from partner financial institutions, a monthly meeting is needed to meet the frequency required by staff and USAID for updated and reliable information.	This indicator will connect performance to the sub-component goal of leveraging DCA use, while also providing a method for pacing loan activity	CDRB, Akiba, and CBW 0%; PRIDE 4.67% (Oct 2016)	CRDB 1.2%; PRIDE 7.4% CBW 2.4% Akiba 2.4% Aggregate 3.4%	CRDB 6.6%; PRIDE 19.3% CBW 13.2% Akiba 13.2% Aggregate 13%	CRDB 15.7%; PRIDE 39.5% CBW 31.4% Akiba 31.4% Aggregate 29.5%	CRDB 24.3%; PRIDE 58.6% CBW 48.6% Akiba 48.6% Aggregate 45%
3.1B	Number of MSMEs, including farmers, receiving agriculture-related credit as a result of USG assistance	EG 3.2-3/ Outcome	Refer to FTF Indicator Handbook (p75) ⁸ for complete definition. Only count the MSME once per reporting year, even if multiple loans are accessed.	Size of firm; Sex/age of owner; region; type of loan recipient; group/non-group	Program staff will verify this via monthly partner financial institution meetings.	Data will be collected and monitored quarterly.	This indicator will provide a way to measure the scale and success of outreach activities.	Zero	14	78	186	288

⁸ FTF Indicator Handbook September 2016

No.	Indicator	Type	Definition	Disaggregate	Data Collection Method	Data Reliability and Timeliness	Indicator Validity	Baseline (Yr)	End of Year Target (cumulative)			
									Y1	Y2	Y3	Y4
3.1C	Number of potentially bankable MSMEs reached	Custom/ Output	This counts the number of MSMEs that ENGINE is able to reach and provide information to on accessing finance through banks, savings and loans associations, and other formal credit institutions.	Size of firm; sex and age of owner; region	Program staff will track this via attendance sheets at outreach events and technical assistance tracker.	Data will be collected and monitored quarterly and after every event.	This indicator will provide a way to measure the reach of ENGINE.	Zero	200	500	900	1,200
3.1D	Value of business loans to women- and youth-owned businesses within the ZOI from financial institutions receiving ENGINE assistance	Custom/ Outcome	To be counted, loans need to be "approved" in status. Women- and youth-owned is defined as having at least one woman or youth owner/shareholder or managed by a woman or youth.	Sex and age of borrower; partner financial institution	Data source will be partner financial institutions. Data for women and youth borrowers will be confirmed during monthly meetings with financial institution reps.	A monthly meeting is needed with partner financial institutions to meet the frequency required for updated and reliable information.	This indicator will assess progress towards reaching women- and youth-focused access to finance goals, particularly under DCA	TBD	\$331,603	\$1,796,184	\$4,283,208	\$6,632,064 (50% increase over baseline)

No.	Indicator	Type	Definition	Disaggregate	Data Collection Method	Data Reliability and Timeliness	Indicator Validity	Baseline (Yr)	End of Year Target (cumulative)			
									Y1	Y2	Y3	Y4
3.1E	Number of business loans to women- and youth-owned businesses within the ZOI from financial institutions receiving ENGINE assistance	Custom/ Outcome	To be counted, loans need to be "approved" in status. Women- and youth-owned is defined as having at least one woman or youth owner/shareholder or managed by a woman or youth.	Sex and age of borrower; partner financial institution	Data source will be partner financial institutions. Data for women and youth borrowers will be confirmed during monthly meetings with financial institution reps.	A monthly meeting is needed with partner financial institutions to meet the frequency required for updated and reliable information.	This indicator will assess progress towards reaching women- and youth-focused access to finance goals, particularly under DCA	TBD	11	59	141	219
Sub-component 3.2: Increase availability of financial services												
3.2A	Value of loans facilitated	Custom/ Outcome	Loans facilitated means loans approved with ENGINE assistance. This indicator complements indicator 3.1B.	Sector; size of enterprise; sex/age of borrower; partner financial institution	Program staff will verify this via monthly partner financial institution meetings.	Data will be collected and monitored quarterly.	This indicator will provide a way to measure the scale and success of outreach activities.	Zero	\$436,320	\$2,363,400	\$5,635,800	\$8,726,400

No.	Indicator	Type	Definition	Disaggregate	Data Collection Method	Data Reliability and Timeliness	Indicator Validity	Baseline (Yr)	End of Year Target (cumulative)			
									Y1	Y2	Y3	Y4
3.2B	Number of partner financial institutions that have purposely revised its policies or practices to cater to overlooked clients as a result of ENGINE assistance	Custom/ Output	Policies or practices that cater to overlooked segments of the population will improve financial access for MSMEs and women-/youth-owned enterprises. A partner institution may also include an MFI. Assistance includes TA, grants, or training/dialogue	None	Program staff will obtain this information via monthly meetings with partner financial institutions.	A monthly meeting is needed with partner financial institutions to meet the frequency required for updated and reliable information.	This indicator directly measures availability of financial services specifically for ENGINE target groups.	Zero	2	4	5	5
Cross-Cutting (Volunteerism)												
CC1	Number of volunteer expert assignments mobilized	Custom/ Output	This counts the number of unique volunteer trips conducted by VEs. It assumes that one assignment/SoW = one trip. Some GeekCorps assignments will be conducted remotely but these still count.	Component; gender of volunteer	Data monitored via program trackers	Standardized tracker updated after every VE mobilized, or quarterly at a minimum.	This indicator directly measures level of volunteer services provided	Zero	25	58	90	117

No.	Indicator	Type	Definition	Disaggregate	Data Collection Method	Data Reliability and Timeliness	Indicator Validity	Baseline (Yr)	End of Year Target (cumulative)			
									Y1	Y2	Y3	Y4
CC2	Number of days of volunteer expert service delivered	Custom/ Output	The number of day = per diem days (including travel/prep time).	Component	Data monitored via program trackers.	Standardized tracker updated after every VE mobilized, or quarterly at a minimum.	This indicator directly measures level of volunteer services provided.	Zero	771	1,764	2,727	3,548
CC3	Value of volunteer expert service	Custom/ Output	IESC calculates the value at assignment days x \$664 plus 6 days at \$930 (4 for prep days and 2 for travel)	Component	Data calculated using data from CC1 and CC2.	Standardized tracker updated after every VE mobilized, or quarterly at a minimum.	This indicator directly measures level of volunteer services provided.	Zero	\$402,640	\$944,200	\$1,476,760	\$1,894,400

Annex B: Performance Indicator Reference Sheets

Name of Result Measured: Increase private sector investment leading to inclusive, broad-based economic growth in the SAGCOT, plus Zanzibar
Name of Indicator: A1 Percent of target LGAs with improved or maintained Local Government Authority Competitiveness Index (LGACI) scores
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): It measures the progress or constraints related to key variables for investors with the purpose of promoting a business-friendly environment and encouraging a healthy competition among municipalities. Includes sub-indices, which are weighted for scoring. Improved score means within or above bands. Maintained score as a goal is reserved for target LGAs scoring as high performer. Bands: Low performer (score of below 4), good performer (4-6), high performer (7-10)
Unit of Measure: Percent
Disaggregated by: LGA, region
PLAN FOR DATA COLLECTION BY USAID
Data Source: Formal businesses and LGA representatives
Method of data collection and construction: Conduct two surveys: one with business owners with fixed establishments (sampling frame TBD) and one with LGA representatives. This is combined with quantitative data for certain sub-indices. Scoring is on a scale of 1 to 10 (highest) for each sub-index.
Reporting Frequency: Annual
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: Informal or non-fixed businesses are not included
TARGETS AND BASELINE
Baseline timeframe (optional): Baseline collected for first 4 target LGAs in by May 2017. Baseline collected for next 4 target LGAs in late 2017. Baseline collected for last 4 target LGAs in late 2018.
Rationale for Targets (optional): Reasonable to expect that a third of target LGAs will improve.
CHANGES TO INDICATOR
Changes to indicator: NA

Other Notes (optional): None
THIS SHEET LAST UPDATED ON: Dec 1, 2016

Name of Result Measured: Increase private sector investment leading to inclusive, broad-based economic growth in the SAGCOT, plus Zanzibar
Name of Indicator: A2 Value of new private sector capital investment in agriculture sector or food chain leveraged by FTF implementation
Is this a Performance Plan and Report indicator? Yes, for Reporting Year(s) 2016 - 2020 If yes, link to foreign assistance framework: EG 3.2-22
DESCRIPTION
Precise Definition(s): Investment is defined as any use of private sector resources intended to increase future production, output, or income, etc. This indicator only counts capital investments. It does not include operating capital, for example, inputs or inventory. The food chain includes both upstream and downstream investments, including any type of ag capital used in ag production processes, such as animals for traction, storage bins, and machinery, and capital investments in equipment used for post-harvest transformation or processing of ag products or the transfer of ag products to markets. A CBO or NGO investment may be included if the CBO or NGO engage in for-profit ag activity. Leveraged by FTF implementation indicates that the new investment was directly encouraged or facilitated by activities funded by the FTF initiative. Refer to FTF handbook (September 2016) page 93 for complete definition.
Unit of Measure: Value in USD
Disaggregated by: LGA, region
PLAN FOR DATA COLLECTION BY USAID
Data Source: MSMEs
Method of data collection and construction: Data will be self-reported except in the case of loan data, which will come from partner financial institutions every quarter. We will interview MSMEs that receive direct ENGINE assistance either in-person or by phone at least three months after assistance is completed, and then every six months after that. We will also collect any capital investments that happen within the LGA regions as a result of an improved investment climate. We will collect this through the annual LGACI process.
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: Some self-reported data may need to be verified via site visits

TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional): ~\$5M is envisioned to be met through C3 activities
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Dec 1, 2016

Name of Result Measured (Sub-component 1.1): Predictability, coherency, and transparency of policies impacting private sector investment increased
Name of Indicator: 1.1A Percent of investment-related policies reviewed for reform
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): Policy is defined as individual or set of laws, decrees, legal frameworks, regulations, admin procedures, by-laws or institutional arrangements at national and sub national level. "Reviewed for reform" means reviewed for importance, noting potential reason for reform, conducting gender analytics, if relevant, and producing action plan recommendations. The denominator is the total universe of investment related policies. The numerator is the total number of policies that were reviewed according to the definition above.
Unit of Measure: Percent
Disaggregated by: LGA, region
PLAN FOR DATA COLLECTION BY USAID
Data Source: Forum meeting minutes and select LGA officials
Method of data collection and construction: We will collect this via document reviews of forum meeting minutes or interviews with LGA officials. The Component One Team Leader will request meeting minutes after every forum. If meeting minutes are not specific enough, the Component One Team Leader will verify information with relevant LGA officials.
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: None
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):

CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Oct 25, 2016

Name of Result Measured (Sub-component 1.1): Predictability, coherency, and transparency of policies impacting private sector investment increased
Name of Indicator: 1.1B Number of policy reform recommendations made by the proper mandated authority in forums with key stakeholders present
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): A policy reform recommendation is action-oriented with clear next steps. Forums could include those created or supported by ENGINE with public and private actors (key stakeholders).
Unit of Measure: Number
Disaggregated by: LGA, region
PLAN FOR DATA COLLECTION BY USAID
Data Source: Forum meeting minutes and official letters/memos of recommendations
Method of data collection and construction: We will collect this via document reviews of forum meeting minutes or official letters/memos of recommendations. The Component One Team Leader will request meeting minutes after every forum, which should include official letters/memos of recommendations.
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: None
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR

Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Oct 25, 2016

Name of Result Measured (Sub-component 1.1): Predictability, coherency, and transparency of policies impacting private sector investment increased
Name of Indicator: 1.1C Number of roadmaps for regulations and administrative procedures made publicly available and updated annually
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): Roadmaps for regulations and administrative procedures can be related to business establishment, licensing, and annual operation. Publicly available means easily accessible by the public either online or in the relevant LGA office. Updated annually includes a review of the roadmap for validity every year at a minimum.
Unit of Measure: Number
Disaggregated by: LGA
PLAN FOR DATA COLLECTION BY USAID
Data Source: Program: Program records and what is made (and can be found) publicly available.
Method of data collection and construction: The policy analyst will track this as roadmaps are developed with ENGINE assistance.
Reporting Frequency: Quarterly, although actual roadmaps may take a while to finalize.
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: Whether a roadmap is updated annually will need to be monitored closely
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional): The target is one roadmap for each target LGA, for a total of 12
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Dec 1, 2016

Name of Result Measured (Sub-component 1.2): Pro-economic growth and investment policies fully and effectively implemented
Name of Indicator: 1.2A Number of individuals trained on the job in gender analysis, policy analysis, policy design, advocacy, and implementation
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): "Trained" could mean classroom-based, one-on-one assistance, or 'learn by doing' on the job capacity building. Include people from anchor institutions. Can count an individual once per reporting/fiscal year.
Unit of Measure: Number
Disaggregated by: Sex and age of individual (youth is between 15-35 years), public or private affiliation
PLAN FOR DATA COLLECTION BY USAID
Data Source: Training attendance sheets and technical assistance trackers
Method of data collection and construction: We will collect data at every training event and maintain a technical assistance tracker (for individuals receiving one-on-one assistance or on-the-job capacity building assistance).
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: Each individual will have his/her own unique ID in our database system to monitor potential duplication.
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Oct 25, 2016

Name of Result Measured (Sub-component 1.2): Pro-economic growth and investment policies fully and effectively implemented
Name of Indicator: 1.2B Average percent change from previous year in business licenses issued across all target LGAs
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): Business licenses show active businesses, as opposed to merely counting registration numbers. The denominator is last year's total of business licenses issued and the numerator is current year's total business licenses issued minus last year's total business licenses issued. Calculate across LGAs and then get average.
Unit of Measure: Average percent
Disaggregated by: LGA
PLAN FOR DATA COLLECTION BY USAID
Data Source: LGA directors
Method of data collection and construction: The Component One Team Leader will submit a special request letter to the LGA directors to obtain this information at the target LGA level every quarter until a more systematic process has been agreed upon and established with LGAs.
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: Current public data is not disaggregated to the level useful for the program (LGA level) so timeliness of recent data may be an issue
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Dec 1, 2016

Name of Result Measured (Sub-component 1.3): Effective policy reform frameworks sustained
Name of Indicator: 1.3A Number of ag and nutritional enabling environment policies analyzed, consulted on, drafted or revised, approved, and implemented with USG assistance
Is this a Performance Plan and Report indicator? Yes for Reporting Year(s) 2016 - 2020
If yes, link to foreign assistance framework: EG 3.1-12
DESCRIPTION
<p>Precise Definition(s): The indicator counts the number of ag and nutrition policies related to the institutional architecture for improved policy formulation, the enabling environment for private sector investment, agricultural trade, agricultural input provision, land and natural resource management, or food and nutrition that have completed one or several of the following steps or processes: 1) Underwent analysis (review of existing policy and/or proposal of new policy); 2) Underwent public debate and/or consultation with stakeholders on the proposed new or revised policy. This can also include proposed repeal of an existing policy; 3) Were newly drafted or revised; 4) Received official approval (legislation/decreree) by the relevant authority (legislative or executive body) of a new, revised, or repealed policy; and 5) Were fully and effectively implemented by the relevant authority (this includes USG support to implementing the effective repeal of a policy).</p> <p>Policies can include laws, decrees, legal frameworks, regulations, administrative procedures, or institutional arrangements.</p> <p>These processes are not always linear: newly drafted laws can be defeated by a legislative body and require redrafting or new analysis; or approved regulations can prove difficult to implement and need to be revised. Because of this non-linear approach, double-counting is no longer a concern and is in fact appropriate:</p> <p>Full and effective implementation must meet the following criteria: (1) The policy must be in force in all intended geographic locations and at all intended administrative levels with all intended regulations/rules in place ("full"); (2) Any ongoing activities or tasks required by the policy (e.g., various kinds of inspection, enforcement, collection of documents/information/fees) are being executed with minimal disruptions ("effective"). For example, a new business registration procedure that has been rolled out to just four of six intended provinces would not meet these criteria (not full), nor would a new customs law that is on the books but is not being regularly enforced at the border (not effective).</p> <p>For the full definition, go to page 69 of the FTF handbook (September 2016).</p>
Unit of Measure: Number

Disaggregated by: Policy area, step in the process, and total policies passing 1 or more step
PLAN FOR DATA COLLECTION BY USAID
Data Source: Forum meeting minutes, LGA documents, LGA officials, staff knowledge of context and activities
Method of data collection and construction: We will collect this using document reviews of forum meeting minutes and available LGA documents. We will interview LGA officials as needed. We will triangulate data using program trackers and staff knowledge of context and activities.
Reporting Frequency: Annually, although we will attempt to collect data quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: It is somewhat out of the program control's to achieve full implementation (or not, in the case of repeal)
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Dec 1, 2016

Name of Result Measured (Sub-component 1.3): Effective policy reform frameworks sustained
Name of Indicator: 1.3B Percent of operating units across target LGAs and anchor institutions receiving policy analysis capacity building
Is this a Performance Plan and Report indicator? No
DESCRIPTION
<p>Precise Definition(s): Capacity building includes classroom training, one-on-one assistance, or 'learn by doing' on the job. Operating units at the district level include: personnel/admin, planning & finance, engineering or works, education and culture, trade/econ affairs, urban planning, health and social welfare, cooperative, ag and livestock development, and community development. Anchor institutions could include Association of Local Authorities of Tanzania (ALAT), Tanzania Chamber of Commerce, Industry & Agriculture (TCCIA), Zanzibar National Chamber of Commerce, Industry & Agriculture (ZNCCIA), and Agricultural Non-State Actors Forum (ANSAF). The denominator is the total number of relevant operating units across target LGAs and anchor institutions. The numerator is the total number of units and institutions receiving ENGINE-supported policy analysis capacity building.</p>
Unit of Measure: Percent
Disaggregated by: Operating units vs anchor institutions
PLAN FOR DATA COLLECTION BY USAID
Data Source: Training attendance sheets and technical assistance trackers
Method of data collection and construction: We will collect data at every training event. We will track capacity building technical assistance using a standard program tracker, which will be updated every quarter at a minimum.
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: None
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Dec 1, 2016

Name of Result Measured (Sub-component 1.3): Effective policy reform frameworks sustained
Name of Indicator: 1.3C Number of broad stakeholder agriculture policy and private sector forums established or supported annually
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): Forums are intended for sharing information and drafting unified policy option positions for government consideration. A forum will need to be established where none exists in target LGAs. Count as "established" when the first forum meeting has been held with both public and private sector stakeholders in attendance. Supported includes technical or financial assistance.
Unit of Measure: Number
Disaggregated by: Region
PLAN FOR DATA COLLECTION BY USAID
Data Source: Staff knowledge of context and activities
Method of data collection and construction: We will count forums as they happen using standard program trackers and verify with staff. The policy analyst will follow-up annually to verify continued support.
Reporting Frequency: Annual
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: None
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Oct 26, 2016

Name of Result Measured (Sub-component 2.1): Increase the supply of accessible, quality business development services
Name of Indicator: 2.1A Number of BDS providers receiving ENGINE assistance
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): ENGINE assistance could include technical, financial, or training assistance. Self-sustaining, as a disaggregation point, means it operates primarily from own source revenues (non-grant fee-based services). "Primarily" could mean at least more than 50%. Count providers once/reporting year.
Unit of Measure: Number
Disaggregated by: Sex and age of BDS provider/owner (youth is 15-35 years), region, new vs repeating, self-sustaining/non-self sustaining
PLAN FOR DATA COLLECTION BY USAID
Data Source: Intake forms, BDS providers
Method of data collection and construction: We will track this via intake forms. Every beneficiary fills one out before receiving official assistance. Self-sustaining status determined at least 6 months after initial assistance is completed. The BDS relationship coordinators, BDS analyst, or BDS specialist will follow-up with BDS providers identified by technical staff as "likely to be self-sustaining". Own-source revenues will be self-reported, and verified via BDS provider documents, if available. If exact figures are not accessible, an educated estimate or range is acceptable.
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: Self-reported own source revenue data may need to be verified
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Oct 26, 2016
Name of Result Measured (Sub-component 2.1): Increase the supply of accessible, quality business development services

Name of Indicator: 2.1B Value of sales by ENGINE-supported BDS providers
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): Sales can come from fee-based services (free-standing or bundled with input supplier/financial institution). ENGINE-supported can include technical, financial, or training support.
Unit of Measure: USD
Disaggregated by: Type of service (free-standing product or bundle)
PLAN FOR DATA COLLECTION BY USAID
Data Source: BDS providers
Method of data collection and construction: We will collect this using document review of BDS provider documents, if available, or interviews with BDS providers. The BDS relationship coordinators, BDS analyst, or BDS specialist will follow-up with BDS providers at least six months after initial assistance is completed. Value of sales will be self-reported. If exact figures are not accessible, an educated estimate or range is acceptable.
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: Self-reported data may need to be verified
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Oct 26, 2016

Name of Result Measured (Sub-component 2.2): Increase demand for formal business development services
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Name of Indicator: 2.2A Number of MSMEs purchasing services from ENGINE-supported BDS providers
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): This counts the number of new and repeating clients purchasing services from ENGINE-assisted BDS providers. Count an MSME once per reporting year.
Unit of Measure: Number
Disaggregated by: Size of enterprise, region, new vs repeating client
PLAN FOR DATA COLLECTION BY USAID
Data Source: BDS provider records
Method of data collection and construction: We will request BDS provider records of their client list. If none exists, we will work with the BDS provider to establish a system of tracking paying clients (and what services appear to be in-demand).
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: Some BDS providers may not keep accurate records
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Dec 1, 2016

Name of Result Measured (Sub-component 2.2): Increase demand for formal business development services
Name of Indicator: 2.2B Percent change in revenue of MSMEs within the ZOI purchasing services from ENGINE-supported BDS providers
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): This counts the change in revenue of clients of ENGINE-assisted BDS providers on an annual basis. The denominator is the total revenue of the enterprise last year. The numerator is the total revenue of this year minus the total revenue last year. Calculate the mean average of all enterprises. If there are significant outliers, calculate the median average.
Unit of Measure: Percent
Disaggregated by: Size of enterprise, region
PLAN FOR DATA COLLECTION BY USAID
Data Source: BDS providers
Method of data collection and construction: We will work with BDS providers to collect this data from their clients using an intake form for baseline and follow-up questions after completion of service, with a minimum of annual frequency.
Reporting Frequency: Annual
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: Some data will be self-reported and some MSMEs do not observe standard record keeping.
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Dec 1, 2016

Name of Result Measured (Sub-component 2.2): Increase demand for formal business development services
Name of Indicator: 2.2C Number of jobs created by private enterprises, business associations, and CSOs within the ZOI who received ENGINE assistance
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): Jobs can be either part-time or full-time but ongoing for least 30 consecutive days. Created means it did not exist prior to ENGINE assistance. ENGINE assistance needs to be direct and can include technical, financial, or training.
Unit of Measure: Number
Disaggregated by: Sex and age of employee (youth is 15-35 years), region, size of enterprise
PLAN FOR DATA COLLECTION BY USAID
Data Source: MSMEs and BDS providers
Method of data collection and construction: We will collected BDS data via interviews with BDS providers and document review of BDS provider documents, if available. For MSMEs that received loans, we will track employee size via intake forms and follow-up calls.
Reporting Frequency: Annual
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: Some entities may not keep accurate records of employment days
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Dec 1, 2016

Name of Result Measured (Sub-component 2.2): Increase demand for formal business development services
Name of Indicator: 2.2D Number of firms (excluding farms) or CSOs engaged in ag and food security-related manufacturing and services that have increased profits or become self-sufficient with USG assistance
Is this a Performance Plan and Report indicator? Yes for Reporting Year(s) 2016 - 2020 If yes, link to foreign assistance framework: EG 3.2-21
DESCRIPTION
Precise Definition(s): A firm or CSO is financially self-sufficient when the CSO's annual income is more than annual operating expenses and annual amortization and depreciation of permanent assets. Count firms or CSOs who are receiving USG assistance that is intended to increase profitability or viability and have increased profitability (firms) or become self-sufficient (CSOs). A firm should be counted if it operated more profitably in the reporting year than it did the previous year. A CSO should be counted if it was financially self-sufficient in the reporting year and it had not been financially self-sufficient the previous year. For the full definition, go to page 92 of the FTF indicator handbook (Sep 2016).
Unit of Measure: Number
Disaggregated by: Firm or CSO
PLAN FOR DATA COLLECTION BY USAID
Data Source: BDS providers and MSMEs
Method of data collection and construction: We will collect this using document review of BDS provider documents, if available, or interviews with BDS providers. The BDS relationship coordinators, BDS analyst, or BDS specialist will follow-up with BDS providers at least six months after initial assistance is completed. Profitability will be self-reported. For MSMEs that received loans, we will track profitability via intake forms and follow-up calls.
Reporting Frequency: Annual
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: Self-reported data may need to be verified
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Dec 1, 2016

Name of Result Measured (Sub-component 3.1): Leverage DCA loan guarantees
Name of Indicator: 3.1A Percent of DCA utilization among partner financial institutions
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): This indicator measures the extent to which loans backed by DCA guarantee in partner financial institutions are used. To calculate the percentage, divide total USD value of DCA-backed loans that have been disbursed (numerator) by the total available USD value of DCA loans in each DCA partner institution.
Unit of Measure: Percent
Disaggregated by: Partner financial institution (PFI)
PLAN FOR DATA COLLECTION BY USAID
Data Source: DCA's Credit Management System (CMS) and partner financial institutions
Method of data collection and construction: Extract data from CMS. In addition, meet with PFIs on a monthly basis to discuss status of pending DCA loans. In that meeting program staff will present a PFI form for financial institution staff to review, verify, and sign. The MEL specialist, with the help of the Finance Specialist will complete this form in advance of the monthly meeting with all necessary data for relevant indicators including: 1) individual loan values, submitted, approved, and disbursed, 2) dates on which loans were submitted, approved, and disbursed, 3) any loans pending approval or in the pipeline, and 4) any new policies or practices implemented that cater to overlooked segments of the population (e.g., women and youth).
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: The CMS is known to have outdated data, which is why the monthly meetings with PFIs are critical to getting real-time data.
TARGETS AND BASELINE
Baseline timeframe (optional): Oct 2016
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Oct 26, 2016
Name of Result Measured (Sub-component 3.1): Leverage DCA loan guarantees

Name of Indicator: 3.1B Number of MSMEs, including farmers, receiving agricultural-related credit as a result of USG assistance
Is this a Performance Plan and Report indicator? Yes for Reporting Year(s) 2016 - 2020
If yes, link to foreign assistance framework: EG 3.2-3
DESCRIPTION
Precise Definition(s): This indicator counts the total number of micro (1-10 employees), small (6-50), and medium (51-100) enterprises (MSMEs) that have received USG assistance that resulted in a loan during the reporting year. Number of employees refer to full-time equivalent workers during the reporting year. The loan can be from a formal or informal institution, including an MFI, or from an in-kind lender of equipment, ag inputs, or transport, with repayment in cash or in kind. USG assistance may include partial or loan guarantee programs or any support facilitating the receipt of a loan. For the full definition, go to page 75 of the FTF indicator handbook (Sep 2016)
Unit of Measure: Number
Disaggregated by: Size of firm, sex/age of borrower (youth is 15-35 years), region, type of loan recipient, group/non-group, cluster/non-cluster
PLAN FOR DATA COLLECTION BY USAID
Data Source: Intake forms, partner financial institutions, CMS
Method of data collection and construction: Program staff will track this via intake forms (every beneficiary fills one out before receiving assistance). Data from these will be cross-checked with loan information from the PFI (we can only count those that resulted in a loan) and CMS.
Reporting Frequency: Annual
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: None
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Oct 26, 2016

Name of Result Measured (Sub-component 3.1): Leverage DCA loan guarantees
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Name of Indicator: 3.1C Number of potentially bankable MSMEs reached
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): This counts the number of MSMEs that ENGINE is able to reach and provide information to on accessing finance through banks, savings and loans associations, and other formal credit institutions. Can count an MSME once per reporting year.
Unit of Measure: Number
Disaggregated by: Size of firm, sex and age of owner (youth is 15-35 years), region
PLAN FOR DATA COLLECTION BY USAID
Data Source: Event attendance sheets
Method of data collection and construction: Program staff will track this via attendance sheets at outreach events and technical assistance tracker.
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: None
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Oct 26, 2016

Name of Result Measured (Sub-component 3.1): Leverage DCA loan guarantees
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Name of Indicator: 3.1D Value of business loans to women- and youth-owned businesses within the ZOI from financial institutions receiving ENGINE assistance
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): To be counted, loans need to be “approved” in status. Women- and youth-owned is defined as having at least one woman or youth owner/shareholder or managed by a woman or youth.
Unit of Measure: Value
Disaggregated by: Sex/age of borrower (youth is 15-35 years), partner financial institution
PLAN FOR DATA COLLECTION BY USAID
Data Source: Partner financial institutions, program records
Method of data collection and construction: Data for women and youth borrowers will be confirmed during monthly meetings with financial institution representatives.
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: None
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Dec 1, 2016

Name of Result Measured (Sub-component 3.1): Leverage DCA loan guarantees
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Name of Indicator: 3.1E Number of business loans to women- and youth-owned businesses within the ZOI from financial institutions receiving ENGINE assistance
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): To be counted, loans need to be “approved” in status. Women- and youth-owned is defined as having at least one woman or youth owner/shareholder or managed by a woman or youth.
Unit of Measure: Number
Disaggregated by: Sex/age of borrower (youth is 15-35 years), partner financial institution
PLAN FOR DATA COLLECTION BY USAID
Data Source: Partner financial institutions, program records
Method of data collection and construction: Data for women and youth borrowers will be confirmed during monthly meetings with financial institution representatives.
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: None
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Nov 29, 2016

Name of Result Measured (Sub-component 3.2): Increase availability of financial services

Name of Indicator: 3.2A Value of loans facilitated
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): Loans facilitated means loans approved with ENGINE assistance. This indicator complements 3.1B.
Unit of Measure: USD Value
Disaggregated by: Sector, size of enterprise, sex/age of borrower (youth is 15-35 years), partner financial institution
PLAN FOR DATA COLLECTION BY USAID
Data Source: Partner financial institutions, program records
Method of data collection and construction: Program staff will verify this via monthly partner financial institution meetings.
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: None
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Oct 26, 2016

Name of Result Measured (Sub-component 3.2): Increase availability of financial services
Name of Indicator: 3.2B Number of partner financial institutions that have purposely revised its policies or practices to cater to overlooked clients as a result of ENGINE assistance
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): Policies or practices that cater to overlooked segments of the population will improve financial access for MSMEs and women-/youth-owned enterprises. A partner institution may also include MFIs. Assistance includes TA, grants, or training/dialogue. Count a partner financial institution once.
Unit of Measure: Number
Disaggregated by: None
PLAN FOR DATA COLLECTION BY USAID
Data Source: Partner financial institutions
Method of data collection and construction: Program staff will verify this via monthly partner financial institution meetings.
Reporting Frequency: Annual
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: The revision of policies and practices needs to be consistently monitored
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Dec 1, 2016

Name of Result Measured: Cross-cutting Volunteerism
Name of Indicator: CC1 Number of volunteer expert assignments mobilized
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): This counts the number of unique volunteer trips conducted by volunteer experts (VEs). It assumes that one assignment/SoW = one trip. Some GeekCorps assignments will be conducted remotely but these still count. Count when the assignment starts, and in the reporting period when assignment starts (in the case that it straddles two reporting periods).
Unit of Measure: Number
Disaggregated by: Component, gender of volunteer expert
PLAN FOR DATA COLLECTION BY USAID
Data Source: Program trackers
Method of data collection and construction: We will collect this data using standardized trackers and update after every VE is mobilized, or quarterly at a minimum.
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: None
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Oct 26, 2016

Name of Result Measured: Cross-cutting Volunteerism
Name of Indicator: CC2 Number of days of volunteer expert service delivered
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): The number of days = per diem days (including travel and prep time). If remote assignment, number of days = number of days worked towards scope
Unit of Measure: Number
Disaggregated by: Component
PLAN FOR DATA COLLECTION BY USAID
Data Source: Program trackers, VE trip reports
Method of data collection and construction: We will collect this data using standardized trackers and update after every VE is mobilized, or quarterly at a minimum.
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: None
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Oct 26, 2016

Name of Result Measured: Cross-cutting Volunteerism
Name of Indicator: CC3 Value of volunteer expert service
Is this a Performance Plan and Report indicator? No
DESCRIPTION
Precise Definition(s): IESC calculates the value at assignment days x \$664 plus 6 days at \$930 (4 days for prep and 2 days for travel).
Unit of Measure: USD Value
Disaggregated by: Component
PLAN FOR DATA COLLECTION BY USAID
Data Source: Program records, VE trip reports
Method of data collection and construction: We will use data from CC1 and CC2 to calculate the value of the VE assignment/service.
Reporting Frequency: Quarterly
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and name of reviewer: NA
Known Data Limitations: None
TARGETS AND BASELINE
Baseline timeframe (optional):
Rationale for Targets (optional):
CHANGES TO INDICATOR
Changes to indicator: NA
Other Notes (optional):
THIS SHEET LAST UPDATED ON: Oct 26, 2016

Annex C: MEL Calendar of Activities

	2016				2017				2018				2019				2020		
	Sep	Oct	Nov	Dec	Jan-Mar	Apr-Jun	July-Sep	Oct-Dec	Jan-Mar	Apr-Jun	July-Sep	Oct-Dec	Jan-Mar	Apr-Jun	July-Sep	Oct-Dec	Jan-Mar	Apr-Jun	July-Sep
Monitoring and Evaluation																			
Recruitment of field-based MEL Specialist																			
IESC HQ MEL Director STTA. Training of MEL																			
Conduct gender and youth analysis (MEDA)																			
Submit draft M&E plan to VEGA (due within 60 days from effective date of award)																			
Develop and test data collection forms/tools for all ENGINE program indicators																			
Develop and test master excel tracker where all data collected is stored																			
MEL Specialist to provide MEL training to all ENGINE staff																			
Midterm gender and youth assessment																			
Collect and analyze M&E data																			
Report on progress against indicator targets (quarterly)																			
Review of performance indicator targets to ensure it is in line with current work plan, activities, and situation on the ground																			
Conduct M&E Field Monitoring																			
Conduct data quality assurance checks																			
LGACI																			
Develop LGACI tool framework																			
Select grantee to create LGACI survey																			
Pre-test, analyze, revise, finalize instrument																			
Conduct LGACI baseline study for first four																			
Baseline scores for first four LGAs established																			
Conduct LGACI baseline study for next four																			
Conduct LGACI baseline study for last four																			
Annual data collection and analysis for LGACI																			
Learning																			
Chief of party conducts quarterly reflection meetings with all staff to review progress against indicators and discuss lessons learned (any)																			
Conduct IESC end-of-program beneficiary																			

Annex D: Own-Source Revenue Tables

MBEYA CITY COUNCIL LGA OWN REVENUES

VOTE CODE : 782007 REPORTING PERIOD : FY 2012/13 TOTAL BUDGET IN TANZANIAN SHILLINGS

Budget Item	Annual Budget Plan	Cumulative Outcome	Performance Ratio
Property taxes	300,000,000	260,184,934	86.7
Land rent	360,000,000	307,920,230	85.5
Produce cess	54,456,000	18,148,900	33.3
Service levy	1,000,000,000	946,399,245	94.6
Guest house levy	180,000,000	165,000,000	91.7
Other Levies on Business Activities	777,960,000	501,463,396	64.5
Licenses & Permits	1,140,750,000	58,983,103	5.2
Fees & Charges	745,232,000	758,622,464	101.8
Other Own Revenues	5,608,280,000	2,189,642,545	39.0
Total Own Revenues	10,166,678,000	5,206,364,817	51.2

Note: The estimated population for Mbeya City Council , for this reporting period (FY 2012/13) equals: 385,279

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MOROGORO MUNICIPAL COUNCIL

LGA OWN REVENUES

VOTE CODE : 792008 REPORTING PERIOD : FY 2012/13 TOTAL BUDGET IN TANZANIAN SHILLINGS

Budget Item	Annual Budget Plan	Cumulative Outcome	Performance Ratio
Property taxes	520,000,000	296,382,715	57.0
Land rent	70,000,000	46,924,807	67.0
Produce cess	0	0	-
Service levy	457,804,000	459,325,739	100.3
Guest house levy	100,000	0	-
Other Levies on Business Activities	306,000	306,000	100.0
Licenses & Permits	524,280,000	345,867,867	66.0
Fees & Charges	1,037,860,700	999,918,200	96.3
Other Own Revenues	1,147,907,000	616,209,458	53.7
Total Own Revenues	3,758,257,700	2,764,934,786	73.6

Note: The estimated population for Morogoro Municipal Council , for this reporting period (FY 2012/13) equals: 315,866

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KILOLO DISTRICT COUNCIL

LGA OWN REVENUES

VOTE CODE : 733094 REPORTING PERIOD : FY 2012/13 TOTAL BUDGET IN TANZANIAN SHILLINGS

Budget Item	Annual Budget Plan	Cumulative Outcome	Performance Ratio
Property taxes	10,287,500	9,959,400	96.8
Land rent	5,000,000	11,943,250	87.0
Produce cess	413,157,784	408,562,393	98.9
Service levy	9,800,000	9,803,688	100.0
Guest house levy	5,244,000	5,115,364	97.5
Other Levies on Business Activities	89,592,847	90,216,547	100.7
Licenses & Permits	169,871,000	135,925,600	80.0
Fees & Charges	19,192,060	15,951,500	83.1
Other Own Revenues	428,112,309	417,612,462	97.5
Total Own Revenues	1,150,257,500	1,097,496,954	95.4

Note: The estimated population for Kilolo District Council , for this reporting period (FY 2012/13) equals: 218,130

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