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Program Design, Monitoring, and Evaluation Policy
(18 FAM 300)
18 FAM 300 - Why

Better program design → better, more useful M&E → informed learning → better choices and outcomes

Fill “missing middle” – connect the dots between strategic plans and how we get there

Foreign Aid Transparency and Accountability Act (FATAA) of 2016; Program Management Improvement and Accountability Act (PMIAA) of 2016; Foundations for Evidence-Based Policymaking Act (Foundations) of 2018.
What

All State Department bureaus and independent offices must:

1. Identify their major programs (June 2018)

2. Engage in program design: Contextual analysis, logic model, theory of change (March 2019)

3. Make a performance management plan to monitor progress against the logic model and identify what makes sense to evaluate in order to continuously test theory of change (June 2019)

4. Use data, learn, and adapt (Ongoing)
Foreign Assistance Performance Plan and Report (PPR) & Standard Foreign Assistance Indicators
1. For all Operating Units to convey progress against their foreign assistance strategic objectives (via MO narratives and custom indicators)

2. Bureaus collect data from the field for use in HQ internal learning and external reporting (Standard Indicators, Key Issues)

Standard indicator data are reported publicly on ForeignAssistance.gov and the full set of standard indicators is accessible via the public Foreign Assistance Resource Library
# Big Picture: Annual PPR Cycle

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<tr>
<th>Step</th>
<th>General Timeframe / Subject to Fluctuation</th>
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<tr>
<td>PPR Kickoff and Training for bureaus and missions</td>
<td>Mid Sep-Oct</td>
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<tr>
<td>PPR launches and approx. 196 missions and bureaus input information</td>
<td>Oct 15 – End Dec</td>
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<td>Bureaus review and provide feedback on “draft” PPR submissions</td>
<td>Through Feb</td>
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<td>Standard Indicator Management Reviews (SIMR) – are data complete/quality, how are data used, troubleshoot</td>
<td>April - May</td>
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<td>Bureaus/indicator owners submit any indicator (and Key Issue) change requests</td>
<td>June-July-August</td>
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<td>Functional Bureaus assign standard indicators to missions</td>
<td>August or September</td>
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<td>Regional Bureaus review indicators assignments</td>
<td>September</td>
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<td>All changes input into system to launch next cycle</td>
<td>By early October</td>
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Standard Foreign Assistance Indicators

- Data that a **bureau** wants to obtain from multiple **field** operating units (OU)
- About 90 percent are owned by USAID pillar bureaus; No such thing as “F Standard Indicator”; Used by the owner bureaus
- **Centrally Managed** to avoid hundreds of ad hoc data calls to the field by individual bureaus; Occurs once annually as part of overall PPR process
- Bureaus use the data **extensively** for external reports and internal learning
- Quality Assurance protocols – e.g. SIMR, indicator reference sheets, indicator data quality reviews with implementing partners
- Help convey the story of progress toward a mission objective, but OUs should also selectively add their own “custom” indicators to their PPRs
- **NOT** the sum total of all data collected on foreign assistance programming
- Standard indicator data viewable by mission objective, by country, by foreign assistance standardized program structure, and can be aggregated
Add, Drop, or Change a Standard Indicator

• Based on changing need or learning that has occurred

• Based on results of SIMR discussions:
  o Have few or no OUs used the indicator for 2 or more years?
  o Who has / has not reported over time?
  o Did all assigned OUs report? If not, why?
  o Might different wording garner better reporting?
  o Has the bureau demonstrated need/use of the indicator data?

• Changes to sector policy, new interagency effort or strategy, Administration priorities

• Indicator change request process occurs every year to make minor changes that will improve data quality or completeness
Indicator Assignments

• Pillar bureaus may assign indicators to missions they believe contribute to that specific indicator. Regional bureaus cross-check and collaborate based on their knowledge of mission programs.

• Removes guesswork by missions; Each mission’s assigned indicators are clearly marked

• “Opt out” versus an “Opt In” model – if OU does not have data to report on an assigned indicator, must specify why

• Bureaus get readout of which OUs have reported on what standard indicators, and analysis of this leads to troubleshooting and solutions
Takeaways

• If a standard foreign assistance indicator title or reference sheet is unclear, or it is unclear why that data is being requested from a mission or implementer, email PPR@state.gov. The team will convey questions and feedback to the indicator owner.

• The PPR provides State and USAID OU progress against their strategic objectives and cross-cutting key issues, and is also the process by which the field sends standard indicator data to HQ.

• 18 FAM 300 is a State Department policy requiring all bureaus to spell out how their resources and programs are expected to lead to desired outcomes. This program logic sets the stage for meaningful monitoring and evaluation.
REFERENCE
Key Terms – State Department

• **Program** – A set of activities, projects, or processes aimed at achieving a goal or objective that are typically implemented by several parties over time. May cut across sectors, themes, and/or geographic areas.

• **Project** – A set of activities intended to achieve a defined product, service, or results within set resources and timeframe.

• **Logic Model** – Visual representation of causal linkages between inputs, activities, outputs, and outcomes.

• **Theory of Change** – Description of why the changes articulated in a logic model are expected to occur.
Foreign Assistance Resource Library

https://www.state.gov/foreign-assistance-resource-library/

- 18 FAM 300 Policy
- State Program Design and Performance Management Toolkit
- All Standard Foreign Assistance Indicators & Reference Sheets
- All State bureau and country strategic plans

Email PPR@state.gov if anything is missing or out of date!

www.ForeignAssistance.gov

- Standard foreign assistance indicator data FY14 onward
- Foreign assistance spending