

# Design, Monitoring, and Evaluation Policy at State & Demystifying the PPR and Standard Indicators



Performance Monitoring & Reporting Branch  
Office of US Foreign Assistance Resources  
US Department of State  
*(updated September 12, 2019)*

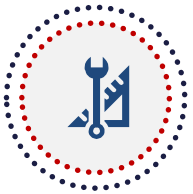


# Contents

---



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



Foreign Assistance Performance Plan and Report (PPR)



Standard Foreign Assistance Indicators



Takeaways and References



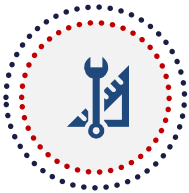
# **Program Design, Monitoring, and Evaluation Policy (18 FAM 300)**

# 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.



# 18 FAM 300 - 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)



# Strategy

(what is policy/vision)

Bureau Strategic Goals

Strategic Objectives

Sub-objectives

# Bureau Programs

(how will strategy be achieved  
big picture bureau level)

## Program Logic Models

Inputs

Activities

Outputs

Short-Term Outcomes

Long-Term Outcomes

*What we invest*

*What we do*

*What we get*

*What we achieve*

Monitoring

Evaluation

# Country

(specific interventions  
where \$\$ is spent)

grants

contracts

interagency agreements

quarterly monitoring / may relate to or be subject of an evaluation



---

# Foreign Assistance Performance Plan and Report (PPR) & Standard Foreign Assistance Indicators



# PPR Purpose

---

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](http://ForeignAssistance.gov) and the full set of standard indicators is accessible via the public Foreign Assistance Resource Library*





# Big Picture: Annual PPR Cycle

---

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



# 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:
  - Have few or no OUs used the indicator for 2 or more years?
  - Who has / has not reported over time?
  - Did all assigned OUs report? If not, why?
  - Might different wording garner better reporting?
  - 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](mailto: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.



# Resources

---

## 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](mailto:PPR@state.gov) if anything is missing or out of date!*

[www.ForeignAssistance.gov](http://www.ForeignAssistance.gov)

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