



1. Project Data

Project ID P159954	Project Name Development Support for Tanzania Stats	
Country Tanzania	Practice Area(Lead) Poverty and Equity	
L/C/TF Number(s) TF-A5710	Closing Date (Original) 31-Jan-2021	Total Project Cost (USD) 8,481,467.10
Bank Approval Date 14-Aug-2018	Closing Date (Actual) 31-Dec-2022	
	IBRD/IDA (USD)	Grants (USD)
Original Commitment	8,750,864.62	8,750,864.62
Revised Commitment	8,095,217.84	8,749,837.49
Actual	8,481,467.10	8,481,467.10

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2. Project Objectives and Components

a. Objectives

The project development objective (PDO) was to strengthen the capacity of the National Statistical Bureau to collect, process, and disseminate data and statistics on living standards, labor markets, and agriculture (Grant Agreement, Schedule I). For this Review, the objectives are parsed as follows:

- Strengthen the capacity of the National Statistical Bureau **to collect data and statistics** on living standards, labor markets, and agriculture.



- Strengthen the capacity of the National Statistical Bureau **to process data and statistics** on living standards, labor markets, and agriculture.
- Strengthen the capacity of the National Statistical Bureau **to disseminate data and statistics** on living standards, labor markets, and agriculture.

b. Were the project objectives/key associated outcome targets revised during implementation?

No

c. Will a split evaluation be undertaken?

No

d. Components

Component 1: Implementation of the Tanzania National Panel Survey (NPS) (US\$3.96 million at appraisal, US\$2.6 million equivalent at closure). This component sought to support the implementation of this nationally representative, longitudinal, socio-economic household-level survey by supporting the following aspects of survey implementation: (i) sample design; (ii) questionnaire design; (iii) enumeration and fieldwork; (iv) data management; and (v) data documentation, analysis, dissemination, and visibility.

Component 2: Implementation of the National Sample Census of Agriculture - Small Holder Survey (NSCA) (US\$2.56 million at appraisal, US\$3.3 million equivalent at closure). This component sought to support the implementation of this smallholder agriculture survey by supporting the following aspects of survey implementation: (i) sample design; (ii) questionnaire design; (iii) enumeration and fieldwork; (iv) data management; and (v) data documentation, analysis, dissemination, and visibility.

Component 3: Implementation of the Integrated Labor Force Survey (ILFS) (US\$2.04 million at appraisal, US\$2.4 million equivalent at completion). This component sought to support the implementation of a labor survey to inform national policies on topics related to economic growth and employment. The project supported the following activities: (i) sample design; (ii) questionnaire design; (iii) enumeration and fieldwork; (iv) data management; and (v) data documentation, analysis, dissemination, and visibility.

e. Comments on Project Cost, Financing, Borrower Contribution, and Dates

Project Cost: The Project's original cost at appraisal was US\$8.8 million. The grant agreement was signed on October 11, 2019, for Euro 7.3 million. A total of US\$ 8.48 million was disbursed at closure. The discrepancy is explained by exchange rate differences US and the Euro. The difference in costs also reflects two reallocations within and between component activities and the updated cost estimates for the integrated labor force survey (ILFS).

The Government of Tanzania did not contribute financially to the project.

Dates: The Project was approved on August 14, 2018, and became effective on February 7, 2020. The original closing date was January 31, 2021; however, this was revised twice, and the project closing date was extended by 30 months to December 31, 2022.



The delayed effectiveness of the project (about 17 months) was due mainly to changes in the statistical law of 2015 which were overly restrictive and not aligned with international standards. Legislation changes were made to address the shortcoming in the statistical law before the project became effective on February 7, 2020. Further delays were due to the impact of the COVID-19 pandemic.

The project underwent two level 2 restructuring as follows:

- Restructuring 1: The first restructuring was approved on January 29, 2021, extended the closing date by one month to February 28, 2021, while the administrative agreement between the WB and the European Union was being extended.
- Restructuring 2: The second restructuring in February 2021 extended the closing date by 23 months to December 31, 2022, and reallocated of funds among components. The reallocation combined the two NPSs into one single survey and used the savings to add two sub-activities (the digitalization of surveyed enumeration areas using geographical information systems and telephone survey for rapid assessment of the welfare of the impact of COVID-19). The second sub-activity was the introduction of improved crop yield measurement techniques in the NSCA to enhance data accuracy. The reallocation is described in the table below:

Component	Original amount (EUR)	Revised amount (EUR)
National Panel Survey (NPS)	€ 3,392,687	€ 2,959,008
National Sample Census of Agriculture (NSCA)	€ 2,189,658	€ 2,512,514
Integrated Labour Force Survey (ILFS)	€ 1,748,223	€ 1,859,045
Sub Total	€ 7,330,568	€ 7,330,567

Source: ICR p. 9.

3. Relevance of Objectives

Rationale

Poverty in Tanzania remained high despite strong economic growth and strong resilience to external shocks in the decade prior to project appraisal. The poverty rate using the US\$2.15 per day measure in 2017 PPP was 45 percent for 2011 and 2018. Over 80 percent of the poor lived in rural areas, and inequality between regions was growing. To achieve more equitable growth and poverty reduction over the period 2016/17-2020/21, the government adopted the Second Five Year Development Plan and the new Sustainable Development Goals (SDGs), which aimed at fostering industrialization and human development. To monitor and evaluate the achievement of such objectives, more and higher-quality statistics were needed. Specifically, the availability of timely and accurate household survey and agricultural



data was critical to designing, monitoring, and evaluating development programs, including the SDG indicators. The National Bureau of Statistics (NBS) was responsible for providing statistics and received valuable support from Tanzania Statistical Master Plan (TSMP) 1 and its basket fund for donor support. However, the closure of TSMP1 in 2018 risked many of the gains achieved. Additional donor support was needed to bridge the gap while a post-TSMP1 strategy was being designed.

The PDO was aligned with the Tanzania Country Partnership Framework (CPF) FY18-FY22, which called for the production of timely and high-quality survey data relevant to: (i) the Agenda 2030 for the SDGs; (ii) the Agenda 2063: The Africa We Want; and (iii) the Busan Action Plan for Statistics agreed at the level of PARIS21/OECD (ICR, p. 11). These all call for improving statistical systems and fill data gaps for policymaking. Household and agricultural statistics were aligned with these objectives as they made available data to design projects and monitor progress toward the achievement of their objectives. The Project was also aligned with regional efforts to harmonize poverty measurement in the East African Community, an effort supported by the Bank through East African Statistics Development and Harmonization (P164243), a parallel regional project.

The PDO was coherent with the government's strategies, such as the Tanzania Development Vision 2025, the Zanzibar Vision 2050, Zanzibar's Medium Term Development Strategy (ZADES 2021-2026), and the TSMP1, which expired in 2018, and the second that was finalized in early 2022 (TSMP - II 2022-2027), (ICR, p. 10). These strategies prioritized strengthening capacity building in the NBS, Office of the Chief Government Statistician (OCGS), Sector Ministries and Local Government Authorities to produce timely, comprehensive, and updated statistics to fill relevant data gaps for policy and making these data available on time to the user community to inform policy debates in the country, (ICR, p. 11).

The theory of change was constructed ex-post using information from the PAD and the project Results Framework (ICR, p. 7) but was plausible in many respects (ICR p. 7). It described the main challenge as the limited availability of socioeconomic data, which can be addressed by three activities represented by collecting accurate data using modern technologies and proper capacity building. The outputs of these activities are identified as the data itself, and the outcomes were the enhanced capacity and the availability of the data to conduct policy-relevant research and the dissemination of new knowledge leading to improved policymaking. The key challenge was correctly identified as the availability of socioeconomic indicators. Additional challenges included a need for clear career growth opportunities for professional statisticians. This has the potential to undermine staff morale and lead to turnover which in turn could compromise the capacity built by the project. Second, there is inadequate quality of formal statistical training in the country's universities, which emphasizes theory rather than applied skills. These are presented as risks in the future (Implementation Completion and Results Report - ICR, para. 78), but they were also challenges to be addressed by the project being assessed. The activities supported by the Bank were aligned with the challenges, such as collecting and analyzing survey data by enhancing local capacity and applying modern techniques. The output was the availability of high-quality data. The availability of analytical products could have been added as well. Finally, the outcomes are properly identified as the improved capacity to collect and analyze survey data and, in turn, improve the ability to design development projects and monitor their progress.

Rating

High



4. Achievement of Objectives (Efficacy)

OBJECTIVE 1

Objective

Strengthen the capacity of the National Statistical Bureau to collect data and statistics on living standards, labor markets, and agriculture.

Rationale

All outcome indicators were met. All indicators measuring the achievement of this, and other objectives used baselines for 2017. The project used two PDO indicators to measure the achievement of the first objective:

- 1. the number of household surveys supported by the project, designed in line with international standards and best practices. The baseline was 0, the target was 4 (2021 revised to 4 in 2022), and the actual was 4 (2022) (ICR p. 21).
- 2. the number of household surveys supported by the project, with enumeration activities completed. The baseline was 0, the target was 4 (2021, revised to 4 in 2022), and the actual was 4 (2022) (ICR p. 22)

IEG notes that the outcome indicator, “number of household surveys, supported by the project, with improved data collection methods and computerized data checking” was not reported in the ICR (p. 11).

For both indicators, at restructuring, two NPSs were combined into one survey, and a high-frequency welfare monitoring telephone survey was added, keeping the total at 4. The NSCA 2020, ILFS 2002/21 and the NPS 2021 were all designed in accordance with global standards through TA supported by the project. World Bank experts working alongside other international experts (the Food and Agriculture Organization (FAO) - and the International Labor Organization (ILO)) contributed to the project. ILO played a major role in preparation, questionnaire design, and training of the ILFS. The United States Department of Agriculture and FAO supported the implementation of the NSCA during its design, training of enumerators and supervisors, quality control, coordination with other development partners, and communication and dissemination of results. For NPS, however, the Bank led the whole survey. Data were collected using new technologies, such as Computer-Assisted Personal Interviewing (CAPI) methods, that included automated data checking and survey skipping patterns. Because of the adoption of these technologies, data quality improved, as commonly known in the industry.

The statistical performance indicator, measuring overall improvements in methodology, data sources, periodicity, and timeliness, shows an improvement in the overall score from 2018 to 2022. Similarly, one component of the indicators, which relates to quality, access, and effectiveness of advisory related to statistics, also shows an improvement during the same period.

Rating

Substantial



OBJECTIVE 2

Objective

Strengthen the capacity of the National Statistical Bureau to process data and statistics on living standards, labor markets, and agriculture.

Rationale

The targets of the four PDO indicators used to measure the achievement of this objective were met:

- 1. Number of household surveys with improved data collection methods and computerized data checking. The baseline was 0 (2017), the target was 4 (2021) (revised to 4 in 2022), and the actual was 4 (2022) (ICR p. 21). At restructuring, two NPS were combined into one survey, and a high-frequency welfare monitoring telephone survey was added, keeping the total at 4.
- 2. The number of NPS survey datasets finalized within 6 months of fieldwork completion. The baseline was 0 (2017), the target was 1 (2021) (revised to 1 in 2022), and the actual was 1 (ICR p. 22). The target reflects the fact that two NPS were combined into one survey, bringing the target down from 2 to 1 (Although the ICR indicates a target of 1).
- 3. The number of non-NPS household survey datasets finalized within 8 months of fieldwork completion. The baseline was 0 (2017), the target was 2 (2021) (revised to 3 in 2022), and the actual was 3 (2022) (ICR p.23). At restructuring, this phone survey included an assessment of the impact of COVID-19.
- 4. Number of final survey statistical reports completed within 6 months of dataset finalization. The baseline was 0 (2017), the target was 3 (2021) (revised to 3 in 2022), and the actual was 3 (2022) (ICR p. 23).

These were appropriate measures of capacity in survey data processing; hence, this objective was achieved. NBS and OCGS staff analyzed the survey data with the support of various TAs along with Bank experts and specialists from the US Department of Agriculture, the FAO, and the ILO.

One component of the statistical performance indicator, data infrastructure, which relates to skills, methods, and governance of statistics, shows an improvement in the indicator during the project period from 2018 to 2022.

Rating

Substantial

OBJECTIVE 3

Objective

Strengthen the capacity of the National Statistical Bureau to disseminate data and statistics on living standards, labor markets, and agriculture.

Rationale



All outcome and intermediate indicators were met. The project used one PDO indicator and four intermediate indicators. The PDO indicator was:

Number of micro-datasets available through the Tanzania National Data Archive and the World Bank Microdata Library. The baseline was 0 (2017). The target was 3 (2021) (revised to 4 in 2022). The actual was 4 (2022) (ICR p. 24). At restructuring, one additional survey and several telephone surveys were conducted to assess the impact of COVID-19.

The Intermediate Results Indicators were:

- 1. Number of stakeholder / technical working group preparation meetings. The baseline was 0 (2017). The target was 4 (2021). Actual was 4 (2021) (ICR p. 24).
- 2. Reports and briefing notes on NSCA, ILFS and NPS are prepared. The baseline was No (2020). The target was Yes (2021). Actual was Yes (2022) (ICR p. 25).
- 3. Number of seminars conducted with policymakers to discuss survey findings and policy implications. The Baseline was 0 (2017). The target was 3 (2021 revised to 3 in 2022). Actual was 3 (2023) (ICR p. 25).
- 4. Number of advanced policy research notes using survey NSCA/ ILFS and NPS data sets completed and discussed. The baseline was 0 (2020). The target was 5 (2021) (revised to 6 in 2022). Actual was 6 (2023) (ICR p. 25).

In August 2021, the results from the 2020 NSCA were disseminated to more than 150 government representatives and other stakeholders. In addition, an interactive web generation instrument was published on the NBS website to disseminate the surveys further. In November 2021, key findings of the 2020/2021 ILFS were disseminated at the workshop of 250+ participants chaired by the prime minister. In June 2022, findings from the NSCA were also featured during the 8th Annual Agricultural Policy Conference, and several policy notes on agriculture were produced using these survey data. These debates led to debates and discussions on increasing budget allocation for agricultural extension services and improving irrigation facilities. They led to the ongoing revision and update of the 2008 National Employment Policy, Youth Development Policy 2007, and the 2007 National Employment Creation Program. The 2021 ILFS led to the production of a publication on the gendered dimensions of the labor market outcomes in Tanzania. In addition, three policy briefs were produced using the ILFS data (covering agriculture and informal sector employment), and the main findings of the NPS 2021 survey were released during a workshop attended by government officials and development partners. Similarly, the NSCA and the ILFS received widespread press coverage. To better monitor and mitigate the COVID-19 impact on households in Tanzania, the High-Frequency Welfare Monitoring Phone Survey proved particularly useful, providing timely and valuable information to the authorities.

Rating
Substantial

OVERALL EFFICACY



Rationale

All objectives were achieved.

The key findings of the 2020/2021 ILFS were disseminated at a workshop in November 2021, four months after survey completion. The findings have contributed to a discussion on the need to improve labor market outcomes in Tanzania and have partly led to a efforts to revise and update the 2008 National Employment Policy, Youth Development Policy 2007 and the 2007 National Employment Creation Program. The main findings of the NPS 2021 survey were released in January 2023. The 2021 NPS also collected data to compare a current 14-day diary with a 7-day recall for daily consumption measurement as part of the effort to harmonize poverty measurement in the East African Community (ICR, p. 12). The High Frequency Welfare Monitoring Phone Survey have been used in various WB analytical products, including Tanzania Economic Updates. In addition, the digitization of Enumeration Areas (EAs) was a success with a total of 3,680 EAs being digitized, and their geo-information updated.

Overall Efficacy Rating

Substantial

5. Efficiency

A cost-benefit analysis was not undertaken because it is not possible to assess the benefits of improvements in data collection and data usage for development decisions (ICR, p. 13). The efficiency of the project is judged based on its cost, time, and design/quality of data collection compared (at times) to previous practices. The use of modern data collection technologies, such as CAPI and *Survey Solutions* software, enhanced fieldwork logistics, cartography of the country, and monitoring of the data collection process. The earlier data collection system (Paper Assisted Personal Interviewing) was more labor intensive, leading to a high turn-over rate for. This enumerator turnover had proven costly for surveys (in terms of time lost and the need to retrain enumerators); hence, the adoption of CAPI led to cost efficiencies. The cost of data collection was also managed more efficiently by paying enumerators monthly salaries rather than (higher) daily compensation. The use of CAPI reduced the time to conduct post-survey quality control.

The survey implementation experienced some initial delays (18 months) due to changes in the resident statistician (in July 2021), the Bank's Task Team Leader (July 2019) and COVID restrictions (ICR p. 14). Yet the project implementation was smooth thanks to the proper design, strong government ownership and the quality of the project's implementation team. The surveys were completed on time.

Efficiency Rating

Substantial



a. If available, enter the Economic Rate of Return (ERR) and/or Financial Rate of Return (FRR) at appraisal and the re-estimated value at evaluation:

	Rate Available?	Point value (%)	*Coverage/Scope (%)
Appraisal		0	0 <input type="checkbox"/> Not Applicable
ICR Estimate		0	0 <input type="checkbox"/> Not Applicable

* Refers to percent of total project cost for which ERR/FRR was calculated.

6. Outcome

The project achieved all its objectives, with systems and capacities improved, notwithstanding initial delays and the onset of COVID-19. Relevance is rated High because the project was aligned with the Tanzania CPF FY18-FY22 and with the government’s strategies. Efficacy is rated Substantial because the project achieved all its objectives, although the ICR does not provide numerical evidence, which is instead found in the Implementation Status Reports (ISRs). Efficiency is rated substantial because the project was implemented in a timely and cost-conscious manner while improving data quality. Combining these indicates an overall outcome rating of Satisfactory.

a. **Outcome Rating**
Satisfactory

7. Risk to Development Outcome

The ICR identified four potential risks to the development outcomes:

1. Lack of clear career growth opportunities for professional statisticians could contribute to staff-turnover, thereby compromising the capacity built by the project.
2. Inadequate quality of formal statistical training in the country’s universities, which emphasizes theory rather than applied skills.
3. Uncertainty regarding government funding for continued funding of the new statistical practices supported by the projects.
4. The legal framework restricts independent data collection and interpretation, although some of the restrictions have been amended in the new statistical law of 2019.

Risk mitigation includes the following: (1) during project implementation, the government requested Bank support for capacity building also for local government authorities, (2) the new project (Program for Results) provides funding for independently collected and high-quality data for the next 5 years, (3) the renewed interest of Tanzanian researchers to use and produce analytical work with up-to-date statistics, and (4) the continued interest by the government to support statistical data [DKJ1]



8. Assessment of Bank Performance

a. Quality-at-Entry

The project design drew from an assessment of data gaps in NBS following the completion of TSMP 1 and recommendations to address technical, financial, economic, institutional, and procurement aspects. The technical design of the project incorporated national priorities and a needs assessment and benefitted from consultations with main users of statistics in the Government and other key stakeholders. The survey design and data collection incorporated best practice guidelines consolidated in the UN Statistical Division document on “Designing Household Survey Samples: Practical Guidelines,” ILO guidelines on collecting LFS data, and FAO Programme for the Census of Agriculture. A European Union Trust Fund provided support for a recipient executed component, the Development Support for Tanzania Statistics Project (P159954) for survey implementation, data processing and dissemination, and a Bank executed component for technical assistance. The ICR focused on the first component but also pointed out how TA from the second reinforced the first.

The Bank should have addressed the lack of clear career growth opportunities for professional statisticians but mitigated the other constraints. The inadequate quality of formal statistical capacity was mitigated with a series of large statistical training through the Bank Executed component to fill skills gaps. Overall, the identified risks are substantial as they can limit the ability of the country to continue producing reliable and timely data for policy advice. The team applied reasonable mitigation measures.

Quality-at-Entry Rating

Satisfactory

b. Quality of supervision

The Bank team maintained continuous dialogue and communication with NBS and OCGS and conducted weekly virtual meetings during implementation to discuss progress. The Bank team included the Task Team Leader, the resident statistician, and Bank technical specialists, and the supervision budget was adequate. The task team prepared aide-memoirs regularly and ISRs to communicate any necessary corrective measures. The project also included a Steering Committee that held formal discussions of progress and constraints with NBS and OCGS management. Recommendations of ISRs were adequately implemented as in the case of the adaptation of the training schedule due to mobility restrictions caused by COVID-19.

Quality of Supervision Rating

Satisfactory



Overall Bank Performance Rating

Satisfactory

9. M&E Design, Implementation, & Utilization

a. M&E Design

The indicators were appropriate to monitor progress, although they were at a very high level (e.g., number of surveys completed, technical working group preparation meetings completed, number of surveys analyzed). More detailed indicators would have allowed for better monitoring of progress.

b. M&E Implementation

A Government program implementation team produced progress reports every six months. The reports were compiled against a set of indicators of progress in implementation as well as capacity-building activities and dissemination of results. The steering committee used these reports and met with survey technical working groups for constructive discussion on progress and issues raised during implementation. The implementing partners (World Bank, EU, and NBS/ OCGS) regularly reviewed these six-month reports to address risks and challenges faced by the project. The World Bank team, in collaboration with NBS and OCGS project coordinators and survey managers, produced ISRs every six months with information from both the progress reviews and the weekly virtual implementation support meetings.

c. M&E Utilization

The six-month progress report, the ISRs, and the weekly implementation meetings were regularly and effectively used to discuss the implementation status of the project.

M&E Quality Rating

Substantial

10. Other Issues

a. Safeguards

This project triggered no environmental safeguard or social policies since it focused only on data collection activities.

b. Fiduciary Compliance



Expenses for which the NBS and the OCGS were responsible underwent normal internal audits within the institutions as well as by the Controller and Auditor General of the United Republic of Tanzania. The two audit reports were issued (December 2020 and December 2021) confirmed the accuracy of the financial statements. A third audit report was published on January 10, 2024.

Arrangements for financial management were aligned with Bank policy on project financing. The risk was assessed as Moderate, and risks were periodically reviewed and assessed during ISRs. All planned activities were completed, and planned disbursements were made.

Procurement was conducted in accordance with Bank rules for Investment Project Financing. The project used Systematic Tracking of Exchanges in Procurement, a planning and tracking system that provides data on procurement activities, identifies benchmarks, and measures performance. A project procurement strategy was prepared, which was updated annually. A review of the procurement capacity of the NBS was conducted, which assessed the procurement risk as high. Consequently, an action plan was agreed upon. Still, no information was provided on its implementation in the ICR. However, shared documents (ISRs and progress reports) show that capacity building of local officials was conducted to mitigate this risk. Bank supervision ("support mechanism") ensures close monitoring and respect of rules (ICR p. 16).

c. Unintended impacts (Positive or Negative)

The project contributed to strengthening collaboration between NBS/OCGS, Sector Ministries, and international non-governmental organizations like the United Nations Children Fund and ILO.

d. Other

11. Ratings

Ratings	ICR	IEG	Reason for Disagreements/Comment
Outcome	Satisfactory	Satisfactory	
Bank Performance	Satisfactory	Satisfactory	
Quality of M&E	Substantial	Substantial	
Quality of ICR	---	Modest	

12. Lessons

Five lessons can be deduced from this ICR:

- A legal framework for statistics is as important to develop statistical capacity as the technical support to produce statistics. A proper legal framework for statistics must incorporate



international standards and must support the independent production and use of data and analysis.

- Capacity building in statistics projects is enhanced when in-class theoretical training and in-the-field practical implementation are conducted sequentially. This also ensures the sustainability of learning outcomes.
- Close integration of recipient-executed and Bank-executed parts of a project can make important contributions to the achievement of the PDO. In the case of this project, there was a close integration of training and survey activities and a flexible means to respond to emerging needs while ensuring quality control.
- In survey data collection projects like this, close monitoring and timely reaction are very important to ensure that reliable data is collected. The use of weekly meetings and the use of traditional tools, such as phone calls, along with more modern digital tools - such as WhatsApp, along with field visits ensure the timely resolution of problems and the preservation of trust in the data collected.
- Initiatives to support the analysis of newly collected data can increase awareness and usage of new data to conduct innovative analysis and can contribute to the development of homegrown policy analysis, thus creating a virtuous cycle to collect additional and more detailed statistics to support more in-depth policy analysis.

13. Assessment Recommended?

No

14. Comments on Quality of ICR

The ICR provides a general and impartial account of the project design, implementation, and achievement of its objectives. Still, there needs to be more evidence to support several claims included in the document. Additional evidence had to be collected from ISRs, Aide Memoires, external data, and the interview with the TTL. The ICR could have presented such evidence in the report. In addition, there are inconsistencies in the ICR on the project cost (approval, actual - in financing section and annex 3) without explanation. The ICR uses multiple terminologies to indicate the same thing: intervention logic, theory of change, results chain, and results framework. Finally, indicators of outcome are very aggregated.

a. Quality of ICR Rating

Modest

