Annex D: Evaluation matrix

Evaluation questions	Level of analysis	Method	Indicators	Country / sector programmes	Strategies and business plans	Budget and audit reports	Operating policies and guidelines	Credit / Founders Committee minutes	Other (reviews, evaluations, feasibility studies, government)	Reports (annual, ESG, M&E)	Strategy documents	Contracts	Operating policies	Portfolio data	Reports (annual, ESG, M&E)	Portfolio data (End-clients)	Survey	Interviews PASS staff	Interviews other stakeholders	Interviews local FIs	Interviews SME level	Fred Zaal	Toon Luttikhuis	Marcelo Tuszler	Rianne van Raaij
Sources				**Desk research (per level of analysis)**												**End-clients**	**Survey / End-clients**	**Field visits & interviews**		**F I s**	**S M Es**	**Core responsible**			
				PASS							**Financial institutions**							**PASS**							
Has PASS' strategy and portfolio developed in line with the policy guidelines provided by Danida? Were green growth and gender related aspects taken into account sufficiently	Overall strategic and institutional level of PASS	Desk research, portfolio analysis	Cross-sectional analysis client characteristics (gender, revenues, etc)	X	X	X	X		X	X				X		X						X	X	X	X

Relevance (row group label)

Question	Level	Method	Indicator										
and timely? Can this be further improved?													
What have been the financial and non-financial instruments PASS has used during the evaluation period? Are the right instruments available to PASS to reach its (development) objectives?	Overall strategic and institutional level of PASS	Desk research, portfolio analysis	Volume of loans supported Product range for agribusiness Attitude towards finance for agribusiness	X	X	X		X			X		X			X	X	X	X
To what extent has PASS addressed the needs of the financial sector and agribusinesses in Tanzania? Are these reflected in the ToC?	Overall strategic and institutional level of PASS	Desk research, key informants interviews, SME interviews	Percentage of agri loans supported	X	X	X		X	X					X		X		X
			Number of banks facilitating agricultural finance loans													
What are the key characteristics of PASS' portfolio? Are	Overall strategic and institutional level of PASS	Portfolio analysis	Guarantee types, financial institutions involved, NPLs	X	X	X		X			X		X				X

	Question	Level	Method / tools	Indicator	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	changes in the strategy of PASS reflected in the portfolio of PASS over time?																		
	What is the position of PASS in relation to other credit guarantee providers in Tanzania? What are key success factors for PASS?	Overall strategic and institutional level of PASS	Desk research, key informants interviews	Number, volume and type and activities of other schemes supporting FIs / end-clients	X	X		X								X	X	X	X
Effectiveness	What are the outputs of PASS in terms of the geographical and sectoral distribution of the guarantee portfolio and PASS' role in preparation of business plans?	Overall strategic and institutional level of PASS	Portfolio analysis, key informants interviews	Turnover/ profit per branch, per sector		X	X	X	X	X	X		X	X	X	X	X	X	X
	What have been the employment effects	Client agribusinesses level	Portfolio analysis,	Number of employees, distribution gender/youth/pa							X	X				X	X		

at the level of the agribusinesses? What can be said about indirect effects?		survey, SME interviews	rtime-seasonal-full-time/trained-untrained, end-clients/ clients of clients								
Were the activities of PASS additional, in other words, were there unique aspects to its operations and what can be said about additionality at various stages of the development of PASS?	Overall strategic and institutional level of PASS	Desk research, survey, key informants interviews	Products/services offered by others Number, type and activities of others supporting FIs / end-clients	X X X X X					X X X X	X X X
Has PASS been able to capture information needed to assess effectiveness, and in what measure has this been related to the development of a	Overall strategic and institutional level of PASS	Desk research, key informants interviews	Data base facilitates data on BP goals, outcomes (turnover/ profit/ employment)	X X X X					X X	X

Question	Scope	Method	Indicator															
monitoring and data collection system and protocols? Can this be further improved?																		
Has PASS leveraged additional private capital? What has been the magnitude of this leverage effect, and how has this developed over time?	Overall strategic and institutional level of PASS	Desk research, portfolio analysis, key informant interviews	Leverage data portfolio > 1:2	X			X	X		X					X	X	X		X X X
How well has PASS consolidated and expanded its branch network and increased its overall efficiency in the diversification and expansion of its products and services?	Overall strategic and institutional level of PASS	Desk research, portfolio analysis, key informants interviews	Number of PASS branches expenses and costs/ revenues (year/location/staff/retention of staff)	X X		X		X		X		X X X X			X		X		
What are the lead times of	Overall strategic and	Portfolio analy	Data on submission, approval,			X		X		X		X		X		X		X X

Question	Level	Methods	Indicators							
accepting new financial institutions and preparing business plans and how has this developed over time?	institutional level of PASS	sis, key informants interviews	disbursement over time							
Has the organisational set-up of PASS been adequate to fulfil its role adequately? How do financial institutions and agribusinesses appreciate the role of the regional offices? What is the division of tasks between PASS HQ and the regional offices? Could the current set-up be further improved?	Overall strategic and institutional level of PASS	Desk research, financial analysis, key informants interviews	Performance of branch offices Structure and division of tasks and responsibilities	X X X X X X	X			X	X X X X
How well is the	Overall strategic	Desk resea	Financial/ development	X X X			X	X X X	

Question	Level	Method	Data source/notes									
financial management and development effect measurement system performing?	and institutional level of PASS	rch, key informants interviews	data available, reflected in strategy development documentation									
How has PASS measured the development results (outputs, outcomes and impacts) over time? Does PASS provide valid, reliable, and transparent information regarding its results? Did result measurement improve over time?	Overall strategic and institutional level of PASS	Desk research, key informants interviews	Navision data contains dev. Data, alternative sources available, over time.	X		X	X	X	X		X	X		X
Is the governance structure of PASS in line with best practice? How does PASS compare to other	Overall strategic and institutional level of PASS	Desk research, key informants interviews	Structure and board management Rules, approval, structure

Tenor, impartiality of | X | | X | X | X | X | | | X | | X | X |

	Evaluation question	Level	Method	Indicators						
Impact	guarantee funds in East-Africa in this respect?			members						
	How did PASS communicate its results to the public and its stakeholders?	Overall strategic and institutional level of PASS	Desk research, key informants interviews	Communication products available and frequency (various forms, digital/ paper/ broadcast)	X X X			X X		X
	What are the effects for FIs of the involvement with PASS? How can they be described in relation to financial, institutional, economic, technical, and social sustainability?	Financial institution level	Portfolio analysis, financial analysis, key informants interviews	Change % portfolio agri, defaults/ risks reduction, cost/ benefit, profit data, ICT systems change	X	X X		X		X X
	What are the direct effects at the level of the various types of FI clients of the service provision of PASS, in terms of	Client agribusinesses level	Desk research, portfolio analysis, survey, SME interv	Employment figure increased, total income increase, type of contract temp.-perm.		X	X		X	X

						X	X		X	X	X
volume and quality of employment generated? What are related direct income effects for end-clients and their staff?		iews									
What are indirect effects in terms of employment and income effects in the wider economy around the clients, other institutions and economic actors and individuals? Are these effects positive or negative? Have these direct and indirect effects changed with time?	Client agribusinesses level	Portfolio analysis, key informants interviews	Employment/ income/ contractual changes (+/ -) in the financial eco-system								
What are effects on productivity and production,	Client agribusinesses level	Portfolio analysis, surve	Productivity, production increase at client level, income increase, GDP			X	X				

income and profit for various end-clients of PASS for selected commodities or products? How can these be compared to other non-PASS clients or general indicators of economic growth?		y, SME interviews	trend

										X		X

What are effects in the longer term of the interaction with PASS in terms of wellbeing and poverty reduction, food security, and social and human development indicators, and how are end-clients' perceptions of the relationship between these improvements or	Client agribusinesses level	Survey, SME interviews	Key household and productive assets, development indicators, food security indicator, well-being indicator increase

		X	X		X	X

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