

The Zimbabwe LEAD Program
(Linkages for the Economic Advancement of the Disadvantaged)

**Performance Monitoring Plan:
2002-2006**

**Prepared by:
Development Alternatives, Inc**

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1. Introduction

This document presents the Performance Monitoring Plan (PMP) for the Zimbabwe LEAD Project (Linkages for the Economic Advancement of the Disadvantaged), a five-year project funded by USAID and implemented by Development Alternatives Inc (DAI). The PMP establishes performance indicators and implementation targets for each year during the life of the project. It also sets forth a plan for data collection and the reporting of results. The PMP is a required deliverable under the LEAD contract.

The purpose of the PMP is twofold. First and foremost the PMP is a management tool. Performance monitoring provides essential feedback on progress towards results, flags opportunities for improvement and demonstrates success when achieved. Information on success and shortcomings allows management to take corrective action by reorganizing to achieve established goals or even redesign the program parameters themselves if the problems are due to fundamental design flaws. Second, the PMP serves as a performance standard to evaluate DAI's work. The results achieved by the LEAD Program in relation to the PMP established indicators and targets serve as basic criteria for evaluating DAI's performance in carrying out the terms and conditions of its contract with USAID.

The design of the PMP is intentionally minimalist, focusing on eight core indicators and corresponding targets. By tracking only essential features of the program, LEAD will be able to devote more time to doing the work of crisis mitigation. The PMP as presented, however, will still provide stakeholders with accurate up-to-date information required for LEAD management and USAID oversight.

2. Changes in the LEAD Approach: Implications for Monitoring

The development of the PMP has met with some initial delay due to substantial modifications made to the approach and activities set out in the LEAD 2001 workplan. The deteriorating economic climate in Zimbabwe, the rising numbers of destitute, the political turmoil in the rural areas and the mounting tragedy of the HIV/AIDS pandemic, have forced the LEAD program to adopt a more explicit crisis mitigation approach. This shift is in line with the USAID Zimbabwe strategy (2002-2005), which explicitly requires the LEAD program to employ flexible means to achieve the mission's overall strategic ends. Priorities

and activities are to be modified depending on the changing needs and contingencies of the situation, while overall strategic level goals remain the same.

The current crisis in Zimbabwe calls for a new and creative response that is both opportunity-driven and client-centered. More traditional approaches to microfinance and business development which place the highest priority on building the capacity of “providers” to push out services to clients had to give way to an approach which aims to develop more immediate and sustainable opportunities for poor households to improve their lives and livelihoods. The LEAD approach has been re-oriented towards crisis mitigation. Our primary task is to rapidly identify a significant number of “hard” market opportunities or commercial buyers who are ready and willing to buy increasing quantities of new or available products, and then link disadvantaged households and communities directly to these existing opportunities as micro-producers. Around each opportunity, LEAD will build contributions from a wide array of service providers (offering finance, skills training and organization development) as well as employ risk reduction measures to get the job done. In adopting this new approach, LEAD had to place “on hold” many of the industry and institutional development activities specified in the first workplan or, at least, assign to these activities a lower priority. Institution building may be still on the LEAD agenda, but it becomes more of a means to ensure client benefits rather than an immediate objective in itself — though the two are inextricably intertwined to develop a sustainable industry in the long term.

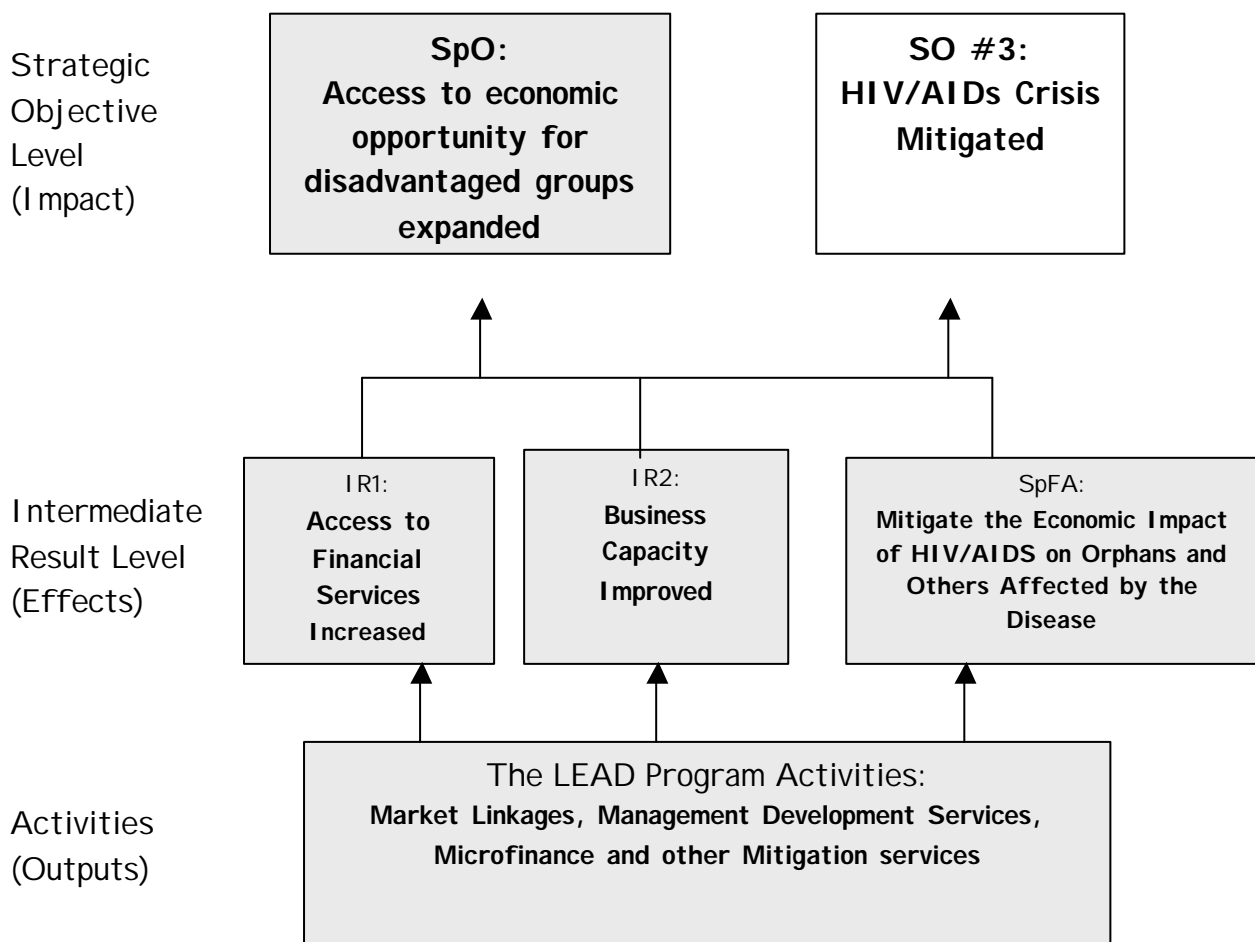
The PMP will focus on monitoring and evaluation at both the Strategic Objective level (renamed “Approaches”) and intermediate results level. It does not dwell on the level of outputs or inputs as performance measures. Outputs and activities are virtually impossible to plan accurately under changing circumstances. As LEAD adjusts and adapts its implementation plan to changing conditions in order to achieve the desired results, specific outputs and activities will necessarily change as well. Monitoring performance will therefore be pegged to the level of results and not to activities.

3. Results Framework

The successful implementation of LEAD will make a major contribution to providing “access to economic opportunity for Zimbabwe’s disadvantaged groups” (USAID’s Special Objective--SpO) as well as contribute to the mitigation of the HIV/AIDS crisis (USAID’s Special Focus Area--SpFA). Contributions at the level of strategy or development impact will be measured

by two intermediate results (IR) and one special focus area (SPFA) as shown in the diagram below. The diagram also shows how specific LEAD activities are likely to feed into a combination of intermediate results, rather than simply into one.

Relevant Portion of USAID's Strategic Framework for LEAD



The LEAD target group or end customer is given and defined as follows. The revised USAID Zimbabwe strategy (2002-2005) recognizes that the rapidly deteriorating economic climate, the uncertain political situation together with the tragic fall out of the HIV/AIDS pandemic has placed the greatest burden on disadvantaged and marginalized groups in Zimbabwe. Members of disadvantaged groups with whom LEAD has been contracted to assist include peri-urban and rural Zimbabweans earning incomes below the poverty line. These include small-scale subsistence farmers, farm workers, women, youth especially

orphans and others affected by HI V/AI Ds, under and unemployed individuals, informal sector businesses and/or others affected by poverty.

Expanding access to economic opportunity for disadvantaged groups and economic mitigation of the HI V/AI DS crisis requires a bringing together of three essential services in the right way: markets first, and then management skills and financial services as dictated by the specific market opportunity.

The first intermediate result (I R 1: Access to financial services increased) is broadly defined in the LEAD context to include not only products and services from classic microfinance institutions but also the in-kind types of supplier credit typically found in the agricultural sector. In this context, microfinance is delivered not only by classic microfinance institutions or even banks but also by a wide range of organizations and commercial enterprises including agro-businesses firms and insurance companies. The results of increased access to finance are measured in relation to the service provided and not the type of organization delivering it.

The second intermediate result (I R 2: Business capacity improved) primarily involves market linkages, which are at the core of the LEAD approach. Markets top even finance as the most sought after service for microenterprises. But market links and finance are often not enough. Supplementing the market linkage with more standard business development services is often required, along with finance to take full advantage of a given opportunity. The business capacity improved therefore reflects both markets and management skills, and when coupled with microfinance provide a complete service package.

Throughout the program, LEAD will consciously strive to mitigate the impact of HI V/AI DS on disadvantaged populations, especially youth. This will be done in two ways. First by ensuring that the HI V/AI DS-affected have access to market linkage opportunities, skills training and microfinance. Community-based organizations (CBOs) working with HI V/AI DS-affected families will be proactively linked to these opportunities. Second, coordinating LEAD program activities with AI DS service organizations can provide additional mitigation benefits to LEAD customers.

4. Intermediate Result Indicators

| Table 1 Intermediate Result Indicators | | |
|--|--|--|
| Intermediate Results | LEAD Program Objective | Indicators |
| IR 1: Access to Finance Increased | Link disadvantaged to financing-loans, savings, insurance and in-kind credit. | 1. New clients accessing microfinance services in LEAD-assisted interventions. |
| | | 2. Total number of disadvantaged clients accessing microfinance services through LEAD-assisted linkages or through standard microfinance services (outside of linkages). |
| | | 3. Total value of microfinance services accessed by disadvantaged groups through LEAD-assisted institutions in constant 2001 Z\$, by product type and gender. |
| IR 2 Business Capacity Improved | Link disadvantaged to new, expanded and more profitable markets | 4. New clients linked to markets through LEAD-assisted interventions. |
| | | 5. Total clients linked to new, expand and/or more profitable markets through LEAD-assisted interventions. |
| | Link disadvantaged to business, technical and management skill development services | 6. Total value of revenue earned by disadvantaged groups in LEAD-assisted market linkages in constant 2001 Z\$. |
| 7. Number of clients acquiring improved management and technical skills through LEAD-assisted interventions. | | |
| SpFA: Economic impact of HIV/AIDS Mitigated | Link disadvantaged to new services designed to mitigate economic impact of HIV/AIDS. | 8. Number of individuals accessing HIV/AIDS-related economic mitigation services through LEAD-assisted interventions. |
| All of the above | Refer only to interventions or services facilitated or brokered by the LEAD program, or institutions partnering with LEAD. | |
| All indicators focusing on "new clients" (#s 1,4, 7 and 8) | Will be disaggregated by province, gender and youth. We use the World Health Organization definition of youth as being 15 to 24 years of age (under 25 and over 14). This is a high-risk group for contracting HIV/AIDS, and at risk in terms of future livelihoods. | |

Intermediate Result 1: Access to Financial Services Increased

Indicator 1: *New clients accessing microfinance services in LEAD-assisted interventions.*

Indicator 2: *Total clients accessing microfinance services through LEAD-assisted linkages or through standard microfinance services (outside of linkages).*

Indicator 3: *Total value of microfinance services accessed by disadvantaged groups through LEAD-assisted institutions in constant 2001 Z\$, by product type and gender.*

Microfinance – which comes in many forms – is a critical input allowing poor people to take advantage of existing or emerging business opportunities. In the best cases, microfinance reaches the disadvantaged when they can put it to productive use. By providing microfinance within the context of a market opportunity, LEAD can ensure that the microfinance product is both appropriate and timely.

These indicators capture microfinance services embedded within LEAD-sponsored linkage activities plus those due to the expansion of microfinance institutions' outreach under LEAD support. These indicators measure three aspects of broadened financial services to disadvantaged groups: the extent to which new populations are served, and the overall numbers of disadvantaged people accessing financial services, and the total value of those financial services.

Indicator 1 captures the number of new clients accessing microfinance, either through microfinance institutions or as part of linkage contracts. This indicator shows how LEAD is expanding access of finance to new populations, and will describe these individuals in terms of geographic location (province), gender, and age category, especially 15 to under 25. This disaggregation will illustrate how LEAD-assisted microfinance reaches out to depressed areas and contributes to the empowerment of women and youth (two groups highly affected by HIV/AIDS and also at high risk of HIV infection).

Indicator 2 captures the total number of clients accessing microfinance through LEAD-assisted institutions or markets. This indicator can be compared to a pre-LEAD baseline to indicate the extent to which the total number of

participants may be attributable to LEAD. The client base will be disaggregated by cash versus in-kind financial services, to allow comparison of the relative importance of different forms of financial services to the poor. In addition, the data will be disaggregated to reflect the number of clients who are in rural, peri-urban, and urban areas, to track the expansion of microfinance into lesser-served (rural and peri-urban) areas.

Indicator 2 is related to Indicator 1 as follows:

$$\text{Indicator 2} = (\text{baseline of pre-LEAD clients}) + (\text{new clients}) - (\text{dropouts}),$$

where Indicator 1 = new clients

By including dropouts as a key element in Indicator 2, LEAD will strive toward increasing the value of microfinance to clients (through more appropriate services, for example), which in turn will result in decreased dropouts, and improved results on Indicator 2.

Indicator 3 captures the total value of microfinance services provided through LEAD-assisted institutions and markets as a measure of quality of financial services. Like Indicator 2, this indicator can be compared to a pre-LEAD baseline to show the portion of the value of the portfolio, which appeared after the institution, began receiving services from LEAD. This indicator will be disaggregated by type of product (loans, savings, insurance, etc.) and within each product category, by gender of client. This disaggregation is designed to match the reporting requirements that USAID/Zimbabwe must provide to Washington.

Intermediate Result 2: Business Capacity Improved

Indicator 4: *New clients linked to markets through LEAD-assisted interventions.*

Indicator 5: *Total clients linked to new, expand and/or more profitable markets through LEAD-assisted interventions.*

Indicator 6: *Total value of revenue earned by disadvantaged groups in LEAD-assisted market linkages in constant 2001 Z\$.*

Linking disadvantaged populations to profitable market opportunities is the ultimate goal of LEAD, because these opportunities are ultimately what provide improved lives and livelihoods for poor households. In this sense, Indicators 4,

5, and 6 are core indicators for monitoring the success of the LEAD vision. These indicators are designed to measure three aspects of broadened economic access for disadvantaged groups: the extent to which new populations are able to enter profitable markets, the overall numbers participating in new, expanded, or more profitable markets, and the total value of revenues earned by these participants.

Indicator 4 shows the extent to which LEAD brings new participants to market opportunities. These new participants will be disaggregated by geographic location (province), gender, and age categories (below 14, 15-24, and 25 and above) to understand who LEAD has successfully linked to market opportunities.

Indicators 5 and 6 then reveal the breadth of market linkages, captured by total number of linkage participants (Indicator 5), and total revenues generated by these linkages for producer households (Indicator 6). Within each linkage area, absolute total value of production can be divided by total number of producers to reveal the average value of market linkages and trends in contract value over time. Examining these data across linkages, LEAD managers can also identify high-value and low-value market linkages. By comparing total size (in both number of participants and in value) to a pre-LEAD baseline, this indicator also shows the impact of LEAD on market size.

Indicator 7: *Number of clients acquiring improved management and technical skills through LEAD-assisted interventions.*

Indicator 7 represents a skills training function primarily designed to augment revenue generated within a market linkage opportunity. In addition to training embedded within linkage opportunities, at times LEAD will also provide training aimed at a particular group, such as adolescents, with the view of enhancing their business management skills and future entrepreneurial prospects. This is part of the HIV/AIDS mitigation strategy since youth are one of the groups most at risk of acquiring HIV. All training figures will be disaggregated by geographic area (province) as well by gender and age category. Most training under LEAD, however, will be delivered within the context of a linkage deal, which will not be disaggregated.

SpFA Intermediate Result: Mitigate the Economic Impact of HIV/AIDS on Orphans and Others Affected by the Disease

Indicator 8: *Number of individuals accessing HIV/AIDS-related economic mitigation services through LEAD-assisted interventions.*

Through a range of identified and yet-to-be identified activities, LEAD will continuously create opportunities to work with HIV/AIDS-affected populations, either linking them directly with economic skills and opportunities, or providing supplementary services such as legal and asset planning. Throughout the project, LEAD will keep a continuous list of explicitly HIV/AIDS-mitigation services and a count of the number of individuals reached by each (Indicator 8). These numbers will be disaggregated by geographic area (province), gender, and age category.

5. Attribution of Results

LEAD is entering a scene where many implementing agencies are working with poor households to develop livelihoods, build skills, and ensure access to microfinance. Within this context, it would be inappropriate for LEAD to claim that all measured results reported in the indicators above can be attributed to LEAD. Some of the eight LEAD indicators make a simpler case for attribution. For example, if a person participates in a LEAD training activity (Indicator 7), this person would not likely have attended a similar training in the absence of LEAD. For this indicator, attribution is not a difficult case to make. At the other end of the spectrum, other indicators make few claims of attribution. On Indicator 2, for example, while LEAD will have many opportunities to influence the growth of the microfinance industry, the total size of the microfinance client base is due to many factors beyond LEAD. If attribution cannot be made, why is this a LEAD indicator? In this case, Indicator 2 provides critical reporting information that USAID/Zimbabwe must provide to Washington, and tells an important story of the industry's evolution. LEAD is in a position to tell this story, though not to claim sole responsibility for it.

In fact, each of the above eight indicators is a bit unique in how closely results can be linked to attribution, as described in Table 2.

| Table 2: Attribution of Results in Indicators | |
|---|---|
| Indicator | Level of Attribution of Results to LEAD (Low, Medium, High) |
| 1. New Clients Accessing Microfinance Services | MEDIUM: In the case of standard MFIs, it is likely that new clients would have emerged without LEAD's support, but also likely that LEAD services would increase assisted institutions' ability to expand more quickly or attract more customers (particularly in the case of support to develop new financial products). For non-standard financial service providers (such as financing embedded within linkage deals), LEAD may provide a critical link to a new client group, in which case LEAD may be responsible for nearly all of the client expansion observed. |
| 2. Total clients accessing microfinance services. | MEDIUM to LOW. LEAD's impact on total number of clients (Indicator 2) reflects both its impact on client growth and on improved client retention. Overall change in the industry's size, however, will be heavily driven by overall economic conditions in Zimbabwe, which is outside of LEAD's control. |
| 3. Total value of microfinance services. | MEDIUM to LOW. This indicator is directly linked to Indicator 2, so the attribution issues are the same. |
| 4. New clients linked to markets through LEAD interventions. | MEDIUM to HIGH. LEAD market linkage activities are designed to link an estimated number of potential producers to selected markets. Achievement of this indicator depends directly on LEAD's ability to accurately assess markets and create the intended linkages. Macroeconomic factors, both in Zimbabwe and in the larger global economy, are outside of LEAD's control, and are expected to impact results. |
| 5. Total clients linked to new, expanded, or more profitable markets. | MEDIUM to HIGH. Like Indicator 4, this indicator shows the overall number of producers who participate in LEAD-sponsored linkages, but reflects the ability to participate over time. Higher quality linkages are expected to last longer, but macroeconomic forces can still intervene. |
| 6. Total value of revenue earned by producers through LEAD linkages. | MEDIUM to HIGH. This indicator is directly linked to Indicator 5, so the attribution issues are the same. |
| 7. Number of clients acquiring management and technical skills. | HIGH. LEAD training activities are dependent solely on the project, so attribution of numbers reached is direct. |
| 8. Number of individuals accessing HIV/AIDS mitigation services. | HIGH. LEAD HIV/AIDS mitigation activities are dependent solely on the project, so attribution of numbers reached is direct. |

To reduce one form of attribution error in Indicators 2 and 5, "total numbers served" in those categories will be compared to the "pre-LEAD" clientele. While this does not suggest causality between the net increase in clients and LEAD, at

least this will provide a baseline from which an increase in client base can be measured.

Overall, the LEAD team recognizes that correct attribution of results requires a more sophisticated methodology incorporating detailed surveys and the use of control groups. These analysis techniques will be used for in-depth study of LEAD's development impacts, as described in Section 6 below. This more detailed work will go far beyond counting clients and value of services included in the Indicators, to include an assessment of the services impact on a range of socio-economic household and community outcomes. For each detailed study, results can then be extrapolated to the entire population of served individuals for estimates of direct - and attributable - impact of LEAD for that activity.

6. Assessing Development Impact

The primary development impact (strategic objective) of the LEAD intervention is to increase access of disadvantaged groups to economic opportunities that will qualitatively and quantitatively improve their lives and livelihoods. Economic opportunities are not just "one-off" transactions, but imply both the continuing supply of appropriate and affordable products and services to disadvantaged groups and their capacity to acquire and use these services to increase incomes and further their economic interests. To achieve this overall strategic objective, LEAD is modeled on a vision of creating and facilitating viable and increasingly differentiated linkages and commercial interaction between a wide and diverse array of service providers (microfinance, business services, market access, etc) and microenterprises in the rural and periurban areas.

If the primary aim is to assist disadvantaged groups to generate sufficient income to care for their families, protect their assets, reduce their vulnerability in the face of economic downturn and HIV/AIDS, then significant numbers of the disadvantaged must increase their earnings through microenterprise, be it through farming, industry, services or trade. For this to occur, they require access to services that are both affordable and effective in increasing their earning power. If LEAD does its job well, by the end of the program we will see increasing numbers of economic transactions between business and financial service providers with our designated clientele. These transactions will serve the economic interests of both the seller and buyer of the service. As trust develops, more complex and differentiated ways of interacting will emerge and develop over time.

These impact indicators are not easily quantified. They reflect the development of interactive processes and qualitative change at four levels: clients, service providers, market development (the relationship between clients and service providers) and cost effectiveness of LEAD as a development facilitator. Table 3 below provides development impact measures for each level.

| Table 3 Development Impact Measures, by Level | |
|--|---|
| Level | Development Impact Measures |
| Disadvantaged Groups: Clients | The extent to which LEAD interventions expanded access to microenterprise economic opportunity as partially measured by: <ol style="list-style-type: none"> a. Household incomes gains b. Improved household asset security c. The impact of increased incomes on HIV/AIDS response and care giving at the household and community level. |
| Service Providers | The extent to which service providers (both financial and non-financial) have moved to actively and profitably address the economic and asset protection needs of disadvantaged groups including HIV/AIDS affected households as partially measured by: <ol style="list-style-type: none"> a. Increased outreach to disadvantaged areas b. Increased scale of operations c. Client retention in linkage deals and microfinance d. Improved sustainability (operational and financial) Increased range of new financial and non-financial products and services on offer developed to address linkage opportunities and/or the devastating effects of the HIV/AIDS pandemic |
| Market Linkage Development | The extent to which more complex, differentiated and synergistic business linkages emerge between commercial buyers, service providers (including microfinance, BDS and ASOs) and disadvantaged customers as partially measured by: <ol style="list-style-type: none"> a. Strategic cooperation among organizations for economic advantage allowing for specialization of function. b. Transformation of informal community-based groups into viable business entities linked to relatively stable markets. c. Self-replication of market linkage model beyond LEAD interventions ("copy cat" phenomenon) between buyers, service providers and disadvantaged groups. d. Transfer of knowledge between microfinance and commercial linkage companies resulting in improved efficiency of lending for both types of organizations. |
| LEAD Cost Effectiveness | The cost of LEAD interventions as compared to the economic impact on disadvantaged groups over time as partially measured by: |

| | |
|--|---|
| | <p>a. Operational costs compared to average revenue gains and value of assets protected at household levels (with and without analysis) --- this builds on client level impact data.</p> |
|--|---|

7. Data Collection and Reporting Plan

Within this strategic framework, LEAD's performance data will be collected at two levels and at different time intervals.

1. **At the Intermediate Results level** data will be collected every quarter using standard reporting formats filled in by LEAD supported service providers and linkage partners. LEAD staff will audit the data collection using spot checks in the field. This level of data collection is straightforward, easily quantified and capable of being documented in each quarterly report. Summary data on each indicator will be presented to USAID/Zimbabwe annually in December.
2. **At the Special Strategic Objective level** data will be collected at different times depending on the level of difficulty of analysis using both qualitative and quantitative evaluation techniques to: 1) provide an on-going assessment of LEAD's strategic approach at the level of provider and market development and 2) provide deeper insights into the impact and cost effectiveness of LEAD economic and HIV/AIDS services on disadvantaged groups.

At the client level, while costly to collect, LEAD will undertake studies of the individual and household impacts of participation in market linkages for producers and their families. On each linkage deal, a number of households will be randomly selected and interviewed to establish a baseline, then re-interviewed after the first and second production cycles to establish household-level impact.

Using both qualitative and quantitative measures, this evaluation will identify whether, how, and how much participants benefited beyond the indicator of revenue (as captured in Indicator 6). It will focus on such elements as increases in household income, asset protection, or food consumption, children in school, access to health care, etc. The study will also explore the ability of households to maintain participation in the linkage arrangement over time (i.e., retention rates). An independent research firm will carry out this impact

evaluation annually on the selected client households. It is anticipated the use will be made of the AIMS client assessment tools developed under USAID's Microenterprise Innovation Program.

At the level of the service provider, the focus shifts to products on offer and the demonstrated willingness of more organizations to provide services on a business-like basis to the LEAD target group. This qualitative assessment will examine whether microfinance institutions and/or BDS providers have expanded their coverage and/or improved their product lines, and which institutions have participated in LEAD linkages and with what results. Special attention may go to assessing changes in business services provided by AIDS support organizations. While virtually impossible to assign causality to observable shifts in an industry, LEAD's approach may change the expectations and assumptions about microfinance or BDS, inducing some industry level changes in priorities or practices. This indicator is a qualitative assessment of such shifts, focusing on expanded product lines and improved ability to respond to HIV/AIDS. An independent research firm will carry out this impact evaluation every 24 months.

At the level of the market, analysis becomes even more difficult. Here the problem is grasping emergent development processes and synergies. While causality is difficult to attribute to LEAD interventions, understanding the dynamic interchange between providers and customers and how they have shaped its others business approach would be illuminating. There is truth to the saying that "imitation is the sincerest form of flattery." Perhaps the clearest sign of LEAD's performance is an observable increase in commercial companies, other donors and NGOs designing and implementing similar programs based on the LEAD linkage model. This data collection will be done twice during the project, at the mid-term evaluation (at the 30th month of project implementation) and the final evaluation.

Cost effectiveness of specific LEAD activities – comparing household-level results described above to the activity's costs – will also be analyzed at the mid term and final evaluations.

8. Intermediate Result Reporting Formats and Targets

The following pages provide LEAD's reporting formats and targets for the eight indicators in Table 1. They will be tracked by quarter and reported to USAID annually in the fourth quarterly report. Targets are provided only for 2002 and will be added each year based on the approved annual work plan.

| Indicator 1 | | | | |
|---|---|--|---|--------------------------|
| New clients accessing microfinance services in LEAD-assisted interventions | | | | |
| Description: This indicator tracks new clients accessing finance in LEAD-assisted market-linkage schemes as well as those accessing standard microfinance services (credit, savings, insurance) for the first time. New clients are only counted one time and aggregated for the cumulative number of people linked to microfinance services for the first time during LEAD. | | | | |
| Unit of Measure: Individuals | | | | |
| Source of Data: Service Providers (Linkage companies, banks or microfinance institutions) working with LEAD | | | | |
| YEAR | ACTUAL ANNUAL NEW CLIENTS OF CASH-BASED FINANCIAL SERVICES | ACTUAL ANNUAL NEW CLIENTS OF IN-KIND FINANCIAL SERVICES | PROJECTED CUMULATIVE | ACTUAL CUMULATIVE |
| 2002 | | | 15,000 | |
| 2003 | | | | |
| 2004 | | | | |
| 2005 | | | | |
| 2006 | | | | |
| Indicator 1.1 | | | | |
| Total number of new clients accessing finance in LEAD-assisted interventions by Province, Gender and Age Category based on Actual Results in Indicator 1. | | | | |
| Province | Percent in Province | Percentage of Women | Percentage Under 30 Years of Age | |
| Manicaland | | n/a ¹ | n/a | |
| Mashonaland Central | | n/a | n/a | |
| Mashonaland East | | n/a | n/a | |
| Mashonaland West | | n/a | n/a | |
| Masvingo | | n/a | n/a | |
| Matabeleland North | | n/a | n/a | |
| Matabeleland South | | n/a | n/a | |
| Midlands | | n/a | n/a | |
| Bulawayo | | n/a | n/a | |
| Harare | | n/a | n/a | |
| Total | 100% | | | |

¹ The shaded cells marked as "n/a" reflect that percent of women and percent of those between 15 and 24 years of age will not be tracked by province. These two types of disaggregation will only be reported on as percentage of the overall population (the last row of the table).

| Indicator 2 | | | | |
|--|--------------------------------|-----------------------------------|---|--|
| Total clients accessing microfinance services through LEAD-assisted linkages or through standard microfinance services (outside of linkages) | | | | |
| Description: This indicator tracks the total number of persons accessing finance through LEAD-assisted linkage deals and LEAD-assisted microfinance institutions (outside of linkage deals), by product type, by gender, and by locale (urban, peri-urban, and rural). This indicator includes those who receive in-kind finance (such as production inputs) on linkage contracts as well as those served through standard microfinance services such as credit, savings, or new insurance products. | | | | |
| Unit of Measure: Individuals | | | | |
| Source of Data: Service Providers (Linkage companies, banks or microfinance institutions) working with LEAD | | | | |
| Comments: | | | | |
| <ol style="list-style-type: none"> 1. Projected targets assume a 70% retention rate for microfinance clients. 2. These figures include the baseline of clients receiving financial services before LEAD commences activities. This baseline will be updated annually when LEAD adds institutional partners. These figures also include the new clients reported in Indicator 1. 3. Behind this summary sheet, LEAD staff will create back-up reports for each institution, which show baseline clients, new clients, and total clients. From these three figures, LEAD will calculate retained clients (the inverse of "dropouts"). | | | | |
| YEAR | ANNUAL # of CASH CLIENTS | ANNUAL # of IN-KIND CLIENTS | PROJECTED CUMULATIVE # OF CLIENTS: ALL FORMS OF FINANCE | ACTUAL CUMULATIVE # OF CLIENTS: ALL FORMS OF FINANCE |
| 2002 | | | Baseline + 15,000 | |
| 2003 | | | | |
| 2004 | | | | |
| 2005 | | | | |
| 2006 | | | | |

| Indicator 3 | | | |
|---|----------------------------|-----------------------------------|---------------------------------------|
| Total value of microfinance services accessed by disadvantaged groups through LEAD-assisted institutions. | | | |
| Description: Total value of microfinance services (from all sources, including through linkage contracts) accessed by disadvantaged groups through LEAD-assisted institutions, disaggregated by type of product (loan v. non-loan), gender of client, and location of client (urban, peri-urban, rural). | | | |
| Unit of Measure: Value measured in constant 2001 Zimbabwe dollars | | | |
| Source of Data: Service Providers (Linkage companies, banks or microfinance institutions) working with LEAD | | | |
| Comments: | | | |
| 1. These figures apply only to the value of microfinance services (including in-kind financing) within the institutions working directly with LEAD. | | | |
| YEAR | ACTUAL ANNUAL VALUE | PROJECTED CUMULATIVE VALUE | ACTUAL CUMULATIVE VALUE |
| 2002 | | Z\$200 million | |
| 2003 | | | |
| 2004 | | | |
| 2005 | | | |
| 2006 | | | |
| Indicator 3.1 | | | |
| Total value of microfinance services accessed by disadvantaged groups in LEAD-assisted interventions by Type of Product, Gender, and Location of Client based on Actual Results in Indicator 3. | | | |
| Type of Product | Total Number of Clients | % Clients Who are Women | % Clients in Peri-Urban or Rural Area |
| | | | |
| | | | |
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| Indicator 4 | | | |
|--|----------------------------|-----------------------------|----------------------------|
| New clients linked to markets through LEAD-assisted interventions | | | |
| Description: Total number of new contracts signed by producers participating in LEAD-assisted linkages. New clients are only counted one time, and then aggregated for cumulative number of new contracts over the LEAD period. | | | |
| Unit of Measure: Individuals, businesses or farm households participating in linkage deals (each counting as one) | | | |
| Source of Data: Service Providers (Linkage companies, banks or microfinance institutions) working with LEAD | | | |
| YEAR | ACTUAL ANNUAL | PROJECTED CUMULATIVE | ACTUAL CUMULATIVE |
| 2002 | | 20,000 | |
| 2003 | | | |
| 2004 | | | |
| 2005 | | | |
| 2006 | | | |
| Indicator 4.1 | | | |
| New clients linked to markets through LEAD-assisted interventions by Province, Gender and Age Category based on Results in Indicator 4. | | | |
| Province | Percent in Province | Percentage of Women | Percentage of Youth |
| Manicaland | | n/a | n/a |
| Mashonaland Central | | n/a | n/a |
| Mashonaland East | | n/a | n/a |
| Mashonaland West | | n/a | n/a |
| Masvingo | | n/a | n/a |
| Matabeleland North | | n/a | n/a |
| Matabeleland South | | n/a | n/a |
| Midlands | | n/a | n/a |
| Bulawayo | | n/a | n/a |
| Harare | | n/a | n/a |
| Total | 100% | | |

| Indicator 5 | | | |
|--|---------------|---|--|
| Total clients linked to new, expanded, and/or more profitable markets through LEAD-assisted interventions | | | |
| Description: Total number of producers holding existing (non-expired) contracts with commercial buyers through LEAD-assisted linkage interventions. | | | |
| Unit of Measure: Individuals | | | |
| Source of Data: Service Providers (Linkage companies, banks or microfinance institutions) working with LEAD | | | |
| Comments: | | | |
| <ol style="list-style-type: none"> 1. The projected targets assume an initial 90% retention rate that is maintained at a steady state. 2. These figures include the baseline of clients participating in <u>markets within the LEAD-defined cachement area</u> before LEAD commences activities. This baseline will be updated annually when LEAD adds institutional partners. These figures also include the new clients reported in Indicator 1. 3. As was the case in Indicator 2, success in meeting Indicator 5 results will depend on maintaining clients in the production system from one year to the next (i.e., in maintaining or improving upon the 90% retention rate). | | | |
| YEAR | ACTUAL ANNUAL | PLANNED CUMULATIVE # PARTICIPATING IN LINKAGE DEALS | ACTUAL CUMULATIVE # PARTICIPATING IN LINKAGE DEALS |
| 2002 | | Baseline + 20,000 | |
| 2003 | | | |
| 2004 | | | |
| 2005 | | | |
| 2006 | | | |

| Indicator 6 | | | |
|---|---------------------|----------------------------|-------------------------|
| Total value of revenue earned by disadvantaged groups in LEAD assisted interventions. | | | |
| Description: Total value of contracts between commercial buyers and poor producers in LEAD-assisted market linkage deals, accounting for in-kind loans extended to producers. (Calculation Note: to get gross revenue figures, must add value of in-kind repayments back into net payments.) | | | |
| Unit of Measure: Value measured in constant 2001 Zimbabwe dollars | | | |
| Source of Data: Service Providers (Linkage companies, banks or microfinance institutions) working with LEAD | | | |
| Comments: | | | |
| 2. As with Indicators 2 and 5, Indicator 6 will employ a rolling baseline as new institutional partners are added each year. | | | |
| 3. As with Indicator 5, these figures apply only to the value of production within the catchment areas served by LEAD. | | | |
| YEAR | ACTUAL ANNUAL VALUE | PROJECTED CUMULATIVE VALUE | ACTUAL CUMULATIVE VALUE |
| 2002 | | Z\$600 million | |
| 2003 | | | |
| 2004 | | | |
| 2005 | | | |
| 2006 | | | |

| Indicator 7 | | | |
|--|----------------------------|-----------------------------|----------------------------|
| Number of clients acquiring improved management and technical skills through LEAD-assisted interventions | | | |
| Description: Number of individuals participating in LEAD-sponsored training activities either through separate training programs or embedded within a linkage deal. This indicator measures spread of training in the target population, not depth of training. Each training event is considered an "opportunity expanded" In addition, this indicator does not control for double counting (due to individuals participating in more than one training activity) because of the cost of that effort. Finally this indicator does not include training aimed at staff of service providers, such as microfinance institutions. Only disadvantaged persons are counted. | | | |
| Unit of Measure: Individuals, businesses or farm households participating in linkage deals (each counting as one) | | | |
| Source of Data: Service Providers (Linkage companies, training providers) working with LEAD | | | |
| YEAR | ACTUAL ANNUAL | PROJECTED CUMULATIVE | ACTUAL CUMULATIVE |
| 2002 | | 12,000 | |
| 2003 | | | |
| 2004 | | | |
| 2005 | | | |
| 2006 | | | |
| Indicator 7.1 | | | |
| Number of clients acquiring improved management and technical skills through LEAD-assisted interventions by Province, Gender and Age Category based on Actual Results in Indicator 7. | | | |
| Province | Percent in Province | Percentage of Women | Percentage of Youth |
| Manicaland | | n/a | n/a |
| Mashonaland Central | | n/a | n/a |
| Mashonaland East | | n/a | n/a |
| Mashonaland West | | n/a | n/a |
| Masvingo | | n/a | n/a |
| Matabeleland North | | n/a | n/a |
| Matabeleland South | | n/a | n/a |
| Midlands | | n/a | n/a |
| Bulawayo | | n/a | n/a |
| Harare | | n/a | n/a |
| Total | 100% | | |

| Indicator 8 | | | |
|--|----------------------------|-----------------------------|----------------------------|
| Number of individuals accessing HIV/AIDS-related economic mitigation services through LEAD-assisted interventions | | | |
| Description: Cumulative number of individuals reached through all LEAD activities aimed specifically at HIV/AIDS-affected populations. | | | |
| This indicator does not attempt to estimate the number of HIV/AIDS-affected individuals participating in LEAD overall. Instead, it only counts actual numbers participating in those activities and services specifically targeting HIV/AIDS-affected individuals. In this way, this indicator undercounts HIV/AIDS-affected individuals participating in LEAD | | | |
| Unit of Measure: Individuals | | | |
| Source of Data: Service Providers (Linkage companies, training organizations, banks or microfinance institutions) working with LEAD | | | |
| YEAR | ACTUAL ANNUAL | PROJECTED CUMULATIVE | ACTUAL CUMULATIVE |
| 2002 | | 5,000 | |
| 2003 | | | |
| 2004 | | | |
| 2005 | | | |
| 2006 | | | |
| Indicator 8.1 | | | |
| Number of individuals accessing HIV/AIDS-related economic mitigation services through LEAD-assisted interventions, disaggregated by Province, Gender, and Age Category, based on Actual Results in Indicator 8 | | | |
| Province | Percent in Province | Percentage of Women | Percentage of Youth |
| Manicaland | | n/a | n/a |
| Mashonaland Central | | n/a | n/a |
| Mashonaland East | | n/a | n/a |
| Mashonaland West | | n/a | n/a |
| Masvingo | | n/a | n/a |
| Matabeleland North | | n/a | n/a |
| Matabeleland South | | n/a | n/a |
| Midlands | | n/a | n/a |
| Bulawayo | | n/a | n/a |
| Harare | | n/a | n/a |
| Total | 100% | | |

**ANNEX A:
ANALYSIS TABLES FOR LEAD STAFF**

These tables summarize the data reports from LEAD partners on an annual basis, and provide the intermediate result numbers required for reporting to USAID. Before completing these tables, LEAD staff will collect and collate data from each LEAD partner, based on the reporting table provided in Annex 2.

Table A1. Analysis of Indicators #2 and #5
Total clients accessing services through LEAD-assisted services

| Year | Column A: Total Number of Clients | Column B: Cumulative Change in number clients |
|----------------|---|---|
| 2001 (startup) | a (baseline) | |
| 2002 | b | b-a |
| 2003 | c | c-a |
| 2004 | d | d-a |
| 2005 | e | e-a |
| 2006 (final) | f | f-a |
| TOTAL | Do not add column due to double-counting. | Total cumulative change over course of project: 2006 figure (f-a) |

Instructions:

- This table will be completed separately for each category of service (non-linkage microfinance, linkage-based finance, and linkages).
- Each cell in Column A represents the sum of annual data across all LEAD partners in that type of activity. Data in Column A tells the total number participating with LEAD-assisted organizations at any point in time. The current annual figure in Column A is the number to be reported to USAID/Zimbabwe in Indicators 2 and 5
- If combined with information on number of new clients in the same time period (from Table A2), these numbers can generate "retained clients" as needed.
- Data in Column B are calculated from Column A. Each cell represents total growth in the client base from the beginning of the project to that point in time. The 2006 figure represents the total change in the client base over the entire LEAD period.

Table A2. Indicator #3 and #6
Value of services through LEAD-assisted institutions

| Year | Column A: Total value of financial services or linkage contracts | Column B: Cumulative Change in value |
|----------------|--|---|
| 2001 (startup) | a (baseline) | |
| 2002 | b | b-a |
| 2003 | c | c-a |
| 2004 | d | d-a |
| 2005 | e | e-a |
| 2006 (final) | f | f-a |
| TOTAL | Do not add column due to double-counting. | Total cumulative change over course of project: 2006 figure (f-a) |

Instructions:

- This table will be completed separately for each category of service (non-linkage microfinance, linkage-based finance, and linkages).
- Each cell in Column A represents the sum of annual data across all LEAD partners in that type of activity. Data in Column A tells the total value of linkages provided by LEAD-assisted organizations at any point in time. The annual figure in Column A is the number to be reported to USAID for Indicators 3 and 6.
- Data in Column B are calculated from Column A. Each cell represents total growth in the value of linkages from the start of the project up to that point in time. The 2006 figure in Column B represents the total growth in the value of linkages over the entire LEAD period.

Table A3. Indicators #1, 4, 7 and 8
New Clients Participating in LEAD-assisted Services

| Year | Annual Number of New Clients | Cumulative Number of New Clients |
|----------------|---|--|
| 2001 (startup) | | |
| 2002 | a | a |
| 2003 | b | a+b |
| 2004 | c | a+b+c |
| 2005 | d | a+b+c+d |
| 2006 (final) | e | a+b+c+d+e |
| TOTAL | Do not add column due to double-counting. | Total cumulative change over the course of LEAD: 2006 figure (a+b+c+d+e) |

Instructions:

- This table will be completed separately for each category of service (microfinance, linkage-based finance, linkages, training, or HIV/AIDS services).
- Each cell in Column A represents the sum of annual data across all LEAD partners in that type of activity. It is based upon partners' reports of first-time clients only (which they must report by province, gender, and age category).
- For indicators #1 and #4, data in Column A can be subtracted from Column A data for Indicators #2 and #5 (in Table 1) to establish number of "retained clients" for that time period.
- Data in Column B are calculated from Column A. Each cell represents total number of new individuals brought into that type of LEAD-assisted activity from the start of the project up to that point in time. The 2006 figure in Column B represents the total number of new clients drawn into services or linkages over the entire LEAD period. Column B provides the number to be reported annually to USAID for indicators 1, 4, 7, and 8.

**ANNEX B:
Data Collection and Summary Forms for LEAD Partners**

**Part 1:
Draft LEAD Partner Survey Form for NEW CLIENTS**

**Part 2:
Draft NEW CLIENT Summary Worksheet for Partners**

**Part 3:
Draft Quarterly Report Form for LEAD Partners**

B1:
Draft LEAD Partner Survey Form for NEW CLIENTS²

This form is to be completed by the LEAD partner institution (linkage buyer, MFI, training institution, or HIV/AIDS service provider) for each new individual served. The purpose of this information is three-fold:

- To provide a list of new clients (with contact information) for ongoing LEAD monitoring and evaluation
- To provide limited baseline data on new clients.
- To provide the new client data to be reported to LEAD office (as outlined in Annexes 1 and 2)

Name of Partner Institution: _____

Complete Name of New Client:* _____

Gender of New Client:* Man _____ Woman _____

Age Category of New Client:* Under 15 _____ 15-24 years _____ 25 or Older _____

Client Category: Commodity only _____ Finance only _____ Commodity with Finance _____
Training _____ HIV/AIDS Service (describe): _____

Location of New Client:

- District:* _____
- Nearest town, urban center, or village: _____
- Distance of town, urban center, or village (if known): _____ kilometers
- Contact information (phone, Post Office box, etc.): _____

Household composition information:

- How many people are in your household (share food on a regular basis):* _____
- How many of household are children under 15 years of age?* _____
- How many of children were not born into this household (been taken in): _____
- How many of all children under 15 are now enrolled in school? _____
- How many of household are youth between 15 and 24 years?* _____
- How many of youth work with you in the business/on the farm? _____

Household welfare information:

- In any one week period, how many meals in your household contain meat? _____
- If someone falls sick, is there a clinic that you can go to? Yes _____ No _____
 - If yes, when someone falls sick, do you go to the clinic? Yes _____ No _____
 - If no, why not? _____

² This form is to be completed by the LEAD partner, then kept until delivered to the LEAD office .

B3:
Draft Quarterly Report Form for LEAD Partners

Name of Partner: _____

Report for the time period beginning _____, 200_ and ending _____, 200_.

PART I: General Information

Total number of new contracts (clients, producers, or trainees) during this period: _____

Total number of new contracts (clients or producers) receiving financial services or production inputs from you: _____

Total number of overall contracts (new plus ongoing) during this period: _____

Total number of overall contracts during this period receiving financial services or production inputs from you: _____

PART II: Complete tables 1 and 2 below COUNTING NEW CLIENTS ONLY

Table 1:

| | | |
|---|--|--------------------------------------|
| Gender of New Clients | # Men: | # Women: |
| Age Category of New Clients | # who are 14-25 | # who are 14-25 |
| Estimate of Location of New Clients | # living in small towns or peri-urban areas: | # living in villages or rural areas: |
| Estimate of Client Household Size | Total # in Household*: | # children not born into household@ |
| For Clients Receiving Financing by Loans or Inputs: | # receiving cash financing: | # receiving in-kind financing: |

* "Household" defined as those who individuals who share food on a regular basis.

@ "Children not born into household" as more appropriate way of asking about number of orphans absorbed by household.

Table 2:

| Province | # New Clients by Region |
|---------------------|--|
| Manicaland | |
| Mashonaland Central | |
| Mashonaland East | |
| Mashonaland West | |
| Masvingo | |
| Matabeleland North | |
| Matabeleland South | |
| Midlands | |
| Bulawayo | |
| Harare | |
| Total | (should equal # new clients reported above) |