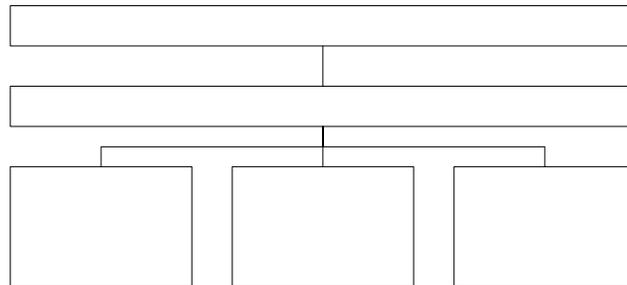


Coffee Monitoring and Evaluation Plan
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An effective monitoring and evaluation (M&E) system provides performance information that can be used to manage for results and improve project performance. In Central America our focus will be on enhanced coffee quality, improved business practices, and favorable market based policies. We propose a system that will measure project impact, integrate work plan activities, and support USAID’s internal reporting needs by providing input to the mission’s strategic objectives, intermediate results, and indicators.

Our approach to project design and implementation is entirely results-driven. Our principle starting point for the performance monitoring plan (PMP) will be two elements: a) USAID’s own results framework, including IR1 “Improved Competitiveness and Sustainability of Quality Coffee Exports” (see Figure XYZ) as well as b) the sub-IRs and stated results in the Statement of Work. From there we will move forward in a collaborative, stakeholder driven approach to develop a results framework, including indicators of project performance. As it is important to track program impacts on gender, the PMP will include a gender breakdown for indicators whenever possible.

Figure XYZ



Our experience in implementing successful M&E systems in various projects points to the importance of engaging stakeholders in the M&E development process. We therefore propose to engage them in the formation of performance indicators and subsequent performance reviews. During project start-up, and with the assistance of our home-office M&E specialist, we will conduct a strategic workshop to adopt a project strategic plan and results framework that will inform work plan development and selection of indicators for the M&E system. At this session, we will agree on the results framework, key results areas of the project, and project strategic objective level indicators, as well as detail the critical assumptions that could influence project success.

Subsequent to the meeting, our team will develop the draft performance monitoring plan outlining performance indicators, indicator definitions and units of measurement, data sources, method and approach to data collection, the schedule and frequency of data collection, and the individuals or teams responsible for collecting, analyzing, and reporting of performance monitoring information. This strategic approach recognizes that there are resource costs associated with the collection and analysis of data and focuses on optimizing resources. We will vet the performance monitoring plan with USAID and partners within 90 days of project start-up. We will then work with USAID and partners to establish baselines and targets for the indicators.

Chemonics has extensive experience implementing successful M&E programs all over the world. An important element of these successes is our distributed approach to M&E in which M&E data provision is included as a partner deliverable. This is facilitated by the M&E specialist on the project team working with partner organizations to strengthen their internal M&E systems and practices. With this distributed approach, we capture primary and secondary results and build a comprehensive PMP for the project. We propose to incorporate this proven approach into this project. Not only do we capture the “true” results of the project in this distributed approach, it is also cost effective because much of the collection efforts will be shared by the project’s partners.

One important aspect of the approach outlined above is that data are not only analyzed and used by project staff, but will be analyzed with stakeholder and customer input. We believe that this approach improves the accuracy and relevance of our analysis. In addition, during the process of analyzing data, the following questions will be addressed:

- *Gender.* What does the data tell us about gender issues in general? Are there differing effects on men and women (i.e., are there unanticipated barriers to the participation of women?) If so, what accounts for those differing impacts? Are any adjustments in the project necessary to better address gender concerns? Are there any gaps in data that must be addressed?
- *Performance monitoring system.* Are there any indicators or data collection issues that trigger the need to reexamine or refine the system? We view this as an opportunity to continually fine-tune and streamline the system.
- *Evaluations.* Do any of the data or emerging trends trigger the need for an evaluation? Are any trends or data not clearly understood?
- *Lessons.* Are there any lessons that have implications for overall project implementation (policy directions, approaches)?

Chemonics will rely on an innovative software tool designed to track our performance monitoring plan (PMP) and work plans. By tracking and reporting indicator benchmarks and targets, and comparing them to work plan activities, Chemonics’ M&E System delivers critical information to decision-makers guiding the implementation of project activities toward attainment of project objectives.

Our COP, Mike Schwartz, will be responsible for the implementation and proper use of the system. We will provide formal quarterly and yearly M&E reports to USAID which

summarize progress against the work plan and anticipated results. Additionally the COP and technical team members will review M&E data internally continually to ensure program implementation remains on track and to adjust project activities if necessary.