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AFGHANISTAN ALTERNATIVE LIVELIHOODS PROGRAM SOUTH (ALP/S)

MONITORING AND EVALUATION PLAN

FEBRUARY 15, 2005 THROUGH FEBRUARY 15, 2009

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Afghanistan Alternative Livelihoods Program (ALP) – South Monitoring and Evaluation Plan Outline

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Afghanistan Alternative Livelihoods Program (ALP) - South Monitoring and Evaluation Plan

Strategic Objectives

The Primary goal of the Afghanistan ALP program is to accelerate broad based, sustainable regional economic development in ways that provide new opportunities for the Afghan population to seek livelihoods in the licit economy. The program aims to increase the presence and responsiveness of the government, community organizations and private sector to promote the growth of licit economic activity and employment.

The ALP consortium's approach to project design and implementation is guided by the goal of obtaining meaningful and measurable results towards four objectives: 1) improved public works and infrastructure, 2) accelerated business development, 3) agribusiness development and 4) institutional strengthening. Bearing in mind ALP's aim to accelerate regional economic development in an effort to reduce the reliance on poppy incomes, we have identified six project level intermediate results: 1) rehabilitation of infrastructure, 2) support for small and medium enterprise development, 3) promotion of the production of competitive agricultural products, 4) improvement in access to credit and financing, 5) initiation of immediate cash-for-work activities and 6) establishment of an economic safety-net program targeted towards women, the disabled and other vulnerable groups. These intermediate results correspond to vital elements in USAID's country-wide counter narcotics strategy. Accordingly, our vision for the ALP program is driven by results at both the project level and USAID's national strategy level, leading to the U.S. Governments overall goal of total elimination of opium production in Afghanistan within ten years. To meet this higher goal of eliminating poppy cultivation, our management team will ensure that ALP will have widely felt impacts on a range of beneficiaries, directly or indirectly, from on and off farm enterprises down to individual rural households. At the same time, in order for our impacts to be meaningful, the interventions must be focused and technically appropriate. Our management team will consider these two aspects – quantity and technical scope – of results to achieve a good balance and maximize ALP's impacts.

The first aspect, concerning beneficiary targets and their quantity, will drive our implementation approach. This is the quantity dimension, or the depth of results, that addresses the way the project will work with partners and beneficiaries. The management team will investigate the relationships between ALP-South, other ALP implementers, USAID, other donors, Government of Afghanistan and private sector activities to determine a balanced approach that can create synergy, promote collaboration, reduce duplication and produce results. We recognize the strategic challenges that this presents, but in order for ALP to have a significant impact on expanded economic opportunities, we must work with, and through, others. This first aspect of results will drive the design and depth of ALP interventions and the manner of the interventions and ensure that our results are measurable.

The second aspect of our intended results, the types of technical interventions we will pursue, will drive the design of our activities and shape the results framework. We will aim for results that will directly address USAID's counter narcotics strategy and guide the implementation

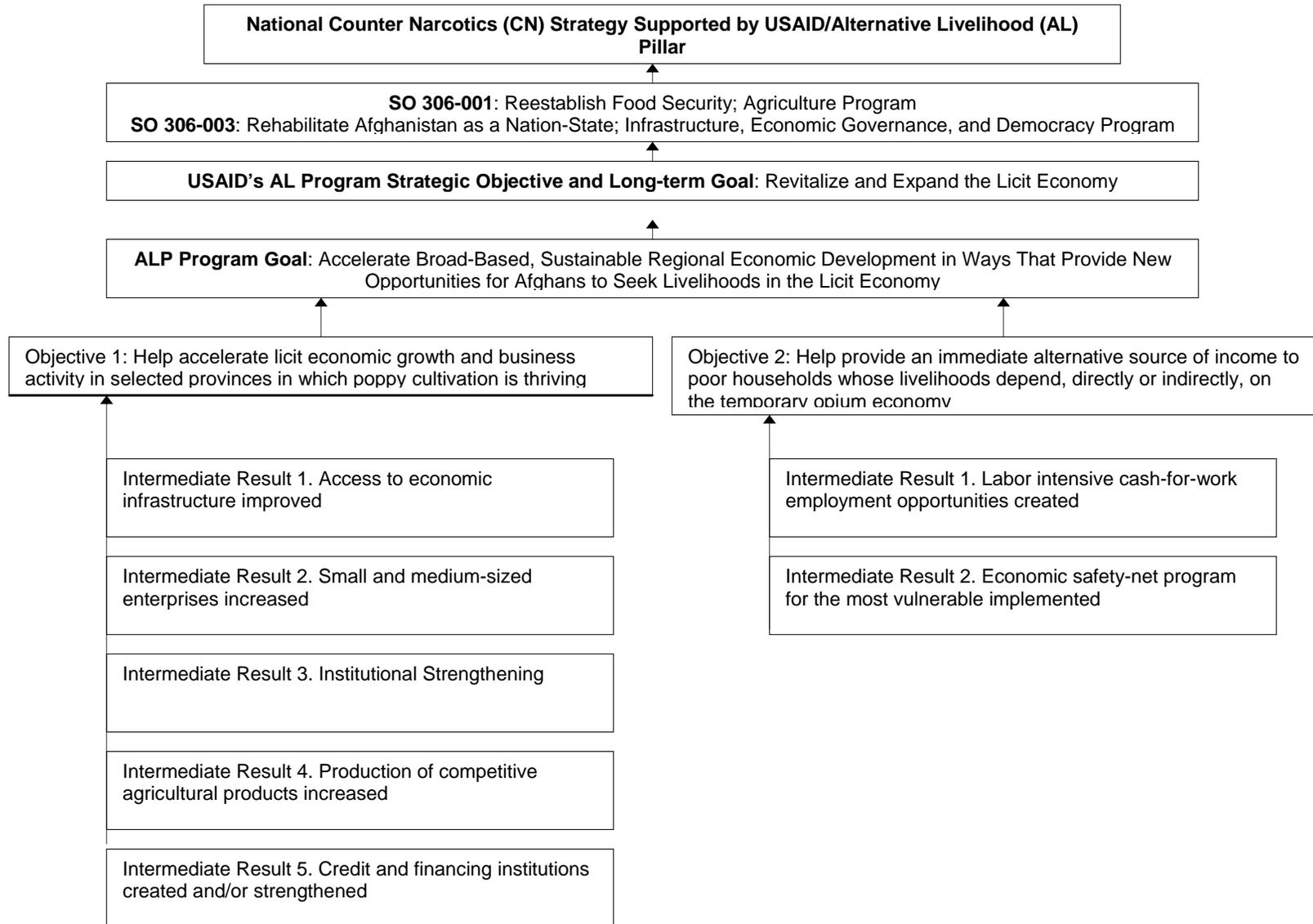
options that the management team will pursue. This will ensure that our results are meaningful within the context of USAID's overall country-wide strategic objectives.

Provisional Results Framework

In this section, we present a provisional results framework for ALP (following page). This is based on our vision of how ALP can have significant impacts on the expansion of the licit economy in the Southern Region of Afghanistan. The provisional results framework presented herein is a result of a series of discussions to identify adequate provisional indicators to provide a look into the ALP consortium's vision and approach through monitoring and program evaluation. The management team will validate assumptions, ground-truth implementation options and incorporate lessons learned on a continuous basis to ensure maximum program benefit from the monitoring and evaluation system. The provisional results framework will be refined and updated throughout the life of the project to capture results due to shifts in priorities as directed by USAID.

At the highest level of the provisional results framework is the U.S. Government's National Counter-Narcotics Strategy. This is supported by USAID's Strategic Objective (SO) 306-001: Reestablish Food Security; Agriculture Program and SO 306-003: Rehabilitate Afghanistan as a Nation-State; Infrastructure, Economic Governance, and Democracy Program. These two strategic objectives are then supported by USAID's Alternative Livelihoods Program Strategic Objective and Long Term Goal: Revitalize and Expand the Licit Economy. The ALP Program Goal: Accelerate Broad-Based, Sustainable Regional Economic Development in Ways That Provide New Opportunities for the Afghan Population to Seek Livelihoods in the Licit Economy supports these three strata of the USG strategy. We anticipate two potential ALP objectives to support the ALP program goal: Help accelerate licit economic growth and business activity in selected provinces in which poppy cultivation is thriving and help provide an immediate alternative source of income to poor households whose livelihoods depend, directly or indirectly, on the opium economy. We anticipate that these two objectives will be achieved through the intermediate results outlined previously and shown in the following Provisional Results Framework. These intermediate results are results driven and therefore geared towards the expected outcomes of the project. This Provisional Results Framework graphically illustrates the rationale of how results obtained from each implementation component contribute towards the two ALP objectives as well as USAID SOs and, ultimately, USG national counter narcotics strategy.

ALP Provisional Results Framework



Performance Monitoring Plan

Monitoring progress and evaluating results are key management functions in any performance based monitoring plan. Monitoring and evaluation provides structured feedback for managers to monitor program progress towards expected results and to restructure program interventions as needed. One aspect which will enable the success of our monitoring and evaluation system will be our integrated approach to strategic planning, results framework design and work planning. When these processes are designed and carried out with a unified, strategic approach, the desired results and approach to solutions become clear to the whole team.

The ALP performance monitoring plan will provide the foundation for tracking the project's delivery of expected outputs and quantitative impacts to measure progress, as well as supporting USAID's monitoring the evaluation needs by providing input to the mission's strategic objectives. The overall goal of the monitoring and evaluation system is to establish a means of providing critical information for decision makers to assist them in guiding the implementation of project activities towards fulfillment of project objectives. This goal recognizes that specific elements of the implementation program may require adjustment to respond to evolving conditions either within or external to the project. Hence, the monitoring and evaluation system will be a management tool for systematically reviewing project progress, troubleshooting problems and issues during project implementation and assessing areas where project activities may need to be refocused to ensure that plans, schedules and assignments remain current.

The implementation of the M&E system will involve the entire ALP technical and management team, which is necessary for several reasons:

Efficiency: ALP technical team members have thorough knowledge of activities and expected results in their areas of expertise, and are best equipped to collect monitoring and evaluation data in their respective technical areas.

Ownership: By virtue of their participation in the monitoring and evaluation process, the entire team will establish ownership of the system used to measure the project's outcomes.

"Feedback Loop": All ALP team members will be expected to participate in the "feedback loop" of the project, which will be characterized by a constant flow of information between the technical and management staff, USAID, GoA counterparts, other ALP implementers (North and East) and other donors.

Approach to Monitoring and Evaluation

The ALP program will hire an M&E specialist who will work with technical staff to implement the various components of the system – data collection and analysis, training for other staff and partners in the operation of the M&E system. ALP will employ a three-prong approach to M&E: data collection, partner/collaborator participation and surveys, studies and impact assessments:

Data collection by project staff: The information needed for M&E will come from a variety of different sources, including GoA, collaborating partners and local implementing partners. The bulk of the performance indicator data will come from this data collection by staff and partner organizations. We will also draw from additional sources of data, such as governmental records, surveys and USAID, NGO and other donor reports.

Partner Participation: Another source of M&E material will be information provided by implementing partner organizations. When necessary, ALP will work with our partners to strengthen their ability to participate in the M&E process by providing training in the use of spreadsheets and databases that will be used to monitor results. This will be formalized in the contracting agreements made between ALP and its implementing partners. A requirement that all partner organizations shall provide Geographical Information Systems and GPS data will also be included in all agreements between ALP and its implementing partners.

Surveys and Special Studies: Not all provisional results indicators can be quantified or collected directly. As such, ALP will conduct periodic surveys and studies to gain in-depth understanding of project impacts and quantitative results from sampling, obtain qualitative information to bolster limited quantitative data and highlight success stories from the various activities being carried out under the program. The ALP M&E specialist will be responsible for these activities. Where appropriate, ALP will engage collaborating partners to participate in these survey activities as well. These surveys will provide USAID with information on the overall progress of ALP's objectives and populate our feedback loop with material for all stakeholders

The ALP management team recognizes that M&E must be balanced with technical progress towards the program's objectives. The system will employ the use of a "feedback loop" that will institutionalize constant communications between activity participants, collaborating and implementing partners and ALP technical staff to feed into the ALP M&E system. As M&E reporting becomes a built in-function of our work in this way, the burden upon the technical staff to collect data will be minimized. Our M&E manager will take necessary steps to ensure that correlated indicators and those that do not reflect on project performance are eliminated from our reporting. ALP will employ the latest technology for M&E implementation, including Geographical Information Systems (GIS) software to ease the burden of data entry on management and technical staff.

Types of Indicators

To provide comprehensive coverage needed for project progress review, assessment and other management tasks, the M&E system will employ two types of indicators: impact assessments and performance indicators. Whenever possible, indicators will be disaggregated by gender. The ALP team has considerable experience operating Geographic Information Systems (GIS) especially through its Famine Early Warning System Network (FEWS NET) and Rebuilding Agricultural Markets Program (RAMP), both in Afghanistan. This experience will be used by ALP to provide M&E data analysis with a spatial dimension. Alp will include GIS maps in its M&E reports to highlight the geographic dimension of its work. This especially important in Afghanistan where villages have often have more than one name or different spellings of the

same name. Using the GIS technology, we can plot activities based on their Global Positioning System coordinates to ensure effective data synergy with our collaborating partners.

Impact Indicators: Impact indicators, such as improved public works and infrastructure, establishment of a business enabling environment or improved access to credit and financing, measure the effects of the projects outputs. Impact indicators contribute directly to USAID's SO 306-003: Rehabilitate Afghanistan as a Nation State; Infrastructure, Economic Governance, and Democracy Program, as well as USAID's Alternative Livelihoods Program Strategic Objective and Long-term Goal: Revitalize and Expand the Licit Economy. For the purposes of ALP, these are grouped according to the corresponding performance indicators. Upon final approval of its performance monitoring plan, ALP will begin verification of illustrative baseline information for these indicators as part of its annual workplan development process and establish annual targets.

Performance Indicators: Performance indicators track the immediate inputs and outputs of the project, as well as the deliverables. These are directly attributable to ALP activities, such as km of roads rehabilitated, km of irrigation canals cleaned, number of households with an improved source of electricity, number of loans disbursed and value of loans disbursed. Performance indicators provide the means of monitoring progress. In addition, they provide feedback on project performance to the management team and help to identify areas in which the implementation strategies may need to be adjusted. Performance indicators for the M&E system are chosen based on the overall strategic approach of the project and will closely correspond to the workplan.

Data Collection and Reporting

The M&E system will be a contributor to the annual workplan, quarterly workplan reports and monthly status reports and will be the basis of the monthly M&E reports. The ALP team will collect and analyze performance information regularly, which will help determine whether adjustments to the implementation plan are required. The M&E specialist will ensure that all M&E data and information from the project is easily accessible to all collaborative partners and readily available to USAID. The M&E manager will be responsible for collecting data from technical team members and update the M&E system regularly.

The ALP team will be organized into technical units covering Infrastructure, Agriculture, Business Development Services and Institutional Strengthening. Each unit will be responsible for progress toward the performance indicators relevant to their technical area, requiring input from their unit teams and collaborating partners. The data that will build the M&E system will come from each of our technical components and managing this data effectively will require active participation of those technical staff concerned. As such, members of the various technical units are best equipped to take charge of their indicator components. The technical groups will be responsible for ensuring that their indicators are properly defined and for oversight of the performance data that are collected according to specified frequency and methodology. The M&E specialist will then be responsible for assembling input from the technical groups, synthesizing the indicators from the varied teams and providing overall quality control. Upon completion of the various M&E data spreadsheets by the M&E specialist the technical teams will then examine the quantitative

data to identify errors, out-of-range values, significant departures from established trends or norms or other errors. Should such errors be identified the technical team will then verify the data against original sources and any other form of verification that may be required.

ALP will include M&E status in its monthly progress reports submitted to USAID, and M&E information will contribute to the development of the quarterly progress reports and the annual workplans. The annual workplan will contain in-depth analysis of annual progress, updated benchmarks and targets achieved and success (human interest) stories as appropriate. In addition to providing quantitative data, technical teams will also provide written narratives covering major achievements during the reporting, or, conversely, information regarding obstacles that have hampered project implementation. The technical managers will be trained in data collection and provide this information to the M&E specialist for inclusion in the project-wide M&E report.

ALP will employ the use of Geographical Information Systems (GIS) to demonstrate performance indicators to USAID and other collaborating partners. In order to maintain the most effective GIS reporting tool, ALP will collect locational data for each activity under the program. Global Positioning System (GPS) units will be used by technical staff and implementing partners for collecting and submitting such data. The M&E unit will provide training as necessary to ensure that this data is collected properly and in a format that is compatible with GIS ArcView software. In such cases where local implementing partners do not have the capability to collect such data, primarily on infrastructure programs, the M&E will have the capability to collect its own GPS data for incorporation into the project database. Once necessary GIS data is collected, the M&E team will generate maps to support ALP and USAID reporting requirements. Maps will include geographic activity data to demonstrate the location of all ALP activities as well as sectoral data which will demonstrate the types of initiatives being undertaken throughout our target provinces. These maps will be produced in accordance with a GIS workplan and at the request of individual technical teams or USAID. GIS can then be used for project planning and programming purposes as ALP continuously examines and adjusts its implementation approach.

Coordination

ALP will work closely with the other Alternative Livelihoods program implementers (North and East) to harmonize their M&E systems. This will allow all three Alternative Livelihoods programs to provide complimentary results monitoring, avoid double counting and provide USAID with a comprehensive look into the results of its Alternative Livelihoods programs. The ALP team is uniquely placed to draw upon the successful M&E system designed by RAMP, which currently captures and reports results from 48 separate job orders being implemented by more than thirty local and international organizations. In addition to working closely with other ALP consortia, ALP will build on future Alternative Livelihoods activities in Helmand and Kandahar with other donors and implementing partners. ALP's Plan for Integration and Collaboration with other Alternative Livelihoods programs will help us to achieve maximum coordination.

ALP will also collaborate closely with the Ministry of Rural Reconstruction and Development (MRRD) to ensure that activity suggestions generated from the village level have potential to be brought into the ALP portfolio through a consultative process. Under the plan being proposed by the MRRD, villages will request interventions that will address their particular concerns. These requests will go to District Development Shuras for review, and, if appropriate, sent along to the Provincial Development Shura which will coordinate the requests of the numerous District Development Shuras. Once cleared by the Provincial Development Shura, the project requests will move to the Provincial Development Council, comprised of the Governor and his representatives, Ministry Directors (MRD, Agriculture, Water and Energy, Women's Affairs and Public Works), donors (USAID, EU, GTZ etc.) and Implementers (ALP implementing partners, DAI, INGO's RAMP etc.). By working within this MRRD system, ALP and the other implementers will help to insure that Afghan people in the region have buy-in to our programmatic efforts.

6. Performance Monitoring and Evaluation Tasks and Schedule

TASK	NOTE	SCHEDULE
Performance Monitoring		
1. Identify Data Sources	Public, private, NGO	Quarter 1
2. Review Data Quality Procedures	Inform partners of data quality assessment	Ongoing
3. Assess Data Quality	Use data quality assessment checklist	Ongoing
4. Collect Performance Indicator Data	Rely on rapid appraisal methods	Ongoing
5. Validate Baseline Values	Stakeholder input	Quarter 1
6. Review Previous Reports & Assessments		Ongoing
7. Review and Update PMP	Need to maintain consistency	Ongoing
8. Report Quarterly on Performance		Quarterly
9. Prepare Annual Reports	Annually with USAID	Annually

TASK	NOTE	SCHEDULE
Evaluation		
1. Confirm Evaluation Methods, Schedule, and Budget	With USAID and stakeholders, other AALP implementors	Monthly
2. Conduct Client Interviews	Informal interviews should be ongoing	Ongoing
3. Identify Evaluation Specialist		Quarter 1
4. Design Evaluation	Both independent and Internal	Ongoing
5. Conduct Evaluation to Assess Impact		Quarterly

7. Results and Indicators

Please note that the indicators listed below are preliminary and illustrative. They will be refined and revised together with USAID and our strategic partners and stakeholders.

#	Intermediate Result	Performance Indicators	Responsible
1	Improve Public Works and Infrastructure	<ol style="list-style-type: none"> 1. Number of km of roads rehabilitated 2. Number of households with improved access to markets 3. Number of households provided improved source of electricity 4. Number of km of irrigation canals/drains rehabilitated 5. Number of ha with improved water access/households affected 6. Number of households affected 7. Number of water/sanitation units improved 8. Number of households affected 	Infrastructure Manager
2	Small and Medium Enterprise Development	<ol style="list-style-type: none"> 1. Number of enterprises created 2. Number of existing enterprises supported through business development services 	Business Development Services Manager
3	Promotion of Competitive Agricultural Products	<ol style="list-style-type: none"> 1. Number of high-value crops introduced 2. Increased sales of introduced commodities 3. Number of producer organizations developed and/or strengthened 4. Number of producers served by extension services 	Agribusiness Manager
4	Institutional Strengthening	<ol style="list-style-type: none"> 1. Number of village-level Community Development Councils functioning as a result of ALP training 2. Number of District Development Shuras functioning as a result of ALP training 3. Provincial Development Council trained and functioning 4. Number of MISFA implementers provided with technical assistance 5. Number of existing water user associations strengthened through ALP interventions 	Institutional Strengthening Manager
5	Improved Access to Credit and Financing Institutions	<ol style="list-style-type: none"> 1. Number of agricultural loans disbursed 2. Value of agricultural loans disbursed 3. Number of non-agricultural loans disbursed 4. Value of non-agricultural loans disbursed 5. Number of financing institutions supported 	Business Development Services Manager
6	Cash for Work Employment	<ol style="list-style-type: none"> 1. Number of labor-days utilized 2. Total wages paid to workers 	Infrastructure Manager
7	Economic Safety-net Program	<ol style="list-style-type: none"> 1. Number of women impacted by economic safety-net programs 2. Number of disabled and members of other vulnerable groups impacted by economic safety-net programs 	Gender/Economic Safety-net Specialist

RESULT	PERFORMANCE INDICATOR			CALENDAR YEAR							
				2005		2006		2007		2008	
Intermediate Result	Performance Indicator	Unit of Measure	Baseline Value	Target 2005	Actual 2005	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008
Intermediate Result 6: Provide Cash for work Employment											
Performance Indicator 1: Number of labor-days utilized		Days	0								
Performance Indicator 2: Total wages paid to workers		\$	0								
Impact Indicator, Intermediate Result 6: None											
Intermediate Result 7: Establish Economic Safety-net Program											
Performance Indicator 1: Number of women impacted by economic safety-net programs		Persons	0								
Performance Indicator 2: Number of disabled and members of other vulnerable groups impacted by economic safety-net programs		Persons	0								
Impact Indicator, Intermediate Result 7											
Impact Indicator 1: Change in income of women and vulnerable population		\$	0								
Project Outcome *											
Net Reduction in Poppy Cultivation		Ha	0								

* ALP is one pillar of a multi-faceted counter narcotics program aimed at reducing and eventually eliminating poppy cultivation/processing in Afghanistan and successful implementation of the complementary pillars - a public information program; capacity building; judicial reform and law enforcement; interdiction; and eradication are essential. Alternative Livelihood cannot be a stand alone activity and the GoA counter narcotics campaign must be implemented using an integrated approach in order to assure success.