

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

Revised Performance Measurement Plan

Prepared by:

Development Alternatives, Inc

Submitted to:

USAID Zimbabwe

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Contents

1. Introduction

2. New Indicator Framework

3. Indicator Data Sheets

4. Life of Project Targets

5. Monitoring and Reporting

6. Impact Evaluations

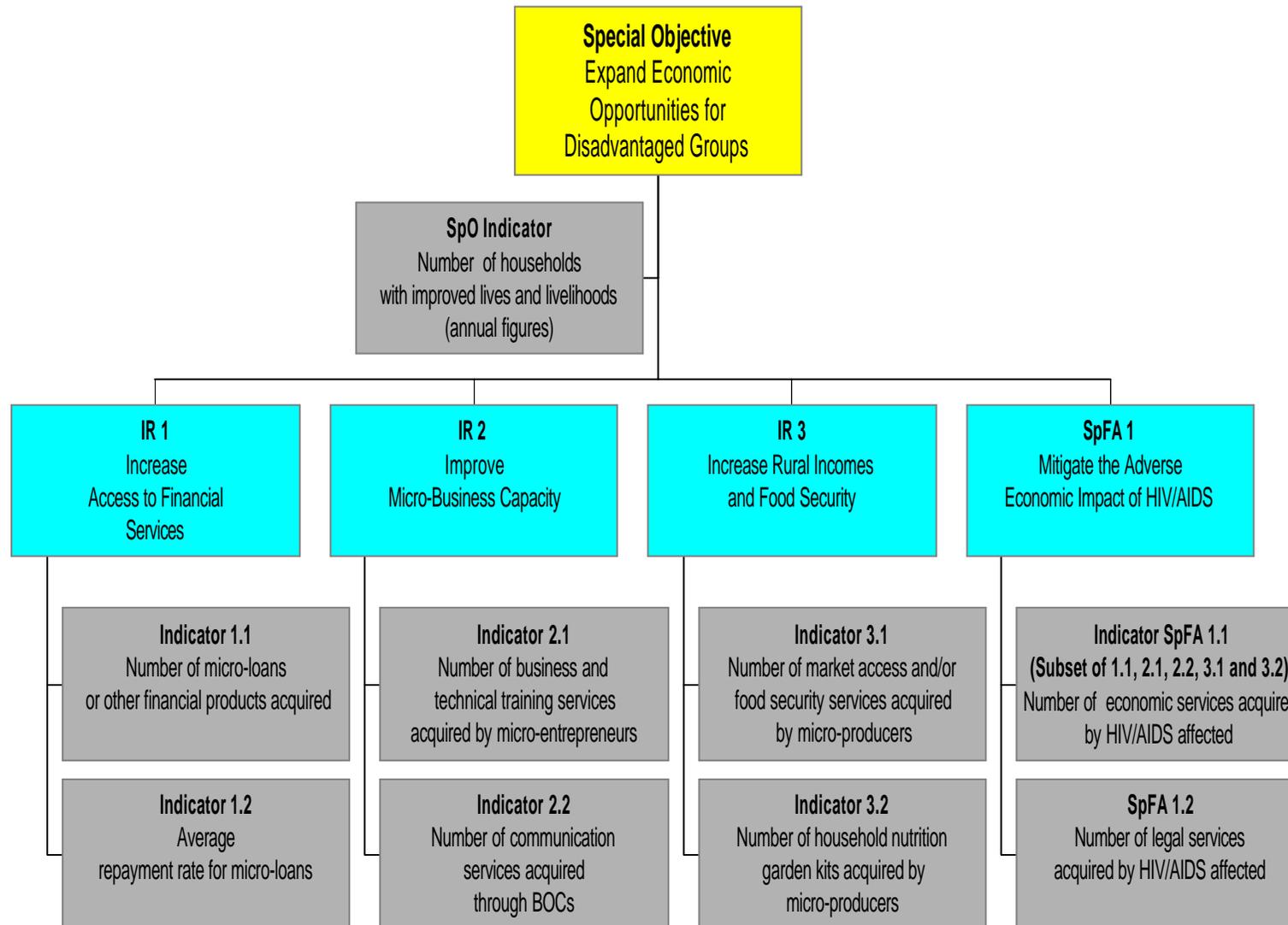
1. INTRODUCTION

This document is a revised Performance Measurement 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.

Though the first and second PMPs were approved as a deliverables in the project, they were found to be too complicated for the changing priorities of the LEAD project as the humanitarian crisis, political instability and economic downturn further unfolded in Zimbabwe. What follows is simplified plan more appropriate for the changing conditions and requirements of project implementation.

The revised set of 8 indicators (at the level of intermediate results) and one indicator (at the level of the Special Objective) is presented in the framework on the following page. The framework is backed up individual indicator sheets, which define each indicator.

2. NEW INDICATOR FRAMEWORK



3. INDICATOR DATA SHEETS

Performance Indicator 1.1
<p>Strategic Objective: Expand Economic Opportunities for Disadvantaged Groups. Intermediate Result: Increase access to financial services Indicator: Number of micro-loans or other financial products acquired in LEAD assisted interventions</p>
DESCRIPTION
<p>Precise Definition(s): This refers to the number of micro-loans provided by companies, banks, classic microfinance institutions (MFIs), credit unions or other organizations as a part of LEAD interventions. Micro-loans or other financial products include both cash and in-kind inputs for agriculture if they are part of LEAD facilitated linkage agreements. Disadvantaged groups refer to rural and peri-urban households in communal lands, old resettlement schemes, informal sector enterprises as well as households affected by HIV/AIDS, including those with Orphaned and Vulnerable Children.</p> <p>Unit of Measure: Total number of micro-loans or other financial products acquired.</p> <p>Disaggregated by: Province, rural, urban, peri-urban, gender, age category, cash versus in-kind financial services, new versus pre-existing financial products</p> <p>Justification/Management Utility: This indicator will show how LEAD is expanding access of finance to new clients in rural and peri-urban areas, illustrates how LEAD assisted micro-finance reaches out to economically depressed areas and particularly contributes to the empowerment of women and youth, the two groups at high risk HIV infection. The indicator will also allow comparison of the relative importance of in-kind forms of financial services to the disadvantaged communities.</p>
PLAN FOR DATA ACQUISITION BY USAID
<p>Data Collection Method: Loan tracking systems of LEAD grantees, contractors and partners Method of Acquisition by USAID: Reported on quarterly by LEAD Data Source(s): Reports, field monitoring visits, contract deliverables Frequency/Timing of Data Acquisition: Quarterly reports; annual reports, quarterly monitoring visits and /or bi-annual monitoring visits Estimated Cost of Data Acquisition: Low Responsible Individual(s) at USAID: Sarah Bishop</p>
DATA QUALITY ISSUES
<p>Date of Initial Data Quality Assessment: At first submission of reports and/or deliverables Known Data Limitations and Significance (if any): Partner organization data collection methods may be a problem Actions Taken or Planned to Address Data Limitations: Pre-award meetings to familiarize the LEAD partner on the requirements; continuous monitoring and technical backstopping during implementation. Date of Future Data Quality Assessments: Pre-Award survey; quarterly Procedures for Future Data Quality Assessments: spot checks on partner data; financial audits; site visits; deliverables monitoring</p>
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
<p>Data Analysis: M & E unit in conjunction with MF and CL departments Presentation of Data: Tables, charts, graphs with accompanying narratives will be used to present data as defined by the disaggregating variables Review of Data: At the end of each quarter the M & E unit will review the data collected thus far Reporting of Data: M&E unit at LEAD and Chief of Party to USAID Location of Data Storage: Both hard and electronic copies in the M & E Unit</p>
OTHER NOTES
<p>Notes on Baselines/Targets: Baseline data is available from MFIs on number of loans provided before, during and after LEAD interventions and are easily gathered each quarter. Building on to this baseline data, is information already collected end of 2002, to assess the impact of the loans at household level. Mid-term review of the household level impact of access to loans or other financial products is scheduled for April-May 2003.</p> <p>LEAD Target is 50,000 loans by September 2003</p> <p>Assumptions: Attaining this target assumes LEAD will be able to work without political interference in the years ahead and that the macroeconomic situation will permit microfinance institutions to continue to expand and improve financial sustainability in times of grave economic downturn.</p>
THIS SHEET LAST UPDATED ON: 15 /04 /2003

Performance Indicator 1.2

Strategic Objective: Expand Economic Opportunities for Disadvantaged Groups.

Intermediate Result: Increase access to financial services

Indicator: Repayment rate for clients of classical micro-finance institutions (MFIs)

DESCRIPTION

Precise Definition(s): This is a ratio that is calculated by dividing the amount paid (minus any prepayments) by the sum of the amounts due plus the amounts due.

Unit of Measure: Percentage

Disaggregated by: Each MFI will report its own rate for its overall operations and then separately for the LEAD Program supported branches.

Justification/Management Utility: This indicator will show how the MFIs are managing their loan portfolio and the impact of the rate will be reflected by the amount of the loan loss provisions.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Loan tracking systems of LEAD grantee MFIs

Method of Acquisition by USAID: Reported on quarterly by LEAD

Data Source(s): Portfolio Reports

Frequency/Timing of Data Acquisition: Quarterly reports and annual reports

Estimated Cost of Data Acquisition: Low

Responsible Individual(s) at USAID: Sarah Bishop

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At first submission of reports and/or deliverables

Known Data Limitations and Significance (if any): Inclusion of prepayments in the calculation of the ratio, and lack of appropriate loan tracking systems.

Actions Taken or Planned to Address Data Limitations: Pre-award meetings to familiarize the LEAD partner on the requirements; continuous monitoring and technical backstopping during implementation.

Date of Future Data Quality Assessments: Pre-Award survey; quarterly

Procedures for Future Data Quality Assessments: Monitoring of fluctuations in the ratio; financial audits; site visits; deliverables monitoring

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: M & E unit in conjunction with MF department.

Presentation of Data: Percentage within the portfolio report

Review of Data: At the end of each quarter the M & E unit will review the data collected thus far

Reporting of Data: M&E unit at LEAD and Chief of Party to USAID

Location of Data Storage: Both hard and electronic copies in the M & E Unit

OTHER NOTES

Notes on Baselines/Targets: Baseline data is available from MFIs on number of loans provided before, during and after LEAD interventions and are easily gathered each quarter. Building on to this baseline data, is information already collected end of 2002, to assess the impact of the loans at household level. Mid-term review of the household level impact of access to loans or other financial products is scheduled for April-May 2003.

LEAD Target is 50,000 loans by September 2003

Assumptions: Attaining this target assumes LEAD will be able to work without political interference in the years ahead and that the macroeconomic situation will permit micro finance institutions to continue to expand and improve financial sustainability in times of grave economic downturn.

THIS SHEET LAST UPDATED ON: 15 /04 /2003

Performance Indicator 2.1

Strategic Objective: Expand Economic Opportunities for Disadvantaged Groups

Intermediate Result: Improve Micro-Business Capacity

Indicator: Number of business and technical training services, acquired by micro-entrepreneurs

DESCRIPTION

Precise Definition(s): This indicator measures the number of business and technical training services acquired by disadvantaged persons to improve their lives and livelihoods in LEAD supported interventions. A business service includes a range of products and services including training courses on aspects such as creating a business plan, starting, improving and managing a business and financial management. Technical training services include technical aspects of crop growing, use of the drip irrigation kit, organizational development, farmer mobilisation and organisation. Acquired refers to either the full purchase of a service or product, co-payment, or receiving it as a gift from a supplier or directly from LEAD. Disadvantaged groups refer to rural and peri-urban households in communal lands, old resettlement schemes, and informal sector enterprises as well as households affected by HIV/AIDS.

Unit of Measure: services acquired

Disaggregated by: Province, rural, urban, peri-urban, gender, age category, type of micro- enterprise,

Justification/Management Utility: This indicator will show how LEAD is effectively improving microenterprise capacity by linking them to needed services

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Records of partners, contractors and grantees

Method of Acquisition by USAID: Quarterly reports

Data Source(s): Reports, field monitoring visits, contract deliverables

Frequency/Timing of Data Acquisition: Quarterly reports; annual reports, quarterly monitoring visits and /or bi-annual monitoring visits

Estimated Cost of Data Acquisition: Low

Responsible Individual(s) at USAID: Sarah Bishop

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At first submission of reports and / or deliverables

Known Data Limitations and Significance (if any): Partner tracking systems

Actions Taken or Planned to Address Data Limitations: Pre- award meetings to familiarize the LEAD partner on the requirements; continuous monitoring; participation in the planning for data capture and training

Date of Future Data Quality Assessments: On-going

Procedures for Future Data Quality Assessments: spot checks on partner data; site visits to trainees; attendance of training workshops; deliverables monitoring

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: M & E unit in conjunction with CL and BDS department

Presentation of Data: Tables, charts, graphs with accompanying narratives will be used to present data as defined by the disaggregating variables

Review of Data: At the end of each quarter the M & E unit will review the data collected thus far

Reporting of Data: M&E Unit and Chief of Party to USAID

Location of Data Storage: In the M & E Unit

OTHER NOTES

Notes on Baselines/Targets: Baseline data has been collected from BDS and CL on number of services provided in LEAD interventions. Impact assessments to measure impact at the household level attributed to acquiring services within a LEAD intervention are scheduled for August 2003.

LEAD target is 20,000 services acquired by September 2003.

Assumptions: Attaining this target assumes LEAD will be able to work without political interference in rural areas in the years ahead and that the macroeconomic situation will permit commercial buyers of products produced by smallholders to continue to operate on a commercially viable basis in times of grave economic downturn.

THIS SHEET LAST UPDATED ON: 15 /04 /2003

Performance Indicator 2.2

Strategic Objective: Expand access to Economic Opportunities for Disadvantaged Groups

Intermediate Result: Improve Business Capacity

Indicator: Number communication services acquired through Business Opportunity Centers

DESCRIPTION

Precise Definition(s): This refers to the number of fee-based information services such as internet surfing and email; and communication services such as use of telephone and fax, acquired by disadvantaged groups and youth in LEAD assisted Business Opportunity Centers. Disadvantaged groups refer to rural and peri-urban households in communal lands, old resettlement schemes, and informal sector enterprises as well as households affected by HIV/AIDS.

Unit of Measure: Total number of communication services in LEAD sponsored business opportunity centers

Disaggregated by: Province, rural, peri-urban, gender, age category, type of information sought on the internet, type of communication facility used, frequency of use of the business opportunity center (BOC)

Justification/Management Utility: This indicator will show the extent to which LEAD has stimulated a sustained and committed interest in improving business communications in rural and peri-urban communities.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Telco software tracking system.

Method of Acquisition by USAID: Quarterly Reports

Data Source(s): Reports from BOCs, field monitoring visits,

Frequency/Timing of Data Acquisition: Quarterly reports; annual reports, quarterly monitoring visits and /or bi-annual monitoring visits

Estimated Cost of Data Acquisition: Low

Responsible Individual(s) at USAID: Sarah Bishop

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At first submission of reports and / or deliverables

Known Data Limitations and Significance (if any): none if software is installed properly

Actions Taken or Planned to Address Data Limitations: have appropriate, non-time consuming information tracking systems

Date of Future Data Quality Assessments: monitoring

Procedures for Future Data Quality Assessments: spot checks on partner data; site visits; deliverables monitoring

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: IT/ Business Development Specialist in conjunction with M & E unit

Presentation of Data: Tables, charts, graphs with accompanying narratives will be used to present data as defined by the disaggregating variables

Review of Data: At the end of each quarter the M & E unit will review the data collected thus far

Reporting of Data: M&E unit and Chief of Party to USAID

Location of Data Storage: In the M & E Unit

OTHER NOTES

Notes on Baselines/Targets: Baseline will be conducted at each site during installation. Impact assessments will focus on how communication services changes peoples lives and livelihoods.

LEAD target is 10,000 communication services by September 2003

Assumptions: Attaining this target assumes LEAD will be able to work without political interference in rural areas in the years ahead and those customers have enough disposal income to buy internet and communication services in times of grave economic downturn.

THIS SHEET LAST UPDATED ON: 15/04 /2003

Performance Indicator 3.1

Strategic Objective: Expand Economic Opportunities for Disadvantaged Groups

Intermediate Result: Increase Rural Incomes and Food Security

Indicator: Number of market access and/or food security services acquired by micro-producers.

DESCRIPTION

Precise Definition(s): This indicator measures the number of services designed to link micro producers to new, expanded and /or more profitable markets so as to increase income thereby improving the lives and livelihoods of the disadvantaged. These services however can also enhance the food security of the household, depending on how much the households wants to make use of the market opportunity viz a viz retaining some of the produce for household consumption.

Unit of Measure: Number of services acquired

Disaggregated by: Province, rural, urban, peri-urban, gender, age category, type of micro- enterprise,

Justification/Management Utility: This indicator will show how LEAD is effectively improving on food security or improving microenterprise capacity by linking it to needed markets.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Records of partners, contractors and grantees

Method of Acquisition by USAID: Quarterly reports

Data Source(s): Reports, field monitoring visits, contract deliverables

Frequency/Timing of Data Acquisition: Quarterly reports; annual reports, quarterly monitoring visits and /or bi-annual monitoring visits

Estimated Cost of Data Acquisition: Low

Responsible Individual(s) at USAID: Sarah Bishop

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At first submission of reports and / or deliverables

Known Data Limitations and Significance (if any): Partner tracking systems

Actions Taken or Planned to Address Data Limitations: Pre- award meetings to familiarize the LEAD partner on the requirements; continuous monitoring; participation in the planning for data capture and training

Date of Future Data Quality Assessments: On-going

Procedures for Future Data Quality Assessments: spot checks on partner data; site visits to micro-entrepreneurs; attendance of training workshops; deliverables monitoring

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: M & E unit in conjunction with CL department

Presentation of Data: Tables, charts, graphs with accompanying narratives will be used to present data as defined by the disaggregating variables

Review of Data: At the end of each quarter the M & E unit will review the data collected thus far

Reporting of Data: M&E Unit and Chief of Party to USAID

Location of Data Storage: In the M & E Unit

OTHER NOTES

Notes on Baselines/Targets: Baseline data is scheduled for February– March 2003.

LEAD target is 34,000 services acquired by September 2003.

Assumptions: Attaining this target assumes LEAD will be able to work without political interference in rural areas in the years ahead and that the macroeconomic situation will permit commercial buyers of products produced by smallholders to continue to operate on a commercially viable basis in times of grave economic downturn. Good rainy season is also critical for the successful achievement of this indicator.

THIS SHEET LAST UPDATED ON: 15 /04 /2003

Performance Indicator 3.2

Strategic Objective: Expand Economic Opportunities for Disadvantaged Groups

Intermediate Result: Increase Rural Incomes and Food Security

Indicator: Number of household nutrition garden kits acquired by micro-producers.

DESCRIPTION

Precise Definition(s): This indicator measures the number of nutrition garden kits disbursed to disadvantaged households, with the aim of providing food security and better nutrition with income earning potential.

Unit of Measure: Number of nutrition garden kits disbursed and used effectively

Disaggregated by: Province, rural, urban, peri-urban, gender, age category, type of nutrition garden kit, crop yield,

Justification/Management Utility: This indicator will show how LEAD is effectively improving on food security or improving microenterprise potential

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Records of partners, contractors and grantees

Method of Acquisition by USAID: Monthly and Quarterly reports

Data Source(s): Reports, field monitoring visits, contract deliverables

Frequency/Timing of Data Acquisition: Quarterly reports; monthly reports; annual reports, quarterly monitoring visits and /or bi-annual monitoring visits

Estimated Cost of Data Acquisition: Low

Responsible Individual(s) at USAID: Sarah Bishop

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At first submission of reports and / or deliverables

Known Data Limitations and Significance (if any): Partner tracking systems

Actions Taken or Planned to Address Data Limitations: Pre- award meetings to familiarize the LEAD partner on the requirements; continuous monitoring; participation in the planning for data capture and training, presence of locally based LEAD field officers

Date of Future Data Quality Assessments: On-going

Procedures for Future Data Quality Assessments: spot checks on partner data; site visits to micro-entrepreneurs; attendance of training workshops; deliverables monitoring

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: M & E unit in conjunction with CL department

Presentation of Data: Tables, charts, graphs with accompanying narratives will be used to present data as defined by the disaggregating variables

Review of Data: At the end of each quarter the M & E unit will review the data collected thus far

Reporting of Data: M&E Unit and Chief of Party to USAID

Location of Data Storage: In the M & E Unit

OTHER NOTES

Notes on Baselines/Targets: Baseline data is scheduled for April– May 2003.

LEAD target is 9,000 nutrition garden kits disbursed by September 2003.

Assumptions: Attaining this target assumes LEAD will be able to work without political interference in rural areas in the years ahead and that the macroeconomic situation will permit commercial buyers of products produced by smallholders to continue to operate on a commercially viable basis in times of grave economic downturn.

THIS SHEET LAST UPDATED ON: 15 /04 /2003

Performance Indicator SpFA 1.1 (Subset of 1.1, 2.1, 2.2,3.1 and 3.2)

Strategic Objective: Expand Economic Opportunities for Disadvantaged Groups

Intermediate Result: Mitigate the adverse economic impact of HIV/AIDS

Indicator: Number of economic services acquired by HIV/AIDS affected house holds

DESCRIPTION

Precise Definition(s): This refers to the number of micro-loan services provided by commercial companies; banks, classic micro finance institutions (MFIs), credit unions or other organizations to HIV/AIDS affected households as a part of LEAD interventions. Micro-loans or other financial products include both cash and in-kind inputs for agriculture if they are part of LEAD facilitated linkage agreements. The indicator also refers to the business and technical training services, communication services, market access and /or food security services and household nutrition garden kits acquired by HIV/AIDS affected households.

Unit of Measure: Total number of economic services acquired.

Disaggregated by: Province, rural, urban, peri-urban, gender, adult versus children category and type of services

Justification/Management Utility: This indicator will show how LEAD is expanding access to economic opportunities to AIDS affected households, illustrate how LEAD assisted interventions reach out to economically challenged target groups and particularly contributes to the empowerment of women and youth, the two groups at high risk HIV infection.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Loan tracking systems, Telco software tracking system, Records of partners, contractors and grantees,

Method of Acquisition by USAID: Quarterly Reports

Data Source(s): Reports, field monitoring visits, contract deliverables

Frequency/Timing of Data Acquisition: Quarterly reports; annual reports, quarterly monitoring visits and /or bi-annual monitoring visits

Estimated Cost of Data Acquisition: Low if estimates are used—Very High if census measures are used.

Responsible Individual(s) at USAID: Sarah Bishop

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At first submission of reports and/or deliverables

Known Data Limitations and Significance (if any): HIV/AIDS infection rates are based on national averages that might vary in local situations where LEAD interventions operate.

Actions Taken or Planned to Address Data Limitations: Pre award meetings to familiarize the LEAD partner on the requirements; continuous monitoring

Date of Future Data Quality Assessments: Monitor data from various sources on specific locales of LEAD interventions to see if they vary from national averages.

Procedures for Future Data Quality Assessments: Monitoring research on HIV/AIDS for specific areas.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: M & E unit in conjunction with MF and CL departments

Presentation of Data: Tables, charts, graphs with accompanying narratives will be used to present data as defined by the disaggregating variables

Review of Data: At the end of each quarter the M & E unit will review the data collected thus far

Reporting of Data: M&E unit and Chief of Party to USAID

Location of Data Storage: Both hard and electronic copies in the M & E Unit

OTHER NOTES

Notes on Baselines/Targets: Targets are based on nationally recorded 35% HIV prevalence rate for Zimbabwe. It is assumed that generally, at least 35% of the economically disadvantaged group will be HIV affected or infected.

LEAD Target is 60,000 economic services to HIV/AIDS affected households by September 2003

Assumptions: Attaining this target assumes LEAD will be able to work without political interference in the years ahead and that the macroeconomic situation will permit the service providers to continue service provision to the HIV/AIDS affected households.

THIS SHEET LAST UPDATED ON: 15/04 /2003

Performance Indicator SpFA 1.2

Strategic Objective: Expand Economic Opportunities for Disadvantaged Groups

Intermediate Result: Mitigate the adverse economic impact of HIV/AIDS

Indicator: Number of legal services acquired by HIV/AIDS affected

DESCRIPTION

Precise Definition(s): This indicator refers the number of legal services acquired by HIV/AIDS affected households under the experimental Legal Services Voucher Program(LSVP). The asset protection services are writing of a will, to protect against property grabbing by relatives; guardianship, to ensure protection and well being of children, who are the future economic pillars of the family unit; and maintenance against deceased estate, to ensure that the children's material needs are catered for, until the child reaches an age of economic independence.

Unit of Measure: Legal Services acquired by HIV/AIDS affected households

Disaggregated by: Province, rural, urban, peri-urban, gender, age category, type of legal service

Justification/Management Utility: This indicator will show how LEAD is assisting HIV/AIDS affected households to better cope with the economic fall-out of the disease.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: LSVP voucher administration and tracking system

Method of Acquisition by USAID: Through reports submitted by LEAD LSVP voucher distribution centers and legal service providers

Data Source(s): Reports, field monitoring visits, contract deliverables

Frequency/Timing of Data Acquisition: Monthly reports; annual reports, quarterly monitoring visits

Estimated Cost of Data Acquisition: Low to medium.

Responsible Individual(s) at USAID: Sarah Bishop

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At first submission of reports and / or deliverables

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations: Pre award Training and meetings to familiarize the LEAD partner (distribution center and lawyers) on the requirements; continuous monitoring.

Date of Future Data Quality Assessments: Monitoring research on HIV/AIDS for specific areas

Procedures for Future Data Quality Assessments: Spot checks on partner data; site visits to recipients of the voucher; attendance of training workshops; deliverables monitoring

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: M & E unit in conjunction with BDS department

Presentation of Data: Tables, charts, graphs with accompanying narratives will be used to present data as defined by the disaggregating variables

Review of Data: At the end of each quarter the M & E unit will review the data collected thus far

Reporting of Data M&E unit and Chief of Party to USAID

Location of Data Storage: In the M & E Unit and BDS unit

OTHER NOTES

Notes on Baselines/Targets: By virtue of working with AIDS Service Organisations, Community Based Organisations and Post-HIV Test Clubs whose clientele is HIV/AIDS infected or affected, it is assumed that targeting of this program is 100% towards HIV infected and affected households.

LEAD Target is 3,000 legal services acquired by HIV/AIDS affected households by September 2003

Assumptions: Attaining this target assumes LEAD will be able to work without political interference in the years ahead and that the macroeconomic situation will ultimately permit the poor voucher recipients to afford the co-pay charged by the lawyers, while at the same time, the lawyers reduce the amount of co-pay they charge.

THIS SHEET LAST UPDATED ON: 15 /04 /2003

4. LIFE OF PROJECT TARGETS

Results	2002 Achieved Oct 2001 to Sept 2002	2003 Targets Oct 2002 to Sept 2003	2004 TARGETS Oct 2003 to Sept 2004	2005 Targets Oct 2004 to Sept 2005
Ind. 1.1: Number of micro-loans or other financial products acquired	7,440	50,000	57,000	62,000
Ind. 1.2: Average repayment rate for micro-loans	Not Applicable	Above 95 %	Above 95%	Above 95%
Ind. 2.1: Number of business and technical training services acquired by micro-entrepreneurs	15,842	20,000	22,000	24,000
Ind. 2.2: Number of communication services acquired through BOCs	Project not yet started	10,000	36,000	40,000
Ind. 3.1: Number of market access and /or food security services acquired by micro-producers	12,804	34,000	37,000	41,000
Ind. 3.2: Number of household nutrition garden kits acquired by micro-producers	500	9,000	11,000	Consolidation of Phase II and commercialization phase
Ind. SpFA 1.1 Number of economic services acquired by HIV/AIDS affected	12,699	60,000	66,000	72,000
Ind. SpFA 1.2 Number of legal services acquired by HIV/AIDS affected	246	3,000	4,000	4,000
SpO Outreach Indicator: Number of households with improved lives and livelihoods (Annual figures)	18,049	64,000	71,000	78,000

5. MONITORING AND REPORTING

Monitoring will be carried out continuously on the project by the following actions

Quarterly tracking of service indicators and outreach – LEAD implementing partners will be asked to submit on a quarterly basis, statistics on each of the nine indicators and cumulative figures of client outreach under partnership with LEAD. This information will be shared with USAID on a quarterly basis.

Minimum of two field-monitoring visits per project – verification of information submitted to LEAD will be through at least two field visits by the Monitoring and Evaluation (M&E) team. The initial visit is intended to establish that activities have taken off the ground, while the second visit is to ensure that implementation has been going on according to agreed outlines.

Combined technical and administrative field monitoring – this combined monitoring by PIU and other LEAD technical teams such the Linkage, Micro Finance and Business Development teams will be additional to the two field visits of the M&E team.

Monitoring Format for LEAD officers going into the field – The LEAD technical teams will also carry out monitoring activities without the M&E team. As such, a monitoring format will be developed to ensure that core information towards the LEAD “story” is captured.

Bring back a story award – to motivate and sustain diligence in telling about LEAD’s successes, LEAD will have a quarterly *bring back a story award* for its monitoring team members. Members will be encouraged to submit a story in the second month of a quarter, so as to enable selection of a most interesting story and field follow up for further investigation. By end of the quarter the winning story would be identified and the winner announced. The story will be integral to the quarterly reports

6. IMPACT EVALUATIONS

The major purpose of impact evaluations would be to measure the success of LEAD in achieving the intended goal of expanding Economic Opportunities for Disadvantaged groups. The evaluations will also serve to be useful in understanding what real significance LEAD interventions had for disadvantaged rural households.

Some of the key areas that will be investigated at baseline and later followed up at annual evaluation will include, household income, asset protection and acquisition, food security, ability to access social services such as education and health care, retention rates in a linkage arrangement, access to micro finance, products on offer by service providers, willingness to provide services on a business-like basis, client outreach, ability to respond to HIV/AIDS and cost effectiveness of LEAD activities.

The common issues that the various evaluation plans will address include **sampling** i.e. selection criteria, process, size and representativeness; the dimension of **pre- and post-intervention**; **proximal versus distal** measures; **qualitative and quantitative** approaches in data collection and analysis; **timing** vis-à-vis when the project starts, harvest times, peak loan borrowing times, gestation period of the enterprise post the borrowing or business training; **longitudinal evaluation** through a collection of time series based on the same sample group being tracked throughout the three years of the LEAD intervention; **use of the data** collected. Evaluations will be conducted once a year and reported on in September-October each year.